



2023-2028

Strategic Enrollment Management (SEM) Plan

SEM Plan Development

The SEM Plan was developed through the work of a cross-functional team of college faculty, classified staff, and administrators from various departments across campus, such as admissions, adult education, athletics, career education and workforce development, counseling, dual enrollment, enrollment services, EOPS, equity, financial aid, MESA/STEM, institutional research, scheduling, and senior leadership from student and academic affairs and the president's office.

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Summary of the SEM Plan:

The SEM Plan includes seven strategic goals that align with other institutional plans such as the Educational Master Plan, Institutional Strategic Plan, Student Equity Plan and Guided Pathways Work Plan and are listed below:

Goal 1: Increase the number of high school students who matriculate into certificates and degrees.

Goal 2: Increase enrollment in degree programs with a transfer focus.

Goal 3: Increase adult learners (25+ years) enrolled in credit programs.

Goal 4: Increase the retention and persistence rates of all students enrolled in certificate and degree programs.

Goal 5: Increase the number of students who successfully transfer to a CSU/UC.

Goal 6: Increase the number of credit and non-credit certificate and degree credentials conferred.

Goal 7: Increase enrollment in non-credit classes.

The plan below outlines the tactics and strategies developed to provide guidance on meeting the goals of the plan.

GOAL 1: Increase the number of high school students who matriculate into certificates and degrees.

Target: From 89 to 200 by 2026 (= 125% increase*)

By 2025 the 2028 target will be set

*Number of high school students enrolled increased by 25% between fall 2021 and fall 2022.

Strategies and Tactics

SEM Strategy 1A: Develop tactics aligned with, and integrate, target outcomes of the Student Equity Plan.

Tactic 1.A.1: Collaborate with DEI Committee to identify best practices for increasing the number of disproportionately impacted high school students through the pipeline from high school to college.

Tactic 1.A.2: Assess NVC's institutional capacity to implement best practices.

Tactic 1.A.3: Address areas where we don't have the capacity to implement best practices and prioritize actions to build capacity.

Tactic 1.A.4: Ensure all enrollment-related campus committees and divisions have an opportunity to study and engage in conversation about the 2022-2025 Student Equity Plan.

SEM Strategy 1B: Increase access and outreach to disproportionately impacted high school students to participate in CCAP and non-CCAP Dual Enrollment.

Tactic 1.B.1: Expand CCAP offerings to all high school campuses in Napa County.

Tactic 1.B.2: Develop certificates and degrees that students can achieve while Dual Enrolled in high school CCAP classes.

Tactic 1.B.3: Develop a procedure to identify high school students who indicate interest in dual enrolling at Napa Valley College

Tactic 1.B.4: Expand NVC Student Ambassador program to include at least 2-3 trained high school ambassadors on each site of the NVC service area.

Tactic 1.B.5: Make improvements to the website as a key repository of information.

Tactic 1.B.6: Include dual enrolled students in Guided Pathways exploration events.

Tactic 1.B.7: Increase course-section offerings at partner schools, including South Valley Campus at the NVC American Canyon Campus.

Tactic 1.B.8: Implement and communicate two-year scheduling and academic calendars to allow dual enrolled high school students to enter pathways in high school.

SEM Strategy 1C: Target outreach to international high school students.

Tactic 1.C.1: Develop international student outreach plan.

Tactic 1.C.2: Develop communications matrix to communicate with non-resident high school students and parents.

Tactic 1.C.3: Adopt the use of a CRM to centralize and track all communication to prospective students.

SEM Strategy 1D: Increase outreach to K-12 partner schools.

Tactic 1.D.1: Expand "NVC Exploration Days" campus visits to allow high school students to explore pathways to NVC through presentations, campus tours, and career exploration workshops.

Tactic 1.D.2: Expand NVC visits for local middle-schools (8th graders) to inspire a college-going culture through NVC campus visits by middle school students and middle school presentations

Tactic 1.D.3: Develop high school to college pathways that begin in 9th grade.

SEM Strategy 1E: Develop a communications matrix for communicating program information to high school students and parents.

Tactic 1.E.1: Develop new mechanisms for communicating program-specific information to local high school students.

Tactic 1.E.2: Develop a communications matrix for communicating enrollment information to Native American/Alaska Native and Black/African American high school students and parents.

Tactic 1.E.3: Develop appropriate messaging for each juncture in high school students' journeys.

Tactic 1.E.4: Convene a Student Communications Planning Retreat with the Enrollment Task Force and Outreach Task Force Teams.

SEM Strategy 1F: Reduce existing gaps in successful enrollment of disproportionately impacted high school students

Tactic 1.F.1: Develop a procedure for identifying and encouraging Native American/Alaska Native high school students to enroll at Napa Valley College.

Tactic 1.F.2: Develop a procedure for identifying and encouraging Black/African American high school students to enroll at Napa Valley College.

Tactic 1.F.3: Explore the adoption of a one-stop enrollment (admissions, financial aid, counseling) services model.

SEM Strategy 1G: Develop a seamless onboarding experience and strategic communications to applicants and matriculating students.

Tactic 1.G.1: Expand "NVC Registration Days" for high school students and parents to ensure students can complete all enrollment steps and register on one day during open registration.

Tactic 1.G.2: Incorporate NVC's Exploration Pathways into CCCApply application.

Tactic 1.G.3: Develop onboarding events for recent high school graduates as they transition from high school to college.

Tactic 1.G.4: Send "acceptance letters" from NVC President to all graduating high school seniors in NVUSD.

Tactic 1.G.5: Develop automated communications to applicants and new students.

Tactic 1.G.6: Follow-up letters (following application) to include schedule of onboarding events for each Exploration Pathway.

Tactic 1.G.7: Incorporate career exploration/coaching into the onboarding process.

Tactic 1.G.8: Develop online onboarding option for high school students.

Tactic 1.G.9: Re-envision and reboot onboarding to align with Guided Pathways. (Convene a meeting with the Guided Pathways Coordinating Team and Enrollment and Outreach Task Forces).

SEM Strategy 1H: Target outreach to out-of-state high school students.

Tactic 1.H.1: Develop a procedure to identify non-resident students who indicate interest in attending NVC after high school.

Tactic 1.H.2: Develop a communications matrix to communicate to non-resident high school students and parents.

Tactic 1.H.3: Adopt the use of a CRM to centralize and track all communication to prospective students.

GOAL 2: Increase enrollment in degree programs with a transfer focus.

Target: From 849 to 1000 by 2026 (= 18% increase)

By 2025 the 2028 target will be set

Strategies and Tactics

SEM Strategy 2A: Develop tactics aligned with, and integrate, target outcomes of the Student Equity Plan.

Tactic 2.A.1: Collaborate with DEI Committee to identify best practices for increasing the number of disproportionately impacted students enrolled in degree programs with a transfer focus.

Tactic 2.A.2: Assess NVC's institutional capacity to implement best practices.

Tactic 2.A.3: Address areas where we don't have the capacity to implement best practices and prioritize actions to build capacity.

Tactic 2.A.4: Ensure all enrollment-related campus committees and divisions have an opportunity to study and engage in conversation about the 2022-2025 Student Equity Plan.

SEM Strategy 2B: Develop a communication plan to promote degree program options to currently enrolled students not in degree programs.

Tactic 2.B.1: Develop a marketing and communication recruitment communication plan for "Exploration Pathways Fairs."

Tactic 2.B.2: Adopt the use of a CRM to centralize and track all communication with prospective students.

SEM Strategy 2C: Leverage Guided Pathways program maps to promote degree opportunities.

Tactic 2.C.1: Incorporate program maps into student onboarding events.

SEM Strategy 2D: Develop events for potential non-enrolled and enrolled transfer students who are disproportionately impacted.

Tactic 2.D.1: Identify Black or African American and American Indian/Alaska Native students who indicated interest in enrolling at Napa Valley College.

Tactic 2.D.2: Encourage Black or African American and American Indian/Alaska Native students to enroll.

Tactic 2.D.3: Develop a communications matrix for communicating enrollment information to Black or African American and American Indian/Alaska Native high school students and parents

SEM Strategy 2E: Target high school non-resident students for enrollment in degree programs with a transfer focus.

Tactic 2.E.1: Make improvements to the website as a key repository of information.

SEM Strategy 2F: Target outreach to international high school students.

Tactic 1.F.1: Develop international student outreach plan.

Tactic 1.F.2: Adopt the use of a CRM to centralize and track all communication with prospective students.

GOAL 3: Increase adult learners (25+ years) enrolled in credit programs.

Target: From 1064 to 1120 by 2026 (=5% increase)

By 2025 the 2028 target will be set

Strategies and Tactics

SEM Strategy 3A: Develop tactics aligned with, and integrate, target outcomes of the Student Equity Plan.

Tactic 3.A.1: Collaborate with DEI Committee to identify best practices for increasing the number of disproportionately impacted adult learners enrolled in credit programs.

Tactic 3.A.2: Assess NVC's institutional capacity to implement best practices.

Tactic 3.A.3: Address areas where we don't have the capacity to implement best practices and prioritize actions to build capacity.

Tactic 3.A.4: Ensure all enrollment-related campus committees and divisions have an opportunity to study and engage in conversation about the 2022-2025 Student Equity Plan.

SEM Strategy 3B: Develop and deliver outreach programming targeted at adult learners.

Tactic 3.B.1: Adopt the use of a CRM to centralize and track all communication with prospective students.

Tactic 3.B.2: Identify community pipelines and build out CRM functionality to address the adult learner population.

SEM Strategy 3C: Develop class schedules and delivery models that meet the needs of adult learners.

Tactic 3.C.1: Implement scheduling software (CLSS) to refine optimal course offering patterns.

SEM Strategy 3D: Pursue, develop and expand mutually supportive partnerships between NVC instructional programs and community organizations.

Tactic 3.D.1: Establish points of contact between the college and the Association of African American Vintners.

Tactic 3.D.2: Plan a mixer for prospective and enrolled Black or African American students and the Association of African American Vintners.

SEM Strategy 3E: Leverage Guided Pathways program maps to promote degree opportunities.

Tactic 3.E.1: Incorporate program maps into adult student onboarding events with students and counselors.

SEM Strategy 3F: Develop a seamless onboarding experience and strategic communications to applicants and matriculating students.

Tactic 3.F.1: Redesign 5-Steps to Enroll (CCCApply application, MyNVC, orientation, ed planning, registration) to align with ACCRAO Recommendations.

Tactic 3.F.2: Incorporate NVC's Exploration Pathways into 5-Steps to Enroll (CCCApply application, MyNVC, orientation, ed planning, registration).

Tactic 3.F.3: Re-envision and reboot onboarding to align with Guided Pathways (Incorporate career exploration/coaching into the onboarding process for adult learners).

Tactic 3.F.4: Develop onboarding events for adult learners (Example: NVC Registration Days).

Tactic 3.F.5: Develop automated communications to applicants and new students (Identify cohorts to contact. Send "acceptance letters" to all students who apply welcoming them to a pathway. Follow-up letters (following application) to include schedule of onboarding events for each Exploration Pathway.

Tactic 3.F.6: Develop online onboarding option for high school students.

SEM Strategy 3G: Reduce existing gap in successful enrollment of disproportionately impacted adult students.

Tactic 3.G.1: Develop a procedure to identify American Indian/Alaska Native and Black/African American potential students who indicated interest in enrolling at Napa Valley College.

Tactic 3.G.2: Develop a procedure for encouraging American Indian/Alaska Native and Black/African American adult students to register for classes.

Tactic 3.G.3: Develop communications matrix for communicating enrollment information to American Indian/Alaska Native and Black/African American adult students.

SEM Strategy 3H: Increase enrollment of adult non-resident students.

Tactic 3.H.1: Make improvements to the website as a key repository of information.

Tactic 3.H.2: Explore the adoption of a one-stop service model.

GOAL 4: Increase the retention and persistence rates of all students enrolled in certificate and degree programs.

Target: From 90.1% to >90% for retention by 2026 (within the semester)

From 60.5% to 65% for fall-to-spring persistence by 2026

From 40.7% to 44% for fall-to-fall persistence by 2026

By 2025 the 2028 target will be set

Strategies and Tactics

SEM Strategy 4A: Develop tactics aligned with, and integrate, target outcomes of the Student Equity Plan.

Tactic 4.A.1: Collaborate with DEI Committee to identify best practices for increasing the retention and persistence rates of disproportionately impacted students enrolled in certificate programs.

Tactic 4.A.2: Assess NVC's institutional capacity to implement best practices.

Tactic 4.A.3: Address areas where we don't have the capacity to implement best practices and prioritize actions to build capacity.

Tactic 4.A.4: Ensure all enrollment-related campus committees and divisions have an opportunity to study and engage in conversation about the 2022-2025 Student Equity Plan.

SEM Strategy 4B: Decrease barriers to student progress and success.

Tactic 4.B.1: Explore the adoption of a (virtual and in-person) one-stop student support services center (mental health counseling, basic needs, tutoring, wellness, etc.).

Tactic 4.B.2: Develop protocols to ensure that undocumented students can participate in high-impact educational practices (HIPs).

Tactic 4.B.3: Develop regular, motivational communications with students to encourage goal attainment.

SEM Strategy 4C: Enhance student support services to meet student needs and increase student success.

Tactic 4.C.1: Teach students how to monitor progress toward goal attainment.

Tactic 4.C.2: Ensure adequate staffing of Basic Needs Center and develop list of resources and go-to staff contacts to support students who experience acute basic needs insecurities.

SEM Strategy 4D: Enhance academic support programs to meet student needs and increase student success.

Tactic 4.D.1: Explore models to improve and promote academic support services such as tutoring, learning communities, and faculty office hours.

Tactic 4.D.2: Improve early alert to increase retention and successful course completion.

Tactic 4.D.3: Strengthen supplemental instruction in gateway courses with low retention/successful course completion rates.

SEM Strategy 4F: Implement Success Team Model

Tactic 4.F.1: Expand the counseling liaison model to identify a lead counselor for each Exploration Pathway

Tactic 4.F.2: Define structure for Success Teams (e.g., Counselors, faculty, students, staff, support services personnel (wrap-around services including financial aid, mental health support), student ambassadors, mentors/advisors, etc.)

Tactic 4.F.3: Develop process for early identification of students with unsatisfactory progress

Tactic 4.F.4: Develop communication timeline for alerts/information to be shared with success teams

Tactic 4.F.5: Develop variety of learning communities for students

Tactic 4.F.6: Develop variety of pathway-driven clubs for students

SEM Strategy 4G: Utilize proximity of on-campus residents to engage all students to increase persistence and retention.

Tactic 4.G.1: Develop a prototype experience for students living on campus.

Tactic 4.G.2: Connect activities of housing to campus support.

GOAL 5: Increase the number of students who successfully transfer to a CSU/UC.

Target: From 278 to 425 by 2026 (= 53% increase)

By 2025 the 2028 target will be set

*425 = NVC's stretch goal

Strategies and Tactics

SEM Strategy 5A: Develop tactics aligned with, and integrate, target outcomes of the Student Equity Plan.

Tactic 5.A.1: Collaborate with DEI Committee to identify best practices for increasing the number of disproportionately impacted students who successfully transfer to CSU/UC.

Tactic 5.A.2: Assess NVC's institutional capacity to implement best practices.

Tactic 5.A.3: Address areas where we don't have the capacity to implement best practices and prioritize actions to build capacity.

Tactic 5.A.4: Ensure all enrollment-related campus committees and divisions have an opportunity to study and engage in conversation about the 2022-2025 Student Equity Plan.

SEM Strategy 5B: Increase the number of students who complete an ADT or transfer-related degree before transferring.

Tactic 5.B.1: Increase communications to potential transfer students about transfer processes.

Tactic 5.B.2: Increase communications to students about transfer programs and how they work.

Tactic 5.B.3: Make improvements to the website as a key repository of information.

SEM Strategy 5C: Enhance academic and/or student support programs to meet transfer student needs and increase student success.

Tactic 5.C.1: Develop new strategies to train students on Student Planning platform to monitor progress toward goal attainment.

Tactic 5.C.2: Unify oversight of tutoring services to provide access and consistency.

Tactic 5.C.3: Ensure adequate staffing of Basic Needs Center and develop list of resources and go-to staff contacts to support students who experience acute basic needs insecurities.

SEM Strategy 5D: Increase in reach to all NVC students who have selected a transfer program of study.

Tactic 5.D.1: Review and improve communications to transfer students about transfer processes.

Tactic 5.D.2: Increase communications to students about process for CSU/IGETC Certification.

Tactic 5.D.3: Increase communications to students about transfer programs and how they work.

Tactic 5.D.4: Adopt the use of a CRM to centralize and track all communication with all students.

GOAL 6: Increase the number of credit and non-credit certificate and degree credentials conferred.

Target: From 1,034 to 1,138 by 2026 (= 10% increase)

By 2025 the 2028 target will be set

Strategies and Tactics

SEM Strategy 6A: Develop tactics aligned with, and integrate, target outcomes of the Student Equity Plan.

Tactic 6.A.1: Collaborate with DEI Committee to identify best practices for increasing the number of credit and non-credit certificate or degree credentials conferred to disproportionately impacted students.

Tactic 6.A.2: Assess NVC's institutional capacity to implement best practices.

Tactic 6.A.3: Address areas where we don't have the capacity to implement best practices and prioritize actions to build capacity.

Tactic 6.A.4: Ensure all enrollment-related campus committees and divisions have an opportunity to study and engage in conversation about the 2022-2025 Student Equity Plan.

SEM Strategy 6B: Explore methods of recognizing student achievement in credit and non-credit programs.

Tactic 6.B.1: Review how other colleges have created a non-credit transcript (or combined with current credit transcript).

Tactic 6.B.2: Develop stacked micro-credentials (skills certificates, local certificates, and badges).

Tactic 6.B.3: Explore implementation of a comprehensive "Learning and Employment Record" for students enrolled in non-transcript-able and transcript-able programs.

SEM Strategy 6C: Develop non-credit programs that lead to a credential (Micro-credentials).

Tactic 6.C.1: Develop stacked micro-credentials (skills certificates, local certificates, and badges).

SEM Strategy 6E: Increase the number of Black or African American and American Indian/Alaska Native students that attain their educational goal.

Tactic 6.E.1: Identify why students are not completing certificates and degrees, if their goal was to earn a degree.

GOAL 7: Increase enrollment in non-credit classes.

Target: From 461 to 560 by 2026 (= 21% increase)

By 2025 the 2028 target will be set

Strategies and Tactics

SEM Strategy 7A: Develop tactics aligned with, and integrate, target outcomes of the Student Equity Plan.

Tactic 7.A.1: Collaborate with DEI Committee to identify best practices for increasing the enrollment of disproportionately impacted students in non-credit classes.

Tactic 7.A.2: Assess NVC's institutional capacity to implement best practices.

Tactic 7.A.3: Address areas where we don't have the capacity to implement best practices and prioritize actions to build capacity.

Tactic 7.A.4: Ensure all enrollment-related campus committees and divisions have an opportunity to study and engage in conversation about the 2022-2025 Student Equity Plan.

SEM Strategy 7B: Develop and implement an ongoing marketing plan to increase awareness to attract more students to specific instructional programs.

Tactic 7.B.1: Identify individuals on campus to participate in community outreach activities (faculty, staff, students)

Tactic 7.B.2: Create opportunities for relationship building with community partners throughout the NVC service area.

Tactic 7.B.3: Explore the utilization of a marketing/project management tool (computer application) to facilitate development of the marketing plan.

Tactic 7.B.4: Co-marketing/shared marketing with Adult School partners.

Tactic 7.B.5: In reach to Career Education students (credit, dual enrollment) as value add on course for current offerings.

SEM Strategy 7C: Develop new industry partners to increase enrollment in program offerings.

Tactic 7.C.1: Create opportunities for relationship building with community partners throughout the NVC service area.

Tactic 7.C.2: Develop a strategy to recruit students for 21st century workplace employability courses (such as: Communication in the Workplace).

SEM Strategy 7D: Develop a seamless onboarding experience and strategic communications to applicants and matriculating students.

Tactic 7.D.1: Expand "NVC Registration Days" for non-credit students to ensure students can complete all enrollment steps and register on one day during open registration.

Tactic 7.D.2: Incorporate the CCCApply noncredit application option.

Tactic 7.D.3: Develop onboarding events for potential non-credit students.

Tactic 7.D.4: Develop automated communications to applicants and new students.

Tactic 7.D.5: Follow-up letters (following application) to include schedule of onboarding events for each Exploration Pathway.

Tactic 7.D.6: Incorporate career exploration/coaching into the onboarding process.

Tactic 7.D.7: Develop online onboarding option for high school students.

Tactic 7.D.8: Re-envision and reboot onboarding to align with Guided Pathways. (Convene a meeting with the Guided Pathways Coordinating Team and Enrollment and Outreach Task Forces).

SEM Strategy 7E: Identify and prioritize non-credit course offerings, maximizing current offerings.

Tactic 7.E.1: Develop intentional non-credit co-requisites for credit programs.

Tactic 7.E.2: Identify areas where mirrored courses could be developed with credit offerings.

Tactic 5.E.3: Identify areas to increase enrollment in courses currently offered.

Tactic 5.E.4: Explore additional up valley agency ESL offerings.