Strategic Enrollment Management

2023-2026

Mission

San Diego Miramar College's mission is to prepare students to succeed by providing quality instruction and services in an environment that supports and promotes success, diversity, inclusion, and equity with innovative programs and partnerships to facilitate student completion for degrees/certificates, transfer, workforce training, and/or career advancement.

Vision

San Diego Miramar College will be the center of education innovation, and services to support our diverse students and community.

San Diego Miramar College, in keeping with this vision, supports and emphasizes the following guiding values:

- Access to learning and support services, for all students to successfully achieve their educational and career goals
- A culture that embraces and promotes equity, inclusion, civility, responsibility, sustainability, from a global perspective
- Diversity, equity, inclusion and success of our students, classified professionals, faculty, administrators, and programs that reflect our community
- Creativity, innovation, flexibility, and excellence in teaching, learning, and services
- The ability to recognize and respond to opportunities and challenges emerging from a complex and dynamic world
- Strategic resource and partnership development to support curriculum and program innovation
- Collaboration and partnerships
- Effective participation in governance with respect and professionalism, through intentional, purposeful, and effective communication embraced by the college community
- Transformative processes that include a culture of evidence, collaborative inquiry, and action for promoting student success

San Diego Miramar College Strategic Goals Fall 2020-Spring 2027

1. Pathways- Provide student-centered pathways that are responsive to change and focus on student learning, equity, and success.
2. Engagement - Enhance the college experience by providing student-centered programs, services, and activities that close achievement gaps, engage students, and remove barriers to their success.
3. Organizational Health - Strengthen Institutional Effectiveness through planning, outcomes assessment, and program review processes in efforts to enhance data-informed decision making.
4. Relationship Cultivation - Build and sustain a college culture that strengthens participatory governance, diversity, inclusion, and community partnerships.
5. Diversity, Equity, and Inclusion – Build an environment that embraces diversity, equity, inclusion, anti-racism, and social justice for the benefit of the college community.

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ACCJC Accreditation Standards (Adopted June 2014)

I. Mission, Academic Quality and Instructional Effectiveness, and Integrity
   a. Mission
   b. Assuring Academic Quality and Institutional Effectiveness
   c. Institutional Integrity
   d. Student Learning Programs and Support Services
II. Instructional Programs
   a. Library and Learning Support Services
   b. Student Support Services
III. Resources
   a. Human Resources
   b. Physical Resources
   c. Technology Resources
   d. Financial Resources
IV. Leadership and Governance
   a. Decision-Making Roles and Processes
   b. Chief Executive Officer
   c. Governing Board
   d. Multi-College Districts or Systems

San Diego Miramar College Strategic Enrollment Management Plan

The premise of this Strategic Enrollment (SEM) Plan is to ensure alignment with work the College is currently engaged in via the Vision for Success, Student Equity & Achievement Program, Guided Pathways, Strategic Plan, and related initiatives to advance student achievement. The SEM Plan is intended to further enhance, support, and integrate efforts to ensure students can enter San Diego Miramar College successfully, enroll successfully, stay, and complete their academic, personal, and/or professional goals successfully, and to successfully transition to further education and careers to enable individuals to continue to support themselves, their families, and communities.

The purposes, goals, and elements with the various initiatives and plans are all connected to advance student achievement as noted in the chart below.

The SEM Plan goals will further enhance these efforts to serve and support students in their academic pursuits.

The SEM Plan Goals

1) Increase in Access
   o Outreach
   o Wraparound Financial Support
   o Marketing
   o Improved Onboarding Processes
   o Student-focused campus
   o Communication

2) Increase Retention
   o Professional Development
   o Outreach

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5

- Engagement
- Counseling Access
- ACPs and Success Teams
- Equity-minded Culture
- Wraparound Supports & Services
- Alumni Relations

3) Increase in Persistence
- Strategic Class Scheduling
- Connections/Engagement
- Tutoring
- Improve Educational Planning Processes
- Equity-minded culture

4) Increase Success & Completion
- Streamlined Processes
- Increase Counseling Access

- Connections/Engagement
- Wraparound Support
- Increase Communication
- Technology
- Student-focused Campus
- Equity-minded Culture
- Professional Development

5) Building a Community
- Increase Communication
- Professional Development
- Engagement
- Increase Counseling Access
- Student-focused Campus

Goal 1: Increase in Access

Overall Areas:
A. Outreach
B. Wraparound Financial Support
C. Marketing
D. Improved Onboarding Processes
E. Student-focused campus
F. Communication

Student Groups:
A. Veterans
B. Re-entry, 25+
C. Disproportionally Impacted populations
D. Traditional Students

Objectives:
1. Increase the awareness of Miramar College as a viable and valuable educational opportunity for each of the identified student groups: Veterans, Re-entry, Disproportionately Impacted, Traditional Students.
2. Better facilitate the "onboarding" of prospective students for each of the identified student groups: Veterans, Re-entry, Disproportionately Impacted, Traditional Students.

Measure:
1. Quantify the number of outreach meetings annually with area high schools.
2. Quantify the financial aid awarded annually to veteran students.
3. Quantify the number of new students over each academic year in each of the identified student groups: Veterans, Re-entry, Disproportionately Impacted, Traditional Students.
4. Annually quantify and evaluate the marketing strategies employed.

Actions/Strategies:
1. **Course and schedules related**
   a. Increase on-campus courses to maximize Veteran housing benefits (A)
   b. Free loaner textbooks for "Light the Fire Courses" (enough for 50% section enrollment cap) (B, C)
   c. Offer various schedule options, such as evening and HyFlex options. (A, B, C)
2. **Outreach**
   a. Build a better bridge between CE and Credit programs. (B)
   b. Dedicated Career Counselor to collaborate with career recruiters, with a focus on establishing connections with recruiters in underrepresented students (Criminal Justice, STEM) (C)
   c. Increase on-campus events and invite high school counselors to highlight the diversity of options Miramar has in academic pathways (D)
3. **Financial Support**
   a. Provide clear financial aid resources for non-veteran returning students. *(B)*

b. During the Fall semester invite H.S. Junior and Senior students to a pre-Thanksgiving "Welcome Aboard" luncheon. Provide campus tours promoting TAG, Financial Aid, and total cost to transfer. Ensure that students understand that we are an option for students looking for non-4-year options. Advertise summer enrollment after graduation and our different modalities for classes. (D)

4. **Marketing**
   a. Advertise in MCAS marketing, Marine Corps Times, and other military specific media. (A)
   b. Create customized classroom activities to meaningfully incorporate military service (A)
   c. Create targeted and specialized advertisements like those hiring committees conduct to diversify recruiting pool. Opportunity-focused marketing. (C)
   d. Advertise a dedicated Career Counselor to assist with job placement on campus base. (A)
   e. Encourage high schoolers to actively engage with Miramar College social media. (D)

5. **Improved Onboarding Process**
   a. Create a team to Model the onboarding process from the 2022-2025 Student Equity Plan (C)
   b. Simplify the process of registering and adding courses and provide guidance during the processes. (D)

6. **Student Focused Campus & Communication**
   a. Create an online one-page cheat sheet for active-duty military and veterans. (A)
   b. Students awaiting VA/GI Bill funds would benefit from open enrollment during the first week of school. (A)
   c. Targeted recruiting on base featuring our programs that are most popular with veterans or most aligned with local military occupations (A)
   d. Refine institutional frameworks:
      i. The new Admissions and Outreach organizational structure is anticipated to improve student onboarding and matriculation support from the start. Data sharing amongst enrollment services' primary access points will provide a complete picture of student needs. The focus becomes more on engagement rather than transactions once duplicity is replaced with more efficiency. The 2022-2025 Student Equity Plan has additional ideas. (C)
   e. Build relationships with local high school counselors so they understand the options at Miramar and have them encourage students to apply even if they are applying to other schools. (A)
   f. Engage with high schools to eliminate the idea that Community College is inferior to UCs and CSUs (D)
   g. Increase student tours (A, B, C, D)
   h. Host more events inviting high schools to campus (D)
   i. Campus counselors must be available and present on campus. (A, B, C, D)
      i. Provide in-person meetings for those who may feel that Zoom is intimidating and not as welcoming. (D)
   j. Continue providing students with access to technology, such as laptops and calculators. (C)
   k. Improve the quality of campus WIFI (A, B, C, D)

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Resources Needed			
Strategy:			
Rationale:			
Staffing	Resources	Cost	Lead

Resources Needed			
Strategy:			
Rationale:			
Staffing	Resources	Cost	Lead

Resources Needed			
Strategy:			
Rationale:			
Staffing	Resources	Cost	Lead

Goal 2: Increase in Retention

Overall Areas:	Student Groups:
1. Professional Development 2. Outreach 3. Engagement 4. Counseling Access 5. ACP's and Success Teams 6. Equity-minded Culture 7. Wraparound Supports & Services 8. Alumni Relations	A. Veterans B. Re-entry, 25+ C. Disproportionally Impacted populations D. Traditional Students
Objectives:	**Measure:**
1. Apply specific and defined strategies to increase retention of targeted student groups 2. Develop ongoing measurement and tracking of student retention during the semester and over a sample period	1. Quantify the retention of identified student groups during the semester 2. Quantify retention trends of identified student groups over sample periods to evaluate strategy success 3. Quantify the number of new students over each academic year in each of the identified student groups: Veterans, Re-entry, Disproportionately Impacted, Traditional Students

Actions/Strategies:

1. **Professional Development**
    a. Provide faculty training specific to veterans and veteran needs. (A)
    b. Provide faculty training specific to serving DI populations. (C)
    c. Provide faculty training on strategies to support student retention in all targeted groups. (A, B, C, D)

2. **Outreach**
    a. Collaborate with Veterans Affairs to support strategic outreach to students during the semester and follow-up after course completion. (A)
    b. Collaborate with Counseling to provide scheduled outreach to Re-entry students during the semester and follow-up after course completion. (B)

    c.   Collaborate with Counseling to provide scheduled outreach to DI populations during the semester and follow-up after course completion. (C)

    d.   Communicate with students immediately after dropping or failing a course. (A, B, C, D)

3. **Engagement**
   a. Advertise SVO club meetings more widely. (A)
   b. Share campus announcements during first 5 minutes of class or utilize Announcements in Canvas. (A, B, C, D)
   c. Share campus announcements through the VA Office. (A)
   d. Improve student communication campus-wide, targeting resources, registration, enrollment, graduation, etc. (A, B, C, D)
   e. Direct students to affinity groups on campus. (A, B, C)
   f. Promote diverse faculty representation. (A, B, C, D)
   g. Leverage College Hour to provide targeted support to identified student populations. (A, B, C, D)

4. **Counseling Access**
   a. Identify placement gaps that might exist of which the student is unaware. (A, B, C, D)
   b. Mandatory ed plans with follow-up. (A, B, C, D)
   c. Expand Concierge Counseling/Embedded Counseling model (e.g., BTCWI counseling model). (A, B, C, D)

5. **Academic Career Pathways & Success Teams**
   a. Provide ACP information that is veteran specific and integrate with Veterans Affairs support. (A)
   b. Leverage ACPs to support DI student groups. (B, C)
   c. Align students with an ACP and navigate them through an Ed plan. (A, B, C, D)

6. **Equity-minded Culture**
   a. Systematically review, develop and integrate equity-minded practices in: culturally responsive instructional pedagogy, student-centered services, recruitment, screening, and retention. (A, B, C, D)
   b. Promote diverse faculty representation and hiring practices. (A, B, C, D)
   c. Offer class scheduling and modality options proven to support DI populations: evening, Saturday, hybrid, HyFlex, etc. (C)

7. **Wraparound Supports & Services**
   a. Provide targeted wraparound services to students who experience challenges in course/college retention. (A, B, C, D)
   b. Inform faculty, staff and administrators of all campus/community services that support student retention. (A, B, C, D)

8. **Alumni Relations**
   a. Engage veteran alumni to support veteran students. (A)
   b. Engage alumni to support DI populations. (B, C)

Resources Needed			
Strategy: Rationale:			
Staffing	Resources	Cost	Lead

Resources Needed			
Strategy: Rationale:			
Staffing	Resources	Cost	Lead

Resources Needed			
Strategy: Rationale:			
Staffing	Resources	Cost	Lead

Goal 3: Increase in Persistence

Overall Areas:	Student Groups:
1. Strategic Class Scheduling 2. Connections/Engagement 3. Tutoring 4. Improve Educational Planning Processes 5. Equity-minded Culture	A. Veterans B. Re-entry. 25+ C. Disproportionally impacted populations D. Traditional Students
Objectives:	**Measure:**
1. Increase student focus on career progression within ACPs. 2. Ensure students have completed realistic ed plans within their ACPs. 3. Ensure that class schedules are designed so that students can continually progress toward completion (aligned with course sequencing). 4. Initiate intrusive counseling for students within an early alert system. 5. Provide tutors that match student group demographics. 6. Communicate available student financial assistance to specific student groups.	1. Collect data on the percentage of students within ACPs that have at least a general career goal. 2. Collect data on the percentage of students within ACPs that have completed an Ed Plan. 3. Quantify the number of students identified by early alert that received counseling. 4. Collect data regarding the correlation between tutor demographics and students being tutored. 5. Identify a single location where student financial assistance is made clear per student group.

Actions/Strategies:

1. Increase connection and involvement in ACPs from Career Services. (B, D)
2. Seek out new and evolving career opportunities that are linked to areas of study within ACPs. (A, B, D)
3. Have faculty update course sequencing for majors in alignment with degrees. (A, B, C, D)
4. Create effective criteria for "real-time" early alert system to identify students who need immediate counseling. (A, B, C, D)
5. Recruit tutors for specific student groups; utilize ASG and club system to seek tutors. (B, C, D)
6. Collect and market financial aid and social support services student groups. (A, B, C, D)
7. Ensure that courses are offered in multiple modalities so that students can progress to completion. (A, D)
8. Ensure that courses are offered at alternative times, such as evenings and Saturdays. (A, B, C, D)
9. Ensure that courses are offered in various timeframes (e.g. 8-weeks). (A, B, C, D)
10. Offer Personal Growth course targeted for a veteran cohort. (A)

11. Provide academic and career counseling early with regular follow-ups. (A, B, C, D)

12. Open the gym and pool to all members of the campus community. (A, B, C, D)

13. Provide more equity-based professional development opportunities to Miramar Administrators, Faculty, and Classified Professionals that focus on student persistence and student. (A, B, C, D)

14. Conduct student engagement surveys and incorporate feedback into processes, courses, and systems. (A, B, C, D)

15. Hire Administrators, Faculty, and Classified Professionals that reflect the demographics of our student body. (A, B, C, D)

16. Engage in interventions based on PREDD and other, disaggregated data. (A, B, C, D)

17. Make registration easier, or more streamlined, from the priority date through the add deadline. (A, B, C, D)

18. Provide online as well as in person options for as many campus services as possible (from admissions through courses). (A, B, C, D)

Resources Needed			
Strategy: Rationale:			
Staffing	Resources	Cost	Lead

Resources Needed			
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Staffing	Resources	Cost	Lead

Resources Needed			
Strategy: Rationale:			
Staffing	Resources	Cost	Lead

Goal 4: Increase Success & Completion

Overall Areas:	Student Groups:
1. Streamlined Processes 2. Increase Counseling Access 3. Connections/Engagement 4. Wraparound Support 5. Increase Communication 6. Technology 7. Student-focused Campus 8. Equity-minded Culture 9. Professional Development	A. Veterans B. Re-entry, 25+ C. Disproportionally Impacted Populations D. Traditional Students
Objectives:	**Measure:**
1. Plan and implement strategies for success specific to the student group 2. Remove barriers for student success and completion 3. Offer focused, targeted professional development for faculty and staff 4. Improve communication campuswide 5. Increase availability of support services	1. Increase number of Student Forums 2. Enhance training opportunities for professional development campuswide and collect data on outcomes 3. Collect and compare data by semester of support service usage 4. Pre- and Post-Survey of Employees' awareness and knowledge of student support services 5. Adopt/Use an Early Alert/Communication System 6. Increase Black/African American and LatinX (and all other) student completion rates by 2% 7. Collect data on website and program webpages usage and interactivity

Actions/Strategies:

Streamlined Processes
1. A system for better communication flow amongst divisions to facilitate assistance to students (A, B, C, D)
2. Early Alert system with integrated student support connections (A, B, C, D)
3. Conscious scheduling of classes campus-wide (A, B, C, D)
4. Implement comprehensive Military Credit for Prior Learning, General Education, and Elective Credit reviews for Veterans and Adult Learners (A, B)
5. Longer "class add" timeframes or open enrollment through the first week of classes (A, B, C, D)

Counseling Access
1. Assigned Counselor for Veterans (A)
2. Increase number of Counselors (A, B, C, D)
3. Career Counselors specific to student groups (A, B, C, D)

Connections/Engagement
1. Offer opportunities for students to connect with peers (A, B, C, D)
2. Increase availability of site visits with industry partners (A, B, C, D)
3. Conduct student engagement surveys to assess needs and use feedback as part of program improvement process (A, B, C, D)
4. Increase in Honors Courses (A, B, C, D)

Wraparound Support
1. Increase available hours for tutoring support (A, B, C, D)
2. Offer information sessions on transferring, career identification, and internships in a variety of modalities and timeframes (A, B, C, D)

Communication
1. Clearly state manageable expectations of courses; sample syllabi discipline/dept webpage (A, B, C, D)
2. Useful website for students (A, B, C, D)
3. More effective use of Academic and Career Pathways' Canvas Shells campus-wide (A, B, C, D)

Technology
1. Streamline technology/software/accessibility, including passwords (A, B, C, D)
2. Reduce textbook cost barrier by using Open Educational Resources (A, B, C, D)
3. Improve Wi-Fi connections across the campus (A, B, C, D)

Student-Focused Campus
1. Student Services Resources centralized and succinct for all employees to use and refer students (A, B, C, D)
2. More diverse course offerings (i.e. evening, face-to-face, hyflex) (A, B, C, D)
3. Onboarding or Orientations tailored to student groups (A, B, C)
4. Ensure student support is reflective of student groups (A, B, C)

Equity-minded Culture
1. Campus-wide focus on the Student's Journey, whether it's life-long learning, skill-building, career, transfer, or personal enrichment. (A, B, C, D)
2. Flexibility in the classroom for student success (i.e. "un"grading, compassion to life circumstances, less penalties around deadlines) (A, B, C, D)
3. Equity-based Teaching Practices (A, B, C, D)
4. Develop and incorporate equity-minded practices in recruitment, screening, and retention of employees. (A, B, C, D)
5. Systemically update college processes, programs, and practices within a comprehensive equity framework for the workplace, the classroom, and student programs/services. (A, B, C, D)

Professional Development
1. Intentional training on pedagogical concerns proactively rather than reactively (A, B, D)
2. Cross-training of employees on basic student services and Academic & Career Pathways/Success Teams (A, B, C, D)
3. Increase capacity to engage in equity, diversity, inclusion, social justice, and anti-racism. (A, B, C, D)

Resources Needed			
Strategy: Rationale:			
Staffing	Resources	Cost	Lead

Resources Needed			
Strategy: Rationale:			
Staffing	Resources	Cost	Lead

Resources Needed			
Strategy: Rationale:			
Staffing	Resources	Cost	Lead

Goal 5: Building a Community

Overall Areas:	Student Groups:
1. Increase Communication 2. Professional Development 3. Engagement 4. Increase Counseling Access 5. Student-focused Campus	A. Veterans B. Re-entry, 25+ C. Disproportionally Impacted populations D. Traditional Students
Objectives: To increase a student's satisfaction with their overall Miramar Experience	**Measure:**

Actions/Strategies:

Long-Term
1. Create a campus-wide "Student Success Committee" who is charged with examining the student experience and developing strategies to student-focused campus which in turn will increase student engagement. (A, B, C, D)
2. Conduct a communications audit analyzing all messaging, communication channels and methods, staff responsibilities, etc. including ascertaining culturally sensitive communications. (A, B, C, D)
3. Develop a work group that examines our current counseling model and how we can improve student access to counseling (A, B, C, D)
4. Participate in the Community College Survey of Student Engagement so that the College has a baseline from which to work and gauge the impact that [its efforts have on student learning and retention]. (A, B, C, D)
5. Identify areas on campus for mobile counseling. (A, B, C, D)

Short-Term
1. Increase communication channels with students by creating a series of "Quick Guides" for students on topic areas such as "What to Ask a Counselor," "How to Get Involved," etc. These will be housed both on the webpage and in CANVAS. (A, B, C, D)
2. Create a Professional Development series based on the Community College Research Center's Caring Campus Model. (A, B, C, D)
3. Continue to support Guided Pathways by finding ways to integrate counseling services into each of the ACP groups. (A, B, C, D)
4. Conduct pre-semester "welcome events" which focus on team building and developing relationships among students and faculty. (A, B, C, D)
5. Continue to institutionalize the "College Hour" program throughout campus. (A, B, C, D)

6. Provide counseling services in the new Veteran's Resource Center. (A)
7. Create a college Instagram account to post events and info for students. (A, B, C, D)

Resources Needed			
Strategy: Rationale:			
Staffing	Resources	Cost	Lead

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San Diego Miramar College Mission

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