Strategic Enrollment Management Plan Template

Focus Area: Retention

Source	Goal 1	Strategy	Specific Activity	TIMELINE	ANTICIPATED OUTCOMES	CULTURALLY RESPONSIVE / EQUITY STRATEGIES	KEY PERFORMANCE INDICATORS (WHAT DATA WILL BE USED TO MEASURE PROGRESS)	Resources needed (i.e. Human, fiscal, etc.)	Responsible Stakeholders & Collaborators	College Plan Alignment (e.g., Ed Master Plan, Student Equity Plan, Student Affairs Action Plan, etc.)
	Enhance the college's environment as well as services and supports that improve students safety, well-being and sense of belonging	Ensure classrooms and other student spaces are welcoming, comfortable, safe and healthy	Welcoming messages in student-facing spaces; images/messaging in student spaces reflective of students' identities. Can offer materials for instructors and counselors to request for classrooms. (possibly a contest with VMD?); Inclusive and Culturally Reponsive Pedagogy/Curriculum	Spring 2025 launch with Spring Start-Up activities - ongoing	Students are easily able to identify employees and help areas to ask questions and navigate campus, ensure that communications are student-focused	Buttons for employees in different languages and campus maps in different languages, Language Line fully utilized in all offices	Acertain ability of employees to communicate in a breadth of languages, Languageline usage; Number of employees engaged in DEIAA PD, Conference Attendance and share back deliverables	Funds for activities and signage (AANAPISI funds). People to staff welcome areas and create/post materials, DEIAA Professional Learning for Faculty	Facilities, VMD students, AANAPISI, Admin. area leads for Spring Start-Up	EMP, Student Affairs Action Plan, PD plan
		Improve and update facilities and college environment, prioritizing students' and employees health and safety	Increase enrollment internally through classroom climate & "setup"; Classroom furniture and environment improvements; Update facilities in a timely manner	Fall 2024-ongoing	Everyone feels safe and welcomed in both the learning and working environment; Ongoing trainings and professional development	Culturally responsive teaching and learning, students feeling othered	Gather previous complaints to develop/create a baseline to help idenitfy the status - decrease in overall complaints and work orders. Better communication and follow up re: completed task	Staffing; larger class sizes to accomodate growth, Funding to support staffing to ensure classroom upgrades, repairs and improvements are completed in a timely manner, Professional Development to address students feeling unsupported and othered in the classroom	Facilities; HR; ITS	
		Increase access to food vendors college-wide to provide day and evening food options for students	Increase vendor contracts to include 1-2 evenings per week; Expand vendor services to at least 1 vendor per location at the Centers, Establish onsite location that accepts EBT for food services	Spring 2025 planning with implementation AY 2025-26	Evaluate Student Food Services for evening classes and students at the Center; More food vendors at the college, increase ways to access food by allowing EBT purchases	Inclusive of various cultural food types and dietary needs	Quantative (how many student utilize evening food services; how many evening courses are offered at each location) - Qualitative POS brief surveys	Funding, data/reporting support, Equipment to allow POS for student EBT purchases with Culinary Arts and Bookstore	Academic Affairs (AVC Boegel/appropriate Center Deans; Culinary Arts?); Admin/Finance - contracts; Bookstore - EBT, Vendors (expand the machines that offer expanded food types more than just snacks)	SA Action plan?

Source	Goal 2	Strategy	Specific Activity	TIMELINE	ANTICIPATED OUTCOMES	CULTURALLY RESPONSIVE / EQUITY STRATEGIES	KEY PERFORMANCE INDICATORS (WHAT DATA WILL BE USED TO MEASURE PROGRESS)	Resources needed (i.e. Human, fiscal, etc.)	Responsible Stakeholders & Collaborators	College Plan Alignment (e.g., Ed Master Plan, Student Equity Plan, Student Affairs Action Plan, etc.)

Source	Goal	Strategy	Specific Activity	TIMELINE	ANTICIPATED OUTCOMES	CULTURALLY RESPONSIVE / EQUITY STRATEGIES	KEY PERFORMANCE INDICATORS (WHAT DATA WILL BE USED TO MEASURE PROGRESS)	Resources needed (i.e. Human, fiscal, etc.)	Responsible Stakeholders & Collaborators	College Plan Alignment
	Enhance student engagement and integration with the college	Clear and accessible pathways to leadership and engagement and or co-curricular engagement	Promote and support Student Clubs/Orgs via Unity Day, classroom visits, campus-wide marketing to achieve 50+, ICC attendance tracking, increasing club events per semester. Support Associated Students (AS) to host annual leadership development conference supporting 50+ student leaders.	Clubs: 40 by SP25, 50 or more clubs by Fall26 Clubs: attendance at weekly ICC meetings - by SP25 75%, SP26 85% Clubs: 100 club events by SP25, 150 club events by SP26 AS: First conference established SP25, second annual conference by SP26	More students participating in clubs and student organizations will help connect students to each other and the college community	More clubs will result in a diversity of peer-to-peer interactions, and options for students to explore different parts of their backgrounds and identities.	Success in achieving more participation in clubs, as well as Inter Club Council meetings and leadership development activities	Data around actual student need in terms of resource centers and programs. Funding to keep programs open during all needed times.		
		Enhance students' sense of Belonging	Fully support resource centers, and student retention programs. Offer appropriate resources that are sensitive to the communities they serve. Evaluate program and resource center needs, Onboard students with in-person orientation and inform about college resources and services	Ongoing	Visbilize programs by increasing student access, awareness and connection to programs and resource centers built to support their academic success, well-being and completion; Improve onboarding processes increases students ability to navigate the college and seek support		Use CCSF App to track student traffic and measure use of programming and student utilization of serivces; number of students attending in-person orientation; Number of students accessing retention and resources programs - increase access for students are aware these services exist.	Funding to support in-person orientation sesssions as part of the Enrollment Processes/Onboarding to the college	All Areas of the College (VCSA, VCAA, VCF, AVCIE, etc..cabinet leadership)	
		Intentional curricular and co-curricular partnerships	Diversity in recruiting and hiring employees, including faculty, staff and other roles - Need to check with Tony Brown; Equity Talks Speaker Series; DEI Professional Learning Opportunities for employees; Development of college Anti-racism policy	Fall 2024-ongoing	Training sessions, Professional Development; Faculty Community of Practice		Number of Trainings; Number of Participants at trainings, workshops, professional development sessions	Funding for Professional Develoment, Training, Speakers and Consultants.	Tony Brown - HR, William - PDC,	
Source	Goal 3	Strategy	Specific Activity	TIMELINE	ANTICIPATED OUTCOMES	CULTURALLY RESPONSIVE / EQUITY STRATEGIES	KEY PERFORMANCE INDICATORS (WHAT DATA WILL BE USED TO MEASURE PROGRESS)	Resources needed (i.e. Human, fiscal, etc.)	Responsible Stakeholders & Collaborators	College Plan Alignment (e.g., Ed Master Plan, Student Equity Plan, Student Affairs Action Plan, etc.)
	Academic / classroom strategies	OER/ZTC	ZTC notations are being made in the schedule; department chairs will be asked to work on this; working towards implementation of one (1) ZTC Degree; Gathering leads for courses that need ZTC and working on adopt/adapt of existing OER materials.	Fall 2024-ongoing	Increase number of ZTC course offerings; Increase faculty participation in development of OER materials; Students are more aware of OER/ZTC and it's benefits	Lowering Textbook Costs; ZTC Degrees; Access to equitable education; Higher completion rates for equity populations	Award ZTC Degree; Increase OER/ZTC courses; Increase ZTC degrees, Increase completion rates	Funding to support faculty development of OER/ZTC courses needed for degree requirement = completion	Cynthia Dewar, Amy Maclanahan, VCAA	
		Noncredit Enrollment and Attendance Tracking							Gregoria Cahill, Erin Denney, VCAA	
		Dual Enrollment, Distance Education,	Send a cross functional team to the DE Conference in Sacramento Feb. 23-25, 2025. Continue to collaborate and meet with SFUSD Partners. Create pathways that meet students career, employment and industry needs	Fall 2024-ongoing	Increase SFUSD parent awareness; Increase Black and Brown student access and completion rates. Increase awareness of career and industry opportunities	Access to free education, Increase understanding and awareness of college policy and procedures; Retention and Completion	Number of team members sent to the training; Increase student completion; Enrollment increase in DE and Concurrent enrollment	Funding to support Professional development and training	Meg Hudson, VCSA, VCAA	

Source	Goal 4	Strategy	Specific Activity	TIMELINE	ANTICIPATED OUTCOMES	CULTURALLY RESPONSIVE / EQUITY STRATEGIES	KEY PERFORMANCE INDICATORS (WHAT DATA WILL BE USED TO MEASURE PROGRESS)	Resources needed (i.e. Human, fiscal, etc.)	Responsible Stakeholders & Collaborators	College Plan Alignment (e.g., Ed Master Plan, Student Equity Plan, Student Affairs Action Plan, etc.)
	Improve retention rates (students staying in class thru end of semester) AND persistence (students continuing from one semester to the next)	Tutoring/Supplemental Instruction	Expand embedded tutoring to the Multicultural Retention Services Program (MRSP) centers to intentionally provide hoslistic wrap around support to our student equity populations.	Spring 2025 -ongoing	Students are easily able to identify employees and help areas to ask questions and navigate campus, ensure that communications are student-focused;	students feel seen, supported, nurtured, and valued; Stronger sense of belonging and connection	Increase student retention and completion	Funding to support Professional Classified Tutors assigned to MRSP centers	Cynthia Dewar, Erin Denney, VCAA, VCSA	
		Mentorship, Apprenticships, Internships, Work Experience, Leadership opportunities	Visiblize programming and expand awareness of services and opportunities created by Career Center & Career Services to affinity based student spaces such as Umoja, Puente, LSN, etc...by meeting students where they are.	Spring 2025 -ongoing	Increased student access, engagement, and awareness; Improve student connection to career industry and employment, increase student knowledge/skills;	Increase opportunity for students to complete and attain economic mobility	Increase student participation; Increase student sense of belonging	Funding to support speakers, paid internships Leadership opportunities for students	John Halpin, Zach, James (Career Services) Lisa Romano (Career Center)	