



CoA Strategic Enrollment Management Plan Update Summer 2020

One: Systems and Data

Actions	Status
<ul style="list-style-type: none"> Activate Waitlist for Dynamic Classes BI Tools – waitlists in daily report BI Tool – Year to goal projections 	<ul style="list-style-type: none"> Completed Completed Completed
Use targeted queries to identify under-enrolled or previously enrolled students	<ul style="list-style-type: none"> Pending

Two: Planning and Reporting

Actions	Status
Planning timeline (scheduled production, program review, catalog production)	<ul style="list-style-type: none"> Completed and updated annually
Provide an FTES Target in January	<ul style="list-style-type: none"> 2020-21 – Provided by District Updated now each fall by VCAA.
College will review 320 report	<ul style="list-style-type: none"> Should review 320 Report at college level, must review together w/ District before submission in the future to ensure accuracy of data.
Develop 2-year plans for degrees/certificates	<ul style="list-style-type: none"> Guided Pathways Mapping and Meta-Majors Design Team created 3 cohorts in Fall 2019, including approximately 40 faculty and a 20+ staff to create maps of all degrees, certificates, etc. ADT maps completed as of 10/22/19 and in review by team, all but two maps completed for degrees and programs in Spring 2020. Final two to be completed in Fall 2020
Include language on disproportionate impact in Enrollment Management Plan	<ul style="list-style-type: none"> Can begin now that we've hired the Director of Research, Planning, and Institutional Effectiveness at the College.

Three: Facilities

Actions	Status
Maintain physical appearance of buildings	<ul style="list-style-type: none"> • Grounds on regular upkeep schedule, but some pause in Summer 2020 due to pandemic. • New Building H – 3 story classroom building will be a show piece for the entire college and a central hub for student engagement. Completion delayed to Fall 2020, but should be ready for Spring 2021 • Major work ongoing to ensure high quality technology and furniture are installed in the building to create a warm, inviting, comforting atmosphere for students • Design build of new Transportation Technology facility underway • Upgrade of Aviation complex underway
Recommend facilities committee to include enrollment management as an integrated part of facilities planning	<ul style="list-style-type: none"> • Request to be made Fall 2020 for FC to inventory classroom fixtures and prioritize replacement/maintenance. • Facilities Committee engaged in Fall 2019 in campus cleanup project in the wake of several programs moving to the new building. Work continued in Spring 2020 for several clean-up days/weeks.

Four: Technology

Actions	Status
Recommend Tech Committee to include enrollment management as part of technology planning	<ul style="list-style-type: none"> • Charge Technology Committee with inventorying all classroom computers and peripherals and prioritize replacement/maintenance. • IT staff working with Executive Team for a campus-wide rollout of workstation upgrades for full-time faculty/staff/administrators • Smart Classroom upgrade on hold until new building completed to be completed in Fall 2020. • 16 Smart Classroom upgrades completed Fall 2018/Spring 2019.
Permission codes after first day of instruction	<ul style="list-style-type: none"> • Revision of procedures underway at district to require permission codes after the first day of instruction

Five: Student Services

Actions	Status
ADT Campaign	<ul style="list-style-type: none"> • Publicity campaign to students carried out regarding ADT transfer degrees
Utilize Exception Report (CCC Apply)	<ul style="list-style-type: none"> • Outreach to Students on Exception Report - pending

Six: Instructional Innovation

Actions	Status
Accelerated Transfer Planning	<ul style="list-style-type: none"> Completed – investigate 8-week sessions, intersession, multi-start summer session. Winter and Spring Intersession offered, 2 six week and one eight-week summer session offered each year
ID articulation gaps to transfer colleges	<ul style="list-style-type: none"> Pending – Articulation Officer will conduct a gap analysis of course articulation to major feeder universities.
Accelerated weekend college	<ul style="list-style-type: none"> Work initiated. An ever-expanding list of Saturday-only courses are being offered. Discussions must continue around creating a true weekend college program for AA/AS completion. New area – look at potential zero textbook cost degrees New area – explore the possibility of fully-online degrees
New degrees/certificates	<ul style="list-style-type: none"> Global Studies or Ethnic Studies degrees under development. Faculty in African American Studies are working on a possible Associates Degree for Transfer in Global Studies or Ethnic Studies to include African American Studies course, Mexican/Latin American Studies, Asian and Asian American Studies, new LGBTQ Studies courses, etc. Maker discipline developed and supported by local curriculum committee, waiting for district curriculum committee approval to teach the basics of advanced manufacturing using the industrial technology located in the FabLab. Under Pres. Karas the college began to explore degrees and certificates in beverage industry (coffee, spirits, etc.). Strong workforce regional dollars allocated for the creation of curriculum Maritime programs under exploration with community partners through career education discussions (collaborate with community partners to develop initial community education offerings to explore student interest before developing formal programs)

Seven: Professional Development

Actions	Status
BI Tool Access (faculty, admin)	<ul style="list-style-type: none"> Completed – Power BI access given to all chairs and other requestors regularly
BI Tool Training	<ul style="list-style-type: none"> Some training is occurring around use of Power BI, district and college demonstration of dashboards is ongoing. An actual training on how to log in and use Power BI effectively is recommended – District IT/IR support needed

Enhance DE Professional Development	<ul style="list-style-type: none"> Major amounts of training opportunities have been offered since March 2020 in response to the move to fully online instruction during the pandemic. Multiple DE coordinator and DE faculty served as trainers to fellow faculty in all aspects of equitable online instruction, Canvas course preparation, etc. Training will continue in Fall 2020 with support from CARES Act funds DE Committee Co-Chairs ran two successful four-week summer courses for instructors that meet the requirements of AP 4105 entitled Becoming a More Effective Online Instructor at College of Alameda. College received nearly \$500K in CVC-OEI Online Career Education Pathways grant money to develop course shells and teaching materials for Career Education courses. Campus has employed Focus EduVation to provide services to faculty to develop modules/templates/Canvas shells, etc. College is working on ongoing DE training support with possible CARES Act funding, etc.
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Eight: Communication

Actions	Status
Multilingual Materials	<ul style="list-style-type: none"> Produce more materials in languages other than English to facilitate orientation to college processes.
Domain name	<ul style="list-style-type: none"> TBD - Purchase a simpler domain name for the college. www.alameda.edu or similar.
Outreach plan to target re-entry	<ul style="list-style-type: none"> Pending – focus on re-entry students to boost enrollments and provide additional needed educational opportunities.
Local visibility/events	<ul style="list-style-type: none"> Ongoing - Increase college participation in community events to increase visibility <ul style="list-style-type: none"> 4th of July parade participation (summer 2019, paused in 2020 due to pandemic) Increased Oakland Pride participation by faculty, staff, and administrators (September 2019) Hosted local events for National Hispanic Heritage Month and National Coming Out Day (September/October) Makers Ball to fundraise for Makers Paradise (differently abled student services/maker space) & CoA Fabrication Laboratory (11/1)

Nine: New Activities Since Original Development of SEM

Actions	Status
Annual planning	<ul style="list-style-type: none"> Completed and updated annually – each discipline of the college is now given an annual allocation of FTEF based on a 3-year average of used (not allocated) FTEF. Department chairs/faculty leads in each discipline complete a “Discipline Plan” which is an excel spreadsheet with

<p>Annual planning continued</p>	<p>detailed pages for each term, dual enrollment courses, noncredit, and requested additions. Each plan’s formulas calculate the usage of FTEF at the course level, the estimated generation of FTES based on expected enrollments, etc. and productivity produced by those expected enrollments.</p> <ul style="list-style-type: none"> • If the district moves to two-year allocations of FTEF, we will move towards two-year planning. • Great success has been achieved by more careful scheduling within allocations, less overall cancelations per term, and more accurate use of FTEF resources. • New Director of Institutional Research and Planning Dominique Benavides created a five-year chart (Spring 2015-Spring 2019 data) showing enrollment trends down to the discipline and course levels, student success in completing courses, etc. Information was shared with department chairs as they reviewed and discussed scheduling for this year and next. • Student-centered funding formula metrics were added in January 2020 to the FTEF allocation per discipline. These efforts focus on supporting growth where student demand is while recognizing the need for fiscal responsibility as the new SCFF takes effect. Robust discussion occurred during two special department chairs meetings (1/24/20 and 1/31/20) and in the allocations we focused on the following: <ul style="list-style-type: none"> • A base allocation of 3-year average FTEF usage (25%) • Average productivity from the most recent full academic year (with a target of 17.5 highlighted in the calculations) 40% • Projected future course demand in Student Education Plans for the next three terms 5% • A 3-year average of awards conferred in the discipline 10% • A 3-year average of student course success rates – 10% • A 3-year average of course retention rates – 10% • As low-enrolled classes are considered for cancellation, deans and VPI are now reviewing rosters in PROMT to determination how many students need a particular course to complete their certificate/degree, which is in addition to existing discussions around faculty load, student demand, time to completion, etc.
<p>Class scheduling</p>	<ul style="list-style-type: none"> • Beginning in Spring 2019, VPIs met with academic senate presidents of each campus and district to review enrollment data, student “swirl” trends, and plan future meetings/discussions by discipline at the district level to address scheduling conflicts for the benefit of students. • Simultaneously CBT did multiple meetings in Fall 2019 with department chairs to introduce a data dashboard in Power BI (called POST) that will help them look at historical enrollment trends and began a first attempt at districtwide discipline discussions of scheduling. • Class scheduling for Fall 2020 during January/February focused on following the common block schedule for all face-to-face offerings throughout the district.

<p>Class scheduling continued</p>	<ul style="list-style-type: none">• Plans changed due to the pandemic and starting in March 2020 we shifted Spring 2020 courses to fully online to complete the semester (some Career Education courses held summer lab sessions). We then shifted the summer schedule to fully online and as the pandemic continued a determination was made districtwide to have all courses fully online for fall except for some critical lab sections of essential worker programs. Throughout this time herculean efforts by faculty shifted courses across the curriculum into temporary online offerings. The State Chancellor's Office created a system of temporary approval for moving courses to fully online under a Blanket Distance Education Addendum process. The Curriculum Committee worked with department chairs of all programs to update curriculum in CurriQunet in order to offer courses with Curriculum Committee approval in summer and fall 2020.• Scheduling for Spring 2021 will occur once a determination happens on moving courses to fully online or not again in spring.
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