



# Woodland Community College Strategic Enrollment Management Plan

Fall 2022 – Spring 2025

Final (December 2023)

Authors/Team (College SEM Committee)

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## **Section I. Foundation of College Strategic Enrollment Management Plan**

The College Strategic Enrollment Management Plan (WCC SEM) is intended to advance the work of the college in fulfillment of its mission, educational master plan, the vision for success and the Student Equity and Achievement Plan. The mission of Woodland Community College is to empower students to achieve their career and educational goals by offering equitable opportunities to complete academic degrees, career certificates, and transfer pathways, thereby contributing to the economic development of the region, the state, and the country. The college goals identified in the [WCC Educational Master Plan](#) (WCC EMP) also align with WCC SEM work include all four goals EMP in the 2022-2025 plan:

- Goal 1 Provide all students with high-quality academic programs and clear pathways to reach the timely completion of their educational goals.
- Goal 2 Ensure learning by providing all students with the support needed to meet their education and career goals.
- Goal 3 Align WCC's career education programs with the needs of current and future labor markets and provide students with opportunities to develop 21st century workplace knowledge and skills
- Goal 4 Identify and reduce opportunity and outcomes gaps among different student populations and strengthen a culture of equity, diversity, inclusion, and social justice.

The Student Equity and Achievement Plan [Executive Summary](#) and [full plan](#) provides activities that intend to close equity gaps for target groups of student and improve the metrics of access, course completion, program completion, transfer level Math and English course completion and transfer rates to four-year institutions.

The WCC SEM is a high-level document intended to operationalize and coordinate college planning within the framework of the Yuba Community College District's (YCCD) SEM Plan. The District goals, strategic plan alignment, and integrated planning model are provided in the District SEM plan for which this college plan is part of the Appendices. The WCC SEM plan is based on the goals in the [WCC Educational Master Plan](#).

Everyone on the Woodland Community College team has a responsibility toward meeting the goals in the Educational Master plan. Strategic Enrollment Management work occurs throughout the course of the daily work of the college personnel.

## **Section II. Structures and Resources that Support SEM**

Through the Planning and Institutional Effectiveness Committee, there is a Strategic Enrollment Management subcommittee with faculty, classified, and administration representatives that is responsible for the following objectives for the 22-23 year:

- Develop a college-wide strategic enrollment management plan based on a review of SEM data and assessment of schedule performance.
- Review draft schedules and develop principles for the addition or removal of sections on the schedule based on student need, productivity, budget constraints, or modality.

- Provide input and collaborate on the implementation of the district strategic enrollment management plan in collaboration with campus leaders.

Objectives 23-24: To be determined fall 2023

Through the Planning and Institutional Effectiveness Committee, there is a Strategic Enrollment Management subcommittee with faculty, classified, and administration representatives that is responsible for the following objectives for the 23-24 year:

- Update and implement the college-wide strategic enrollment management plan for future goals aligned with the overarching strategy. This is based on EMA and other SEM practices we would like to focus on this year.
- Review draft schedule data in ways that allow us to visualize distribution of classes across days/times and identify potential conflicts or impacted times. Consider student demand, productivity, budget constraints, and modality.
- Explore opportunities for college-wide approach to communication planning.
- Assess plan progress and identify opportunities for adjustment.

Objectives 24-25: To be determined fall 2024

Table W1: PIE SEM subcommittee representation:

<b>Members</b>
Interim VP of Instruction
Faculty Co-Chair (From Committee Faculty)
Career Education Dean
Arts and Sciences Dean
Lake County Campus Dean
At Large Faculty
At Large Faculty
At Large Lake Faculty
Classified Representative
ASWCC Student Representative
Instructional Support Specialist
Counseling Coordinator
<b>Resources</b>
Curriculum Co-Chair
District Representative

## Academic Senate President

The SEM committee provides recommendations to PIE. Through participatory governance PIE shares recommendations for feedback to senate and college council. All participatory governance groups are welcome to participate and attend SEM and PIE meetings.

Additionally, the administration uses SEM principles in schedule development, schedule development feedback conversations with faculty and the SEM committee, making course addition and cancellation decisions, and evaluating the schedule effectiveness. More information can be found in the [Schedule Development Guidelines document](#).

Leading up to the development of the first college SEM plan, the college engaged in the UC San Diego Enrollment Management Academy multiple years. The teams included faculty, administration and district personnel that brought back SEM models and practices to inform college SEM activities. Additionally, Kasey Gardner (Vice President of Instruction) and Christopher Howerton (Senate President) participated in the Yuba College SEM convening that was part of our sister college's yearlong (2019-2020) SEM Institute.

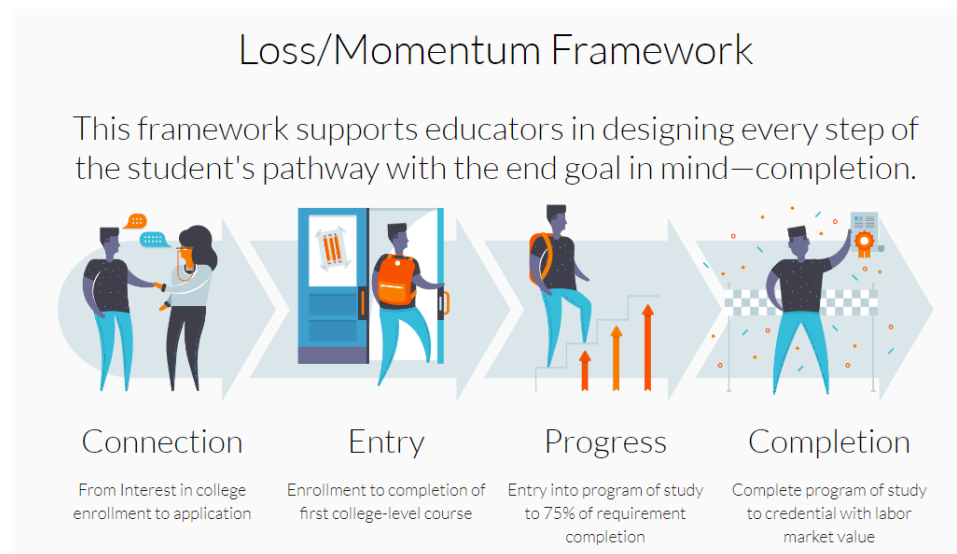
College-wide areas that continue to target improvement for awareness and college capacity include:

- Reducing institutional barriers through providing information for students to navigate the system for example: Orientation, regional and local marketing efforts, drop-in counseling, and registration support.
- Affirming identities through preferred names, multicultural events, the multicultural center and dream center as examples
- Efficiency targets and incentives the district has provided with colleges empowered to determine the best path forward to reaching the goals.
- Scheduling conversations with faculty and deans utilizing many data sources.
- Awareness that pedagogy/andragogy; skill development practices including labs; availability of equipment; classroom safety; regulatory requirements; student demand; pathway requirements; and other factors make section efficiencies vary.
- Data dashboards are accessible, with real-time data, and are accessed by faculty and administrators.
- Guided pathways design and on-going implementation to improve student planning, the college experience and awareness of opportunities once they leave the college.
- Alignment with CVC standards and participation in the CVC consortia to improve student experience and completion in online courses as well as increase access to our courses statewide.

### **Section III. SEM Strategies, Priorities, and Practices**

The college utilizes the Loss/Momentum Framework from [Completion by Design](#) for tracking student progress to inform strategies and interventions that will help students complete their educational pathway. See Figure W1 for the momentum points in Completion by Design.

Figure W1: Completion by Design Loss/Momentum Framework

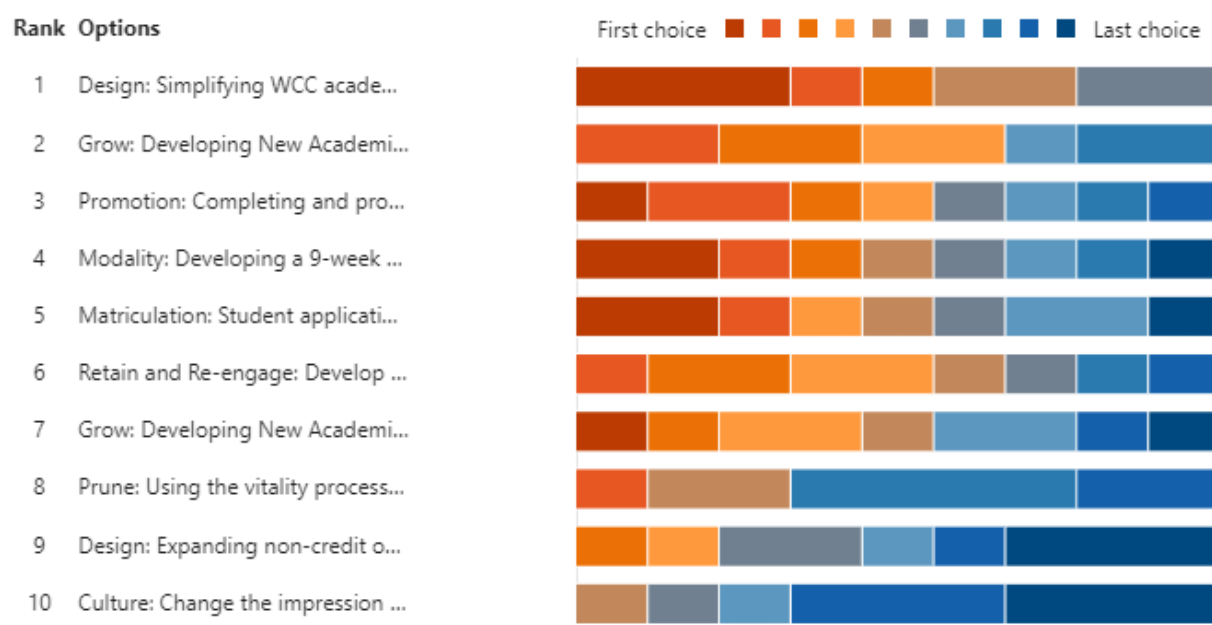


The Student Achievement and Equity Plan prioritizes successful enrollment and transfer for Hispanic or Latino students, completed Transfer-Level Math & English for male students, persistence from first primary to second primary term for Black or African American students and completion. The plan has activities and resources to support these goals that contribute to strategic enrollment management work.

In the Spring of 2023, a survey was conducted to determine the top SEM priorities for the next three years. The survey was distributed to the PIE Committee, SEM taskforce, and counselors and resulted in the following SEM priorities. Due to the size of these groups, these results represent individual's responses and can be used as one way to inform strategies, but is not comprehensive enough to be considered the collective voice of any of these groups.

Figure W2: Top SEM Priorities from the Spring 2023 Survey

*What are your top WCC SEM priorities for the college over the next three years?*



**Rank 1:** Design: Simplifying WCC academic programs to make them less complex and easier for students to complete by offering required classes more often.

**Rank 2:** Grow: Developing New Academic Programs paired with existing programs such as: Kinesiology/Soccer, Supply Chain/Business, Physics/Engineering, Plant Science/Cannabis/Brewing, Human Service/Promatora.

**Rank 3:** Promotion: Completing and promoting WCC program maps as part of the college's marketing efforts. (Current improvements in Marketing are in progress)

**Rank 4:** Modality: Developing a 9-week online offering sequence in some programs for re-engaging students and accelerating completion.

**Rank 5:** Matriculation: Student application support and onboarding/orientation.

**Rank 6:** Retain and Re-engage: Develop a staffing strategy to respond to early alerts and re-engage students who have stopped out of the college.

**Rank 7:** Grow: Developing New Academic Programs: Computer Science/Esports, Construction, Advanced Manufacturing.

**Rank 8:** Prune: Using the vitality process to sunset or invest in programs, degrees, certificates that are struggling.

**Rank 9:** Design: Expanding non-credit options, in general, to attract students to our programs

**Rank 10:** Culture: Change the impression of the minimum viable number for a course cancellation from 12-15 to 20.

Through student services, outreach activities, student supports, and digital resources, SEM is the foundation of engaging students and removing barriers to entry and completion at the college. This list below captures a sample of work added to the outreach portfolio:

- Express registration in person Saturday enrollment events at WCC and LCC
- ESOL & Spanish ECE enrollment events
- Parent nights
- VIP Registration events for all categorical programs
- Expanded virtual counseling and drop-in hours online and face-to-face (average 30 students per event)
- Social media, radio, and Spotify advertisements in English and Spanish
- Registration mailers
- Open houses during registration times
- Partnership promotions with the City of Woodland and Clearlake, including the use of banners and signage
- Acceptance letters to feeder school district seniors

Part of developing a college SEM plan is gathering an inventory of practices and initiatives, with a plan to collaborate and leverage these efforts to strengthen SEM efforts. This will be an ongoing process in the coming year as the activities provided are not comprehensive.

Additional sample practices that have been incorporated to our processes:

- Access to online appointments and services instead of only in person options
- Student-centered scheduling using dashboard data
- Delivery of instruction in multiple or rotating modalities where possible (including hyflex)
- Increased focus on experiential learning through College Core, LAEP, career center, and instructional activities (field trips, guest speakers, etc.)
- Career events that are sector/industry focused (natural resources, education, etc.)
- Caring Campus – Classified
- Self-service tools for student educational planning using guided pathways maps without an appointment
- Expanding basic needs services so that students can focus on learning
- Auto-awarding of degrees and certificates
- Degrees when due outreach for students close to completion
- Utilizing Canvas for messaging existing students about jobs, campus life and other relevant information

## **Section IV. Future SEM Projects**

During the Fall of 2022, the following future SEM Projects were identified:

### ***Develop Marketing Ecosystem***



- Website organized around pathways/meta majors (DO/Pathways Agreement in 2018)--In progress July 2023
- Record/publish current material on website, schedule, and new collateral available in English and Spanish—mostly completed July 2023
- Assess opportunity and resources needed to replace advertising/post-card/catalog mailers with a marketing strategy using customer segmentation and/or customer relationship management (CRM) tools

Actions: Fill WCC Marketing Specialist Position-completed April 2023, hire consultant to help develop the strategy with pathways/outreach team, and complete website redesign.

### ***Build Capacity to Work on SEM (Research/Management)***

- Permanent staffing for scheduler - Completed
- Authority for local admissions director to resolve timely matriculation issues
- Continue to explore strengths and opportunities of other SEM models that maybe adapted for YCCD and WCC's use. Engage in college-wide conversations. – In progress July 2023
- Adapt/create a model to share with college constituencies for feedback and continuous quality improvement. – In progress July 2023
- Develop/share district-wide enrollment in a uniform format, including context and key points as a basis for college conversation and analysis.
- Enhance research capacity to support the WCC SEM analysis.

Actions: Expand research support from Dean of Student Services & Institutional Effectiveness, research analyst, or DO research office collaboration. Attend EMA and draft model to share.

### ***Removing Institutional Barriers to Student Progress***

- Removed mandatory counseling prior to first-time student registration. - Completed
- California Virtual Campus (CVC) Teaching College status integration (Currently Home College and approved as Local Peer Online Course Review (POCR) college). – In progress, anticipated March 2024
- Relieving Previous Fees/Debt (Spring 2022 for student tuition terms Spring 2020-Spring 2021) - Completed
- Waitlist Management Tools for Faculty / Admissions - Completed
- Dual Enrollment Form Processing – Manual, pending electronic solution July 2023
- Auto awarding student degrees and certificates based on courses completed

Actions: Various IT and Registrar Improvements.

### ***Improving Onboarding and Retention***

- Updated online orientation with face-to-face Workshops embedded with pathways principles
- Continue to improve and assess the early alert process to improve student outcomes.
- Formal team development and training to respond to early alerts.
- Continued outreach on student re-engagement (Degrees When Due, etc.) – On going
- Assess Canvas and electronic resources and modalities to determine if students have the resources they need to progress in college.

Actions: HR and job description revisions to outreach and retention to create a team that can respond to early alerts and reach out to students who have left the college. Consider Guided Pathways teams and how that may enhance the process.

### ***Evaluation of SEM Activities***

- Determine how to assess, document and share outcomes of SEM activities.
  - Considerations: equity gaps, graduation, completion, the Student-Centered Funding Formula, resource requirements, sustainability, etc.
  - Include opportunities for leveraging resources and de-siloing efforts.
  - Share: SEM activities and outcomes for prior year each fall. How does that inform this year and planning for next year?
- Utilize assessments to broaden and condense SEM strategies as appropriate.
- Review SEM analysis in program review process and make recommendations to program review team as appropriate (should some parts of program review come to SEM, etc.).

Actions: SEM committee discussion, broader college discussions, SEM recommendations to PIE to update processes and documentation as appropriate, what is determined shared through participatory governance.

### ***On-going:***

- Continue with SEM related campus projects on professional development, equity, acceleration, dual enrollment, basic needs, athletics, zero-cost and low-cost marketing, guided pathways, textbooks, and pathways.
- Continue with SEM related district projects such as advocacy for hyflex accounting method, classroom hardware for distance education instruction, educational technology integrations (early alert, padlet, etc.), and HR support for evolving personnel support needs.

During the Fall of 2023, the following future SEM Projects were identified:

### ***Marketing & Outreach***

- Increase college presence at high schools and middle schools leveraging faculty and staff.
- Increase participation in open house from college instructional programs using pathways as a framework for engaging.
- Include Lake counselors in annual counselors workshop to improve information available and for relationship building and see if we can gain Lake counselor participation.

### ***Build Capacity to Work on SEM (Research/Management)***

- Use Annual Data to create conversation and awareness between faculty and administration. Goal prior to Fall 2023 program review deadline.
- Share Annual Data Sheet with SEM group. Gather feedback on what types of information should be shared and how it can be displayed best.
- Evaluate section offerings for day/time conflicts within general education categories and student attendance behaviors.

- Continue to explore strengths and opportunities of other SEM models that may be adapted for YCCD and WCC's use. Engage in college-wide conversations.
- Develop/share district-wide enrollment in a uniform format, including context and key points as a basis for college conversation and analysis.

### ***Removing Institutional Barriers to Student Progress***

- Review existing communications and planning. Look at EMA communication plan models to inform analysis. Consider including ability to text students.
- Guided pathways data review and plan for helping students who may be having issues progressing.
- Dual Enrollment Form Processing

### ***Improving Onboarding and Retention***

- Pilot FYE day experience "Eagles Welcome" and determine a way to scale up for all new students at Lake and Woodland. Colusa students can attend at the main campus.
- Explore leveraging online orientation to promote face-to-face Workshops embedded with pathways principles
- Continue to improve and assess the early alert process to improve student outcomes.
- Formal team development and training to respond to early alerts.
- Identify and improve onboarding bottlenecks (for instance work toward college driven versus student driven processes)
- Assess Canvas and electronic resources and modalities to determine if students have the resources they need to progress in college.
- Expand drop in counseling based on demand and scale services accordingly
- Legislation now requires high schools students must fill out FAFSA before completing their senior year. We hope to leverage our expertise in financial aid and outreach to support these events and provide information that may lead 4-year bound students to take summer classes and to show all others that WCC is a great place to attend.
- Evaluate different communication plans and adapt a plan for WCC. The plan should include strategic use of multiple modalities including texting students.