



## Chabot-Las Positas Community College District Equity-Driven Enrollment Audit Final Recommendation Discussion

*February 14, 2023*

# Agenda

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1 Recommendations Review

2 Discussion Topics

# Recommendation Review

# Groundwork for Understanding our Recommendations

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Our recommendations are intentionally focused on areas with the most opportunity to grow new enrollment, from the point of inquiry through the onboarding of new students. While student success and retention were certainly kept in mind, they were secondary to this focus.

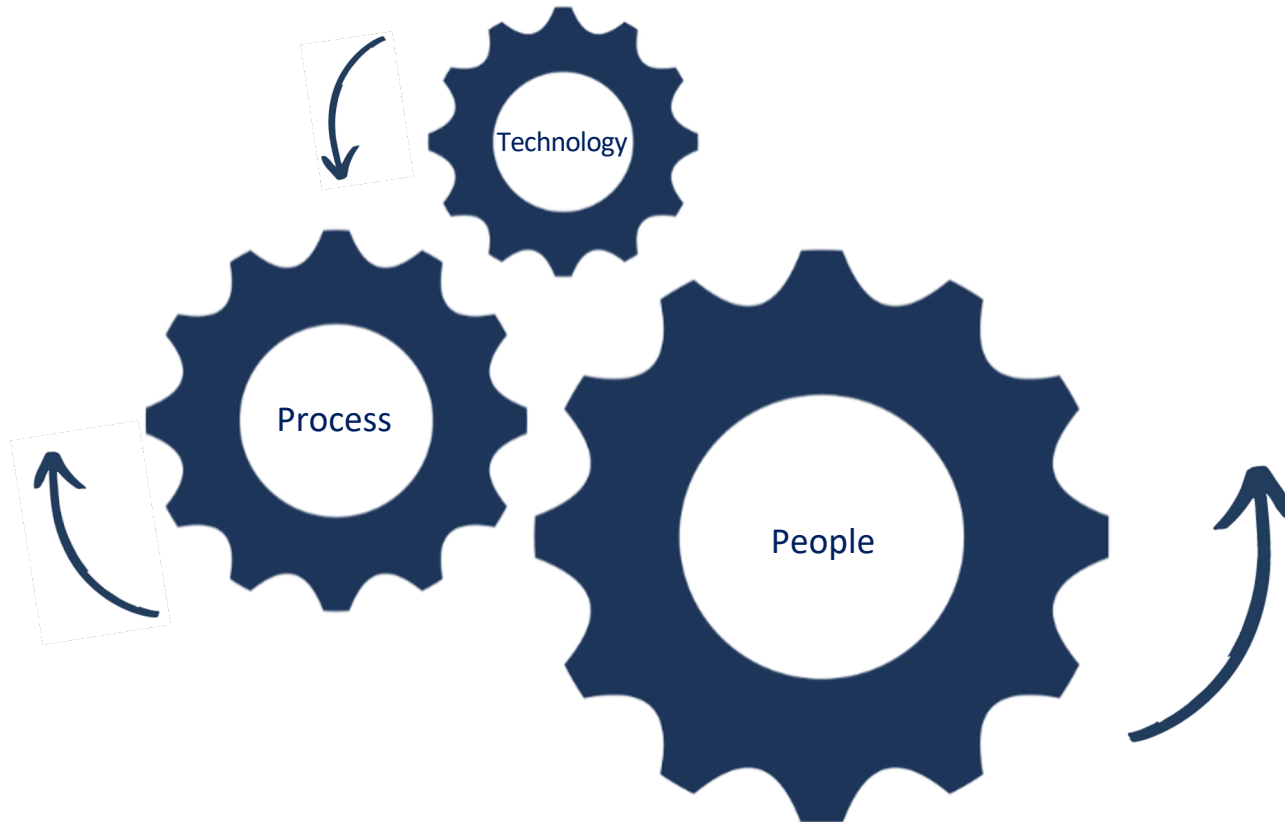
Growing the pipeline to increase enrollment

Creating a data-driven culture to create more sustainable basis for evaluating future changes

Creating a foundation to operationalize change by prioritizing and developing accountability

# Overview of Recommended Next Steps & Actions

As we approach organizational change and process change, it is crucial that we prioritize our changes with student-experience, student-expectations, and student-equity in mind. The higher education market has changed, students' expectations of a consumer experience has changed, so we cannot continue to do things in the way we always have.

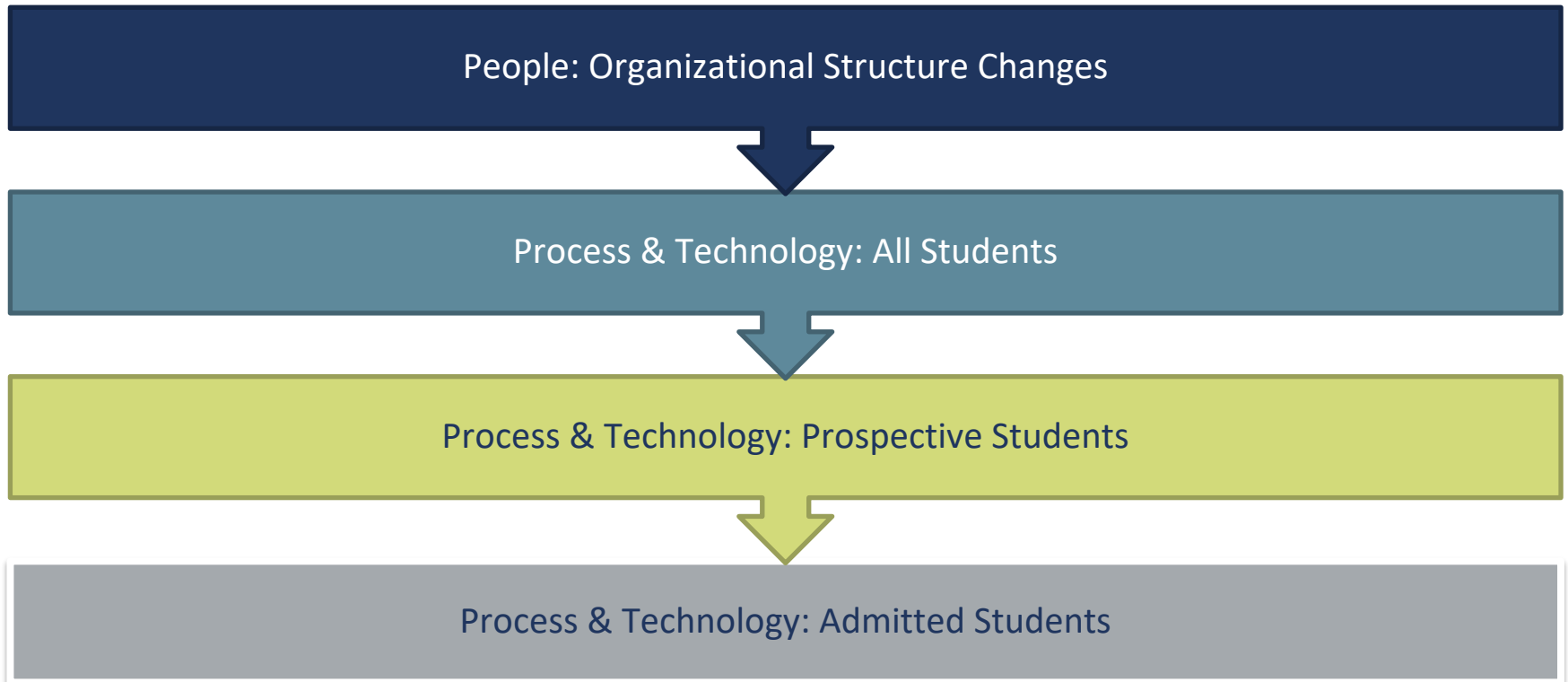


**The bigger the change we want to see in our results, the bigger the change must be in the strategies, tactics and efforts to get those results.**

# Main Areas of Change

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There are very few, if any, areas where you can expect to change process without technology and vice versa. Our recommendations are grouped by 'People' focused changes, as well as 'Process & Technology' changes that impact all students, prospective students, and admitted students.



## Discussion Topics

# Focus for Today's Discussion

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Today's conversation will focus on key topic areas and questions that CLPCCD will need to consider in order to transform these recommendations into action.

## **Accountability for overall enrollment and project ownership**

- What does that mean from a roles/responsibility standpoint? Do these people already exist?

## **Role of Project Management, thought-leadership vision, functional user involvement in process development and technology implementation**

- Without these, projects can get stuck, loose proper direction, miss key opportunities

## **Role of project planning guide**

- Sets groundwork to make sure the right people are involved and the project focus and goals are vetted

## **Enrollment-Technology Roadmap**

- Which projects should be prioritized and what's a reasonable action plan for implementing the CRM environments

## **Change Management**

- Ensures we are well positioned for completion and adoption of change by ensuring we have focused/specific goals, communication, buy in, accountability, etc.



# Accountability for Enrollment and Project Ownership

Central to accomplishing several of CLPCCD's high impact recommendations is the establishment of clear project owners who are accountable for project success. By having defined project and area owners, projects are more likely to have focused vision and be implemented on schedule.

Enrollment  
Management  
Ownership

Recruitment &  
Outreach  
Ownership

Recruitment  
Strategy &  
Centralized  
Ownership

Implementation &  
Adoption of CRM  
Recruit

Implementation &  
Adoption of CRM  
Advise

## QUESTIONS TO DISCUSS

What has previously stopped CLPCCD from making changes to address this challenge?

Are there any efforts that are already underway that could impact the prioritization of these recommendations?

Are there specific process "workarounds" in place now that will need amending to support the implementation of these recommendations?

Which offices need to be engaged for these recommendations to be implemented?

What are the barriers that you foresee may prevent the implementation of these recommendations?

# Roles & Responsibilities For Process & Technology Changes

Beyond identifying who is ultimately accountable for a project's success, it's vital that a project manager is put in place to manage day-to-day project movement. This manager will ensure that the correct people are brought to the table and that tasks are prioritized appropriately.

Recruitment  
Strategy &  
Centralized  
Ownership

Functional User  
Involvement

Project Management  
& Business Analyst  
Roles/Responsibilities

Proactively, Timely  
& Personalized  
Communication  
Plans

## QUESTIONS TO DISCUSS

What has previously stopped CLPCCD from making changes to address this challenge?

Are there any efforts that are already underway that could impact the prioritization of these recommendations?

Are there specific process "workarounds" in place now that will need amending to support the implementation of these recommendations?

Which offices need to be engaged for these recommendations to be implemented?

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# Project Planning

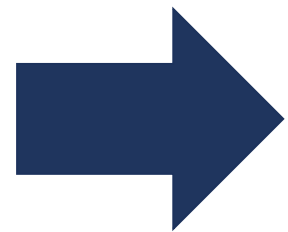
Once we've identified the approach to move forward with, how do we take this long list of things to do and act on them? Using a Project Planning Guide will help you identify key factors to ensure project success.

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Chabot-Las Positas Community College District Recommendation Priorities & Action Plans

FIBRIFIC	CATEGORIZATION			RECOMMENDATIONS & EVALUATION										CIP/CCR PRIORITY & INVOLVEMENT					
	Key Focus Area	Area of Impact	Recommendation	Recommendation	Priority	Impact	Cost	Timeline	Responsible Party	Start Date	End Date	Progress	Impact	Cost	Timeline	Responsible Party	Start Date	End Date	Progress
Improve the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 1	Recommendation 1	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%
Enhance the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 2	Recommendation 2	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%
Improve the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 3	Recommendation 3	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%
Improve the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 4	Recommendation 4	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%
Improve the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 5	Recommendation 5	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%
Improve the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 6	Recommendation 6	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%
Improve the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 7	Recommendation 7	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%
Improve the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 8	Recommendation 8	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%
Improve the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 9	Recommendation 9	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%
Improve the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 10	Recommendation 10	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%
Improve the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 11	Recommendation 11	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%
Improve the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 12	Recommendation 12	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%
Improve the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 13	Recommendation 13	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%
Improve the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 14	Recommendation 14	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%
Improve the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 15	Recommendation 15	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%
Improve the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 16	Recommendation 16	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%
Improve the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 17	Recommendation 17	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%
Improve the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 18	Recommendation 18	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%
Improve the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 19	Recommendation 19	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%
Improve the quality of the student experience, including student success and retention rates, and the quality of the student experience.	Academic	Student Success	Recommendation 20	Recommendation 20	High	High	Low	12 months	Academic Affairs	2023	2024	75%	High	Low	12 months	Academic Affairs	2023	2024	75%

Sample Project Priority & Action Plan Document



## Project Planning Guide:

### [Add Project Name]

Identifying the major components of the project and team

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[ADD SCHOOL NAME]

#### Planning Overview

Project

- Description
- Goals
- Scope
- Customers
- Stakeholders

Team

- Sponsor(s)
- Managers/Leads
- Data Owners
- Process Owners
- Technical Resources

Current State

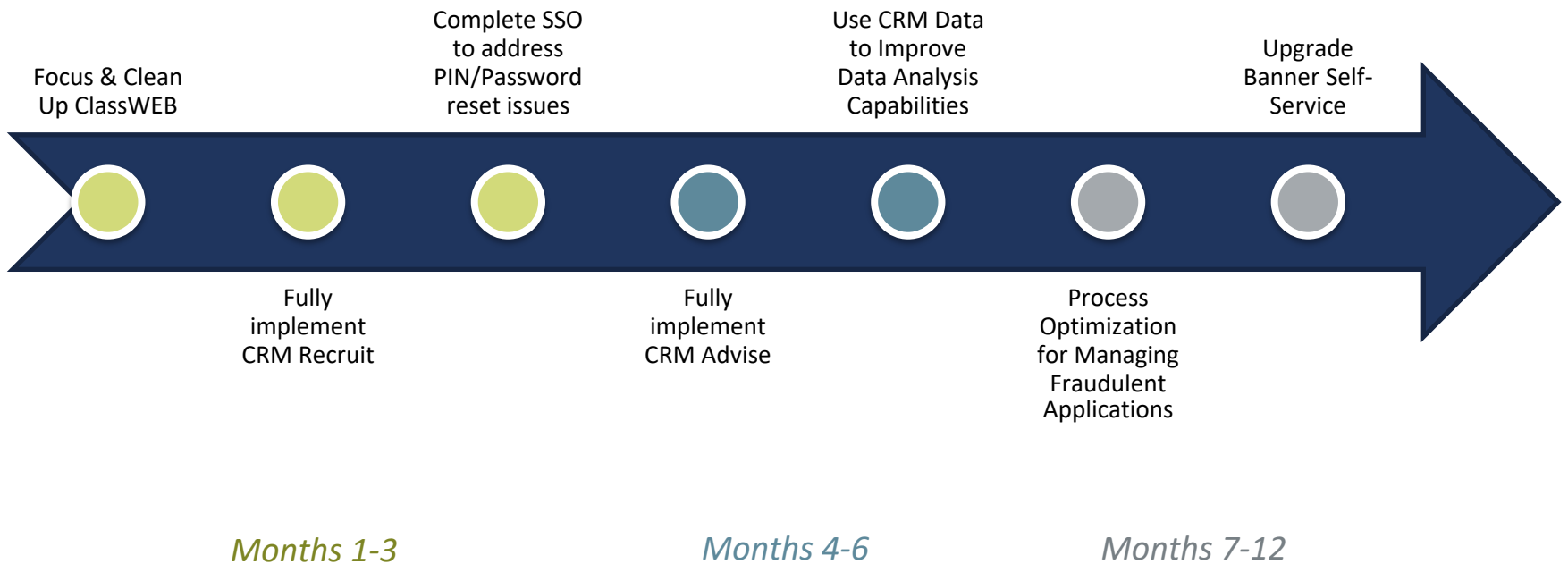
- Systems & Integrations
- Key Improvement Areas
- Current Areas of Strength & Success
- Concurrent Priorities & Possible Time Constraints

Future State

- Expected Objectives
- Expected Deliverables
- Success Measurement

# Enrollment-Technology Project Prioritization

It will be important to prioritize the 'People' recommendations prior to starting any of the technology projects. Without the proper ownership and strategic alignment, progress on these projects will lack effectiveness in impacting enrollment in a sustainable way.



While there are many other projects that would contribute to enrollment growth, we feel these are foundational for CLPCCD to invest in given the current tools already purchased.

# Action Plan for CRM Projects

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Due to lack of project ownership, CLPCCD has been working to implement a CRM environment for over five years. The current approach doesn't properly support the needs of these tools. The following recommendations are crucial to the successful implementation and adoption of these tools.

- Identify CRM administrator role who can dedicate at least 50% of their time to the CRM
- Identify key functional owners to lead the campus-level implementation for both CRM environments who can dedicate at least 10hrs/week until tools are live
  - *Recruit- Admissions & Records, Outreach Specialists*
  - *Advise- Enrollment Services, Counseling*
- Assign a Project Manager to each project
- Consider use of implementation consultant who can provide thought-leadership on full adoption of a CRM tool in higher ed
- Complete a project charter or project guide to reestablish goals/vision for tool
- Hold discovery sessions with functional users and leadership to design how the tools will best support enrollment growth

**By utilizing these steps, CLPCCD can successfully implement Recruit & Advise and more quickly capitalize on the downstream, high-impact recommendations that are reliant on these powerful CRM tools.**

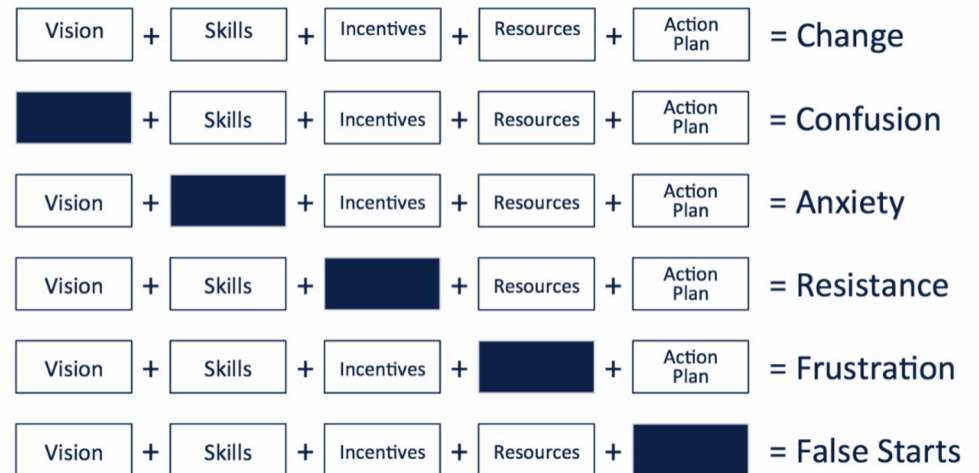
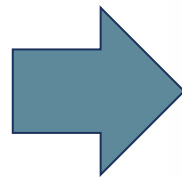
# Change Management

The successful implementation of these recommendations will require significant culture and process shifts that will alter the core of how CLPCCD operates. The Lippitt-Knostrer Model for Managing Complex Change offers insight into how those shifts can be managed.

## Managing Complex Change

For successful change to occur, institutions must provide:

- Vision
- Skills
- Incentives
- Resources
- Action Plan



In the diagram above, you can start to see the emotions staff might exhibit if they have the absence of one of the main items needed for successful change. Leaders need to be cognizant of this and work to address these reactions.

## Appendix: Recommendations

# Important Terms/Icons to Define

There are many terms used in higher education that mean different things depending on what college or university you are speaking with. For the purposes of our conversation, we are defining terms in the following ways.

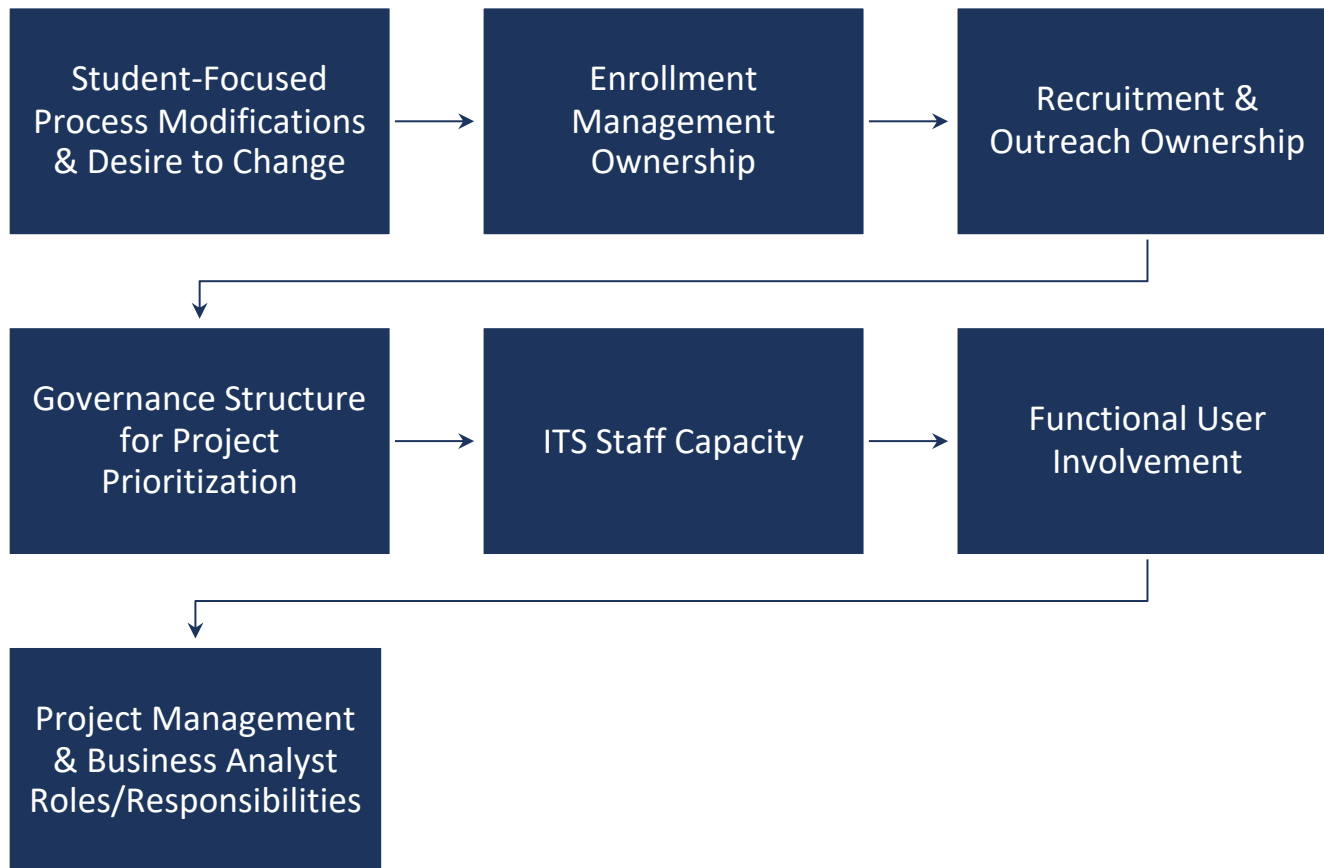
TERM	DEFINITION
Marketing	Materials and collateral developed to increase brand awareness of the district and the colleges within it
Outreach	Outbound communication efforts that are targeted directly to students (eg. emails, texts, phone calls, etc.)
Prospective Student	Students who have not yet applied to the college. Prospective students can include formerly enrolled students
Recruitment	Any activity or effort that engages prospective students who have not yet applied to or enrolled in the college
Admitted Student	Students who have applied to the college, received a W#, but have not yet enrolled
Enrollment Management	Enrollment management is the collective strategy and efforts to cultivate and build new student enrollment
Conversion	The transition of individuals from one student stage to the next



# People: Organizational Structure Changes

In order to create the type of enrollment management operation with the capability to grow future enrollments, CLPCCD must build the type of culture and organization structure that is staffed to efficiently manage that growth.

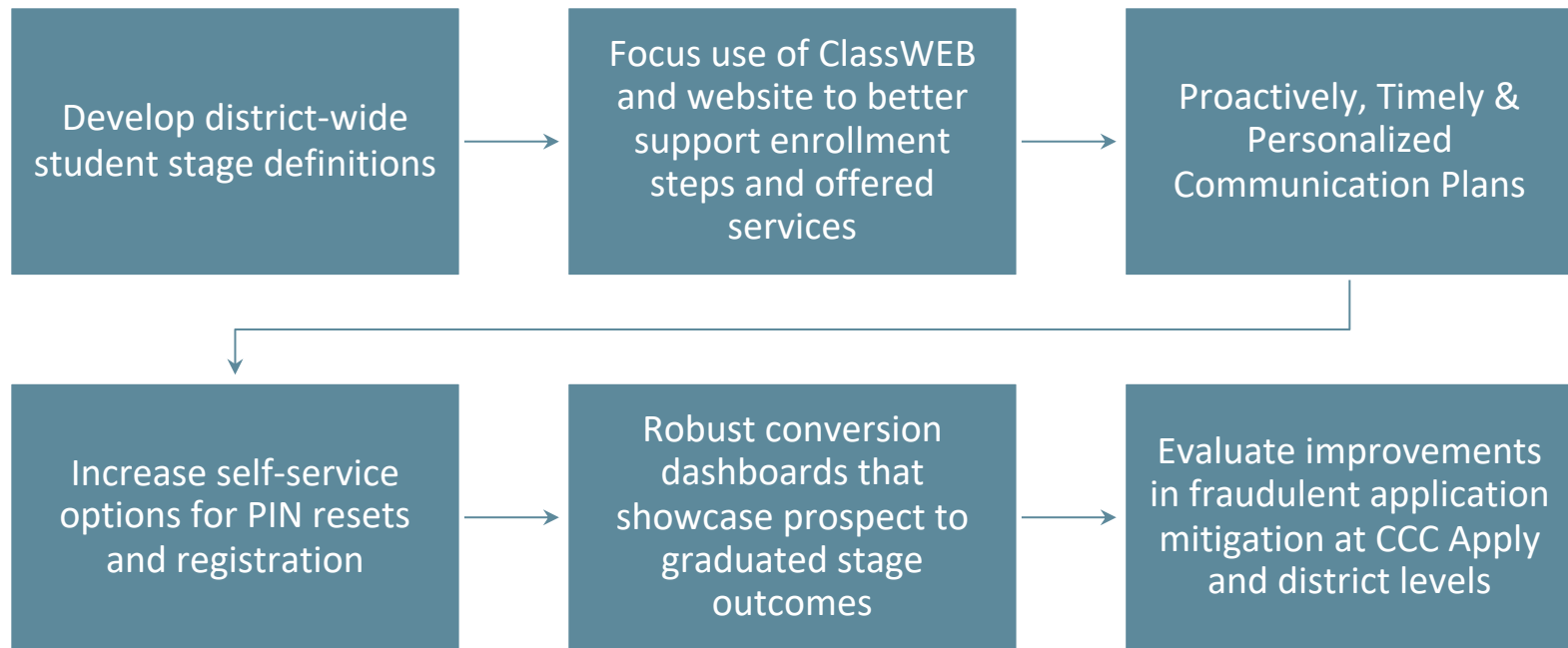
## PEOPLE: ORGANIZATIONAL STRUCTURE FOCUS AREAS



# Process & Technology: All Students

Technology will be central to CLPCCD's future enrollment operation. By standardizing data management, optimizing of student communications, and increasing application management, CLPCCD can increase efficiency and better evaluate progress toward enrollment goals.

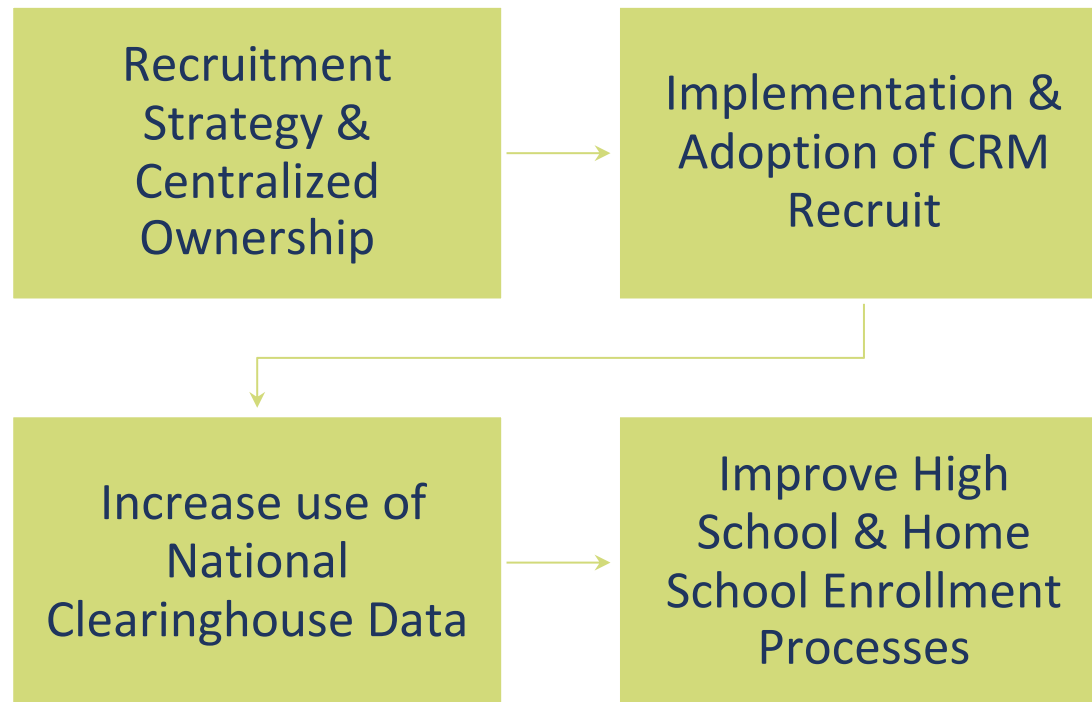
## PROCESS & TECHNOLOGY: ALL STUDENT FOCUS AREAS



# Process & Technology: Improve Prospective Student Engagement

At the intersection of process and technology is an opportunity for CLPCCD to positively impact prospective student pipelines. By creating defined recruitment strategies and effectively utilizing technology, CLPCCD can more strategically target key prospective populations.

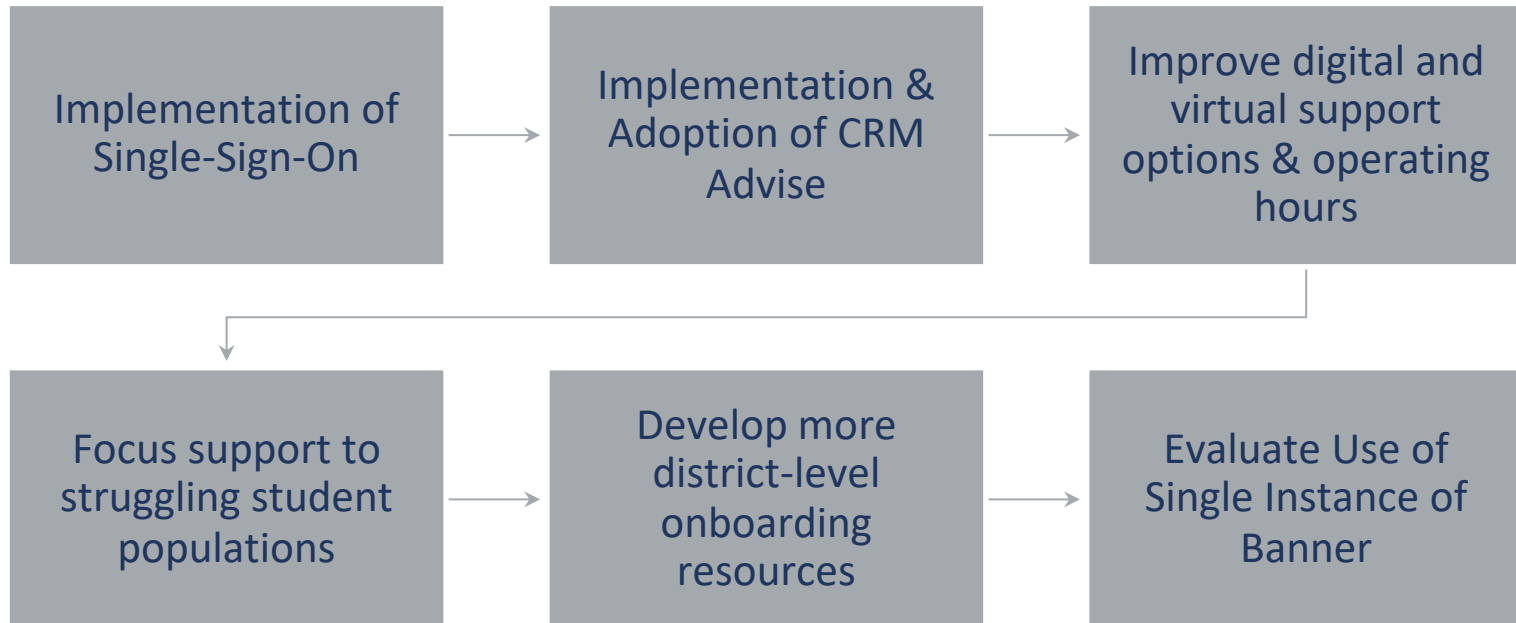
## PROCESS & TECHNOLOGY: PROSPECTIVE STUDENT FOCUS AREAS



# Process & Technology: Improve Admitted Student Engagement

Through the adoption of new CRM tools, tech optimizations that streamline student processes and focused outreach, CLPCCD can develop a student enrollment process that minimizes the pain points and barriers to entry that exist in the current onboarding process.

## PROCESS & TECHNOLOGY: ADMITTED STUDENT FOCUS AREAS



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