



To: Ryan Farley, Associate Vice President for Enrollment Management
From: Dr. Chuck Lepper, Vice President of Student Affairs and Enrollment Mgmt
CC: Deneece Huftalin, President and Chair, College Planning Council
Jeff Aird, VP Institutional Effectiveness

Date: August 3, 2020

Re: Strategy #13 Increase College Participation Response and 2020-21 Charge

This memo is to officially appoint you as the 2020-2021 lead for Strategy #13 Increase College Participation. In this capacity, you serve as the primary college leader to ensure we successfully implement this strategy. This memo will provide brief context and then review the expectations for the year. Please let me know how I might be supportive to you in this role!

Review of 19-20 Recommendations

Recommendation	Response
1. Collection of Predisposition data	A web app has been created by Science, Data, and Analytics to be used as the collection device for the following Predisposition data points, with implementation scheduled for Summer 2020: <ul style="list-style-type: none">• Event Information• Data Entry (number of attendees, attendee demographics, etc.)• Reporting• Surveys• Event Registration (Phase II feature for development) App can be accessed here .
2. Middle School College Access Advisors funding request, job descriptions, and organizational structure	Middle School College Access Advisors, similar to the Utah College Advising Corps (UCAC), will be charged with executing formalized programming at 17 identified junior high/middle schools and surrounding communities, with an eye towards expansion to all service area schools over time. (Initial schools selected are junior high/middle schools that feed into the seven west-side high schools that report less than 50% of graduating seniors matriculating to college.)

3. Family and Community Connection

A critical function within the Middle School College Access Advisor position will be connecting with families and communities in a way that promotes college participation. The foundation of their work should be intentionally cultivating a sense of belonging and a sense of place for both parents and students at their respective schools. This is currently being explored through the Flamboyant Foundation and University Neighborhood Partners with the Belonging Schools Initiative (BSI). The recently released BSI strategic plan is recommended as a tremendous resource to leverage the following:

- Comprehensive community needs assessment tools (history, current resources, past successes/failures, and expected challenges)
- Online and in-person parent support, engagement, and communication
- A variety of volunteer opportunities for parents and students
- Support tools for learning at home and within local communities
- Tools to assist parents in becoming part of decision-making in schools
- Advancement of educational equity through family and community engagement

The following recommendations were also completed during 2019-20 through the efforts of multiple college committees and departments, including SEM Committee, Scheduling Committee, Admissions, Contact Center, Office of the Registrar and Academic Records, and Concurrent Enrollment:

- Adoption of Civitas College Scheduler - College Scheduler went live June 30, 2020, along with embedded functionality for completing the student financial agreement and emergency contact update form.
- Identify and secure via RFP and IBP funding a college-wide chatbot/virtual assistant solution and implement during Fall 2020 semester - AdmitHub was selected via the

college RFP process as the chatbot/virtual assistant vendor. The contract is currently with Risk & Legal, with an anticipated implementation timeline during Fall semester.

- Phase II Implementation of Enrollment Rx CRM solution - Continued integration of college systems with Enrollment Rx, specifically in leveraging Pardot (email) and Mogli (SMS text) as the communication channels for student/prospective students housed within the CRM. Multiple email and text drip campaigns were developed to target specific populations, including Veterans, ODMA, Non-registered, etc.
- Concurrent Enrollment – Concurrent Enrollment saw an 8% increase in the number of student participating in CE and a 11.6% increase in the number of enrollments between 2018-19 and 2019-2020. There continues to be opportunity in CE to both increase the number of students taking CE and increase the yield of CE students who matriculate to Salt Lake Community College. CE Advising shifted to encouraging high school students to pursue the general education certificate, which gives them a great start on an associate degree with SLCC.

Charge for 2020-21

As the strategy lead, you are responsible for strategy implementation to include the following:

- Strategy #13 Increase College Participation outcomes as follows:
 - Procure a new scholarship awarding system to replace AwardSpring. The new system must be able to curate both internal and external scholarships and allow current students *and* prospective students to access and research scholarships opportunities.
 - Translation of admissions application and financial aid materials into Spanish. In our continued efforts to increase access, equity, and inclusivity to SLCC, an inventory of key outreach, admissions, and financial aid documents will be conducted and identified content translated into Spanish.
 - Explore the elimination/reduction/deferral of admissions application fee. Work on a solution to remove the admissions application fee as a barrier to entry. If alternative funding can't be identified, identify a way to defer payment.
 - Partner with service-area applied technology centers (ATC's) to create clear and standardized transfer pathways. In support of the state's efforts to consolidate all higher learning, opportunity exists to formalize transfer agreements with the ATC's programs from clock-hour to credit-hour based SLCC degree or certificate programs.
- Assess institutional performance under this strategy. Working with the data science and analytics office, identify and analyze key metrics and how they align to the larger institutional goal of increasing college participation (Strategy #13).



- Identify and present critical, strategic decisions that must be made by College leadership to successfully implement the strategy. Please surface these with me so that we can schedule a time to discuss in cabinet or SLT meetings.
- Engage stakeholders to ensure participation, collaboration, and clear communication.
- Maintain the internal communication with regular updates on the work accomplished. This should include a minimum of three written updates per academic year.

A schedule for strategic discussions is under development. You may be asked to present updates at planning council, senior leadership team, or cabinet meetings. You will also meet with me and the president at least once each semester to discuss strategy progress. We will discuss any presentation preparation needs once dates and topics are set.

At the conclusion of the year, you will need to provide a short-written report on the work accomplished. This report will be submitted to Vice President Aird on May 1, 2021.

Stakeholders

Given our college value of collaboration, please consider engaging stakeholders as you advance this strategy. You might consider hosting 1-1 discussions, large or small forums, direct meetings, online discussions or custom workshops.

Communication Plan

Lastly, we are pulling together a coordinated web-based communication strategy for all nineteen strategies. We will be reaching out with further information within the next month to help you engage with that system.

If you have any further questions please regarding strategy process and communication reach out to Lauralea Edwards, Assistant Vice President for Strategy & Analysis at Lauralea.Edwards@slcc.edu. I appreciate your service and look forward to working with you to advance our strategic plan.