STRATEGIC ENROLLMENT MANAGEMENT PLAN

2019-2021	Laney College

DREAM. FLOURISH. SUCCEED

Table of Contents

Strategic Enrollment Management Plan
DREAM.FLOURISH.SUCCEED.

INTRODUCTION

In 2017, Laney College adopted a new mission, vision and strategic plan with five specific goals aimed at ensuring students would be supported in their learning and feel inspired to excel in an inclusive and diverse learning environment.

Rooted in social justice, Laney College's new mission and vision describes our community: a place where students receive access to the highest quality curriculum and instruction while they cultivate a sense of belonging that counters the pervasive inequities our students face in society.

With a focus on equity, the adopted goals from the college's strategic plan aim to increase awareness and access for disproportionately impacted communities to complete their educational goals while fostering an institutional culture that is both collaborative and reflective.

As part of this commitment, during the spring semester of 2018, the College embarked on an assessment and dialogue about how to ensure that the institution's instructional offerings -- as well as student support services -- recruited, retained and supported students throughout their educational journey. The ultimate goal was clear: we would work to both maximize enrollment and develop innovative solutions and supports.

In order to work toward this new vision of strategic enrollment management at Laney, the college president convened a group of classified professionals, faculty and administrators that would help revamp the Enrollment Management Committee and develop a two-year plan that supports students from recruitment through completion.

The group participated in the Institutional Effectiveness Partnership Initiative (IEPI) Strategic Enrollment Management (SEM) Academy in the summer of 2018 and began creating an enrollment management plan that helps address the College's needs. The purpose of the Laney College Strategic Enrollment Management Plan is to define strategies and concrete objectives that help to meet the College's adopted strategic goals.

PLAN DEVELOPMENT CHRONOLOGY

Date	Event/Action
May-August 2018	Team Identified & Participated in IEPI Strategic Enrollment Management Academy
Fall 2018 Semester	Timeline for SEM plan set; Composition/Charge for SEM Committee Updated and Taken Approved by Shared Governance
December 2, 2018	Strategic Enrollment Management Committee Meeting: Brainstorming on Plan Development
December 19, 2018	Strategic Enrollment Management Committee Meeting: Plan Outline Presented and Approved
January 11-16, 2019	IEPI Strategic Enrollment Management Academy Mid-Year Convening: Shared Outline Draft and Received Feedback
February-March 2019	Department Chair's & Participatory Governance Meetings: Presented Draft Plan & Received Feedback
February 20, 2019	Strategic Enrollment Management Committee Meeting: Revised Plan Draft Presented Based on Incorporated Feedback
March 6, 2019	Strategic Enrollment Management Committee Meeting: Approved Plan
March 20, 2019	College Council: Presentation and Approval of the Plan

STRATEGIC ENROLLMENT MANAGEMENT COMMITTEE

In appreciation

Special thanks to the members of the Laney College Strategic Enrollment Management Committee for their tireless efforts developing a comprehensive two-year enrollment management plan with goals, measurable objectives, and activities based on data in the areas of outreach, retention, and completion.

- Gary Albury | Director of Student Activities and Campus Life
- Maxinne Bernal | Public Information Officer
- Rudy Besikof, Ed.D. | Vice President of Instruction
- Rupinder Bhatia | Director of College IT Services
- Fred Bourgoin | Faculty Senate President & Mathematics Faculty
- Clifton Coleman | Research & Systems Technology Analyst
- Vicki Ferguson | Vice President of Student Services
- Eleni Gastis | Faculty Senate Vice President & English Faculty
- Terrance Greene | Counseling Faculty
- Chandra Johnson-Malone | Student Personnel Service Specialist
- Joseph Koroma, Ph.D. | Supervisor of Financial Aid
- Derek Lee | Academic Support Service Specialist
- Mildred Lewis, Ed.D. | Dean of Enrollment Services
- Derek Pinto, Ed.D. | Vice President of Administrative Services
- Denise Richardson | Dean of Mathematics & Sciences
- Iolani Sodhy-Gereben | Curriculum Specialist
- Suzan Tiemroth-Zavala | English for Speakers of Other Languages (ESOL) Faculty
- Janelle Tillotson | Counseling Faculty

Additional Appreciation

The Strategic Enrollment Management Committee would also like to thank Casey Frahm, Hope Lane, Ingrid Morales and Matthew Jordan for their help and support.

Committee Charge

The Strategic Enrollment Management Committee will develop a holistic and integrated approach to enrollment management that supports college-wide collaboration, engagement, creative-thinking and consensus building.

The purpose of the Strategic Enrollment Management Committee is to discuss enrollment strategies and to make recommendations that contribute to student access, recruitment, persistence, completion, and lifelong learning through diverse program offerings.

Committee Responsibilities

- Evaluate on-going enrollment trends, activities, and initiatives
- Initiate research on scheduling and instruction at the department and division levels as well as within and outside the district
- Use high-quality qualitative and quantitative data to inform recommendations
- Collaborate with college constituencies to develop, implement, and evaluate enrollment management goals and strategies that align with Laney's Strategic Plan
- Assess, evaluate, and make recommendations for student support strategies to enhance student access, success, persistence, and goal attainment
- Monitor and evaluate progress toward strategic enrollment planning goals
- Develop intentional marketing strategies to prospective and current students unique to Laney's student population and community

DEFINITION & GUIDING PRINCIPLES

Aligned with Laney College's mission, vision and goals, Strategic Enrollment Management (SEM) is a collaborative process that includes maximizing enrollment and developing innovative, institutional programs and services to recruit, retain and support students throughout their education and career pathways.

Guiding Principles

- Help students achieve their educational goals while realizing that their limitless potential is the core of our work at Laney. SEM goals will align with the institution's mission and goal statements
- Campus-wide teamwork and communication is critical to success
- Curriculum and scheduling will be rooted in student need. College SEM efforts will include sound fiscal planning and alignment with the educational and strategic master plans
- Data, both qualitative and quantitative, will be used to set institutional enrollment goals, as well as strategies and tactics
- Adopted goals will be assessed and updated to align with the evolving needs of the college community
- Support equity goals by identifying ways to ensure success of diverse and disproportionately impacted student populations
- All students should achieve their educational goals and realize their tremendous academic and career potential

Campus Overview
Laney College

Laney.edu

Founded in 1953 | **Dream. Flourish. Succeed**

130+
Programs
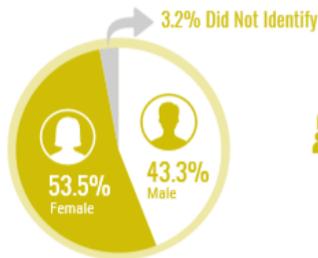in Liberal Arts, Sciences, Business, and Career Technical Education

66
Associate Degree Programs
including 23 Associate Degrees for Transfer

Gender Identity

3.2% Did Not Identify

53.5% Female
43.3% Male

17,722 **Total Students**
2018-2019 Academic Year

Ethnicity

Asian	4,728	26.7%
Latinx	4,533	25.6%
Black/African American	3,542	20%
White	2,683	15.1%
Filipino	390	2.2%
Pacific Islander	106	0.6%
Native American	33	0.2%
Multi-Ethnicity	956	5.4%
Unknown	751	4.2%

Associate of Arts	340
Associate of Science	250
Associate in Arts for Transfer	63
Associate in Science for Transfer	86
Certificate of Achievement	289
Certificate of Proficiency	38
Noncredit Certificate of Competency	16

1082
Total Degrees & Certificates Awarded
2018-2019 Academic Year

400+
Full Time & Part Time Faculty

Four-year Transfer
2018-2019 Academic Year

76% Acceptance Rate at UCs
88% Acceptance Rate at CSUs

235 # of Students Transferring to CSUs

162 # of Students Transferring to UCs

111 # of Students Transferring to Private and Out-of-State Universities (2017-2018)

Updated 1/29/2020

STRATEGIC ENROLLMENT MANAGEMENT PLAN FRAMEWORK

The Laney College 2019-2021 Strategic Enrollment Management Plan is organized around the following categories, which are comprised of specific activities:

- **Scheduling, Curriculum, & Program Pathways**
- **Support & Services**
- **Marketing & Outreach**

Targeted Student Groups

Our approach to strategic enrollment management is twofold: first, we aim to increase our enrollment through outreach to all age groups in the local community. Second, we want to ensure that students who are currently enrolled at the College are supported in completing their goals.

In addition to measuring success among the general student population, the College will continue to track the achievement of its identified target student groups, which is a distinctive feature of strategic enrollment management. Identification of these groups is not only a product of statewide and district disaggregation of data, but these specific disproportionately impacted groups were identified by Laney's Guided Pathways groups and included quantitative and qualitative data collection. These groups include *Pell Grant recipients, AB540 students, California Promise Grant recipients, non-credit students, special admit, undocumented and mixed status students and veterans, dual enrollment, and incarcerated/formerly incarcerated students.*

Goals

- **Transfer Degrees:** Increase the number of successful transfers to four-year universities by 5%
- **ADT Degrees:** Increase the number of associate degrees for transfer (ADT) granted by 5%
- **Associate Degrees:** Increase the number of associate degrees granted by 5%
- **Persistence:** Increase fall to spring persistence by 2%
- **Career and Technical Education:** Increase the number of credit certificates (16 units or more) granted by 5%, and the number of students who complete 9 or more CTE units by 10%
- **Noncredit:** Increase noncredit FTES by 25%
- **Dual Enrollment**: Increase dual enrollment FTES by 15%
- **California Promise Grant:** Increase the number of College Promise students by 5%
- **Time to Completion:** Reduce the average number of units to a degree by three

SCHEDULING, CURRICULUM & PROGRAM PATHWAYS

College Strategic Goal #3: Offer students the highest quality curriculum and services

Through our Guided Pathways Inquiry process, the College has gathered student voices and perspectives to guide our efforts in ensuring students have options available that can help them reach their goals, such as:

- Apply the inquiry discoveries made through Guided Pathways.
  - Develop and adhere to block scheduling
  - Increase scheduling of short-term courses
  - Develop a late afternoon/evening "hub."
  - Create pathway maps to inform students about which classes that lead to a major and a degree or certificate
  - Promote and support capstone courses
- Create partnerships between instruction and counseling to create clear program requirements.
  - Pilot pathway mapping for Fall 2019 are: Media Studies, Social Sciences, undecided/undeclared students
  - Provide support strategies and targeted interventions for programs with low enrollment.
  - Create materials to promote courses, scheduling, career path and degrees
  - Create end-of-semester student survey module for Canvas for all courses
- Adjust course offerings within English, Math, and ESOL to implement AB 705
- Develop articulation agreements with Adult Education Centers to support noncredit college readiness courses
- Increase Dual Enrollment offerings at partner high schools and increase offerings where needed
- Establish high school articulation agreements for Career and Technical Education (CTE) programs
- Increase the total number of Distance Education offerings, with a focus on student support, success, and retention
- Monitor adherence to the established four-year curriculum review schedule
- Provide professional development opportunities for faculty and classified professionals that focus on success, persistence and retention strategies

SUPPORT & SERVICES

College Strategic Goal #3: Offer students the highest quality curriculum and services
College Strategic Goal #4: Cultivate a culture of belonging, pride and self-reflection for continuous improvement.

Ensuring students stay on their path can only happen in tandem with optimized support services. The College will work to align support services with other strategic enrollment efforts, such as:

- Support, expand and establish learning communities and cohorts such as the First Year Experience, Umoja/UBAKA, Puente, APASS, and Gateway to College

- Provide program maps, career exploration and assessment services such as Super Strong Skills to help students who are undecided/undeclared

- Expand hours and availability of student services such as counseling, financial aid and health services for our late afternoon/evening "hub"

- Increase awareness of all support services through a support services orientation

- Provide support for online/hybrid offerings, including orientations and technical support

- Create a summer bridge program that is coordinated with support services to enhance college readiness

- Establish a one-stop support center with DE support, on-the-spot counseling, tutoring, orientations

- Implement targeted interventions for student support such as Starfish, text reminders for updating Education Plans, counseling contact and reminders to file for graduation or certificates

- Institutionalize tutoring and expand availability

MARKETING & OUTREACH

College Strategic Goal #1: Promote Equity
College Strategic Goal #3: Offer students the highest quality curriculum and services
College Strategic Goal #5: Increase awareness and access to disproportionately impacted communities

Conveying our offerings to prospective and current students will increase their awareness and help them reach their goals. This work will be done in partnership with the college community and the Public Information Officer. Our marketing and outreach plan includes the following:

Marketing

- Use data to inform marketing practices such as intake questionnaires and surveys
- Develop intentional marketing to prospective students from disproportionately impacted groups for access indicators
- Disseminate easily understandable, student-centered information about upcoming policy changes, such as AB 705
- Use digital media tools, newsletters and video to promote the college, programs, career pathways, support services and offerings to prospective students
- Enhance materials to appeal to students already enrolled in the College, encourage persistence and completion
- Celebrate student successes through positive communication
- Collaborate with District Public Information Officer to promote classes, programs, and services
- Collaborate with departments, programs, learning communities, and student services about marketing and promotion of student services
- Develop better marketing of evening, late-start, weekend, and distance education classes
- Coordinate student panels to inform peers about challenges they have faced and solutions that made them successful
- Promote Welcome Week Activities alongside the Office of Student Life
- Create materials that target returning/age 25+ students

Outreach

- Invest in software to identify prospective students
- Hold campus events and fairs that promote programs, services, learning communities, resources, employment opportunities and community partnerships
- Include student ambassadors/ASLC officers and alumni in orientations that focus on community as well as academics
- Identify faculty, alumni and student ambassadors to join in on outreach efforts

- Expand financial aid workshops
- Evaluate and improve the dual enrollment registration process
- Create materials targeted to high schools within 100 miles of Laney

CONCLUSION

The next two years will mark an ambitious effort in strategic enrollment management at Laney College. The State Chancellor's Vision for Success has introduced substantial changes such as the new funding formula, Guided Pathways and AB705, which encourage us to strategize differently and align more closely. Moving forward, our largest goal might be the close coordination between instruction, student services and the college community to navigate the changes on the horizon. With student voices guiding our efforts – and dedicated faculty, classified professionals and administrators working together to better the lives of our students -- we remain committed to ensuring our college is a transformative, supportive and inspiring institution where our students dream, flourish and succeed.

APPENDIX

Appendix I: Laney College Mission and Values

Mission

Laney College educates, supports, and inspires students to excel in an inclusive and diverse learning environment rooted in social justice.

Values

- **Respect:** We demonstrate a commitment to the value of each individual through trust, cooperation, and teamwork. We recognize the worth of each individual and his or her ideas and treat each other and those we serve fairly, with compassion and with esteem.

- **Diversity:** We are a multicultural and diverse organization, an enriching blend of people and ideas. This college is a place for all people, an environment devoted to fostering and embracing the diversity of our staff, faculty and student body.

- **Appreciation**: We demonstrate recognition in the value of the efforts put forth by all of our faculty, staff, administrators and students. We will foster employee growth and performance levels through and personal development.

- **Competence:** We share a commitment to performing our work assignments with excellence and continuous improvement. We emphasize doing our best in teaching and learning, student achievement, administrative practices and delivery of support services.

- **Integrity:** We are committed to nurturing campus trust by holding ourselves accountable to the highest standards of professionalism and ethics.

- **Accountability:** We are individually and collectively responsible for achieving the highest levels of performance in helping students acquire the necessary skills and abilities to earn associate degrees, certificates, transfer, and career preparation. We continually evaluate ourselves in an effort to improve our effectiveness and efficiency in meeting the educational needs of our community.

- **Innovation:** We encourage and support creativity, collaboration and risk-taking. We foster and promote innovation in the design, development, support, delivery, and management of all programs and services.

- **Collaboration:** We work cooperatively in a shared governance environment and value individual ability and diversity in thinking as essential to promote open communication, active participation, exchange of ideas and collaborative decision-making.

Appendix II: Laney College 2018 -2023 Strategic Goals & Objectives

Goal 1: Promote Equity
Objectives
1.1 Align the budget and resource allocation process with the College's mission
1.2 Ensure and promote diversity in committee participation, hiring, and professional development
1.3 Foster cultural humility and inclusion within programs and services

Goal 2: Promote a collaborative institutional culture for communication, governance and decision-making
Objectives
2.1 Increase understanding of and participation in the College's governance and decision-making
2.2 Implement assessment of governance and decision-making processes
2.3 Improve communication between faculty and staff
2.4 Improve responsiveness to student input

Goal 3: Offer students the highest quality curriculum and services
Objectives
3.1 Increase student job placement
3.2 Increase numbers of transfers to 4-year institutions
3.3 Increase degree completion
3.4 Increase course completion
3.5 Increase completion of career education
3.6 Improve the capacity for the development and assessment of curriculum
3.7 Increase the number of students with a comprehensive education plan
3.8 Create a seamless application, enrollment and onboarding process for new and returning students

Goal 4: Cultivate a culture of belonging, pride and self-reflection for continuous improvement
Objectives
4.1 Ensure all the facilities are clean, safe, functioning, well-equipped, and attractive
4.2 Restructure current professional development activities to provide regular and ongoing professional
4.3 Adopt a new program review process for all areas of the College
4.4 Develop and provide a student first-year experience program to promote greater student engagement
4.5 Design and deliver purposeful and seamless student support

Goal 5: Increase awareness and access to disproportionately impacted communities
Objectives
5.1 Increase the number of veterans, foster youth, Latinx, and formerly incarcerated students
5.2 Develop and implement outreach strategies for targeted populations in the community
5.3 Grow and maintain stronger relationships with community-based organizations

Appendix III: Implementation Matrix

The following pages contain a summary of the activities described in the present document, along with the metrics we will use to measure the college's progress, completion dates, and parties responsible for the implementation.

Scheduling, Curriculum & Program Pathways

College Strategic Goal #3: Offer students the highest quality curriculum and services

Enrollment Management Strategy	Metric for Success	Timeline for Completion				Strategy Leads
		Spring 2019	Fall 2019	Spring 2020	Fall 2020	
Apply the inquiry discoveries made through Guided Pathways						
Develop and adhere to block scheduling	Number of units attempted; completion rates				X	VPI, Deans, Department Chairs
Increase scheduling of short-term courses	Number of short-term sections offered			X		VPI, Deans, Department Chairs
Develop a late afternoon/evening "hub"	Enrollment in courses; use of student services after 4 p.m.		X			VPI, VPSS, VPBAS, Deans, Department Chairs, Guided Pathways Co-Coordinators
Promote and support capstone courses	Enrollment in courses				X	VPI, Deans, Department Chairs, Public Information Officer
Create partnerships between instruction and counseling to create clear program requirements						
Pilot Pathway Mapping, beginning with Media Studies, Undecided Students and Social Science	Enrollment in courses listed on pathway maps		X			Department Chairs, Counseling Department

Provide support strategies and targeted interventions for programs with low enrollment	Enrollment data for programs with productivity lower than 15; response data concerning marketing efforts				X	VPI, VPSS, Public Information Officer
Create materials to promote courses, scheduling, career paths, degrees	Response data concerning publicity efforts (e.g. website hits); enrollment analysis of advertised offerings				X	VPI, Deans, Public Information Officer
Create end-of-semester student survey module on Canvas	Analysis of course offerings compared to survey data from students regarding choice of courses				X	VPI, Deans, Director of Student Life
Other						
Adjust course offerings within English, Math, and ESL to implement AB 705	Success rates of transfer English, Math courses within one year				X	VPI, VPSS, Dean of Math & Science, Dean of Liberal Arts
Develop articulation agreements with Adult Education Centers to support noncredit college readiness courses	Completion numbers for CDCP courses and certificates; number of students transitioning to credit courses				X	Dean of Career and Technical Education, Associate Dean of Educational Success
Increase Dual Enrollment offerings	Number of Dual Enrollment sections; number of Dual Enrollment students who matriculate after high school				X	VPI, Deans
Establish high school articulation agreements for CTE programs	Number of agreements; enrollment; success rates among CTE students				X	Deans

Increase the total number of Distance Education offerings with a focus on student support, success and retention	Success rates in Distance Education compared to face-to-face; number of offerings				X	VPI, Distance Education Coordinator
Monitor adherence to the established four-year curriculum review schedule	Number of degrees for transfer offered versus Spring 2018; attainment rates for degrees of transfer; number of certificates of achievement; number of students completing 9 units of Career Education coursework				X	VPI, Curriculum Committee Co-Chairs, Deans
Provide professional development opportunities for faculty and classified professionals that focus on success, persistence and retention strategies.	Participation rates in professional development identified specifically as focusing on success; persistence and retention strategies; institution-wide and discipline/department specific success; persistence and retention rates				X	VPI, VPSS, Dean of Student Services, Professional Development Co-Chairs

Support & Services

College Strategic Goal #3: Offer students the highest quality curriculum and services
College Strategic Goal #4: Cultivate a culture of belonging, pride and self-reflection for continuous improvement

Enrollment Management Strategy	Metric for Success	Timeline for Completion				Strategy Leads
		Spring 2019	Fall 2019	Spring 2020	Fall 2020	
Support, expand and establish learning communities and cohorts such as the First Year Experience, Umoja/UBAKA, Puente, APASS, and Gateway to College	Retention, persistence and success rates among cohort students in comparison to overall student population				X	Associate Dean of Educational Success, Program Directors and Coordinators of First-Year Experience, Umoja/UBAKA, Puente, APASS, and Gateway to College
Provide program maps, career exploration and assessment services such as Super Strong Skills to help students who are undecided/undeclared	Number/percentage of undeclared students				X	VPI, Deans, Public Information Officer
Expand hours and availability of student services such as counseling, financial aid and health services for our late afternoon/evening "hub"	Participation rates/student contact numbers for hub				X	VPSS, Dean of Enrollment Services, Dean of Student Services

Increase awareness of all support services through a support services orientation	Participation rates in number of support services areas				X	VPI, VPSS, Public Information Officer
Provide support for online/hybrid offerings, including orientations and technical support	Distance Education retention, persistence, success rates; participation and satisfaction rates for orientations, technical support				X	Director of Information Technology, Distance Education Coordinator
Create a summer bridge program that is coordinated with support services to enhance college readiness	Enrollment, completion rates of initial Summer Bridge programs; success and retention rates in college-level courses				X	VPI, VPSS
Establish a one-stop support center with DE support, on-the-spot counseling, tutoring, orientations	Participation rates/student contact numbers; Distance Education retention; persistence, success rates for students who visited center				X	VPSS, Dean of Enrollment Services, Dean of Student Services
Implement targeted interventions for student support such as Starfish, text reminders for updating Education Plans, counseling contact and reminders to file for graduation or certificates	Participation rates in Starfish; number of Education Plans; number of awards				X	VPSS, Dean of Enrollment Services, Dean of Student Services, Public Information Officer

Institutionalize tutoring and expand availability	Tutoring participation rates; success data in courses with embedded tutoring				X	VPI, Dean of Liberal Arts, Dean of Math and Science

Marketing & Outreach

College Strategic Goal #1: Promote Equity
College Strategic Goal #3: Offer students the highest quality curriculum and services
College Strategic Goal #5: Increase awareness and access to disproportionately impacted communities

Enrollment Management Strategy	Metric for Success	Timeline for Completion				Strategy Leads
		Spring 2019	Fall 2019	Spring 2020	Fall 2020	
Marketing						
Use data to inform marketing practices	Response data concerning publicity efforts (e.g. website hits); enrollment and service area usage patterns for students who received marketing materials; A/B test results of marketing vs. control				X	Public Information Officer
Develop intentional marketing to prospective students from disproportionately impacted groups for access indicators	Enrollment data among students from disproportionately impacted groups for access indicators				X	Public Information Officer; Associate Dean of Educational Success

Disseminate easily understandable, student-centered information about upcoming policy changes, such as AB 705	Enrollments in Math, English, ESOL; success rates in Math/English within first academic year				X	Public Information Officer, Dean of Enrollment Services, Dean of Liberal Arts, Dean of Math and Science
Use digital media tools, newsletters and video to promote the college, programs, career pathways, support services and offerings to prospective students	Response data concerning publicity efforts (e.g. website hits); enrollment and service area usage patterns for prospective students who received marketing materials				X	Public Information Officer
Enhance materials to appeal to students already enrolled in the College that encourage persistence and completion	Persistence rates among continuing students; award rates; number of awards				X	Public Information Officer, Dean of Enrollment Services, Dean of Student Services, Dean of Liberal Arts, Dean of Math and Science
Celebrate student successes through positive communication	Response data concerning communication efforts (e.g. survey responses)				X	Public Information Officer
Collaborate with District Public Information Officer to promote classes, programs and services	Data on district-originated marketing messages				X	Public Information Officer

Collaborate with departments, programs, learning communities, and student services about marketing and promotion of student services	Response data concerning publicity efforts (e.g. website hits); student participation rates in services by department or program				X	Public Information Officer, Associate Dean of Educational Success
Develop better marketing of evening, late-start, weekend, and distance education classes	Enrollment numbers in evening, late-start, weekend, distance education classes				X	Public Information Officer, Deans
Coordinate student panels to inform peers about challenges they have faced and solutions that made them successful	Survey data from attendees				X	Public Information Officer, Director of Campus Life
Promote Welcome Week Activities alongside the Office of Student Life	Student survey data				X	Public Information Officer, Director of Campus Life
Create materials that target returning, age 25+ students	Increase in 25+ population				X	Public Information Officer, Dean of Enrollment Services, Associate Dean of Educational Success
Outreach						
Invest in software to identify prospective students	New student enrollment rates, tracking data on successful prospective student enrollment				X	Director of Information Technology

Hold campus events and fairs that promote programs, services, learning communities, resources, employment opportunities and community partners	Enrollment rates; job attainment data; program (e.g. EOPS) satisfaction; participation data				X	VPSS, Dean of Enrollment Services, Director of Campus Life, Associate Dean of Educational Success, Dean of Career and Technical Education
Include student ambassadors, ASLC officers and alumni in orientations that focus on community as well as academics	Tracking data on successful prospective student enrollment; pre-post surveys				X	Dean of Enrollment Services, Associate Dean of Educational Success, Faculty Senate leadership, Classified Senate leadership
Conduct financial aid workshops	Rate of FAFSA or Dream Act Application submissions for workshop attendees				X	Dean of Enrollment Services, Financial Aid Supervisor
Evaluate and improve the dual enrollment registration process	Quality control data (i.e. rate of students who register on time)				X	VPI, VPSS
Create materials targeted to high schools within 100 miles of Laney	Tracking data on student enrollment by high school				X	Public Information Officer, Dean of Enrollment Services

The June 28, 2019 report from the Fiscal Crisis & Management Assistance Team made a series of recommendations, three of which spoke directly to enrollment management practices at the four Peralta Colleges. Additionally, the District hired the Collaborative Brain Trust consulting firm, which also produced a report that included similar recommendations. To directly address these recommendations, the Strategic Enrollment Management Committee adopted three new goals, which are included in this appendix.

The three goals speak to productivity, cross-district scheduling practices, and greater integration of the Student Centered Funding Formula into schedule development and college planning. They were vetted, revised, discussed and approved after consideration by the Strategic Enrollment Management Committee during its two October meetings before being forwarded to the College Council in late October.

Modify scheduling to increase productivity toward FTES/FTEF number of 17.5.						
		Timeline for Completion				
Strategy	Metric for Success	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Leads
Move away from roll-over scheduling practice toward Projection-Based Scheduling.	• FTES Generated • Average Class Size • Average FTES per Course, Discipline over three-year period • FTES/FTEF per Course, Discipline	x				Vice President of Instruction, Instructional Deans, Department Chairs
Assess, Revitalize Programs with Declining Productivity, Award Rates	• Productivity Numbers for Disciplines • Award Numbers			x		Instructional Deans, Department Chairs
In addition to FTES targets within allocations, assign productivity targets for each instructional division.	• Productivity Data for Divisions, Disciplines			x		Vice President of Instruction, Instructional Deans

*This goal was added during Fall Semester, 2019 through participatory governance. It is in direct response to the following recommendation from the Collaborative Brain Trust Report to the Peralta District: "Continue to emphasize a student-teacher ratio which will ensure fiscal solvency and reach a fiscally appropriate FTES to FTEF ratio of 17.5 (p.11)."

Engage in more cooperative scheduling practices in relation to the offerings of the other three community colleges.						
		Timeline for Completion				
Strategy	Metric for Success	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Leads
Arrive at corresponding block schedules between the four colleges.	• Average units taken per student at Laney College.				x	Vice Presidents of Instruction, Instructional Deans, District Faculty Senate, Vice Chancellor of Academic Affairs
Reduce swirl among Laney students to other colleges to take classes that are offered at Laney.	• Average units accumulated per student who claims Laney as their "home" campus • Number of "Laney" students who take courses at other colleges within Peralta.			x		Instructional Deans, Department Chairs
Increase productivity in disciplines offering classes at other colleges in the district through collaborative scheduling practices.	• District-wide productivity among General Education courses compared -when applicable- to that among Laney students.			x		Instructional Deans, Department Chairs

*This goal was added during Fall Semester, 2019 through participatory governance. It is in direct response to the following recommendation from the Collaborative Brain Trust Report to the Peralta District: "Work more collaboratively among the four colleges and the district to create a coherent, unified schedule….(p.10)"

Incorporate Student-Centered Funding Formula Considerations into Curricular Approvals as well as Schedule Analysis, Planning.						
		Timeline for Completion				
Strategy	Metric for Success	Spring 2019	Fall 2019	Spring 2020	Fall 2020	Leads
Align course schedules, awards to promote increased milestone attainment.	Increase in number of reported awards, milestones that are part of SCFF, especially ADT, AA, Transfer, Certificates of Achievement.			x		Instructional Deans, Department Chairs, Curriculum Chairs, Curriculum Specialist
Regularly track, predict supplemental allocation. (FCMAT, p.64)	Annual, per-semester supplemental allocation data		x			Vice President of Instruction, Vice President of Business Services
Increase numbers of ADTs where that have state transfer model curricula	Increase in number of degrees for transfer offered that utilize existing Laney disciplines			x		Instructional Deans, Curriculum Committee Members, Department Chairs
Update Course Outlines of Record (FCMAT Report, p. 64)	Rate of course outlines in compliance		x			Instructional Deans, Curriculum Chairs, Curriculum Specialist
Ensure offering of capstone courses within programs at least once a year.	Increase in number of reported awards, milestones that are part of SCFF, especially ADT, AA, Transfer, Certificates of Achievement.			x		Instructional Deans, Department Chairs
Assess and better understand "unduplicated student population, including full-time, part-time, special admit, etc. students to assist the colleges in increasing both student success and revenues." (FCMAT Report, p. 64)	Disaggregated enrollment, retention, persistence, completion data Student Success Allocation Numbers, including awards on data as they relate to milestone completion.		x			Vice President of Instruction, Vice President of Business Services, College Research Analyst
Increase the number of Pell Grant Recipients, California College Promise and AB 540 recipients. (FCMAT Report, p. 61-62)	Supplemental Allocation Numbers to include data as they relate to the FAFSA filing rate, College Promise and AB 540 recipients		X			Dean of Enrollment Services, Financial Aid Supervisor, College Research Analyst and VP of Student Services
Streamline the application process for DSPS services at all the colleges (CBT Report, p.32).				X		Dean of Student Services, DSPS Coordinator/Counselor

*This goal was added during Fall Semester, 2019 through participatory governance. It is in direct response to the following recommendations 1, 2, and 5 (p. 64) of the Fiscal Crisis and Management Team Report to the Peralta District.