Shasta–Tehama–Trinity
Joint Community College District

ENROLLMENT MANAGEMENT PLAN
2017 – 2018
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 including the SSSP, Equity and BSI integrated plan.
- 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;
- 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.*

**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.
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”

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, basic skills, Career Technical Education (CTE) and Career Enhancement.

Activities:
1.1.1 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

1.1.2 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

1.1.3 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:
1.2.1 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 Marketing / Assoc. VP Student Services/Dean of
Enrollment Services
Target Completion Date: Fall 2018

1.2.2 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:

1.3.1 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

1.3.2 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

1.3.3 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

1.3.4 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 and retention.

Strategy: Develop initiatives to enhance student persistence.

2.1.1 Develop strategies to ensure a course completion rate of 70% and a fall to spring persistence rate of 70%.

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

2.1.2 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

2.1.3 Implement Hobsons Starfish early alert software to a pilot group of faculty in fall 2017. (directed, focused, nurtured, connected)

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

2.1.4 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

2.1.5 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

2.1.6 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 persistence and the completion of degrees, certificates, and/or “transfer-readiness”.*

**Strategy:** Increase the number 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:**

3.1.1 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

3.1.2 In cooperation with K-12 partners, implement transfer 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

3.1.3 Increase the number of students in the ACE and BOLD programs by 5% per year. (directed, focused, connected)

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

3.1.4 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

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.

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

Activities:
4.1.1 Create a data warehouse and support access.
   Responsible Administrator: Assistant Superintendent / V.P. of Administrative Services
   Target Completion Date: Fall 2017

4.1.2 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

4.1.3 Conduct student focus-groups – including focus groups of students from disproportionally impacted groups - 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

4.1.4 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