The CCC SEM Taskforce has now completed phase III (Communication and Prioritization) of the CCC Strategic Planning for Enrollment Management project approved by the College community at the end of Fall term 2007. The scope of our work began on April 3, 2008 and has been based on 21 recommendations from the Strategic Enrollment Management Consultation for Clackamas Community College report provided by Bob Bontrager and Christine Kerline with the American Association of Collegiate Registrars and Admissions Officers (AACRAO).

Based on “Student Success Continuum” and “Enrollment Hierarchy of Needs” models, the 21 recommendations that the College received from the AACRAO SEM Consultants, our work together as a taskforce, and the feedback that we have received from numerous venues within the college community, we respectfully present our final report as follows:

- We recommend that CCC Administration prioritize and allocate resources in accordance with our existing decision making processes and College Strategic Priorities framework for recommendations #1, #2, #5, #11, #12, #13, #15, #17. The following indicates our recommendations in priority order:
  
  #2. Establish an Institutional Research Office utilizing a “Knowledge Network” as soon as possible that resides at the College leadership level. It is recommended that this Office report directly to a VP or the President.

  #1. Implement a Strategic Enrollment Management Steering Committee to begin January 2009

  Charge: Responsible for developing and over-seeing a 10 year enrollment vision with 3-5 year strategic priorities (didn’t we want to avoid this language?????) connected to the College planning process

  Membership: Chaired by the VP of Instruction with membership determined by this individual. This committee will appropriately work with other standing committees across the college.

  Immediate priorities SEM recommendations #12, #15, #17 with 3-5 year enrollment targets

  #12 - Conduct formal market research to determine CCC’s enrollment targets
  #15 – Review placement testing policies and implement best practices for retention
  #17 – Review prerequisite checking policies and implement best practices for retention

  #5. Review scheduling policies/practices and implement tools that make this process more efficient.

  - Implement the scheduling tools that we already own (Schedule25 and Resource25)
  - Purchase X25 for the ability to perform routine analysis of scheduling

  #11/13. Establish resources that support teaching and learning

  - Provide Datatel, my Clackamas and CougarTrax training
  - Provide time and place for Faculty to discuss academic topics
  - Encourage opportunities to expand cohort learning

Budgetary Implications: We recommend utilizing existing staff to accomplish these recommendations with investment funding to support formal market research and scheduling tools.

- We recommend that the College community continue to support the following SEM recommendations already under way:
  
  #3 – Transition some “shadow databases” to Datatel and identify appropriate solutions for other shadow databases that cannot be supported by Datatel.
  #5 – Implementation of the Student Module Datatel audit/training results
  #7 – Assure that Datatel functionality appropriately supports college policies and workflow processes.
  #8 – Establish a Data Integrity Group (DIG) with oversight by the appropriate designated Deans (this was rejected????)
  #14 - Study admissions/outreach best practices models and implement appropriately at CCC
#16 – Study the effectiveness of our new student orientation processes and make changes based on best practices. Add new student orientation sessions for Winter and Spring terms.
#20 – Review current Outreach/Financial Aid/Scholarships efforts for effectiveness and make changes for improvement
#21 - Revise Financial Aid packaging strategies for greater access/retention leverage

**Budget Implications:** We recommend that all next step efforts resulting from the SEM recommendations currently under way that require additional resources will be requested and prioritized through our standard decision making and budgeting processes.

- **We recommend that the College continue to build on the following SEM recommendations that have been completed:**
  #4 – Implement/enhance myClackamas web portal and student e-mail
  #6 - Support for on-going technology (Datatel) skill building
  #9 - Create a data integrity group (DIG) that sets CORE data standards in Datatel
  #10 - Re-establish the Web Committee with oversight of the Portal
  #18 - Outreach Department to develop recruitment and communication plans for new students
  #19 - Assess the return on investment of the high school partnership efforts and adjust for efficiency

**Budget Implications:** We recommend that SEM recommendations already completed that may require maintenance funding will be requested and prioritized through our standard decision making and budgeting processes.

Our framework for development of a comprehensive strategic enrollment management model is the pyramid below. As we discovered that our greatest need as an institution was the bottom three sections of the pyramid so our recommendations can all be related directly to the three foundational layers of the enrollment hierarchy……..

In summary, all of the recommendations that the SEM Taskforce has presented are embedded in the bottom three foundational layers of the (reflected in the Data, Enrollment Infrastructure and Clear Missions & Goals sections of the) “Enrollment Hierarchy of Needs” pyramid. These are areas identified by the AACRAO consultants as critical for CCC for long term success. We respectfully submit that these recommendations be considered for approval.

**What We Learned About: The Enrollment Hierarchy of Needs**

- We have a clear mission and are becoming better at setting our strategic priorities and goals.
- We haven’t always been clear about what our goals are or if we are meeting them.
- Data and Infrastructure are areas that are in need of critical review at CCC.
- We have been very proficient at creating “just in time” strategies or tactics that have been difficult to sustain over a period of time.

**NOTE:** A complete representation of the body of the SEM Taskforce work can be found at [www2.clackamas.edu/sem/](http://www2.clackamas.edu/sem/).