



RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT

STRATEGIC PLANNING AND ENROLLMENT MANAGEMENT UPDATE

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TODAY'S AGENDA

- Review of RSCCD Planning Processes
- Update on Strategic Planning Activities
- COVID-19 Impact and Strategies
- Update on Strategic Enrollment Management



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RSCCD PLANNING

2013-2023 COMPREHENSIVE MASTER PLAN

Adopted May 2013

RSCCD Goals used to
DEVELOP OBJECTIVES
in RSCCD Strategic Plan

THREE STRATEGIC PLANNING CYCLES

2013-2016 • 2016-2019 • 2019-2022



Goals and Objectives aligned to
VISION FOR SUCCESS

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RSCCD BOARD OF TRUSTEES

2018-20



REAFFIRMED
Mission Statement
(November 2018)



COMPLETED
Guided Pathways Retreat
(January 2019)



APPROVED
Guided Pathways Goals
(January 2019)



CREATED
Board Institutional
Effectiveness Committee
(September 2020)

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RSCCD PARTICIPATORY GOVERNANCE



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RSCCD STRATEGIC PLANNING



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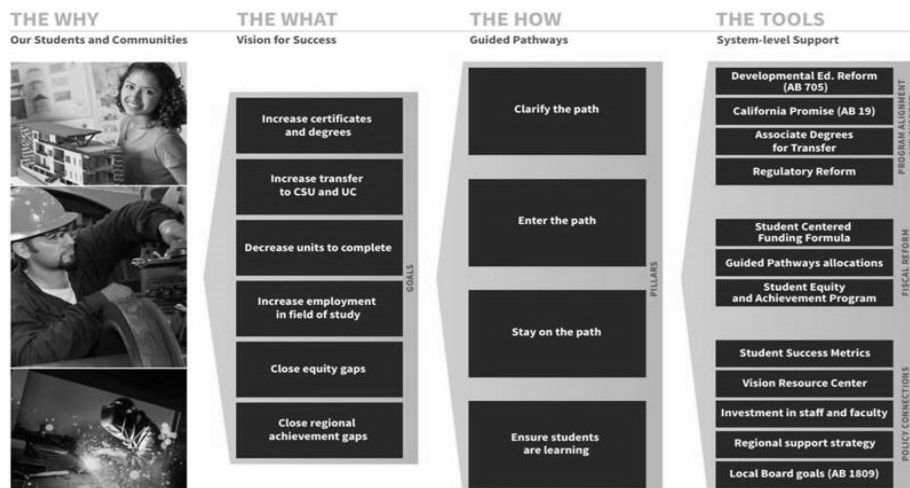
RSCCD PLANNING UPDATES

 <p>COMPLETED Alignment of Goals to VFS (April 2019)</p>	 <p>COMPLETED Districtwide Planning Retreat (May 2019)</p>	 <p>CREATED 2019-22 Strategic Plan (May 2019)</p>	 <p>COMPLETED 2016-19 Strategic Plan Reports (June 2019)</p>
 <p>COMPLETED 2019-21 District Services Planning Portfolios (July 2019)</p>	 <p>UPDATED Functions/Mapping of Responsibilities (August 2019)</p>	 <p>COMPLETED 1ST Year Progress 2019-22 Strategic Plan (August 2020)</p>	 <p>COMPLETED Update Planning Design Manual (March 2021)</p>

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ALIGNED RESOURCES AND PROGRAMS TO PUT STUDENTS FIRST



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GOAL #1

RSCCD will assess the educational needs of the communities served by RSCCD and will adjust instructional programs, offerings, and support services and will allocate resources as needed to optimize the alignment of students' needs with services and fiscal resources.

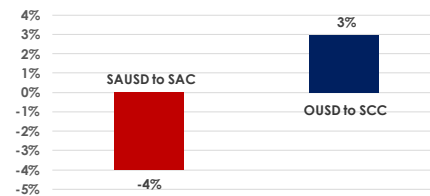


OBJECTIVES



Optimize Number of Feeder H.S. Students Enrolled at SAC/SCC

Number of Local USD to SAC/SCC, 2018-19 vs 2019-20



- The colleges offer many activities/services introducing HS students to college, including early welcome, weekly virtual visits with college staff.

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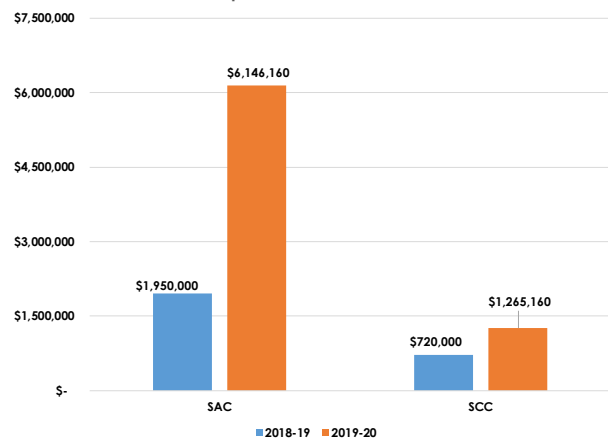
OBJECTIVES



Sustainable Revenue Streams to Address Educational Needs

- Competitive grants are used to supplement general funds and help close achievement gaps for a variety of underrepresented groups
- Foundations support student success with scholarships, high impact programs & new academic and community space for the arts. Assets of \$11M (SAC) and \$1.8M (SCC)

Competitive Grants Received



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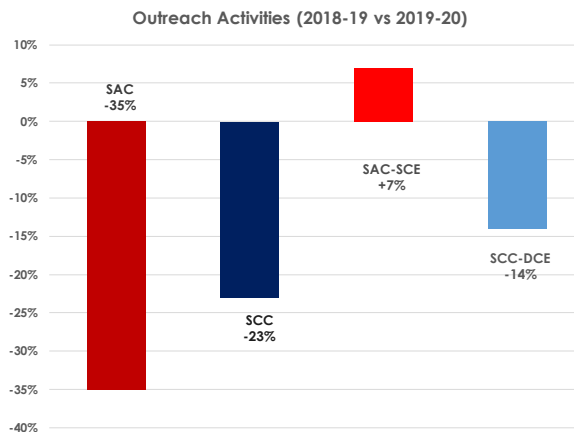
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OBJECTIVES



Outreach to Adults Seeking College Credit & Continuing Education Classes

- Collaborated with USDs, UCs & CSUs to improve educational pathways;
- Outreach activities to community forums and PTAs for adult engagement
- Focused on connecting potential students via webpages and marketing efforts
- Linking with public agencies & businesses to create educational program for competitive employment



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GOAL #2

RSCCD will assess the educational needs of the communities served by RSCCD and then pursue partnerships with educational institutions, public agencies, non-profit organizations, and business/industry/labor to collaboratively meet those needs.



OBJECTIVES



Maintain Effective Relationships & Foster New Partnerships that Address Educational Needs

- Partnered with local workforce Development Boards, OC Business Council, chambers and businesses to create academic programs, scholarships and financial opportunities for students
- Hosting LAOCRC and being fiscal agent has given District much visibility and many partnerships.
- The Colleges strengthened partnerships with local USDs and nearby community colleges, CSUs & UCs, with grassroot communities for outreach to colleges' programs

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OBJECTIVES

➤ Support Regional Collaboration That Addresses Needs of Local Employers

- District has partnerships with OC and local Workforce Development Boards, OC Business Council to generate programs addressing employment & business needs
- Created Institute of Workforce Development to target businesses, determine their needs and create programs to fill in gaps
- Partnerships with local chambers and college business advisory committees guide CTE programs



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GOAL #3

RSCCD will annually improve the rates of course completion and completion of requirements for transfer, degrees, certificates, and diplomas.



OBJECTIVES

➤ Enhance Ability To Predict Instructional Needs

- Engaged in data governance review of all data processes districtwide
- Creation of new data reports and visual dashboards to allow users to review trends and compare data
- Survey students regularly to understand their opinions at various points of educational journey
- Revamped District Enrollment Management Workgroup to review and address enrollment issues across the district

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OBJECTIVES



Align Course Offerings With Student Educational Plans

- Faculty mapped academic programs to “clarify the path” and get students to “enter path” sooner
- Professional development activities focused on student success & equity
- Improved Early Alert system
- Expanded accelerated academic programs & articulation agreements
- Implemented AB705 giving student access to transfer-level English & math in their first year
- Supplemental Instruction Programs offered to students for historically difficult courses



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OBJECTIVES



Reduce Impact on Student Success Utilizing Equity Plans

- SAC designated as a “certified peer online course review campus” among CCC; has 4 online degree pathways with structured accelerated online degree completion & transfer; has 2 OER/ZTC degree pathways allowing students to complete entire degree with zero or low-cost textbooks
- SCC now has staff to support the DE coordinator and faculty; offers Online Teaching Certification multiple times a semester; DE website includes tools and resources of OER course content



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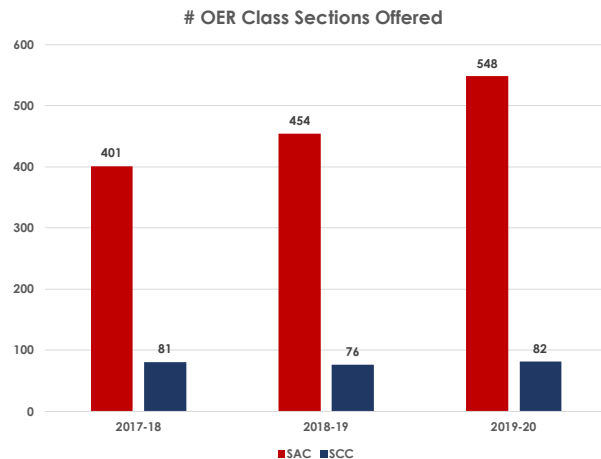
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OBJECTIVES



Increase Support for Distance Education & Open Educational Resources

- In-depth research to identify achievement gaps among underrepresented groups
- Implemented strategies to address achievement and equity gaps in areas such as access, retention, transfer, completion
- Integrated campus-wide plans, procedures and policies to leverage limited funds
- Dedicated CARES dollars to purchase much needed laptops and webcams for students
- Success Teams use a case management approach to support students



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OBJECTIVES



Consolidate Outreach Efforts to Focus on Completion

- Focused outreach between credit and noncredit to ease matriculation from NC to CR
- In-depth research to identify gaps among underrepresented groups
- Support services to help students enter a path, stay on the path and complete the path
- Direct contact to those who applied but did not enroll; to those who dropped; survey students to understand their needs
- Focused marketing efforts to target groups



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GOAL #4

RSCCD will support innovations and initiatives that result in quantifiable improvement in student access, preparedness, and success.

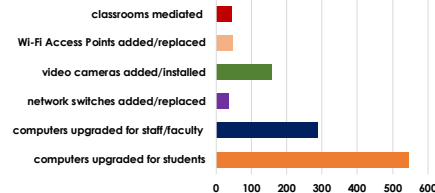


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OBJECTIVES

➤ Maintain & Enhance RSCCD Technological Infrastructure

Technological Infrastructure Upgrades & Replacement, 2019-20



- Integrated districtwide and college-level Technology Advisory Committees to oversee technology needs
- Limited funding impacts the number of upgrades/replacement media needs

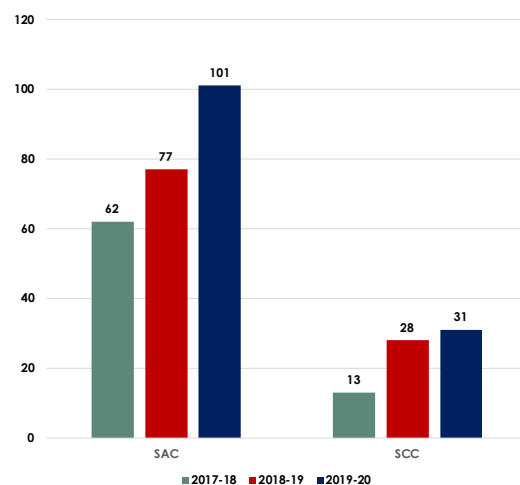
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OBJECTIVES

➤ Increase Opportunities that Enable Students to Access College Classes and Services Prior to H.S. Graduation

- Partnerships with local USDs, private and charter high schools to offer students no-cost college coursework
- The colleges offer many activities/services introducing HS students to college, including early welcome, weekly virtual visits with college staff
- CR and NC offer online courses to assist students with transportation barriers

Number of College Courses Offered at Feeder High Schools



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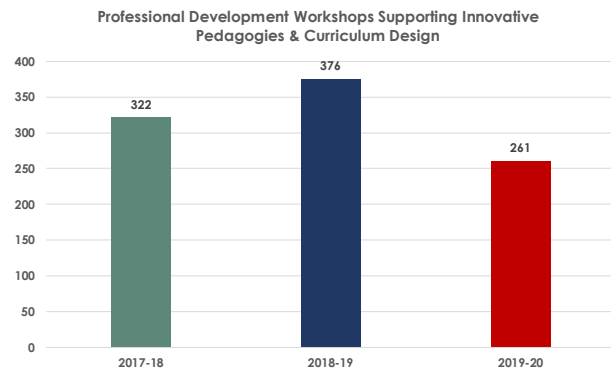
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OBJECTIVES



Support Innovative Pedagogies & Curriculum Design

- Colleges are members of the California Virtual Campus, requiring increased measures of training and quality assurance for students & broader course offerings
- COVID-19 pandemic brought opportunities and challenges in additional training & use of online tools & resources with limited time to prepare for instruction



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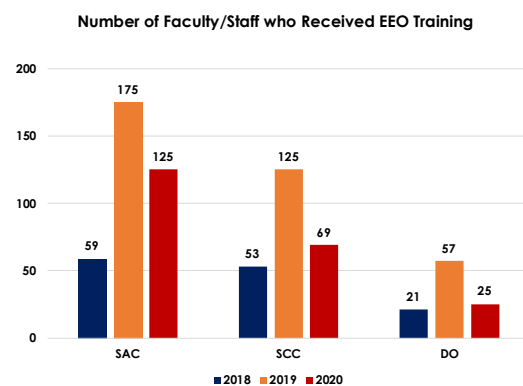
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OBJECTIVES



Collaboration to Provide Support for Efforts to Increase Faculty/Staff Diversity

- EEO training mandatory for those serving on hiring committees
- Variety of professional development workshops on diversity and inclusion offered
- Collaborated with OC community colleges in job summit to hire diverse faculty in hard-to-reach disciplines; 839 attendees
- Created the Office of Diversity, Equity and Inclusion



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OBJECTIVES



Deploy, Maintain and Enhance RSCCD's Software Platforms that Support Student Learning

- Current projects include registration system with mobile friendly platform, use of business intelligent and data analytics to oversee student enrollment
- Investigating software platforms to support Guided Pathway initiatives include onboarding, advisement, and engagement
- Review room utilization and scheduling processes to ensure priorities and make adjustment as needed



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GOAL #5

RSCCD will use a cycle of integrated planning that will demonstrate the effective use of resources.



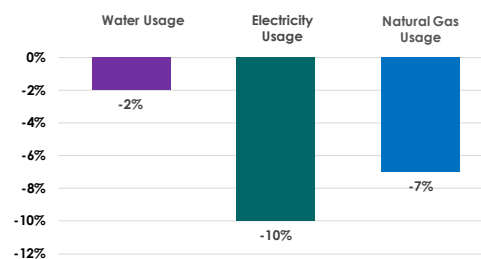
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OBJECTIVES



Support Green Practices & Sustainability Efforts

Utility Usage (2018-19 vs 2019-20)



- Use EMS to control HVAC & lighting; new building constructions meet green standards; installed hydration stations, electric hand dryers, electrical charging stations; integrates student & curriculum development when feasible

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OBJECTIVES



Refine and Improve the Synchrony of Integrated Planning and Resource Allocation Process

- SAC, SCC and DO have independent systematic cycles of planning & resource allocations.
- POE & FRC reviewed the current budget allocation process.



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OBJECTIVES



Evaluate and Improve the Cycle of Integrated Planning

- Colleges and DO regularly evaluate their cycle of planning and resource allocation processes



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STRATEGIC ENROLLMENT MANAGEMENT

AT SANTA ANA COLLEGE AND SANTIAGO CANYON COLLEGE

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FACTORS THAT IMPACT ENROLLMENT

Demographics

Statewide
Initiatives

Economy

Student Enrollment
Trends

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STRATEGIC ENROLLMENT PLANNING

- Term-to-Term Comparisons
- Historical Enrollment Trends
- Waitlists / Demands
- Programmatic Requirements
- Initiatives
- Overall Efficiency (FTES / FTEF)

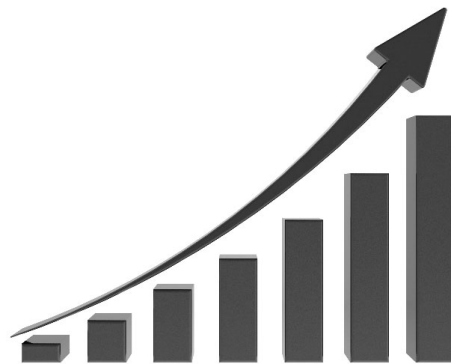


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STRATEGIES AND GROWTH OPPORTUNITIES

- Dual Enrollment
- Distance Education
- Working Adults
- Noncredit to Credit Pathways
- International Students
- Juvenile & Adult Inmates



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STRATEGIES AND GROWTH OPPORTUNITIES

- Guided Pathways
- 2-Year Scheduling Patterns
- Public-Private Partnerships
- Career Education Expansion through Strong Workforce
- Pre-Apprenticeships



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IMPACTS & STRATEGIES OF COVID

AT SANTA ANA COLLEGE AND SANTIAGO CANYON COLLEGE

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PANDEMIC IMPACT ON ENROLLMENT

Scheduling Types &
Modalities

Decrease in Headcount



Increase in Withdrawals
(EW)

Persistence & Retention

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STRATEGIES EMPLOYED DURING COVID

Training of Faculty

Targeted Marketing



Diversification of Career
Education Offerings

Consolidated Operations/
Simplified Processes

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PLANS FOR FALL 2021

Large/focused
marketing plan

Readying existing
infrastructure
for the future

Expanded financial
assistance to students



Flexible Scheduling

Provide Instructional Supplies,
Equipment, and Support

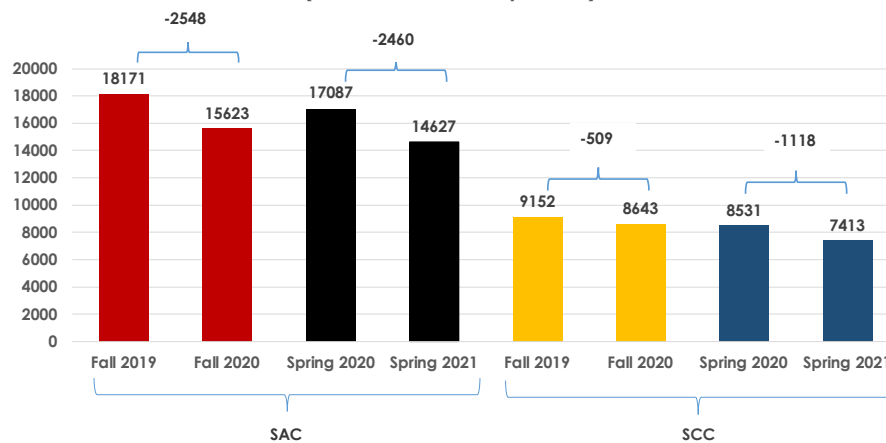
Enhanced Distance
Education programs

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HEADCOUNT TREND

CREDIT HEADCOUNT FOR RECENT SEMESTERS BY SITE
(Census Date Comparison)

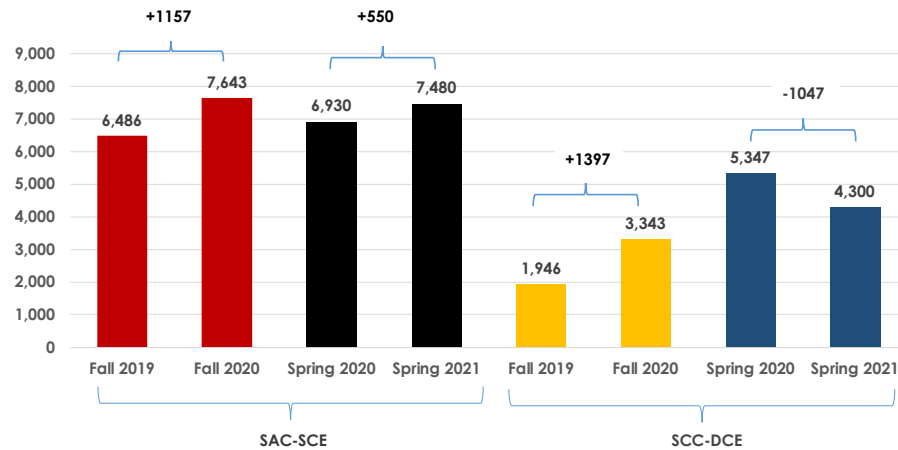


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HEADCOUNT TREND

NONCREDIT HEADCOUNT FOR RECENT SEMESTERS (Census Date Comparison)

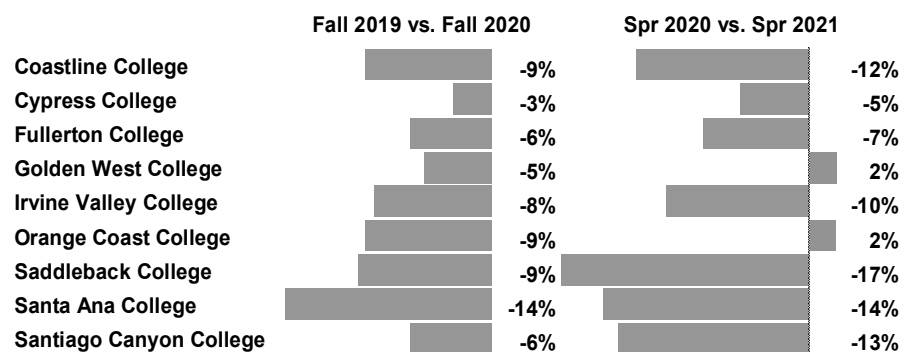


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HEADCOUNT TREND

CENSUS CREDIT HEADCOUNT COMPARISON AMONG LOCAL COLLEGES







Source: District Research Department at Coast CCD, North Orange County CCD, Rancho Santiago CCD, and South Orange County CCD

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HEADCOUNT TREND

CENSUS NONCREDIT HEADCOUNT COMPARISON North Orange CCD Noncredit vs. Rancho Santiago CCD Noncredit

	Fall 2019 vs. Fall 2020	Spr 2020 vs. Spr 2021
NOCCCD CE	 -21%	 -26%
RSCCD CE	 30%	 -5%

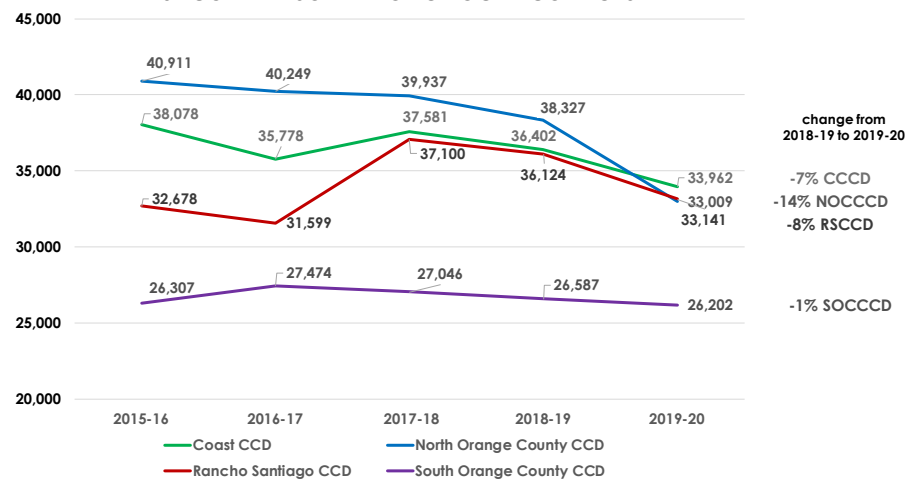
Source: NOCCCD & RSCCD District Research Departments

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TOTAL FTES GENERATED

FTES* COMPARISON AMONG LOCAL COLLEGES

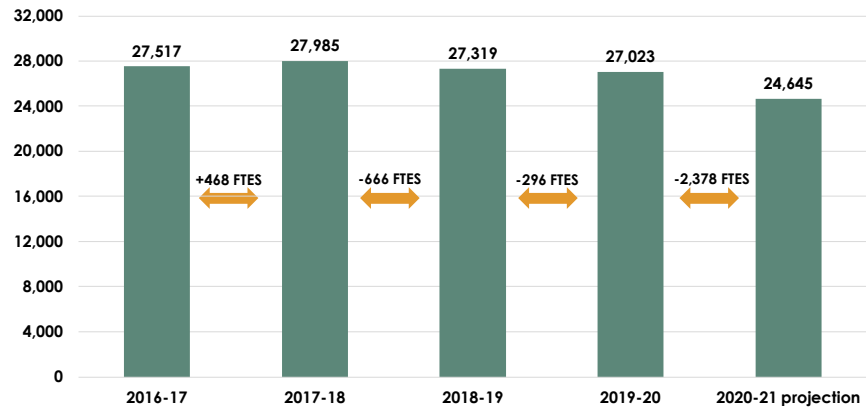


Source: CCC Chancellor's Office Data Mart; *FTES is calculated using total enrollment (residents and nonresidents) records for the annual year divided by 525. This calculation is different from the CCFS-320 reports.

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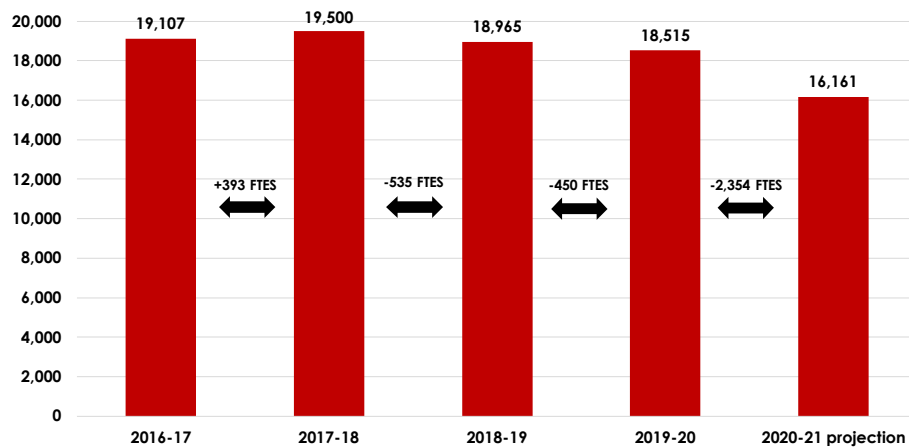
RSCCD TOTAL FTES GENERATED



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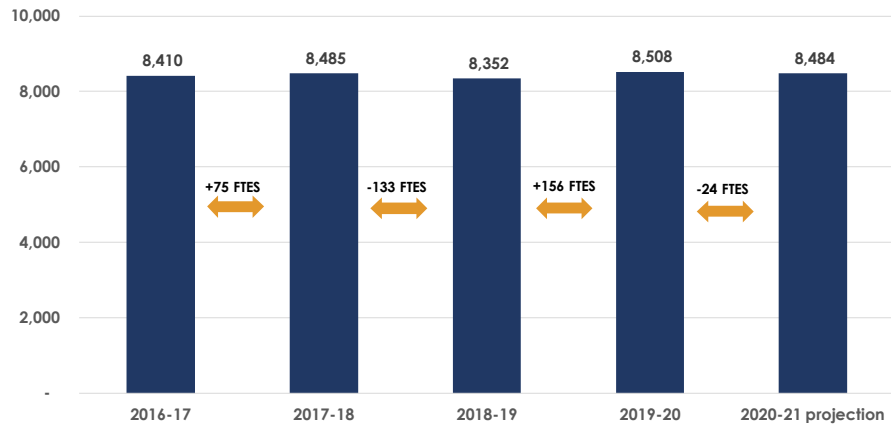
SAC TOTAL FTES GENERATED



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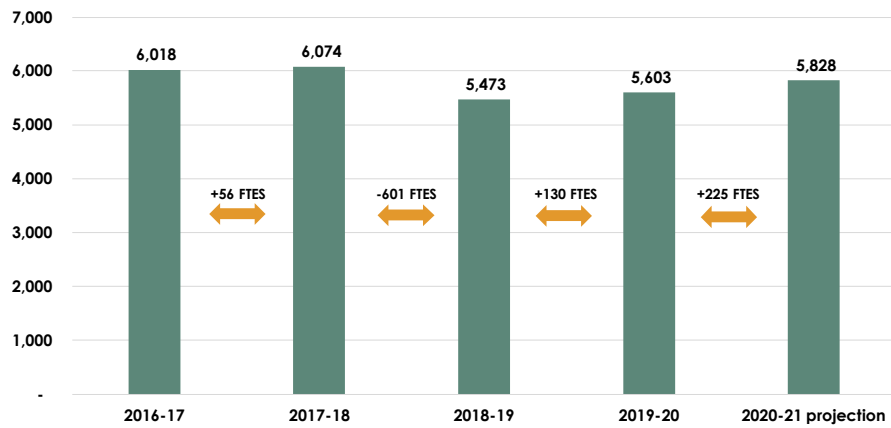
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SCC TOTAL FTES GENERATED



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RSCCD NONCREDIT FTES GENERATED



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QUESTIONS?

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