

## Enrollment Management Plan 2012-2015

### Statement on Enrollment Management

College of the Redwoods (CR) understands that enrollment management is an institution-wide, intentional, and comprehensive process that is designed to provide student access and success. While Enrollment Management is a responsibility shared by all at CR, the Enrollment Management Committee (EMC) has been given the primary responsibility for recommending and supporting enrollment initiatives that are aligned with College resources. The purpose of the Enrollment Management Plan is to enhance student learning and college experiences, student satisfaction, and as a byproduct, improve student retention and completion rates. Our ultimate measure of success is determined by the retention and success of our students in achieving their educational goals.

Enrollment Management Primary Goals include:

- Stabilizing enrollments (control growth and plan for fluctuations) keeping in mind the fiscal and physical capacity of the institution
- Linking academic and student services programs
- Establishing effective enrollment management procedures in response to changing fiscal resources and mandates
- Evaluating enrollment management strategies (track what works and change what doesn't work)

### Vision

College of the Redwoods is a learning community where lives are transformed.

### Mission

College of the Redwoods puts student success first by providing outstanding developmental, career technical, and transfer education. The College partners with the community to contribute to the economic vitality and lifelong learning needs of its service area. We continually assess student learning and institutional performance and practices to improve upon the programs and services we offer.

### Values

- **Student Success and Access:** We put students first, ensuring that student learning, advancement, and access are pivotal to all we do.
- **Educational Excellence and Innovation:** We value ongoing and systematic planning and evaluating methods that move us toward excellence.
- **Honoring Diversity:** We value all members of our community and strive to create a diverse, nurturing, honest, and open environment.
- **Participatory Governance:** We value ethical behavior and strive to create a culture where all students, staff, faculty and administrators engage in inclusive, ongoing and self-reflective decision making.
- **Environmental Awareness:** We value the environment and the need to minimize our impacts upon it, utilizing sustainable practices and acting as global citizens.

- **Community Development:** We value the economic and intellectual development of the various communities we serve.
- **Supportive Culture:** We strive to create a supportive, problem-solving culture, and we recognize the proven usefulness of an interest-based approach (IBA) for achieving trust, cooperation and effective problem solving.

### **Linking Enrollment Management and Academic Programs**

College of the Redwoods recognizes that for students to be successful, the quality of CR's core academic programs and services must be strategically linked to a comprehensive enrollment management effort. Based on these programs and services, students will make the choice whether or not to enroll, to persist, or drop out of CR.

### **Student-Focused Plan**

Since students have the freedom to choose the college they wish to attend, enrollment management should establish early-on a relationship with prospective students, parents and the community. A student's perspective should always be kept in the forefront when developing and offering services, launching new programs and initiatives, and evaluating enrollment management plans.

### **Strategic Plan Core Themes**

1. College of the Redwoods will employ programs, services, and organizational structures to meet the needs of learners and ensure student success.
2. College of the Redwoods will provide, in partnership with the community, training and education to contribute to the economic vitality and lifelong learning needs of the community.
3. College of the Redwoods will proactively pursue strategies that will lead to fiscal and operational sustainability.
4. College of the Redwoods will develop infrastructure, adopt best practices, and practice analytics, to take advantage of current and emerging technologies to support the learning environment and enhance institutional effectiveness.
5. College of the Redwoods will engage in activities and initiatives to elevate the college's profile in the community.

### **Education Master Plan Themes**

1. Employ programs, services, and organizational structures to meet the needs of learners and ensure student success.
2. Provide, in partnership with the community, training and education to contribute to the economic vitality and lifelong learning needs of the community.
3. Continually assess student learning and institutional performance and practices to improve upon the programs and services we offer.
4. Support the learning environment through appropriate technology and facilities.
5. Support student success by engaging students in the college environment.

## **Planning Assumptions**

The Mission and the Vision Statements, Strategic Plan, and the Education Master Plan are the driving forces in the development of the Enrollment Management Plan. The Enrollment Management Committee members are aware of the responsibility to develop goals, objectives, and activities that are within the context and framework of the Mission and Vision statements and Education Master Plan. There are several assumptions that form the foundation for this three year Enrollment Management Plan:

- Satisfactorily address the Student Success Task Force recommendations.
- Develop objectives and actions that are explicitly aligned with the Education Master Plan.
- Positively affect the Institutional Effectiveness Scorecard.

## **Enrollment Management Goals, Objectives, and Activities**

The goals of the Enrollment Management Plan were developed to support the Strategic Plan, Education Master Plan, Institutional Effectiveness Scorecard, Student Success Task Force Initiatives and the planning activities of the Student Equity Committee and the Basic Skills Committee. The planning process included solicitation of ideas from several enrollment management subcommittee work sessions, review and approval of the Enrollment Management Committee, as well as review and feedback from the Student Equity Planning Committee, Basic Skills Committee, and approval from the President's Executive and Expanded Cabinet.

Enrollment statistics, indicators of the Institutional Effectiveness Scorecard, and the success of each of the enrollment management plan's activities will be assessed and updated as appropriate at the conclusion of each academic year. Objectives and activities may be added or deleted as a result of assessment of the college's planning objectives and program review data.

### *Goal 1. Increase College Preparedness (StratPlan 1.1, 1.2 / EdMP 1.3)*

Objectives:

- 1.1 Improve the academic and college preparedness for students.
- 1.2 Identify barriers to college readiness.

### *Goal 2. Support Basic Skills Programming (StratPlan 1.5 / EdMP 1.3)*

Objectives:

- 2.1 Reduce additional burdens faced by basic skills students through alternative initiatives.
- 2.2 Improve student progression through the basic skills sequence.
- 2.3 Develop innovative approaches to basic skills education based on best practices.

### *Goal 3: Develop Initiatives to Enhance Retention (StratPlan 1.1, 1.4 / EdMP 1.1,1.2)*

Objectives:

- 3.1 Develop academic pathways.
- 3.2 Increase participation and completion rates that reflect the growing diversity of our student population.
- 3.3 Improve support for students.

### *Goal 4: Align Resources with Student Success (StratPlan 1.3, 1.6 / EdMP 1.4 1.5)*

Objectives:

- 4.1 Increase number of degrees and certificates awarded.

- 4.2 Provide professional development programs focused on improvement of educational effectiveness

Goal 5: Increase Student Participation in Student Activities ( StratPlan 1.4 / EdMP 5.1, 5.2, 5.3)

Objectives:

- 5.1 Improve student engagement among all students  
5.2 Increase student engagement in the community

**2012-13 Enrollment Management Plan Activities**

**Fall 2012**

- Assess math jam success data.
- Evaluate the frequency of students placing into each basic skills course, alongside the number of each basic skills course offered, fill percentages, and success rates to provide a comprehensive view to guide basic skills course offerings.
- Compare placement and course success rates with similar colleges in the state.
- Review the # of repeats
- Find out why students are not taking placement tests and not taking math or English in the first year.
- Utilize outcomes from BSC's Program Review to recommend appropriate courses for basic skills students.
- Establish earlier contact between students and advisors in GS1 and GS 6 courses to build education plans.
- Use degree audit to advise students.
- Build a process to enable students to develop a simplified student education plans.
- Create a Veterans Resource Center
- First Year Experience (FYE) steering committee will develop the framework for curricular and co-curricular FYE program.
- Continued integration of student education plan completion in all college success courses.
- Assess TLU allocation framework.
- Develop student focus groups and/or more detailed surveying to ensure that courses are scheduled at times that are convenient for students.
- Assess student success and retention for student taking over 15 units per semester.

**Ongoing**

- Continue to offer math jam courses.
- Ensure sufficient number of basic skills courses (Eng 350, Rd 360, math 372, 376, and 380) are offered every semester
- Collaborate with the BPC to develop a more accurate three year FTES and fulltime and associate faculty TLU projection.

**Spring 2013**

- Develop Academic Support Center workshops to support targeted remediation skills.
- Explore feasibility of non-credit basic skills courses.
- Collaborate with classroom faculty to encourage students to develop education plans.
- Investigate integration of E-transcript course equivalencies into Datatel.
- Continued linkage with HE 1 or other general education courses under CSU Area E.
- Develop an Early Alert System to timely Identify students who may need support services.
- Reallocate TLUs to support student success and completion
- Develop separate approaches to increase engagement of full and part time students.
- Involve student leaders in planning and implementing co-curricular activities.



### Overall 2012-15 Enrollment Management Plan Activities

Goal 1: Increase College Preparedness					
Objectives	Outcomes	Activities	Responsibility	Anticipated Completion Date	Cost (if applicable)
1.1 Improve the academic and college preparedness for students.	EMC recommends definition of “college and career readiness.”	<p>Develop CR definition of college and career readiness.</p> <p>Collaborate with K-12 and community education to jointly develop common core standards for college and career readiness.</p>	CR & HCOE	<p>Fall 2013</p> <p>Fall 2013</p>	Faculty release time
1.2 Identify barriers to college readiness.	Increase student placement scores.	<p>Implement statewide standardized assessment program.</p> <p>Implement an assessment awareness initiative for English and math.</p> <p>Assess math jam success data.</p> <p>Continue to offer math jam courses.</p>	CSSO, CIO, and Math, English, Counseling faculty and Advisors.	<p>TBD</p> <p>Spring 2013</p> <p>Fall 2012</p> <p>Ongoing</p>	Faculty and Administration salaries for program design

<b>Goal 2: Support Basic Skills Programming</b>						
Objectives	Outcomes	Activities	Responsibility	Anticipated Completion Date	Cost (if applicable)	
2.1 Reduce additional burdens faced by basic skills students through alternative initiatives.	Increase persistence, retention and student satisfaction.	Develop Academic Support Center workshops to support targeted remediation skills.	Student Development	Spring 2013	TBD	
		Develop a peer mentoring program that targets basic skills students.	Student Development	Spring 2014		
		Develop and offer training for peer mentors.		Spring 2014		Work study positions for students.
		Offer peer mentor program for Basic Skills students.		Fall 2014		
2.2 Improve student progression through the basic skills sequence.	Develop baseline data	Utilize outcomes from BSC's Program Review to recommend appropriate courses for basic skills students.	Institutional Research Department and BSC	Fall 2012	TBD	
		Evaluate the frequency of students placing into each basic skills course, alongside the number of each basic skills course offered, fill percentages, and success rates to provide a comprehensive view	EMC and BSC	Fall 2012		

		<p>to guide basic skills course offerings.</p> <p>Compare placement and course success rates with similar colleges in the state.</p> <p>Review the # of repeats</p> <p>Find out why students are not taking placement tests and not taking math or English in the first year.</p>	<p>EMC and BSC</p> <p>EMC and BSC</p> <p>EMC and BSC</p>	<p>Fall 2012</p> <p>Fall 2012</p> <p>Fall 2012</p>	
	Increase retention, persistence and student satisfaction.	<p>Recommend TLU allocation for innovation of curricular and support functions.</p> <p>Ensure sufficient number of basic skills courses (Eng 350, Rd 360, math 372, 376, and 380) are offered every semester</p>	<p>EMC</p> <p>Dean of Academic Affairs</p>	<p>Fall 2013</p> <p>Ongoing</p>	
2.3 Develop innovative approaches to basic skills education based on best practices.	Documented discussions are held during Spring 2013 and Fall 2014.	<p>Explore feasibility of non-credit basic skills courses.</p> <p>Develop alternatives to traditional basic skills courses.</p>	EMC and BSC	<p>Spring 2013</p> <p>Spring 2014</p>	Varies depending on alternative. Most alternatives have a startup cost and then the on-going cost per student or class.



<b>Goal 3: Develop Initiatives to Enhance Retention</b>					
Objectives	Outcomes	Activities	Responsibility	Anticipated Completion Date	Cost (if applicable)
3.1 Develop academic pathways.	Increased number of students satisfying GS 6 SLO: Complete a formal student education plan	Establish earlier contact between students and advisors in GS1 and GS 6 courses to build education plans.	Student Development	Fall 2012	None
	Students will identify education goals	Use degree audit to advise students.	Student Development	Fall 2012	None
		Build a process to enable students to develop a simplified student education plans.	Student Development	Fall 2012	None
		Collaborate with classroom faculty to encourage students to develop education plans.	Student Development and Instruction	Spring 2013	None
		Investigate integration of E-transcript course equivalencies into Datatel.	Student Development and Instruction	Spring 2013	TBD
Expand student education plan support network to include faculty.	Student Development	Fall 2013	TBD		

		<p>Establish “triage” multiple contacts as needed.</p> <p>Require new students who identify degree or certificate to develop a student education plan by the end of their first semester.</p>	<p>Student Development</p> <p>Student Development</p>	<p>Spring 2014</p> <p>Fall 2015</p>	<p>None</p> <p>TBD</p>
3.2 Increase participation and completion rates that reflect the growing diversity of our student population.	Evaluation of indicators from the Student Equity Plan	<p>Create a Veterans Resource Center</p> <p>Offer services and programs for underrepresented populations.</p> <p>Recommend TLU allocation for innovation of curricular and support functions for underrepresented student populations.</p>	<p>Student Development</p> <p>Student Development</p> <p>EMC</p>	<p>Fall 2012</p> <p>Fall 2013</p> <p>Fall 2013</p>	<p>None</p> <p>TBD</p> <p>TBD</p>
3.3 Improve support for students	Assess student achievement, success, improvement, and retention data and GS 1/6 SLOs.	<p>First Year Experience (FYE) steering committee will develop the framework for curricular and co-curricular FYE program.</p> <p>Continued integration of student education plan completion in all college success courses.</p>	<p>Student Development</p> <p>Student Development</p>	<p>Summer/Fall 2012</p> <p>Fall 2012</p>	<p>\$19,000 BSI funding</p> <p>TBD</p>

		Continued linkage with HE 1 or other general education courses under CSU Area E.	Student Development	Spring 2013	TBD
		Develop an Early Alert System to timely Identify students who may need support services.	Student Development	Spring 2013	TBD
		Implement FYE program.	Student Development	Fall 2013	TBD
		Develop district wide orientation program using Tegrity instructional platform.	Student Development	Spring 2013	TBD
		Require new degree or certificate-seeking students to participate in the matriculation process: orientation, assessment, advising, & registration.	Student Development	Fall 2013	None
	Satisfaction with online tutoring.	Enhance online tutoring.	Student Development	Fall 2013	TBD

<b>Goal 4: Align Resources to Support Student Success</b>					
Objectives	Outcomes	Activities	Responsibility	Anticipated Completion Date	Cost (if applicable)
4.1 Increase number of degrees and certificates awarded	Reduce site “footprint” and focus scheduling to support students.	Assess the efficacy of “101-Corridor” sites with regard to student’s educational needs, community needs, and fiscal outlook.	Cabinet	Spring 2012	Savings
	Direct resources to support coursework and activities where students have been shown to have the highest rates of persistence and degree completion.	Assess TLU allocation framework.	EMC	Fall 2012	None
Develop student focus groups and/or more detailed surveying to ensure that courses are scheduled at times that are convenient for students.		EMC	Fall 2012	TBD	
Assess student success and retention for student taking over 15 units per semester.		EMC	Fall 2012	None	
Reallocate TLUs to support student success and completion		EMC	Spring 2013	None	
Begin developing links between scheduling and Student Education Plans.		Student Development	Fall 2013	None	
Collaborate with the BPC to develop a more		EMC and BPC	Ongoing	None	

		accurate three year FTES and fulltime and associate faculty TLU projection.			
4.2 Provide professional development programs focused on improvement of educational effectiveness	Provide training, support and mentoring opportunities for improvement and innovation.	Support innovation of the curriculum and services through dedicated set-aside funding	EMC, BPC, and Cabinet	FY 2013-14 Budget	\$150,000

<b>Goal 5: Increase Student Participation in Student Activities</b>					
Objectives	Outcomes	Activities	Responsibility	Anticipated Completion Date	Cost (if applicable)
5.1 Improve engagement among all students	Students demonstrate increased engagement.	Develop separate approaches to increase engagement of full and part time students.	Student Development	Spring 2013	TBD
		Involve student leaders in planning and implementing co-curricular activities.	Student Development	Spring 2013	None
		Implement student mentor/tutoring programming.	Student Development	Fall 2013	TBD
		Explore opportunities for gathering or student activity spaces.	Student Development	Spring 2015	None
		Develop a student center.		Fall 2015	TBD
5.2 Increase student engagement in the community	Increase involvement in community projects through clubs and organizations.	Use marquees in the cafeteria and around campus to publicize upcoming campus and community events.	Student Development	Fall 2012	None
		Continue to develop community projects with clubs and organizations.	Student Development and ASCR	Spring 2013	None