

Strategic Enrollment Management Strategies

American River College

Goal 1. Optimize student access, progress, momentum, and success.

Goal 1 Indicators of Achievement Recommendations:

Access:

- Early Momentum Metric (Priority Indicator):
 - Restore and increase enrollment for all student populations
- Longer Term Outcome:
 - Ensure that by 2027, the district's student population mirrors the demographics of our service area.

Overall Strategies from Strategic Plan:

1. Follow the HomeBase Resource Panel recommendations and fully build out, design, and measure HomeBases for equitable outcomes in access, retention, and success.
2. Continue to build and support a quality, equity-driven dual enrollment program in partnership with K-12 school districts in our service area.
3. Thirteen newly hired Outreach Specialists will help meet the Outreach Plan objectives, including a comprehensive communication plan; a structure and a process for marketing, outreach, and recruitment efforts that are culturally responsive; and policies that are more student centered.
4. Develop course schedules that reduce obstacles to completion by aligning course offerings with Program Roadmaps, and by coordinating schedules across instructional areas to reduce conflicts and overlaps.
5. Ensure students are supported for equitable completion of transfer-level Math and English.

Supporting Indicators:

- Increase Fall 2023 enrollment:
 - Identify and target students who applied but did not enroll for the past year and develop a marketing and recruitment campaign.
 - Conduct stakeholder focus groups and environmental scan (market analysis) to identify opportunities for recruitment and enrollment.
 - Develop a communication strategy for each market segment throughout the student journey (prospects, inquiries, applicants, admitted, registered, and enrolled). This includes developing a suite of communication templates to prospective students, tailored to the student's interests/needs
 - Create a re-engagement communication plan for students who did not complete the enrollment process and never attended.
 - Create and roll out a re-engagement marketing plan for students who stopped attending.

- Work with DO-IT Team to modify a Crystal Report–Outreach Report, which identifies all students who have applied to the college within the specified parameters and whether they have completed orientation, created a Student Ed Plan with a Counselor, enrolled in classes at ARC or Districtwide, and completed the FAFSA/CADAA. The Outreach team will send bi-weekly nudges to these students, based on which steps they have completed, providing them with the directions to complete each step
- Increase first time student enrollment:
 - Identify/hire/train/ an Outreach Specialist(s) dedicated to Black student success to collaborate with others to provide information on career options, and college programs to prospective high school seniors and their families.
 - Identify/hire/train/ a Financial Aid Specialist(s) dedicated to Black student success to provide financial aid information/literacy workshops to prospective high school seniors, their families, as well as, continuing college students.
 - Develop outreach strategies focused on guiding DI-API students to support services, financial aid, and career resources.
 - Hire bilingual English/Spanish speaking, culturally competent, Latinx Outreach Specialist to reach out to high school students and begin acclimation to ARC and processes for admissions, and financial aid and collaborate with high school counselors and faculty
 - Support PUENTE's outreach to high school students to help with the application process, filing financial aid, collaborating with high school staff, etc.
 - Hold outreach and recruitment events at feeder high schools, invite students and their families, and follow up with contacts about application and enrollment.
 - Hold outreach and recruitment events for new students and their families at the college to highlight college programs, including Welcome Days designed specifically for Latinx students and their families. Create an Outreach Event Calendar that identifies all community/high school events at which we have ARC representation, to ensure alignment and reduce duplication of efforts/coverage at events. Develop Outreach kits, including ARC marketing materials and promotional items, for any team members that are engaging in Outreach in the community.
 - Contact students who applied to the college but haven't enrolled.
 - HomeBases provide New Student Orientations to all first-time new students, both virtually and in-person. Students can sign up for an orientation through the ARC Orientation Webpage, and through self-guided questions, are provided with links to register for orientation for their HomeBase
 - HomeBase Coaches provide virtual and in-person registration support and workshops for all students (with heavy marketing to first time students).
 - Redesign our Prospective Student Lead Sheet to ensure we are streamlining data from our Outreach events and utilizing this information to engage prospective students through targeted communications from the Outreach Team.
 - Redesign the services that Our Outreach team provides. Provide a 3 tiered approach- informational workshops, then application workshops, then next steps

workshops- at our high schools. With the addition of new staff members, extend coverage of office hours at our local high schools, identify other opportunities for community engagement through, implement a Future Beavers Newsletter, and offer virtual information, application, and next steps workshops (registration through a new Outreach webpage).

- Increase full-time student enrollment:
 - Continue to resource the African American Student Success Center to build community, access resources, affirm identity and cultivate connections, to students, faculty and staff.
 - Allocate dedicated space for Latinx students to study, get counseling and personal/career advice, do extracurricular activities, receive tutoring, relax, be affirmed, inspired, and decrease isolation.
 - Creating a bridge program intentionally focused on disproportionately impacted groups. The program should focus on academic goals, career exploration, and holistic student support.
 - Ensure onboarding processes connect marginalized students to a community (student success team or HomeBases).
 - Provide intentional connections to learning communities, student success teams, categorical programs, TRIO programs, student clubs, equity-focused programs, counseling and instructional faculty, peer mentors, and administrators.
 - Identify students who are enrolled in fewer than 12 units and reach out through HomeBase communities to increase unit load, inform students of support services, and connect students to counseling appointments. Support students who increase unit load with above-listed strategies.
 - Increase awareness of Los Rios Promise among first time students during outreach efforts and help students take advantage of it.
- Increase dual enrollment:
 - Continue to foster strong partnerships with our School Districts while emphasizing the spirit of CCAP dual enrollment, which helps them identify students who are historically underrepresented and struggling academically.
 - Hold regular partner meetings with the Dual Enrollment Team, High School partners, and High School counselors to share important information regarding enrollment dates and deadlines and support and student service programs and students available to students.
 - Inform students during orientations about the advantages and opportunities afforded by dual enrollment.
 - Implement support systems to help students continue to enroll in dual enrollment courses, including proactive approaches by Success Coaches (outreach specialists) such as being embedded in Canvas to provide weekly grade and progress report checks.
 - Offer HCD 310 College Success course as an introduction to our dual enrollment program.

- Use a regular data reporting cycle in collaboration with the ARC Office of Institutional Research to identify students, including first generation students, who do not have access to technology and are not participating due to family challenges or other barriers. Data will be used to support those students to enroll and succeed.
 - Continue to support the success of SJUSD students in courses like STATS 300 and ENGWR 300 to increase enrollment in other courses in the Pathway.
 - Expand offerings of in-person classes at Natomas High School and Inderkum. Working with the Natomas Center, provide a greater connection to the campus and the community in the Natomas area.
- Increase adult learner (25+) student enrollment:
 - Develop an outreach and communication strategy for adult students.
 - Expand and deepen partnerships with industry, federal, and state partners to continue to offer, grow, and enroll students in Apprenticeship programs that reflect the employment needs of the region.
 - Continue to provide high quality training and educational programs for public safety personnel through the Regional Public Safety Training Center to positively affect regional employment eligibility in county and city law enforcement agencies specializing in police, corrections and/or probation.