# CCC SEM Taskforce – Final Report to the College Community

The CCC SEM Taskforce has now completed phase III *(Communication and Prioritization)* of the CCC Strategic Planning for Enrollment Management project approved by the College community at the end of Fall term 2007. The scope of our work began on April 3, 2008 and has been based primarily on 21 recommendations that were included in the *Strategic Enrollment Management Consultation for Clackamas Community College* report provided by Bob Bontrager and Christine Kerline with the American Association of Collegiate Registrars and Admissions Officers (AACRAO).

Our charge: Develop a three year SEM implementation plan based on recommendations from the AACRAO consulting final report that is in alignment with institutional mission.

Guiding Principles:

- *"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." (Noel Levitz)*
- There are proven SEM models (see below) that can serve to direct and inform our recommendations.
- Areas identified as critical for CCC's long term success include *Data*, *Enrollment Systems & Infrastructure* and *Clear Mission & Goals*
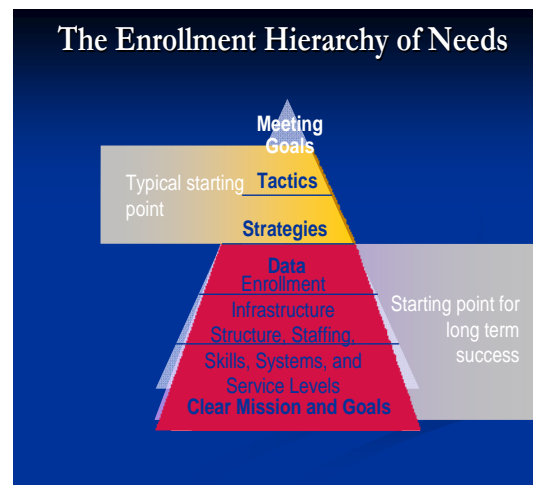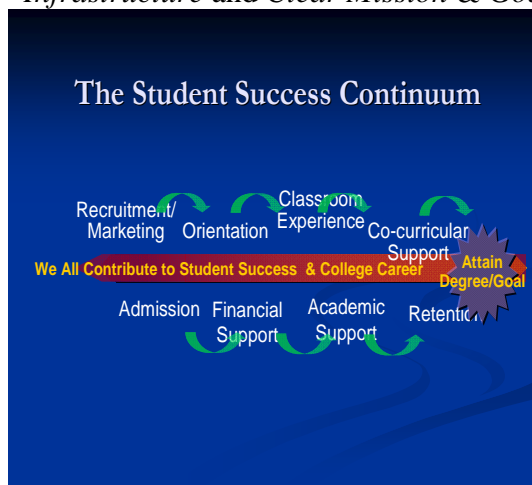
Based on the "Student Success Continuum" and "Enrollment Hierarchy of Needs" models, the 21 recommendations that the College received from the AACRAO SEM Consultants, our work together as a taskforce, and the feedback that we have received from numerous venues within the college community, we respectfully present our final report as follows:

- **We recommend that CCC Administration prioritize and allocate resources in accordance with our existing decision making processes and College 2008/2011 Institutional Strategic Priorities framework for recommendations #1, #2, #5, #11, #12, #13, #15, #17. The following indicates our recommendation for priority order:**

  #2. Our leading recommendation is to establish an Institutional Research Office utilizing a "Knowledge Network" model that resides at the College leadership level. It is recommended that this Office report directly to a VP or the President. This recommendation is foundational to the success of the college and our other SEM recommendations.

  #1. Implement a Strategic Enrollment Management Steering Committee to begin January 2009
  Charge: Responsible for developing and over-seeing a 10 year enrollment vision with 3-5 year enrollment goals connected to the College planning process
  Membership: Chaired by the VP of Instruction with membership determined by this individual. This committee will appropriately work with other standing committees across the college.

<u>Immediate priorities</u> SEM recommendations #12, #15, #17 with 3-5 year enrollment targets
- #12 - Conduct formal market research to determine CCC's enrollment targets
- #15 – Review placement testing policies and implement best practices for retention
- #17 – Review prerequisite checking policies and implement best practices for retention

#5. Review scheduling policies/practices and implement tools that make this process more efficient.
- Implement the scheduling tools that we already own (Schedule25 and Resource25)
- Purchase X25 for the ability to perform routine analysis of scheduling effectiveness

#11/13. Establish resources that support teaching and learning
- Provide Datatel, my Clackamas and CougarTrax training
- Provide time and place for Faculty to discuss academic topics
- Encourage opportunities to expand cohort learning

Budgetary Implications: We recommend utilizing existing staff to accomplish these recommendations with investment funding to support formal market research and scheduling tools.

- **We recommend that the College community continue to support the following SEM recommendations already under way:**
  #3 – Transition some "shadow databases" to Datatel and identify appropriate solutions for other shadow databases that cannot be supported by Datatel.
  #5 – Implementation of the Student Module Datatel audit/training results
  #7 – Assure that Datatel functionality appropriately supports college policies and workflow processes.
  #9 – Establish a Data Integrity Group (DIG) with oversight by the appropriate designated Deans
  #14 - Study admissions/outreach best practices models and implement appropriately at CCC
  #16 – Study the effectiveness of our new student orientation processes and make changes based on best practices. Add new student orientation sessions for Winter and Spring terms.
  #20 – Review current Outreach/Financial Aid/Scholarships efforts for effectiveness and make changes for improvement
  #21 - Revise Financial Aid packaging strategies for greater access/retention leverage

Budget Implications: We recommend that all next step efforts resulting from the SEM recommendations currently under way that require additional resources be requested and prioritized through our standard decision making and budgeting processes.

- **We recommend that the College continue to build on the following SEM recommendations that have been completed:**
  #4 – Implement/enhance myClackamas web portal and student e-mail
  #6 - Support for on-going technology (Datatel) skill building
  #9 - Create a data integrity group (DIG) that sets CORE data standards in Datatel
  #10 - Re-establish the Web Committee with oversight of the Portal
  #18 - Outreach Department to develop recruitment and communication plans for new students
  #19 - Assess the return on investment of the high school partnership efforts and adjust for efficiency

Budget Implications: We recommend that SEM recommendations already completed that may require maintenance funding be requested and prioritized through our standard decision making and budgeting processes.

NOTE: A complete representation of the body of work that has been completed by the SEM Taskforce can be found at http://www2.clackamas.edu/sem/.