

## **Merritt College Student Enrollment Management Plan – Revision Update**

Merritt College is in the process of revising its SEM Plan and has convened four planning meetings in 2021 to further that objective. The meetings took place on the following dates:

March 15, 2021 – Pre-Planning Meeting that included Dr. Lilia Chavez and Dr. Denise Richardson  
April 16, 2021 -  
June 23, 2021  
July 18, 2021

The committee members include:

Dr. Lilia Chavez, VPSS  
Ree'shemah Thornton, Dean of Enrollment  
Dr. Lisa Webb, Dean of Counseling  
Jason Holloway, Dean of Math and Science  
Dr. Chriss Foster, Dean of Liberal Arts and Social Sciences  
Marie Amboy, Dean of Allied Health and Public Safety  
Nathan Pellegrin, Director of Research and Planning  
Dr. Denise Richardson, Vice President of Instruction  
Lowell Bennett, Part-time Instructor

### **Revision Summary Progress:**

The theme of Merritt's Student Enrollment Management (SEM) approach is "Writing Merritt's Next Chapter of Success." It requires close collaboration between Student Services and Instruction. The revised SEM Plan will be a roadmap for maximizing the College's resources in the interest of offering the courses and programs that students need to realize their transfer and career goals. In response to the challenges of enrollment decline, largely influenced by the Pandemic, the plan will be designed to ensure that the College adapts and thrives within the online learning environment.

The following actions were taken:

- Critical review of the current District and College SEM Plans to determine what is still useful to build upon and what needs to be reevaluated in the interest of relevancy, innovation and technological changes.
- Equity was established a prevailing theme that will inform all student enrollment efforts
- Reflective Inquiry:
  - By what means can we authentically assess the quality of the classes/programs we are offering to ensure student success?

- Are we teaching students what they need to know in order for them to be competitive in their respective fields of study?
- Strategic enrollment is dependent upon effective instruction. What steps will we take to maximize quality instruction.

Priorities were established for improving enrollment:

1) It was suggested that continuous improvement is impeded by our own process. We do not evaluate classes from semester to semester. We only evaluate tenured and part-time instructors by evaluating one class every three years. To facilitate a data-informed approach to course/program evaluation the committee decided to implement a pilot program. It would include faculty willing to engage in professional self-reflection and active learning.

**Pilot:** A group of faculty would agree to be evaluated every semester and they would form an Instructional Excellence Think Tank. Course/section level outcomes (withdrawal rate, GPA, completion data) would be studied and cross referenced, with particular emphasis on the academic performance of disproportionately impacted (Black and Brown) students

2) The College recognizes the need to improve processes and procedures to improve the student experience in Instruction and Student Services, particularly in the virtual learning environment. The VPSS has taken the lead in developing a library of diagramed instructions that clarify responsibilities, processes and procedures as adapted for online instruction.

3) Make technology central as a means of enhancing operational efficiency. The pandemic and the subsequent shift to online instruction made us realize that we have to meet students where they are. Technology is a key component of his process.

4) Support a culture of ongoing and relevant professional development and training by allocating resources to incentivize instructional innovation.

5) CE (CTE) – Maintain programs that prepare students to be hired for jobs that pay a livable wage when they complete their certificates.

- Assess and ensure that we are offering students the courses that they need to be competitive in their chosen industries. Many already have a B.A. Degree and are seeking new job skills
- Establish reliable process for collecting/maintaining post program completion data

6) We discussed enrollment using the metaphor of a human relationship. We have to give students a reason to commit to us by providing them with what they need; Listening to students, demonstrating grace, ensuring that our programs meet their transfer, career training and adult education goals.