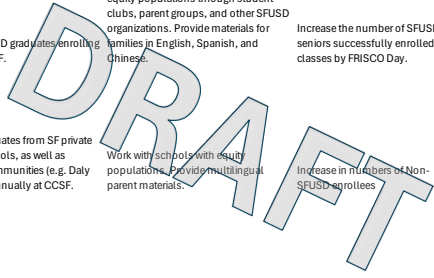


Strategic Enrollment Management Plan Template

Focus Area	Goal	Priority	Specific Activity	Timeline	Anticipated Outcomes	Culturally Responsive / Equity Strategies	Key Performance Indicators (WHAT DATA WILL BE USED TO MEASURE PROGRESS)	Resources needed (E.g., Human, Fiscal, etc.)	Responsible Stakeholders & Collaborators	College Plan Alignment (e.g., Ed Master Plan, Student Equity Plan, Student Affairs Action Plan, etc.)	Notes														
Goal 1: Partnerships with SFUSD (dual enrollment, credit recovery, Frisco Day, etc.)			Review current courses that may be suited for CCSF extension and then open FTEF up for other courses. -- Maintain the current agreement to offer Credit Recovery courses at CCSF in collaboration with SFUSD as needed. Also, work to enhance collaboration with SFUSD to increase on-campus support, tutoring, and follow-up to serve students better.			Provide professional development opportunities to CCSF and SFUSD instructors focused on culturally responsive teaching and best practices for supporting at-risk students.	Increased number of SFUSD students enrolled.	Summer 2025	Provide professional development opportunities to CCSF and SFUSD instructors focused on culturally responsive teaching and best practices for supporting at-risk students. Work with SFUSD counselors to demystify the role of Community College.	Increase in FTES	Ongoing funded activity.	CCSF Office of Outreach, TRST and SFUSD.	IV. Strengthen credit and noncredit programs V. Improve operation of the College VI. Strengthen community, education, and industry partnerships												
			Partner with SFUSD to grow and develop the existing Credit Recovery program to provide a more supportive learning environment for 1 high school students.												AEP - 3-Year Plan; Noncredit / Adult Education Needs Assessment	By Summer 2025	Strategic spending plan for AEP funds to support new noncredit initiatives	A full stakeholder process, capitalizing on community knowledge	submit plan	Ongoing funded activity.	AEP office	AEP Plan; Ed Master Plan; etc.	Stephanie working on this. Richer content and updated strategies will be available in Summer of 2025		
			There is work in progress with SFUSD to make it a more comprehensive plan. The plan will state what we already do and where addition make sense. One of the areas of focus is credit recovery students. This is a Population that we want to connect with. We are also working on a K-16 Pathway. One idea is to look at Reverse articulation. College promise 1 with the City is also a area to explore.												Maintain Bridge to Success initiative with San Francisco Unified School District partners to ensure that students receive support and preparation for a smooth transition to CCSF.	On-going	Increase in SFUSD graduates enrolling annually at CCSF.	Outreach to students and families in equity populations through student clubs, parent groups, and other SFUSD organizations. Provide materials for families in English, Spanish, and Chinese.	Increase the number of SFUSD seniors successfully enrolled in classes by FRISCO Day.	B2S coordinator, Counseling Overload for Saturday sessions for SFUSD students. Budget for food and event supplies	Dean of Outreach ; Director of HS Partnerships	IV. Strengthen credit and noncredit programs V. Improve operation of the College VI. Strengthen community, education, and industry partnerships	Meg Hudson please fill in this line		
			Expand/replicate the strategies for Non-SFUSD High School students as well.												Strengthen partnerships with San Francisco schools outside of the K-12 public district (charters, privates). Expand priority registration to Non-SFUSD grads (in progress)	On-going	Increase in graduates from SF private and charter schools, as well as surrounding communities (e.g. Daly City) enrolling annually at CCSF.	Work with schools with equity populations. Provide multilingual parent materials.	Increase in numbers of Non-SFUSD enrollees	Dean of Outreach	IV. Strengthen credit and noncredit programs V. Improve operation of the College VI. Strengthen community, education, and industry partnerships	Meg Hudson please fill in this line			
			Clarify and strengthen pathways for high school students to earn college credits concurrently while in high school, to lead to degree and certificate completion. Ensure dual enrollment programming is accessible to disproportionately impacted students.												Use K-16 Pathways grant as a springboard for building dual enrollment pathways in STEM, Education, and Healthcare.	2024-2026	Create materials and information to promote the pathways available for parents and students.	Work with schools with equity populations. Provide multilingual parent materials.	Increase in students completing the pathway.	Faculty time for meeting with counterparts and developing the pathways, designer to produce materials, FTEF for DE classes	CTE grant	IV. Strengthen credit and noncredit programs V. Improve operation of the College VI. Strengthen community, education, and industry partnerships	Meg Hudson please fill in this line		
			Hold student/family events to promote CCSF (e.g. Discover CCSF, CCSF Connect, FRISCO Day, campus tours).												Continue to offer these events and promote widely.	On-going	Establish and promote an event calendar	Events for families offered in multilingual format. Have Student Ambassadors representing the equity populations serve as role models for prospective students.	Increase in event attendance	Student Ambassadors and Outreach staff; funding for food and supplies, staff overtime	IV. Strengthen credit and noncredit programs V. Improve operation of the College VI. Strengthen community, education, and industry partnerships	Meg Hudson please fill in this line			
			Collaborate on pipeline strategies from SFUSD academies to CCSF CTE programs												Serve on SFUSD CTE Advisory Committee	2024-25	Stronger pathways from SFUSD academies to CCSF programs, including pre-apprenticeships to apprenticeships; better alignment between SFUSD and CCSF programs	Targeted outreach to specific underrepresented groups; paid training to reduce barriers to participation; implementation of embedded ESL supports into pre-apprenticeship programs	Increase in SFUSD graduates in programs; increase in communication between SFUSD and CCSF CTE staff; joint outreach events to SFUSD students about CCSF programs	Staff time	Zach Lam, SFUSI	SWP strategic plan, Education Master Plan			
			Support Development of a Youth Worker Apprenticeship for the SFUSD Beacon Sites												Act as advisor and eventually LEA for proposed Youth Worker Apprenticeship, participate in planning process	Fall 2024	Registered Apprenticeship Program for Youth Workers in partnership with CBOs contracted to operate Beacon sites at SFUSD schools	Targeted outreach to specific underrepresented groups	DAS approval, enrollments into CDEV Dept.	Staff time	Zach Lam, CDEV	SWP strategic plan, Education Master Plan			
			Goal 2: Partnerships with City and County of SF (ISA's, Apprenticeships, Free City, City University);												ISA partnerships		Work on deepening and expanding to other city area such as Sheriff's department and 911. Paramedic. Work with Contract Ed.	Pursue new agreement with Sheriff's Dept.	2025	New agreement(s) with other City agencies; Increase in FTES	Introduce the modern policing degree and other culturally responsive curriculum.	Increase FTES	ISA office and ADMJ NI time to help them stay in compliance. / FSc	SWP strategic plan, Education Master Plan	
																	Work on expanding our partnership with SFFD	Add EMTs to SFFD ISA	2025	Increase in FTES		Increase FTES	Staff time, faculty time / FSc	SWP strategic plan, Education Master Plan	



ISA partnerships	Work on expanding our partnership with SFPD	Incorporate Modern Policing Degree into SFPD Academy ISA	2024-25	Increase in FTES and transfers	Incorporate required coursework around ethics and ethnic and social justice studies to better prepare officers to work in diverse cities like SF	Increase FTES, degree completion and transfers	Staff time; FTEF to run required classes; approval of funds to pay agency per MOU	ISA office ADMJ /FSc, Articulation Officer	SWP strategic plan, Education Master Plan
Grow CCSF's Pre-Apprenticeship and Apprenticeship Pathways into City & County Jobs	Explore new Apprenticeships with City and Union partners	Add CCSF to the Automotive Machinists, Maintenance Machinists, and Heavy Duty Truck Mechanics Apprenticeships with Local 1414, MTA, SFO, Port, and DHR	2024-25	Increase in FTES, employment with City Departments (SFO, MTA, Port, others)		Enrollments in AUTO & ENGR courses, students journeying out, employment with City Dept. in related field	Staff time; FTEF to run required classes	Zach Lam, DHR,	SWP strategic plan, Education Master Plan
Grow CCSF's Pre-Apprenticeship and Apprenticeship Pathways into City & County Jobs	Explore non-credit pre-apprenticeships with AEP	Implement Community Health Worker ELL Support in Pre-Apprenticeship program	2025	Increased enrollment in CHW program	ELL Healthcare pathways - supporting non-native English Speakers	Enrollment in noncredit, and transition to Credit program	Funded by ELL Healthcare Pathways	AEP/Health Education	VI. Strengthen community, education, and industry partnerships VIII. Expand and encourage opportunities for professional development
Grow CCSF's Pre-Apprenticeship and Apprenticeship Pathways into City & County Jobs	Contract with City Departments to provide training to employees	Contract with PUC on Training partnership for Electronic Instrumentation Technician	2024-25	Increased FTES		Enrollment in Engineering Coursework; PUC employees attain more advanced positions	Staff time	Zach Lam, PUC,	SWP strategic plan, Education Master Plan
Goal 3: District develop a strategic process and plan related to Community-Based Organizations (CBO)									
CBO Partnerships	Work together with CCSF centers to identify key Community Based Organizations (CBOs) / agencies, and community events for CCSF partnerships and participation to serve credit students.	SWP Plan, Priority 2: Develop and implement an outreach plan for community partnerships with CBOs, human service agencies, employers and/or workforce partners to increase adult student Career Education enrollments at CCSF	Ongoing	Increase in CBOs that interact with CCSF on an on-going basis. Number of sustained partnerships.	Build strategic partnerships with CBOs that serve varying neighborhoods and equity populations	Increase in prospective students referred by CBO partners	Food, supplies for CBO meetings, events		IV. Strengthen credit and non credit programs V. Improve operation of the College VI. Strengthen community, education, and industry partnerships
CBO Partnerships	Recommends that the District conduct an internal institutional survey regarding CBOs and that the Outreach Office then maintain and collaboratively update an accessible CBO database. Related efforts to include: Obtain a Constituent Relationship Management (CRM) platform to manage CBO contacts and communication.	Implement CRM for automating inquiry responses and building CBO database. Continue to message CBOs with interesting content, updates on key semester dates, and invitations to CCSF events.	Roll-out in Spring 2025; ongoing	Increased CBO database; improved productivity and communication in timely manner.	Increase in content and relationships to CBOs serving varying equity populations.	Increase in relationship building; growth in inquiries	CRM, training, staffing, annual subscription to Salesforce		III. Improve communication I. Improve the student experience II. Institutionalize equity III. Improve communication
CBO Partnerships	Continue to implement SparkPoint CCSF with collaboration between CCSF Departments, the United Way, and CBOs.	Snack/Hygiene Shelves; Financial Coaching, Employment and Financial Workshops, SP Scholars Grant, etc...	Ongoing	Continue to strengthen internal/external and UWBA partnerships	Support minoritized credit/noncredit student populations with the most need	Increase in SparkPoint access; CCSF app data	Staffing, supplies		I. Improve the student experience II. Institutionalize equity III. Improve communication
CBO Partnerships	Work together with CCSF centers to identify key Community Based Organizations (CBOs) / agencies, and community events for CCSF partnerships and participation to serve noncredit students.	AEP - 3-Year Plan; Noncredit / Adult Education Needs Assessment	By Summer 2025	1) Needs Assessment Report; 2) CAEP 3-year plan	A full stakeholder process, capitalizing on community knowledge	Completion of Needs Assessment Report and 3-year Plan	Ongoing funded activity.	AEP office	AEP Plan; Ed Master Plan; etc. Stephanie working on this
CBO Partnerships	Create a digital community connections index. Create a repository for District MOU's, contacts, partnership agreements, etc. that have been established with CBO's;	Creation of the Database	By the end of Summer 2025	Increased CBO outreach to increase access to CCSF for their clients.	Support minoritized credit/noncredit student populations with the most need	Increase enrollment (FTES)	Point person to create/maintain the repository	Outreach	I. Improve the student experience II. Institutionalize equity III. Improve communication
Goal 4: Partnerships with Industry (Extension, Contract Ed, Apprenticeships, Internships, etc.)									
Deepening Industry Partnerships	Explore new models for Industry Engagement, such as BILT and BACCC regional advisory boards	Host industry engagement events and updated CTE Advisory Boards to get input on curriculum enhancements	2025	Develop new employer pathways for credit, non-credit, and not-for-credit programs	A full stakeholder process, capitalizing on community knowledge	SWP launchboard metrics	Faculty and Dep: Departments	Workforce Office, Career Services, CTE	SWP strategic plan, Education Master Plan
Deepening Industry Partnerships	Explore and leverage the ways in which employers can utilize CCSF training programs for their workforce (Credit/Noncredit/Extension/Contract Ed).	Look at companies that provide training benefit for their employees. CCSF is already working with UPS, Amazon, City and County DHR, and others.	2025	Increase number of employers partnering with CCSF for enrolling their workforce in training courses	Providing classes at times that work for working adults, parents, etc.	SWP launchboard metrics	Updated marketing materials for employers	John/Stephanie	SWP strategic plan, Education Master Plan

Credit for Prior Learning	Ties to marketing. Let students know about the opportunities to earn credit through their employers or potential employers. Good to marketing to employers to upgrade their staff. Expand CPL opportunities in the college curriculum.	Increase CPL petitions, CPL awarded, certificate and degree attainment with CPL on transcript	CPL is an equity lever	CPL applications, IST uploads and evaluations, CPL awarded, CPL transcribed, Cach, Degree attainment	Commitment of time/personnel in Veterans Resource Center, counseling, A&R, faculty to support CPL	CPL team	SWP strategic plan, Education Master Plan	Megan Cory
Work experience	Promote minimum of 3-unit work experience classes for students to maximize work-based learning outcomes	Increase number of students enrolled 2025 in Work Experience	Ensure equitable access to internships and WBL opportunities while promoting culturally responsive practices	SWP launchboard metrics	Work Experience Faculty	Workforce Office, Career Services, CTE Departments	SWP strategic plan, Education Master Plan	
Explore new apprenticeship and pre-apprenticeship opportunities with private sector employers	Graphic Design and Marketing w/ Social Imprints, Digital Marketing and Media Production w/ BAVC, Insurance w/ AON, Cybersecurity w/ Cybertrust, Facilities w/ Stanford	Increase in FTEs, certificates, and gainful employment 2025	Recruitment strategies to target underrepresented groups, some employers specifically want to target specific groups such as formerly incarcerated students, low income students, or students who are underrepresented in their industry.	Enrollments, program completion, certificates awarded, employment	Staff time	Zach Lam, various CTE Depts and Private Employers	SWP strategic plan, Education Master Plan	
SWP Plan, Priority 6: Increase the number of paid internships, and mentoring opportunities in new and existing industry sectors and occupations	Create a comprehensive tracking system for internships and work-based learning (WBL) experiences, accessible to Employment & Training Specialists (ETS) for input, analysis, and reporting.	November 2024 Spring 2025	By using the tracking system to identify successful WBL initiatives and strengthen employer engagement, we can make informed decisions that increase paid internships and mentoring opportunities across industry sectors and occupations.	By identifying participation gaps among student demographics, the tracking system enables ETSs to implement targeted outreach to underrepresented groups, ensuring equitable access to internships and WBL opportunities while promoting culturally responsive practices.	By analyzing the data in the tracking system database, we can monitor key performance indicators to assess progress toward increasing paid internships and mentoring opportunities, allowing for data-driven adjustments to enhance program effectiveness.	ETSs for engagement with employers and students for data collection and input	James Lewis, Kimberly Borral (WBL Coordinator)	SWP strategic plan, Education Master Plan
Work with industry to gather information that might qualify for credits toward degrees and certificates	Credit for Prior learning; outreach and advertising to local public safety and EMS agencies about opportunities to obtain a degree and apply CPL.	November 2024 March 2025	Increase applications for AS degrees in ADMJ, FSC and Paramedic	Streamline pathway to completion of degree	Certificate and degree attainment; disaggregated outcomes data for retention, completion	Research integration in CPL	CPL team	SWP strategic plan, Education Master Plan Megan Cory
SWP Plan Priority 7: Enhance employer partnerships by developing a cohesive and streamlined business and industry plan/approach including Career Services, CE and other colleagues that interface with employers	Participate in K-16 Education Collaborative industry engagement efforts led by Silicon Valley Leadership group	Fall 2024/Spring 2025	Increase student work-based learning opportunities and post-program placement, retention and earnings	Ensure equitable access to internships and WBL opportunities while promoting culturally responsive practices	SWP launchboard metrics	OCSF Career Services Team	SWP strategic plan, Education Master Plan	
SWP Plan Priority 8: Develop and promote quality short-term stackable credential programs in partnership with employers that meet regional labor market demand and create better access for historically underrepresented populations	Promote short-term curriculum development among CTE faculty. Implement new Insurance Academy (Contract Ed)	Fall 2024/Spring 2025	Increase in short-term certificates that enroll students	Streamline time to completion to employment	SWP launchboard metrics	Faculty curriculum development	CTE Faculty	SWP strategic plan, Education Master Plan