



DRAFT

**Strategic Enrollment Plan
2014-2017
Extended to 2020**

*Prepared by the
Office of Planning, Research & Institutional Effectiveness
On behalf of the
2018 PBC Enrollment Task Force*

Updated September 2018

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Introduction

The purpose of this Strategic Enrollment Plan (2014-2017), updated in fall 2018 for a period of 15 months (through spring 2020), for Cañada College is to:

- **Establish Comprehensive Enrollment Goals** – number and types of students needed to accomplish mission
- **Promote Institutional Success** – access, transition, persistence, and graduation (completion) through effective data driven strategic and financial planning
- **Strengthen Internal and External Communications** – strategic marketing
- **Increase Campus Collaboration** – among programs to accomplish mission

Source: AACRAO (2009) Applying Strategic Enrollment Management at the Community College. Washington DC.

The Strategic Enrollment Plan (SEP) was developed using the mission, vision, values, strategic directions and objectives from the Educational Master Plan 2017-2022 (EMP), as well as information from the College Integrated Plan. In addition, this Strategic Enrollment Plan (SEP) incorporates the goals set forth by the Board of Trustees for the San Mateo Community College District in 2015.

District Strategic Goals

- Develop and Strengthen Educational Offerings, Interventions, and Support Programs that Increase Student Access & Success
- Establish And Expand Relationships With School Districts, 4-year College Partners, And Community-based Organizations To Increase Higher Education Attainment In San Mateo County
- Increase Program Delivery Options, Including the Expanded Use of Instructional Technology, to Support Student Learning and Success
- Ensure Necessary Resources Are Available To Implement This Strategic Plan Through Sound Fiscal Planning And Management Of Allocations. Protect Community-supported Status And Undertake The Development Of Innovative Sources Of Revenue That Support Educational Programs Beyond That Which Is Available From Community And State Allocations.

College Mission, Vision and Values

Mission

Cañada College provides our community with a learning-centered environment, ensuring that all students have equitable opportunities to achieve their transfer, career/technical, and lifelong learning educational goals. The college cultivates in its students the ability to think critically and creatively, communicate effectively, reason quantitatively, and understand and appreciate different points of view within a diverse community.

Vision

Cañada College is committed to being a preeminent institution of learning, renowned for its quality of academic life, its diverse culture and practice of personal support and development, extraordinary student success, and its dynamic, innovative programs that prepare students for the university, the modern workplace, and the global community.

Values

- Transforming Lives
- High Academic Standards
- Diverse and Inclusive Environment
- Student Success in Achieving Educational Goals
- Community, Education, and Industry Partnerships
- Communication and Collaboration
- Engaging Student Life
- Accountability
- Sustainability
- Transparency

College Strategic Goals

The College updated its strategic goals in its 2017-2022 Education Master Plan:

Student Completion/Success

To provide educational and student services programs that help students meet their unique academic goals; minimize logistical and financial barriers to success; and highlight inclusivity, diversity and equity.

Community Connections

To build and strengthen collaborative relationships and partnerships that support the needs of, reflect and enrich our diverse and vibrant local community.

Organizational Development

To invest institutional resources on the structures, processes and practices that focus on a diverse student and staff population, promote excellence, equity, inclusion and transformative learning.

Process for Updating the Strategic Enrollment Plan to 2020

The Planning and Budgeting Council, at its meeting on September 5, 2018, appointed a new Enrollment Management Task Force with membership similar to that which developed the previous plan. It included:

VP of Instruction	Dr. Tammy Robinson	Academic Senate President	Hyla Lacefield
Dean of Counseling	Max Hartman	Professor	Paul Naas
Dean of PRIE	Dr. Karen Engel	Classified Senate President	Jeanne Stalker
		Vice President of Student Services (interim)	Dr. Char Perlas

Most of these Task Force members participated in a Districtwide Enrollment Management Summit with Gary Fretwell of Ruffalo, Noel, Levitz on September 11, 2018. At this Summit, the Task Force learned that the development of a strategic enrollment plan (SEP) and the structures that support it effectively can take 12-18 months. For this reason, the Task Force recommends to the Planning & Budgeting Council that the College update and extend its current SEP while it develops new structures that can support continuous, effectively, strategic enrollment management practices, and adopt a new SEP in spring 2020.

To inform its recommendations and update this Plan, the Task Force relied on data collected during the College’s Education Master Planning process [here](#) as well as by updating the data that was originally included for consideration in the 2014-17 SEP. That historical data can now be found at the end of this report.

Other college plans referenced reviewed to inform this plan update include:

- Educational Master Plan 2017-2022
- Cañada College Integrated Plan 2017-2019
- SMCCCD Strategic Plan 2015-2020
- Board of Trustees Goals 2015-2020

Key Changes in Enrollment since 2014-17 Plan

- The number of full time equivalent students (FTES) has continued to drop to its lowest level in 18 years.
- The number of full time equivalent faculty (FTEF) is at the lowest level in 18 years.

	HIGHEST LEVEL (YEAR)*	LOWEST LEVEL (YEAR)*	2018 LEVEL*
FTES	2,299 (2009)	1,799 (2000)	1,570
FTEF	117 (2011)	104 (2004)	103
NUMBER OF SECTIONS	730 (2000)	588 (2004)	434

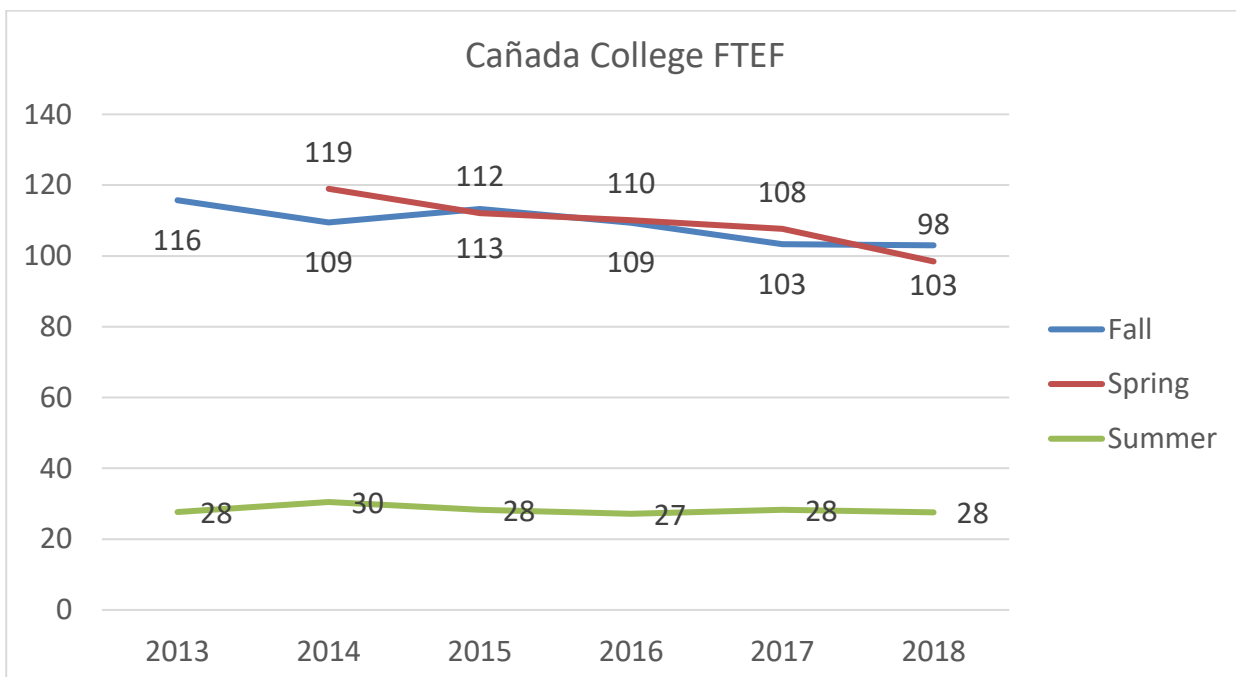
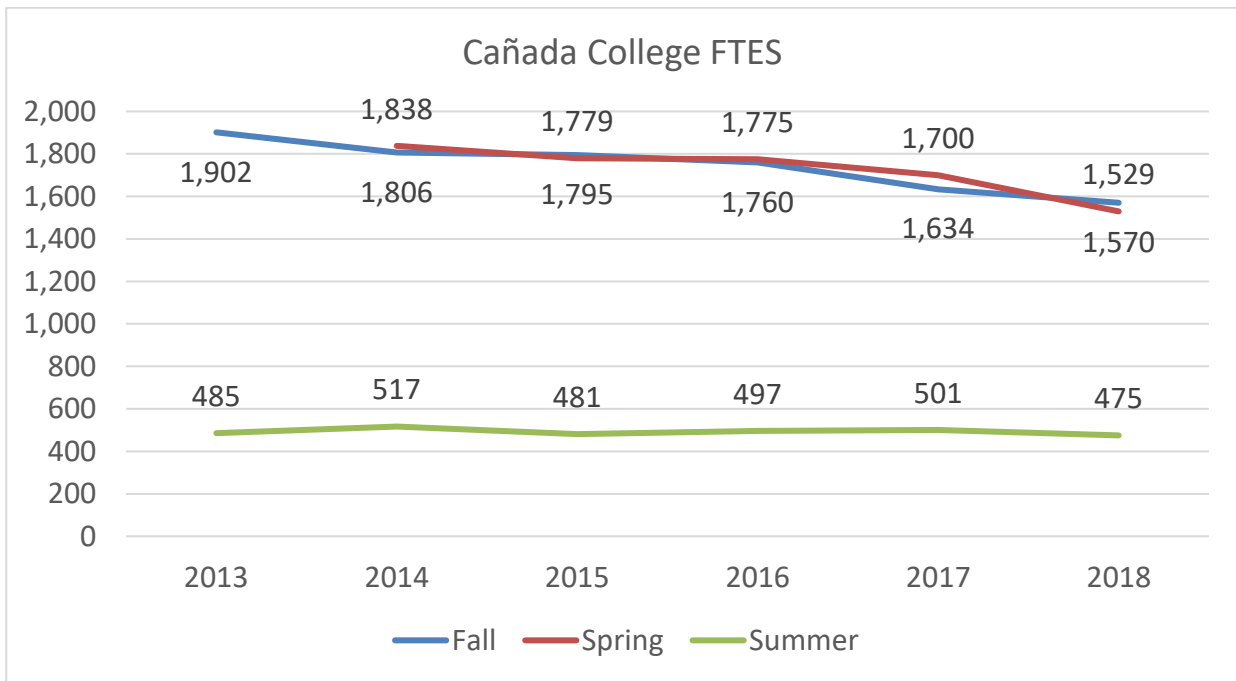
*Fall Terms only

- The number of international students enrolled at Cañada as a home campus has seen declines in recent years, despite increases at the other SMCCCD colleges during the same period. After reaching a peak of 159 during the 2016-17 academic year, the number of international students fell to 137 in 2017-18. Cañada’s international student population remains a fraction of that of its sister colleges (CSM: 776; Skyline: 273 in Fall 2018 – compared to 117 at Cañada).
- Despite the drop in overall FTES of 17% between fall 2013 and fall 2018, the number of first-time students has only declined by 4% over the same time frame. A recent surge in fall 2018 is likely thanks to the College Promise Scholars program.
- The number of returning students dropped 37% from fall 2013 to fall 2018.
- Enrollment in online and hybrid courses continues to climb dramatically, with corresponding high productivity rates. Success rates in distance education courses has, overall, kept pace with face-to-face classes – but there is high variability between courses and across sections that should be explored.
- Career Education program offerings have grown with a Marketing certificate and AS degree program newly approved by the State and active in the fall 2018 course schedule, an AD-T in Human Services, a 100% on-line paralegal degree program, a new, accelerated Business Online Academy. Under development: video game developer certificate; home staging certificate; and expanding Early Childhood Education’s (ECE) youth and afterschool services certificates as part of the region’s teacher preparation pipeline
- Black Non-Hispanic and Hispanic students are still under-represented in the successful student group as measured by overall course completion rates during the 2017-18 Academic Year.

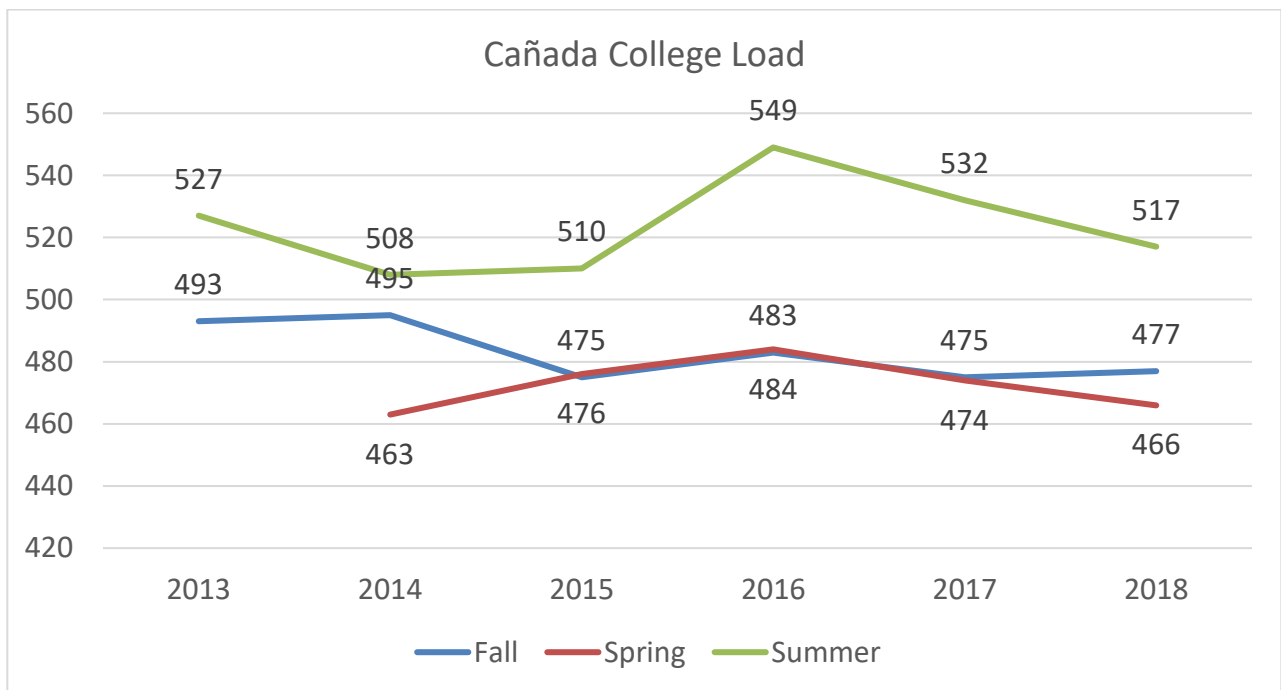
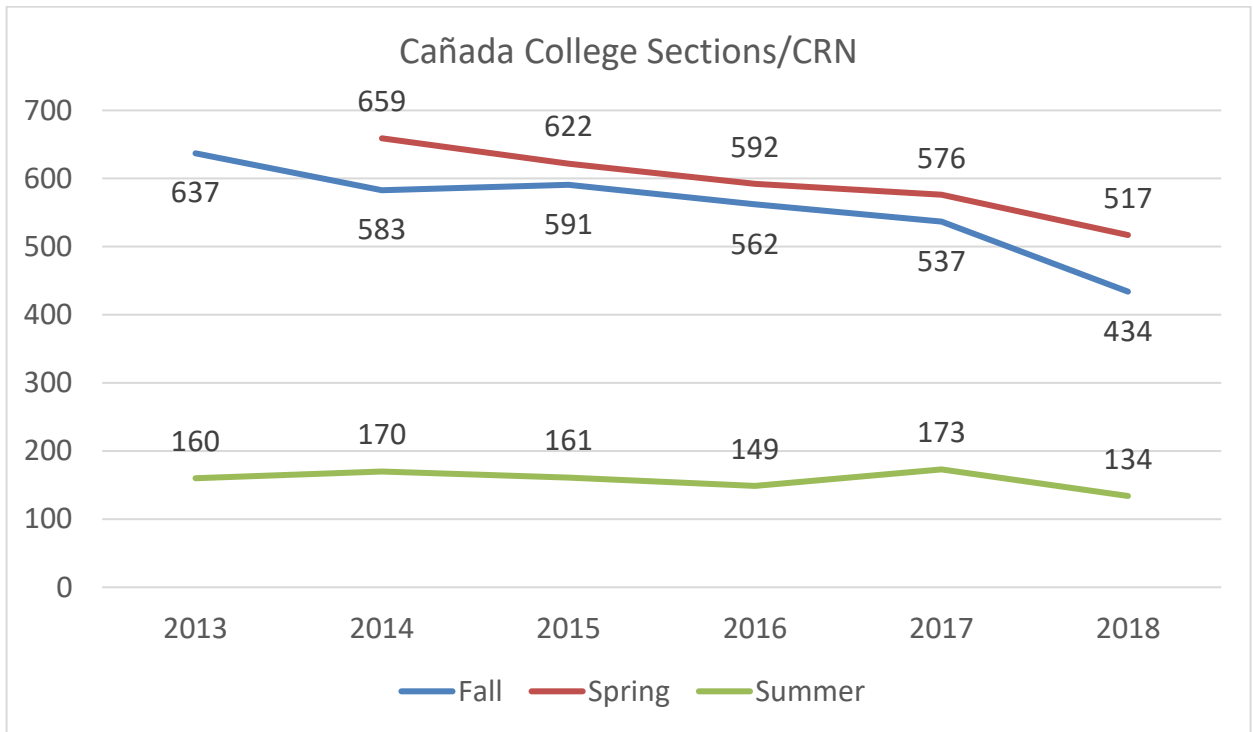
Updated Enrollment Trend Data (2013-18)

Historical enrollment data from the previous Strategic Enrollment Plan (SEP) can be found at the end of this updated plan. The charts listed here are updated to reflect data from the 2013-2018 Academic Years with some elements updated to Fall 2018.

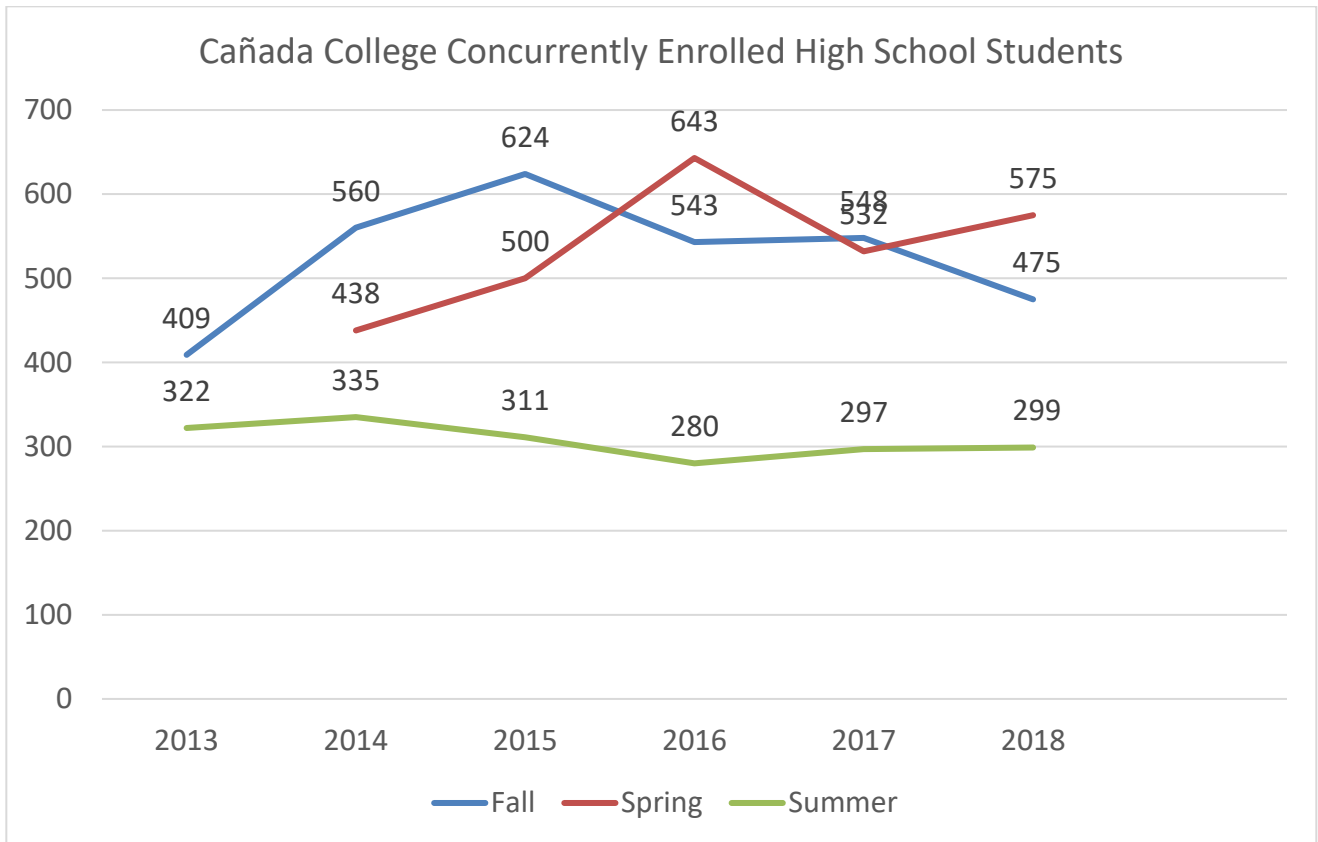
FTES, FTEF, Sections and Load at Cañada College (2013-18)



Cañada College Strategic Enrollment Plan

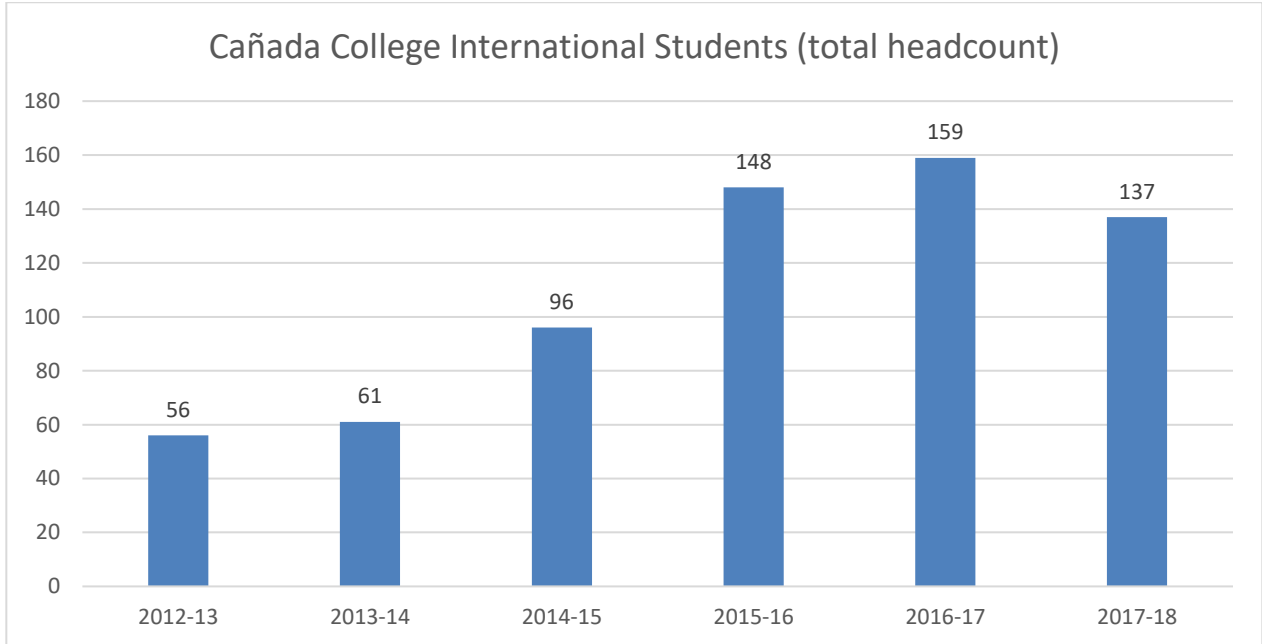


Concurrent High School Enrollment (2013-2018)



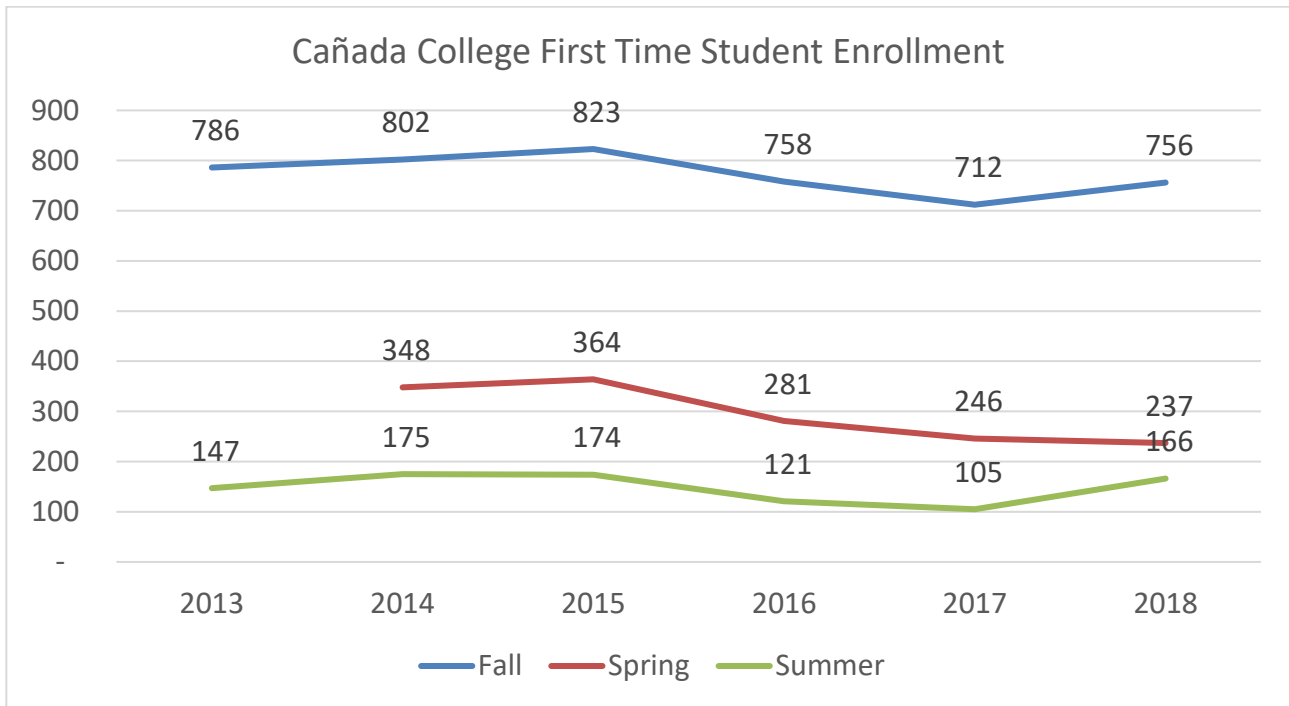
International Student Enrollment (2013-2018)

REVISED: International Students are identified by home campus and by those who have an I-20 visa. Only students enrolled in credit courses are counted.



First-Time Student Enrollment (2013-2018)

NEW DATA: In fall 2018, the College Promise Scholars program recruited more than 300 additional first-time students to Cañada who are not reflected in the chart below. Prior to this program, the number of first-time students enrolling has been dropping.



Enrollment by Student Type in fall 2018

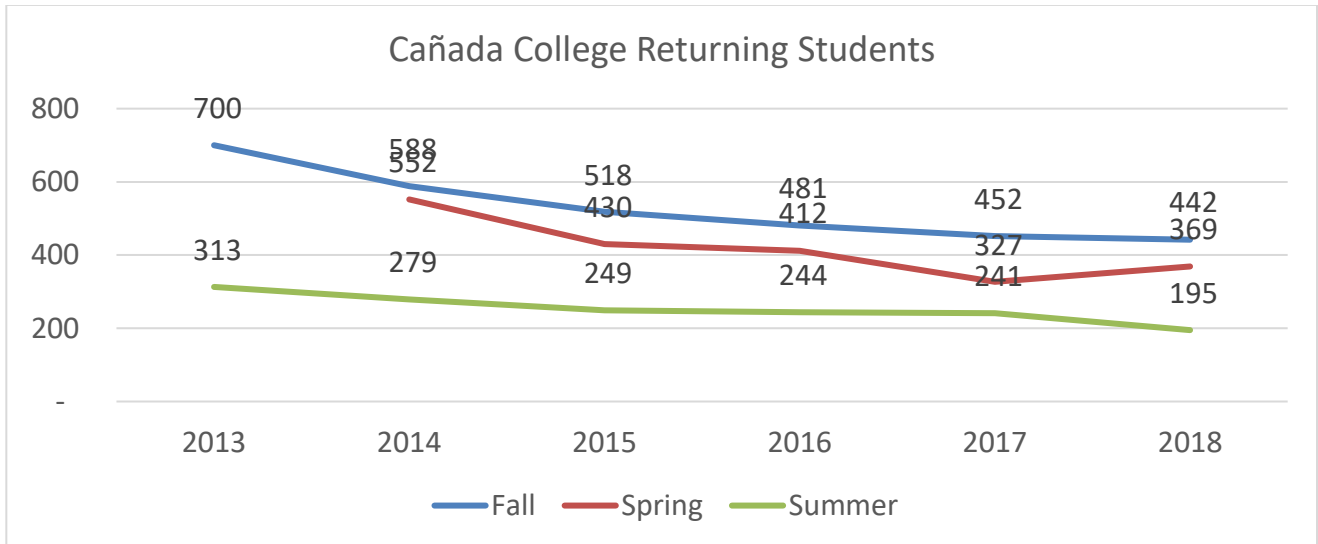
NEW DATA: Thanks to the College Promise Scholars program and other outreach efforts, the number of first-time students jumped up to 756 this fall – with the majority of them (59%) enrolling as full time students.

Fall 2018	Credit Range				TOTAL Students
	0.5 - 5.9	6 - 8.9	9 - 11.9	12+	
Student Type					
Continuing Student	967	837	619	1,363	3,786
First-Time Student	160	66	88	442	756
First-Time Transfer Student	166	86	49	106	407
Not Applicable, Currently K-12	272	64	123	16	475
Returning Student	242	93	41	46	422
Returning Transfer Student	143	82	41	37	303
SVIEP Student	0	0	0	4	4
Total by COLUMNS	1,950	1,228	961	2,014	6,153

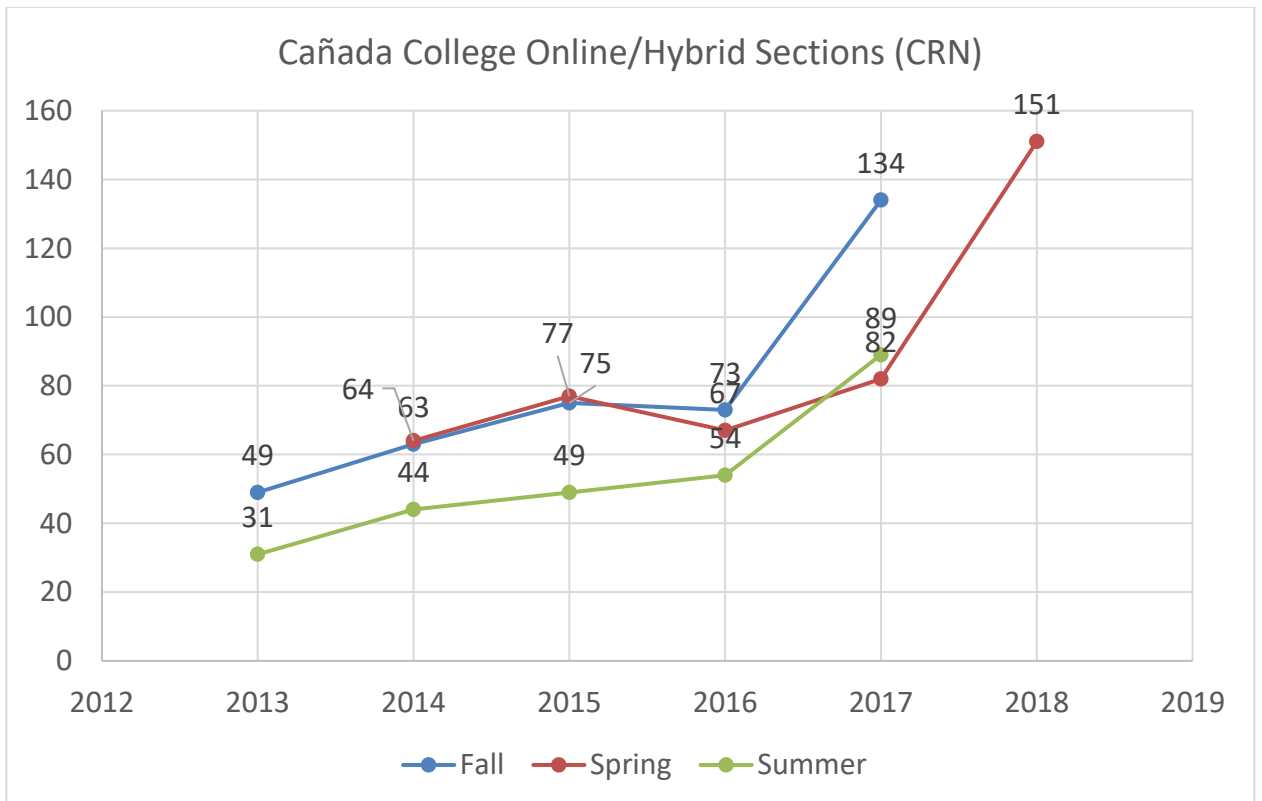
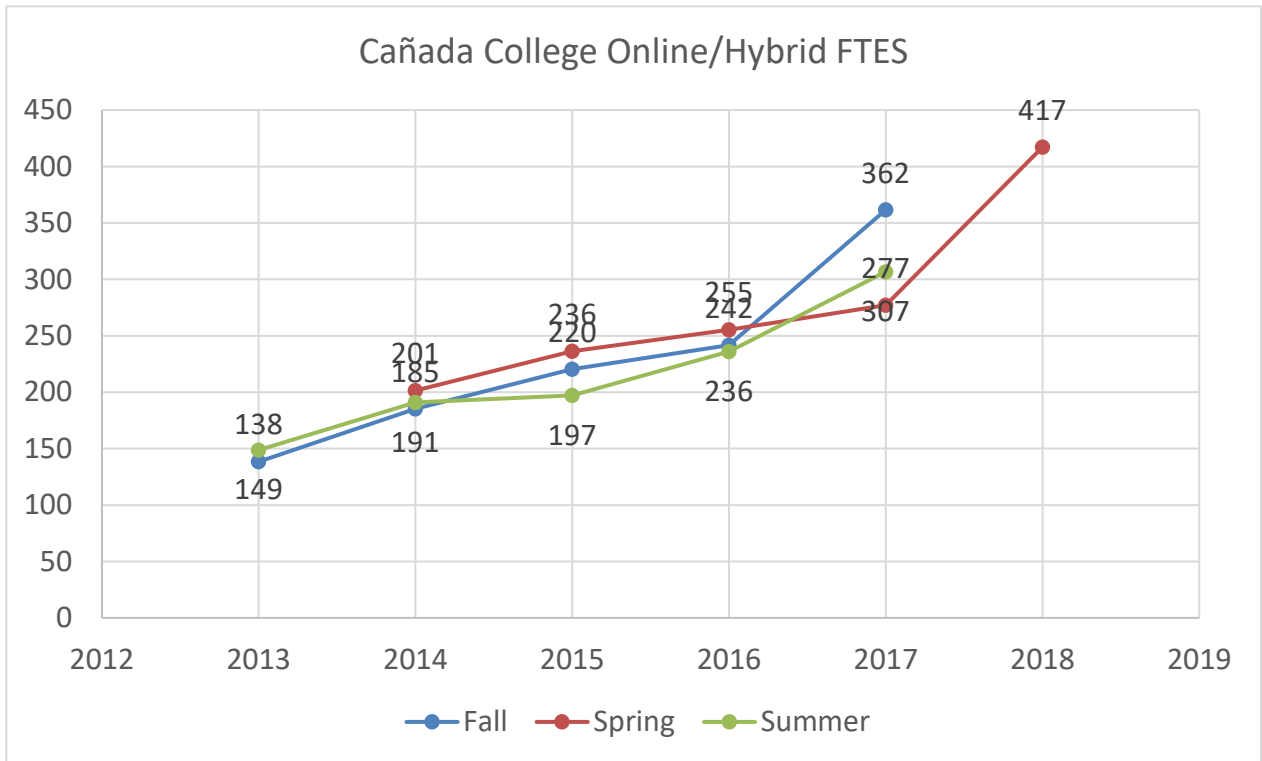
Returning Student Enrollment (2013-2018)

Cañada College Strategic Enrollment Plan

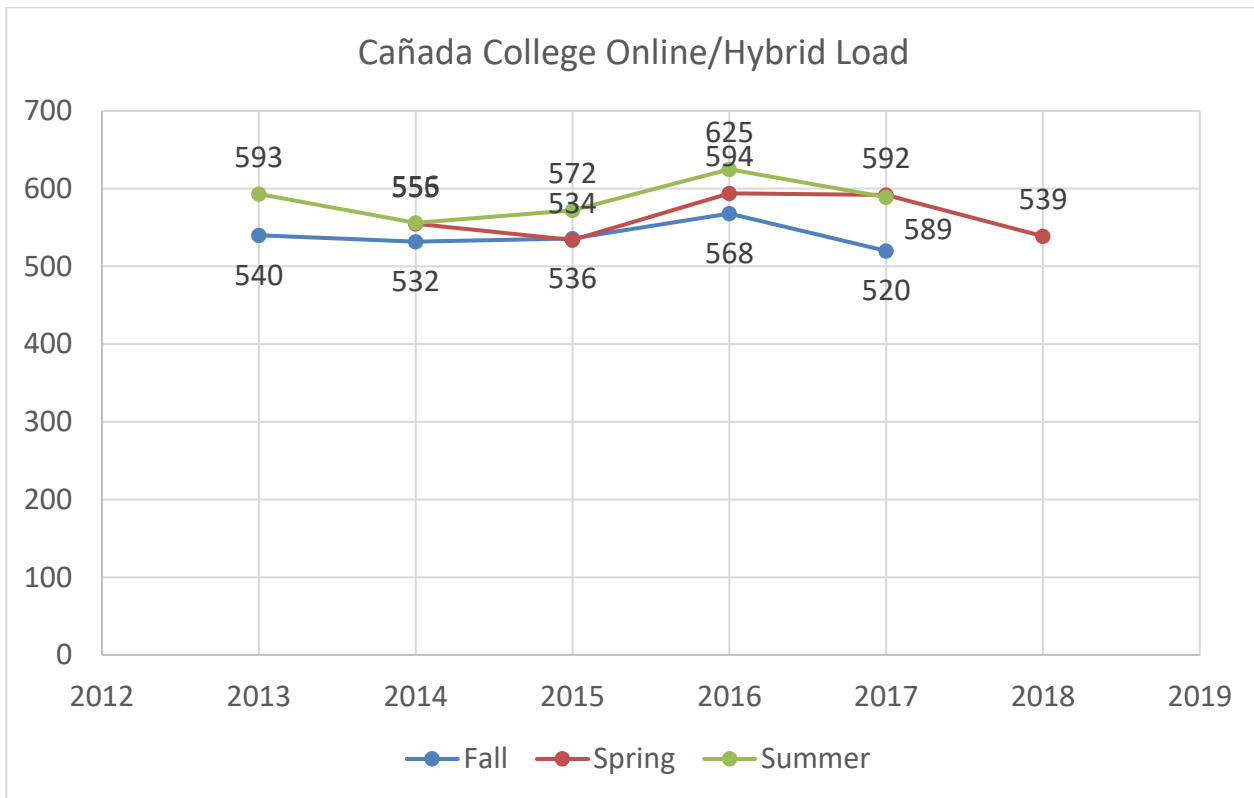
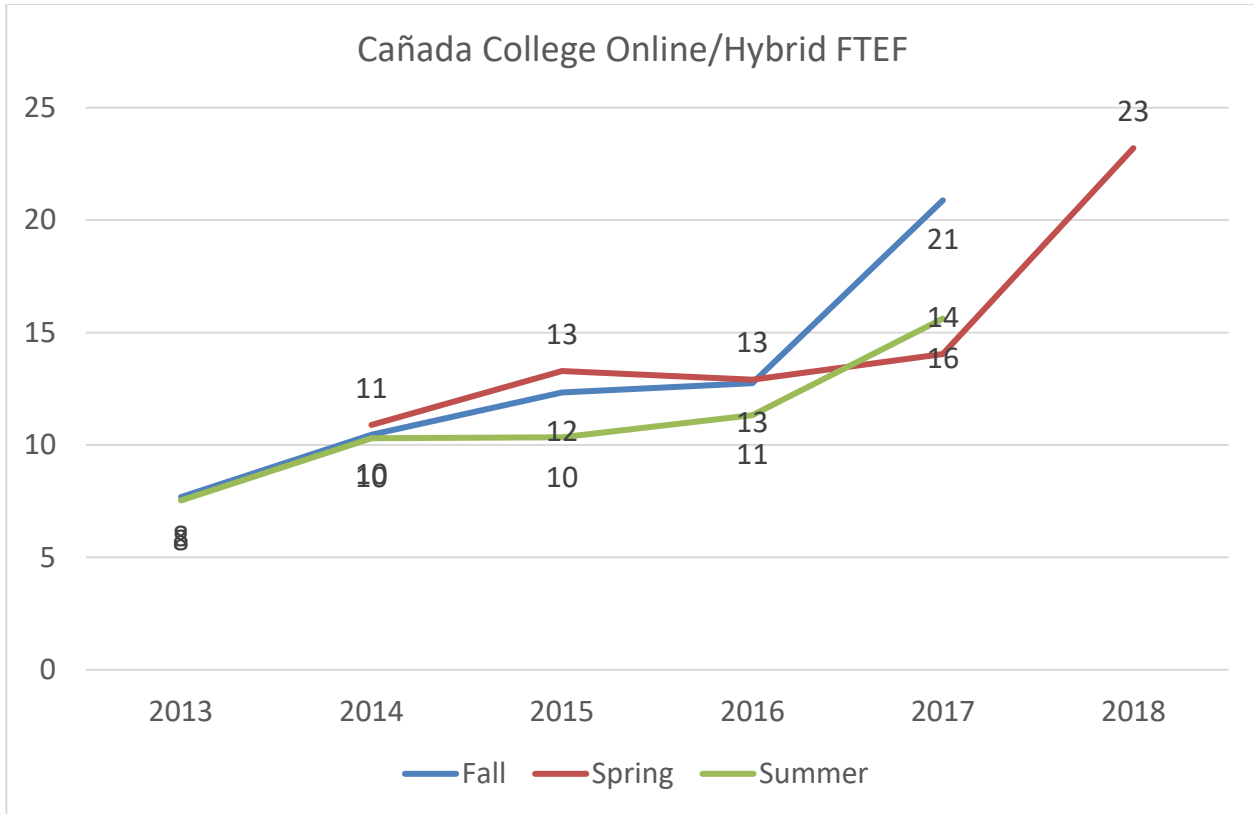
NEW DATA: The number of returning students enrolling at Cañada has fallen precipitously over the last 5 years. Fall enrollment has dropped 37% between 2013 and 2018. Spring enrollment dropped 33%.



Distance Education Enrollment (2013 – 2018)



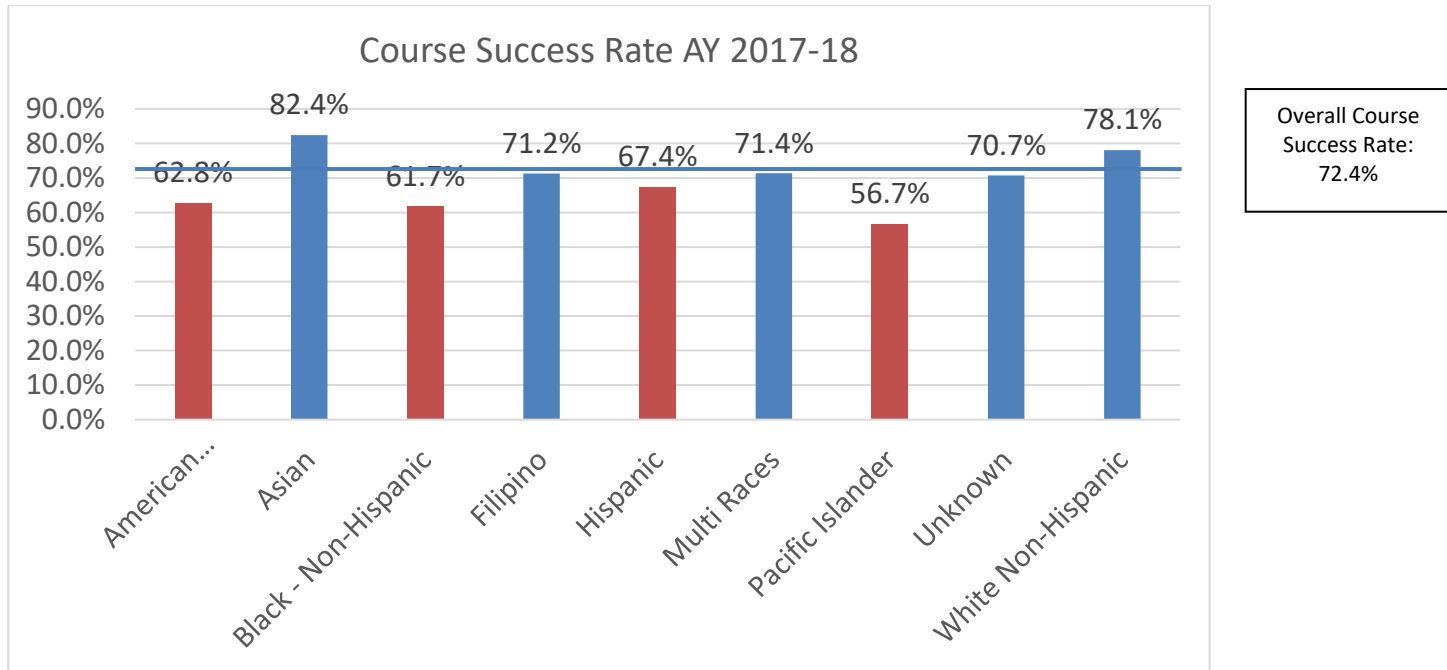
Strategic Enrollment Plan



Student Success Data

One of the significant goals of the 2014-2017 SEP was to increase the success of Cañada’s Black and Hispanic students. Course success rate data from the 2017-18 Academic Year reveals that Hispanic and Black Non-Hispanic students are still under-represented in the successful student group.*

Course Success

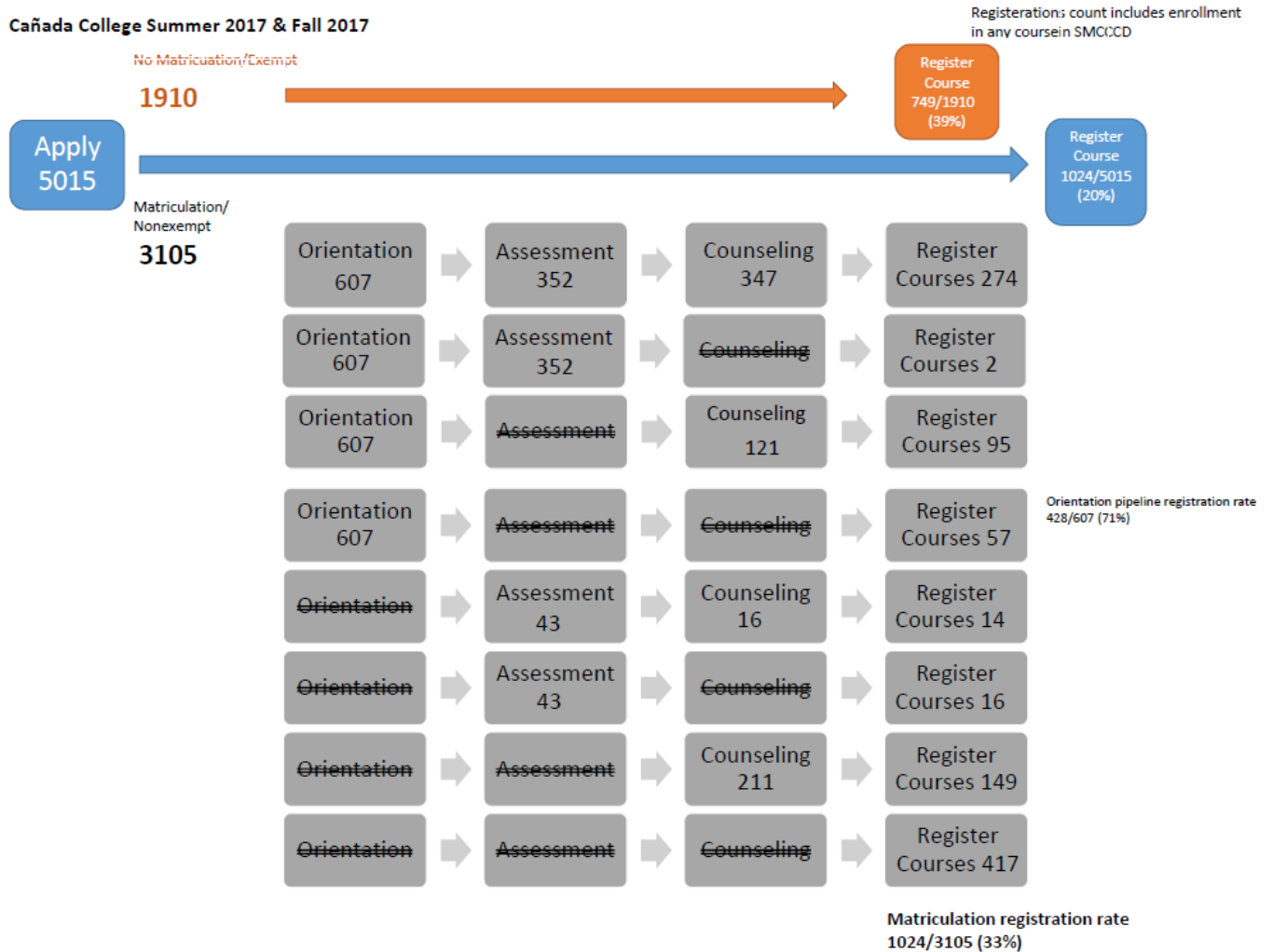


*Note: American Indian and Pacific Islander sub-populations are subject to a margin of error greater than the Percentage Point Gap between their success rates and that of all students.

Strategic Enrollment Plan

New Student Enrollment Pipeline Data (Summer/Fall 2017)

The Matriculation Pipeline data have been updated to show 2017 student flow. The environment in which the College is operating has changed. The College has struggled to meet its metrics and must re-evaluate its matriculation goals. See below.



Updated Enrollment Strategies from fall 2018 – spring 2018

Enrollment Trends Strategies for 2018-2020:

In order to mitigate the negative enrollment trends that we are now experiencing, the college will:

1. Review enrollment data regularly and set section- and program-specific enrollment/load targets.
2. Regularly analyze course scheduling and delivery modes.
3. Establish criteria for course scheduling.
4. Increase the percentage of current high school students enrolled at Cañada.
5. Increase the percentage of international students enrolling at Cañada College.
6. Increase the Distance Education course sections, especially in Career Education.
7. Increase late-start DE and non-DE offerings.
8. Offer online certificate and/or degree programs.

Community Strategies for 2018-2020:

1. Maintain and develop additional academic pathways that lead to job training or transfer in specific fields.
2. Incorporate Cañada's proximity, course selection and affordability into our marketing materials.
3. Promote our college as a community resource specifically tied to the enhancement of the cultural, intellectual and physical well-being of our local residents.

Student Success Strategies for 2018-2020:

1. Increase the success of our Black and Hispanic students.
2. Increase the percentage of students who enroll in transfer level math, English and ESL and provide appropriate instructional supports based on multiple placement measures.
3. Monitor and maintain current College Benchmark (2012/2013) student success rates (63%) in DE courses and initiate research to understand why students are not successful.

Student Demographic Strategies for 2018-2020:

1. Fully implement and scale College Promise Scholars program and all high school outreach efforts.
2. Increase by at least 5% each fall, the percentage of service area High School graduates enrolling at Cañada College.
3. Conduct research to identify the percentage of high school graduates that directly enter four-year institutions, bypassing the community college, and the percentage that are not pursuing any form of higher education.
4. Continue to support evening and weekend course offerings and the expansion of the College for Working Adults.

Instructional Program Offerings & Labor Markets Strategies for 2018-2020:

1. Increase Career Education program offerings based on regional needs and labor market data.
2. Enhance the College's ability to help students explore career options and find sustainable, long-term employment.

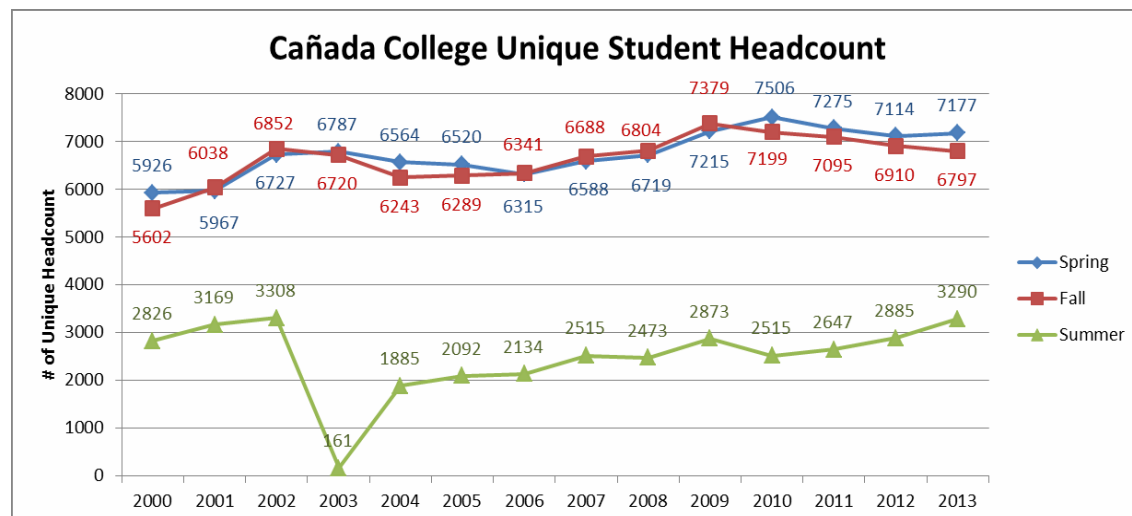
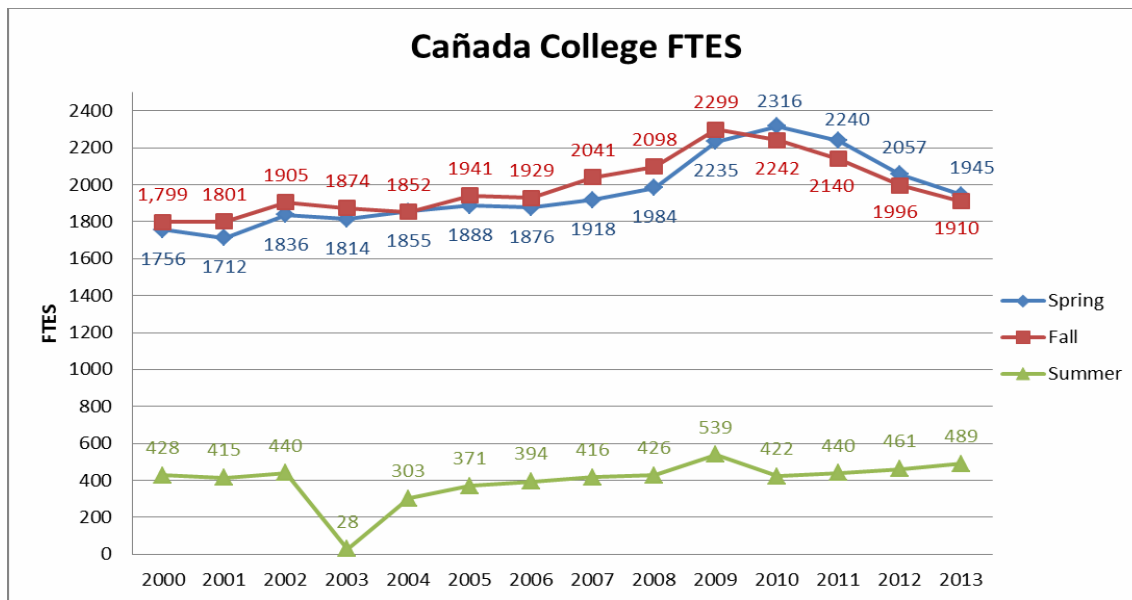
New Student Enrollment Pipeline Strategies for 2018-2020:

1. Increase baseline Summer/Fall Application to Orientation percentages from 20% to 40% (goal was 27% to 40%, but the percentage actually dropped to 20% (607/3105)).
2. Increase baseline Summer/Fall Application to Registration percentages from 33% to 65% (goal was 58% to 65%, but the percentage actually dropped to 33% (1024/3105)).
3. Increase baseline Spring/Summer/Fall Orientation to Registration percentages from 71% to 90% (goal was 81% to 90%, but the percentage actually dropped to 71% (428/607)).

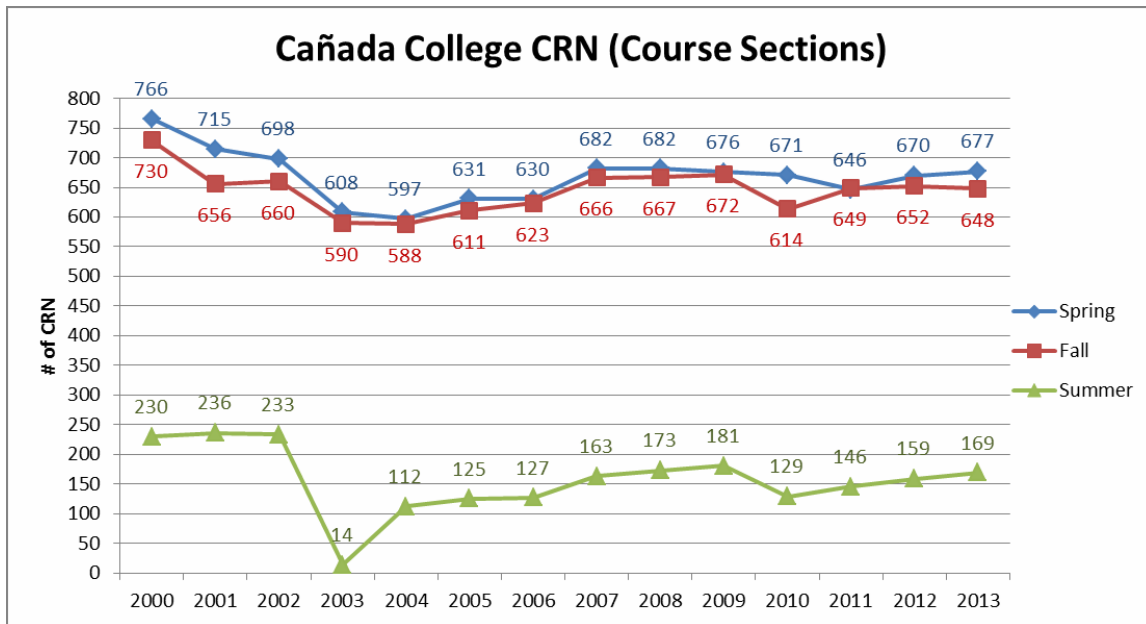
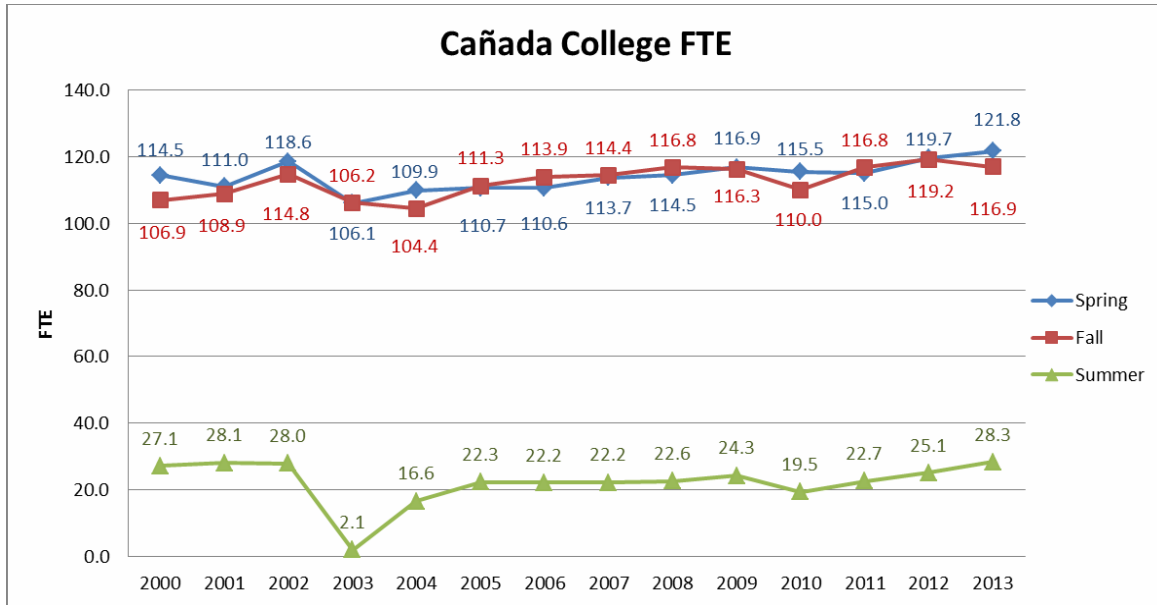
Related Data, Plans and Resources

- A. Education Master Plan 2017-2022 and related data: <https://canadacollege.edu/emp/emp-data.php>
- B. Program Review and program data: <https://canadacollege.edu/programreview/datapackets.php>
- C. 2017-19 Integrated Plan: Basic Skills Initiative, Student Equity, and Student Success and Support Program:
https://canadacollege.edu/aces/docs/Canada%20Integrated%20Plan_BOT%20Report_11.21.17.pdf
- D. San Mateo Community College District Strategic Plan and related metrics:
<https://smccd.edu/strategicplan/>

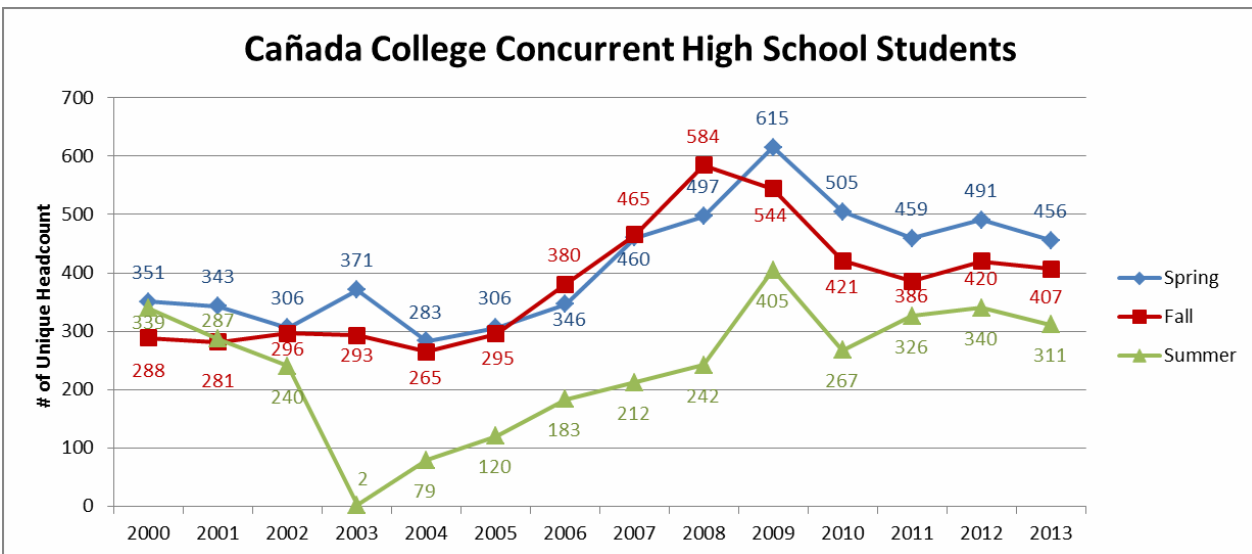
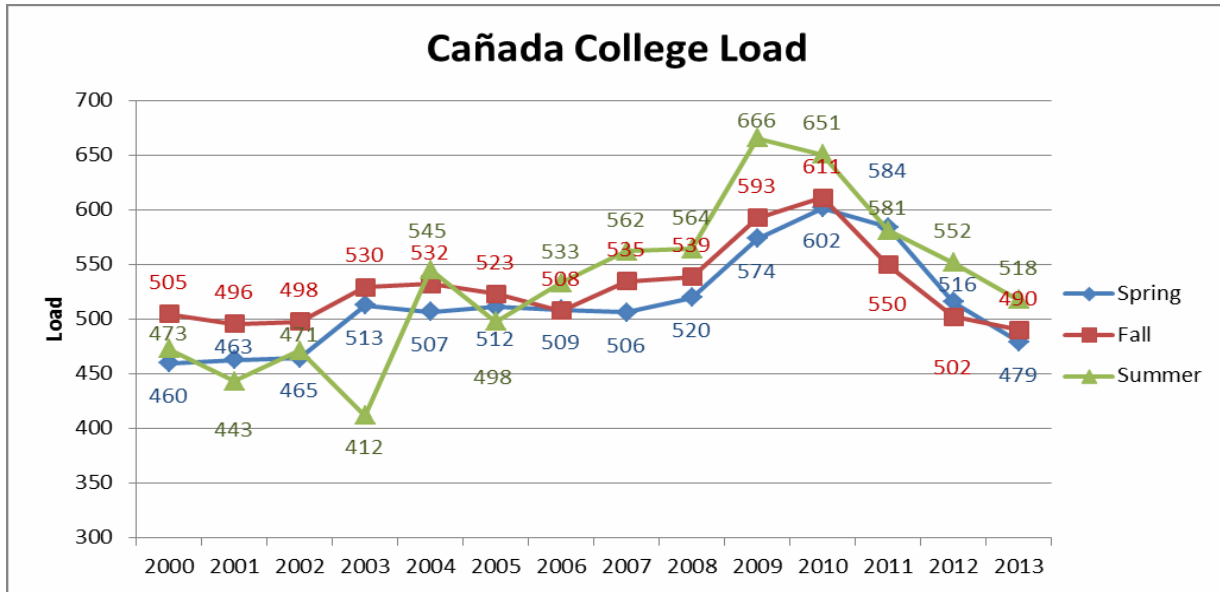
Historical Data Charts (from 2013-2017 SEP)

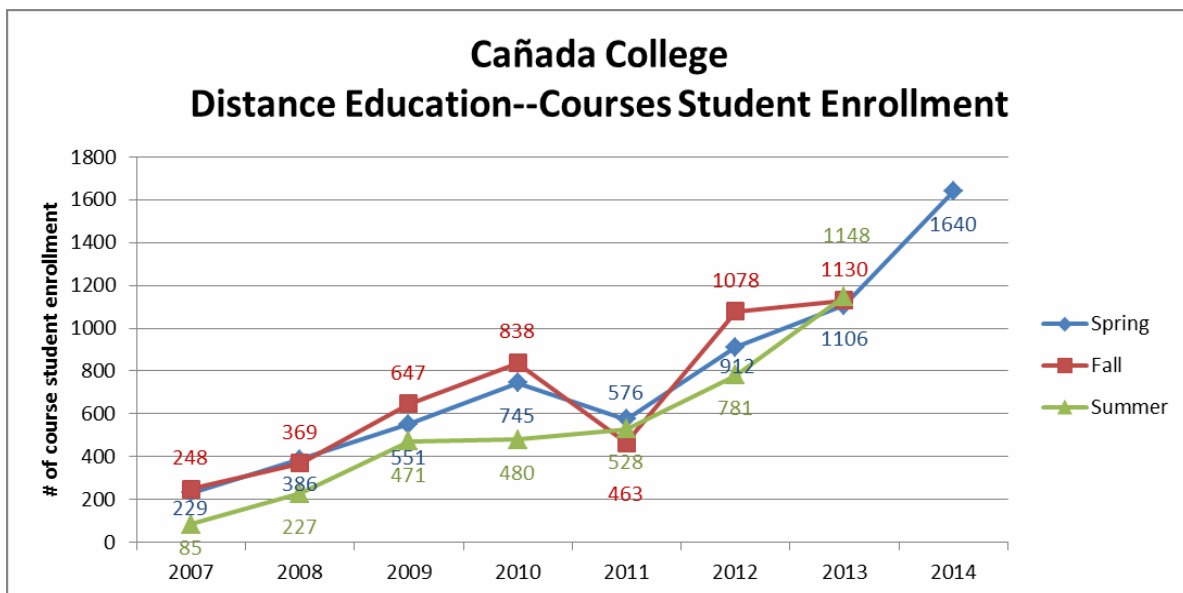
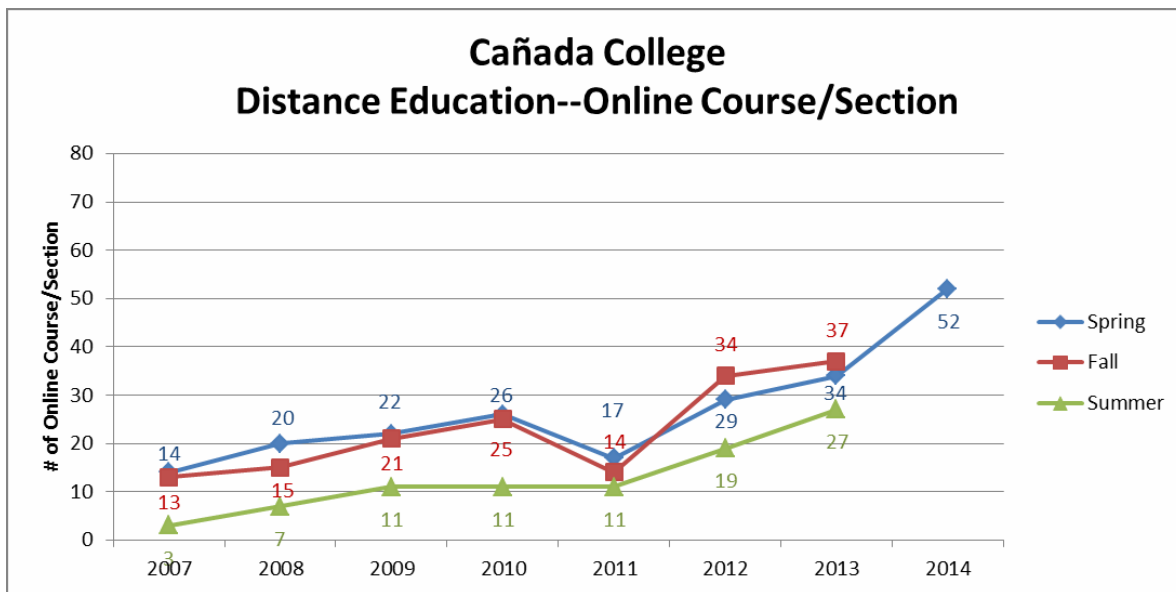
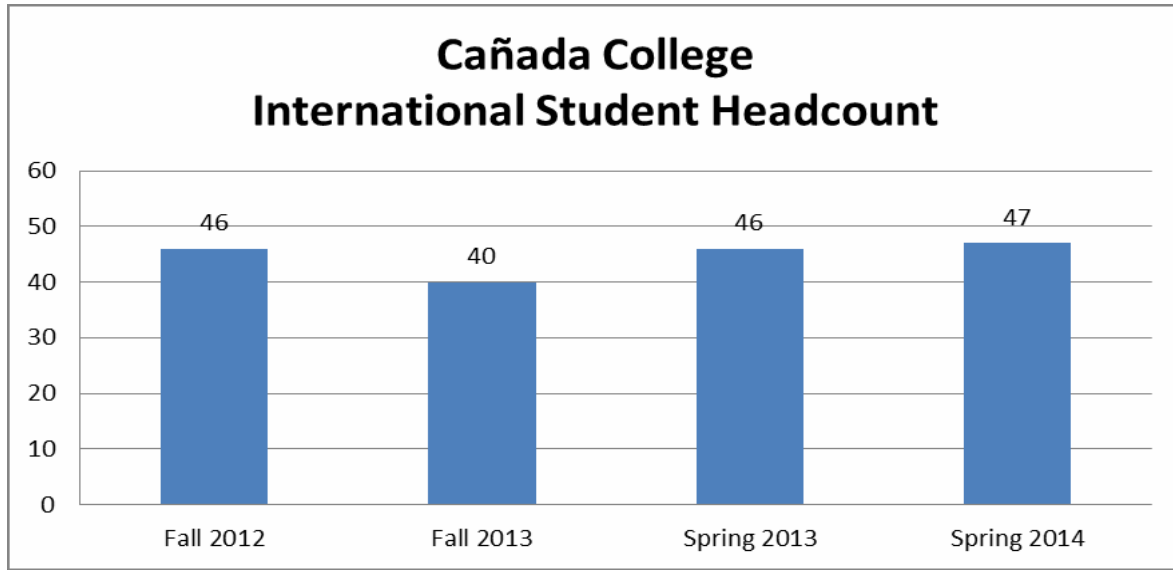


Strategic Enrollment Plan



Strategic Enrollment Plan





Strategic Enrollment Plan

Summer 2013 and Fall 2013

