Enrollment & Student Success with Equity Targets & Tactics

Prior to COVID-19, PC's enrollment and success were trending upward for most metrics. Although modest, this steady growth was significant in view of the limitations faced by our land-locked, rural campus, deprived of additional enrollment sources. The effects of the pandemic on our low-income communities caused our enrollment to suffer greatly as many were forced to choose work over school. Experience shows that East Tulare County is indeed susceptible to economic downturns and that rebounding usually takes longer. Our focus for the next three years is to reverse that trend and return to pre-pandemic enrollment and success levels.

Intimate knowledge of our service area's demographic and financial data, coupled with the circumstances brought forth by the pandemic, will dictate our approach to enrollment management with the goal of ensuring an equitable deployment of intentional strategic goals. We will expand recruitment efforts with special emphasis on adult learners. We will increase our persistence and retention strategies to drive student completion rates and success. We will monitor diligently the effects of our efforts and adjust accordingly.

FTE Targets & Tactics

FTE	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Regular	2,910	2,880	2,828	3,030	2,320	2320 (0%)	2,675 (15%)	3030 (13%)
Special Admit	126	119	146	218	294	324 (10%)	363 (12%)	381 (5%)
Incarcerated						N/A	N/A	N/A
CDCP	-	39	37	38	5	6 (5%)	6 (10%)	6 (5%)
Non-Credit	22	-	-	-	6	7 (5%)	7 (10%)	8 (5%)

- **Expansion of Dual Enrollment & Early College:**
  Our engagement and collaborative efforts with K/12 partners in the last two years are paying off. We are adding sections in multiple disciplines based on student needs, interests, and college and career aspirations. Concurrently, we have developed a support infrastructure in partnership with the high schools to ensure student success. Utilizing an equity lens, we determine which students do not currently have access but would benefit from dual enrollment; we are doubling our outreach efforts to them and to their families. New district investments in technology will help us support the otherwise paper-intensive enrollment process for Special Admits.

Also in progress, is our partnership with a local school district in the development of an early-college high school in our service area.

- **Adult Education:**

Educational attainment in Tulare County as it relates to Highest levels of education for those 25 years and older, reflects that 21.3% have a Post-secondary Degree, and 31.8% have no High School diploma. There is a population of non-traditional learners to serve and tangible opportunities to engage adult learners in college education and workforce preparation.

We are developing a college-wide strategy of enhancing and/or developing innovative programs to serve the non-traditional student market. Opportunities exist to work closely with industry, business, and community partners to create and invest in programs in CTE that meet the needs of the regional economy. Focus areas include Hospitality Management, Culinary Arts, Agriculture Production, and Industrial Maintenance.

This expansion would require infrastructure, appropriate instructional labs, equipment, and faculty. This investment will also support the implementation of Credit for Prior Learning and Competency-Based Education.

- **New Partnerships:**

A new partnership with the California Farmworker Association supports the expansion on non-credit and CDCP offerings. The new "PC Growing Futures Program" and expanded outreach efforts at every location of our service area have been implemented.

Supplemental Targets & Tactics

Supplemental	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
AB540	209	213	219	210	163	163	187 (15%)	210 (12%)
Pell Recipient	2,295	2,240	2,380	2,371		1,840	2,106 (22%)	2,371 (13%)
CCPG Recipient	3,534	3,743	4,007	3,934		3,053	3,494 (14%)	3,934 (13%)

- **Supporting the needs of our student Demographics**

We are a designated HSI institution serving 80% LatinX students, with 68% qualifying for some form of financial aid. Support Services and academic offerings are designed to close the achieving gaps affecting our First-Generation students. As our enrollment grows, we will continue our efforts to support every student through innovative academic practices made possible by Title V grants and Coaching investments through Achieving The Dream, Continuous Learning Institute and Community College Research Center.

- **Financial Aid Verification**

  The Financial Aid office will double efforts to ensure all eligible students apply and receive financial services. We will implement strategies to effectively reach AB540/Dreamer populations who may also benefit from free legal services.

Student Success Targets & Tactics

Student Success All Students	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Associates Degree for Transfer	106	113	179	251		256 (2%)	261 (2%)
Associates Degree	261	287	381	414		422 (2%)	431 (2%)
Bachelor's Degree						N/A	N/A
Credit Certificate	59	89	115	76		78 (2%)	79 (%)
Completion of Transfer Level Math & English	106	121	185	218		222 (2%)	227 (2%)
Successful Transfer to 4-year school	138	163	156	236		241 (2%)	246 (2%)
9+ CTE Units Completed	544	580	632	614		626 (2%)	639 (2%)
Attainment of Regional Living Wage	466	540	600	696		717 (3%)	746 (4%)

- **Supporting the Student Journey to successful completion**
  - Guided Pathways implementation will provide a more structured, relevant program to each student. We expect to see increased year-to-year retention and graduation rates and reduced graduations with excess credits.
  - Completion rate increases will be supported by "Success Teams", comprehensive Student Educational Plans, Intrusive Counseling and "15-to finish" campaigns, implemented to support students through their academic journey.
  - Progress reports and academic supports will be utilized as an intervention to keep students on-track to complete their English and Math requirements.
  - Investment in technology to support degree-awarding automation will ensure we capture all certificates and degrees.

- **Intersegmental Partnerships**
  - Partnership with CSUs, such as "the University Transfer Scholars Program" at Fresno State and with CSU Bakersfield's "Finish in 4 Pathways" will increase transfer admissions rates
  - Training of counselors and advisors on UC and CSU admissions policies, financial aid, and student support programs.