Enrollment Management Plan: 2009/10 to 2012/13
Enrollment Management Planning Committee
Status Report

Goal #1: College of San Mateo will develop a comprehensive marketing plan linked to the Educational Master Plan that targets the community at large, promotes CSM as a first choice transfer institution, and is integrated into other strategic planning efforts.

Objective #1: Develop, maintain and publish a comprehensive Marketing & Outreach calendar (only activities lead by Community Relations and Marketing).

Action Steps	Proposed Timeline	Actual Timeline	Completed	In Progress	Suspended	No Action	Comments
1.1.1 Derive and summarize current marketing and outreach activities from staff. Includes on-campus activities, production and graphic projects, high school outreach, community outreach and general institutional marketing.	Ongoing		X				The CR & Marketing calendar is completed and available for viewing on the CR & Marketing website: http://collegeofsanmateo.edu/marketing/calendar.asp.
1.1.2 Review and refine data into a calendar format with 'major benchmarks' – beginning and ending timeframes.	Ongoing		X				The review takes place quarterly.
1.1.3 Implement and maintain calendar via an on-line technology and post to the department web site.	Ongoing		X				The calendar is available for online viewing at: http://collegeofsanmateo.edu/marketing/calendar.asp.

Goal #1: College of San Mateo will develop a comprehensive marketing plan linked to the Educational Master Plan that targets the community at large, promotes CSM as a first choice transfer institution, and is integrated into other strategic planning efforts.

Objective #2: Enhance and expand *transfer awareness to the community via targeted marketing materials and further develop transfer events.*

Action Steps	Proposed Timeline	Actual Timeline	Completed	In Progress	Suspended	No Action	Comments
1.2.1 Design and develop a high quality transfer view brochure.	Dec 2010			X			Currently have transfer brochure in place. This brochure needs to be upgraded to a glossy, high resolution marketing effort. Timeline for that is June, 2012.
1.2.2 Setup working group meetings with transfer and outreach staff to determine best practices for the development of transfer activities and/or events	Dec 2010			X			The timeline should be changed to "ongoing". Mike: Can you add activities that are currently taking place?

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Goal #2: Develop a means by which to comprehensively coordinate all institutional marketing efforts and track and evaluate their overall effectiveness.

Objective #1: Utilize one centralized, calendar of all campus marketing and outreach activities.

Action Steps	Proposed Timeline	Actual Timeline	Completed	In Progress	Suspended	No Action	Comments
2.1.1 Create inventory of all marketing efforts utilized throughout the various departments and divisions throughout the college.	Spring 2011			X			Campus continues to show heightened confidence in products and efforts coming from the Marketing Dept, which slowly is becoming culturally embedded in the campus community. The word "inventory" should be changed to "audit".

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Goal #2: Develop a means by which to comprehensively coordinate all institutional marketing efforts and track and evaluate their overall effectiveness.

Objective #2: Use research based methods to evaluate effectiveness of marketing and outreach activities.

Action Steps	Proposed Timeline	Actual Timeline	Completed	In Progress	Suspended	No Action	Comments
2.2.1 Conduct focus groups with both internal and external audiences for data collection to determine marketing effectiveness.	Spring 2011					X	Not sure whether this focus group is a priority for PRIE which has been inundated with extreme workloads.
2.2.2 Compile data from focus groups to determine marketing effectiveness	Spring 2011					X	Not sure whether this focus group is a priority for PRIE which has been inundated with extreme workloads.
2.2.3 Analyze data gathered from focus groups to determine marketing effectiveness.	Spring 2011					X	Not sure whether this focus group is a priority for PRIE which has been inundated with extreme workloads.

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Goal #3: College of San Mateo will establish a comprehensive, responsive recruitment process that responds to the community and the emerging and changing industry needs.

Objective #1: *Collect and analyze data that identifies student and community needs related to courses and related to course scheduling.*

Action Steps	Proposed Timeline	Actual Timeline	Completed	In Progress	Suspended	No Action	Comments
3.1.1 Develop a "Think Tank" consisting of a faculty/staff/advisory group to evaluate, assess and anticipate emerging trends based on environmental scan information contained in the E.M.P.	Spring 2011					X	Need to have a refresh of EMP data to accurately assess the emerging trends.

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Goal #3: College of San Mateo will establish a comprehensive, responsive recruitment process that responds to the community and the emerging and changing industry needs.

Objective #2: *Review current outreach plans, processes and resources to determine the most efficient methods of delivery as well ensuring the appropriate outreach audiences are being supported.*

Action Steps	Proposed Timeline	Actual Timeline	Completed	In Progress	Suspended	No Action	Comments
3.2.1 Create a working group to discuss current relationships with middle school and high school students, instructors and parents. Based on review and research determine and confirm needs of the High School and Middle School community.	Fall 2010					X	FTES/concurrent enrollment spigot has been turned off now that the college is over cap. We still need to conduct outreach efforts in case spigot is turned back on and we are in the mode of chasing FTES.
3.2.2 Continue to provide President and Faculty speaking engagements for Middle and High Schools.	Fall 2010		X				This is an ongoing process. (President Speaks engagements were initiated Fall 2008 and are conducted annually).

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Goal #4: Develop responsive strategies to support student retention by encouraging student participation in the matriculation process.in terms of student matriculation follow-up, basic skills and transfer.

Objective #1: Enhance the college enrollment and matriculation process by providing information and support to assist students to define and achieve their educational goals.

Action Steps	Proposed Timeline	Actual Timeline	Completed	In Progress	Suspended	No Action	Comments
4.1.1 *Provide a new orientation model (College Orientation and Course Selection Workshop) required of all new and returning matriculating students that is designed with consideration for student academic readiness and includes essential information for college planning and course selection.*	Summer /Fall 2010		X				Increased participation rate in summer group counseling sessions (Marsha: Please include data if you have it)
4.1.2 *Conduct group counseling opportunities (Goal Focus Groups) for students which provide essential introductory information for targeted educational goals (i.e., transfer, associate degree, vocational certificates, undecided students, reinstatement guidance, special majors).*	Summer /Fall 2010		X				Model set up but not maximized. Needs re-evaluation to be more productive and more efficiently utilized. Participation rates were meager.
4.1.3 *Launch a campaign to generate information to both students and instructional faculty about the use and value of student success services and programs and how to access them.*	June 2011			X			This is an ongoing process.
4.1.4 *Provide additional informational support to basic skills classes.*	June 2011			X			Project partnership launching in spring, 2012.

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Action Steps	Proposed Timeline	Actual Timeline	Completed	In Progress	Suspended	No Action	Comments
4.1.5 *Institutionalize instructional and student service partnerships to support student success and retention. This includes but is not limited to, Counselor Partnership Program, Peer Mentor Program, Early Alert/Assistance, and activities that introduce instructional faculty to student services.*	June 2011			X			Counselor Partnership Program – complete Peer mentor – Has not been implemented due to an extensive oversight of the program with very limited resources. Early Alert – Implemented but not utilized to its optimum

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Goal #4: Develop responsive strategies to support student retention by encouraging student participation in the matriculation process.in terms of student matriculation follow-up, basic skills and transfer.

Objective #2: Strengthen transfer success rate at College of San Mateo.

Action Steps	Proposed Timeline	Actual Timeline	Completed	In Progress	Suspended	No Action	Comments
4.2.1 Increase counselor participation in transfer activities. Offer more Career and Life Planning classes and Focus Groups on transfer.	Fall 2010		X				Transfer activities – fully booked. This action step has been completed but timelines should change to "ongoing".
4.2.2 Develop and publish (paper and online) CSU GE, IGETC, and Associate degree worksheets to support student awareness of educational goals and the opportunity to engage in self-evaluation of towards completion of requirements.	Spring 2010		X				Examples of activities meeting this action step: Web Advisor, Degree Works (launching in spring, 2012)
4.2.3 Provide workshops that introduce to instructional faculty how course articulation supports transfer.	Spring 2010		X				This action step needs to be changed to "ongoing".
4.2.4 Review and revise information produced from the Basic Skills Committee to support developmental educational opportunities to support the transfer educational goal.	Spring 2010		X				This action step is an "ongoing" endeavor. Examples of activities implemented to meet this action step: Student Connections, Phi Beta Kappa outreach to "at risk" students.

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Goal #4: Develop responsive strategies to support student retention by encouraging student participation in the matriculation process.in terms of student matriculation follow-up, basic skills and transfer.

Objective #3: Increase utilization of institutional and student support services

Action Steps	Proposed Timeline	Actual Timeline	Completed	In Progress	Suspended	No Action	Comments
4.3.1 Develop a means to track the effectiveness of the early alert	Fall 2010				X		Lacking resources to fully accomplish this action step
4.3.2 *Develop communication, availability and awareness of centralized labs and centers*	Fall 2010					X	Learning Center not online until this fall so no action was possible. Will inform new Director about this action step.

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Goal #5: *Utilize research based methods to evaluate scheduling patterns*

Objective #1: Integrate into the schedule planning process a mechanism to determine the number of courses each hour/each term that meet the same transfer/degree categories, by discipline, by sequence level and use that information to better allocate classes early in the schedule development process**.**

Action Steps	Proposed Timeline	Actual Timeline	Completed	In Progress	Suspended	No Action	Comments
5.1.1 *Develop a mechanism to determine the number of courses each hour/each term that meet the same transfer/degree categories, by discipline, by sequence level.*					X		Meetings were held to determine the feasibility of developing a tool by which to measure course offerings per term. Due to the volume of variables out the institutions control (student availability), it was determined that this document would be too complex to manage. It was determined the college has a sufficient number of courses held throughout the day to meet the needs of students.
5.1.2 *Run a BETA model for schedule development for Fall 2011*					X		See above
5.1.3 *Evaluate and modify the process as needed*					X		See above
5.1.4 *Collect user feedback*					X		See above
5.1.5 *Deans/department leads evaluate and modify schedule pattern to ensure adequate program offerings prior to final Banner input*					X		See above

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Goal #5: *Utilize research based methods to evaluate scheduling patterns*

Objective #2: *Identify gaps in degree/certificate offerings both day and night and compile a college wide plan for the offering of such courses.*

Action Steps	Proposed Timeline	Actual Timeline	Completed	In Progress	Suspended	No Action	Comments
5.2.1 Collect from departments a list of transfer/certificate requirements not offered day and night every semester.	June 2011					X	This would be a valuable tool for counseling faculty and will be pursued. New timeline: June, 2012

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Goal #5: *Utilize research based methods to evaluate scheduling patterns*

Objective #3: *Determine whether or not full-time students, entering at one level below transfer can complete AA/GE transfer requirements in a 3 year cycle.*

Action Steps	Proposed Timeline	Actual Timeline	Completed	In Progress	Suspended	No Action	Comments
5.3.1 Develop an annual matrix to evaluate a student's "time to degree"					X		The tool is too complex to develop and utilize.

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Goal #5: *Utilize research based methods to evaluate scheduling patterns*

Objective #4: Assess online degree completion timeframe

Action Steps	Proposed Timeline	Actual Timeline	Completed	In Progress	Suspended	No Action	Comments
5.4.1 Develop an annual matrix of online course offerings to evaluate "time to degree" in an online format				X			This has been handed off to the Distance Education committee

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