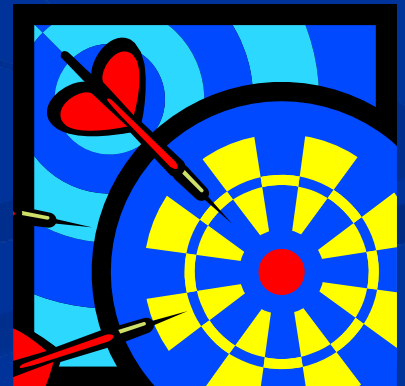


Strategic Planning for Enrollment Management

SEM Taskforce Report

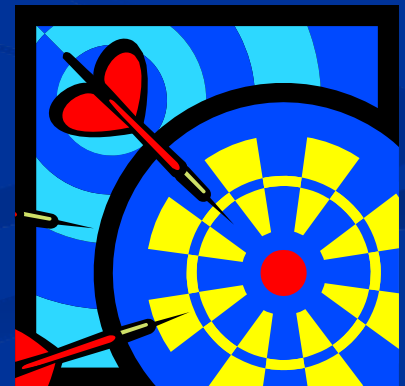
September 4, 2008

Presented By: Diane Drebin, Shelly
Parini, Bill Zuelke and the CCC SEM
Taskforce



Charge of the SEM Taskforce

- Develop a 3 year SEM plan based on recommendations from the AACRAO consulting final report that is in alignment with institutional mission and strategic priorities.



Strategic Enrollment Management

What is it? SEM 101

“Strategic enrollment planning is an information-based and ongoing process that identifies, evaluates, and modifies strategies and enrollment goals in light of internal and external forces that may influence the direction of the institution.”

The planning process addresses:

- How the institution serves students, both currently and in the future
- The institution’s mission, goals and capabilities
- A changing marketplace and environment

(“Long-Range Enrollment Planning: Why a True Strategic Approach Is So Important” Jim Mager www.noellevitz.com)

Why SEM? Why Now?

- Response to NWCCU **Accreditation** Standard #1 – Institutional Mission and Goals, Planning and Effectiveness
- **CCC Mission**: Creating lifetime opportunities for success through responsive education
- Concern about **fluctuations in enrollment** at CCC
- Commitment to being **proactive rather than reactive** in planning for recruitment, enrollment and retention
- A growing awareness that on-going **strategic planning for enrollment needs to be an integral part** of our institutional priorities

“Without a strong process in place for strategic enrollment planning, you are taking significant risks that your future enrollments will not meet your institution’s mission and vision. Because of its enormous impact, strategic enrollment planning should be one of your top priorities at all times.” Jim Mager, Noel Levitz

Our Approach to SEM Planning

In the Fall of 2007, a proposal to initiate SEM at CCC was approved.

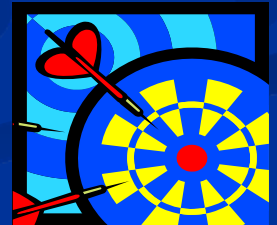


Methodology:

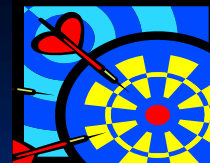
- Phase I – Awareness (Winter 2008)
- Phase II – Engagement (Spring 2008)
- Phase III – Communication of SEM Proposal & Prioritization of Proposed Tasks (Fall 2008)
- Phase IV – Implementation (Begin Winter 2009)

Intended Outcomes of Phases I-IV

1. A 3-5 year SEM proposal based on AACRAO Final Report
2. A standing SEM Committee charged with implementation of the proposal and on-going SEM work for the college.



Phase I - Awareness



Develop a shared awareness of strategic enrollment management (SEM) and the importance of this to CCC ...

■ Activities

- Contracted with AACRAO for SEM consulting services
- AACRAO Consultants met with Expanded Presidents Council and College Council for SEM 101
- Held six full day on site visits with SEM consultants for interviews with a variety of college staff across the college
- Organized a 30 member SEM Taskforce represented by many areas of the college



SEM 101



SEM Visit 1



SEM Visit 2

Phase I - Awareness

■ Outcomes



Visit 1 Learning



Visit 2 Learning



AACRAO SEM
Report

- Developed a shared awareness of our strategic enrollment management (SEM) strengths and perceived weaknesses.
- Learned about SEM basic principles
- AACRAO Consultants final report of SEM findings and recommendations.
- SEM Taskforce charged with moving forward with the 21 recommendations reflected in the AACRAO final report.

What We Learned About: The Enrollment Hierarchy of Needs

We haven't always been clear about what our goals are or if we are meeting them.



Meeting Goals

Tactics

Strategies

Typical starting point



We have been very proficient at creating “just in time” strategies or tactics that have been difficult to sustain over a period of time.

Data and Infrastructure are areas that are in need of critical review at CCC



Data

Enrollment Infrastructure
Structure, Staffing, Skills, Systems, and
Service Levels

Starting point for
long term success

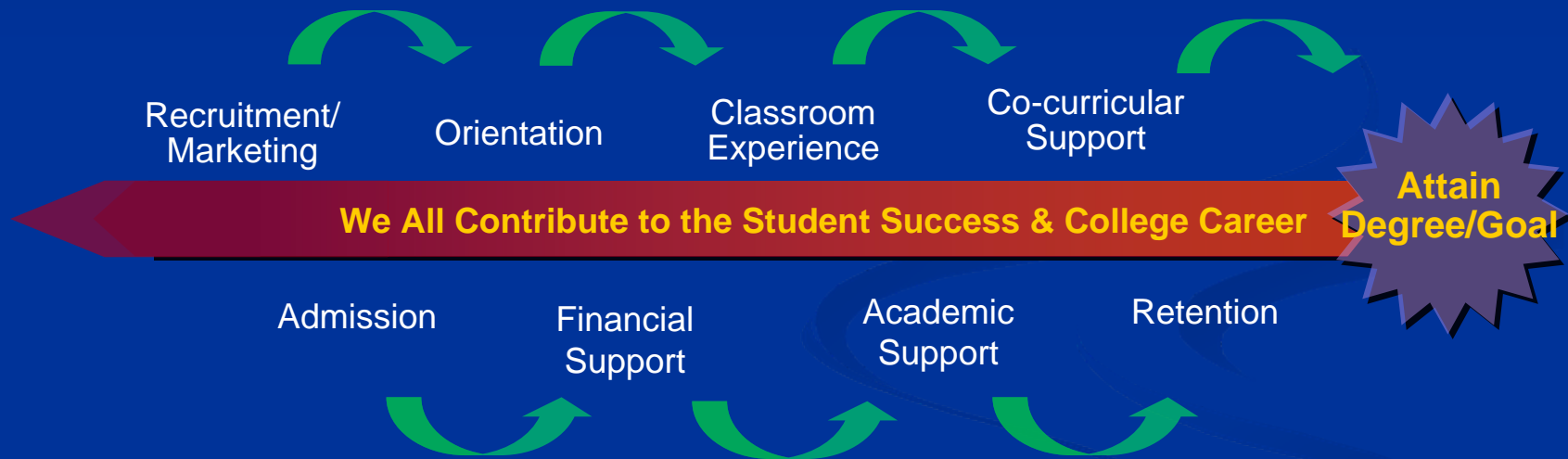


Clear Mission and Goals

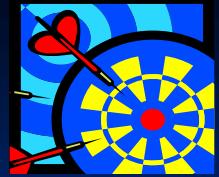
We have a clear mission and are becoming better at setting our strategic priorities and goals.

What We Learned About: The Student Success Continuum

The SEM Perspective



Phase II - Engagement



Engage a SEM planning committee process by utilizing a cross-section of CCC strategic thinkers and players ...

Activities



SEM Taskforce

- Organized the SEM Recommendations Implementation Taskforce and assigned members to “Cluster Teams” with responsibility for the 21 Recommendations.
- Contracted with Willis & Green for effective group facilitation
- Met six times as a full taskforce for dialogue and to develop an implementation proposal for the 21 Recommendations.
- Cluster teams gathered data, shared best practices and developed implementation next steps.
- **Identified how the AACRAO 21 Recommendations connect to CCC strategic priorities and established intended outcomes**



SEM Cluster Teams

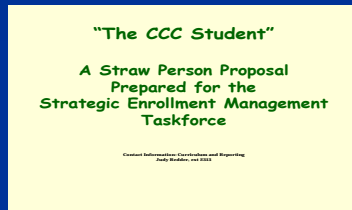
Phase II - Engagement

Outcomes

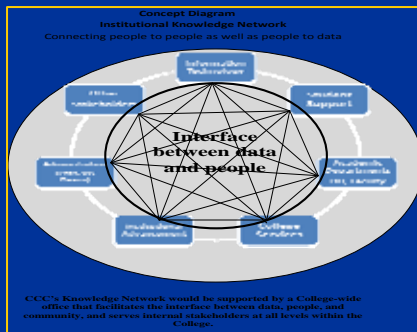
- Deconstruction and reconstruction of all 21 recommendations
- Participation of all 30 members of the SEM Taskforce
- SEM Website [*www2.clackamas.edu/sem/*](http://www2.clackamas.edu/sem/)
- SEM recommendations that connect to CCC strategic priorities
- Articulated outcomes for each of the 21 recommendations
- **SEM Taskforce Draft Implementation Plan**

Some Examples of Our Phase II Taskforce Work

- “The CCC Student” by Judy Redder



- Knowledge Network (Research Cluster)

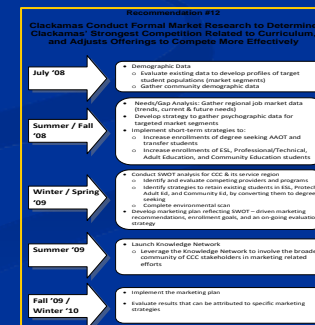


- Working Template (Full Taskforce)

SEM Master Gardeners –Draft Plan “Working Template”

| Recommendations | What | Who | When | Comments |
|-----------------|--|--|--|---|
| R12 | Recommend implementation of a “knowledge network” model at CCC to meet the needs of data requests, data analysis, research and reporting. | Members of the SEM Research Cluster, Executive Team, IT | SEM - Continue the fact finding with regard to the KN model and organizational reporting structure. FAIR - Introduce model to Exec. Team, Joint Data, Expanded Presidents Council, College Council WOP - Develop next steps, develop budget and plan for implementation SPS109 - Begin implementation | <ul style="list-style-type: none"> This will become a college wide conversation that will include many areas. We will be continuing with Darnell in 2008-09 for an information needs analysis that is needed to help us develop an institutional reporting strategy. This is being funded by decision package dollars. We need a marketing plan to address our present needs based on accurate data. |
| R13 | Using the student, course and program data (both internal and external) determine our “gap”. Use this analysis to determine what recruitment and retention adjustments are needed to be more effective. Create a 3-5 year strategy for implementation. | Outreach, Enrollment Services, Student Services, Reporting, Public Affairs | R13 - Define the Clackamas Student and when they come from, understand community and employment trends in relationship to student recruitment/retention. Look for gaps in data. SEM - Conduct market competition analyses. | <ul style="list-style-type: none"> Is this a project for the new SEM Committee? Does this connect with recommendation #1. Don't forget individual research along with community forecasting. Research institutional marketing needs. |

- Marketing Strategy Rationale (Research Cluster)

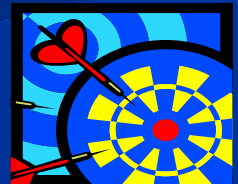


Phase III – Communication & Prioritization

Report out to the college community with a SEM plan draft. Solicit feedback and input...

■ Next Step Activities

- SEM Taskforce to provide a **draft 3-5 year plan** for implementation of the 21 recommendations to the CCC community
- Have **conversations, receive feedback** and **make adjustments** to the plan as needed
- College community **approve and adopt** the final SEM Taskforce draft
- SEM Taskforce and CCC Administration **present to the Board of Education**



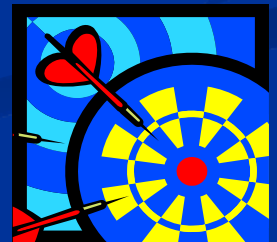
SEM Taskforce Proposed Plan for Implementation

Five examples from the AACRAO 21
Recommendations...

#15, #13, #5, #2 and #1

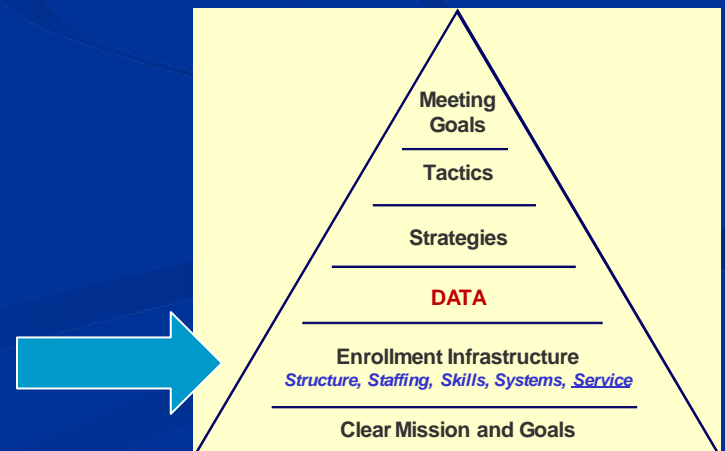


AACRAO 21
Recommendations



AACRAO Recommendation #15

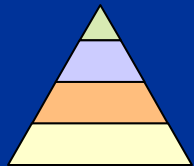
- It is recommended that Clackamas review current placement testing policies and consider implementing a mandatory placement testing policy.



#15 Taskforce Proposal

Access Cluster

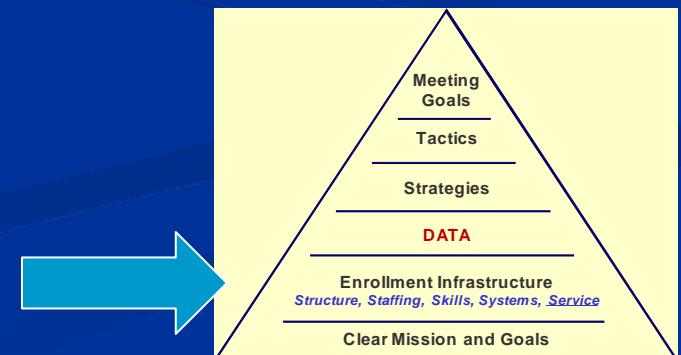
- Review our current placement testing policies and research best practices
- Analyze student test data and course taking behavior. Evaluate cut scores placement tests.
- Define impact on resources of mandatory placement testing



Intended Outcome: Placement Testing policies based on best practices and informed by CCC data.

AACRAO Recommendation #13

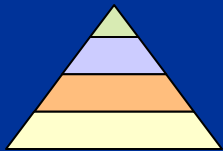
- It is recommended that Clackamas expand its existing cohort/learning community opportunities to more students, linking 2 or 3 classes with a group of 10-20 students and a team of instructors, built around a theme.



#13 Taskforce Proposal

Teaching & Learning Cluster

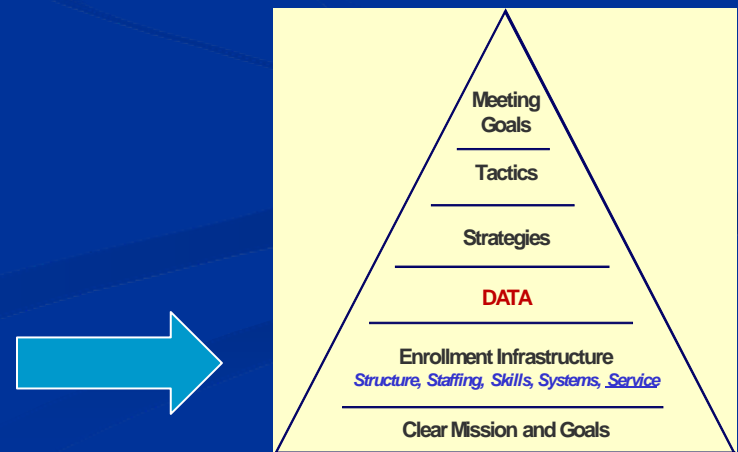
- Increase our understanding of cohorts and how they could be expanded
- Assess the effectiveness of our current cohorts
- Research best practices
- Create natural cohorts to use as pilots



Intended Outcome: Cohort/Learning communities in place and reflected in the Schedule of Classes.

AACRAO Recommendation #5

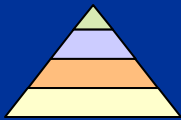
- It is recommended that Clackamas review current manual processes and in-person student services with the goal of reducing workload and redirect staff time toward implementing functional enhancements in Datatel.



#5 Taskforce Proposal

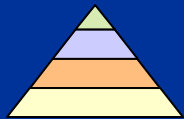
Process Improvement Cluster

- Implement findings and recommendations of recent Datatel audits and trainings



Intended outcome: Increase Datatel functionality and user proficiency

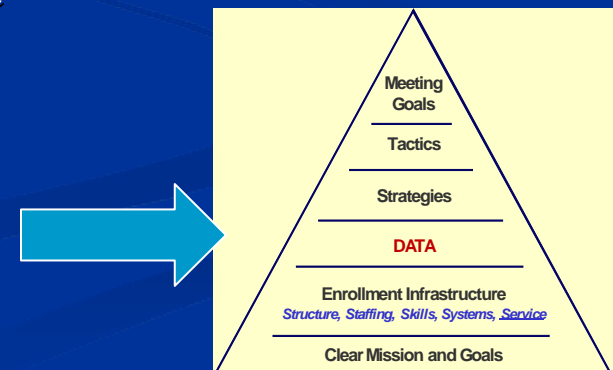
- Implement scheduling applications (R25 etc.)



Intended outcome: Greater ability to determine best scenarios for course scheduling and analyze capacity.

AACRAO Recommendation #2

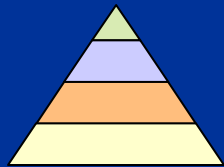
- It is recommended that Clackamas establish an **institutional research** department with a minimum of two staff persons. A director position will **provide oversight, coordinate creation of campus-wide data definitions and reporting standards, prioritize data requests, and conduct data analysis to inform top level campus decision making.** A second support position will develop reports from Datatel and provide campus wide assistance and training in generating reports from Datatel.



#2 Taskforce Proposal

Research Cluster

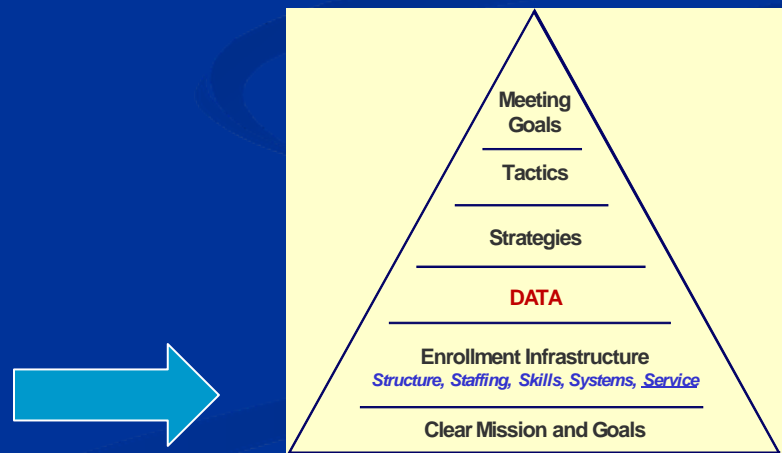
- Recommend implementation of a “Knowledge Network” model at CCC to meet the needs of data requests, data analysis, research and reporting



Intended outcome: Data informed decision makers that can assess institutional effectiveness and strategic priorities

AACRAO Recommendation #1

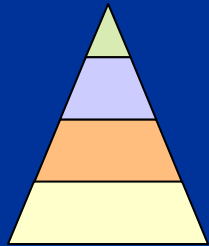
- It is recommended that Clackamas initiate a campus-wide process of developing comprehensive enrollment goals for the next 10 years.



#1 Taskforce Proposal

Enrollment Cluster

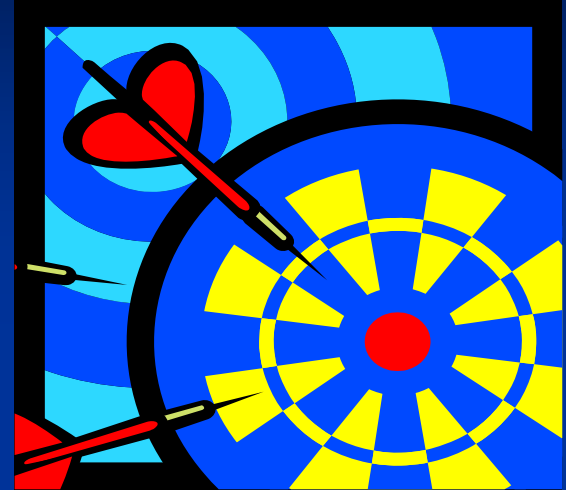
- Develop a comprehensive SEM Committee and Planning process.



Intended outcome: Standing SEM Committee charged with:

1. Completing the 3-5 implementation plan as presented by the SEM Taskforce
2. Setting 10 year CCC strategic enrollment management goals

Next Steps



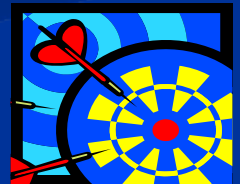
Conversation, input, finalize
implementation plan ...

Phase III – Communication & Prioritization

Report out to the college community with a SEM plan draft. Solicit feedback and input...

■ Next Step Activities

- SEM Taskforce provide a **draft 3-5 year plan** for implementation of the 21 recommendations to the CCC community
- Have **conversations**, receive **feedback** and **make adjustments** to the plan as needed
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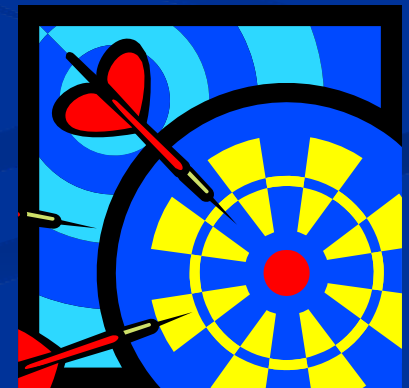


Plan for Gathering Input

- Report out and present to Executive Team and Deans 9/9
- Report out and present to Expanded Presidents Council (*1st Reading*) 9/16
- Report out and present at VP meeting 9/22
- In-Service Round Table 9/26
- Report out and present at College Council (*1st Reading*) 10/17
- Report out and present at College Council (*2nd Reading*) 10/31
- Report back with final draft to Expanded Presidents Council 12/2
- Report and present at Board of Education meeting 12/10

How to Provide Input

- 3 x 5 cards provided at Expanded Presidents Council, College Council and VP meetings
- SEM Blog <http://www2.clackamas.edu/sem/>
- E-mail directly to SEM@clackamas.edu
- Through your Director, Department Chair, Supervisor or Dean



Recognition – SEM Taskforce

■ RESEARCH

Timekeeper: Sharon Parker Recorder:
Nick Hamel

Blog Oversight: Shelly Parini Facilitator:
Judy Redder

Additional Members: Terry Mackey

Recommendations: #2 and #12

■ ENROLLMENT

Timekeeper: Janet Paulson Recorder:
Molly Williams

Blog Oversight: Mike Caudle Facilitator:
Mike Caudle

Additional Members: Joe Austin, Jackie
Flowers, Donna Ford, Fayne Griffiths,
Sheyl Sinclair, Student

Recommendations: #1, #10, #14 and #10

■ TEACHING AND LEARNING

Timekeeper: Jim Stekelberg Recorder:
Becky Ogden/Kate Constable

Blog Oversight: Doug Cross
Facilitator: Renee Harber

Additional Members: Margaret Mallat, Kathy
Christiansen, Paul Creighton

Recommendations: #6, #11 and #13

■ ACCESS

Timekeeper: Aulani Wehage Recorder:
Michael Vu/Mindy Brown

Blog Oversight: Darcie Iven Facilitator:
Jessica Walters

Additional Members: Stefan Baratto, Armondo
Borboa, Tara Davisson, Len Eaton, David
Mount

Recommendations: #15, #16, #17, #20

■ PROCESS IMPROVEMENT

Timekeeper: Dena Gillenwater Recorder: Tara Sprehe

Blog Oversight: Kim Carey Facilitator: Pam Clem

Additional Members: Ariane Amstutz, Stephen Browsers, Kim Hyatt, Cheryl Willemse

Recommendations: #3, #5, #7, #8 and #9