

# Guided Pathways Key Elements and Strategic Enrollment Management Framework

*This crosswalk maps the key elements found in the Guided Pathways (GP) Self-Assessment to the dimensions and components in the Strategic Enrollment Management (SEM) Framework. The Crosswalk indicates where these two efforts intersect as our campuses work to improve institutional effectiveness and student equity and success. This crosswalk shows the foundational thinking that is common between the GP movement and SEM, as well as SEM approaches and strategies and practices to consider when developing different aspects of your guided pathways redesign.*

Guided Pathways Self-Assessment Key Elements		Strategic Enrollment Management Framework	
Phase	Description	Dimension	Components
Inquiry	<p><b>1. Cross-Functional Inquiry:</b> College constituents (including staff, faculty across disciplines and counselors, administrators, and students) examine research and local data on student success and discuss overarching strategies to improve student success.</p> <p>College engages in broad, deep and inclusive discussion and inquiry about the Guided Pathways approach, framework and evidence.</p>	Foundation & Approach	<p><b>Leadership and Collaboration:</b> Intentional and collaborative efforts to plan and manage the efficiency and quality of programs and services, and optimize enrollment, fiscal viability, and student success.</p>
			<p><b>Equity Focused:</b> Strategies, interventions, and attitudes that seek to close gaps in access and achievement.</p>
	<p><b>2. Shared Metrics:</b> College is using clearly identified benchmarks and student data to track progress on key activities and student academic and employment outcomes. Those benchmarks are shared across key initiatives.</p>	Approach	<p><b>Data Informed:</b> Widely available, current and reliable retrospective and prospective snapshot and trend data, e.g., enrollment, outcomes, demographics, community, and labor market demand.</p>

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Inquiry	<p><b>3. Integrated Planning:</b> College-wide discussions are happening with all stakeholders and support/commitment has been expressed by key stakeholders to utilize the Guided Pathways framework as an overarching structure for the college’s main planning and resource allocation processes, leveraging existing initiatives and programs such as (but not limited to):</p> <ul style="list-style-type: none"> <li>• Student Success and Support Program (SSSP)</li> <li>• Basic Skills Initiative/Basic Skills Student Outcomes and Transformation Program (BSI/BSSOT)</li> <li>• Equity Planning (Student Equity/SE)</li> <li>• Strong Workforce Program (SWF)</li> </ul>	Foundation & Approach	<p><b>Mission Driven:</b> Clear SEM purpose and enrollment goals that are linked to the college strategic goals and mission.</p>
			<p><b>Equity Focused:</b> Strategies, interventions, and attitudes that seek to close gaps in access and achievement.</p>
			<p><b>Targeted Enrollment Goals:</b> Enrollment goals for targeted student groups, e.g., first-time, CTE, online, basic skills, and URM groups.</p>
			<p><b>Student-centered Budget:</b> Budget decisions and Processes that clearly support student success and fiscal viability.</p>
			<p><b>Infrastructure:</b> Policies and procedures that support enrollment, student success, and fiscal viability.</p>
			<p><b>Infrastructure:</b> Facilities that accommodate program and course needs efficiently.</p>
Design	<p><b>4. Inclusive Decision-Making Structures:</b> College has identified key leaders that represent diverse campus constituents to steer college-wide communication, input and decisions regarding the Guided Pathways framework.</p> <p>Constituents have developed transparent cross-functional work-teams to provide the Guided Pathways effort with momentum and regularly provide opportunities for broad college-wide input.</p> <p>In addition, this plan strategically engages college governance bodies college-wide.</p>	Foundation	<p><b>Leadership and Collaboration:</b> Intentional and collaborative efforts to plan and manage the efficiency and quality of programs and services, and optimize enrollment, fiscal viability, and student success.</p>

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Design	<p><b>5. Intersegmental Alignment:</b> College engages in systematic coordination with K-12, four-year institutions and industry partners to inform program requirements.</p>	Strategies & Practices	<p><b>Success &amp; Completion:</b> Scalable strategies and interventions that improve student success and completion outcomes e.g., high school bridge programs, and articulated pathways.</p>
			<p><b>Marketing and Communications:</b> Market analyses and varied marketing strategies that focus on targeted student groups, promote educational value, and position the institution as reputable.</p>
			<p><b>Outreach and SSSP:</b> Focused recruitment and admissions policies, processes, and practices that ensure students enroll and move toward success and completion with ease</p>
	<p><b>6. Guided Major and Career Exploration Opportunities:</b> College has structures in place to scale major and career exploration early on in a student’s college experience.</p>	Strategies & Practices	<p><b>Success &amp; Completion:</b> Scalable strategies and interventions that improve student success and completion outcomes e.g., high school bridge programs, and articulated pathways.</p>
			<p><b>Outreach and SSSP:</b> Focused recruitment and admissions policies, processes, and practices that ensure students enroll and move toward success and completion with ease.</p>
	<p><b>7. Improved Basic Skills:</b> College is implementing evidence-based practices to increase access and success in college and/or transfer-level math and English, including, but not limited to:</p> <ul style="list-style-type: none"> <li>● The use of high school performance for placement (i.e. cumulative GPA, course grades, non-cognitive measures) for placement</li> <li>● Co-requisite remediation or shortening of developmental sequence</li> <li>● Curricular innovations including creation of math pathways to align with students’ field of study.</li> </ul>	Strategies & Practices	<p><b>Success &amp; Completion:</b> Scalable strategies and interventions that improve student success and completion outcomes e.g., high school bridge programs, and articulated pathways.</p>
<p><b>Retention and Persistence:</b> Strategies and interventions that improve course and program retention and persistence, e.g., learning communities, early alert, tutoring, accelerated classes</p>			

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Design	<p><b>8. Clear Program Requirements:</b> College is clarifying course sequences for programs of study (including key milestones) and creating predictable schedules so that students can know what they need to take, plan course schedules over an extended period of time, and easily see how close they are to completion. College offers courses to meet student demand.</p> <p>In order to meet these objectives, college is engaging in backwards design with desired core competencies and/or student outcomes in mind (including time-to-goal completion and enhanced access to relevant transfer and career outcomes).</p>	Approach	<b>Data Informed:</b> Widely available, current and reliable retrospective and prospective snapshot and trend data, e.g., enrollment, outcomes, demographics, community, and labor market demand.
		Strategies & Practices	<p><b>Scheduling and Program Pathways:</b> Clearly defined program pathways that lead to concise student education planning and class schedule development</p> <p><b>Success &amp; Completion:</b> Scalable strategies and interventions that improve student success and completion outcomes e.g., high school bridge programs, and articulated pathways.</p>
Implementation	<p><b>9. Proactive and Integrated Academic and Student Supports.</b> College provides academic and non-academic support services in a way that is proactive and aligned with instruction, so that all students are explicitly engaged in these services.</p>	Strategies & Practices	<b>Support and Services:</b> Wrap around support services that promote student success (e.g., counseling, education and career planning, tutoring, appropriate assessment, and just in time orientation).
			<b>Retention and Persistence:</b> Strategies and interventions that improve course and program retention and persistence, e.g., learning communities, early alert, tutoring, accelerated classes

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Implementation	<p><b>10.</b> College has the technology infrastructure to provide tools for students as well as instructional, counseling, and student support faculty and staff to support planning, tracking, and outcomes for Guided Pathways including:</p> <ul style="list-style-type: none"> <li>• Link student demand to scheduling</li> <li>• Ability for students to monitor schedule and progress (e.g., Degree Audit)</li> <li>• System for counselors and faculty to monitor students' progress (e.g., Starfish, early alert system, etc.)</li> <li>• Data on career and employment opportunities including salary and requirements (e.g., SalarySurfer, other)</li> <li>• Others</li> </ul>	Infrastructure	<p><b>Infrastructure:</b> Ubiquitous access and use of technology that delivers efficient processes, reliable data and information, quality instruction, and valuable support services.</p>
	<p><b>11. Strategic Professional Development:</b> Professional Development (PD) is strategically, frequently, and consistently offered for staff, faculty and administrators and aligned with the college's strategic goals, needs and priorities identified in integrated plans, program review, and other intentional processes.</p>		<p><b>SEM-ASK: Resource Guides, SEM Program, Promising Practices</b></p>
Implementation	<p><b>12. Aligned Learning Outcomes:</b> Learning outcomes are aligned with the requirements targeted by each program and across all levels (i.e., course, program, institutional) to ensure students' success in subsequent educational, employment, and career goals.</p>	Approach	<p><b>Success &amp; Completion:</b> Scalable strategies and interventions that improve student success and completion outcomes e.g., high school bridge programs, and articulated pathways.</p>
			<p><b>Equity Focused:</b> Strategies, interventions, and attitudes that seek to close gaps in access and achievement.</p>
			<p><b>Targeted Enrollment Goals:</b> Enrollment goals for targeted student groups, e.g., first-time, CTE, online, basic skills, and URM groups.</p>

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Implementation	<p><b>13. Assessing and Documenting Learning:</b> The college tracks attainment of learning outcomes and that information is easily accessible to students and faculty. Consistent and ongoing assessment of learning is taking place to assess whether students are mastering learning outcomes and building skills across each program and using results of learning outcomes assessment to improve the effectiveness of instruction in their programs.</p>	Approach	<p><b>Data Informed:</b> Widely available, current and reliable retrospective and prospective snapshot and trend data, e.g., enrollment, outcomes, demographics, community, and labor market demand.</p>
	<p><b>14. Applied Learning Opportunities:</b> Students have ample opportunity for applied/contextualized learning and practice. Opportunities have been coordinated strategically within and/or amongst programs.</p>	Strategies & Practices	<p><b>Success &amp; Completion:</b> Scalable strategies and interventions that improve student success and completion outcomes e.g., high school bridge programs, and articulated pathways.</p> <p><b>Retention and Persistence:</b> Strategies and interventions that improve course and program retention and persistence, e.g., learning communities, early alert, tutoring, accelerated classes.</p>