

Enrollment Strategies Plan

2023 - 2028



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Enrollment Strategies Committee (ESC) Mission

The work of the Enrollment Strategies Committee (ESC) will uphold the spirit and guidelines of current District and College mission, vision, values, anti-racism, and social justice statements, and support an equitable approach to strategic enrollment planning. The ESC will guide the College's efforts through informed decision-making to increase enrollment and support students to complete their educational goals.

Skyline College Anti-Racism and Equity-Mindedness

Skyline College strives to effectively serve its growing diverse student population and infuse equity-mindedness and anti-racism throughout instruction and support programs. Anti-Racism and student equity is at the forefront of the College's mission, values, and Strategic Plan, and all of the College's activities and strategies, including the Enrollment Strategies Committee (ESC).

Skyline College Mission Statement

**To empower
and
transform
a global
community
of learners.**

Summary of Plan

Skyline College has identified the need to develop its first Enrollment Strategies Plan (ESP) in more than 10 years through the Enrollment Strategies Committee (ESC). The ESC was approved by the College Governance Council (CGC) during the spring semester 2022, and began work in fall 2022. Skyline College is also working on a continuous integrated planning model that aligns all institutional plans to the Educational Master Plan and the District’s Strategic Goals. Within that framework, the ESC created S.M.A.R.T goals and strategies that address first-time and continuing student enrollment over the next five years. S.M.A.R.T. goals are defined as being Specific, Measurable, Achievable, Relevant, and Time-Based. The ESC’s S.M.A.R.T goals and strategies are data-informed, based on internal and external research, and address specific student populations. The Enrollment Strategy Plan is a collaboration of Skyline College constituent group representatives, including students, classified professionals, faculty, and administration. ESC members determined that the concepts of the ESC plan 1) require sustained attention, 2) must focus on a few proven and intentional goals, 3) require a core institutional priority, 4) require continuous (1 to 5 years) evaluation to measure success throughout the duration, 5) and must commit to scheduling that is student-centered, and supports enhanced persistence, retention, student learning, and completion. The goals and strategies that were approved will also be utilized to create models and practices that maximize instructional and support services with the intended purposes of student success. Upon successful implementation, the Enrollment Strategies Plan will provide a framework



to increase and sustain enrollment for additional student populations.

New Students

Skyline College has a robust and collaborative outreach program to recruit and enroll new students. Understanding the importance and impact of local high school population, most of the College’s current new student recruitment efforts will continue alongside the newly developed strategies (i.e., counseling liaison program, dual/concurrent enrollment, Promise Scholars Program, EOPS and TRiO programs) to identify enrollments and guide students on a path to completion. Based on data, and internal and external research, the largest opportunity to obtain first-time enrollments are adult students between the ages of 25 to 50. As such, the ESC’s S.M.A.R.T goal and focus is to “Increase first-time headcount in adult students by 10% over five years starting Fall 2024”. Eight (8) strategies were developed the New Student Task Group and require an institutional effort and coordinated approach among strategic marketing campaigns, strengthening and establishing community partnerships, and on- and off-campus programming and activities.

GOAL: Increase first-time headcount in adult students by 10% over five years starting Fall 2024.

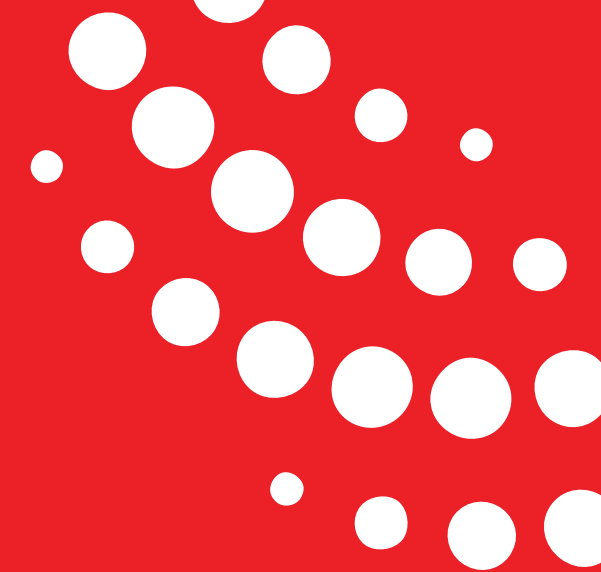




Continuing Students:

The ESC Continuing Student Task Group developed their goal to increase persistence and retention of continuing students at Skyline College. The goal is based on the premise, and supported by data, that student membership and engagement in a campus support program will increase the likelihood of success in achieving academic goals. As such, the Continuing Student Task Group developed their goal based on eligibility and capacity of academic and student support programs. Numerous activities have been outlined, built upon successful ongoing recruitment activities, and a developed set of collaborative and institution-wide new initiatives to engage students who are not currently members of any campus-based program. Based on the varied segments of campus programs and related eligibility requirements, the Continuing Student Task Force drafted the goal of "increasing continuing and returning student engagement in a support program (ex: EOPS, PSP, or TRIO, etc.) by 15% over 5 years. To achieve the aforementioned goal, the Continuing Student Task Group developed 5 to 6 critical strategies and activities to inform, educate, recruit and enroll students into their respective program of support. The strategies and activities are designed to engage the entire campus community in the success of Skyline College continuing students.

GOAL: A minimum of 50% of the continuing students registered full-time will be engaged in a student support program (ex: EOPS, PSP, or TRIO) over the next five years beginning in Fall 2024.



NEW STUDENTS

S.M.A.R.T. Goal	Activities	Responsibility/ Leads	Partnerships or Programs	Linked to Educational Master Plan and Anti-Racism/ Equity Mindedness	Estimated Funding (Annual)
Increase first-time headcount in adult students by 10% over five years starting Fall 2024.	<p>Audience, age, ethnic/race, program-specific campaigns that are timely (various modalities; communication methods).</p> <p>Campaigns should be coordinated across multiple channels to reinforce consistent messaging and calls to action - consider 5-year timeline in planning and implementation.</p> <p>Adapt campaigns each enrollment period, learning from previous campaign and implementing changes.</p>	Director of Marketing, Communications Manager	MCPR, PRIE	<p>Goal 2: Increase student enrollment by being responsive to the communities we serve</p> <p>Goal 3: Ensure that all students have the support and resources needed to achieve their educational goals</p>	TBD
	<p>Use data collected from Media Preferences Survey to guide decisions on advertising content and marketing strategies.</p> <p>Explore engaging in an additional agency to administer broader polling of the local community regarding preferences, interests, how they are communicating and receiving information.</p>	Director of Marketing, Communications Manager	MCPR, Social Media, Salesforce, Marketing Consultant, PRIE	<p>Goal 2: Increase student enrollment by being responsive to the communities we serve</p> <p>Goal 3: Ensure that all students have the support and resources needed to achieve their educational goals</p>	TBD
	Explore empowering Student Ambassadors/Student Assistants with the ability to post on Skyline College social (with oversight from Marketing/Outreach).	Director of Marketing, College Recruiter, Student Life and Leadership Manager	MCPR, Outreach, ASSC, Student Life & Leadership Assistant	<p>Goal 2: Increase student enrollment by being responsive to the communities we serve</p> <p>Goal 3: Ensure that all students have the support and resources needed to achieve their educational goals</p>	TBD

NEW STUDENTS (cont.)

S.M.A.R.T. Goal	Activities	Responsibility/ Leads	Partnerships or Programs	Linked to Educational Master Plan and Anti-Racism/ Equity Mindedness	Estimated Funding (Annual)
	Leverage alumni network to re-engage and establish partnerships.	SMCCCD Foundation, Dean of Enrollment Services	SMCCCD Foundation, Dean of Enrollment Services	Goal 2: Increase student enrollment by being responsive to the communities we serve Goal 3: Ensure that all students have the support and resources needed to achieve their educational goals	TBD
	Collaborate with Strategic Partnership Workforce Development (SPWD); establish/strengthen advisory board(s) [i.e., industry and/or ethnic]; Partner with Chambers of Commerce.	VPI & VPSS	SPWD, VPI, VPSS, Dean of Enrollment Services, Instructional Deans, Instructional Faculty	Goal 2: Increase student enrollment by being responsive to the communities we serve Goal 3: Ensure that all students have the support and resources needed to achieve their educational goals	TBD
	Visit adult education programs, establishing additional Skyline Neighborhood Centers; Further exploration of community needs [where to connect with adults, goals, matriculation support]; Community Awareness; Connect with high school parents.	VPI	Faculty, Campus Ambassadors, Program/ Department Leads, College Recruiter, Transitions Coordinator	Goal 2: Increase student enrollment by being responsive to the communities we serve Goal 3: Ensure that all students have the support and resources needed to achieve their educational goals	TBD

NEW STUDENTS (cont.)

S.M.A.R.T. Goal	Activities	Responsibility/ Leads	Partnerships or Programs	Linked to Educational Master Plan and Anti-Racism/ Equity Mindedness	Estimated Funding (Annual)
	Student Services: Establishing evening and weekend student programming, services and support.	VPSS, Student Services Deans	Instruction - Scheduling	Goal 2: Increase student enrollment by being responsive to the communities we serve Goal 3: Ensure that all students have the support and resources needed to achieve their educational goals	TBD
	Academic: Course structure for specific programs (short); establishing a non-credit course “re-introduction to college”. Safe/non-threatening courses. Micro-credential?	VPI, Dean of BEPP	Faculty, Curriculum Co-Chairs	Goal 2: Increase student enrollment by being responsive to the communities we serve Goal 3: Ensure that all students have the support and resources needed to achieve their educational goals	TBD

CONTINUING STUDENTS

S.M.A.R.T. Goal	Activities	Responsibility/ Leads	Partnerships or Programs	Linked to Educational Master Plan and Anti-Racism/Equity Mindedness	Estimated Funding (Annual)
Increase continuing and returning student engagement in a support program (ex: EOPS, PSP or TRiO, etc.) by 15% over five years.	I Belong Campaign: *Materials posted t/o Buildings 5, 6 and 19 and key campus locations *Weekly announcements through Marketing to target audience	Director of Marketing, Web Master	MCPR	Goal 2: Increase student enrollment by being responsive to the communities we serve Goal 3: Ensure that all students have the support and resources needed to achieve their educational goals	TBD
	Directed Messages to all students not enrolled in a support program *Media preferences (get from marketing) *Focus on Certificate Programs *Classroom presentations *Tabling (day and evening) Electronic Outreach *Postcards (mailing campaign) *Canvas *College Hour/Building 6 table – QR codes/program accepts *Phonebank *Messaging/application with registration and on WebSmart *Drip Messaging to students on their preferred devices *Netflex, YouTube, etc. (Programs on Skyline web) *Top 10 (Fun Q&A) *Flex/Community Day for Students *Program orientation/Open House for students once they declare a major (faculty and student led) *Hold multiple sessions each semester (accessibility) with breakout opportunities based on student eligibility *Meta Major Day (for students not enrolled in a program)	Marketing, Webmaster and EOPS/PSP/TRiO Leads	MCPR, Social Media, IT, Student Services	Goal 2: Increase student enrollment by being responsive to the communities we serve Goal 3: Ensure that all students have the support and resources needed to achieve their educational goals	TBD

CONTINUING STUDENTS (cont.)

S.M.A.R.T. Goal	Activities	Responsibility/ Leads	Partnerships or Programs	Linked to Educational Master Plan and Anti-Racism/Equity Mindedness	Estimated Funding (Annual)
Increase continuing and returning student engagement in a support program (ex: EOPS, PSP or TRiO, etc.) by 15% over five years. (continued).	<p>“Alliance” Benefits Package sent to students eligible for EOPS, PSP and/or TriO</p> <p>*Prepare and provide students with an Alliance Benefit Bundle/PR Package (scholarships, monthly incentives, priority registration, paid transfer applications, meal cards, application incentives, program swag, etc.).</p> <p>*Classroom Presentations</p> <p>*Focus on Certificate Programs</p> <p>*Tabling (day and evening)</p> <p>Electronic Outreach</p> <p>*Postcards (mailing campaign)</p> <p>*Canvas</p> <p>*College Hour/Building 6 table – QR codes/program accepts</p> <p>*Phonebank</p> <p>*Messaging/application with registration and on WebSmart</p> <p>*Drip Messaging to students on their preferred devices</p> <p>*Netflex, YouTube, etc. (Programs on Skyline web)</p> <p>*Top 10 (Fun Q&A)</p> <p>*Flex/Community Day for Students</p> <p>*Program orientation/Open House for students once they declare a major (faculty & student led)</p> <p>*Hold multiple sessions each semester (accessibility) with breakout opportunities based on student eligibility</p>	Marketing, Webmaster and EOPS/PSP/TRiO Leads	MCPR, Social Media, IT, Student Services	<p>Goal 2: Increase student enrollment by being responsive to the communities we serve</p> <p>Goal 3: Ensure that all students have the support and resources needed to achieve their educational goals</p>	TBD

CONTINUING STUDENTS (cont.)

S.M.A.R.T. Goal	Activities	Responsibility/ Leads	Partnerships or Programs	Linked to Educational Master Plan and Anti-Racism/Equity Mindedness	Estimated Funding (Annual)
Increase continuing and returning student engagement in a support program (ex: EOPS, PSP or TRiO, etc.) by 15% over five years. (continued).	Partner with Instruction - Referral Process *Referral system for students *Identify success of in-person/remote courses *Identify “gate-keeper” courses – high risk courses *Work with Deans, CTTL and instructors to provide best-practices in student support	Deans and EOPS/ PSP/TRiO Leads	Instruction Office, VPI	Goal 2: Increase student enrollment by being responsive to the communities we serve Goal 3: Ensure that all students have the support and resources needed to achieve their educational goals	TBD
	Review programs to determine capacity and success *Review Comprehensive Program Review to determine capacity of programs to increase student enrollment *Gather data from PRIE to assess program success and effectiveness in supporting students	VPI, VPSS	PRIE, SPARC	Goal 2: Increase student enrollment by being responsive to the communities we serve Goal 3: Ensure that all students have the support and resources needed to achieve their educational goals	TBD
	SSL Integration/Alternate Model to Track and Message Students *Tracking and monitoring through the SSL *Add to EOPS, PSP and TRiO Success Teams based on student profiles *Auto placement in EOPS/PSP/TRiO Success Teams based on student profiles *Midterm Progress Updates *Engagement Tracking	District Office - Vice Chancellor, Education Service; EOPS, PSP, TriO Leads	IT, CTTL, VPI	Goal 2: Increase student enrollment by being responsive to the communities we serve Goal 3: Ensure that all students have the support and resources needed to achieve their educational goals	TBD
	Establish an application tracking system to monitor student applications and allow follow-up where needed. * Establish a program application tracking system			Goal 2: Increase student enrollment by being responsive to the communities we serve Goal 3: Ensure that all students have the support and resources needed to achieve their educational goals	TBD



**Skyline
College**
Achieve.

ESC Tri-Chairs

LINDSEY AYOTTE, Faculty

VINICIO LÓPEZ, Administration

KENNYA RUIZ, Classified Professional

ESC Committee

Voting Members:

GRACE BELTRAN, *Business, Education and Professional Programs Representative*

RICARDO FLORES, *Classified Senate Representative*

ZAID GHORI, *Global Learning and Program Services Representative*

WILL MINNICH, *Admissions and Records Representative*

LAUREN FORD, *Management Council Representative*

DINO NOMICOS, *Kinesiology/Athletics/Dance Representative*

SUZANNE POMA, *Counseling, Representative*

JESSICA HURLESS, *Language Arts Representative*

SARAH RUIZ, *Associated Students of Skyline College Representative*

MICHAEL STOKES, *Student Equity and Support Program Representative*

NADIA TARIQ, *Science/Technology/Engineering/Mathematics Representative*

MARISA THIGPEN, *Academic Support and Learning Technologies Representative*

JESSICA TRUGLIO, *Academic Senate Representative*

JASMINE JACIW, *Strategic Partnership and Workforce Development Representative*

DANNI REDDING-LAPUZ, *Social Sciences/Creative Arts Representative*

Resource Members:

CHERIE COLIN, *Marketing, Communications and Public Relations Representative*

JEREMY EVANGELISTA, *Outreach and Recruitment Representative*

JUDY HUTCHINSON, *Business Administration Representative*

SOLEDAD MCCARTHY, *Career Technical Education Liaison*

ZAHRA MOJTAHEDI, *Planning, Research and Institutional Effectiveness Representative*

MARIA NORRIS, *Curriculum Specialist Representative*

LUIS ESCOBAR, *Acting Vice President of Student Services*

ESC Continuing Students Task Group

Co- Leads: Michael Stokes and Marisa Thigpen

Task Group Members: Grace Beltran, Cherie Colin, Ricardo Flores, Judy Hutchinson, Soledad McCarthy, Lauren Ford, Maria Norris, Luis Escobar, Nadia Tariq, Jessica Ruiz (Student)

ESC New Students Task Group

Co-Leads: Jeremy Evangelista and Will Minnich

Task Group Members: Hinda Chalew, Zaid Ghori, Jasmine Jaciw, Zahra Mojtahedi, Dino Nomicos, Suzanne Poma, Jessica Hurless, Sarah Jessica Ruiz (Student), Jessica Truglio, Danni Redding-Lapuz