Shasta College

Enrollment Management Meeting

Tuesday, December 6, 2016
2:00 PM – 3:00 PM
Board Room

MEETING MINUTES

Committee Mission: To develop a holistic, comprehensive, and integrated approach to enrollment management while recommending scheduling, instructional and student support strategies to enhance access, success, persistence and goal attainment.

Present: Michelle Fairchild, Lorelei Hartzler, Tim Johnston, Trena Kimler-Richards, Jim Kortuem, Mike Mari, Leroy Perkins, Susan Westler, Debbie Whitmer

Enrollment up 7%

1. Review Minutes: November 1, 2016 minutes approved.

   Opening Discussion:
   - Follow up on suggestion to have enrollment materials at the Christmas Tree/Faire event. Confirmed the new enrollment brochures were available at the event.
   - Statement made regarding some students not claiming their certificates or degrees, and Leroy asked if that was true? A couple of members confirmed that in their experience some students don't file for them. Trena shared that one of the challenges is that some students who are transferring don't see the value of completing the paperwork for their AA. She added that some institutions track their student's progress and when they hit a mark they either get notification or the process is automated. Trena asked if there is an Enrollment Management software system? Tim shared that Hobsons Starfish is on the Board Agenda next week and could serve in that type of capacity. Trena saw Hobsons at Fresno and added that CSU, Chico is using the software too. Tim shared that the Chancellor's Office has sponsored it and is offering incentives to adopt it.
   - Susan asked if there were any conflicts with a course qualifying for more than one degree program. The answer was "not necessarily."
   - Lorelei shared that in regards to qualifying for financial aid, some students would hold off on applying for the AA degree, because of the financial aid requirement that once you apply for the two year degree, the expectation was that you had to move on to the four year degree program, and couldn't do another two year degree.

2. Vetting process

Second meeting agreement was to focus more on initiatives and the plan reflects that spirit. Develop a two year plan, in which this year is focused on FTE's and next year is then a stability year. Finalize draft for Enrollment Management Plan for vetting in February and March with committees and councils. Then the committee can review and incorporate comments and ideas and the plan can be presented to College Council in March/April. The committee confirmed this plan.

3. Review Draft Enrollment Management Plan - 2017-2018
   a. Goal 2: "Keep"
      - New students appear in fall, and then there is a melt in the spring. Attrition rate is that for every 10 students that register in fall, six will register in spring, and four will register the subsequent fall. 40% will go fall to fall. Questioned if summer plays a role? Response was that that it could be tracked, but have relied on measuring just the two semesters. Wouldn't expect 100% of students to return, as some may complete what they came to do, especially if they were aiming to complete a one year certificate.
      - Leroy shared that the completion rate is good, and possibly even better in his summer course, and that the students attending seem motivated.
      - Progression – do they get through successfully through the first semester?

   Thoughts on how to encourage persistence. Reference document that Tim sent with agenda.
      - Trena shared that she meets with students monthly. 43 students, meal, counselors available, gut feeling she sees students getting overwhelmed. Trena realized with an online class she was overloading students with more work than an in-person class. She tries to meet with students one on one, and recognized this can be a benefit of a small department with fewer faculty. If student is out for 4 days she'll call them.
      - Debbie stated that students request texts instead of email. Feedback was that students are not looking at email as they are too inundated, and have a big preference for text. She asked if other have experienced this preference. She suggested asking students their preferred way to communicate.
      - Leroy shared that when teaching online some students are not local and there are not options to have face to face meetings. Leroy perception was that the online attrition rates were higher, but actually it was lower than in-person. Will did a presentation on it. Believes it was Canvas.
      - Jim shared that at the foundational skills level direct contact is necessary. If students get an email they will often get a text in return indicating they don't understand and need follow up information.
      - Leroy commented that people need a sense of belonging and if they feel they are a part of something it encourages them to continue.
      - It was mentioned that the Athletic Department does that really well in creating a community for the students.
      - Mike pointed out bullet point #5 that states "Implement best practices such as first-year experience learning communities, alternative course scheduling and

supplemental instruction to increase the rate of student attainment. (directed, focused, nurtured, engaged, connected, Strategic Plan 1.2.a)"

- Debbie and Susan would like to get stats, maybe from Will, regarding students using resources. Leroy wonders if some view these things as a hassle and a pull on their time.
- Tim asked everyone to review the last two bulleted items of the Seek section and asked if this is a direction they want to take.
    - Develop an online portal/platform which will serve as a civic and community engagement database (to track offerings and participation) for students, faculty, staff and community partners to share and track information about opportunities resulting in a 10% increase in student work-based learning experiences. (directed, focused, nurtured, engaged, connected, Strategic Plan 3.2.a/b)
    - Enhance student success through involvement in civic and community engagement opportunities as measured by the number of students involved, faculty adding civic and community engagement opportunities to their courses, higher student persistence and raised scores on the student engagement survey. (directed, focused, nurtured, engaged, connected, Strategic Plan 3.1.d)

- Mike responded that the first bulleted item was a better fit.
- It was suggested that more needed to be done for students who don't naturally fall into a group on campus, such as athletics or nursing.
- Some students are very involved with Access & Equity and supporting programs. Mentioned that Sharon had a program for students in which they would receive an incentive after completing 5 activities.
- Comment that there are aims for a high touch first semester for students. Asked if the FYE program would suffice or if more was needed? Susan asked if there was a way to let instructors know it is a student's first semester at the college? Debbie suggested perhaps student lists could include an asterisk next to the name of all students who are first term.
- Trena has students fill out an information card, and there is an option to fill out online now. The high touch approach and building connections keeps students here. Relationships makes a difference.
- Leroy mentioned a student athlete wrote an essay that shared it is being involved with athletics that has kept him in school and keeps him on track to keep working on his education.
- Mike Mari stated it is more difficult at a community college where we take everyone, in lieu of other colleges and programs that might specialize in certain fields.
- Lorelei added there are affects from having an economic culture where educational funds are used for living expenses, not just schooling.
- Trena added that some of the attrition at the end of the year is that they don't want to pay back their financial aid and will take an F.
- Trena has also seen a lot of effort through Student Life with more activities and more reaching out to students taking place.
- Mike suggested creating one calendar so it is all coordinated.

- Trena shared that there are 65% women in agricultural program here. There are more women ag instructors and it was noted that Trena was the first one up north. Seeing more women instructors is also pulling more women into the program. There is also an increased number of women in large equipment programs.
- Early Childhood program has been drawing more men. Comment that when wages increase in certain fields then more men come on board.

Asked if it was agreeable to put this forward as a draft? Condense the two? How about keep first one and strike the second.

- Suggestion to embed Access & Equity. Will amend.

Committee will meet again on February 7th. Move to accept Enrollment Management Plan as draft for vetting in February and March. Trena moved and Leroy seconded. Committee approved.

4. Review Draft Enrollment Management Plan – 2017-2018
   a. Goal 1: "Seek"
   b. Goal 3: "Complete"
   c. Goal 4: "Promote a Culture of Inquiry"

Next Steps: Review Draft Enrollment Management Plan – 2017-2018

Adjourn 3:00 pm

Shasta–Tehama-Trinity
Joint Community College District

ENROLLMENT MANAGEMENT
PLAN
2017 – 2018

DRAFT

Mission Statement
Shasta College provides a diverse student population open access to undergraduate educational programs and learning opportunities, thereby contributing to the social, cultural, intellectual, and economic development of our communities. The District offers general education, transfer and career-technical programs, and basic skills education. Shasta College provides opportunities for students to develop critical thinking, effective communication, quantitative reasoning, information competency, community and global awareness, self-efficacy, and workplace skills. Comprehensive student services programs support student learning and personal growth.

Institutional Goals 2012- 2030
1. Shasta-Tehama-Trinity Joint Community College District will use innovative best practices in instruction and student services for transfer, career technical, and basic skills students to increase the rate at which students complete degrees, certificates, and transfer requirements.

2. Shasta-Tehama-Trinity Joint Community College District will use technology and other innovations to provide students with improved access to instruction and student services across the District's large geographic area.

3. Shasta-Tehama-Trinity Joint Community College District will increase students' academic and career success through civic and community engagement with educational institutions, businesses and organizations.

4. Shasta-Tehama-Trinity Joint Community College District will institutionalize effective planning practices through the implementation, assessment, and periodic revision of integrated planning processes that are transparent and participatory and that link the allocation of resources to planning priorities.

Enrollment Management Committee Mission
To develop a holistic, comprehensive, and integrated approach to enrollment management while recommending scheduling, instructional and student support strategies to enhance access, success, persistence and goal attainment.

Development of the 2017-2018 Enrollment Management Plan

When updating the Enrollment Management Plan, the Committee sought to align the Enrollment Management Plan with:

- Board Of Trustees' Strategic Priorities, the Educational Master plan, the updated Strategic Plan and other planning efforts
- Key Performance Indicators
- Student Support (Re)Defined And Completion By Design Frameworks

The Committee recommends the adoption of a two-year planning cycle to anticipate periods of growth and stability. The Committee noted the significant work that has already taking place throughout the campus and sought to intentionally integrate this plan with other initiatives.

Committee Goals:

"Seek"

Goal #1: "Seek"
Develop a comprehensive marketing plan linked to the Educational Master Plan and other strategic planning efforts that strives to:

- *enhance diversity to reflect the students served throughout our district*
- *promote Shasta College as a first choice transfer institution*
- *respond to changing economic needs of the region*

Goal #2: "Keep"
The Shasta-Tehama-Trinity Joint Community College District will develop responsive strategies to support student persistence.

Goal 3: "Complete"
The Shasta-Tehama-Trinity Joint Community College District will utilize research based methods to promote persistence and the completion of degrees, certificates, and/or "transfer-readiness".

Goal 4: "Promote a Culture of Inquiry"
The Shasta-Tehama-Trinity Joint Community College District will continue to develop a culture of inquiry which will inform improvement efforts.

Enrollment Management Goal 1: "Seek"

Develop a comprehensive marketing plan linked to the Educational Master Plan and other strategic planning efforts that strives to:

- *enhance diversity to reflect the students served throughout our district*
- *promote Shasta College as a first choice transfer institution*
- *respond to changing economic needs of the region*

Strategy: Develop a comprehensive marketing plan that seeks to promote the Shasta College mission with an emphasis on transfer and CTE.

Activities:

- Guided by enrollment and equity targets, create a proactive plan to identify, recruit, convert and enroll a diverse student body reflective of the entire region we serve. (directed, focused, nurtured, engaged, connected, Strategic Plan 2.2.c)

  Responsible Administrator: Marketing Director / Assoc. Dean of Access and Equity / Assoc. VP Student Services/Dean of Enrollment Services
  Target Completion Date: Spring 2017

- Increase participation in collaborative efforts (North State Together, etc.) to improve college readiness as measured by local high school graduates' college going rates, remediation rates and Shasta College's transfer rates to four-year institutions. (directed, focused, nurtured, Strategic Plan 3.1.b)

  Responsible Administrator: Assistant Superintendent / Vice President of Student Services
  Target Completion Date: Spring 2018

- Create and implement a "student intake" plan to include a review of acceptance messaging and an update of enrollment literature.

  Responsible Administrator: Marketing Director / Assoc. VP Student Services/Dean of Enrollment Services
  Target Completion Date: Spring 2017

- Complete a communications audit and create and implement a student communication plan that utilizes social media and other means to create a positive connection with students and to engage them to a greater degree during their college experience from the initial point of contact through graduation. (nurtured, engaged, connected)

  Responsible Administrator: Marketing Director / Assoc. VP Student Services/Dean of Enrollment Services
  Target Completion Date: Spring 2017

Strategy: **Improve access to student services through a variety of innovative practices.**

Activities:

- Develop a "microsite" to serve as the "front end" of the College website to streamline the enrollment process for new and returning students. (directed, focused, nurtured, engaged, connected, Interact, Strategic Plan 2.2.b)

  Responsible Administrator: Director of Information Technology
  Target Completion Date: Fall 2018

- Implement top priority technology-enabled student support services including a common assessment, a mobile "app", an automated student education planning solution, an online new student, noncredit orientation, an integrated BOGFW application process, a financial aid "self-service" process, an enhanced document imaging/ automated workflow process solution, and the creation of additional internet hot spots (directed, focused, connected, Strategic Plan 2.1.a)

  Responsible Administrator: Director of Information Technology / Assoc. VP Student Services/Dean of Enrollment Services
  Target Completion Date: Spring 2018

Strategy: Enhance the successful transition from developmental/pre-college to college.

Activities:

- Fully implement the Common Assessment including competency requisites. (directed, focused, nurtured, engaged)

  Responsible Administrator: Assoc. VP Student Services/Dean of Enrollment Services
  Target Completion Date: Fall 2017

- Investigate the feasibility of providing diagnostic assessments of college readiness to high school students and, if feasible, implement a pilot program and assess results (directed, focused, Strategic Plan 1.1.b)

  Responsible Administrator: Assoc. VP Student Services/Dean of Enrollment Services
  Target Completion Date: Spring 2017

- Implement and evaluate best practices in developmental education such as accelerated and flexible course options and English and math success academies. (Strategic Plan 1.1.a)

  Responsible Administrator: Dean SLAM, Associate Dean of Student Learning Enrollment Services
  Target Completion Date: Spring 2018

- Implement and evaluate a first year experience program.
  Responsible Administrator: Assoc. VP Student Services/Dean of Enrollment Services
  Target Completion Date: Fall 2017

Enrollment Management Goal 2: "Keep"

The Shasta-Tehama-Trinity Joint Community College District will develop responsive strategies to support student persistence.

Strategy: Develop initiatives to enhance student persistence.

- Develop strategies to ensure a course success rate of 75%; fall to spring persistence rate of 74%; and a math achievement rate of 35%.

  Responsible Administrator: Assistant Superintendent / Vice President of Instruction
  Target Completion Date: Spring 2018

- Expand mentor program for part-time faculty. (directed, focused, nurtured, engaged, connected)

  Responsible Administrator: Assistant Superintendent / Vice President of Instruction
  Target Completion Date: Spring 2018

- Implement Hobsons Starfish early alert software. (directed, focused, nurtured, connected)

  Responsible Administrator: Director of Information Technology and Assoc. VP Student Services/Dean of Enrollment Services
  Target Completion Date: Fall 2017

- Develop and publish scheduling patterns for certificates and degrees. (directed, focused, nurtured, Strategic Plan 1.2.d)

  Responsible Administrator: Assistant Superintendent / Vice President of Instruction
  Target Completion Date: Spring 2018

- Implement best practices such as first-year experience learning communities, alternative course scheduling and supplemental instruction to increase the rate of student attainment. (directed, focused, nurtured, engaged, connected, Strategic Plan 1.2.a)

  Responsible Administrator: Assistant Superintendent / Vice President of Instruction
  Target Completion Date: Spring 2018

- Implement expanded academic support strategies such as online tutoring for basic skills and general education. (directed, focused, nurtured, Strategic Plan 2.1.c)

  Responsible Administrator: Dean of Library Services & Educational Technology
  Target Completion Date: Fall 2017

Enrollment Management Goal 3: Complete

The Shasta-Tehama-Trinity Joint Community College District will utilize research based methods to promote the completion of degrees, certificates, and/or "transfer-readiness".

Strategy: Increase the rate of students attaining degrees and certificates each academic year. (Rate is defined as the unduplicated number of scorecard eligible students who complete divided by the total unduplicated number of scorecard eligible students.)

Activities:

- Increase the number of students who annually attain ADT (Associate Degree for Transfer) degrees through promotional efforts that include success stories of transfer students, especially those from disproportionately impacted groups. (directed, focused, Strategic Plan 1.3.a)

  Responsible Administrator: Assoc. VP Student Services/Dean of Enrollment Services
  Target Completion Date: Spring 2018

- In cooperation with K-12 partners, implement transfer pathways such as a college honors program and expanded dual and concurrent enrollment. (directed, focused, Strategic Plan 1.3.b)

  Responsible Administrator: Assistant Superintendent / Vice President of Instruction
  Target Completion Date: Spring 2018

- Expand ACE and BOLD programs. (directed, focused, connected)

  Responsible Administrator: Assistant Superintendent / Vice President of Instruction
  Target Completion Date: Spring 2018

- Implement Hobsons Starfish automated student education planning software. (directed, focused)

  Responsible Administrator: Director of Information Technology and Assoc. VP Student Services/Dean of Enrollment Services
  Target Completion Date: Fall 2018

Enrollment Management Goal 4: Culture of Inquiry

The Shasta-Tehama-Trinity Joint Community College District will continue to develop a culture of inquiry which will inform improvement efforts.

Strategy: Expand the collection, analysis, and dissemination of enrollment management information.

Activities:

- Create a data warehouse.

  Responsible Administrator: Assistant Superintendent / V.P. of Administrative Services
  Target Completion Date: Fall 2017

- Develop an Enrollment Management real-time "data dashboard" to promote routine discussion and use of granular data to detect bottlenecks and inform improvements. (directed, focused)

  Responsible Administrator: Assistant Superintendent / V.P. of Administrative Services
  Target Completion Date: Fall 2017

- Complete a student focus-group inquiry on how to enhance the student experience and the campus environment. (nurtured, engaged, connected)

  Responsible Administrator: Dean of Institutional Effectiveness
  Target Completion Date: Fall 2017

- Communicate the results of the Community College Survey of Student Engagement, identify areas of growth and implement a plan to address these areas. (nurtured, engaged, connected)

  Responsible Administrator: Dean of Institutional Effectiveness / Assoc. VP Student Services/Dean of Enrollment Services
  Target Completion Date: Spring 2017