



STRATEGIC ENROLLMENT MANAGEMENT PLAN

2025-2028



Cypress College



Strategic Enrollment Management (SEM) Plan 2025-2028

Introduction

The Cypress College Strategic Enrollment Management (SEM) Plan guides institutional efforts for strengthening enrollment, supporting student success, and promoting equity across every stage of the student journey. The need for this plan emerged after the College experienced pandemic-related enrollment declines, notably falling below 10,000 FTES in 2021-22. Since then, the College's enrollment has steadily rebounded, exceeding 12,000 FTES in 2024-25, largely due to the dedication and innovation of our faculty, staff, and administrators, who have worked tirelessly to re-engage students and enhance programs and services. Building on this positive momentum, the SEM Plan aims to clearly document, align, and coordinate our efforts within a transparent, collaborative framework to foster a shared understanding of and alignment on enrollment strategies. These collective efforts position the College to sustain growth, close equity gaps, and strengthen student success while advancing our mission, vision, and core values.

Important Note about the Goals, Strategies, and Actions

The goals, strategies, and actions described in the SEM Plan represent the College's current priorities and aspirations. The SEM Plan is closely aligned with and guided by Enrollment Management efforts at the district level, which helps ensure consistency and collaboration both within our College and with other campuses in the district. Because of this alignment, the SEM Plan is designed to be flexible and responsive. It will be updated as needed to reflect changes in legislation, initiatives from the California Community College Chancellor's Office, the needs of our educational partners at the K-12 and university levels, and the training requirements of our industry partners. As circumstances evolve and we gain new insights, the goals and strategies in the Plan may be revised, refocused, or concluded.

Cypress College Mission, Vision, and Core Values

Mission Statement

Cypress College transforms lives through lifelong learning with educational opportunities including transfer to four-year institutions, associate degrees, certificates, and baccalaureate degrees. We are dedicated to forging academic and career pathways to support the achievement of our students, enhancing their economic mobility, fostering equity, and enriching society.

Vision Statement

We strive to be a premier, innovative, and equitable learning community recognized for supporting students and enriching society.

Core Values

- **Equity:** Eliminating barriers to educational success and career goals by ensuring fairness and access to resources and support.
- **Excellence:** Quality and high standards in instruction and student services, enhanced by professional growth for faculty and staff.
- **Integrity:** An ethical standard of honesty, fairness, accountability, and trust.
- **Collegiality:** Teamwork, collaboration, communication, courtesy, and respect both on campus and with the surrounding community.
- **Inclusiveness:** A community that embraces diversity, fosters individuality, provides an accessible, supportive climate, and encourages a variety of perspectives and opinions.

Strategic Enrollment Management (SEM) Academy

In Summer 2024, Cypress College began the work to develop a SEM Plan by participating in the [Strategic Enrollment Management \(SEM\) Academy](#) held by the California Community Colleges Chancellor's Office (CCCCO). To participate in the SEM Academy, the College had to establish a cross-disciplinary team of 10 people to serve as the SEM Steering Committee and to engage in the collaborative, year-long program. With the support of two dedicated SEM coaches, the team attended three statewide convenings and met twice a month to discuss the SEM Plan's focus and direction. The team was intentional about framing SEM discussions around the College's mission, vision, and core values as well as ensuring alignment with state and local plans and initiatives. This work culminated at the end of Spring 2025 with the team developing a SEM plan framework encompassing three key areas of focus and corresponding action plans, which will be summarized in later sections of this plan.

SEM Steering Committee Members

- Co-Chair, Paul de Dios, Vice President of Student Services
- Co-Chair, Kathleen Reiland, Vice President of Instruction
- Member, Belinda Allan, Administrative Assistant II
- Member, Eileen Haddad, Senior Research and Planning Analyst
- Member, Brittany Hamer, Director of Educational Partnerships and Programs, Charger Experience Program
- Member, Jenelle Herman, Professor, English as a Second Language & Cypress College LGBTQ+ Liaison & Pride Coordinator
- Member, Kathleen McAlister, Professor, English & Academic Senate President
- Member, Patricia Menchaca, Dean, Science, Engineering, and Mathematics
- Member, Brady Miller-Wakeham, Director of Educational Partnerships and Programs, Guided Pathways
- Member, Marc Posner, Director of Campus Communications
- SEM Academy Coach, Laura Cruz-Atrian (East Los Angeles College)
- SEM Academy Coach, Jennifer LaBounty (Saddleback College)

Approach to Strategic Enrollment Management (SEM) Plan Development

As part of developing the Cypress College SEM Plan, the SEM Steering Committee engaged in extensive discussion of data across all aspects of student equity and success. Specifically, the team examined trends in enrollment, including FTES, success rates, persistence rates, fill rates, waitlists, and completion, while considering the varied experiences of disproportionately impacted student groups. These conversations led to the identification of three key areas of focus to frame the SEM Plan:

- Scheduling, Dual Enrollment, and Legislation
- Marketing and Outreach
- Academic and Student Support Services

Throughout this process, the team also recognized technology as an essential and interconnected theme across all areas of focus. From scheduling and outreach to instruction and student support, technology plays a vital role in streamlining processes related to strategic enrollment and the student experience.

Building upon these discussions, the SEM Team grounded its planning efforts in statewide priorities and long-term enrollment objectives. In alignment with the California Community College Chancellor's Office (CCCCO) *Vision 2030* framework, the Cypress College SEM Plan seeks to equitably increase the number of students attending Cypress College by 25% from the 2021-22 baseline year by 2030, with a particular focus on expanding access and success for historically underserved populations. Progress toward this goal will be monitored through the [CCCCO DataVista Vision 2030 Report](#) for Cypress College, which provides statewide metrics for tracking institutional outcomes. While DataVista reflects progress on a broad, retrospective scale, the College will track incremental progress through the action plans in each area of focus. These plans will capture smaller-scale, real-time improvements that collectively drive advancement toward the overall objectives.

Strategic Enrollment Management (SEM) Areas of Focus

The Cypress College SEM Plan is organized around three interconnected areas of focus: 1) Scheduling, Dual Enrollment, and Legislation, 2) Marketing and Outreach, and 3) Academic and Student Support Services. Together, these areas represent a comprehensive and coordinated framework for strengthening enrollment, enhancing the student experience, and advancing equity and success. Each area includes targeted strategies and initiatives designed to align institutional practices, leverage technology, and ensure that every stage of the student journey is intentional, data-informed, and student-centered. To develop and refine action plans within each area of focus, the SEM Team formed workgroups to gather additional information, explore strategies, and recommend improvements. The following sections provide an overview of each area of focus and summarize the key projects and initiatives identified through this collaborative process. Additional details can be found in the [linked documents](#), which include person(s) responsible, specific action steps, measurable outcomes, and progress updates.

The Strategic Enrollment Management Plan and the related Areas of Focus should be viewed as a living, adaptable document. It should evolve as the College’s priorities, resources, and context change. The areas of focus outlined here represent the College’s current perspective and aspirations. Over time, these may be rephrased, refocused, or concluded as we continue to learn, improve, and respond to new realities

Area of Focus #1: Scheduling, Dual Enrollment, and Legislation

This area of focus centers on optimizing course offerings, improving scheduling efficiency, expanding dual enrollment opportunities, and aligning institutional practices with evolving state and legislative requirements.

Project Activity	Description
Evaluate and Improve Block Scheduling	Form scheduling workgroups to review and assess current block scheduling practices across divisions, identify inconsistencies, and develop recommendations to optimize scheduling based on student and program needs.
Align Course Offerings with Student Demand	Use SEP, DegreeWorks, and enrollment data to forecast course demand, balance offerings between terms, and ensure courses align with student goals and educational pathways. Collaborate across Student Services and Instruction to improve planning consistency.
Implement Legislative and Policy Changes	Coordinate implementation of new legislation, including AB 1111 (Common Course Numbering), AB 1705, AB 928, and CalGETC requirements. Ensure compliance, communication, and alignment with state timelines and local processes.
Assess and Optimize Course Modalities	Analyze course delivery modes using quantitative and qualitative data to determine the best mix of online, hybrid, and in-person formats. Develop consistent college-wide definitions and recommendations for future modality planning.
Expand Dual Enrollment Opportunities	Strengthen partnerships with K-12 districts to expand course offerings and pathways, target new schools and programs, and ensure equitable access for underrepresented student groups. Address alignment and scheduling challenges across systems.
Reduce Time to Completion	Identify and remove barriers to timely completion, promote full-time enrollment where feasible, and align local strategies with Vision 2030 goals. Evaluate progress by division and program to guide improvements.
Develop Optimized Course Scheduling Framework	Review scheduling technologies and practices to streamline processes, improve course sequencing, and enhance student access to required classes. Coordinate with Guided

	Pathways and IT to ensure systems are cohesive and data-informed.
Establish Common Definitions	Create a shared glossary of key SEM and scheduling terms (e.g., success, cross-listing, modality types) to promote consistency and clear communication across departments and committees.
Develop an Integrated Technology Plan	Evaluate how students navigate key systems and information tools. Develop a coordinated plan to integrate platforms such as DegreeWorks, Starfish, and College Scheduler to provide a smoother student experience.
Analyze Fill Rates and Enrollment Patterns	Examine enrollment, success, and retention data across programs to identify trends and improve scheduling efficiency. Use fill rate and demand data to guide course additions, cancellations, and long-term planning.
Create First-Year Educational Plan Framework	Ensure all first-year students receive an appropriate educational plan upon enrollment. Align templates with majors and education goals while considering financial aid and legislative implications.
Develop a Dual Enrollment 12-Unit Pathway Plan.	Design a comprehensive dual-enrollment plan that allows high school students to complete 12 college units before graduation. Align offerings with district needs, ensure qualified instructors, and expand access to high-demand pathways.

Area of Focus #2: Marketing and Outreach

This area focuses on coordinated communication, outreach, and branding strategies that promote awareness of Cypress College programs, strengthen community partnerships, and connect with diverse student populations.

Project Activity	Description
Develop College Communications Plan	Create a comprehensive college communications plan and calendar that coordinates outreach, promotional materials, and in-reach communication. Collaborate with Instruction and Student Services to ensure consistent messaging and awareness across all programs and departments.
Develop College Outreach Plan	Establish a cross-divisional outreach workgroup to coordinate campus and community engagement efforts. Formalize outreach roles and communication protocols, create an Outreach Toolkit, and implement campus-wide brand identity and style training to ensure consistency and effectiveness.
Identify and Implement Marketing/Outreach Software (CRM)	Evaluate and implement customer relationship management (CRM) tools to improve targeted communications for both prospective and current students. Develop workflows and tailored messaging for key student groups, including disproportionately impacted populations, adult learners, and high school partners.
Enhance Collaboration and Cross-Training	Develop regular campus-wide outreach and communications training sessions for departments and divisions engaged in outreach. Include faculty and program spotlights in campus tours and maintain a weekly tour schedule to promote visibility and engagement.

Area of Focus #3: Academic and Student Support Services

This area emphasizes holistic student support, equity-driven initiatives, and the integrated use of technology to ensure that every student has access to the guidance, resources, and tools necessary for success and completion.

Project Activity	Description
Develop 2025-2028 Student Equity Plan	Examine data on disproportionately impacted students to identify equity gaps and set measurable goals aligned with Vision 2030. Develop and evaluate equity strategies, establish funding guidelines, and report annually on progress.
Sustain Guided Pathways and Caring Campus Efforts	Expand student engagement tools such as Starfish, improve early interventions, streamline counseling and advising communications, and strengthen Caring Campus strategies that promote connection and belonging.
Implement Vision Aligned Reporting (VAR)	Integrate existing data collection processes and technologies (e.g., Starfish, SARS, Clockwork) to create a comprehensive reporting framework. Align VAR metrics with institutional planning processes, including Program Review and Student Equity Plan.
Inventory and Assess Technology for Student Support	Conduct a full inventory of student support technologies, assess usage and accessibility, identify gaps, and develop recommendations for improved integration and service delivery.
Analyze Student Enrollment and Support Needs	Use data on registration timing, persistence, and course success to identify where students need additional support. Develop interventions for groups such as “applied but not enrolled” and students needing English, math, or educational plans.
Enhance Equity and Access through Student Support Activities	Expand initiatives that promote equity and access, including transcript evaluation, OER/ZTC expansion, financial aid awareness, basic needs services, and support for first-year success in English and math. Strengthen affinity programs and explore new supports such as childcare and transportation solutions.

Summative Actions and Strategies

The Strategic Enrollment Management (SEM) Plan establishes a coordinated set of strategies designed to enhance enrollment, strengthen student success, and close equity gaps over the next three years. Building on the momentum of the recent enrollment recovery, the implementation of this plan will focus on

aligning scheduling, outreach, and support services within a unified, student-centered, equity-driven institutional framework.

Across all three areas of focus, Cypress College will:

- **Optimize course scheduling and dual enrollment pathways** to ensure students have access to the classes they need, when and how they need them, while maintaining alignment with new state legislation and policy changes.
- **Expand strategic marketing and outreach efforts** through a coordinated communications plan, adoption of customer relationship management (CRM) tools, and strengthened partnerships with K-12 schools and community organizations.
- **Enhance academic and student support services** by advancing equity initiatives, improving the use of technology platforms such as Starfish and DegreeWorks, and promoting early intervention and case management approaches to student success.
- **Integrate technology and data systems** to streamline scheduling, advising, and reporting processes, providing clearer insights into enrollment trends and student progress.
- **Foster collaboration and accountability** across instruction, student services, and administrative divisions to ensure SEM activities are aligned, sustainable, and responsive to student needs.

Together, these coordinated strategies will enable Cypress College to achieve measurable outcomes in enrollment growth, persistence, and completion, while ensuring equitable access and success for all students.

Next Steps

The development of a Strategic Enrollment Management (SEM) Plan marks an important milestone in Cypress College's ongoing commitment to strengthening enrollment, equity, and student success. Designed as a dynamic and evolving framework, the plan will continue to adapt as new data, insights, and opportunities emerge. To ensure sustained progress, the College will establish a formal Strategic Enrollment Management (SEM) Committee in Spring 2026 to oversee implementation, coordination, and evaluation of SEM activities. The committee will guide ongoing discussions, monitor outcomes, provide recommendations for improvement, and ensure that efforts remain collaborative and data-informed.

The SEM Plan will be regularly reviewed and updated, with progress assessed and reported through our shared governance processes. This continuous cycle of evaluation will enable the College to respond to emerging trends, refine strategies, and maintain alignment with other major institutional plans such as the Strategic Plan, Student Equity Plan, and Guided Pathways framework. Through this intentional, collaborative, and adaptive approach, Cypress College will continue to foster a culture of continuous improvement that supports enrollment growth, closes equity gaps, and enhances student success across all programs and services.



Cypress College

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