



***Please mark each of the activities listed below as verification of your college’s commitment to participating in the entire SEM Program:**

- Participation in the two-day IEPI SEM Academy on June 1–2, 2018 by a SEM team of up to ten members of the college,
- Hosting up to two milestone visits by an IEPI SEM coach during the participating year,
- Participation by the college SEM team in a midpoint convening, and
- Participation by the college SEM team in a final convening session.

***List up to ten members of your college who will compose the 2018/2019 college SEM Program team. Include the name and title of each team member below.**

1. Vice President of Instruction
2. Academic Dean
3. Academic Dean
4. Dean of Student Services
5. Dean of Institutional Effectiveness
6. Chief Technology Officer
7. Senate President or Designee
8. Curriculum Chair
9. Faculty Lead
10. Academic Dean

***Please list the top three strategic enrollment management initiatives or projects that your college has recently implemented.**

1. **Creation of Enrollment Management Dashboard and Student Equity Data Warehouse:**
Beginning in spring 2016 the college developed an enrollment management dashboard and student equity data warehouse. The enrollment management dashboard was developed to provide a data component for enrollment management purposes and support data-driven decision making practices. This dashboard is used by the instructional deans and senior management to monitor and direct enrollment management and provides data that is refreshed every 30 minutes. The dashboard

allows for review of the instructional program at the Area, program, course and section levels. Additionally, a student equity data warehouse was developed to assist student support services in the tracking students identified under SEP/SSSP and comply with reporting mandates.

2. **Selection of EAB Navigate Software Platform:** During the fall 2017 the college selected *Navigate* to replace the current software used to support student services activities including student onboarding, academic planning, counseling, and tracking and reporting for strategic schedule and enrollment management planning. Implementation is to occur during the 2017-18 academic year.
3. **Established Strategic Enrollment Management Committee:** During the fall 2017 semester, the Strategic Enrollment Management Committee (SEMC) was established and included representatives from those offices involved in enrollment management at the college. Recently, committee membership has evolved and now includes a consultant, Dona Boatwright who is a former Vice Chancellor of Educational Services with the California Community College State Chancellor's Office. The charge of this committee is focused on sustaining long-term student success and to develop a holistic and integrated approach to enrollment management that supports college-wide collaboration, engagement, creative-thinking and consensus building. The purpose of the SEMC is to discuss enrollment strategies and to make recommendations that contribute to student access, recruitment, persistence, completion, and lifelong learning through diverse and student-centered program offerings.

Using the guiding questions below, briefly describe (350 words or less per question) the strategic enrollment management project that your college intends to develop and/or implement during the SEM Academy and throughout the participating year. You may wish to review the [IEPI SEM Institutional Self-Assessment](#) to help clarify your project.

***1. What is the title of your college's strategic enrollment management project?**

A Holistic and Integrated Strategic Enrollment Management Approach

***2. What are the key components of this project?**

- a. Through software development and integration, create Business Intelligence tools, using the newly developed data warehouse, through the Tableau analytics platform to provide "just-in-time" and user-friendly dashboards for instructional planning, analyses, and transparent reporting throughout the District.
- b. Provide extensive training on the newly developed electronic enrollment management tools for vice president of instruction, deans, faculty leads, and area secretaries.

- c. Adopt and implement a new room scheduling and optimization software to maximize class offerings and schedules to best meet student need.

- d. Enhance and elevate the work of the Strategic Enrollment Management Committee to provide the following services to the District:
 - i. Evaluate on-going enrollment trends, activities, and initiatives
 - ii. Initiate research on scheduling and instruction at the department/program and area levels as well as within and outside the district
 - iii. Use high-quality qualitative and quantitative data to inform recommendations regarding enrollment management
 - iv. Collaborate with college constituencies to develop, implement, and evaluate enrollment management goals and strategies that align with college planning documents
 - v. management goals and strategies that align with MCC's Education Master Plan
 - vi. Assess, evaluate, and make recommendations for student support strategies to enhance student access, success, persistence, and goal attainment
 - vii. Report and make recommendations to the President and the Instructional Master Planning Committee
 - viii. Monitor and evaluate progress toward strategic enrollment planning goals
 - ix. Keep the college community informed

- e. Adopt and implement a new EMS room scheduling and optimization software to maximize class offerings and schedules to best meet student need and comply with best practices associated with class scheduling and optimizing the instructional program.

***3. What are the challenges or opportunities that this project will address?**

- a. **Opportunity** – A key element of this project is to enhance data-driven decision making at the college and provide greater accessibility to data for college staff. A secondary element is to move the college toward developing data that allows for predictive analytics with regard to enrollment management such as projecting FTES.
- b. **Opportunity** – Another exciting element presented by this project is to establish new and effective enrollment management strategies that will have a measurable impact on student access, success and completion.
- c. **Opportunity** – The development of enrollment management tools which would inform instructional, student services, facilities, and technology planning needs, effectively connecting to our integrated planning processes.
- d. **Challenge** – Moving to culture that more effectively uses analytical data to provide informed recommendations related to enrollment management. There is not currently a comprehensive training program offered by the district for the full suite of tools to be developed.

***4. How will these challenges or opportunities be addressed through the project?**

- a. **Opportunity** – This opportunity will be realized by the creation of user-friendly Business Intelligence tools that are integrated into our existing Enterprise Business Applications and Student Information System. There will be a specific effort to work with Instructional leadership to develop predictive data models and interactive planning tools that provide the ability to view

the results of certain enrolment strategies in advance of implementation. Use of these new Enrollment Management tools represents a significant step forward for the college in terms of creating a single source for data mining and providing greater access to data for all college staff. The dashboards and interactive reports will be developed using industry leading products such as Tableau data visualization software and Microsoft Reporting Services.

- b. **Opportunity** – By enhancing and elevating the work of the Strategic Enrollment Management Committee we expect to see measureable improvements in student enrollment, success, and completion. Utilizing the coaching and other resources provided IEPI- Strategic Enrollment Management Program, in addition to our Strategic Enrollment Management consultant Dona Boatright we will develop effective, strategic practices that take a holistic approach which looks at the entire student cycle, from onboarding through graduation or transfer.
- c. **Opportunity** – We plan to integrate the use of various electronic tools, either developed by the district or purchased, into our Strategic Enrollment Management process. One example of this is to use the regression analysis function of Tableau and the Educational Planning component of Navigate to obtain predictive analytic for FTES, enrollment patterns, course offerings, etc. Additionally, once the EMS enterprise workspace management software is implemented it will allow optimization of our classroom scheduling and provide easy access to view the current utilization or to make informed changes when unforeseen events require them. These resources will be shared and utilized by Student Services, Facilities, Information Technology as well as Instruction and will serve as another way to tie our district planning and processes together.
- d. **Challenge** – A critical component of implementing or adopting any new tool, regardless of whether it is electronic or physical, is effective training. We plan to develop a comprehensive training program that covers not only the functionality and steps for use but also communicating the value proposition that tool offers the district and where it can be used to support the integrated planning process. The new enrollment management tools and accompanying training will provide higher quality data and broader college-wide access to data, its interpretation, and use. Such broader exposure to the analysis and use of data will shift the culture.

***5. What is the desired outcome of this project?**

- a. A new district culture that embraces the use of data analytics and integrated enterprise applications to improve the Enrollment Management process and support integrated planning by way of improved instructional planning processes which include predictive enrollment patterns, resource scheduling, FTES projections, and budget planning.
- b. An Educational Technology Training Center will be established to provide extensive and ongoing training in the use enterprise planning tools and applications. Just-in-time training for small numbers will be available as well as scheduled training options for larger groups. Additionally, self-service training will be available online through step-by-step documentation and videos produced by the ETTC and product manufacturers.
- c. The EMS enterprise workspace management software will be fully implemented and adopted as a tool for instructional and facilities planning. Through its use, optimized classroom scheduling will result in a measured increase in facility use efficiency, enrollment growth, and a decrease in median time to completion for students.

- d. An improved Strategic Enrollment Management Committee that provides excellent services to the district as outlined in section 2. This committee would be a model for its innovative use of data analytics and integrated planning tools to recommend and inform the President and the Instructional Master Planning Committee. This committee’s purpose and goals would align with the Education Master Plan. Effective communication will be enabled through strategic cross-committee membership.

***6. How will this project benefit students?**

a. Our participation in the Strategic Enrollment Management Program will assist us in improving our standards of student achievement such as progression and completion. For example we are working on the development and implementation of the Guided Pathways initiative which will assist students in making informed choices in selecting a major field of study very early. Also the Guided Pathways initiative will assist in keeping our students on track with the goal of attaining key momentum points that includes the completion of transfer level English and Math in their first year; completion of 15 units in their first semester; completion of 30 units by first year and completion of 60 or more units by the end of their second year. The college already has major components through ongoing initiatives such as the 15-to-finish, First Year Experience and other innovative initiatives such as the Basic Skill reform in English that is already assisting our students.

b. Our participation in the Strategic Enrollment Management Program will help us in the adoption and institutionalizing with the use of new scheduling software which in turn will help ensure the availability and the efficient use of classroom space College wide. The use of the scheduling software will improve our ability to more efficiently schedule thus will contribute to a reduction in student wait-lists. Additionally, tools such as our scheduling software and the new eCatalog will assist in the development of initiatives such as block scheduling which addresses convenient access for our students.

c. Our participation in the Strategic Enrollment Management Program and use of our DigiArc eCatalog, the EMS scheduling software and the EAB Navigate educational planning software and process will assist our students in identifying the availability of courses to match the their identified Educational Plan. This initiative will link scheduling with student educational planning thus will address the issues with the median time it takes for a student to complete his / her programs.

Commented [CV1]: This is not enough explanation. We need to expand and align this with the outcomes from number 5.

Commented [BMA2R1]:

***7. What support or benefit do you expect to receive by participating in the SEM Program?**

We believe the Strategic Enrollment Management Program is excellent initiative that will help us address some of the ongoing challenges with enrollment and changes taking place at our colleges. By participation in this initiative we anticipate to get some support and benefit that will assist us the implementation and scaling up of many of our ongoing initiatives and projects. Specifically we believe participation in the Strategic Enrollment Management Program with assist us with the following:

- a. **Expertise** – rather than developing and implementing Strategic Enrollment Management initiative only at our campus, participating in the Statewide Strategic Enrollment Management Program will provide us support and assistance by collaboratively working with peers from across the state. We anticipate to achieve in-depth understanding for the foundation of a holistic Strategic Enrollment Management framework
- b. **Training** – one of the benefits of participating in the Strategic Enrollment Management Program is in helping us learn Strategic Enrollment Management best practices from the other colleges

and participants, thus in turn this will assist us in adopting new Strategic Enrollment Management processes and also implement our ongoing initiatives. We are also looking forward to acquire common skills and knowledge to facilitate team-led Strategic Enrollment Management plan, project and initiatives at our college

- c. **Consultation** – we envision the Strategic Enrollment Management Program will provide experts from the State Chancellors Office, consultants, best practice resources and literature, and consult with colleagues across the state.
- d. **Access to technical support** – we believe participation in the Strategic Enrollment Management Program will help us access best practices and colleagues across the state. We also anticipate to share our experience with larger group of colleges that are participating in this initiative. We anticipate to learn from Strategic Enrollment Management strategies, practices, resources and coaching.
- e. **Funds for professional development and to support the projects** – the State Chancellors Office is sending professionals to our college on this Strategic Enrollment Management Program, we intend to use this opportunity to conduct further professional development on enrollment management processes.

Commented [CV3]: Add some of the following:
a.Expertise
b.Training
c.Consultation
d.Access to technical support
e.Funds for professional development and to support the projects

***Please designate a liaison from your college that IEPI can contact regarding the SEM Program.**

Name: Vice President of Instruction
College: Merced College
Email Address: kathy.grossi@mccd.edu
Phone Number: 209.384.6199

***The following electronic signature is an acknowledgment by the person completing this application that this project has been approved by the college's president. Submission of an application to the SEM Program is a certification that all necessary permissions have been obtained and an agreement to participate in the one-year SEM Program.**

For more information about the IEPI Strategic Enrollment Management Applied Solution Kit visit:

prolearningnetwork.cccco.edu/ask

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