

SEM Application - 2025

Title: Strategic Enrollment Management and Outreach Plan to Increase Enrollment of Disproportionately Impacted Students

Briefly describe what sparked the need for this project, including challenges your college is facing related to SEM that have impacted enrollment, student success, and/or fiscal viability.

As part of the college's institutional planning process, the college identified four key initiatives under the umbrella of Guided Pathways and the six student success factors - based on findings that students succeed when they are focused, nurtured, engaged, connected, valued and directed - with equity at its core. One of the key initiatives is outreach. The college has identified three areas of focus which include early engagement through middle school and high school partnerships and pathways; continued outreach to geographical locations with historically low college-going rates; and outreach to pockets of potential enrollment growth, including adult learners. The outreach initiative was included in the college's Educational Master Plan in 2022, and since, the college has been facing enrollment declines and a shift in the on-campus community because of moving classes online post-covid. The college remains committed to outreach to increase enrollment and improve college-going rates for student groups from historically disenfranchised communities. However, a lack of fiscal and human resources has impeded the college's ability to develop strategic action plans to realize the goals of the initiative. As we are normalizing what our campus community looks like post-covid, we are now ready to commit to actualizing the initiative by developing a clear plan and path to strategic and integrated outreach to underserved student groups through an integrated and strategic enrollment management plan.

Describe your SEM project and the key activities or steps you will take to implement it.

While we recognize that not all activities will be in place within the first year of the SEM program, we plan to develop action plans and action steps for each activity to ensure we have thoroughly developed the activity with a timeline of implementation of all activities over the next 3 years by fall 2027. We plan to integrate these activities into an overarching Strategic Enrollment Plan.

- Early engagement through middle school and high school partnerships and pathways:
 - work with the Outreach Office on high school events, conferences for high school and middle school students, and host parent events
 - Create a middle school to college pathways program
 - Expand access to and enrollment in summer bridge

- Develop partnerships with local high schools based on a student's interest/major and recruit them into the guided pathways villages that best align to their village
- Work with the Office of Communications to develop a marketing campaign to middle schools and high schools that De Anza is a good option for associate degree and transfer
- Expand dual enrollment in area high schools to create pathways for students into a major and continue taking classes to complete their degree.
- Develop clear pathways by major that are offered at the high schools through dual enrollment.
- Develop partnerships with foster youth organizations to ensure a safe handoff of students to the college foster youth counselor.
- Continued outreach to geographical locations with historically low college-going rates
 - Work with existing programs such as Puente, Men of Color, Umoja, and Latinx Empowerment at De Anza to recruit students into the programs with support from the onset
 - Work with the Office of Outreach to ensure high school visits are taking place in high schools beyond our service area with low college-going rates
 - Work with the Office of Communications to market in areas with low college-going rates
 - Ensure this student population is integrated into all strategic planning implementation strategies
 - Ensure this student population is supported once enrolled through basic needs assistance including food and housing assistance and mental health support
- Outreach to pockets of potential enrollment growth, including adult learners.
 - Expand adult education through noncredit programs
 - Expand noncredit certificate programs
 - Create short-term courses
 - Expand relationships and partnerships with agencies that support formerly incarcerated populations

How will your SEM project benefit students? Specifically, consider how the project could strengthen equitable outcomes and address disproportionately impacted student populations.

We know that each activity individually and collectively is an essential part of a comprehensive enrollment management and outreach strategy that will increase access to college for disproportionately impacted students within neighborhoods with low college-going rates. Part of our plan is not only to engaged with students, but also with their families to build relationships to

help first-generation students navigate the application and registration process, and in turn, create relationships that encourage siblings, parents and friends to enroll at De Anza as well. We also hope to expand our reach to populations that have not always been center to our outreach efforts including adult ed and noncredit students. We recognize that access to college is only one aspect of an outreach strategy, and that any outreach strategy must be paired with a strong retention strategy as well, to ensure students are successful and meet their educational goals. As part of De Anza's Strategic Planning Implementation process, Outreach is part of a broader strategy that includes Retention, Student Centered Support and Services and Civic Capacity for Community and Social Change. As part of these efforts, narrowing equity gaps, strengthening support inside and outside the classroom, expanding basic needs, and improving a student's sense of belonging on campus are integral parts of the strategy. These efforts are integrated into our Guided Pathways work and our equity plan. Enrollment management and outreach is essential to narrow gaps in college-going rates for our most disadvantaged student populations, and we are confident that with assistance from SEM program, we can fully implement our multi-pronged approach. However, we recognize the need to work closely with other areas of the college to strengthen equitable outcomes for our disproportionately impacted student populations.

How will you measure the success of your SEM project? Identify at least two student outcomes you believe your project will impact.

As part of the college's Educational Master Plan, three goals are aligned with the strategic initiative of Outreach. The following goals and metrics are:

- Goal 1: Outreach to Historically Underserved Populations: Enrollment of students who identify as Black, Filipinx, Foster Youth, Latinx, LGBTQ+, Native American and Pacific Islander will be proportional to their representation within Santa Clara County.
 - measured by comparing the annual student enrollment by various demographics to the annual county population rates.
- Goal 2: Achieving Success Factors: The rate at which students report they feel a sense of belonging on campus will be no more than 5 percentage points different for Black, Filipinx, Foster Youth, Latinx, LGBTQ+, Native American and Pacific Islander students, compared with the rate for all other students.
 - measured with a biannual survey, administered in the spring, to determine the rate at which students report they are focused, nurtured, engaged, connected, valued and directed.
- Goal 10: Meeting Basic Needs: The rate of basic needs challenges – including homelessness, housing insecurity, food insecurity and mental health issues – reported by Black, Filipinx, Foster Youth, Latinx, LGBTQ+, Native American and Pacific Islander students will be no more than 5 percentage points different from the rate for all other students, as measured by the annual basic needs survey.
 - measured through the same survey which asks about student's basic needs and mental health needs and can be disaggregated by various student demographics.

How is your project integrated with other student-focused plans and initiatives at your college (e.g., Vision 2030; Guided Pathways; Diversity, Equity, and Inclusion)?

Our project is integrated with Guided Pathways Pillar 2: Enter the Path and our local equity plan and is integrated into our federal Strengthening Institutions and Programs (SIP) grant. For example, part of the SIP grant is focused on expanding the Summer Bridge program. Further, Guided Pathways has created Villages organized around similar majors, the Outreach efforts will collaborate with the Villages to educate and recruit high school students into majors most closely aligned to their educational interests. The project will also help the college meet its strategic planning Goals 1, 2 and 3 (Goal 1: Outreach to Historically Underserved Populations, Goal 2: Achieving Success Factors and Goal 10: Meeting Basic Needs). All the efforts outlined above are centered in diversity, equity and inclusion work, which is at the heart of our strategic planning process.

How does your proposed SEM project align with the Vision 2030 goals and strategic directions? Learn more about Vision 2030 here: <https://www.cccco.edu/About-Us/Vision-2030>

Our project is integrated with the Vision 2030 Goal 2: Equity in Access, as our project will focus on increasing the number of underserved students enrolled at De Anza College through outreach initiatives including continued outreach to geographical locations with historically low college-going rates as well as early engagement through middle school and high school partnerships and pathways. Our project is also aligned with Goal 3: Equity in Support through the integration of basic needs assistance including food and housing assistance and mental health support to increase the number of students receiving state and federal aid to better support their educational journey.

Explain the support or benefit you hope your college will receive by participating in the SEM Program.

De Anza College is a large college with over 900 employees and around 17,500 students per quarter. We are a very vibrant and fast-moving institution with little time set aside for brainstorming and planning. Our hope is that through the SEM program, we can bring together key players from across the campus, in the same room, on multiple occasions to work together to develop a strategic enrollment management and outreach plan. We hope that the experience will set the foundation for other long-range planning activities. We hope that people will see the benefit of being in the same room together, of putting aside their daily tasks and tackling an issue from all angles. We know this type of planning is essential

for continued innovation and to best meet the needs of our changing student population, we just don't have time to do it. We hope our participation in the SEM program will lead to bi-annual or annual planning sessions on many issues. In summary, we hope this program can help De Anza establish a process for bringing diverse teams together, give them the time and space to meet, and develop an ongoing cycle for bringing diverse groups together to tackle various topics.

Please identify possible data metrics or research you plan to use to inform your SEM project. Describe any challenges your college may experience accessing or interpreting this information.

We identified above three goals aligned with our strategic initiative of Outreach and how we capture those data, but we do not do a good job of collecting data from participants at outreach events and track them to eventual enrollment, or the take rate of an event. We also do not know if one outreach strategy has a better return on investment than another. These are all data points we would be interested in getting help with. In addition, as we transition to reporting data for programs within the Vision Aligned Reporting tool we are interested in ideas and ways to capture individual student data on outreach efforts that are aligned with the 10 reporting categories within the VAR. We do not currently have a way to collect individual student level data for students receiving multiple services, for example, a veteran student who attended an outreach event.

Participants:

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