



Laney College
DREAM. FLOURISH. SUCCEED.

STRATEGIC ENROLLMENT MANAGEMENT PLAN



2023-2028



Dr. Rudy Besikof
Laney College President

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As the president of Laney College, I am pleased to share that our 2023-25 Strategic Enrollment Management Plan is one that honors our mission, committing us to being a college that “educates, supports, and inspires students to excel in an inclusive and diverse learning environment rooted in social justice.”

Enrollment Management can best be defined as everything that happens from the moment a person hears about Laney until the moment they achieve their educational goal, which may be any combination of a degree, certificate, transfer, career attainment, or career advancement. We at Laney are committed to Student Success, and it is this spirit of commitment that is leading us to embrace initiatives in our state such as Guided Pathways, invest in our communities through efforts of cultivation such as dual enrollment (offering courses to area high school students), all while tackling issues such as Student Basic Needs and decreasing the associated cost of college.

This Strategic Enrollment Management Plan is a continuation of our 2019-21 version, recognizing the needs of our students and community as we continue to emerge from the global pandemic. This plan is based on the goals and objectives in the 2023-2028 Educational Master Plan. The EMP was developed in a college-wide effort in 2022-2023 and expresses the overall goals for the college.

The face of education will undoubtedly change in the coming years, but by setting goals that are in our students’ best interest and address their needs, we move forward charting a course whose guiding principles will keep us grounded and stable. When students graduate from our college, they do so with the knowledge that they have learned in a first-class environment, one that distinguishes itself with its culture of caring and commitment to being a college of excellence. Indeed, the future remains bright for our Eagles.

In closing, I wish to extend special thanks to Strategic Enrollment Management Committee and all Laney colleagues who contributed to the narrative, goals and objectives found within the plan, as well as our senates and College Council colleagues who reviewed it. This document is yet one more reminder of the strength that is found in collaboration, as well as our college’s unwavering commitment to our students.

Sincerely,

A handwritten signature in blue ink that reads "Rudy Besikof".

Dr. Rudy Besikof
President, Laney College

2023-2028 Strategic Enrollment Management Plan

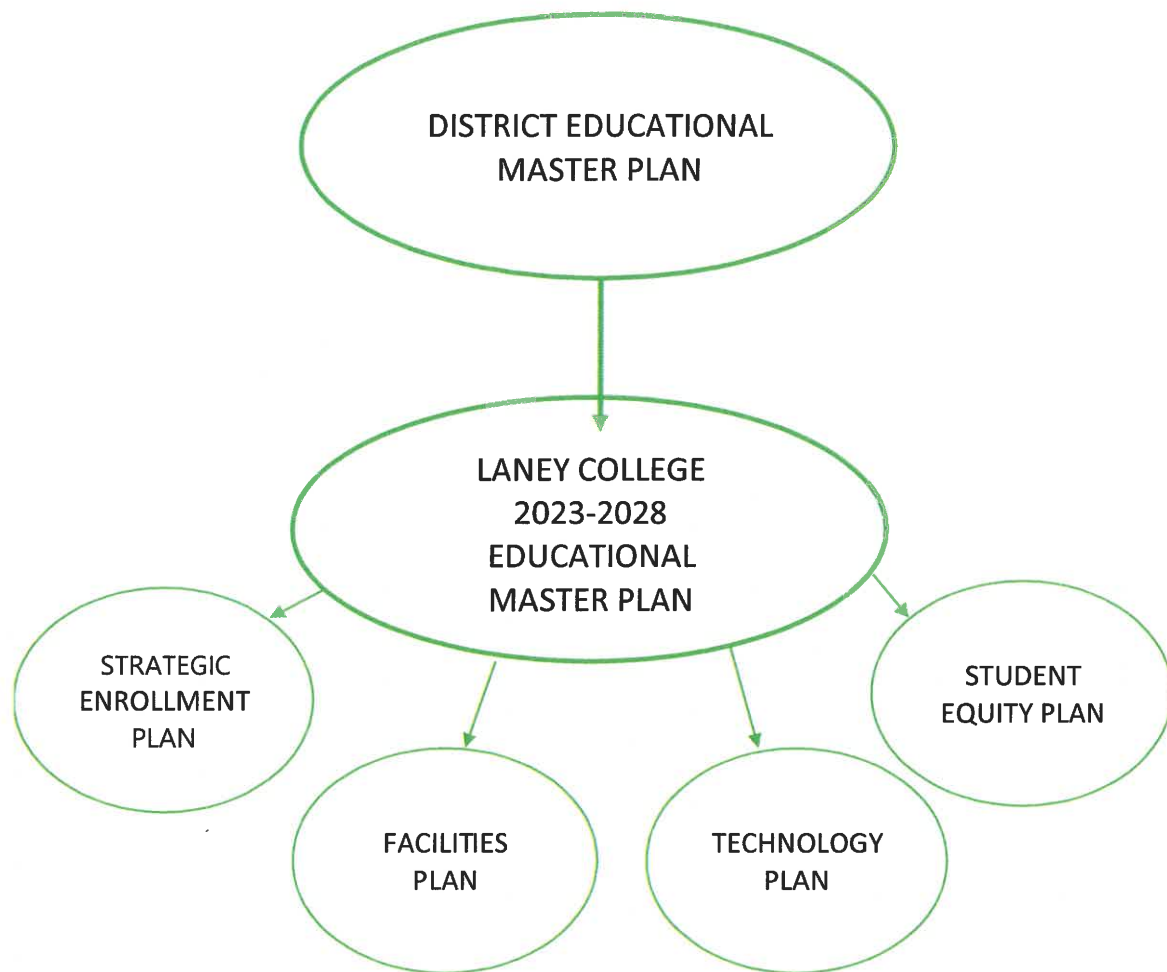
Executive Summary

Laney College is committed to ongoing planning, action, and assessment of its work. This *2023-2028 Strategic Enrollment Management Plan* is one of the college plans which begins with the goals and objectives developed in the *2023-2028 Educational Master Plan (EMP)*:

- Goal #1: Assist students in the achievement of their educational goals.
- Goal #2: Promote equity for disproportionately impacted students.
- Goal #3: Offer students curriculum responsive to student need and industry standards through ongoing institutional self-reflection and continuous improvement.
- Goal #4: Create a culture of belonging and pride.
- Goal #5: Promote institutional equity in operations, processes, and governance.
- Goal #6: Promote a collaborative institutional culture of communication, governance, and decision-making.

Goals in the *EMP* were developed in a comprehensive planning process undertaken during 2022-2023. The *EMP* was built after a close scan of the local environment, including educational and economic points of focus. Laney data was closely examined, including information on enrollment, retention, and success for students of different demographic backgrounds. To see the data, refer to the *EMP* beginning on page 16.

From the six broad goals of the *EMP*, this *SEM Plan* gives details as to the *how* and the *who* at the college will take the lead on activities designed to improve the student experience, from the point of application through the point when the student completes their educational goals. The *2023-2025 SEM Plan* is focused on the goal and objective areas that are connected directly with the student experience. Other plans at the college flesh out other sections of the goals and objectives (for example the *Facilities Master Plan* is focused on buildings and grounds plans).



Taken collectively, the set of targeted and integrated plans complete the picture of what Laney intends to focus on for the next few years.

2023-2028 SEM Plan Development Chronology

Fall 2021	SEM Committee workgroups evaluate outcomes from 2021-2023 SEM plan. Workgroups examine data and determines if goals have been met or if goals have not been met.
Spring 2022	SEM Committee completes “2021-2023 Close Out” document. Document was presented to and accepted by the College Council on May 18, 2022. Document is included as an appendix to the 2023-2028 plan.
Fall 2022	College begins construction of 2023-2028 Educational Master Plan. College approves new Strategic Goals and Objectives. Data collection followed by data presentation to college included in EMP planning process. College-wide and district-wide feedback sessions held to

	discuss needs for the future. SEM Committee drafts revisions to college Mission, Vision, and Values.
Spring 2023	SEM Committee assesses what new EMP Strategic Goals and Objectives should be included in the 2023-2028 SEM Plan. Committee develops chart of objectives, activities needed to meet the objectives, responsible party, and timelines. Chart is widely vetted at the college. Reviewed and edited by the Institutional Effectiveness Committee and the Management Council.
March 15, 2023	Revisions to Mission, Vision, and Values are approved by College Council.
April 19, 2023	<i>2023-2028 Educational Master Plan</i> approved by College Council.
May 17, 2023	Chart of goals, objectives, and activities for 2023-2028 SEM Plan presented to College Council, May 17, 2023 for first read.
Fall 2023	Completed and compiled SEM Plan approved by College Council.

SEM Committee Members 2021-2023

Sara Backes-Diaz	Joseph Koroma
Larena Baldazo	Ramon Knox
Turshika Bennett	Derek Lee
Rupinder Bhatia	Mildred Lewis
Jean Carey	Jasai Martinez
Clifton Coleman	Becky Opsata
Dettie Del Rosario	Derek Pinto
Tarek ElJarrari	Atiya Rashada
Nate Failing	Nicholas Rothman
Mark Fields	Balamurali Sampathraj
Nia Ford	Katrina Santos
Precious Gerardo	Suzan Tiemroth-Zavala
Terrance Green	Janelle Tillotson
Marlon Hall	Elizabeth Wadell
Bilal Homran	Chris Weidenbach

EMP Goal #1: Assist students in the achievement of their educational goals.

EMP Objectives SEM Plan Planned Actions

Responsible party

Year 1 2023-24 Year 2 2024-25 Year 3 2025-26 Year 4 2026-27 Year 5 2027-28

1.1										
	Reinvigorate and reimagine the Guided Pathways leadership group to have more people involved in planning and messaging. Determine what exiting college body should serve as a Guided Pathways leadership group. Do an assessment of the systemic goals and future of Guided Pathways and how it continues to be integrated into the college.	Associate Dean of Educational Success SOAR staff Guided Pathways co-chairs Dean of Enrollment Welcome Center VPSS VPI President	X							
	Expand SOAR Success Teams to cover all students, beyond the first year pilot. Hire additional program specialists for other AOI's.	Dean of Educational Success SOAR staff VPSS	X	X						
	Build out the SOAR Success Team membership to include counselors, discipline faculty, and SOAR staff. Determine roles that Counselors will play on the SOAR Team.	VPSS Dean of Educational Success Dean of Counseling Counseling Department	X							
	Determine larger space for SOAR Success Teams and build out a permanent campus home.	Dean of Educational Success VPSS SOAR staff President	X							
	Finalize and publicizee standardized list of SOAR Success Team responsibilities and activities.	Dean of Educational Success SOAR staff VPSS	X							
	Develop and use a systemic tracking system for SOAR Success Team contacts with students.	Dean of Educational Success SOAR Staff Institutional Research VPSS	X	X						
	Assess the outcomes of SOAR Success Team actions and contacts with	Dean of Educational Success SOAR Staff Institutional Research VPSS	X	X	X	X	X	X		
	Implement ongoing messaging about goals and activities of SOAR Success teams to the college.	Dean of Educational Success President VPSS VPI	X	X	X	X	X	X		
	Assign counselors to be connected with Areas of Interest.	VPSS Dean of Educational Success Dean of Counseling Counseling Department								
	Include Area of Interest information in orientation for students.	Orientation Workgroup of SEM Dean of Enrollment Services VPSS	X	X	X	X	X	X		

2023-2028 Strategic Enrollment Management Plan
Planned actions based on the EMP Goals and Objectives

	Update website to promote the Area of Interest information that is already there Make handouts and fliers about Areas of Interest for students.	SOAR staff Guided Pathways leads Web Content Developer PIO	X	X	X	X	X	X
1.2	Implement strategic outreach and marketing plans.	VPSS PIO Web Content Developer	X	X	X	X	X	X
	Differentiate outreach/recruitment vs. marketing, and clearly delineate who does what.	VPSS PIO District marketing Outreach Specialists Retention Team Dean of Enrollment Services	X					
	Write an Outreach and Marketing Plan which includes two calendars: 1) a calendar of outreach and in-reach events and 2) a messaging calendar of on-going communication to students.	VPSS PIO Outreach Specialists Retention Team Dean of Enrollment Services Web content developer	X					
	Create a messaging calendar to follow each term as part of the new Outreach and Marketing Plan. Build on the work done by the SOAR team for direct student communication, integrate their calendar of student messages into the overall college Outreach and Marketing Plan.	VPSS PIO Outreach Specialists Retention Team Dean of Enrollment Services SOAR staff Web content developer	X					
	Streamline and centralize messaging through SOAR and PIO to engage with all students, e.g. regular newsletters.	SOAR staff PIO Web content developer	X					
	Add SOAR on the main page webpage under "get support". Post SOAR newsletters on the webpage.	SOAR staff PIO Web Content Developer	X					
	Utilize the outreach calendar to track on campus and off campus visits. Expand the number of people who have access to add to the calendar. Have the public calendar connected to Canvas calendar.	Dean of Enrollment Services Employment Center Recruitment team Directors of departments who bring events Web Content Developer	X	X	X	X	X	X
	Clean up department and services webpages and update with current info.	Web Content Developer Area of Interest Coordinators Department Chairs Program Leads	X	X	X	X	X	X

2023-2028 Strategic Enrollment Management Plan
 Planned actions based on the EMP Goals and Objectives

	Analyze effectiveness of outreach various strategies (dollars spent vs outcomes/ best value/ Increased engagement/ROI)	PIO	X	X	X	X	X	X
	Utilize the public events calendar on the webpage. Enhance the calendar functionality, design, and how events get posted to it.	PIO Web content developer All who host events	X	X	X	X	X	X
	Create and update a Canvas page for student with resources.	VPSS Dean of Counseling Dean of Enrollment Services Dean of Educational Success	X	X	X	X	X	X
	Create/Customize new chatbot content.	Financial Aid Dean of Enrollment Services Dean of Counseling Dean of Educational Success VPSS VPI VPBAS IT Director Web Content Developer	X					
1.3	Increase rate of students completing Student Education Plans (SEP).	Dean of Counseling Web content developer Counseling Department VPSS Welcome Center	X	X	X			
	Create a Welcome Center campaign on the importance of SEPs (flyers etc.), Counselor tabling at campus events	Dean of Counseling Web content developer Counseling Department VPSS						
	Develop standardized, centralized messaging to share through Portal and Canvas to promote SEPs and for inclusion in faculty syllabi.	Dean of Counseling Web content developer Counseling Department VPSS						
	Faculty are asked to add a required or extra credit SEP assignment in their classes.	Dean of Counseling Web content developer Counseling Department VPSS Welcome Center	X	X				
	Add integrated counseling in ENGL 1A(S) and Math classes to introduce and remind students of SEPs.	Dean of Counseling Counseling faculty VPI Instructional faculty						
	Work with SOAR team to contact current students without SEPs.	SOAR team Dean of Educational Success Institutional Researcher	X	X	X	X	X	X
	Learning communities and special programs encourage SEP completion.	Dean of Educational Success Leaders of Learning Communities EOPS/Care Dean of Enrollment Services	X	X	X	X	X	X

2023-2028 Strategic Enrollment Management Plan
Planned actions based on the EMP Goals and Objectives

	Classroom presentations given by counselors to encourage students to come in and complete SEP & FAFSA.	Financial Aid Office Counseling Department VPSS Dean of Enrollment Services Dean of Counseling	X	X	X	X	X	X
	Research and inform the college of data on SEP completion status.	Institutional Research	X	X	X	X	X	X
1.4	Increase FAFSA application rates. Develop ways to incentivize FAFSA completion especially after "fall is free" ends. Financial Aid Office does classroom outreach to share deadline dates, and explain process. Learning communities and special programs working towards 100% student FAFSA completion. Add integrated counseling in ENGL 1A(S) and Math classes to introduce and remind students of FAFSA. Get rid of MyPath, as is planned. Use clear simple language, stop saying "Campus Solutions" and instead call it the "Student Portal". Utilize queries to determine students who completed CCCApply but have not done the FAFSA or enrolled and outreach to them.	Financial Aid Office Welcome Center Counseling Department PIO VPSS Financial Aid Dean of Educational Success Leaders of Learning Communities EOPS/Care Dean of Enrollment Services Dean of Counseling Counseling faculty VPI Instructional faculty Dean of Enrollment Services District Admissions and Records All Institutional Research SOAR staff Financial Aid Dean of Enrollment Services	X	X	X	X	X	X
1.5	Create a seamless application, enrollment, and onboarding process for new and returning students. Confer with district admissions to identify staff to proactively check on submitted applications that aren't yet activated, without it needing to be initiated by the student. Assign that task to a specific employee at Laney. Update and maintain accurate iEnroll tools and messaging.	VPSS PIO Outreach Specialists Retention Team Dean of Enrollment Services Web content developer SOAR staff Dean of Enrollment Services VPSS Dean of Enrollment Services VPSS	X	X	X	X	X	X
		Dean of Enrollment Services VPSS	X	X	X	X	X	X

2023-2028 Strategic Enrollment Management Plan
 Planned actions based on the EMP Goals and Objectives

		Improve new student orientation both on video and in person. maintain updated orientation information on user friendly webpage.	Dean of Enrollment Services VPSS	X					
		Review email sent to newly enrolled students for clarity and relevance. Include text for emails in the student messaging communication calendar and plan.	VPSS PIO Outreach Specialists Retention Team Dean of Enrollment Services Web content developer SOAR staff Dean of Educational Success	X					
		Get rid of MyPath, as is planned.	Dean of Enrollment Services District Admissions and Records	X					
		Integrate SOAR activities into the process, for example, SOAR staff communication directly with students who apply but do not enroll.	VPSS PIO Outreach Specialists Retention Team Dean of Enrollment Services Dean of Educational Success SOAR staff	X	X	X	X	X	X
		Determine if Info Sessions will continue to be held and designate the employee in charge of organizing them.	VPSS PIO Outreach Specialists Retention Team Dean of Enrollment Services Dean of Educational Success SOAR staff	X					
		Use COUN 521 & 522 College Prep & Orientation to support new student Onboarding.	Dean of Counseling Counseling Faculty VPSS	X	X	X	X	X	X
1.6	Design and deliver purposeful and seamless student support.	Maintain and update iEnroll tools and make a mobile freindly version. Improve new student orientation both on video and in person. maintain updated orientation information on user friendly webpage.	VPSS Dean of Enrollment Services VPSS Dean of Enrollment Services	X					
		Use COUN 521 & 522 College Prep & Orientation to support new student onboarding.	Dean of Counseling Counseling Faculty VPSS	X	X	X	X	X	X
1.7	Align and simplify technology that is required to improve the student experience.	Create a mobile friendly laney.edu.	Web Content Developer	X	X				

2023-2028 Strategic Enrollment Management Plan
Planned actions based on the EMP Goals and Objectives

	Redesign webpage for simplicity.	Web Content Developer	X	X				
	Have phone numbers for support that a live person will answer. Check all phone numbers on the webpage for accuracy and connection to a live person.	VPSS Dean of Enrollment Services	X					
	Develop a single sign-on for student portal.	District Information Technology Department	X					
	Create a new Laney Eagle phone app.	Web Content Developer		X				
1.8	Develop mentoring program for students.	VPSS Director of Student Life	X					
	Work with learning communities, ASLC, special programs, student ambassadors who may be doing this related work, to form a framework that can be scaled up.	Veterans Services Coordinator	X					
	Develop alumni/student mentorship program							
1.9	Increase course completion rates.	Library Department Dean of Humanities, Social Science, and the Library	X	X	X	X	X	X
	Hold and market library orientation sessions and library coursework.							
	Increase percentage of on campus tutoring.	Tutoring Coordinator Department Chairs	X	X				
	Design and conduct training for instructors with embedded tutors to get the most out of this support.	Tutoring Coordinator	X					
	Design and conduct standardized training for tutors.	Tutoring Coordinator	X					
	Redesign student facing webpage and materials for tutoring.	Tutoring Coordinator	X					
	Share information about tutoring and market tutoring services in specific subjects. Add tutoring webpage link to CANVAS and on syllabi.	PIO VPI	X	X	X	X	X	X
	Share disaggregated course success data with faculty and encourage faculty to consider methods of improving outcomes.	Deans and Department Chairs Institutional Research VPI	X	X	X	X	X	X
	Increase marketing of SAS services to students.	Professional Development Committee Student Equity Committee						
	Encourage faculty to use the new Canvas-embedded early alert process, to connect struggling students with services they need.	SAS Department Counseling Department Dean of Counseling VPI	X	X	X	X	X	X
	Provide professional development and support for faculty for offering culturally relevant curriculum.	Deans and Department Chairs Professional Development Committee Instructional Deans VPI	X	X	X	X	X	X
1.10	Increase completion of career education programs and completion of 9 or more career education units.	Dean of CE Employment Services Department Chairs CE Advisory Committee CE Liaisons	X	X	X	X	X	X

2023-2028 Strategic Enrollment Management Plan
Planned actions based on the EMP Goals and Objectives

	Continuous and intentional review and assessment of curriculum to improve and expand program accessibility	Dean of CE Employment Services Department Chairs CE Advisory Committee	X	X	X	X	X	X
	Create stackable certificates in CE areas (ECT, WELD, MACH, WDTEC, ART, COMM MUSIC, PHOTO, etc.)	CE Liaisons Department Chairs Dean of CE CE Advisory Committee	X	X				
	Provide CE faculty and staff opportunities for continuous professional development to support currency, engagement, and growth in their own fields.	Dean of CE Employment Services Professional Development Committee	X	X	X	X	X	X
	Use intentional schedule building to ensure that we offer the classes that students need to complete their educational goals	Department Chairs Dean of CE	X	X	X	X	X	X
	Expand dual enrollment offerings at partner high schools in CE	Dean of CE VPI	X	X	X	X	X	X
	Strengthen partnerships with local high schools who assist with dual enrollment, concurrent enrollment, and clearly defined and supported pathways to the college.	Dean of CE Employment Services	X	X	X	X	X	X
	Create and maintain conducive learning spaces to serve students' needs (Renovation of the student center, building the Fablab space, etc.)	Dean of CE VPI VPBAS Director of Facilities	X	X	X	X	X	X
	Provide sufficient instructional supplies and equipment	Dean of CE VPI	X	X	X	X	X	X
	Continuous funding for the Digital Fabrication Lab (FabLab) to support students' completion of special projects in design and fabrication.	Dean of CE VPI	X	X	X	X	X	X
	Provide embedded tutoring in CE classes	Dean of CE Department Chairs Tutoring Coordinator	X	X	X	X	X	X
	Promote CE programs--marketing and events (CE Open House, CE Summer Institute, CE Welcome Day, International Women's Day, etc.)	Dean of CE Employment Services PIO	X	X	X	X	X	X
	Provide CE-specific scholarships to students	Dean of CE Peralta Foundation	X	X	X	X	X	X
	Continue building community partnerships (Chamber of Commerce, City of Oakland, etc.)	Dean of CE Employment Services	X	X	X	X	X	X
	Strengthen equity minded outreach and retention strategies (Women in Trades, financial literacy services, etc.)	Dean of CE Department Chairs and faculty CE Advisory Committee Employment Services	X	X	X	X	X	X

2023-2028 Strategic Enrollment Management Plan
Planned actions based on the EMP Goals and Objectives

		Consistent and intentional review of student data (completion, retention rates, Perkins Core indicators, SWP metrics) and ensuring that decision-making processes such as budget allocation is data-informed.	Dean of CE Department Chairs	X	X	X	X	X	X
		Develop academic support systems to provide guidance and mentorship to new students.	Dean of CE CE Advisory Committee Department Chairs	X	X	X	X	X	X
		Develop a CRM for student and alumni to track employment and internships and enable communication of upcoming events and classes.	Dean of CE Employment Services		X	X	X	X	X
1.11	Increase the number of students who earn degrees and certificates.	Auto-award IGETC and CSUGE CAs when students request GE Certifications	Dean of Enrollment Services District Admissions and Records VPSS	X					
		Update Admissions and Records forms to minimize the number of documents that extend the petition appointments.	Dean of Enrollment Services District Admissions and Records VPSS	X	X				
		Finish building system to automatically award degrees and certificates	Dean of Enrollment Services District Admissions and Records VPSS	X					
		Improve marketing to students to promote degree petition appointment process while degree automation is pending	PIO Counseling Dean of Enrollment Services	X					
1.12	Increase student job placement in jobs that earn a living wage.	Develop a CRM for student and alumni to track employment and internships and enable communication of jobs.	Employment Services Dean of CE		X	X	X	X	X
		Promote Employment Services and Career Counseling (marketing), including job fairs and workshops.	Employment Services Dean of CE Counseling	X	X	X	X	X	X
		Encourage all departments to post their student worker positions to Laney Employment Services to hire students for on-campus jobs.	Employment Services Dean of CE	X	X	X	X	X	X
		Hold an "on-campus jobs" fair and workshops on benefits of on-campus jobs.	Employment Services Dean of CE	X	X	X	X	X	X
		Work closely with industry partners to ensure that our CE programs remains current and relevant to industry standards	Dean of CE Employment Services Department Chairs CE Advisory Committee CE Liaisons	X	X	X	X	X	X
		Continue building work-based learning and employment opportunities with industry partners	Dean of CE Employment Services Department Chairs CE Advisory Committee CE Liaisons	X	X	X	X	X	X
		Track internships and job placement	Employment Services Dean of CE			X	X	X	X

2023-2028 Strategic Enrollment Management Plan
 Planned actions based on the EMP Goals and Objectives

1.13	Increase number of students who transfer to 4-year institutions.	Create a Transfer Track First Year Experience to encourage students to take a full load of transferrable classes.	VP/Dean of Math & Sciences Math Department Dean of Liberal Arts English Department Communication Department Dean of Counseling Counseling Department Dean of Counseling	X	X	X	X	X
		Continue to strengthen relationships with four year institutions, including coordinating meetings with college representatives, the Transfer Fair. Counselors attend transfer conferences offered by CSU, UC, and the CCC Chancellor's Office	Counseling Department Transfer Center VP/VPSS	X	X	X	X	X
		Facilitate HBCU tours and visits from their representatives to campus.	Umofja/Ubaka Coordinator Transfer Center	X	X	X	X	X
		Encourage students to pursue Associates Degrees for Transfer	Counseling Department Transfer Center Department Chairs and Faculty	X	X	X	X	X

Goal #2: Promote equity for disproportionately impacted students.

EMP Objectives

SEM Plan Planned Actions

Responsible party

Year 1 Year 2 Year 3 Year 4 Year 5
23-24 24-25 25-26 26-27 27-28

2.1 Conduct extensive outreach to communities with high numbers of prospective, disproportionately impacted students.	Target high schools in communities with disproportionately impacted students with outreach activities.	Public Information Officer High School Transition Counselor Recruitment Team Outreach Team Dean of Enrollment Services VPSS	X	X	X	X	X
	Continue developing partnership with underrepresented HS demographic communities, such as: King Makers, African American Male Achievement programs, female achievement. Pacific Islander programs.	Public Information Officer High School Transition Counselor Recruitment Team Outreach Team Dean of Enrollment Services VPSS	X	X	X	X	X
	Expand relationships to towns such as Berkeley, Albany, Alameda.	Public Information Officer High School Transition Counselor Recruitment Team Outreach Team Dean of Enrollment Services VPSS	X	X	X	X	X
	Work with Oakland Adult Education to facilitate their students transition to college.	Adult Education Liaison	X	X	X	X	X
	Write an Outreach and Marketing Plan which includes two calendars: 1) a calendar of outreach and in-reach events and 2) a messaging calendar of on-going communication to students.	VPSS PIO Outreach Specialists Retention Team Dean of Enrollment Services Web content developer	X				

	Partner with the Oakland Housing Authority and create recruiting and enrollment events on their site. Attend the Oakland Housing Authority meetings.	Basic Needs Coordinator VPSS Outreach Workgroup	X	X	X	X	X	X
	Engage parents' groups in the high schools	Outreach Workgroup Recruitment Team VPSS Dean of CE	X	X	X	X	X	X
	Use geographic, city, county, and demographic data to determine where to maximize our outreach efforts.	Institutional Researcher VPSS Recruitment Team Outreach Workgroup Dean of Enrollment Services	X	X	X	X	X	X
	Initiate a calling campaign to prospective re-entry students, to students who applied but did not enroll, and to other students as needed. Utilize third party vendor of needed and SOAR staff in this process.	Associate Dean of Educational Success SOAR staff Dean of Enrollment Services	X	X	X	X	X	X
2.2	Align the demographic make-up of students with that of the community.	Institutional Researcher	X	X	X	X	X	X
	Use comparison data to write the Outreach and Marketing Plan articulating specific areas for targeted outreach.	VPSS PIO Outreach Specialists Retention Team Dean of Enrollment Services Web content developer	X	X	X	X	X	X
	Assign geographic areas and groups for targeted outreach to specific employees.	VPSS	X	X	X	X	X	X
	Ensure outreach and website materials are translated in multiple languages.	PIO Dean of Enrollment Services Web Content Developer						
2.3	Bring disaggregated student achievement data to the forefront of campus efforts to increase student success.	Institutional Researcher	X	X	X	X	X	X

		Share course outcome data by demographic and modalities with all faculty on a regular basis.	Institutional Researcher VPI	X	X	X	X	X	X
2.4	Increase the number of veterans, foster youth, undocumented students and formerly incarcerated students and increase their educational achievement.	Collect and share data on these sets of students, and examine thier outcomes and service useage.	Dean of Educational Success PIO Institutional Researcher Veterans Services ROC staff NextUp staff UCRC staff	X	X	X	X	X	X
		Highlight and advertise our campus programs to these groups.	Associate Dean of Educational Success PIO Veterans Services ROC staff NextUp staff UCRC staff	X	X	X	X	X	X
		Focus on matching students with support communities that we have on campus.	Dean of Educational Success PIO Veterans Services ROC staff NextUp staff UCRC staff	X	X	X	X	X	X
2.5	Improve the quality of the college experience for LGBTQ students.	Share details about college program and events for LGBTQ students.	Lavender Project Coordinator Outreach Team Recruitment Team Learning Community Coordinators Counseling PIO Web Content Developer	X	X	X	X	X	X

		Openly advertise support for LGBTQ students.	Lavender Project Coordinator Outreach Team Recruitment Team Learning Community Coordinators Counseling PIO Web Content Developer	X	X	X	X	X	X
		Highlight relevant resources and program for LGBTQ students on the webpage.	Lavender Project Coordinator Outreach Team Recruitment Team Learning Community Coordinators Counseling PIO Web Content Developer Wellness Center	X	X	X	X	X	X
		Form partnerships with community organizations like the Gay/Straight Alliance.	President VPI VPSS Lavender Project Coordinator	X	X	X	X	X	X
2.6	Develop and implement outreach strategies for targeted populations in the community.	Hire an additional dedicated outreach staff.	VPSS	X					
		Consistently publicize on-going campus and community events. Use the events calendar on the webpage.	PIO Web Content Developer	X	X	X	X	X	X
		Expand function of Lao Family partnership and the Pre-Employment program.	Employment Services	X	X	X	X	X	X
		Implement a calendar of campus events to outreach to potential students, based on the new Outreach and Marketing Plan.	PIO VPSS Web Content Developer	X	X	X	X	X	X

		Participate in community groups' committees, attend their events, and become an integral part of their makeup	Transitions Counselor Employment Services Outreach Team Retention Team President VPSS VPBAS VPI	X	X	X	X	X	X
		Hold workshops on the site of community partners	Employment Services Workforce Development and Community Engagement Project Manager Outreach Team Retention Team VPSS Counseling faculty Dean of Educational Success Basic Needs Coordinator Recruitment Team	X	X	X	X	X	X
		Target students who apply for financial aid and list Laney College on FAFSA, but have not applied.	Director of Financial Aid Dean of Enrollment Services SOAR Staff Outreach Team Retention Team	X	X	X	X	X	X
2.7	Grow and maintain stronger relationships with community-based organizations.	Targeted outreach to industry and educational community-based organizations	Transitions Counselor Employment Services Department Chairs President VPSS VPBAS VPI Deans						

		Hold workshops on the site of community partners	Employment Services Workforce Development and Community Engagement Project Manager Outreach Team Retention Team VPSS Counseling faculty Dean of Educational Success Basic Needs Coordinator Recruitment Team	X	X	X	X	X
		Continue to engage with the Workforce Board.	Employment Services Dean of CE					

Goal #4: Cultivate a culture of belonging and pride

EMP Objectives

SEM Plan Planned Actions

Responsible party

Year 1 **Year 2** **Year 3** **Year 4** **Year 5**
23-24 **24-25** **25-26** **26-27** **27-28**

4.1	Ensure all the facilities are clean, safe, functioning, welcoming, well-equipped, and attractive.	Focus on prevention of issues regarding facilities (protection of property, maintenance)	Business Services District Security Staff District Facilities (DGS) Facilities Committee	X	X	X	X	X	X
		Consistent cleaning of all campus spaces	Business Services District Facilities (DGS) Facilities Committee	X	X	X	X	X	X
		Hire sufficient numbers of facility and security staff	Business Services District Security Staff District Facilities (DGS) Facilities Committee	X	X	X	X	X	X
		Improve the aesthetics of campus, fix broken doors and windows	Business Services District Facilities (DGS) Facilities Committee	X	X	X	X	X	X
		Get rid of old, unused items across campus i.e. desk, chairs	Business Services District Facilities (DGS) Facilities Committee	X	X	X	X	X	X
		Improve campus exterior lighting	Business Services District Facilities (DGS) Facilities Committee	X	X	X	X	X	X
		Have consistent heating, cooling, and hot water	Business Services District Facilities (DGS) Facilities Committee	X	X	X	X	X	X
		Improve Student Center building Clean all doors and window Remove old tape Update window tinting Create posting areas in outward facing windows Deep cleaning Paint Fix the water fountains Stop leaks Fix the holes in walls Outlets and electrical repair Remove old murals Get new Laney sign Install a new elevator.	Business Services District Facilities (DGS) Facilities Committee	X					

	<p>Improve Building A All spaces in A need work (Welcome Center, Financial Aid, Admissions and Records Facilities etc.). Paint Dedp cleaning Remove tape/stickers from doors New posting boards Stop leaks</p>	<p>Business Services District Facilities (DGS) Facilities Committee</p>	X					
4.2	<p>Restructure current professional development activities to provide regular and ongoing professional development for all employees.</p>	<p>Create a timeline calendar of ongoing professional development opportunities. All should be held accountable, result driven combining District goals and how it affects Laney Goals. Develop Accountability measures/timelines/ goals etc.</p>	<p>Professional Development Committee District Professional Development Learning Center District Staff Development Officer Professional Development Committee</p>	X	X	X	X	X
		<p>Review and update committee charge and membership for Professional Development Committee.</p>	<p>Professional Development Committee College Council</p>	X				
4.3	<p>Develop mentoring program for employees.</p>	<p>Plan and implement a new employee/employee mentoring program. Figure out funding or time exchange for those in mentoring program to support each other. Expand mentoring program to include community mentors and mentees.</p>	<p>Strategic Enrollment Management Committee VPSS VPBA VPI District Professional Development Learning Center President VPSS VPBA VPI Strategic Enrollment Management Committee VPSS VPBA VPI District Professional Development Learning Center</p>	X	X	X	X	X

	Revitalize the dormant Leadership Development Program at the district.	District Professional Development Learning Center	X	X	X	X	X	X
4.4 Foster cultural humility and inclusion within programs and services.	Offer diversity training and unconscious bias training for all employees or a regular basis each term.	Professional Development Committee President District Professional Development Learning Center	X	X	X	X	X	X
	Ensure open entrance and acceptance is for all within all student programs.	Learning Community Leadership VPSS Associate Dean of Educational Services	X	X	X	X	X	X
4.5 Develop and provide a student first-year experience program to promote greater student engagement.	Transfer Track First Year Experience beginning fall 23: a cohort of linked classes for new students who have the goal of transfer.	Learning communities Counseling Department VPI VPSS	X	X	X	X	X	X
	Newcomer First Year Experience beginning summer 23: a cohort of students who are new to the country who have the goal of employment and college readiness.	Dean of Liberal Arts	X	X	X	X	X	X

Goal #6 : Promote a collaborative institutional culture of communication, governance, and decision-making.
EMP Objectives SEM Plan Planned Actions Responsible party

Year 1 Year 2 Year 3 Year 4 Year 5
23-24 24-25 25-26 26-27 27-28

6.1	Increase understanding of and participation in the College's governance and decision-making.	Create a "suggestion box" email for people to use for inquiries about Participatory Governance.	President	X						
		Have Participatory Governance training at Flex Day and use Flex Day to fill vacancies.	Faculty Senate Classified Senate Professional Development Committee	X	X	X	X	X	X	
6.2	Implement assessment of governance and decision-making processes.	Publically share the annual survey results on the website. Review survey questions before survey goes out.	President	X	X	X	X	X	X	
6.3	Improve collaboration between faculty and staff.	Reach out to individuals to join governance so they feel involved. Investigate payment to part time faculty and staff for participation in committees. Hold events to bring all employees together - for example Employee Appreciation Day.	Faculty Senate Classified Senate Administration President President	X	X	X	X	X	X	
		Communicate with managers the importance of having staff participate in governance and encourage increased staff participation	President	X	X	X	X	X	X	
6.4	Consistently seek student input and respond to student input.	Conduct regular surveys on student experience. Share out the results of the surveys	Institutional Research ASLC VPSS Institutional Research ASLC VPSS President ASLC	X	X	X	X	X	X	
		Administration hold regular meetings with ASLC.	ASLC	X	X	X	X	X	X	
		Fill vacancies on participatory governance committees with students.	ASLC Director of Student Life	X	X	X	X	X	X	

2019-202 Strategic Enrollment Management Plan Close-Out

April 6, 2022, Final

Summaries of sections and goals for the future

Section 1: Scheduling and Pathways

Goals achieved: Many of the goals in the scheduling and pathways section were successfully piloted although most have not been fully institutionalized. One accomplishment has been in the implementation of Guided Pathways. The Areas of Interest Jams and pilot mapping projects have helped connect student with their pathway. Dual enrollment has increased by 49% since 2017-2018 and more short-term courses have been offered (upwards of 90 courses in Fall 2021 with robust enrollment). Furthermore, English, English for Speakers of Other Languages, and math have refined their programs in response to AB 705. These departments have created new courses and streamlined pathways, and the ESOL department has created mirrored noncredit courses.

Many departments implemented block scheduling between 2016-2019, although the pivot to online instruction changed the situation. A goal is to implement this fully for fall 2022, using department chairs meetings to convey the requirement and provide guidance and collaboration opportunities.

Goals not achieved: Some strategy areas still need significant work. Some professional development for faculty and classified staff has been implemented, but more is needed. The pandemic pivot to online and remote teaching changed some of the priorities. For example, the college needs to evaluate the goal of creating night services in the plan and decide if there still a need for night services on campus. If it is determined that there is a need, the college must develop what the service model looks like. The college still needs to consider the need for instruction offerings at night. Issues include the need to follow a block schedule at night to allow students to take more than one class on the same night, possibly using a hybrid modality of face-to-face and online instruction as an option.

Future plans: Looking to the future, the college needs to be intentional about fully implementing many of the projects that have already been initiated. For scheduling this includes more intentional scheduling for the evening, planning short term scheduling based on student goals and needs, and cross-departmental collaboration so courses can be stacked in a student's schedule. In addition, communication with students should be improved. For example, students who drop a class could automatically be advised on how they can enroll in a new short-term class that will help them to continue with their goals.

The college needs professional development around what "Strategic Enrollment Management" means and why it matters. Work needs to continue in completing and integrating the pathways mapping and using it for planning. The vice president of instruction plans to work with chairs on this process during the Department Chairs' Academy. Lastly, the college needs to implement ongoing evaluation of AB 705 outcomes and continued revision of related plans and activities.

Page 1, Final approved by
SEMC: April 6, 2022

Section 2: Student Support

Goals achieved: The college serves students through the departments and learning communities of Umoja-Ubaka, Asian Pacific American Student Success, Gateway to College, Puente, Athletics, Restoring Our Communities, EOPS/CARE/CalWORKs/NextUp, Student Accessibility Services (SAS), and the newest learning community, SOAR. SOAR serves part-time students aged 25 and older, which is a significant percentage of students at the college. Learning communities have continued to have a positive impact.

Program mapping began in spring 2021 and continues to be updated by departments as part of the Areas of Interest project. Areas of Interest and program map websites are updated and provide helpful information to students, faculty, and staff. The *SuperStrong* career assessment has been marketed to increase student usage since it is a means to help students clarify their interests early in the onboarding process. Student Services has expanded services by increasing evening hours and transitioned to online services to serve more students.

The Welcome Center provides virtual presentations to schools and the community. They created how-to-videos, online student support guides, and remote services to assist students in their orienting and onboarding. They optimized their outreach with the use of social media including initiating an online presence on both Instagram and TikTok. They conducted regular phone banking and sent mass emails to reach a wide variety of students and the community. The Welcome Center and the Student Success Center provide access to online orientations and virtual technical assistance with Campus Solutions, the student Peralta Portal, and Canvas.

Future plans: The college should continue to promote the Areas of Interest and updated program mapping as part of Guided Pathways. *SuperStrong* career exploration workshops should be offered. The college should continue to expand marketing efforts including on social media sites like TikTok to increase student engagement. Summer bridge programs should be expanded to create a first-year experience and for other populations. Assessment of tutoring services should continue, including an evaluation of the need for hybrid offerings.

The Counseling Department hired a retention specialist to work with the early alert counselor to address student persistence, but this position was only funded for 2021-2022. Extending this position for future academic years is recommended. To facilitate this work, the college needs to establish a more permanent early alert system, perhaps with new software.

The Restoring Our Communities Initiative, a program that serves formerly incarcerated students, should be expanded to offer more services including counseling to align with the format of other learning communities.

Section 3: Marketing and Outreach

Goals achieved: Laney College staff and the public information officer work cohesively to develop multi-faceted marketing campaigns across print and digital platforms. The overall goal is to increase brand awareness while educating current and prospective students on programs, classes, and support services that are available.

The college works collectively to develop intentional marketing to students about campus events, including promotion of:

- Black Laney Love Welcoming Event, August 2021
- One Stop Saturdays, August 2021
- One Stop Fall Fest, October 2021
- Virtual Welcome Week, August 2021
- Area of Interest Jams, Fall 2020, Spring 2021, Fall 2021
- Student Support Resource flyer, Fall 2020
- District and College social media, student texts, mass emails.

The college uses advertisements on Yelp and other social media. Fliers are shared with local churches and community organizations. The goal is to increase multilingual marketing campaigns, including printed materials, PSAs, and billboards to increase connection with disproportionately impacted groups, such as students with disabilities and undocumented students.

The Counseling Department and Welcome Center offer understandable and student-centered information about policy changes such as AB 705. Adult Education works with its partner adult schools. Laney College features Student Spotlights, district and college social media Success Stories, Student Awards and scholarships to celebrate student successes through positive communication. The Enroll Now page that Enrollment Services created supports student-centered onboarding. It is posted on every page of the college website and includes a direct link to CCCApply, Campus Solutions for enrollment as well as one on one contact information for the Welcome Center, iEnroll Guides for regular students, High School Students and Non-Credit students. The colleges' award winning welcome video and navigational video are also on this page.

To execute more effective marketing of late-start, weekend, and distance education classes, during the summer of 2021 the college began to use Yelp advertisements, a process which will continue. The advertisements are driven by specific search terms and are linked to Laney.edu. The webpage features prominent information about late-start classes throughout the entire enrollment process.

The public information officer works with each program, department, learning community, and student services to launch marketing and promotion of student services.

Future plans: Moving forward, Laney College is committed to disseminating information that is targeted toward specific audience groups; the college strategically utilizes digital media tools, newsletters, and videos. Some examples include:

- Student Activities & Campus Life Student Resource Guide
- Welcome Center, Channel 2 TV commercial and TikTok
- Public Service Announcements and advertisements with KTSF Asian TV Station
- Pathways program maps on the webpage
- Webpage evolution
- Student Testimonials/ promote positive experiences

While attracting new students and hitting enrollment goals remain a priority for the college, retaining and guiding existing students toward completion is also a priority. The college strives to enhance marketing materials which appeal to students already enrolled in the college to provide them with valuable information and to support their success. The college should continue to assess best mediums for reaching potential students, since students who are not currently at Laney are unlikely to be following the college in social media.

Section 4 – Productivity

Goals achieved: The college has moved from rolling-over the schedule every term, a change that was accelerated by COVID-19. The constantly improving program review process brings data on outcomes and award rates to each department's attention annually.

Future plans: The college should consider if the goal of 17.5 productivity should be continued, since it might not be realistic for the college. There needs to be a discussion about what productivity level is realistic and pedagogically sound. Considering the Student-Centered Funding Formula should be included, since those metrics may be more valuable for the bottom line than a 17.5 productivity goal.

The college should discuss removing the contractual requirement that English and ESOL classes are capped at 35 before the first day of class and then moved to 30. Additionally, the college should discuss the accuracy of FTEF targets and budgeting.

As we move out of the pandemic, the college should work toward developing processes and data for "Projection Based Scheduling." This may require the purchase of software that makes projections. As enrollment hopefully stabilizes, the college should look at all instructional programs to assess if some need revitalization. Processes on program revitalization are vaguely included in AP 4021, Program Discontinuance/Consolidation, but need fleshing out.

The final strategy in this section, align productivity targets for instructional divisions, has not been started. COVID negatively impacted the productivity of the college. Conversations need to happen before this activity is moved to the new plan, since this may be a strategy the college does not want to pursue.

Section 5 – Cooperative district scheduling

Goals achieved: Through cooperative efforts of all four colleges, a block schedule has been adopted. Program maps have been created for most programs and departments are using them to make predictable semester-by-semester schedules for students, which should reduce swirl.

Future plans: As classes increasingly return to campus, the Office of Instruction needs to consistently monitor adherence to the blocks for face-to-face and synchronous classes. More collaboration across the district is needed on scheduling. In the past, there were discipline meetings during the district flex day. A return to these meetings needs to be discussed.

Section 6 – Student-Centered Funding Formula

Goals achieved: A block schedule has been created and most programs have made program maps. The college offers 23 ADT degrees. Course outlines of record have been updated and will continue to be done so on a regular schedule. Chairs and deans closely monitor offerings to ensure capstone classes are offered and the Office of Instruction has let those courses run even with low enrollment.

Student data is discussed in many places, including the program review process and in committees. Everyone has access to data dashboards on the district institutional research webpage.

Since 2018, the Financial Aid Department has offered Cash4College workshops and weekly financial aid workshops to provide students hand-on support with completing a Free Application for Federal Student Aid (FAFSA), CA Dream Act Application (CADA), and/or CA College Promise Grant (CCPG). The staff provides one-on-one appointments for students to complete required documents to receive a Pell Grant.

Student Accessibility Services streamlined the application process by implementing AIM (Accessible Information Management). AIM creates a common SAS application within the 4 campuses, as well as method share the verification without constant communication among the offices.

Future plans: As classes return to campus, the Office of Instruction needs to monitor adherence to the blocks. It also needs to examine block adherence in classes with online synchronous meetings. The college needs to continue its regular review of course outlines of record.

The college should consider any strategy that encourages program completion.

Scheduling, Curriculum, and Program Pathways			
Enrollment Management Strategy	Description of Actions to Date	Completed or ongoing?	Comments
Develop and adhere to block scheduling	Mixed results. Some departments are following the block schedule and others are not. COVID caused move online, as we return more classes to campus need to get back on track with following the block schedule. Fall 21 had many short-term classes, but it was not intentional in how it was done. (Full length classes that had low enrollment were often moved to the 8 week 2 session in an effort to meet student needs.)	Ongoing	We should check in the chairs to make sure they know about this concept. Need to do an assessment of this post-Covid.
Increase scheduling of short-term courses	Setting a goal of how much of the schedule should be short-term would be good. Intersession is an option for short-term classes, would need counseling input on what would be good in that time. Some services have extended hours, post COVID should continue.	Ongoing	Need to look at the data on this, ask Clifton to look into this - modality, success, 8 weeks
Develop a late afternoon/evening "hub"	Need to have open computer labs and library services through the early evening. Lots of rooms available for more classes in the late afternoon, putting in some Golden Four classes in this time slot would serve students. Some departments have done this.	Ongoing	
Promote and support capstone courses	Need to continue as more program mapping occurs. Marketing made a graphic to publicize these. Pilot mapping is done.	Ongoing	Should be integrated into GP mapping project
Pilot Pathway Mapping, beginning with Media Studies, Undecided Students and Social Science	About 1/2 of the program maps are done and on the webpage. The new goal form mapping should be to "complete" and "revise" the maps.	Ongoing	Mapping project expanding!
Provide support strategies and targeted interventions for programs with low enrollment	Guided Pathways work has created new maps and marketing materials for programs. Area of interest jams have been used as a way to increase student knowledge of available programs. Program mapping is in progress and should continue.	Ongoing	Not clear goal, needs to end.
Create materials to promote courses, scheduling, career paths, degrees	Area of interest promotion on social media are occurring. Need to continue to revise webpage. Departments have made promotional materials.	Ongoing	
Create end-of-semester student survey module on Canvas	The intention of this goal is unclear. There are several student surveys that have been conducted. There have been many adjustments made by these three departments.	Completed	Canvas shell for services, owned and updated by services, automatically given to all students. Student Experience Surveys could be helpful in new climate
Adjust course offerings within English, Math, and ESL to implement AB 705	New courses and mirrored non-credit courses have been created. Need to continue to adjust and improve as data is collected.	Ongoing	May have need for the old intermediate English class - 201
Develop articulation agreements with Adult Education Centers to support noncredit college readiness courses	Discussion occurred in 2019 at consortium level regarding Adult Schools increasing rigor in their GED and other contextualized learning courses so that Adult School students transitioning into Laney would be better prepared for transfer level math/English.	Ongoing	Adult school concurrent enrollment is available, did align first level ESOL classes into

Increase Dual Enrollment offerings	We are teaching more, up about 1/3 over the last few years. OUSD has increased it.		Do we want to increase this more?
Establish high school articulation agreements for CTE programs	Goal not accomplished. There needs to be a designated person to work on articulation agreements and processes for them.		Recommend not having this be a goal in the next plan, unless staffing is increased for it.
Increase the total number of Distance Education offerings with a focus on student support, success and retention	Due to COVID, the college dramatically increased distance education offerings. Focus on student support and retention are on going.	ongoing	Online tutoring, location for help on tech support, ability to come in and work on their online course. How is this connected to the Student Support Center?
Monitor adherence to the established four- year curriculum review schedule	System is established to guaranteed compliance and is now being followed.	ongoing	
Provide professional development opportunities for faculty and classified professionals that focus on success, persistence and retention strategies.	We have done a small amount of professional development on this, but more is needed on an ongoing basis.	ongoing	

Support and Services

Enrollment Management Strategy	Description of Actions to Date	Completed or ongoing?	Comments
<p>Support, expand and establish learning communities and cohorts such as the First Year Experience, Umojia/UBAKA, Puente, APASS, and Gateway to College</p>	<p>A first-year experience was being developed by counselor Mark Yamamoto, but that work halted in 2018.</p> <p>Umoja-Ubaka has offered classes in English 1A, Math and AFRAM, but recently expanded curriculum in Fall 2020 to include a COUN 24 college success section and offered it again in Fall 2021. Umoja stopped offering Algebra courses and began offering MATH 13 due to AB705.</p> <p>After several years of dormancy, Puente was reinstated in Fall 2019, offering ENGL 1A and COUN 24 in Fall and COUN 57 in Spring and continued these classes through 2021-2022.</p> <p>Gateway has steadily offered a prep course (264) and transfer-level ENGL 1A. In summer '21 we hired a new part-time instructor with a specific focus on Puente (Maya Chinchilla).</p> <p>SOAR, the learning community serving part-time students, age 25 and older, began Fall 2021. SOAR has student supports, financial support and a mentorship program that will be rolled out soon. SOAR is collecting data and focusing on spring recruitment. The program currently supports approximately 50 students.</p> <p>The Welcome Center and the Recruitment, Assessment and Student Relations areas support and collaborate with learning communities by promoting and referrals, and outreach. Laney Counselors continually refer students to the program and assist students with the respective learning communities' application processes.</p>	<p>Ongoing</p>	<p>Want to have these services continue, we did make progress, more to do.</p> <p>Could be value to getting FYE up and going.</p> <p>Consider second year experience, tiered process of LC.</p> <p>SOAR pilot can provide good data on ways to expand LC's - perhaps along Ad1's.</p>
<p>Provide program maps, career exploration and assessment services such as Super Strong Skills to help students who are undecided/undeclared</p>	<p>Program mapping began last spring 2021 through a state Guided Pathways pilot project and is continuing to be updated by departments as part of the Areas of Interest project for fall.</p> <p>Areas of Interest and Program map websites are updated and provide helpful information to students, faculty and staff.</p> <p>The mentorship part of SOAR is also helping to connect students to these services and information.</p> <p>Sarah has worked with Mildred and Charles to expand marketing of the SuperStrong career interest assessment, and sends out promotional email announcements to FAs and student lists w/help of Larena. Super Strong is a self-assessment tool that students use to evaluate their educational focus. Have integrated the tool and have communicated it widely to students.</p>	<p>Ongoing</p>	<p>Continue to promote Areas of Interest & Program maps.</p> <p>Consider offering SuperStrong workshops in spring 2022.</p> <p>Continue to expand Super Strong marketing efforts.</p> <p>Note: It is difficult to identify true "undecided" students since "undecided" is not a Fin Aid eligible major.</p> <p>Need to continue to evolve this online and in person.</p>

<p>Expand hours and availability of student services such as counseling, financial aid and health services for our late afternoon/evening "hub"</p>	<p>Student Services have provided evening hours and services until 6:30pm.</p> <p>Counseling department offers appointments from 8am-7pm Mon-Thur. Originally, the college only had extended hours until 7pm two evenings per week. Originally Counseling staffed the additional evening hours on a volunteer basis, until the department made the decision to institutionalize the Monday to Thursday evening hours by changing their schedules to work one evening per week.</p> <p>The "hub" idea was originally put on hold due to Covid, but as campus reopens, student services are working to coordinate on-campus opening hours to best serve student needs.</p>	<p>Ongoing</p>	<p>TBD due to Covid/phased re-opening plan. Need to ensure all student services are open at the same time.</p> <p>Now we do many of these services online, which is an improvement.</p> <p>Goal = hybrid and continuing this process.</p> <p>Need to do an analysis of student demand for a hub - what are the peak times that students want to use services.</p> <p>Also need to look at course scheduling in the evening, what do the students need versus what we think they need, need student surveying.</p> <p>Need to look at staff structure and resources, to see if we should shift resources.</p> <p>Online counseling has dropped no-show rate, fitting in a zoom meeting helps fits student need.</p>
<p>Increase awareness of all support services through a support services orientation</p>	<p>The Welcome Center has produced packets and guides as seen on dept. websites that serve as an onboarding and support guides.</p> <p>ASLC is collaborating with support services to support engagement.</p> <p>Updated Student Orientation module launched in Spring 2021 which is mobile responsive. Also expanded outreach on social media, videos, and via phone banking.</p>	<p>Ongoing</p>	<p>Videos have been helpful. Need to keep and have this updated continuously.</p> <p>Written orientation materials are useful.</p> <p>Need to get a portal to hold it - Canvas?</p>
<p>Provide support for online/hybrid offerings, including orientations and technical support</p>	<p>The Welcome Center provides students access to online orientations, provides virtual technical assistance to students regarding accessing Canvas and other technical issues i.e. password and log in issues, access to various student account portal, etc. Student Success Center: https://aney.edu/tutoring/ssc/ provides technical support.</p>	<p>Ongoing</p>	<p>Do not have more enough information; explore starting this in future.</p>
<p>Create a summer bridge program that is coordinated with support services to enhance college readiness</p>	<p>In Summer 2019, APASS offered a one-day summer event to new students. Half credit course offered in the summer for college readiness.</p> <p>Gateway to College held a high school summer bridge program Summer 2021 for 9-12th graders in a partnership with OUSD. The program offered four transferable classes to participating students.</p>	<p>Ongoing</p>	<p>Not sure about on the spot counseling as part of the Student Success Center.</p> <p>This is the "hub" idea again, see above.</p>
<p>Establish a one-stop support center with DE support, on-the-spot counseling, tutoring, orientations</p>	<p>The contract with Starfish was terminated by PCCD, this was to be the early alert software program to use.</p> <p>Counseling regularly sends out reminder emails to students about updating Student Education Plans and petitioning for graduation.</p> <p>Liliana Moncada is a designated as early alert counselor and she is working to create an alternative early alert process. Specific are still in progress. A new retention specialist staff position is being hired in fall 2021.</p>	<p>Ongoing</p>	<p>Expand promotion of priority registration, petition deadline, and SEP appointments via social media.</p> <p>We have an early alert form. Waiting for more info.</p>
<p>Institutionalize tutoring and expand availability</p>	<p>Tutoring services converted to online by the Writing Center, Math Lab, Student Success Center. Also have NetTutor as part of Canvas</p>	<p>Need to publicize it more</p>	<p>Tutoring is now online, which is a major accomplishment.</p> <p>Will continue as a hybrid model in the future.</p>

Marketing and Outreach

Enrollment Management Strategy	Description of Actions to Date	Completed or ongoing?	Comments
Use data to inform marketing practices	<p>This is being done through data dashboards for learning communities and other sources.</p> <p>Laney PIO- Yelp Add's (Social Media, Facebook)</p> <p>Marketing Shares marketing materials with local church (Pres's referral)</p> <p>Asian Community Partners, multi lingual information physical handoffs to places:</p> <p>SEA data informed / Clifton data requests</p> <p>Black Laney Love Welcoming Event Aug 2021</p> <p>One Stop Aug 2021</p> <p>One Stop Fall Fest Oct 12-13 2021</p> <p>Virtual Welcome Week Aug 23-27</p> <p>Area of Interest Jam</p> <p>Student Support Resource flyer</p> <p>District and College Social Media, student texts, mass emails.</p> <p>ROC outreach efforts</p> <p><u>Learning Communities, Inherent Intentional Marketing</u></p> <p>This has occurred largely been through counseling and welcome center.</p> <p>Adult Education has worked with its partner adult schools to support the adjustment</p> <p>Corequisite courses, for Math and Eng (transfer level)</p> <p>Non credit courses</p> <p>Concurrent Enrollment</p> <p>Flyer shared to social media (PIO)</p>	Ongoing	<p>Need to align the data sets better. Not all have the same disaggregating filters.</p> <p>Need to consistently gather student experience data (for example through surveys).</p> <p>Could do more direct targeting of marketing to underserved populations/certain communities/demographics, ie buses (Ex: student who take public transportation).</p> <p>Usership from social media interactions, views, as a data point.</p>
Develop intentional marketing to prospective students from disproportionately impacted groups for access indicators	<p>Should increase digital media presence via social media ads.</p> <p>The District has the ability to target marketing to prospective students, based on visits to the website with decision trees.</p> <p>Should increase targeted marketing.</p>	Ongoing	<p>Target to high schools and Adult Education to explicitly state that we do not do require assessment and students may start at transfer level and take noncredit support courses.</p> <p>Need to disaggregate data to reveal areas where student would benefit from his information.</p> <p>Having this contact list in HubSpot would be good.</p> <p>Is collaborative efforts with Enrollment Department and academic disciplines.</p>
Disseminate easily understandable, student-centered information about upcoming policy changes, such as AB 705		Ongoing	

	<p>CANVAS- SACL recreating student resource guide.</p> <p>College webpages, social media</p> <p>Signage when on campus</p> <p>AAPJ does campaigns, Welcome Center, Channel 2 TV commercial, TikTok</p> <p>Launched an PSA and adds with KTSF Asian TV Station</p> <p>Google Search Ads (PIO/Welcome Center)</p> <p>PIO TikTok's</p> <p>Pathways Mapper Tool (visual tool)</p> <p>Broadband Map used to id low connectivity regions</p> <p>Enroll Now page supports student-centered onboarding. It is posted on every page of the college website and includes a direct link to CCCApply, Campus Solutions for enrollment as well as one on one contact information for the Welcome Center, Enroll Guides for regular students, High School Students and Non-Credit students. The colleges award winning Welcome video is also on this page and a college navigational video too.</p>	Ongoing	The Broadband Map-Connectivity Website shows digital divide by zipcodes. This should be shared out as tool.
Enhance materials to appeal to students already enrolled in the College that encourage persistence and completion	<p>SACL & G. Albany Student Resources, https://tinyurl.com/laneyResources21-22</p> <p>Capturing photos that reflect student demographic, and diverse staff</p> <p>We Rise Award and Val and Sai</p> <p>Honors Banquet</p> <p>Deans Medallions</p> <p>ASLC Scholarships</p> <p>Campus Overview</p> <p>Student Spotlights, District and College social media</p> <p><i>Success Stories, social media</i></p>	Ongoing	Need more relateable marketing with diverse images. Career Education materials should reflect diversity.
Celebrate student successes through positive communication	<p>Use of College Calendar to input events / FAS/ SACL Director/Laney PIO attend monthly meetings. PIOs, Dir and Aaron & Mark District support and reposting college , Peralta Gems, Twitter, Facebook, IG</p> <p>Late start classes and enrollment services promoted</p>	Ongoing	Identify and discuss the size of our marketing team, limitations, and challenges. Is now a single person office. Social media account consistency and ownership are an issue, for example how are they handed off when folks transition?
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	SACL is working with Associate Dean of Student Success on this piece initial meeting today	Ongoing	Continue to merge and collaborate between academic affairs and student services
Develop better marketing of evening, late-start, weekend, and distance education classes	PIO. To better push out weekend and late start, we now are using the Yelp service to be intentional. Late start added to the homepage throughout the entire enrollment process. Teamed up w/ CE to buy contacts from college board.	Ongoing	This can be done in collab- with enrollment department/PIO/faculty
Coordinate student panels to inform peers about challenges they have faced and solutions that made them successful	SACL is planning to do student surveys. Student panel occurred at Flex Day 10/20	Ongoing	
Promote Welcome Week Activities alongside the Office of Student Life	Welcome Week on Laney Website, text and social media posts, emails to students	Ongoing	We are doing this again in spring 22!
Create materials that target returning, age 25+ students	Adult Education, NAAEC, CAEP SOAR (Chris. W/ Heather S./Katrina S- Coord) PIO Radio adds Raya community partner engagement, marketing	Ongoing	
Invest in software to identify prospective students	Requested at last years SEM w Aaron, Mark Johnson recommended canvas shell PIO/CTE Purchased 10k contactsd through college board, HS seniors or recent HS grads	Ongoing	Mark Johnson, has the ability to target marketing to prospective students, based on visits to our websites, etc.(decision trees) Webbased software -Spider- student digital touch points (Clifton Lewis) We need a CRM (can log data andl create algoritmys/call logs)
Hold campus events and fairs that promote programs, services, learning communities, resources, employment opportunities and community partners	Black Laney Love Welcoming Event Aug 2021 One Stop Aug 2021 One Stop Fall Fest Oct 12-13 2021 Virtual Welcome Week Aug 23-27 Area of Interest Jam Student Support Resource flyer District and College Social Media, student texts, mass emails.	Ongoing	Increase online presence, videos, live streaming, Youtube, Peralta TV. Hosted campus events and have outreach events at Oakland Housing Authority, ROC, Open Gate. Do TikToks and commercials in several languages. Have virtual and actual campus tours. Events like the International Women's Day panel discussion (March) are returning to campus.
Include student ambassadors, ASLC officers and alumni in orientations that focus on community as well as academics	ASLC does Welcome Week	Ongoing	Increase Alumni connections No official new student Orientation at College Can build this out and make larger more inclusive
Conduct financial aid workshops	Financial Aid Department does this and has videos on webpage	Ongoing	
Evaluate and improve the dual enrollment registration process	Dual - HS, Nia Ford+, Enrollment Dept., Concurrent- Adult School - Adult Education, CAEP, Laura Espino, Beth Maher	Ongoing	Evaluations are done through these areas ie program goals (Prs/APR)
Create materials targeted to high schools within 100 miles of Laney	Enrollment Department does this PIO pushes this info digitally	Ongoing	

Modify scheduling to increase productivity toward FTES/FTEF number of 17.5.

Enrollment Management Strategy	Description of Actions to Date	Completed or ongoing?	Comments
Move away from roll-over scheduling practice toward Projection-Based Scheduling.	Ongoing process, COVID changed the practices. Schedules are very different than they used to be.	Ongoing	Need better data on "projections" of future enrollment.
Assess, Revitalize Programs with Declining Productivity, Award Rates	Data on number of declared majors and award data shared with chairs. Program review requires units to self-assess.	Ongoing	COVID has made this difficult.
In addition to FTES targets within allocations, assign productivity targets for each instructional division.	This has not been done.	Ongoing	Is this still a goal? And is this an activity we want to do?

Engage in more cooperative scheduling practices in relation to the offerings of the other three community colleges.

Enrollment Management Strategy	Description of Actions to Date	Completed or ongoing?	Comments
<p>Arrive at corresponding block schedules between the four colleges</p>	<p>Done</p>	<p>Completed</p>	<p>Need to ensure units follow the schedule post-Covid as we increase synchronous classes. Have the online synchronous classes followed the blocks? This needs to be looked at.</p>
<p>Reduce swirl among Laney students to other colleges to take classes that are offered at Laney. Increase productivity in disciplines offering classes at other colleges in the district through collaborative scheduling practices</p>	<p>Program maps have been created for most programs. Departments are using them as a tool for planning scheduling, which should reduce swirl.</p>	<p>Ongoing</p>	<p>COVID impacted this, with everything online there was not a need for a home college. Need to discuss how this goal is impacted by on campus events, services, community building, and clubs. Providing students with a good reason to come to our campus can be about more than taking a class. Need to schedule classes with multiple sections in multiple formats.</p>
	<p>Some disciplines speak among themselves, but most do not.</p>	<p>Ongoing</p>	<p>Need to increase dialogue across the 4 colleges</p>

Incorporate Student-Centered Funding Formula Considerations into Curricular Approvals as well as Schedule Analysis, Planning.

Enrollment Management Strategy	Description of Actions to Date	Completed or ongoing?	Comments
Align course schedules, awards to promote increased milestone attainment Regularly track, predict supplemental allocation. (FCMAT, p.54) Increase numbers of ADTs where that have state transfer model curricula	Block schedule has been created. Departments created program maps. District doing this College offers 23 ADTs.	Ongoing Ongoing Ongoing Ongoing	As more courses return to campus, work needs to continue on this. Any department without maps should make them. District item? Seems odd in our plan and might not need to be in the next plan. Departments who are eligible to create ADT should be encouraged to do so.
Update Course Outlines of Record Ensure offering of capstone courses within programs at least once a year	Have made significant progress and am working to follow a regular schedule. Is being done	Ongoing Ongoing	Curriculum Committee leadership pushing this forward now. May Day Reporting has been effective. Deans and department chairs closely monitor their offerings.
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."	Data is discussed in many venues. Many data dashboards have been created on the district IR page.	Ongoing	Not sure what the goal is quoting.
Increase the number of Pell Grant Recipients, California College Promise and AB 540 recipients.	Since 2018, the Financial Aid Department has offered Cash4College workshops and weekly financial aid workshops to provide students hand-on support with completing a Free Application for Federal Student Aid (FAFSA) CA Dream Act Application (CADA), and/or CA College Promise Grant (CCPG). Additionally, the staff provides one-on-one appointments for students to complete required documents to receive a Pell Grant.	Ongoing	Improving
Streamline the application process for DSPS services at all the colleges	In order to streamline the application process, we implemented AIM (Accessible Information Management) so that there is a common application within the 4 campuses, as well as a way to share the verification without constant emails/calls.	Ongoing	Change DSPS to SAS