Strengthening Institutions and Building Leadership Capacity through Strategic Enrollment Management

ACCJC Conference: Partners In Excellence
May 1, 2019
Presenters:

• Jeff Spano, Institutional Effectiveness Division, California Community Colleges Chancellors Office (CCCCO)

• Tamika Connor, CCCCCO SEMProject - CORE Team member; Educational Consultant for Community Colleges and Adult Education; Faculty, Laney College

• Michelle White CCCCCO SEMProject – Core Team member; Research Analyst, Palomar College

• Judd Curran, Faculty and Co-Chair of Earth, Sciences, and Geography, Grossmont College; Chair Council of Chairs and Coordinators
The SEM Program
The SEM Project

Tools and resources
- Models and exemplars for SEM planning
- Strategies, practices, and research
- Tools, concept papers, and promising practices
- Professional development and support

Rigorous research, vetting, and review process
- SEM literature review
- SEM field survey
- Advisory committee
- Professional conferences and statewide meetings
Core Purpose of SEM

- Optimize Enrollment
- Promote Student Success
- Ensure Fiscal Viability
- Quality and Relevant Programs
- Equitable Access and Outcomes
- Data-rich Environment
- Communications and Marketing
- Collaboration
Resource Guides

1. A Roadmap for SEM Planning
2. Calculating and Understanding FTES and Productivity
3. Data Tools & Metrics for SEM
4. Developing and Managing the Class Schedule
5. High Impact Retention, Persistence & Success Practices for SEM
6. Targeted Marketing for SEM
7. Understanding CCC Budget and Reporting Part I (F320 Report)
8. Understanding CCC Budget and Reporting Part II (Schedule C, FON and 50% Law)

https://visionresourcecenter.cccco.edu/ask/topic/sem
Promising Practices

Collection of Promising Practices from California Community Colleges

• Statewide call for applications
• Submissions reviewed by SEMProject Team and advisory committee
• Examples
The SEM Program

- Comprehensive series of trainings, coaching, and resources that support the California community colleges in their strategic enrollment management (SEM) efforts
- Designed by community college practitioners for community college practitioners
Application and Selection Process

• Colleges that wish to participate must:
  • Provide a detailed description of their SEM project
  • Identify team members
  • Commit to entire SEM program
The SEM Program

- All CCC colleges are eligible to apply, but participation is capped at 15 colleges. Colleges register a cross functional team of 10 people, which may include:

  - CEO
  - CIO
  - CSSO
  - CBO
  - Faculty
  - Deans
  - Admissions and Records Personnel
  - Counselors
  - Researchers
  - Marketing Personnel/PIO
SEM Program Milestones 2018/2019

**SEM Academy**
College teams clarify and plan SEM projects.

**Mid-point Convening**
All SEM Program colleges and coaches convene for progress check-in.

**Outcomes Preparation**
Colleges begin evaluating progress and outcomes of SEM projects with support from coaches.

**June 1st & 2nd**
Project Engagement
College teams begin implementing SEM projects with support from coaches.

**August**

**January 11th**
Project Engagement
College teams continue implementing SEM project with support from coaches.

**February**

**April**

**June TBD**
Final Convening
All SEM Program colleges and coaches convene for final outcomes check-in.
The SEM Academy
The SEM Academy

- SEM Self-Assessment completed prior to attending the Academy
- Two-day academy that gives college teams a deeper understanding of SEM as a holistic approach to enrollment management
  1. Apply SEM practices and strategies
  2. Create a roadmap for developing and implementing their SEM projects
  3. Identify milestone events or activities for tracking and measuring progress on SEM project
The SEM Academy

- Significant team time with coaches refining SEM project, including identifying outcomes, strategies, and milestones
- Engage in SEM topics through interactive sessions and round table discussions
- Discuss integration of SEM with Vision for Success, Guided Pathways and Student Centered Funding Formula
- Build community and network across colleges and coaches
Check-in Calls, Site Visits, Convenings

• Monthly Calls

• Two site-visits

• Mid-Point and End of Project Convenings
Program Benefits

Achieve an in-depth understanding of the foundations of a holistic SEM framework.

Acquire common skills, knowledge and understanding of SEM to facilitate a team-led SEM plan, project, or initiative.

Establish or improve existing SEM strategies and practices.

Access SEM resources, promising practices, and personalized coaching.
SEM Coaching
Leadership and Professional Development

• Building leadership capacity through a program that provides both technical support and professional development in SEM
  • Applied approach
  • Subject Matter Experts
  • Long-term engagement
<table>
<thead>
<tr>
<th>SEM Coaches</th>
<th>Colleges</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Growing SEM expertise</td>
<td>• Growing SEM capacity</td>
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<tr>
<td>• Change leadership</td>
<td>• Navigating change through interdisciplinary teams</td>
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<tr>
<td>• Creating a ‘cohort of coaches’</td>
<td>• Strengthening institutions</td>
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<tr>
<td>• Establishing a community of practices/learning</td>
<td>• Establishing a community of practice/learning</td>
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Navigating Change

- Vision for Success
- Guided Pathways
- Student Centered Funding Formula
- Assessment & Placement Reform (AB 705)
- California College Promise (AB 19)
- Student Equity and Achievement
GROSMONT COLLEGE SEM PROJECT:

SEM PROGRAM IN ACTION

Integrated Enrollment Management Master Calendar
Grossmont College

- The Grossmont College Team
- Application and Reason for Participating
- SEM Project
- Grossmont College’s SEM Program experience
The Team!

- Dr. Mike Reese, Interim VPAA
- Dr. Marsha Gable, VPSS
- Bill McGreevy, Interim VPAS
- Professor Judd Curran, Chair of the CCC
- Dr. Cary Willard, Interim Dean MNSES\textit{W}
- Dr. Javier Ayala, CTE & Workforce Development
- Martha Clavelle, Dean of Counseling Services

- Wayne Branker, Admissions & Records Supervisor
- Arron Stark, Dean Admissions & Records
- Agustín Albarrán, Dean ESBS Division
- Grossmont College Enrollment Strategies Committee
- Grossmont College Chairs & Coordinators
- Tamika Connor, IEPI/SEMCoach
The Importance of the SEM Program for Grossmont College

Why we chose to apply and participate in the SEM Program.
Grossmont’s Project

• Project Outcomes:
  • SEM Integrated Enrollment Management Master Calendar
  • SEM Professional Development Canvas Module

• Created six teams to work on the Project

• Used the Coaches check-in calls and visits to keep on track and monitor progress

• Used the mid-point convening to focus on progress to date, discuss integration, share progress and learn about other college’s projects
Highlights of Grossmont’s Project

Canvas SEM Resource Hub
Welcome to the SEM Module

Welcome to the Grossmont Strategic Enrollment Management

Professional Development Module

The goal of this module is to introduce faculty, staff and administrators to the Grossmont IMC Calendar. We will begin by providing an overview of Strategic Enrollment Management. We are going to gain an understanding of Grossmont’s student equity goals and its relationship to SEM. Participants will also have the opportunity to gain greater knowledge of SEM related topics to support the success of students and our college.

Topics

- What is Strategic Enrollment Management?
- Why does SEM matter?
- How does SEM relate student equity?
- Introduction to the Grossmont IMC calendar
- Additional SEM resources
  - SEM Resource Guides
  - SFCC Calculator
  - SWF
  - Noncredit
  - SEM definitions (e.g., productivity, FTES/FTEF, fill-rates etc.)
  - Grossmont’s scheduling timeline
  - Grossmont’s student data (success, retention, persistence, and completion)
<table>
<thead>
<tr>
<th>Due</th>
<th>Activity</th>
<th>New or Existing</th>
<th>Strategies &amp; Practices</th>
<th>Target Group(s)</th>
<th>Resources</th>
<th>GCCCD Goals</th>
<th>Metrics/Performance Indicators</th>
<th>Initiative Alignment</th>
<th>Lead Person</th>
<th>Division</th>
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<tbody>
<tr>
<td>Aug - Sept</td>
<td>Back to School Nights GUHSD &amp; Region X High Schools</td>
<td>Existing</td>
<td>Outreach &amp; SEAP</td>
<td>First-Time</td>
<td>SEAP</td>
<td>Increase FTE, Increase Access</td>
<td>VFS</td>
<td>Herciberto</td>
<td>SS</td>
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<tr>
<td>Nov, Dec, Jan, April, June, July, Aug</td>
<td>New Student Advising Workshops</td>
<td>Existing</td>
<td>Outreach &amp; SEAP</td>
<td>First-Time</td>
<td>SEAP</td>
<td>Increase FTE, Increase Access, Improve Rates of College Access</td>
<td>SCFF</td>
<td>Karolia</td>
<td>SS</td>
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</tr>
<tr>
<td>August</td>
<td>PYE Orientation - Mandatory to participate in the program</td>
<td>New</td>
<td>Outreach &amp; SEAP</td>
<td>First-Time</td>
<td>Title V Grant</td>
<td>Increase Retention, Increase Persistence</td>
<td>VFS, SCFF, GP</td>
<td>Juan, Gabriela, S, Irene, P, Gerardo O</td>
<td>SS</td>
<td></td>
</tr>
<tr>
<td>Aug, Sept, Oct, Nov, Dec</td>
<td>Nursing Program Preview: overview about GC’s Nursing program expectations, career options</td>
<td>Existing</td>
<td>Outreach &amp; SEAP</td>
<td>First-Time, Returning</td>
<td>General Fund Perkins</td>
<td>Improve College Readiness</td>
<td>VFS, SCFF, GP</td>
<td>Judy M</td>
<td>IN</td>
<td></td>
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<tr>
<td>August, January</td>
<td>Faculty/Staff Professional Development: Creating welcoming and transparent communication</td>
<td>New</td>
<td>Marketing &amp; Communication</td>
<td></td>
<td></td>
<td>Increase FTE, Increase Access, Increase Retention, Closing Equity Gaps</td>
<td>VFS, SCFF, GP</td>
<td>PIO, A&amp;R, Academic Senate, AAC</td>
<td>IN, SS</td>
<td></td>
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<tr>
<td>August, January</td>
<td>Infographics on 2+2+4</td>
<td>New</td>
<td>Marketing &amp; Communication</td>
<td>Transfer</td>
<td></td>
<td>Increase Retention, Increase Persistence</td>
<td>VFS, SCFF, GP</td>
<td>PIO, A&amp;R, AAC, Counseling</td>
<td>IN, SS, O</td>
<td></td>
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<tr>
<td>August, January</td>
<td>Email Campaign to students: information on GCCCD email, class schedule, academic calendar, bookstore, library, tutoring, FA etc.</td>
<td>New</td>
<td>Marketing &amp; Communication</td>
<td>All Students</td>
<td></td>
<td>Increase FTE, Increase Engagement, Increase Retention</td>
<td>VFS, SCFF, GP</td>
<td>PIO, A&amp;R</td>
<td>IN, SS, O</td>
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<tr>
<td>August, January</td>
<td>Early Alert Activities (1st Week before classes Start): Initial welcome message on Canvas for each class including encouragement, expectations for the class, textbook, study habits etc.</td>
<td>New</td>
<td>Retention &amp; Persistence</td>
<td>All Enrolled Students</td>
<td></td>
<td>Increase Retention, Increase Persistence</td>
<td>VFS, SCFF, GP</td>
<td>Academic Senate Pres, CCC Chair/Dept Chairs</td>
<td>IN, SS, O</td>
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<tr>
<td>August, January, June</td>
<td>Early Alert Activities (1st Day through Census): Embedded Student Services and LTRC resources information in all course syllabi or post as a link on Canvas sites</td>
<td>New</td>
<td>Retention &amp; Persistence</td>
<td>All Enrolled Students</td>
<td></td>
<td>Increase Retention, Increase Persistence</td>
<td>VFS, SCFF</td>
<td>CCC/Dept Chairs</td>
<td>IN</td>
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<tr>
<td>August, January, June</td>
<td>Early Alert Activities (1st 2 Weeks of the Sem): Low stakes activities such as student check-ins, what do they hope to gain from the courses, what do you think they should focus on</td>
<td>New</td>
<td>Retention &amp; Persistence</td>
<td>All Enrolled Students</td>
<td></td>
<td>Increase Retention, Increase Persistence</td>
<td>VFS, SCFF</td>
<td>Dept Chairs</td>
<td>IN</td>
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Value of SEM Program

• Content of Project (Project Outcomes)
• Participating in the Program (Academy, Coaching, Site Visits)
• Professional Development, Strengthening Capacity, Building Leadership