



Shasta College

Enrollment Management Meeting

Tuesday, March 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, Tim Johnston, Jim Kortuem, Mike Mari, 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

February 7, 2017 minutes approved with changes.

2. Review feedback to 2017-18 draft – Handout

Feedback from Access & Equity. Changes recommended are in red. Committee discussed each suggested change point by point, making decisions in regards to adopting, revising or striking. Decision also to include an umbrella statement in regards to equitable services for all student populations.

It was suggested that the plan be reviewed by Student Senate in order to get a student perspective. Decision made to reach out to Student Senate and ask for feedback by the next meeting on April 4th. Agreement from committee to proceed.

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

Took a pass at the plan, and have each of those in TracDat and rolled it into a spreadsheet to review. Any changes/edits can be rolled back into TracDat. Fall 16 enrollment was up and continued to be up in Spring 17. Take steps to close out plan and run it by the Council. Ask committee to review and then return and have comments ready for April meeting.

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 equitable 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:

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
- reflect our diverse population inclusive of a range of characteristics
- reach out to and encourage enrollment among diverse populations of students in our service area and beyond.
- 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 and retention that is equitable across all student populations.

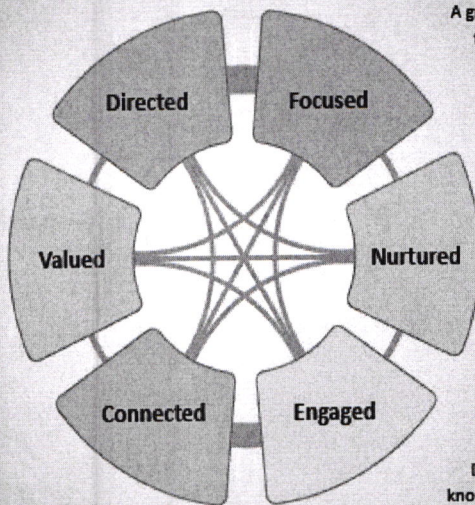
Goal 3: "Complete"

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

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, fiscal decisions and more targeted attention to our mission and institutional goals.

Defining the “Six Success Factors”



A growing body of evidence indicates that strategic supports—delivered inside and outside the classroom—can increase students’ abilities to achieve completion and transfer. This research suggests that student support activities must be (1) integrated into students’ daily experience and (2) included in the overall curriculum. The RP Group’s review of leading studies on student support found that effective support—in addition to being integrated and intrusive—helps students become:

Directed: students have a goal and know how to achieve it

Focused: students stay on track—keeping their eyes on the prize

Nurtured: students feel somebody wants and helps them to succeed

Engaged: students actively participate in class and extra-curricular activities

Connected: students feel like they are part of the college community

Valued: students’ skills, talents, abilities and experiences are recognized; they have opportunities to contribute on campus and feel their contributions are appreciated

These “six success factors” form the basis for the RP Group’s student-focused investigation of support. Readers can find complete definitions later in this report as well as a full discussion of these factors in the study’s literature review at <http://www.rpgroup.org/content/research-framework>.

Enrollment Management Goal 1: "Seek"

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- reflect our diverse population inclusive of a range of characteristics
- reach out to and encourage enrollment among diverse populations of students in our service area and beyond.
- 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, basic skills, Career Technical Education (CTE) and Career Enhancement.

Activities:

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

Responsible Administrator: Associate VP Economic and Workforce Development/ 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 that includes a review of the messages associated with the various points of contact in the admissions cycle and an update of enrollment literature to reflect different messaging needs of diverse potential student audiences.

Responsible Administrator: Marketing Director / Assoc. VP Student Services/Dean of Enrollment Services / Assoc. Dean of Access and Equity
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~~ Director of Marketing / Assoc. VP Student Services/Dean of Enrollment Services

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 / Director of Marketing / 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 with diverse student populations 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 with an emphasis on reducing achievement gaps for disproportionately impacted groups.

Responsible Administrator: Assoc. VP Student Services/Dean of Enrollment Services

Target Completion Date: Fall 2017

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Enrollment Management Goal 2: “Keep”

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

Strategy: Develop initiatives to enhance student persistence.

- Develop strategies to ensure a course completion rate of 70% and a fall to spring persistence rate of 70% without significant achievement gaps exhibited among equity populations.

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

- Expand mentor program for part-time faculty that includes training on culturally responsive instruction with at least 50% participation. (directed, focused, nurtured, engaged, connected)

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

- Implement Hobsons Starfish early alert software to a pilot group of faculty in fall 2017 including training on the importance of its use, what students will see, and follow-up activities. (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 that designate courses that are only offered in the fall, those only offered in the spring, and those that are offered during both fall and spring. (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 and online degrees 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 and study supports available through dedicated programs 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" among all student populations.

Strategy: Increase the number of students attaining degrees and certificates each academic year while working to reduce/eliminate achievement gaps. (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 by 3% per year 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 and other guided pathways such as a college honors program and expanded dual and concurrent enrollment so that at least 600 students per year transfer. (directed, focused, Strategic Plan 1.3.b)

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

- Increase the number of students in the ACE and BOLD programs by 5% per year recruiting from Extended Education sites and disproportionately impacted groups. (directed, focused, connected)

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

- Implement Hobsons Starfish automated student education planning software including training on targeted use, how students experience messages, and follow-up procedures. (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, fiscal decisions, and more targeted attention to our mission and institutional goals.

Strategy: Expand the collection, analysis, and dissemination disaggregated of enrollment management information to programs and divisions.

Activities:

- Create a data warehouse and support access to that warehouse through Tableau or other data dashboards.

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~~ Conduct student focus-groups – including focus groups of students from disproportionally impacted groups 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 disaggregated results of the Community College Survey of Student Engagement, identify areas of growth, targeted improvements for disproportionately impacted groups 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

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
Strategy: Enhance diversity to increase global awareness for all students served throughout our district.	1.1.1 In cooperation with the Student Equity Committee, create a welcoming environment through the use of posters, photographs, banners, etc. that create intercultural and/or cross-cultural campus spaces. (nurtured, connected, valued)	Marketing Director / Vice President of Student Services	Changed to Spring 2016	This initiative remains in progress.
Strategy: Enhance diversity to increase global awareness for all students served throughout our district. (Cont'd)	1.1.2 Consistent with NorthState, Shasta Promise and other partnerships, establish relationships with area high schools to reach out to students reflecting the community we serve. (nurtured, connected, valued)	Dean of Enrollment Services	Spring 2015	Beginning spring 2015, college counselors have visited high schools in the region to provide an overview of Shasta College and to provide multiple measure assessments and abbreviated student education plans.
Strategy: Enhance diversity to increase global awareness for all students served throughout our district. (Cont'd)	1.1.3 Utilize currently enrolled students to serve as mentors to students in area elementary, middle and high schools to encourage enrollments which better reflect the community we serve. (nurtured, connected, valued)	Vice President of Student Services / SC Center for Community Engagement	Spring 2015	This initiative was not achieved.
Strategy: Enhance diversity to increase global awareness for all students served throughout our district. (Cont'd)	1.1.4 Investigate the formation of an alumni association to serve as ambassadors to the community. (connected, valued)	Exec. Director Foundation	Fall 2015	This initiative was tabled.
Strategy: Enhance diversity to increase global awareness for all students served throughout our district. (Cont'd)	1.1.5 Increase the Shasta College presence at <i>Cash4College Nights</i> at local high schools. (directed, engaged, connected)	Director of Financial Aid	Spring 2015	From 2015 to the present, the Financial Aid department has taken the lead in expanding support of <i>Cash4College Nights</i> by attending each event and serving as a regional resource.

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
Strategy: Develop a comprehensive marketing plan that seeks to promote the Shasta College mission with an emphasis on transfer and CTE.	1.2.1 Investigate ways to promote the Shasta Promise and the North State Promise. (directed, focused, nurtured)	Dean of Enrollment Services	Fall 2014	Updated "Steps to Enrollment" materials were developed to promote Shasta and North State Promise programs and related priority registration.
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	Spring 2015	This initiative was tabled.
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	Spring 2015	This initiative remains in progress.
Strategy: Develop a comprehensive marketing plan that seeks to promote the Shasta College mission with an emphasis on transfer and CTE. (Cont'd)	1.2.4 Identify and promote ADTs (Associate Degrees for Transfer) and success stories of transfer students. (directed, focused, nurtured, engaged, connected, valued)	Transfer Coordinator, Marketing Director	Spring 2015	Student attainment of ADT degrees has increased each year. This is due, in part, to the promotional efforts of the entire campus community.

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
Strategy: Streamline the enrollment process for new and returning students.	1.3.1 Identify the current matriculation process and re-evaluate the sequence. (directed, focused, nurtured)	Dean of Enrollment Services	Fall 2014	In response to Student Success and Support Program requirements, the college developed an online orientation, multiple-measure assessments and the development of abbreviated education plans at the high school campuses. The common state application, CCCApply, was implemented.
Strategy: Streamline the enrollment process for new and returning students. (Cont'd)	1.3.2 Clearly identify the "Steps to Success" process on the college website. (directed, focused, nurtured)	Web Master/ Dean of Enrollment Services	Spring 2015	The "Steps to Success" process has been updated on the college website to reflect the above changes to the matriculation process. Additional work needs to be done to more clearly place this information.
Strategy: Streamline the enrollment process for new and returning students. (Cont'd)	1.3.3 Consider the development of complementary on-line orientations, in-person orientations, "just in time" orientations, and/or specialized orientations for students and faculty. (directed, focused, nurtured, engaged, connected)	Dean of Enrollment Services	Fall 2014	An online, new student orientation has been developed and updated each semester. Additionally, an online, noncredit student orientation has been developed.
Strategy: Streamline the enrollment process for new and returning students. (Cont'd)	1.3.4 Create a welcoming campus climate which ensures that every student will make a significant connection with another person at the college as soon as possible to support the values highlighted in the RP Group <i>Student Support ReDefined</i> (nurtured, engaged, connected, valued)	Dean of Enrollment Services	Fall 2015	The Student Success Center opened in April, 2016. Student utilization reports and feedback indicate that this venue provides an opportunity to develop important connections and receive "just-in-time" information.
Strategy: Streamline the enrollment process for new and returning students. (Cont'd)	1.3.5 Develop a "Program of Study" for "undecided" students designed to help them decide. (directed, focused, nurtured, engaged)	Vice President of Instruction	Spring 2015	The "undecided" program option is no longer available on CCCApply.

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
Strategy: Enhance the successful transition from developmental/pre-college to college	1.4.1 Develop opportunities to prepare for assessment testing. (directed, focused, nurtured, engaged)	Dean of Enrollment Services	Spring 2015	The college joined in the Multiple Measure Assessment Pilot and expanded its implementation with the sunset of Compass and the transition to the statewide Common Assessment.
Strategy: Enhance the successful transition from developmental/pre-college to college (Cont'd)	1.4.2 Implement a pilot English and Math Success Academy. (directed, focused, nurtured, engaged)	Dean of SLAM / Foundational Skills Coordinator	Spring 2015	Math Camp has been offered since Summer 2015.
Strategy: Enhance the successful transition from developmental/pre-college to college (Cont'd)	1.4.3 Implement a pilot acceleration framework in Foundational Skills. (directed, focused, nurtured, engaged)	Dean of SLAM / Foundational Skills Coordinator / Math Lab Coordinator	Fall 2015	Math and English departments have led the way with courses such as Math 210 and English 195.
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	Fall 2015	This initiative was tabled.
Strategy: Enhance the successful transition from developmental/pre-college to college (Cont'd)	1.4.5 Expand dual enrollment opportunities within state guidelines. (directed, focused, nurtured, engaged, connected)	Vice President of Instruction	Fall 2015	Dual enrollment has expanded the number of courses offered and the number of students enrolled.
Strategy: Enhance the successful transition from developmental/pre-college to college (Cont'd)	1.4.6 Host a Shasta College Preview Day for high school sophomores, juniors, and seniors. (directed, focused, nurtured, engaged, connected, valued)	Dean of Enrollment Services	Fall 2014	Beginning fall 2014, the college has offered a Preview Day for high school seniors.

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

Action Tracking

EMP Goal 2: Keep	Discussion and Agreements	Responsible Admin.	Due	Status
Strategy: Increase and Enhance Communication with Students so they obtain "college knowledge".	2.1.1 Maintain an accurate, intuitive web presence. Utilize social media and the student portal, etc. to provide college notices and reminders. (nurtured, engaged, connected)	Web Master / Marketing Director / Director of IT	Fall 2015	This initiative remains in progress.
Strategy: Increase and Enhance Communication with Students so they obtain "college knowledge". (Cont'd)	2.1.2 Encourage faculty to check in with students during the first week to address questions regarding college resources. (directed, focused, nurtured, engaged, connected)	Vice President of Instruction	Fall 2014	The VP of Instruction encouraged faculty to check in with students during the first week of classes to address questions. SOS tables are also available the first two days of each semester.
Strategy: Increase and Enhance Communication with Students so they obtain "college knowledge". (Cont'd)	2.1.3 Develop a "one stop" model to answer basic college questions. (directed, focused, nurtured, engaged, connected)	Dean of Enrollment Services / Web Master	Fall 2015	The Student Success Center opened in April 2016.
Strategy: Increase and Enhance Communication with Students so they obtain "college knowledge". (Cont'd)	2.1.4 Continue and promote the "Got Questions" / "SHARE" campaign. (directed, focused, nurtured, engaged, connected)	Vice Presidents of Instruction and Student Services	Fall 2014	SOS tables are available the first two days of each semester to address student questions.
Strategy: Increase and Enhance Communication with Students so they obtain "college knowledge". (Cont'd)	2.1.5 Celebrate individual student achievement and success (academic, extra-curricular, job placement, etc.). (nurtured, connected, valued)	Vice President of Student Services	Spring 2015	This initiative remains in progress.
Strategy: Develop faculty initiatives to enhance retention in the classroom.	2.2.1 Offer Faculty Flex Day credit for workshops for both full-time and part-time instructors that emphasize faculty-student interaction. (directed, focused, nurtured, engaged, connected)	Vice President of Instruction	Fall 2014	This initiative remains in progress.

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

Action Tracking

EMP Goal 2: Keep	Discussion and Agreements	Responsible Admin.	Due	Status
Strategy: Develop faculty initiatives to enhance retention in the classroom. (Cont'd)	2.2.2 Develop and procure funds for a mentor program for part-time faculty. (directed, focused, nurtured, engaged, connected)	Vice President of Instruction	Fall 2015	Instructional Council approved guidelines for a part-time mentor program.
Strategy: Develop faculty initiatives to enhance retention in the classroom. (Cont'd)	2.2.3 Encourage faculty to make their syllabus available online to students before the beginning of the term. (directed, focused, nurtured, engaged, connected)	Vice President of Instruction / Dean of Library Services and Educ. Tech.	Fall 2014	This initiative remains in progress.
Strategy: Develop faculty initiatives to enhance retention in the classroom. (Cont'd)	2.2.4 Promote and regularly revise the "sample syllabus". (directed, focused, nurtured, engaged, connected)	Deans of SLAM & Extended Education	Fall 2014	A sample syllabus is provided during part-time faculty trainings.
Strategy: Develop faculty initiatives to enhance retention in the classroom. (Cont'd)	2.2.5 Implement pilot follow-up strategies to support the "early alert" program. (focused, nurtured, engaged, connected)	Dean of Enrollment Services	Fall 2015	Implementation of the Hobsons Starfish early alert process began Spring 2017.
Strategy: Develop faculty initiatives to enhance retention in the classroom. (Cont'd)	2.2.6 Review, support and/or implement options recommended by the Textbook Committee regarding options to decrease textbook expenses. (focused, nurtured, engaged)	Vice President of Instruction	Fall 2014	Faculty are recognized for efforts to reduce textbook expenses. This initiative remains in progress.
Strategy: Develop faculty initiatives to enhance retention in the classroom. (Cont'd)	2.2.7 Increase use of Student Success/Learning Centers. (focused, nurtured, engaged, connected)	Foundational Skills Coordinator	Fall 2014	The Student Success Center has been well utilized since its inception in April 2016. Final Exam Jam and related events have also promoted the use of Student Learning Centers.
Strategy: Develop faculty initiatives to enhance retention in the classroom. (Cont'd)	2.2.8 Develop minimum criteria for an attractive classroom environment and encourage steps to address shortcomings. (nurtured, valued)	Vice President of Administrative Services	Fall 2015	Physical Plant, in conjunction with Instructional Council, has developed guidelines. The annual area planning process has prioritized classroom improvement projects.

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

Action Tracking

EMP Goal 3: Keep	Discussion and Agreements	Responsible Admin.	Due	Status	Notes
Strategy: Create Sustainable and Scalable Cohort Models	3.1.1 Research the need/interest in providing more flexible and/or alternative course scheduling options such as freshmen seminars, learning communities, cohort models, etc. (directed, focused, nurtured, engaged, connected)	Vice President of Instruction	Fall 2015	[Note the status, i.e. Complete, In-Progress, Tabled, Other, Etc.]	The ACE and BOLD programs are notable successes.
Strategy: Create Sustainable and Scalable Cohort Models (Cont'd)	3.1.2 Research the effectiveness of Learning Communities across the state and compare implementation (i.e. small boutique versus large and scalable). (directed, focused, nurtured, engaged, connected)	Dean of Enrollment Services	Fall 2014	[Note the status, i.e. Complete, In-Progress, Tabled, Other, Etc.]	The ACE program is a notable success. Work continues in this area.
Strategy: Create Sustainable and Scalable Cohort Models (Cont'd)	3.1.3 Investigate faculty incentives for involvement in the Center for Community Engagement. (nurtured, engaged, connected, valued)	Vice President of Instruction / Center for Community Engagement Oversight Committee	Fall 2014	[Note the status, i.e. Complete, In-Progress, Tabled, Other, Etc.]	This initiative has been tabled.
Strategy: Create Sustainable and Scalable Cohort Models (Cont'd)	3.1.4 Develop two-year scheduling patterns for most programs (certificate and degrees) that would guarantee students the opportunity to complete a program in normal time. (directed, focused, nurtured)	Vice President of Instruction	Fall 2015	[Note the status, i.e. Complete, In-Progress, Tabled, Other, Etc.]	The ACE program is a notable success. Work continues in this area.

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

Action Tracking

EMP Goal 4: Complete	Discussion and Agreements	Responsible Admin.	Due	Status	Notes
Strategy: Expand collection, analysis, and dissemination of information related to enrollment management.	4.1.1 Develop an Enrollment Management "data dashboard" to promote routine discussion and use of data to inform decision-making. (directed, focused)	Vice President of Administrative Services	Fall 2015	[Note the status, i.e. Complete, In-Progress, Tabled, Other, Etc.]	This initiative remains in progress.
Strategy: Expand collection, analysis, and dissemination of information related to enrollment management. (Cont'd)	4.1.2 Review prior survey data to learn more about why students leave, drop out or "stop out" of Shasta College. (nurtured, engaged, connected, valued)	Director of Research and Planning	Fall 2014	[Note the status, i.e. Complete, In-Progress, Tabled, Other, Etc.]	This initiative remains in progress.