Shasta–Tehama–Trinity Joint Community College District

ENROLLMENT MANAGEMENT PLAN
2014 – 2017
Mission Statement
Shasta College provides a diverse student population with open access to 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 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. (Approved by the Board of Trustees 7/9/2014)

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.

(Approved by the Board of Trustees 6/13/2012)
Development of the 2014-2017 Enrollment Management Plan

The Enrollment Management Committee reviewed and updated the Enrollment Management Plan of 2011. To accomplish this task, the Committee reviewed and confirmed its mission or “charge”. The Committee agreed to the following:

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.

In light of its mission/charge, the Committee considered to re-draft its goals. The Committee agreed to organize its work around strategies which “seek” students, “keep” them once they are at Shasta College and help students “complete” their stated goal.

Committee Goals:

“Seek”

Goal #1: 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

“Keep”

Goal #2: Develop responsive strategies in the matriculation process to support student retention.

Goal #3: Utilize research based methods to evaluate scheduling patterns that promote persistence.

“Complete”

Goal #4: Utilize research based methods to evaluate scheduling patterns to promote the completion of degrees, certificates, and/or transfer-readiness.

The Committee noted the significant work that has already taking place throughout the campus and sought to integrate this plan with other initiatives.
Enrollment Management Goal 1: Seek

Goal 1: The Shasta-Tehama-Trinity Joint Community College District will develop a comprehensive marketing plan linked to the Educational Master Plan and other strategic planning efforts that strives to:

- enhance diversity to increase global awareness for all students served throughout our district
- promote Shasta College as a first choice transfer institution
- respond to changing economic needs of the region

Strategy: Enhance diversity to increase global awareness for all students served throughout our district.

Activities:

- 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)
  
  Responsible Administrator: Marketing Director / VP of Student Services
  Target Completion Date: Fall 2015

- 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)
  
  Responsible Administrator: Dean of Enrollment Services
  Target Completion Date: Spring 2015

- 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)
  
  Responsible Administrator: VP of Student Services / SC Center for Community Engagement
  Target Completion Date: Spring 2015

- Investigate the formation of an alumni association to serve as ambassadors to the community. (connected, valued)
  
  Responsible Administrator: Exec. Director Foundation
  Target Completion Date: Fall 2015

- Increase the Shasta College presence at Cash4College Nights at local high schools. (directed, engaged, connected)
  
  Responsible Administrator: Director of Financial Aid
  Target Completion Date: Spring 2015
Strategy: Develop a comprehensive marketing plan that seeks to promote the Shasta College mission with an emphasis on transfer and CTE.

Activities:
- Investigate ways to promote the Shasta Promise and the North State Promise. (directed, focused, nurtured)
  
  Responsible Administrator: Dean of Enrollment Services
  Target Completion Date: Fall 2014

- Host focus groups with service clubs and other community organizations to note member perceptions of Shasta College. (engaged, connected, valued)
  
  Responsible Administrator: Office of Research and Planning
  Target Completion Date: Spring 2015

- Develop a comprehensive, integrated marketing plan with assistance from CTE (Career Technical Education) deans and faculty. (directed, focused, nurtured, engaged, connected)
  
  Responsible Administrator: Marketing Director / Instructional Council
  Target Completion Date: Spring 2015

- Identify and promote ADTs (Associate Degrees for Transfer) and success stories of transfer students. (directed, focused, nurtured, engaged, connected, valued)
  
  Responsible Administrator: Transfer Coordinator / Marketing Director
  Target Completion Date: Spring 2015

Strategy: Streamline the enrollment process for new and returning students.

Activities:
- Identify the current matriculation process and re-evaluate the sequence. (directed, focused, nurtured)
  
  Responsible Administrator: Dean of Enrollment Services
  Target Completion Date: Fall 2014

- Clearly identify the “Steps to Success” process on the college website. (directed, focused, nurtured)
  
  Responsible Administrator: Web Master / Dean of Enrollment Services
  Target Completion Date: Spring 2015
• 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)

Responsible Administrator: Dean of Enrollment Services
Target Completion Date: Fall 2014

• 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 Student Support ReDefined (nurtured, engaged, connected, valued)

Responsible Administrator: Dean of Enrollment Services
Target Completion Date: Fall 2015

• Develop a “Program of Study” for “undecided” students designed to help them decide. (directed, focused, nurtured, engaged)

Responsible Administrator: VP of Instruction
Target Completion Date: Spring 2015

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

Activities:

• Develop opportunities to prepare for assessment testing. (directed, focused, nurtured, engaged)

  Responsible Administrator: Dean of Enrollment Services
  Target Completion Date: Spring 2015

• Implement a pilot English and Math Success Academy. (directed, focused, nurtured, engaged)

  Responsible Administrator: Dean of SLAM / Foundational Skills Coordinator
  Target Completion Date: Spring 2015

• Implement a pilot acceleration framework in Basic Skills. (directed, focused, nurtured, engaged)

  Responsible Administrator: Dean of SLAM / Foundational Skills Coordinator / Math Lab Coordinator
  Target Completion Date: Fall 2015

• Strongly encourage non-credit Student Development courses (first-year experience/seminar) for non-exempt students. (directed, focused, nurtured, engaged, connected)

  Responsible Administrator: Dean of Enrollment Services / Dean of SLAM
  Target Completion Date: Fall 2015

• Expand dual enrollment opportunities within state guidelines. (directed, focused, nurtured, engaged, connected)
Host a Shasta College Preview Day for high school sophomores, juniors, and seniors. (directed, focused, nurtured, engaged, connected, valued)

Responsible Administrator: Dean of Enrollment Services
Target Completion Date: Fall 2014
Enrollment Management Goal 2: Keep

Goal 2: The Shasta-Tehama-Trinity Joint Community College District will develop responsive strategies in the matriculation process to support student retention.

Strategy: Increase and Enhance Communication with Students so they obtain “college knowledge.”

Activities:

- Maintain an accurate, intuitive web presence. Utilize social media and the student portal, etc. to provide college notices and reminders. (nurtured, engaged, connected)

  Responsible Administrator: Web Master / Marketing Director / Director of IT
  Target Completion Date: Fall 2015

- Encourage faculty to check in with students during the first week to address questions regarding college resources. (directed, focused, nurtured, engaged, connected)

  Responsible Administrator: V.P. of Instruction
  Target Completion Date: Fall 2014

- Develop a "one stop" model to answer basic college questions. (directed, focused, nurtured, engaged, connected)

  Responsible Administrator: Dean of Enrollment Services / Web Master
  Target Completion Date: Fall 2015

- Continue and promote the “Got Questions” / “SHARE” campaign. (directed, focused, nurtured, engaged, connected)

  Responsible Administrator: V.P. of Instruction / V.P. of Student Services
  Target Completion Date: Fall 2014

- Celebrate individual student achievement and success (academic, extra-curricular, job placement, etc.). (nurtured, connected, valued)

  Responsible Administrator: V.P. of Student Services
  Target Completion Date: Spring 2015
**Strategy: Develop faculty initiatives to enhance retention in the classroom.**

Activities:

- 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)
  
  Responsible Administrator: V.P. of Instruction  
  Target Completion Date: Fall 2014

- Develop and procure funds for a mentor program for part-time faculty. (directed, focused, nurtured, engaged, connected)
  
  Responsible Administrator: V.P. of Instruction  
  Target Completion Date: Fall 2015

- Encourage faculty to make their syllabus available online to students before the beginning of the term. (directed, focused, nurtured, engaged, connected)
  
  Responsible Administrator: V.P. of Instruction / Dean of Library Services and Educ. Tech.  
  Target Completion Date: Fall 2014

- Promote and regularly revise the “sample syllabus”. (directed, focused, nurtured, engaged, connected)
  
  Responsible Administrator: Deans of SLAM and Extended Education  
  Target Completion Date: Fall 2014

- Implement pilot follow-up strategies to support the “early alert” program. (focused, nurtured, engaged, connected)
  
  Responsible Administrator: Dean of Enrollment Services  
  Target Completion Date: Fall 2015

- Review, support and/or implement options recommended by the Textbook Committee regarding options to decrease textbook expenses. (focused, nurtured, engaged)
  
  Responsible Administrator: V.P. of Instruction  
  Target Completion Date: Fall 2014

- Increase use of Student Success/Learning Centers. (focused, nurtured, engaged, connected)
  
  Responsible Administrator: Foundational Skills Coordinator  
  Target Completion Date: Fall 2014
• Develop minimum criteria for an attractive classroom environment and encourage steps to address shortcomings. (nurtured, valued)

Responsible Administrator: V.P. of Administrative Services
Target Completion Date: Fall 2015
Enrollment Management Goal 3: Keep

Goal 3: The Shasta-Tehama-Trinity Joint Community College District will utilize research based methods to evaluate scheduling patterns that promote persistence.

Strategy: Create Sustainable and Scalable Cohort Models

Activities:

- 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)

  Responsible Administrator: V.P. of Instruction
  Target Completion Date: Fall 2015

- 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)

  Responsible Administrator: Dean of Enrollment Services
  Target Completion Date: Fall 2014

- Investigate faculty incentives for involvement in the Center for Community Engagement. (nurtured, engaged, connected, valued)

  Responsible Administrator: V.P. of Instruction / Center for Community Engagement Oversight Committee
  Target Completion Date: Fall 2014

- 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)

  Responsible Administrator: V.P. of Instruction
  Target Completion Date: Fall 2015
Enrollment Management Goal 4: Complete

Goal 4: The Shasta-Tehama-Trinity Joint Community College District will utilize research based methods to evaluate scheduling patterns to promote the completion of degrees, certificates, and/or transfer-readiness.

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

Activities:

- Develop an Enrollment Management “data dashboard” to promote routine discussion and use of data to inform decision-making. (directed, focused)
  
  Responsible Administrator: V.P. of Administrative Services
  Target Completion Date: Fall 2015

- Review prior survey data to learn more about why students leave, drop out or “stop out” of Shasta College. (nurtured, engaged, connected, valued)

  Responsible Administrator: Director of Research and Planning
  Target Completion Date: Fall 2014