

Target outcomes for 2022-2025 Enrollment Services/Marketing/Outreach

Measurements

Outcome Year 1: n/a

Outcome Year 2: To increase the conversion rate of application to registration by 10% for African American, Latinx, and Native Americans students. Also, develop, write, and approve a comprehensive student communication plan by June 30, 2023.

Outcome Year 3: Marketing/Outreach/Enrollment Services will implement the comprehensive student communication plan. Increase the conversion rate from application to registration by a further 10% for African American, LatinX, and Native American students.

Structure Evaluation: Friction Points

Friction Points: Current Structure

In Foothill College's Strategic Vision for Equity, Issue 1, one friction point related to the yearly goals would be the onboarding process for students. The college found that the onboarding process disproportionately impacts African American students. The overall findings are that students are in contact with multiple offices from the beginning of the onboarding process which leads them in different directions. Students met with Outreach at their high schools, then communicated with Admissions, Counseling, and Financial Aid when they reached out to the college. Typically, many students are unable to get the information they need.

In our current structure, we rely heavily on automated processes to communicate information to a large population of students. One example is our Welcome Email that students receive after applying to the college. One automated process that was developed to meet the Student Success and Support Program initiative was Priority Registration. Priority registration requires that a student select a major, have an educational goal, complete an orientation, and assessment, and have an education plan completed, but the process is complicated.

In addition, the current website is remote, intimidating, too complicated, and stale. The challenge is to reorganize and repackage information so students can use it and so the website is welcoming and supportive.

With AB705, this helped the streamlining process because now it does not require students to visit our testing office or set up appointments which in the past could delay registration. But, we still need to work on better messaging about how students can retrieve their placement results.

Structure Evaluation

Current Structure

Currently, our enrollment communication tells students to go and do something but doesn't provide the reason why they should do a step, how to complete that step, or what would come after. We assume the student will figure it out or understand college jargon. A common question that students shared with us in our findings was, "What do I do next?" This question could be

asked after applying to college, after completing orientation, or any of the other steps prior to registration. We found students getting lost in the process and getting frustrated with the additional work they need to do in order to move to the next step.

We also found that if all steps were completed, the student may still need to wait a month or more in order to register because they completed the steps early. We don't have an answer currently as to what we can do to keep a student engaged from the point of application to registration.

The website is, on many levels, overcomplicated, labyrinthine, tedious, and unfriendly, much like our applications forms and bureaucratic complexity. Students often give up trying to find information and find it hard to get to the contacts they need to remain in school or access basic services. Our enrollment structure and poor communication processes are a major reason why only 50% of African American students who complete the application process apply.

Ideal Structure

Outreach, Marketing, Enrollment Services, and Counseling must better collaborate to provide new students with complete support as they enroll and register at Foothill College. As noted above, the structural impediments are considerable and it is a miracle any students enroll at all. The revised approach must be guided by a student-centered approach to communication and not based on what we think is good enough.

Structure Evaluation: Necessary Transformation to Reach Ideal

Necessary Transformation to Reach Ideal

- Complete integration of all Outreach/Enrollment/Registration/Counseling efforts.
- Website redesign to facilitate a student's ease of access to information and services.
- Increased staffing at all contact points with students, so we have 'warm hand-offs;' Outreach coordinates with enrollment services who work closely with Financial Aid and Counseling. We need to mind the gaps between steps as this is where we are failing students. Increased staffing is always an issue, but we must find ways to place our limited resources where they can best support student success.

Action

Action Steps

Framed by the guiding principles of ownership, assessment and sustainability, the Office of Equity has identified four approaches that will be used to ensure the college is moving current practices towards more equitable outcomes. Section leads will be identified, consisting of at least one administrator, paired with at least one faculty or staff colleague. Teams will act as points of contact for the various sub sections identified within Equity Plan 2.0 (i.e., Successful Enrollment, Completed Transfer-Level Math and English, Persistence: First Primary Term to Secondary Term, Transfer and Completion) and will work with various stakeholder groups to develop specific action plans that make intentional connections to the Strategic Vision for Equity

plan. Action plans, created by the Office of Institutional Research and Planning, will help section leads to further flush out and identify resources, activities, milestones and collect evidence in pursuit of creating more equitable structures that support student success. Last, over the next three academic years (i.e., 2022-2023, 2023-2024 and 2024-2025) section leads will create follow up action plans. Plans will build off past actions and ensure we are closing the assessment cycle and applying new knowledge to future endeavors.

Promoting transparency and accountability, action plans will be hosted on the Office of Equity webpage (<https://foothill.edu/equity/>).

Appendix

We must follow the guiding principles of ownership, assessment and sustainability, to ensure we are moving our current practices towards more equitable outcomes.

1. As we develop our integrated student communication, enrollment, and retention plan, we will survey students (especially those who are registered, but not enrolled) to better understand their needs.
2. This year (year 2), Section leads will be identified, consisting of at least one administrator, paired with at least one faculty or staff colleague. Teams will act as points of contact for the various sub sections identified within the Equity Plan 2.0 (i.e., Successful Enrollment, Completed Transfer-Level Math and English, Persistence: First Primary Term to Secondary Term, Transfer and Completion) and will work with various stakeholder groups to develop specific action plans. These plans will be part of the comprehensive enrollment and communication plan we will produce by June 30, 2023.
3. Action plans, created by the Office of Institutional Research and Planning, will help section leads to further flush out and identify resources, activities, milestones and collect evidence in pursuit of creating more equitable structures that support student success. Last, over the next three academic years (i.e., 2022-2023, 2023-2024 and 2024-2025) section leads will create follow up action plans. Plans will build off past actions and data and ensure we are closing the assessment cycle. What we learn should be integrated into a revised Enrollment and Communication plan for June 30, 2025.