

2023-2028 Strategic Enrollment Management Plan Update

Draft

Summary

The updated 2023-2028 Strategic Enrollment Management (SEM) plan revision will replace the current plan's 8 goals and 65 objectives with 13 categories and 37 objectives. This is a draft document and no action is requested at this time. The full plan will come through College Council later this semester for constituent group review and feedback.

How the update was developed. In August 2026, ten teams of five to six faculty and staff reviewed all 65 objectives in the current plan. This document included the Vice President for Instruction's analysis of where the college was on each of the initiatives. Each team checked the Vice President for Instruction's initial classification of every objective into one of three columns:

- **Accomplished or integrated:** completed or built into college operations sufficiently so that it no longer needs special attention as a named initiative.
- **Continue:** still needs the attention and follow-up that comes with being named in the plan.
- **Remove:** no longer relevant or no longer being pursued.

At least six of ten teams agreed on 57 objectives. For the remaining 8, where teams split evenly or three ways, the Vice President for Instruction made the final decision using the teams' written comments.

Results for the current plan's 65 objectives

Status	Number of Objectives
Accomplished or integrated	29
Continue into the updated plan	30
Remove	6

The six removed objectives are 2.1 (Glenn County Training Place offerings), 2.7 (biomass workforce training), 3.1 (AdAstra implementation), 5.6 (Chico Center electronic signs), 7.4 (debt repayment policy), and 7.5 (AdAstra predictive analytics). The college has moved away from AdAstra, and its scheduling purpose now continues through new in-house tools (objective 4.1).

The updated plan. Continuing objectives were revised where the workshop feedback called for it, combined where they overlapped, and joined by six new objectives: a Butte County Jail noncredit program, scheduling dashboards, class size and cancellation guidelines, centralized schedule development, distance education standards, and California Virtual Campus participation.

Objectives accomplished or integrated

Twenty-nine objectives from the current plan are complete or now part of regular college operations, so they leave the plan as named initiatives. That doesn't mean the work is done or won't improve; it just no

longer needs the special attention and accountability that comes with inclusion as an objective in the SEM plan. Numbers are from the current plan.

No.	Objective
1.6	Expand the Cosmetology program to include the complete scope of potential degrees and certificates.
2.2	Develop and implement a plan to create pathways for new programs to move from initial offerings as contract education not-for-credit courses/programs to credit and noncredit courses and programs in key career education areas.
2.3	Refine the Utility Arborist program to increase student demographic diversity, job placement rates, and student connections with industry partners. Expand program outreach to connect middle and high school students with this career path.
2.4	Pilot new programs in contract education for occupations in high need at Butte County, including eligibility and employment specialist, administrative analyst, and social services assistant. These programs can be transitioned to credit instruction if resources and labor market data support the transition.
2.6	Achieve High Roads Training Partnership SBCCD sub-award work plan objectives to earn future H RTP grants.
3.2	Develop three-year (summer, fall, winter, spring) scheduling plans for each department, including FTES goals, FTEF target allocations, productivity and fill percentage targets, and two-year course rotation schedules.
3.3	Develop new general-education-as-a-program scheduling processes to increase the efficiency and availability of general education courses, emphasizing flexibility in schedule choice over the breadth of course choice.
3.5	Review data reports in the BEAR server and remove or update reports to ensure the consistency of data used to analyze and report on enrollment and inform scheduling choices.
3.8	Implement GE Taskforce recommendations to improve general education curriculum, breadth, and course scheduling.
4.2	Establish a workgroup to explore the viability of building another facility at the Glenn Center that can house full allied health programs, such as the LVN program.
4.3	Expand facilities at the Chico Center to include a Science Lab that can be used by physical and life sciences. This will allow the college to offer a complete GE package for students at CHC.

No.	Objective
4.4	Establish a work group to develop and implement a multi-year plan for the Chico Center and the Glenn Center that includes the following: expansion of face-to-face and hybrid sections scheduled at the centers, intentional and strategic GE offerings, programs (certificates, degrees that can be completed entirely at the centers, pathways programs from dual enrollment, etc. The plan will include levels of student services and other support needed to support expanded programming and hours of operation.
4.5	Revise and refine scheduling blocks at the Centers to meet the individual needs of students at each facility, considering high school schedules, transportation, workdays, etc.
5.1	Establish a marketing and communications team responsible for coordinating marketing, communications, and outreach messaging to ensure consistent, coherent communications, messaging, and branding aligned with the college mission, strategic plan, and the goals/objectives/strategies articulated in this plan.
5.2	Ensure the College's DEIA2 goals and commitments are reflected in external communication, advertising, and marketing collateral, including the college HSI status where possible.
5.4	Develop a new Butte College website that is easier to navigate and meets contemporary web standards.
7.2	Implement strategies and initiatives outlined in the Student Equity and Achievement Program plan designed to improve persistence and success rates for student populations identified in the plan.
7.3	Increase re-registration rates of current students not in a special program with a re-registration outreach campaign. Assemble workgroups ahead of registration periods to create re-registration campaigns and update messaging to students.
7.8	Support low-income students with emergency financial assistance when appropriate, especially for student groups excluded from receiving federal financial aid. Expand basic needs services.
8.1	Implement all strategies and initiatives outlined in the SEAP and Guided Pathways plans.
8.2	Include Spanish-language enrollment and transfer information on the college's webpage and in written recruitment materials.
8.3	Streamline the business process and increase automation of processes for awarding certificates and degrees.

No.	Objective
8.4	Implement changes to the math pathway curriculum for STEM students.
8.5	Develop, expand, and implement ZTC degrees and certificates by incentivizing faculty participation.
8.10	Expand and support programming for first-generation students that creates a welcoming environment and provides guidance on navigating college processes and structures.
8.11	Create student success teams connected to communities of interest. Identify barriers for students while
8.12	Continue and expand Community of Practice type professional development for Math and English instructors to discuss data and best practices/strategies for helping students succeed in college-level courses in these disciplines, regardless of student preparation. (AB 705).
8.13	Provide faculty access to disaggregated success data on Report Server for department discussion/individual reflection and improvement.
8.15	Implement a curriculum inventory for new cultural competence requirements in title 5 and for accessibility.

New categories

Thirteen categories replace the current plan's eight goals.

No.	Category	Description
01	Centers and Community Connections	Expand access to Butte College education across the service area by strengthening the Chico and Glenn centers and building programs and partnerships that meet the needs of individual communities.
02	Credit for Prior Learning	Recognize the learning students bring from work, training, and life experience by creating clear credit for prior learning pathways from work experience, not-for-credit courses, noncredit education, and workforce training into credit programs.
03	CTE Refinement and Expansion	Align career education programs with regional labor market demand, expanding into high-need fields and coordinating how the college works with employers.
04	Data Access and Application	Provide deans, chairs, and other decision-makers with reliable, sustainable data tools and metrics that inform scheduling, enrollment, and equity decisions.

No.	Category	Description
05	Dual Enrollment	Build dual enrollment into clear academic and career pathways that give high school students an early, high-quality start toward college completion.
06	Scheduling Management	Build efficient, student-centered schedules through centralized development, clear standards for course offerings, and scheduling practices informed by student needs and educational plans.
07	Marketing and Outreach	Ensure that the college's marketing and outreach are coordinated with instructional programs and reach prospective and current students with clear, consistent messages that lead to enrollment.
08	Matriculation	Create a clear, supportive path from application to enrollment, with communication and processes that are accessible to all students, including adult learners and English-language learners.
09	Noncredit	Expand and strategically plan noncredit education that serves adult learners, workforce preparation, and community needs, including short-term vocational certificates in high-demand fields.
10	Retention	Strengthen the support structures and faculty partnerships that help students persist from term to term and stay on their path to completion.
11	Cost of Education	Reduce the cost of attending Butte College by expanding the use of open educational resources and zero-textbook-cost degrees and certificates, guided by measurable targets.
12	Distance Education	Ensure that online and hybrid education at Butte College is rigorous, compliant, and accessible, and expand its reach through flexible offerings and participation in the California Virtual Campus.
13	Training	Build the capacity of administrators, faculty, and staff to use enrollment management tools and data effectively and to create classroom environments where all students belong.

Revised and new objectives by category

The updated plan has 37 objectives: 31 continued or revised from the current plan and 6 new. Numbers follow the new categories; the Source column gives each objective's number in the current plan.

01 Centers and Community Connections

No.	Objective	Source
1.1	Develop and implement a multi-year plan for expanding and refining class offerings at the Chico Center focused on developing defined general education pathways, whole certificate and degree pathways, the relocation of programs, and expansion to evening and weekend pathways scheduling.	Continued from 1.2
1.2	Establish a work group to explore the viability of a weekend and evening college program at Skyway and Chico Center, offering working adult students the ability to complete an associate degree or on-ramp courses for key CTE programs outside of the traditional school day.	Continued from 4.1
1.3	Expand courses and programs offered at off-site locations in Paradise, Gridley, Oroville, and other locations to meet specific educational, workforce training, and life-long learning interests and needs within those communities. This can include expansion of ESL/VESL, life-long learning, and workforce development through noncredit and fee-based classes. Expand outreach and retention efforts to include these offerings.	Continued from 4.6
1.4	Establish and support a noncredit education program at the Butte County Jail in partnership with the Butte County Sheriff's Office, with pathways for students to continue their education at Butte College after release.	New

02 Credit for Prior Learning

No.	Objective	Source
2.1	Expand credit for prior learning to create pathways from contract not-for-credit courses into credit programs.	Continued from 1.7
2.2	Develop credit for prior learning pathways for students who complete not-for-credit programs through contract education and economic workforce development.	Continued from 2.5

03 CTE Refinement and Expansion

No.	Objective	Source
3.1	Create and implement a CTE programs expansion plan based on regional employer and labor market data to tap into student and	Revised from 1.3

No.	Objective	Source
	employer demand not currently being met through existing programs, including applied health and human services programs.	
3.2	Consolidate and align employer-facing outreach and communication activities among career education programs, Economic Workforce Development, contract education, and the Career Center to ensure alignment of these efforts and reduce mixed messaging and duplication of effort for external partners.	Continued from 2.8

04 Data Access and Application

No.	Objective	Source
4.1	Operationalize management and support for new dean and chair-facing scheduling development and management dashboards, including institutionalizing underlying AI tools, code, databases, and on-premises network to ensure sustainability.	New
4.2	Set metrics and establish a baseline for student attainment of Guided Pathways milestones (e.g., 15, 30, 45 units) and disaggregate data to add, increase, or modify efforts to support disproportionately impacted student groups/decrease equity gaps.	Continued from 8.14

05 Dual Enrollment

No.	Objective	Source
5.1	Refine dual enrollment offerings into clear academic and career pathways in partnership with local K-12 districts and the Dual Enrollment Advisory Committee. Academic pathways will align with general education and transfer, and career pathways will map to Butte College CTE programs, providing students an early on-ramp to completion, including small certificate completion pathways. This work will maintain academic quality and expand access for students who would not otherwise be college-bound.	Revised from 1.1

06 Scheduling Management

No.	Objective	Source
6.1	Centralize baseline schedule development into the Office of Instruction, including management of associate faculty	New (incorporates part of 3.4)

No.	Objective	Source
	assignments, to ensure that schedules are built to student needs, ed plan-based predictive analytics, and holistic schedule development across all times, modalities, and locations. Baseline schedules will include coordinated late-start and short-term/fast-track options in general education, workforce and career education, core program requirements, and high-demand program prerequisites.	
6.2	Develop new class size minimum guidelines and cancellation criteria to ensure efficiency in course offerings.	New
6.3	Identify and implement methods for gathering student feedback on scheduling choices, particularly around GE choices, beginning with scheduling-related questions in existing survey instruments such as CCCSE and developing new instruments only where existing data falls short.	Revised from 3.6
6.4	Design and implement Dash Scheduling for Reg2Go.	Continued from 6.7
6.5	Implement opt-out scheduling for Reg2Go and explore similar scheduling devices for packages of general education courses to create cohort-like experiences for students in non-cohort programs.	Continued from 7.7

07 Marketing and Outreach

No.	Objective	Source
7.1	Expand the formal communication link between Instruction and Marketing to all instructional programs, ensuring alignment among program outreach efforts, marketing campaigns, and advertising, including consistent use of Guided Pathways language and structures.	Revised from 5.3
7.2	Develop marketing campaigns aligned with the developing course and program plans for the Chico and Glenn centers, including Spanish-language advertising and marketing, launching campaigns as center plans are finalized.	Revised from 5.5
7.3	Create “How to Register” marketing materials and collateral, including social media posts, flyer reminders with links to the current schedule, targeted registration reminders to students in special groups and out of them, and if possible, hold re-registration events at Glenn, Chico, and Main Campus.	Continued from 6.5

No.	Objective	Source
7.4	Optimize enrollment advertising by: adjusting ad landing pages for enrollment advertising based on user behavior data; exploring alternate Call To Action from "apply now" to more universal messaging such as "Enroll Today" or "Register Now"; A/B test taglines and CTA's; including current student demographic targeting through the use of custom audiences; and link ads aimed at current students to Self-Service and the schedule of classes, as opposed to CCC Apply.	Continued from 6.6
7.5	Create better marketing and awareness campaign for ADTs with local high schools.	Continued from 8.6

08 Matriculation

No.	Objective	Source
8.1	Improve the matriculation process by centralizing communications to students at the time of application, providing high-touch outreach through an intersectional lens to students who are idle in the process, developing a student-facing dashboard that tracks their progress through the matriculation process, and refining student communications to include more branding and engagement with the value proposition of their journey from education to career.	Continued from 6.1
8.2	Create a matriculation communications plan and calendar to ensure continued engagement with students from the time of application through registration in first and second semesters.	Continued from 6.2
8.3	Develop a registration/enrollment process for adult learners taking skills builder and lifelong learning classes that is easier to navigate and shorter than the current process, which may include a designated position and phone number that these students can use for assistance with registration.	Continued from 6.3
8.4	Extend accessible registration and enrollment messaging for English-language learners beyond English and Spanish, translating messaging into additional languages spoken in the service area and making multilingual staff available at all campuses.	Revised from 6.4
8.5	Create "explorer pathways" (AKA meta-majors) that are principally constructions of first-semester course suggestions specifically curated by the institution to give students options as they select the ultimate outcome they want to achieve while they are at Butte College.	Continued from 8.7

No.	Objective	Source
8.6	Create collaboration with Affinity Groups to improve the admitted-to-enrolled yield for our minoritized students.	Continued from 8.9

09 Noncredit

No.	Objective	Source
9.1	Re-engage adult learners in the community by expanding noncredit instruction through mirrored courses in departments offering courses for older adults interested in life-long learning opportunities.	Continued from 1.4
9.2	Create and implement an institution-wide, multi-year plan for noncredit course and program expansion and refinement in ESL, workforce preparation, adults with disabilities, parenting, supervised tutoring, short-term vocational, and health and safety education. The plan will prioritize the development of short-term vocational noncredit certificates in high-demand, high-employment workforce areas, including the revision of existing credit programs into noncredit where appropriate.	Revised from 1.5

10 Retention

No.	Objective	Source
10.1	Strengthen Student Success Teams across all Communities of Interest so that every team operates consistently, using a case management approach to counseling and intrusive advising. SSTs will build comprehensive educational plans, schedule appointments for students throughout their pathway to check in with them, monitor their progress, identify and address barriers to student success, develop relationships, refer to services, and revise the plan as needed.	Revised from 7.1 and 8.11
10.2	Work with faculty to develop faculty-based retention and persistence efforts such as the “one student each semester” retention initiative, the “light to inspire” initiative, the distribution of program maps and degree/certificate information, and program-oriented collaborations between counseling and department faculty/chairs to provide semester-to-semester advising.	Continued from 7.6

11 Cost of Education

No.	Objective	Source
11.1	Expand and refine the college's OER and ZTC work by establishing measurable targets for faculty OER adoption, the number of ZTC degrees and certificates offered, and student textbook cost savings. The work will include associate faculty participation and track progress through program review.	Revised from 8.5

12 Distance Education

No.	Objective	Source
12.1	Implement new standards for asynchronous and hybrid distance education to ensure academic rigor and compliance with state and federal standards, including RSI requirements.	New
12.2	Expand and strengthen hybrid course offerings to increase scheduling flexibility for students in general education, workforce and career education, core program requirements, and high-demand program prerequisites.	Revised from 3.4
12.3	Join the California Virtual Campus and build the course quality review capacity (POCR) needed to place Butte College online courses in the CVC exchange, expanding access for Butte College students and enrollment from students across the state.	New

13 Training

No.	Objective	Source
13.1	Institute annual Strategic Enrollment Management retreat training for all deans, directors, chairs, and members of the enrollment management committee that includes training on scheduling software and data analytic tools.	Continued from 3.7
13.2	Create focused training for instructors in micro-curricular strategies that increase Latinx, BIPOC, Foster and Formerly Incarcerated Youth, and other underrepresented groups' feeling of belonging and engagement with disciplines. This work is being done with the work around universal design and we hope to merge this with our Guided Pathways "Light to Inspire" Project.	Continued from 8.8