



Shasta College

Enrollment Management Meeting

Tuesday, February 7, 2017

2:00 PM – 3:00 PM

Room 2314

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, Jason Kelly, Jim Kortuem, Mike Mari, Leroy Perkins, Susan Westler, Debbie Whitmer

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.

1. Review Minutes
December 6, 2016 minutes approved with changes.
2. Review feedback to 2017-18 draft – Handout
List of feedback and discussion on what to adopt.

Overview

- a. Goal 1: Seek
 - Is the marketing plan in marketing or is it an external position? – Response was that the Marketing Committee is supposed to be putting together a marketing plan. Mike mentioned that the Marketing Committee has not met yet. Understanding that comprehensive marketing plan is going to be developed by the internal marketing committee.
- b. Goal 2: Keep
 - Add “and retention”
- c. Goal 1
 - i. Strategy 1 (page 4) – Include Basic Skills and Career Enhancement in addition to transfer and CTE. CTE – Career Technical Education recommendation emphasis on Transfer and Career Enhancement and cut out CTE. Feedback to not cut out CTE.
 - ii. Activity 1
 - Create a proactive plan using targeting marketing to identify, recruit, and enroll a diverse student body reflective of the entire region we serve. Keep identify and add target marketing

- Remove word “convert.”
- Maybe include a guide for the terms from the Strategic Plan directed, focused, nurtured, engaged, connected
- We could say this year’s enrollment is up relative to last years, and what can we contribute that to, probably not one thing, but a collective.

iii. Activity 3

- Define “acceptance messaging.” Change to “acceptance communications.” Interact- Marketing company provided information/feedback.

iv. Activity 4

- Define measurement criteria – baseline and end results
- Agreement to run it through Research and get their feedback.
- Comment that Starfish may touch on some, but some things may be beyond it.

d. Goal 2

- Activity 1: access to data - Take back to Research for another look at the metrics.
 - Comment on Math rate achievement rate of 35% (2/3 of students failing is troubling. Will confirm what rate represents.
- Activity2: measurement -
- Activity 3/4: what does that look like? Define measurement criteria – baseline and end results.

e. Goal 3

- Strategy: define “rate of students attaining...” How about completing? Want them to complete and claim it. Obtain it? Obtain or attain

f. Goal 4

- Support for Activities

3. Review progress of 2014-17 plan through Fall 2016

Proposal to wrap up prior plan at March meeting and provide some perspective from Research and then get plan approved and implemented.

4. Other?

Next Steps:

Adjourn 3:00 pm

Enrollment Management Plan, 2017-18
Feedback

Overview

Goal 1: Seek

Is the marketing plan in marketing or is it an external position?

Goal 2: Keep

Add "and retention"

Goal 1

Strategy 1: include Basic Skills and Career Enhancement in addition to transfer and CTE.

Activity 1

Change "identify" to target marketing

Change "convert"

Activity 3

Define "acceptance messaging"

Activity 4

Define measurement criteria – baseline and end results

Goal 2

Activity 1: access to data

Activity 2: measurement

Activities 3/4: what does this look like?

Goal 3

Strategy: define "rate of students attaining..."

Activity 1: include "in-marketing"

Activity 3: Define baseline and criteria for evaluation re. expanding ACE and BOLD

Goal 4

Support for activities

Shasta-Tehama-Trinity Joint Community College District Enrollment Management Plan 2014-2017
Action Tracking

EMP Goal 1: Seek	Discussion and Agreements	Responsible Admin.	Due	Status	Notes
Strategy: Develop a comprehensive marketing plan that seeks to promote the Shasta College mission with an emphasis on transfer and CTE. (Cont'd)	1.2.2 Host focus groups with service clubs and other community organizations to note member perceptions of Shasta College. (engaged, connected, valued)	Office of Research and Planning	f 2016 Change to Spring 2016 Fall 2015 (change from S15 3.3.15)	Bring to Research Committee to review next steps.	
Strategy: Develop a comprehensive marketing plan that seeks to promote the Shasta College mission with an emphasis on transfer and CTE. (Cont'd)	1.2.3 Develop a comprehensive, integrated marketing plan with assistance from CTE (Career Technical Education) deans and faculty. (directed, focused, nurtured, engaged, connected)	Marketing Director, Instructional Council	f16 Change to Spring 2016 Fall 2015 (change from S15 3.3.15)	Mike will follow-up with Marketing Committee	
Strategy: Enhance the successful transition from developmental/pre-college to college (Cont'd)	1.4.4 Strongly encourage non-credit Student Development courses (first-year experience/seminar) for non-exempt students. (directed, focused, nurtured, engaged, connected)	Dean of Enrollment Services / Dean of SLAM	f2016 Change to Spring 2016 Fall 2015	Fall 2016 ???	

**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

target marketing

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

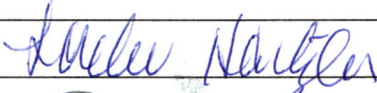

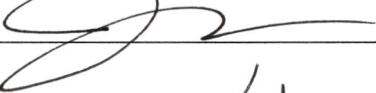
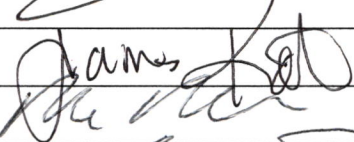
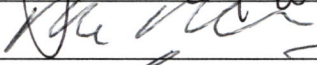
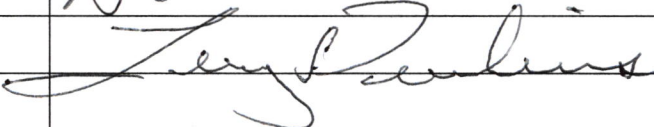
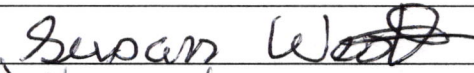
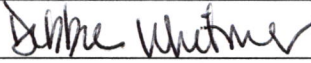
- Complete a student focus-group inquiry on how to enhance the student experience and the campus environment. (nurtured, engaged, connected)

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

Sign In List Enrollment Management Committee 2/7/17

Keith Brookshaw	
Lorelei Hartzler	
Tim Johnston	
Jason Kelly	
Trena Kimler-Richards	
James Kortuem	
Mike Mari	
Leroy Perkins	
Craig Thompson	
Jessica Tyson	
Susan Westler	
Debbie Whitmer	



Shasta College

Enrollment Management Meeting

Tuesday, February 7, 2017

2:00 PM – 3:00 PM

Fireside Room

DRAFT AGENDA

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.

1. Review Minutes
2. Review feedback to 2017-18 draft
3. Review progress of 2014-17 plan through Fall 2016
4. Other?