



ASSOCIATION OF CALIFORNIA
COMMUNITY COLLEGE ADMINISTRATORS

Culturally Responsive Strategic Enrollment Management

Dr. Lonita Cordova, Vice President of Student Services, San Joaquin Delta College

Kelly Fowler, Vice President of Instruction, Mt. SAC

Objectives

- Enrollment Management:
 - Vision for Success and Student-Centered Funding Formula
 - Reframing Enrollment Management
 - Culturally Responsive Scheduling

Look at all we have done!

California Career Pathways Trust (CCPT)

icanaffordcollege.com

California Community Colleges
CURRICULUM

 **CAREER LADDERS PROJECT**
FOSTERING EDUCATIONAL AND CAREER ADVANCEMENT FOR CALIFORNIANS

WHO DO U WANT 2B?

 **CCCApply**

 **C-ID**
COURSE IDENTIFICATION NUMBERING SYSTEM



**COMMON
ASSESSMENT
INITIATIVE**

CALIFORNIA COMMUNITY COLLEGES
**STUDENT
SUCCESS
INITIATIVE**



**Associate Degree
for Transfer**
A Degree with a Guarantee™



BSI³

INSIGHTS INFORMATION INNOVATION



canvas
BY INSTRUCTURE



STATEWIDE CAREER
PATHWAYS

Creating School to College Articulation



**EDUCATION
PLANNING
INITIATIVE**

CALIFORNIA COMMUNITY COLLEGES



CALIFORNIA COMMUNITY COLLEGES
Doing What MATTERS™
FOR JOBS AND THE ECONOMY



CALIFORNIA COMMUNITY COLLEGES
**ONLINE EDUCATION
INITIATIVE**

CALIFORNIA COMMUNITY COLLEGES
**STUDENT
SUCCESS
INITIATIVE**



**STUDENT SUCCESS
SCORECARD**

**Basic Skills and Student Outcomes
Transformation Program**



CALIFORNIA
CHANCELLOR

CALIFORNIA COMMUNITY COLLEGES

Enrollment Management



Enrollment Management Re-Framing

- Student-Centered Funding Formula (SCFF) will transform how California community colleges receive state money.
- Prior to the SCFF, colleges were funded on enrollment (FTES)
- With the SCFF, community college districts are funded based on three calculations:
 - Base allocation (credit and noncredit enrollment – FTES)
 - Supplemental Allocation (number of students receiving College Promise Grant, Pell Grants, and students covered by AB540).
 - Student Success Allocation (completion metrics)

70%
Base allocation

20%
Supplemental allocation

10%
**Student success
allocation**

Vision for Success and SCFF

Associate Degree
for Transfer
(ADT)

Associate Degree

Baccalaureate
Degree

Credit certificate
(16 or more
semester units)

Completion of
Transfer Level
math and English
in first year

Successful
Transfer to a
Four-Year
University

9 or more CTE
units

Attainment of
Regional Living
Wage

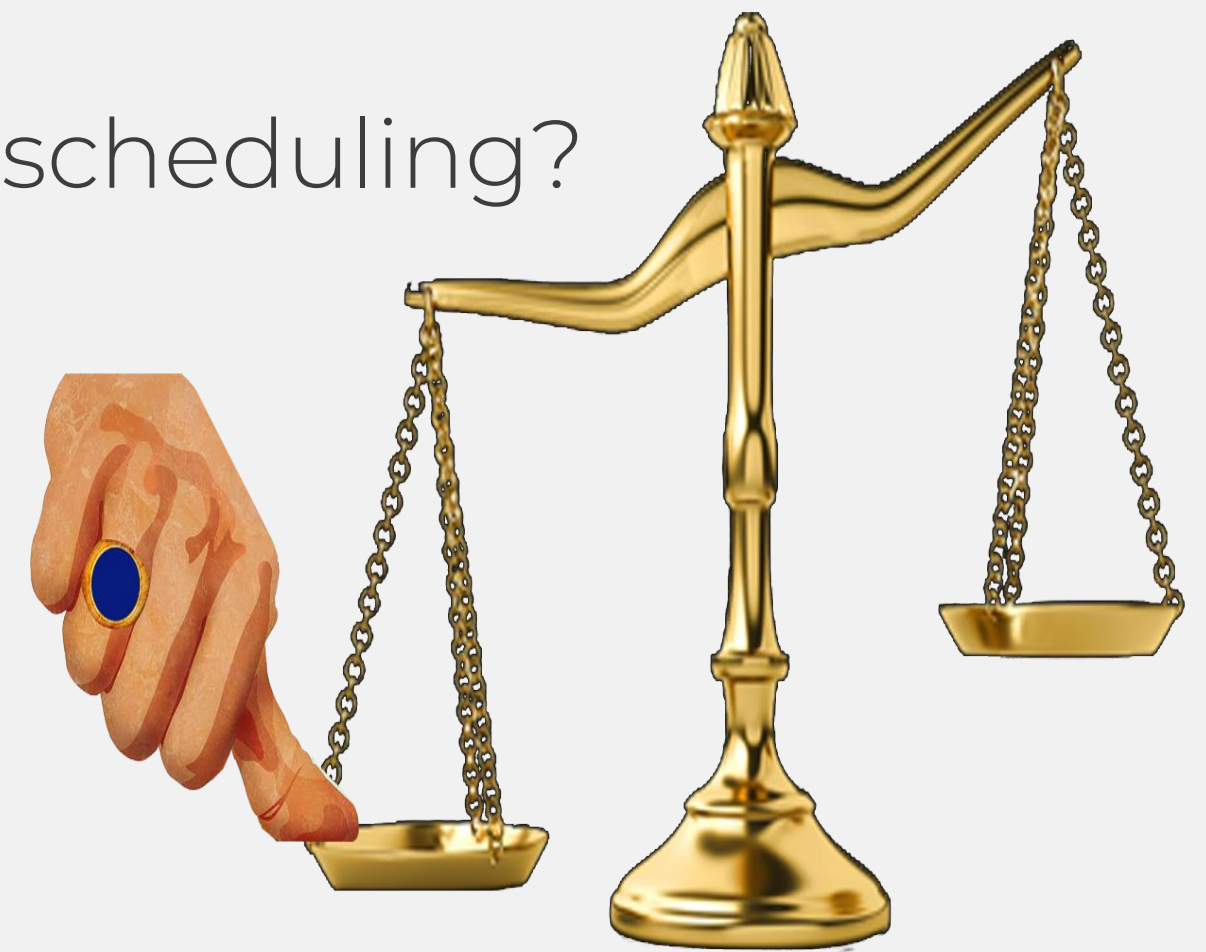
Enrollment Management Re-Framing: Fighting TRADITION and CULTURE

- SCFF? What SCFF? Productivity at Census is still KING???
 - Transitioning from “butts in seats” to completion
 - Scheduling priorities are often still based on maximizing "butts in seats" at ~~census~~ completion.
- Sometimes you must spend a nickel to make a dime.
 - Ignoring the priorities enumerated in the SCFF means leaving \$\$\$ on the table
 - You may lose something in the Short-term (e.g., creative scheduling strategies)
 - But gain in the long term (e.g., completion)
 - Don't forget Guided Pathways

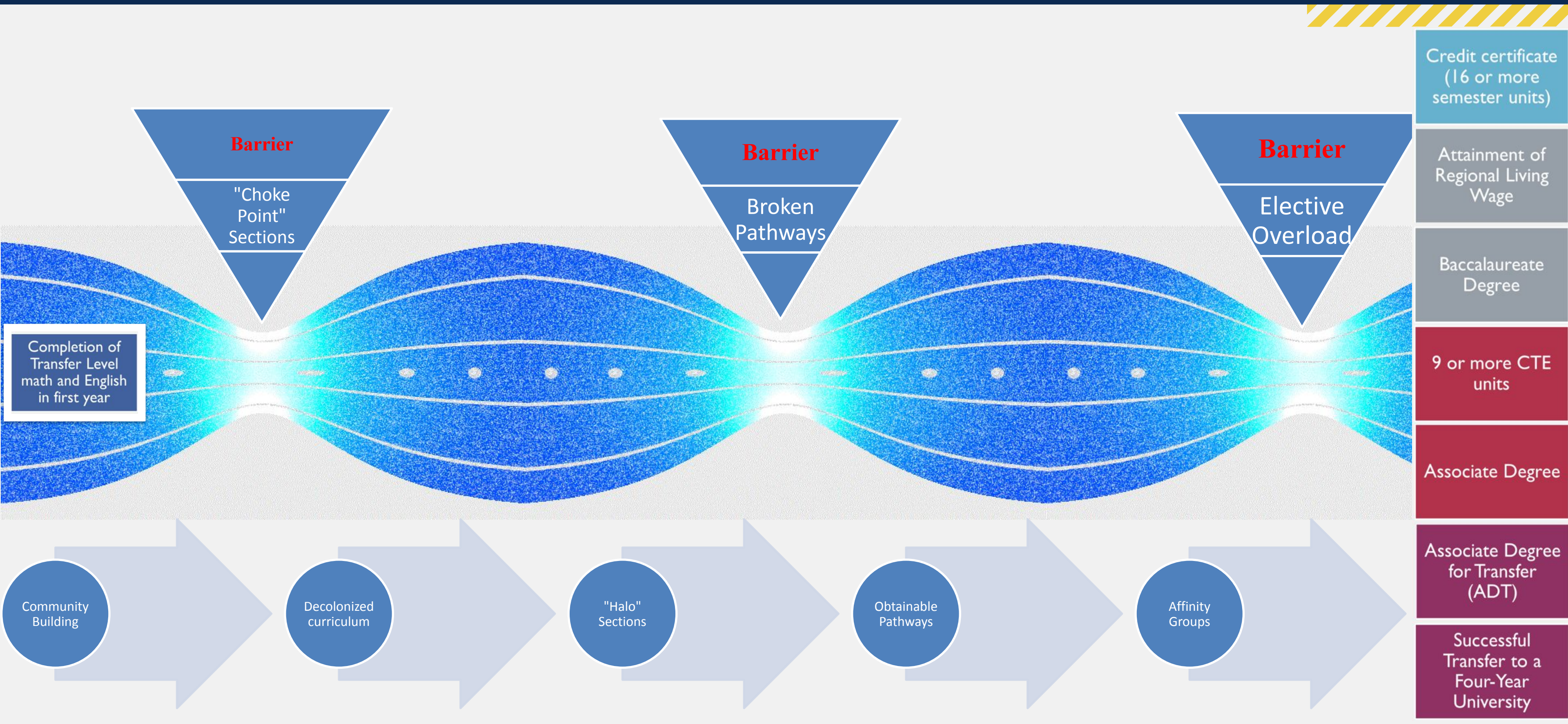


Enrollment Management Re-Framing: Fighting TRADITION and CULTURE

- We're on a *ROLL*: Rolling schedules, that is.
 - Rolling a schedule prevents deep analysis and changes
 - What use is the right of assignment if the rolled schedule, department culture, or other traditions prevent meaningful change?
- Equality verses Equity in *Section* scheduling
 - How do we create cultural responsiveness to scheduling?
 - Convenience vs. intentionality
 - Reframe and reset
 - Integration with wrap around services
 - External and Internal Policy Balance
 - AB 705 (external mandate/internal politics)
 - AB 928 general ed for CSU/UC/CCC
 - BP/AP on campus/contract
 - ED code/Title 5



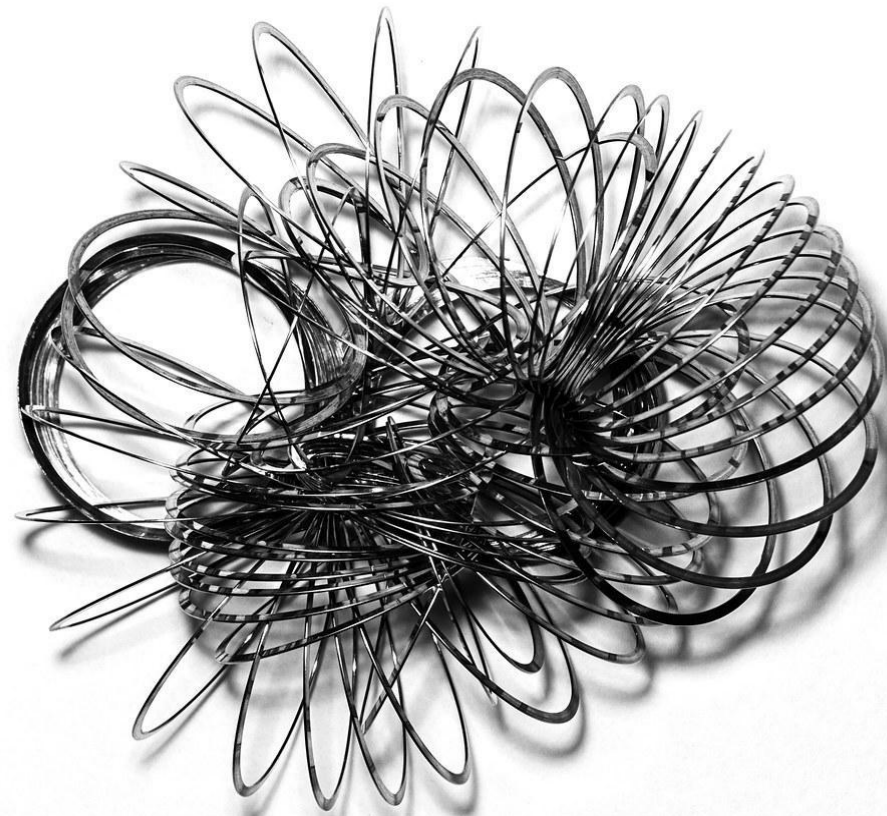
SEM In Practice: Vision for Success and SCFF



Enrollment Management: Time for Change



Pre-Covid Scheduling



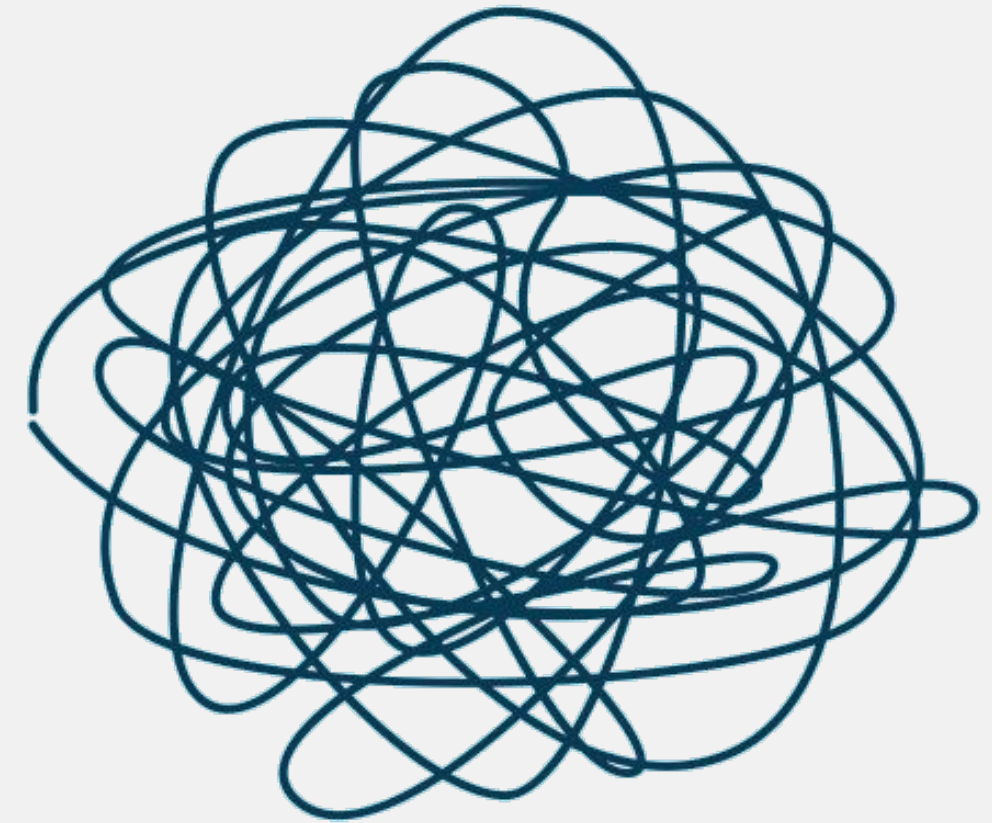
Pandemic Scheduling



Post- Pandemic Scheduling

Untangling our Schedules: Engaging faculty leadership

- *Operational* verses *Compliance* Data
 - Who's in that section you're thinking about cutting?
 - AB540 Students? (SCFF Metric!)
 - Pell Grant recipients?(SCFF Metric!)
 - Promise Grant Recipients?(SCFF Metric!)
 - DI? Foster youth?
 - What's the story behind the section you're looking to add?
 - Is this a required class? Required for *what*? *How* required is it?
 - What's the longitudinal history of this course?
 - ☐ Enrollment trends over like semesters?
 - ☐ Offering pattern?
 - ☐ Fill rate and velocity of fill?
 - ☐ Demand across totality of sections offered?
 - What is the impact of this section on BIPOC students?
Does it help (or hinder) closing Equity Gaps?

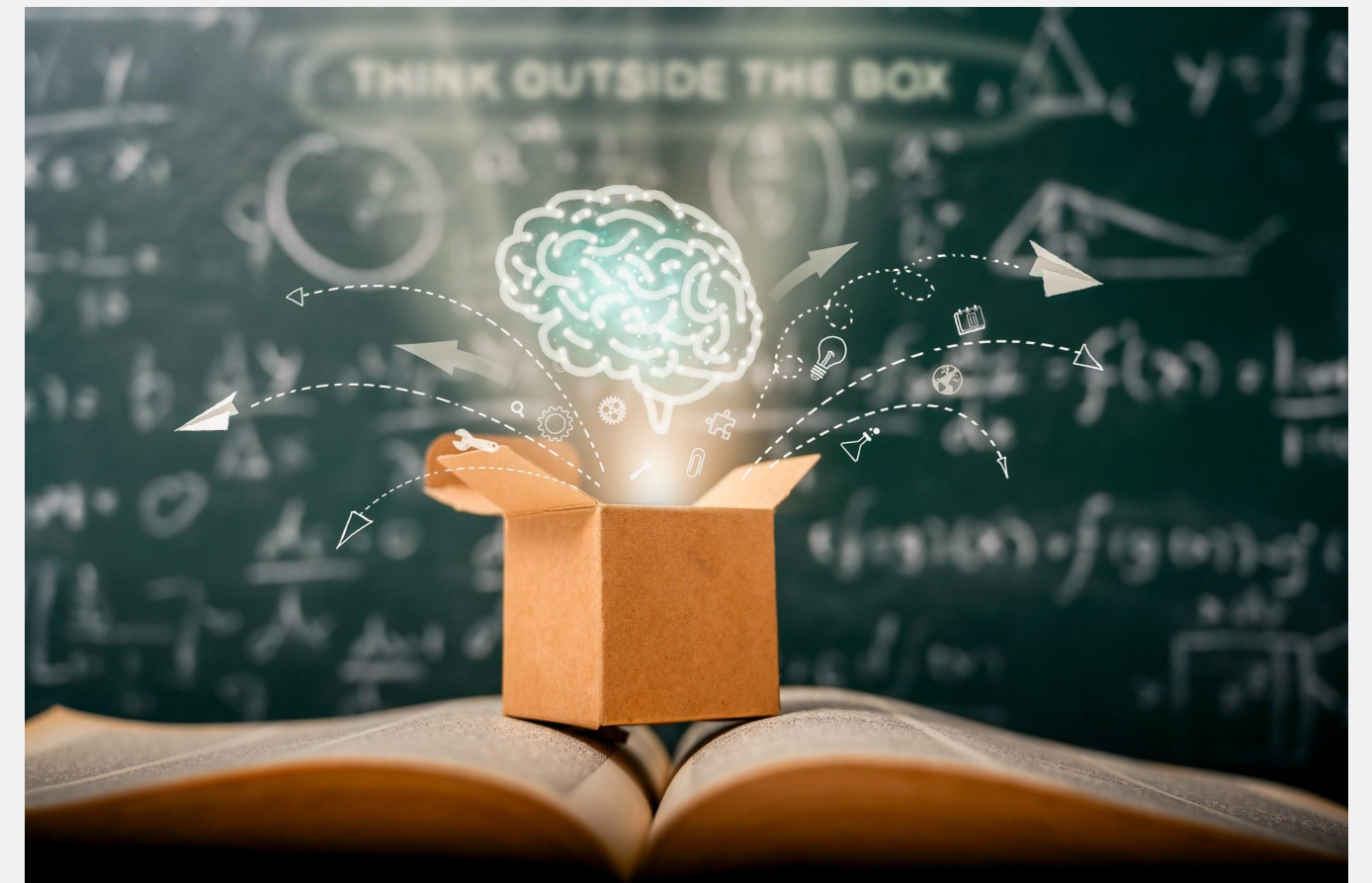


A Change Gone Come!!!



Enrollment Management

- Students!
- Students: Academic Goals
- Guided Pathways
- Cross campus funding for equity
- Scheduling, Counseling, Student Support Services
- Credit and Noncredit Partnerships
- In-reach and Outreach
- Internal and External Influences
- Review, Reflect, and Revise
- Facilities, Grounds, and Custodial
- Leveraging Technology
- Intentionality, Collaboration, Innovation



Enrollment Management Re-Framing



POLICY CONNECTIONS

Examples include Equitable Placement (AB705), Associate Degrees for Transfer, California Promise and regulatory reforms.

FISCAL REFORM

Examples include Student Centered Funding Formula, Guided Pathways allocations, and Student Equity and Achievement Program.

PROGRAM ALIGNMENT & SUPPORT

Examples include Strong Workforce Program, Student Success Metrics, Vision Resource Center, investment in faculty and staff, regional support and local board goals.

Enrollment Management Re-Framing

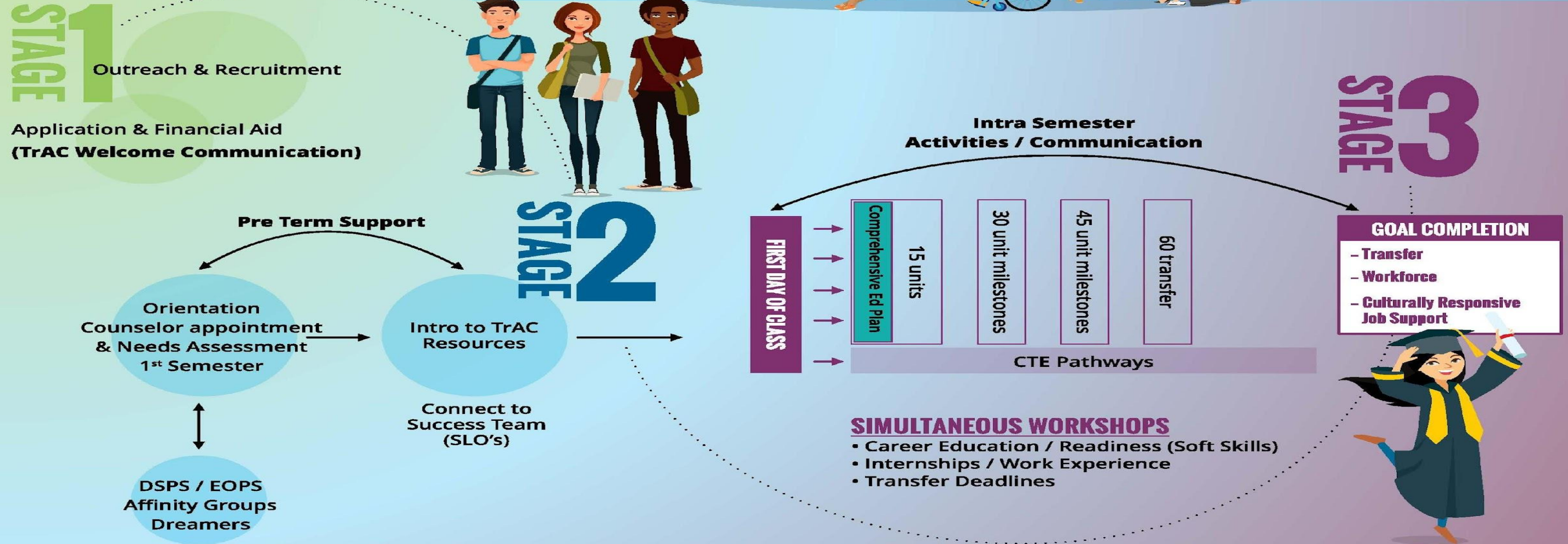
- Connection: student-engagement and support services
- Classroom: classroom experience, curriculum, DEISA
- Completion: course, certification, degree, program, etc.



Enrollment Management Re-Framing



Guided STUDENT Experience



Activity



- What does SEM look like at your campus?
- Who leads the conversations?
- Who should be in the room?
- Do you have an Enrollment Management Committee/Workgroup?



De-colonizing the Schedule



**DECOLONIZING
ACADEMIA
IS A PROCESS**

RACIAL EQUITY FRAMEWORK



Enrollment Management Re-Framing

“DID YOU HEAR ABOUT
THE ROSE THAT GREW FROM A
CRACK IN THE CONCRETE? PROVING
NATURE’S LAWS WRONG, IT
LEARNED TO WALK
WITHOUT HAVING FEET. FUNNY,
IT SEEMS TO BY KEEPING ITS
DREAMS; IT LEARNED
TO BREATHE FRESH AIR. LONG
LIVE THE ROSE THAT GREW FROM CONCRETE
WHEN NO ONE ELSE EVEN
CARED.” - TUPAC SHAKUR

Inspirationfeed.com

Enrollment Management Re-Framing

7:19 PM Fri Jul 8

IS_2022_Booklet_StrategicPlan_FINAL_WEB.pdf

View Only

19%

Population	Completed Math and English Year 1	First-Time Student Cohort (2019-20)	Completion Rate	Fall 2027 Goal	Percentage Point Gap	Success Students to Close Gap
Overall	407	5,033	8%	28%	-20%	1,007
American Indian/Alaska Native	<10	20	*	28%	*	*
Asian	63	565	11%	28%	-17%	96
Black or African American	<10	360	*	28%	*	*
Filipino	48	279	17%	28%	-11%	31
Hispanic	170	2,661	6%	28%	-22%	585
Pacific Islander or Hawaiian Native	<10	34	*	28%	*	*
White	80	683	12%	28%	-16%	109
Two or More Races	19	240	8%	28%	-20%	48
*All Masked Values (Race)	47	604	4%	28%	-24%	145
Male	176	2,293	8%	28%	-20%	459
Female	224	2,645	8%	28%	-20%	529
Non-Binary	**	<10	**	28%	**	**
Unknown/Non-Respondent	**	<10	**	28%	**	**
**All Masked Values (Gender)	7	95	7%	28%	-21%	20
LGBT	11	212	5%	28%	-23%	49

Strategic Enrollment Management IS EQUITY WORK

American River College

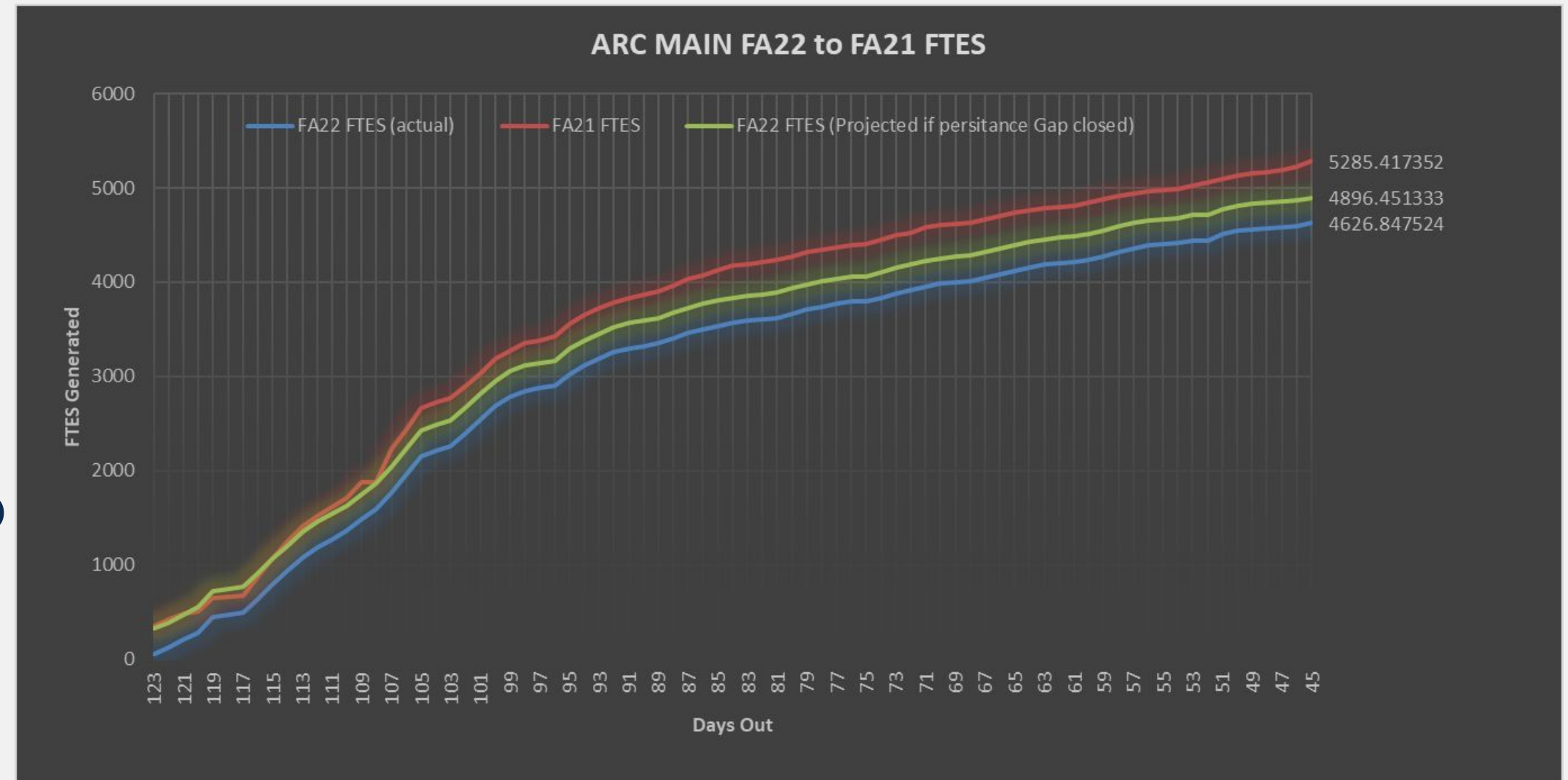
- Persistence and FTES

- FTES down by 12.4%
- If Equity Gaps in Persistence were closed
 - PROJECTED increase of 269.60 FTES
 - Reduction rate drops to 7.3%

- Disproportionate Course Drop Rates

- African Americans drop at an average rate of 8% more than the white students;
- Hispanic/Latinx students at 3% more than white students
- Multi-race at 4% more than white students;
- Pacific Islanders at 6% more than white students.

If the equity gap in our drop rates were eliminated (our drop rate was 15% for all demographics), in FA21 there would have been 5,271 fewer student drops (from 9,978 drops to 4,696 drops).



Activity

- What does *Culturally Responsive* SEM look like at your campus?
- Who leads the conversations
- Who should be in the room
- What data do you need?

Equity in Scheduling



We've Got This!!!

