

## **Enrollment Management Goals Brainstorm January and February 2023**

**Questions: (note that responses seem to be based on these questions—folx didn't necessarily answer each of these questions)**

1. What do you currently do to try to meet this goal?
2. What is something we are NOT doing at Miramar to meet this goal?
3. What could you or others at Miramar do to better meet this goal i.e. what,Äôs one thing we could do better?)?

*Data collected through 2/13/23 at 12:04 PM*

### **Student Feedback:**

**Question 1:** What are some things that the faculty, staff, or administration at Miramar can do, or do better, to ensure you: 1) have access to our resources and/or 2) complete your education (i.e. get a degree or certificate)?

#### **Responses:**

Responses for "Traditional Students (those age 25 and over, i.e. recent high school graduates)":

1. Make gym and swimming pool facilities usable by all students (with a small fee if necessary).
2. Create a comprehensive online page that allows you to browse through the offered degrees and certificates (to substitute the need to go over the long pdf catalogue).
3. more options for classes

Re-entry Students (those age 25 and over)

1. Weekly newsletters for resources and the pathways already in the websites are super helpful.

**Question 2:** What are some things that the faculty, staff, or administration at Miramar can do, or do better, to help increase the likelihood that you will complete your courses with a passing grade?

#### **Responses:**

Responses for "Traditional Students (those age 25 and over, i.e. recent high school graduates)":

1. Allow small group of students to book empty classrooms to study together.
2. more attentive professors

Re-entry Students (those age 25 and over)

1. Have their Canvas website as organized as possible. Some professors have it all over the place and it is difficult to stay organized with your assignments in your professors Canvas website is all over the place.

**Question 3:** What are some things that the faculty, staff, or administration at Miramar can do, or do better, to help us increase the likelihood that students won't drop or withdraw from their courses?

**Responses:**

Responses for "Traditional Students (those age 25 and over, i.e. recent high school graduates)":

1. Check what ratings professors get on websites like "rate my professor", if someone has a really low rating then something isn't working.
2. Offer a better description of the course and the material that will be covered (when enrolling from the student portal), so that students are more aware of what they are enrolling into. Maybe sample syllabi?
3. make sure assignment due dates aren't set until after the drop? [originally said "withdrawal"] deadline to ensure that late joining students aren't behind

Re-entry Students (those age 25 and over)

1. Be more comprehensive with their ED plan or have multiple drafted out so they can choose before it too late for a W.

**Question 4:** What are some things that the faculty, staff, or administration at Miramar can do, or do better, to help us build a stronger sense of community?

**Responses:**

Responses for "Traditional Students (those age 25 and over, i.e. recent high school graduates)":

1. Publicize clubs more (allow club members and heads to publicize at the beginning of class). More widespread use of colorful bulletin boards where clubs and events can be promoted.
2. Organize (or allow the student body to organize) public breakfasts outdoors, something as simple as orange juice, coffee and sandwiches.
3. In general, more activities outdoor where people will probably see them happening, unaware students need to see.

4. Set up a big paper canvas on a wall or two and allow students to pay/spray paint it. Run logo design contests.
5. more community events and incentives

Re-entry Students (those age 25 and over)

1. More access to clubs and leadership and internships.

### **Faculty/Staff/Administration Feedback**

#### **Responses for "All Community College Students":**

##### Goal 1: Increase in access and persistence

1. Developing more flexible scheduling and clear planning including program mapping
2. I try to be flexible with deadlines and have compassion for students as the pandemic has been hard on so many.
3. Advertise Miramar classes at all surrounding high schools multiple times.
4. Having a mix of in person vs online classes for each subject would be very helpful. Working in Counseling I find that when all of the classes are in person I have students asking if there are any online classes; and if the classes are all online I end up with some students asking if there are any in person sections of the class.
5. Get professional help in branding. Miramar has a unique offer that it doesn't advertise. And for heaven's sake, stop asking everybody for their opinion with these totally invalid polling techniques.
6.
  1. partner with public media to get the message out about what jobs our degrees and certificates enable people to obtain. Private for profit schools do a lot of this
  2. partner with organizations helping homeless people, poor people, refugees, unemployed people, formerly incarcerated people, and even currently incarcerated people to earn degrees and certificates so they can rejoin other Californians with good jobs and decent homes.
  3. partner with Dept. of Voc. Rehab, Assisted/Supported living spaces for elderly or disabled people, and other agencies to help get more information to encourage people to come to earn degrees and certificates, even if the people need extra support or services.
  4. offer day care for students who are poor so they can attend school here.
  5. present our offerings and student testimonials on social media and periodically to neighborhood publications or the Reader or some other freely distributed media
  6. survey all 12th graders in high school and also young adults attending adult schools asking them what they would look for in a college

7. I have videos available to share with students of my lectures so that they can stay up to date with the materials when they are home sick. Schedule at least 2 mandatory zoom meetings for online courses.
8. In-person services should be brought back. Zoom meetings are great options, but should be significantly reduced.
9. Don't cancel classes that students need to finish. Educate counseling about all of our programs at Miramar. Too many time students get completely incorrect information from counselors. We talk to all of our students about their path within the program. Make sure that our students understand that we welcome their questions.
- 10.1. Help students with their Program mapper, or & Academic Map Plan. 2. Hold face to face evening classes.3. Familiarize faculty with Academic Map Plan for our students.
11. Mandatory New Student Orientation - either en masse or one-on-one - providing students the information and resources available to them so that they can achieve their goals.
12. Respond quickly and that should include resolving for the purpose of the visit. We do not want students to wait, especially without acknowledging their presence. Having incoming student questions or emails to the department stick out in our email boxes. They get lost. We could colorize/code student emails so employees notice them. H #3 have a host on the 2nd n 3rd floor with a vest to let student know they are in the right place and encourage them to get in the correct lines. Overall the registration can be confusing. No one to talk to.
13. Class scheduling across the district should be addressed. The 3 colleges need to collaborate on class scheduling and offerings.
14. provide equity for all student and staff. remove all mandates
- 15.1. Offer courses that meet them where they are eg. Modality, time flexibility, accessibility, career focused.
  2. Management has not consistently funded requests to support our career-based programs equitably.
  3. Encourage management to give the faculty body an equal voice.
16. I think this is a multi pronged approach. First, we need to make sure that we help students understand what we have on campus. We need to engage more with the students once they apply and after they register. Currently our communication after they apply is horrible.

We also need to focus on teaching and make sure that students are being retained in the classroom. How much do faculty know about what we have- both full time and adjunct. How much are they sharing that information with students? Next, we need to make sur4e that we come up with creative ways to help students develop educational plans. We do not have enough counselors to meet with all of the

students. How do we help our students? How do we share our program mapper? Finally, we need to connect the program mapper and scheduling. If we are telling students to take x class in the spring, we better offer it.

17. I rely on skills and training in equity to be sure that my course meets the requirements for an equitable course. Unfortunately, since we can't mandate this, students tell me that some of their professors' courses are unwelcoming, inequitable, and set them up to fail. I would like to see mandatory requirements in equity for all courses at Miramar, while still embracing academic freedom. (i.e. It's not what you teach but how you teach it.)

The scheduling piece is really important as well. If we are going to be an equity-minded campus and retain students from diverse backgrounds, we need to run lower-enrolled courses, especially those in programs we are trying to build in order to grow certain student populations, such as Chicano Studies (as an HSI this is crucially important).

18. 1) Make the registration process less daunting by contacting students on class waitlists and providing interested students w/ instructions on the wait-listing and enrollment process. Marketing my classes with fliers. Telling students to advertise the class to their peers. 2) I think more posted fliers about specific classes on campus would be nice to see. I'd also like to see more discussions about how to boost enroll through creative advertising 3) We could promote each other's classes more by making announcements in class on and Canvas

19. In terms of persistence, coming out of COVID the campus needs a class or program which helps students better understand the psychosocial stresses they have dealt with/are dealing with, and the stresses they'll deal with as students. I wound elements of such topics into my Health 101 class last semester, with great success (at least based on their comments). The students we're going to see over the next 5-10 years will need help negotiating a life few of their peers in the United States have experienced - ever. They clearly need help in understanding what they're going to experience in their college careers (academic and otherwise), and life thereafter. If they choose to be on-campus, then we're uniquely equipped to help in this regard - they're in our sphere of influence.

20. Exercise Science and Athletics holds face to face classes each and every semester. We currently actively recruit students to campus by going to the high schools. The campus should offer more athletic teams. This is a guarantee for 12 to 25 full time students per team. We should also hold more on campus activities that will attract students..For example bring a band on campus, open up the pepper tree cafe, hire a taco cart, do anything that will attract students. Last but not least if you want students on campus than we must get faculty and staff back on campus.

21. Ensure that each discipline offers various class formats (synchronous, asynchronous, in-person and hybrid). Make sure that classes are not cancelled, or the instructor is changed at the last minute as much as possible. Advocate for hyperlinks which would explain how to request a permission number to be put on the class schedule, or clearly explain the process on the college website if the district cannot do it. Let's not assume that students should be experts at knowing our processes and let's truly be student-ready. Make sure that the class schedule has the instructor's email. Try to plan ahead and have the instructor's names on the schedule in time for priority registration. Make sure that if a class has Zoom meetings even if occasional or optional it is spelled out clearly on the schedule (as employees we know when we need to report to work, so it is the same thing for students who have lives and obligations outside of school). Increase the Wi-Fi on campus so that students have a place to do homework and so that remote real time captioning services needed in classrooms for student who have that accommodation authorized can be offered in a proper way. Provide training to instructors and promote the use of Universal Design for Learning concepts when designing class materials, so that the needs of various learners are addressed right off the bat.
22. 1) offer courses in various modalities/ durations/ blocks  
2) Miramar continues to be resistant to the reality of this new virtual landscape and in the process, downplays the very thoughtful and dynamic online courses that Professors have developed in order to adapt and meet student need.  
3) Miramar would benefit from releasing the outdated mindset and grip on the pre-covid world that values in-person learning as the gold standard and TRUST THE ACADEMICS who are 1) the teaching/ learning experts and 2) the researchers in their fields and 3) who have first-hand, direct contact with our students. The world has changed and it is continuing to move forward in this virtual direction. We will miss opportunities and be left behind if we keep wasting energies on meetings about "how to get students to return to campus" when they are a generation of students whose entire social life revolves around technology. If we don't embrace this shift, support this shift operationally and fiscally, and value the work being done by the faculty who are doing this hard work for our students, our programs will become obsolete and we will be a relic.
23. To meet the goal of access and persistence, I teach in a culturally responsive framework. I build authentic and encouraging relationships with my students. I walk my in-person classes around campus during the first week of the semester to show them all of the resources we have on campus. I have a specific "resources" module in my Canvas courses to link different opportunities. I regularly announce events on campus and offer extra credit for attending.  
I think Miramar as a college could do a better job of offering regular campus tours

to new and returning students by inviting students to these at the time of registration. Many students do not know they need to see a counselor to make an education plan and when they go, they have difficulty making an appointment. This process should be more streamlined and I think students being invited to an appointment at the time of registration would also be helpful for retention. Surveys regarding student population could be offered at registration as well such as whether a student is first generation or a former foster youth so they can be connected automatically to EOPS and CARE.

24. We don't do student engagement very well. We need more career development opportunities for students. We can support students by connecting them more with student services such as career services.

25. Lower course caps, keep low-enrolled courses open if there are at least 8 or 10 students in it. When we cancel face-to-face courses, we lose students forever. In the student's eyes, we are unreliable. If they are on the fence about college, that can be just enough to push them away.

26. 1. Reach out to each student, listen to them, and accommodate their individual needs. Educate them to the great services we do have available, physically walk students to service areas on campus. Offer help however you can.

2. Many of the student services, instructional offerings, programs, classes, etc aspire to be great, but miss the goal. It requires employees and faculty to physically be there for students. Most of the campus is a ghost town most of the time, makes students realize that we have no follow through in offering our aspirational claims.

3. Invest in hiring faculty, employees, and truly provide the services that create an environment that is welcoming and helpful to our community.

27.

## Goal 2: Increase success and completion

1. Working on process to refine Credit for Prior Learning

2. I allow late assignments with a very small penalty

3. Don't make "success" an institutionally defined goal. Like peace, Pablo, it's the journey,...

4. 1. survey past CCAP students asking them how their course went for them, how it helped them, and what could have been improved

2. offer new students some social get together events to entice them onto campus and to learn about all of the degrees and certificates we offer

3. offer all students currently taking classes online surveys through the Canvas asking how things are going for them, how can we help them more, what types of services would they like the college to offer them

4. continue to provide free loans of laptops and calculators for the entire semester

5. continue to provide free tutoring, wifi, food, clothing and even mental health help to students.
6. offer current students incentives to tell people at their workplaces why going to Miramar College is a benefit
7. have more opportunities for students to join clubs especially things related to their major such as a science or physics or coding club or an art exhibit etc.
8. have more transfer events helping students envision themselves as transferring to a 4 year school and meeting admission folks from public 4 year schools
9. survey alums and soon to be graduates from Miramar asking what they liked about our school and what they wanted improved
5. I have videos available so students can keep up to date on the classes if they are sick or have to be out of town. Emailing students when they have been absent 2 times in a row to help them get back on track and encourage them to remain in the class. I use older versions of textbooks so students can save money on their books. I have videos available to share with students of my lectures so that they can stay up to date with the materials when they are home sick. Schedule at least 2 mandatory zoom meetings for online courses.
6. In-person services should be brought back. Zoom meetings are great options, but should be significantly reduced.
7. Encourage students to utilize office hours. Stress the importance of completing course work on time. Don't cancel classes that students need to finish.
8. 1. Share success story with the community. 2. Hold face to face evening classes.
9. Provide every student with a personalized road map that outlines their personal path to success
10. We have a check off sheet for some. Processes so students know when they are completed. 2/3? Put in a payment keyosk? Inside the student health to speed up services.
11. Students will attend an on-boarding session with a counselor and a person familiar with the program they are entering. Financial aid paperwork, educational plan, and class schedule will be confirmed. Goals and the work required to reach them will be put in writing.
12. recommend student go to Mira Costa or Southwest where equity is the same for staff and students.
13. The answers to goal one are significant to apply equally to the remaining questions.
14. My question is simple- How do students know how to complete? CTE does an outstanding job at helping students know what to do, when to do it and how to complete but the average student does not know. And if they are first gen, they have no one to turn to to ask for help. We need to get more of the college involved in the conversation. Guided Pathways has started to build the foundation for the



conversations and the introduction of the ACP's is the plan to try engage more people into the success of students and how collectively we can increase student success and completion. One office cannot do it.

15. I have flexible deadlines and use completion (rather than subjective grading) for student work. This allows them to pass and move forward at their own level. Only a small handful of us do this, and although I don't have it on hand, I believe there is research to support increased completion and success using these strategies.
16. 1) Ensuring students feel valued in the classroom (online and face-to-face alike), humanizing classes with welcome videos and non-punitive language. 2) I would like to see more collaboration on how to boost enrollment (workgroups, communities of practice, professional development opportunities. 3) We could do better at promotion of our classes through discussing unique offerings on a more specific level with class advertising (e.g. - in this class, you get to do a creative project / be part of an art fair / go on a community-building field trip / conduct your own unique research project, etc.)
17. I personally counsel each of our student-athletes. If we want student success than we must have counselors on campus. Zoom meetings work for a select few and not the majority. Open up the labs. Students need access to all services on campus.
18. Staff the counseling department more so that they have more manpower to deliver workshops and provide more academic advising appointments (and not just drop ins). Students would benefit from a more "intrusive" type of counseling where there is more follow up provided. That approach works well with EOPS and DSPS, so let's make sure that General Counseling has the resources to offer that as well.
19. Students need regular outreach for success and completion. Having student emails or even direct messages to their canvas inboxes would greatly increase the missing communication factor on our campus. Simply put, many students do not know what resources there are and how to access them. If students were receiving regular emails about our tutoring services, our financial aid office and opportunities, our honors program, etc. they would have a better idea of what is offered. Right now, students rarely know unless their professors tell them. Other colleges and universities have student listservs to communicate this information. More robust presence of student organizations and clubs would also increase success and completion. Students often tell me they struggle to be social on campus and don't know how to get involved. Course relief for faculty advisors for clubs would help increase participation since many involved professors are already at capacity for their available time to give.
20. Our office helps students understand the importance of finishing their degree for career and college advancement opportunities. Students tell me all the time that

they never knew these services existed. We could incorporate career into every classroom.

21. Reach out to each student, listen to them, and accommodate their individual needs. Educate them to the great services we do have available, physically walk students to service areas on campus. Offer help however you can.
- 22.

### Goal 3: Increase retention

1. Continued advertisement and social media presence
2. Provide food or snacks at all face to face events if affordable.
3. Making sure students know the deadlines & registration dates, so they get their into their classes in a timely manner. When a student misses their registration date (for whatever reason) and then cannot get into the class they need (especially if there is only one of that class that semester) they get discouraged and may take a break from school that can end up spanning years (or they just might not come back at all). Plus my answer from goal 1.
4. Face it, students come here largely because they couldn't get into a 4-year school or get a job, so making that part of admission is counter-productive [Pablo writes: I'm not sure what this means]
5.
  1. survey past CCAP students asking them how their course went for them, how it helped them, and what could have been improved
  2. offer new students some social get together events to entice them onto campus and to learn about all of the degrees and certificates we offer
  3. offer all students currently taking classes online surveys through the Canvas asking how things are going for them, how can we help them more, what types of services would they like the college to offer them
  4. continue to provide free loans of laptops and calculators for the entire semester
  5. continue to provide free tutoring, wifi, food, clothing and even mental health help to students.
  6. offer current students incentives to tell people at their workplaces why going to Miramar College is a benefit
  7. have more opportunities for students to join clubs especially things related to their major such as a science or physics or coding club or an art exhibit etc.
  8. have more transfer events helping students envision themselves as transferring to a 4 year school and meeting admission folks from public 4 year schools
  9. survey alums and soon to be graduates from Miramar asking what they liked about our school and what they wanted improved
6. Providing child care on campus to any student who needs it would definitely help increase student retention rates! Grant money for students to buy books would also

help defray costs! I'm not sure if there are any programs for that. If there are I have not seen any flyers promoting the program. They have the program at Palomar College and many students take advantage of it.

7. In-person services need to be emphasized. It shows students we care and are there for them. Last semester, I had multiple students that were enrolled in my in-person class that had a difficult time meeting with their other professors, counseling, and other student services. It was difficult because these individuals were not on campus and would meet only via Zoom.
8. Good information from both faculty and counseling.
9. 1. Invite the Miramar neighborhood for a garden day event or plant a tree event, or clean a yard event. 2. Use kindness and gentleness in our syllabus and in class room language. 3. Use Miramar College for Art Exhibit and movie night.
10. Please see previous answers; plus - identify the one person on staff they can reach out to for support
11. Try to ascertain if students need a variety of services we can offer or community li is that will help them be well enough to focus at school. Supply snacks to students who come at lunch Hours. Maybe a small bit of something to keep them going till they can get to lunch in between classes or breaks when seeking services at our counters. Especially the first two or three weeks of school. If they can focus by the time they make it through the lines we can have more retention.
12. Departments and subject areas should investigate the possibility of having cohorts of students moving through their program together. This provides an added layer of support as the students know each other and are more likely to work together to complete.
13. equity between staff and students. many students have voiced their option to not return to Miramar in fear they will be dropped from class due to District mandates.
14. The answers to goal one are significant to apply equally to the remaining questions.
15. Again, Guided Pathways is trying to increase retention, especially in our ACP pilot for first time in college students. But we need to engage more faculty in the conversation. 80% of a students time on campus is spent with a faculty member- so faculty need to at the least, know where to refer students
16. Ensuring that every student has an ed plan would be a great way for students to envision their journey. Hiring more counselors would be one way to help us reach every student. The Equity Plan has compiled many strategies for each of these markers - I would recommend that we look at those and adapt them as necessary. A lot of work went into developing the plan and it's my experience that all students need similar things (based on research as well).
17. 1) Keeping a strong community in the classroom (online and face-to-face) through regular, consistent, friendly contact 2) I would like to see more collaboration

between faculty, student services, and administrative staff to collectively work with students needs in the classroom 3) We could continue work with DECC programs and the Strong Workforce Program by revisiting data in new ways, forming new workgroups, updating our previous data and creating a clear action plan

18. In the short term at least, we need to keep sections open/available with lower numbers. I get that we want a certain number of bodies to run classes, but these are not normal times. My students last semester (all on-campus) were clearly frustrated when classes were cancelled. If you want to keep them on campus, we need to have classes available for them. Let's get creative with class caps!
19. We recruit our own students on a regular basis. Meaning, I sit down and get the students to buy into their experience, their education, their well being. You must recruit, teach, counsel those students that are here. Get them to realize you care. If you show you care and are invested in them they will come back.
20. Indicate on the program mapper for each department if classes are offered in the fall, spring, or summer. It will help students to plan and stay at Miramar instead of taking those classes at Mesa or City. Some departments at Mesa are already doing that. Providing childcare on campus would be great. Having a community garden on campus and planting food trees etc. to help with students who are experiencing food insecurity. Let's show them that we truly care about them and their various needs and let's teach them how we can all contribute in creating a sustainable environment and society. It's hard to learn and stay focused and motivated if you are hungry and/or don't have access to healthy food. Let's make sure that our hiring practices are nurturing the recruitment and retention of employees with diverse backgrounds (including disability, not just cultural diversity). Student need to see themselves in us.
21. I think retention relates to success and completion so what I mentioned in regards to communication and increasing student awareness around our resources would help greatly in retaining students from one semester to the next. Students don't know what resources we have and how to use them.
22. We work with students to help them find their "Why" and connections to real life experiences. We don't have a robust work based learning program on this campus to give student hands on experiences.
23. Reach out to each student, listen to them, and accommodate their individual needs. Educate them to the great services we do have available, physically walk students to service areas on campus. Offer help however you can.
- 24.

#### Goal 4: Building a community

1. We have applied to offer a Bachelors degree in Public Safety to help ensure first responders are prepared for threats and response to our community and beyond
2. Something we are not doing to build a campus community is utilizing our beautiful campus Fitness Center. Other colleges in San Diego, Southwest for example, open their Fitness Center for community based learning experiences. If we were to do that, community folks will come to campus and learn about or programs which could increase enrollment. Also, our Miramar College faculty and staff employees will also join to take advantage of this opportunity, not just building community, but a healthier community.
3. Go back to the Lifelong Learning model. Guided Pathways is obviously fatally flawed.
4.
  1. participate in local community events like the Tet celebration in Mira Mesa
  2. set up internships for students in local businesses
  3. invite national clubs related to students' majors from 4 year universities to come here and invite our students from that major to join their club. For example, an accounting club at SDSU could come here and talk to accounting classes about their club, what jobs they plan for, etc.
  4. more events such as the Chemistry Dept's fun fairs or the Art Exhibit of student work. It is great also to have events that the families that live around here can join. Some sports or fitness events on weekends would be great.
5. There was a music "club" on campus before but not currently. I think this helped create a sense of community with the students. There are no music performing groups currently at Miramar. These classes build community: choir, band, etc. and also allow students to meet the performing ensemble requirements needed for a 4 year college. Several years ago I created a curriculum for a Chamber Ensemble course which is currently in the catalog. This course has never been activated but would fulfill this need and could create a sense of community in the department.
6. We need an SEO [what is an SEO—I believe it's "search engine optimization"] professional on campus. In order to build a community, you need students. The most effective and efficient way to do that is through SEO
7. We reach out to our community industry partners to see what their needs are to provide pathways to employment for our students.
8.
  1. I share the Academic Map Plan on Canvas with my students.
  2. I share activities that are happening and give credit for attending.
  3. I ask my students on how I & Miramar can help them.
9. Three previous answers support this Goal
10. We are trying to be friendly and inclusive. Our time is limited for when students choose to interact with us but we encourage them to engage in other activities in campus.

11. Our department has implemented targeted recruiting to help get students enrolled that want to enter and become employed in the industry we are training them for. Campus outreach is much too generic for the CTE programs Miramar was founded on.
12. we don't create a fair environment for all. The community of which I know redirects student to attend colleges outside our District.
13. The answers to goal one are significant to apply equally to the remaining questions.
14. College hour is a great start. Clubs are a great avenue but if we realize that 80% of a student's time on campus is spent in classes, we have to work on building community in classes, or by ACP
15. We need to reimagine Compass Point as a place where students can play frisbee and throw a football. For this to happen, the art project should be photographed and removed. Some of the lights don't work, and it is a danger for people to trip over. A regular grassy area would be actually useful for student life, rather than a large "Keep Off The Grass" sign, which is what the Hourglass art project is currently. In addition, there needs to be shade (trees?) where people can sit (having had skin cancer myself, this is crucial).
16. 1) I set the tone on Day #1 in my classes by creating a welcoming atmosphere. I do a lot of group-activities in the classroom 2) I believe we could do better at bringing students and faculty together outside of the classroom through social events 3) I would like to do more campus tours, scavenger hunts, and classroom visits where students can meet student-service professionals and get their needs met through active outreach
17. Make the Fitness Center available to (1) more Miramar students thru increased EXSC sections, (2) all Miramar College faculty & staff, and (3) to the greater Mira Mesa and Scripps Ranch communities. This means finding a way to open the Fitness Center much more than it is. Just yesterday I had three students and one member of the public come into my first class and ask how they could use the Center, and then left unsatisfied when they found out it was only open during two class sessions. Southwestern College operates its new fitness center with availability to the general public (shoot, they have a parking lot reserved for those clients), so it can be done.
18. All the above that was already stated:
  1. Get people back to work. Faculty and staff.
  2. Open all resources to students and stop putting barriers in the way.
  3. Have weekly events on campus that will show the campus is alive. Bands, food, culture events. You will need to spend a little bit of money to do this. Open up the pockets.
  4. Go out to the community and sell our product. Get into the high schools and

recruit kids.

5. Get people to work!

19. Miramar needs to acknowledge that things may never go back to the way they were pre-pandemic. Many students have come to enjoy the flexibility of not just online classes but online services as well. We need to know our audience. Community Colleges typically have a lot of non-traditional students. We need to make sure when surveying students that our sample are representative and valid. We need to look at patterns and ask for departments' input on traffic and the types of service delivery that is requested from students. Student Services departments are collecting data on these sorts of things, let's make sure that we take that data into consideration. This data based driven approach would help to make decisions that are cost effective and address the needs of various students. A lot of efforts have been made to create a community on campus the past year and trying to make students come back on campus, but we need to make sure that we also build a community online where a lot of our students are now. Let's be progressive and stop longing for the past to return. Let's be innovative. Let's also build a rapport with the community. Let's invite the community on campus through various events. DSPS has an annual advisory meeting where community partners are invited to find out about the year's accomplishments, new services etc. What would be that equivalent for the various instructional departments and let's publicize those partnerships. The Outreach department does a great job at inviting local high schools on campus. Let's use their expertise and help them to expand their outreach efforts. Let's also build a community with local employers. What are their training needs and how can Miramar help with that. Could we teach some sections at their site, like we do for high schools? This could help with enrollment. Let's also build a community with our sister campuses. We may not have the representation to start an Umoja program, but we could maybe partner with City and Mesa on some of their activities to show students (who take classes at all three campuses often times) that we at Miramar are interested in diversity and we are working towards that concretely. Again, let's be creative and think outside the box and outside the physical campus and look at what other states and countries are doing.

20. 1) Utilize social media in my classes to engage students, to create access to content far and wide/ break geographical barriers to learning, to connect with current students, and to stay connected to students after they graduate, connecting Alumni with current students in conversation.

2) Miramar has not embraced the realities of 21st century community.. meaning that community for most of our students exists virtually.. and has not embraced power of social media as a method to engage students, build community, or even

communicate and disseminate information to a student community who live through their phones. Instead, Miramar still relies upon the outdated idea that students check their email/ use websites. They don't. The fact that 10+ emails are sent per day to faculty, asking us to "share with our students" is such an outdated model rooted in the 90's during the launch of email. Imagine if every Professor did this.. each student would receive upwards of 5 of the same shared email per request. It is such a flawed and inefficient model.. and also places extra labor on instruction. It makes absolutely no sense and does not think beyond checking a box, or rather kicking the can of responsibility of sharing student-centered information from Student Services onto Instruction with no consideration of the actual end user (the student).

3) Miramar should hire someone to establish and run engaging Social Media accounts (Twitter/ IG/ TikTok) and keep them current with DAILY content. Our website, for the few who visit it, should have these linked clearly on the homepage. There should also be interactive monitors installed throughout campus that run a live feed that highlights recent Tweets and any other pertinent information. These social media accounts are also the places where all of the communications from Student Services to students should live. Social Media hubs are where students get their information in general, and we should be providing these easy and intuitive spaces where students may go to locate all information that is needing to be passed along. Our current model, again so Archaic, necessitates that they must find a forwarded email, or an ancient tweet, or must search Google to possibly arrive at an archived/ outdated link to our website, or a sad paper flyer that will become landfill to learn of these services and activities that would benefit them.

21. We try to have engaging events for students. We would like to do more in this area because according to our surveys students love these types of activities outside the classroom.
22. Invest in hiring faculty, employees, and truly provide the services that create an environment that is welcoming and helpful to our community. Marketing would be helpful, but advertising our highlights are empty promises if we don't have enough people and services on campus to effectively do what we advertise.
- 23.

### **Responses for specific populations:**

#### Goal 1: Increase in access and persistence

##### Disproportionately Impacted Populations:

1. I wish we could have more evening and weekend services available to students.
2. 1. I try to foster a sense of belonging by meeting with the students one-on-one especially in the REC Innovation Lab. I found that the more time I can spend



- with the students, the more likely they are to stick to the class, and their goals.
2. I feel stretched so thin. If instructors could have TA or other support to help with the daily duties that take up so much of our time, that would be such a relief. I feel like that would help us to dedicate the time we do have to more important priorities, like meeting with students.
  3. Anything we can do to lighten the load on instructors would help.

#### Re-entry Students (those age 25 and over):

1. We need "High School" style lockers available for commuter students. I drive a motorcycle from Point Loma, I have to carry a laptop and risk getting soaked when it does rain. Carry notebooks, books and spare clothes everyday to class. Having a small storage on campus for books, computers and clothes are extremely important for a commuter school.

#### Traditional Students (i.e. recent high school graduates):

1. I always end the semester with a reflection on why they took the course, what they are taking away from it, and how it helps them towards achieving their goals. Reminding themselves of those goals and looking at the progress they've made so far could provide an extra nudge to sign up for classes the following semester.

#### Veterans:

1. VA students need a VA specific counselor. Counseling appointments are difficult to schedule. VA students have specific rules and regulations to follow. They rely on VA benefits and payments. Scheduling the proper classes and receiving timely advisement is essential to VA students. Schedule VA specific appointments in the new VRC and hire a full time VA counselor. Continue the expansion of the Veterans Resource Center.

#### Goal 2: Increase success and completion

##### Disproportionately Impacted Populations:

1. Try to come up with new ways to help students become more successful
2. 1. The one-on-one mentorship program at the REC is a tremendous asset to boost students' persistence. Any one-on-one comprehensive student support program is so valuable.  
2. Persisting with college is incredibly hard when other challenges, such as family responsibilities, mental health struggles, or financial setbacks, get thrown in. The bureaucracy of college can also become a huge burden for students and

instructors alike. Institutionalizing the mentorship program would help the students and would help me.

3. If we could make the mentorship program part of the BTCWI and the work that goes into it something that is covered by the school, that would be so helpful. I personally spend 20+ hours/week on this comprehensive student support program and that number could be easily tripled. Every semester I have to meet with each mentor, complete all of the necessary volunteer and program paperwork, assess student need, assess mentor skillset and availability, plan and facilitate mentor hours, and create mentor appreciation certificates and posts. If we had 1-2 persons dedicated to the mentorship program, it could have a tremendous impact on students persistence, success and completion.

Re-entry Students (those age 25 and over):

1. ACP Canvas Shell is a valuable tool to track student success in their major and career goals

Traditional Students (i.e. recent high school graduates):

1. Focus on major classes that students happen to take during the same semester and actively schedule them so that they do NOT overlap in time.  
E.g. if a student takes a physic and chemistry class and these classes are known to be taken the same semester...try to schedule the classes so that students are able to take both classes at one campus instead of juggling multiple campuses because of scheduling conflicts.

Veterans:

1. VA Office encourages and promotes the other resources/workshops available on campus such as the Academic Success Center, Financial Aid Office, Transfer Center, Career Center, Health Services etc. Encourage students to regularly check with the Counseling Office regarding their ed plan and completion.

### **Goal 3: Increase retention**

Disproportionately Impacted Populations:

1. I wish we could do more follow up and see what are the barriers preventing student success
2. 1. I provide an in-class component for my online classes. For example, last semester, I met with students on Fridays for my online only BUSE 155 class and I would play the recorded lecture material and then answer questions and help with homework.

2. It didn't work out great last semester since I over-extended myself and the meeting times/days weren't as clear as they needed to be. Overall though, I was able to help several students complete the class who otherwise would not have succeeded.

3. This semester, I expect to see improvements through this system, with the class times/days clearly posted to each class. I also plan to invite all of my students to attend the "open mentor hours" starting on 3/1, each Thursday 4pm-8pm. I can do this as long as I have at least one other person who can attend/oversee the REC during this time.

Re-entry Students (those age 25 and over):

1. ACP are actively trying to build pathways to help obtain Milestone Achievements and guided route to graduation and ultimate career / job placement.

Traditional Students (i.e. recent high school graduates):

1. Reaching out to students after their first missed class to find out if there's any support they need. Demonstrates to them that their presence is important and valued, and that we notice when they are not present.
2. Building a sense of belonging on campus for students. Student friendly study rooms that are near their classrooms instead of just being in the library where students can lounge, study or relax in-between their classes.  
Commuter lounge in each building for students to freely use? Rooms that are focused on group studying and white boards for students to use to study.

Veterans:

1. Better communication with students. Updated website to make resources and processes easier to find. Use communication tools, surveys, and emails to gauge student needs, feedback and accommodations. Students are still unclear about the enrollment steps from start to finish (graduation). They need more information on the different resources available on campus.

Goal 4: Building a community

Disproportionately Impacted Populations:

1. I wish we had more activities outside of the classroom for students
2. 1. Encourage students to meet "in-person" to create and strengthen bonds.  
2. Visiting other teachers' classes and inviting students to attend in-person events.

3. I personally can visit others' classes and send student ambassadors to classes to invite students to REC events.

Re-entry Students (those age 25 and over):

1. Using ACP Canvas Shell to build a interactive community for commuter students to network with peers in their ACP. As a commuter school it's very difficult or impossible to interact with peers. Only in class allowed group discussions are the only way to speak with students outside the classroom setting. Most of those discussions are forced and minimal participation. Having the ACP shell as a open forum interactive tool would be valuable for building a more inclusive community. ACP Shell also as a forum to build relationships with professors, staff, tutors and other major related resources.

Traditional Students (i.e. recent high school graduates):

1. Do we have an outreach team that goes to local High schools to talk to Juniors and Seniors about the benefits of going to a community college?  
If so, would it be possible to have student ambassadors also go to these outreach programs as well? I think students would appreciate talking to a current student, rather than a recruiter or counselor.

Veterans:

1. Need more active student life on campus. More campus events. Bring in outside food vendors, food trucks. Need more college campus events where all departments can come together and understand the different services being provided. Need campus-wide event for faculty and staff to get to know each other and services can be closed so that everyone can participate.