VISION STATEMENT: TO BE THE PREMIER COMMUNITY COLLEGE FOR PUBLIC SAFETY AND HEALTH SERVICE CAREERS AND TRANSFER PREPARATION

MISSION STATEMENT: TO ADVANCE THE EDUCATION AND SUCCESS OF STUDENTS IN A QUALITY LEARNING ENVIRONMENT

The Crafton Hills College Enrollment Management Plan was developed to address the recruitment, admission, retention, and success of students. The overall goal of the committee is to develop processes and strategies to predict and manage enrollment at the campus and program level.

Goal 1: Develop an evidence-based Enrollment Management Plan.
Goal 2: Develop processes and strategies to attract and retain students from initial contact through goal
         completion.
Goal 3: Identify and implement strategies to reach college-wide goals for certificate and degree completion.
Goal 4: Develop strategies to effectively prepare students for transfer and to increase the CHC transfer rate.
Goal 5: Develop strategies to ensure effective levels of instructional productivity and efficiency while
         maintaining high quality instruction.

Goal 1: Develop an evidence-based Enrollment Management Plan. (Educational Master Plan Goals 1.1, 1.2, 2.1, 4.1, 6.1)

Objective 1.1	Identify systemic dropout/stop-out points for CHC students so that effective interventions can be designed and implemented.			
Point Person or Group:	Director, ORP, Enrollment Management Committee			
Other Plans	EMP			
Actions	**10-11**	**11-12**	**12-13**	**Status**
Conduct research using a variety of methods including quantitative and qualitative methods.	✓	✓	New goals	
Disaggregate the data by group membership, e.g. race, ethnicity, gender, disability, and financial disadvantage	✓	✓	✓	As of March, 2011, an Equity Report was developed by ORP detailing performance by group in: • English and Math improvement rates • % students who are Transfer Directed • % students who are Transfer-Prepared • Math Improvement rates
Share the resultant information with appropriate constituents	✓	✓	✓	
Incorporate recommendations into planning processes	✓	✓	✓	
Track the implementation of strategies at the unit/department level.	✓	✓	✓	

Objective 1.2	Improve the accuracy of tracking and data systems to better understand the relationship between existing services and programs and student degree and certificate completion.			
Point Person or Group:	Director, ORP			
Other Plans	EMP			
Actions	**10-11**	**11-12**	**12-13**	**Status**
Examine and improve tracking and data systems methodologies	✓	✓		
Share the resultant information with constituents and managers		✓	✓	

| Incorporate the results into planning and resource allocation | | ✓ | ✓ | |
| Evaluate the results | | | ✓ | |

Objective 1.3	Promote the use of quantitative and qualitative evidence to inform the decisions of the Enrollment Management Committee.				
Point Person or Group:	Director, ORP, Enrollment Management Committee				
Other Plans	EMP				
Actions	**10-11**	**11-12**	**12-13**	**Status**	
Use quantitative and/or qualitative evidence to inform the attainment of each objective	✓	✓	✓	Student Equity Data 2011	
Conduct research as appropriate	✓	✓	✓	Student Equity Data 2011	
Provide supporting evidence for strategies identified in each objective	✓	✓	✓		

Objective 1.4	Based on internal and external evidence, identify new and existing programs with growth potential to inform Enrollment Management decisions.				
Point Person or Group:	EMPC and VPI				
Other Plans	EMP				
Actions	**10-11**	**11-12**	**12-13**	**Status**	
Evaluate and provide support to current programs with growth potential (e.g. Fine Arts, Teacher Prep)		✓	✓	Arts Day	
Identify and investigate new programs with growth potential to meet the needs of a diverse community		✓			

Goal 2: Develop processes and strategies to attract and retain students from initial contact through goal completion.
(Educational Master Plan, Goals 1.1, 1.2, 2.1, 3.1, 4.1, 4.2, 5.1, 6.2, 7.1)

Objective 2.1	Develop a comprehensive outreach and marketing program to align with the District Outreach and Marketing Plan.			
Point Person or Group:	Director of Marketing			
Other Plans	EMP			
Actions	**10-11**	**11-12**	**12-13**	**Status**
Promote an institution-wide dialogue to determine what populations to target for promotion, outreach, and marketing	✓	✓	✓	Open Forums, *Whom Shall We Serve?*; Academic and Student Senate dialogues
Develop plan for outreach and marketing efforts including leadership and coordination	✓			New PIO hired in Dec. 2010. Coordination of Outreach in Dean, Counseling and Matriculation and VPSS office.
Implement outreach and marketing efforts	✓	✓	✓	Outreach events include Arts Day, Senior Day, CTE community events, San Manuel Career Day, SOA3R, and high school campus visitations, Early Assessment Program
Implement outreach and marketing plan		✓	✓	No progress to date
Evaluate the effectiveness of events and programs based on access, retention, persistence and success	✓	✓	✓	Senior Day, SOA^{3}R results, ORP reports

Objective 2.2	Identify and enroll students in programs with growth potential.			
Point Person or Group:	Instructional Deans, Marketing/Outreach			
Other Plans	Outreach and Marketing Plan			
Actions	**10-11**	**11-12**	**12-13**	**Status**
Develop marketing and outreach strategies to attract students to these programs		✓		
Evaluate programs and their effect on retention, persistence, success, and student satisfaction, disaggregating the data to determine disparate impact.		✓	✓	

Objective 2.3	Improve student access to services by revising campus and organizational processes.			
Point Person or Group:	VPI and VPSS			
Other Plans	EMP, Matriculation			
Actions	**10-11**	**11-12**	**12-13**	**Status**
To improve systems navigation by students, review and Revise Processes and Practices	✓	✓	✓	
• Convene group to review current processes and practices	✓	✓	✓	
• Conduct usability study	✓	✓		
• Identify potential problems and opportunities for improvement	✓	✓	✓	
• Recommend changes in processes and procedures		✓	✓	
• Implement changes in processes and procedures		✓	✓	
• Evaluate changes based on retention, persistence and success		✓	✓	
Improve online Student Services (Application, Orientation, Counseling)	✓	✓		
✓ Assess current level of online student support services	✓	✓		DETS committees, minutes SARS Alert, piloted Sp 11, Tech Prep Online
✓ Conduct needs assessment		✓		DETS committees, minutes
✓ Develop plan to offer increased online student support services		✓		DETS committees
Develop Support Services for Underserved, Underperforming, and/or Disadvantaged Populations	✓	✓	✓	
✓ Assess current level of service provided to underserved student populations		✓		
✓ Conduct needs assessment and cost/benefit analysis of increasing support		✓		

Task				Notes
services to these populations				
✓ Develop plan to offer increased student support services to these populations			✓	
Develop a Model for One-Stop Delivery of Student Services		✓	✓	
• Investigate options regarding a physical and/or virtual one-stop student support center		✓		Student Services building programming, 2010-2011
• Pilot "triage service center" concept			✓	
Conduct the CCCSE (Center for Community College Student Engagement) assessment to inform decision-making	✓	✓	✓	
• Use the results to inform decision-making	✓	✓	✓	
• Share the results with appropriate constituencies	✓	✓	✓	
Use multiple measures of student engagement, as determined through faculty dialogue and consideration of the unique requirements of various programs	✓	✓	✓	Student organizations linked to disciplines Student performances, service Student Government-related activities, events, service

Objective 2.4	Increase student retention and success by implementing strategies that are supported by evidence.				
Point Person or Group:	FYE Work Group, VPI,VPSS				
Other Plans	BSI, Title V (2005)				
Actions	**10-11**	**11-12**	**12-13**	**Status**	
For all the actions below, Equity Data will be shared with those responsible for action implementation.	✓	✓	✓	Equity data has been shared with the Enrollment Management Committee Campus Dialogue, Whom Shall We Serve?	
Implement a First-Year Experience Program	✓	✓	✓		
• Increase number of sections of CHC 100	✓			Sections cut 09-10 , 10-11 due to budget concerns	
• Develop a plan for First Year Experience Program	✓	✓	✓	See planning documents for CHC 100 & PDC	
• Implement plan for First Year Experience Program		✓	✓		
• Evaluate FYE based on persistence, retention, success, student satisfaction	✓	✓	✓		
Develop a Learning Communities Initiative	✓	✓	✓		
• Offer increased number/variety of LC	✓	✓		5 in 07-08; 12 in 09-10	
• Integrate student support services into LC	✓	✓	✓	Counselors assigned to each LC	
• Increase faculty/staff participation in LC	✓	✓	✓	No increase since last year	
• Develop a written plan for LC		✓		Learning Community Action Plan 2009-2011	
• Evaluate LC based on persistence, retention, success, student satisfaction	✓	✓	✓	ORP report: LC's increase retention, persistence in Reading 925. Need to disaggregate the data.	
Increase the number of students working on campus		✓			
• Conduct a feasibility study and needs assessment		✓			
• Identify funding sources and develop plan		✓			
• Implement plan and offer increased number of campus jobs to students			✓		
• Evaluate effect of program on retention, persistence, success, and student satisfaction			✓		

Enrollment Management Plan, Revised May, 2011

Develop a Sophomore Experience Program			✓	
• Work with Title V (2010) personnel to implement plan			✓	

Objective 2.5	Provide instruction and programs in alternate modes and methods to meet diverse student needs.			
Point Person or Group:	VPI, VPSS, Marketing/Outreach			
Other Plans	Technology Plan, Distributed Education Plan, Outreach and Marketing Plan			
Actions	**10-11**	**11-12**	**12-13**	**Status**
Assess current capacity and resources	✓	✓	✓	
Using data, identify effective alternative delivery programs.	✓	✓	✓	
Develop and implement marketing and outreach efforts for current and future programs	✓	✓	✓	
Develop plan(s) for evening, weekend, and/or online programs		✓	✓	
Implement evening, weekend, and/or online programs			✓	
Evaluate program changes based on retention, persistence, success, and student satisfaction.			✓	

Objective 2.6	Provide professional development opportunities on best practices for increasing retention, persistence, and success.			
Point Person or Group:	Professional Development Committee			
Other Plans	Professional Development Plan, EMP			
Actions	**10-11**	**11-12**	**12-13**	**Status**
Design, offer, evaluate workshops on general topics of retention, persistence, and success	✓	✓	✓	Delta Academy offered 8 times total; 3-4 times per year since plan's inception. 2 additional planned for fall, 2010. To date 44 faculty have participated.
Design, offer and evaluate workshops on topics of retention, persistence, and success, including those specific to underserved, underperforming, and/or disadvantaged students.	✓	✓	✓	On Course retreats reached 40 faculty. Offered June 3, 2009 and October 20, 2009
Design, offer and evaluate discipline-specific workshops on topics of retention, persistence and success		✓	✓	No progress

Goal 3: Identify and implement strategies to reach college-wide goals for certificate and degree completion. (Educational Master Plan Goals 1.1, 1.2, 2.1, 3.1, 4.1, 4.2, 6.1)

Objective 3.1	Implement research-supported best practices to increase certificate and degree completion, and support existing practices that are shown to support success.			
Point Person or Group:	VPI			
Other Plans	Title V (2010), EMP			
Actions	**10-11**	**11-12**	**12-13**	**Status**
For the following actions, the Student Equity Data will be shared with faculty and appropriate constituents to better iinform planning and decision-making.	✓	✓		
Identify best practices that address certificate and degree completion	✓	✓		
Share them with appropriate personnel using professional development structures and organizational structure	✓	✓	✓	
Select possible interventions		✓		
Identify funding source, if appropriate		✓		
Implement		✓	✓	
Measure and evaluate		✓	✓	
Expedite the implementation of the mandates of SB1440 to develop model Transfer Curriculum and degrees.	✓	✓	✓	

Objective 3.2	Explore the possibility of offering scaffolded programs to meet students' short-term needs for employment preparation as well as long-term goals of transfer and degree completion.				
Point Person or Group:	VPI				
Other Plans	Outreach and Marketing Plan				
Actions		**10-11**	**11-12**	**12-13**	**Status**
Identify need for low unit certificates			✓		
Work collaboratively with PDC to determine areas of curricular overlap and potential partnership			✓	✓	
Develop curriculum for low unit certificates if appropriate			✓	✓	
Develop outreach and marketing strategies to diverse community for low unit certificate programs.				✓	
Offer courses in low unit certificate programs				✓	
Investigate options of recognition (achievement) awards and implement if appropriate		✓	✓		
Measure and evaluate				✓	

Goal 4: Develop strategies to effectively prepare students for transfer and to increase the CHC transfer rate. (Educational Master Plan Goals 1.1, 1.2, 2.1, 3.1, 4.1, 4.2, 6.1)

Objective 4.1	Develop programs and services to help transfer students define and reach their goals.			
Point Person or Group:	VPSS			
Other Plans	Title V (2010)			
Actions	10-11	11-12	12-13	Status
For the following actions, the Student Equity Data will be shared with faculty and appropriate constituents to better iinform planning and decision-making.	✓	✓		
Develop a plan for Transfer Center	✓	✓		Title V Grant, Fall, 2010
Implement plan for Transfer Center		✓	✓	
Develop and implement plan for faculty advising		✓	✓	
Evaluate programs and services based on retention, persistence, success, and student satisfaction, disaggregating the data to ensure all students receive effective support.		✓	✓	

Objective 4.2	Develop and implement an effective scheduling plan to ensure transfer curriculum can be completed in two years.			
Point Person or Group:	VPI, Instructional Deans			
Other Plans	EMP			
Actions	10-11	11-12	12-13	Status
Identify appropriate and effective scheduling practices	✓	✓		
Implement appropriate and effective scheduling practices, including SB 1440 Transfer degrees		✓	✓	
Analyze effect of course offerings and schedule on persistence, retention and success of the diverse CHC student population		✓	✓	
Evaluate scheduling changes based on persistence, retention, success, and student satisfaction			✓	

Objective 4.3	Develop programs and services to enroll high-performing college-ready students.				
Point Person or Group:	VPI, VPSS				
Other Plans	Honors Institute, Outreach and Marketing Plan, Title V (2010)				
Actions	**10-11**	**11-12**	**12-13**	**Status**	
Develop and implement written plan for growth and development of the College Honors Institute	✓	✓			
Develop outreach strategies specific to high performing students, their counselors, and parents		✓		EAP grant request	
Explore the feasibility of offering pre-professional programs			✓		
Develop and implement an integrated program of student support services for high performing students			✓		
Evaluate strategies based on retention, persistence, success and student satisfaction			✓		

Goal 5: Develop strategies to ensure effective levels of instructional productivity and efficiency while maintaining high quality instruction. (Educational Master Plan Goals 4.1, 6.1, 6.2, 8.1, 8.3).

Objective 5.1	Implement best practices for maintaining effective levels of instructional productivity and efficiency.			
Point Person or Group:	VPI			
Other Plans	Program Review, Professional Development			
Actions	**10-11**	**11-12**	**12-13**	**Status**
Identify best practices by compiling quantitative and/or qualitative evidence	✓	✓	✓	
Develop strategies to ensure effective levels of instructional productivity and efficiency	✓	✓		
Implement strategies to ensure effective levels of instructional productivity and efficiency		✓	✓	

Objective 5.2	Analyze and improve policies and procedures for the effective and efficient use of physical resources as they impact enrollments.			
Point Person or Group:	VPI			
Other Plans	Program Review, Facilities Master Plan, EMP 8.3.3			
Actions	**10-11**	**11-12**	**12-13**	**Status**
Identify effective policies and procedures by compiling quantitative and/or qualitative evidence	✓	✓	✓	
Develop strategies to ensure effective and efficient use of physical resources	✓	✓		
Implement strategies to ensure effective and efficient use of physical resources		✓	✓	