Objective 1: Enrollment Management

Develop and implement a sustainable District wide enrollment management plan that is aligned with the District’s mission and goals and that periodically assesses students’ needs in courses and class scheduling practices for degree completion, transfer, and certifications.

Champions: VP Student Learning and VP Student Services

Action Step 1.1: Using both external and internal data, determine current and potential students’ needs in courses and class scheduling to support degree completion, transfer and certifications.

Work Team: VP Student Learning, VP Student Services, Deans, Directors, Director of AS&A, Director of PRIE, Counselors, Dean Enrollment Svcs., and Director of IT

Timeline: Ongoing; starting Year 1 (2012-2013) for analysis

1. In order to fully accomplish this action step by 2015, what is your plan to accomplish your action step for 2012-2013, 2013-2014, and 2014-2015?
   - Update, refine and expand Master Schedule work that started in 2010. Phase I will address IGETC transfer courses for day, afternoon, evening, KTD and IVC. Phase II will expand the Master Schedule to include Basic Skills and Career Technical Education.
   - Prioritize offerings that are part of AA-T/AS-T degrees
   - Analyze success rates, certificate and degree completion rates, number of sections, and time to transfer to inform Master Schedule work
   - Connect Master Schedule work with Action Steps 5.2 and 6.1
   - Implement DegreeWorks in Summer 2013 to provide degree audit tool for students and counselors to track academic progress and improve certificate and degree completion rates

2. What have you accomplished for the 1st year (2012-2013) to date?
The Master Schedule group met on March 26th to develop criteria, timeline, and scope of work. The group will meet April 16, 23, 30 and May 14, 21 to complete Phase I.

An analysis of our IGETC offerings is underway to determine where we need to adjust our offerings to ensure we are offering the full complement of courses to satisfy the IGETC pattern in the day and evening and at both campuses. The group will address summer offerings as well.

DegreeWorks rollout is currently underway and should go live in Summer 2013.

3. Based on your accomplishment, what percentage is complete to date? (The anticipated 1st year accomplishment is 30% by May 15th). Please provide links and/or documents that provide evidence to support your rating.

   • We will meet the 30% mark by May 15th as the work us already underway. Attached are the meeting notes from March 26th, a sample of the Outlook tool used to develop the Master Schedule, and the IGETC template to analyze our course offerings and patterns.

4. If your accomplishment is less than 30% to date,
   • What percentage of completion do you anticipate reaching by May 15th? What further evidence will you submit to document your progress?

   OR

   • What is preventing you from reaching 30% by May 15th?

Action Step 1.2: Develop process maps of programs and services to visually depict students’ journey, which will show alignment and misalignments to analyze how well current offerings align with student needs and make adjustments as needed to improve student progress and time to completion.

Work Team: VP Student Learning, VP Student Services, Instructional Team, Discipline Faculty, Program Coordinators and Chairs, Director of AS&A, Director of PRIE, Counselors, Chair of Curriculum Committee

Timeline: Ongoing; starting Year 1 (2012-2013)
1. In order to fully accomplish this action step by 2015, what is your plan to accomplish your action step for 2012-2013, 2013-2014, and 2014-2015?

   - As part of Phase I, the Master Schedule group will use the AA-T/AS-T degrees to run scenarios that test the alignment between course offerings and student needs. There are six approved degrees and they are in demand by our students to transfer to the CSU. We will analyze Communication Studies, Psychology, Sociology, Business Administration, Political Science, and English.

   - Phase II will begin in Fall 2013 and will include analyzing our Basic Skills and Career Technical Education offerings and alignment with Certificates of Achievement and degree requirements.

   - We will review the findings from Action Steps 5.2 and 6.1 to correct curricular misalignments. For example, we know the time to degree is about six years and there are gaps of about two years for students between the time they take their first Math/English course and their second. Currently, a pilot English 120AC (accelerated 98/120 combination course) is being offered and will be analyzed to see if it is a model worth adopting to improve success rates in pre-transfer levels of English.

   - Facilitate relationship with English and Math faculty at the high schools (Action Step 7.3) to build pipeline of “college-ready” students. The more students that enter College of Marin who are “college-ready,” the sooner the time to completion.

2. What have you accomplished for the 1st year (2012-2013) to date?

   - The Master Schedule group is meeting and working to complete Phase I by the end of Spring 2013.

   - Developed scenarios to assess time to completion for approved AA-T/AS-T degrees based on current schedule (fall, spring, and summer)

3. Based on your accomplishment, what percentage is complete to date? (The anticipated 1st year accomplishment is 30% by May 15th). Please provide links and/or documents that provide evidence to support your rating.
A sample of the AA-T in Psychology and when the courses to meet the degree requirements are offered are attached. We will meet the 30% mark by May 15\textsuperscript{th}.

4. If your accomplishment is less than 30% to date,
   a. What percentage of completion do you anticipate reaching by May 15\textsuperscript{th}? What further evidence will you submit to document your progress?

   OR

   b. What is preventing you from reaching 30% by May 15\textsuperscript{th}?
5. **Action Step 1.3: Create clear, user-friendly educational pathways that guarantee classes for students and students for classes.** The VP Student Services, in collaboration with counselors and discipline faculty, will create cohort-based educational pathways for discreet certificate programs and degrees (including SB 1440's)

**Work Team:** VP Student Services, VP Student Learning, Counselors, Discipline Faculty, Program Coordinators, Department Chairs, and Instructional Team

**Timeline:** Starting year 1 (2012-2013)

- In order to fully accomplish this action step by 2015, what is your plan to accomplish your action step for 2012-2013, 2013-2014, and 2014-2015?
  - The Master Schedule group includes two counselors who are analyzing how students progress through the existing pathways. This work, once brought to the group, will help inform how to best develop educational pathways that are specific to high-demand degree and certificate programs.
  - DegreeWorks implementation will also provide evidence for planning pathways as we can assess the number of students that will need certain courses to complete their degrees and certificates. With this information, we can anticipate and plan the appropriate number of sections in the correct sequence.

- What have you accomplished for the 1st year (2012-2013) to date?
  - The Master Schedule group is currently meeting and DegreeWorks implementation is underway.

- Based on your accomplishment, what percentage is complete to date? (The anticipated 1st year accomplishment is 30% by May 15th). Please provide links and/or documents that provide evidence to support your rating.
  - This works is part of Phase I and will be 30% complete by May 23rd.

- If your accomplishment is less than 30% to date,
  - What percentage of completion do you anticipate reaching by May 15th? What further evidence will you submit to document your progress?
OR

- What is preventing you from reaching 30% by May 15th?
Action Step 1.4: Based on information from action steps 1.1, 1.2 and 1.3, develop an enrollment management plan to meet student needs within the context of anticipated budget realities that are projected over the next three years.

**Work Team:** Director of IT, Director of PRIE, Director of AS&A, Dean Enrollment Svcs., VP Student Services, VP Student Learning, Counselors, Instructional Team, and Discipline Faculty, Program Coordinators, and Department Chairs

**Timeline:** Ongoing; starting Year 1 (2012-2013)

1. In order to fully accomplish this action step by 2015, what is your plan to accomplish your action step for 2012-2013, 2013-2014, and 2014-2015?
   b. Establish assessment mechanisms for items in Action Steps 1.1, 1.2, 1.3, 5.4, 5.5, & 5.7.
   c. Determine appropriate, meaningful indicators, including benchmarks and goals.
   d. Write institutional enrollment management plan.
   e. Begin assessing progress toward goals.

2. What have you accomplished for the 1st year (2012-2013) to date?
   a. Accomplishment of steps within Objective 1, including data collection (1.1, 1.2, 1.3) and Objective 5, including data collection (5.1, 5.2, 5.3) and program planning (5.4, 5.5, 5.7), create the sound basis for an effective, comprehensive enrollment management plan. The plan itself cannot be fully formulated until work relating to the other Action Steps is further underway.

3. Based on your accomplishment, what percentage is complete to date? (The anticipated 1st year accomplishment is 30% by May 15th). Please provide links and/or documents that provide evidence to support your rating.
   10%

4. If your accomplishment is less than 30% to date,
   a. What percentage of completion do you anticipate reaching by May 15th? What further evidence will you submit to document your progress?
   20%
   b. What is preventing you from reaching 30% by May 15th?
   Accomplishment of steps within Objectives 1 & 5, including data collection and program planning create basis for the formulation of an effective and comprehensive enrollment management plan. The plan itself cannot be fully formulated until work relating to the other Action Steps is further underway.
Action Step 1.5: Dean of Enrollment Svcs., in consultation with VP Student Services and Director of IT, will ensure that new enrollment priorities are implemented in the College’s registration procedures.

**Work Team:** Dean of Enrollment Svcs., VP Student Services, VP Student Learning, Director of IT, Instructional Team

**Timeline:** Starting Year 1 (2012-2013)

1. In order to fully accomplish this action step by 2015, what is your plan to accomplish your action step for 2012-2013, 2013-2014, and 2014-2015?
   a. Publish AP 5055 after April, 2013 Board of Trustees meeting.
   b. Complete notification of affected student populations regarding enrollment priority changes and related impact (underway).
   c. Verify Banner programming is in place to accurately implement new priority registration.
   d. Finalize exemption protocol.
   e. Analyze enrollment data beginning Fall 2014 to gauge actual effects of changes.

2. What have you accomplished for the 1st year (2012-2013) to date?
   a. AP 5055 is updated. Only BOT ‘information item’ in April remains.
   b. Initial notification text has been created.

3. Based on your accomplishment, what percentage is complete to date? (The anticipated 1st year accomplishment is 30% by May 15th). Please provide links and/or documents that provide evidence to support your rating.
   20%.

4. If your accomplishment is less than 30% to date,
   a. What percentage of completion do you anticipate reaching by May 15th? What further evidence will you submit to document your progress?
   30%. Additional evidence will include more notification materials and draft exemption protocol.
Action Step 1.6: The Dean Enrollment Svcs., in consultation with the VP Student Services and Director of IT, students and other key stakeholder groups, will assess and analyze the credit online student registration process and provide recommendations for improvement in light of the upcoming reforms in system-wide enrollment priorities.

**Work Team:** Director of IT, Director of PRIE, Director of AS&A, Dean Enrollment Services, VP Student Services, VP Student Learning, and Counselors

**Timeline:** Ongoing, annually; starting Year 1 (2012-2013)

1. In order to fully accomplish this action step by 2015, what is your plan to accomplish your action step for 2012-2013, 2013-2014, and 2014-2015?
   a. Implement recommendations from consultation report (see below). NOTE: This will be wide-ranging in scope, and will likely include professional development/training, staff alignment in A&R and elsewhere, significant changes to use of Banner, myCOM, and other platforms, and integration of these systems into our orientation process.
   b. Develop assessment/improvement mechanisms for the above, monitoring use of online resources and collecting ongoing feedback from users.

2. What have you accomplished for the 1st year (2012-2013) to date?
   c. Consulting with Diane Traversi, Director of Admissions & Enrollment at SRJC to outline necessary changes to enrollment and registration processes to improve the student (and staff/faculty) experience.
   d. Report will be completed by April 19 (action on recommendations to commence immediately)

3. Based on your accomplishment, what percentage is complete to date? (The anticipated 1st year accomplishment is 30% by May 15th). Please provide links and/or documents that provide evidence to support your rating.
   
   **20%**

4. If your accomplishment is less than 30% to date,
   b. What percentage of completion do you anticipate reaching by May 15th? What further evidence will you submit to document your progress?
   
   **30%**. Additional evidence will include final consultation report and progress on action steps.