

MEMORANDUM

To: Dr Shari Olson, President

Dr John Fields, Vice President of Academic and Student Affairs

From: Joseph Agbeko- Dean of Liberal Arts and Pathways

Date: October 19th, 2025

Subject: Request for Approval – Strategic Enrollment Framework Organizational Priority 2.1 Working Group

Purpose

This memo is submitted for your **review and approval** of a proposed initiative in alignment with **Organizational Priority 2.1** of the Strategic Enrollment Framework:

Goal: Review and improve the class offerings and college/campus schedule mix to create a class schedule that allows students to complete in a timely manner.

This initiative will support strategic enrollment management by optimizing scheduling practices and identifying appropriate technologies to enhance access, equity, and completion.

Overview of Proposal

To accomplish this goal, I propose the formation of a **cross-functional working group** tasked with:

- Analyzing current course offerings, modality distribution, and scheduling patterns
- Engaging departments in redesigning the schedule to better align with student needs and completion timelines
- **Researching and recommending scheduling software/programs** (e.g., Ad Astra, College Scheduler, CourseLeaf, OfCourse, etc.) that support data-driven and student-friendly scheduling
- Preparing a final implementation plan for **Fall 2026**

Proposed Working Group Membership

To ensure comprehensive input and expertise, we propose the following core membership:

- **Dean of Liberal Arts & Pathways** – Leads the project by providing overall direction, strategic oversight, and coordination across departments.
- **Academic Affairs Coordinator** – Ensures the project aligns with academic policies, curricular standards, and broader institutional goals.
- **Director of Technology (IT)** – Oversees the research, evaluation, and implementation of software solutions and data infrastructure needed to support the project.
- **Registrar** – Provides critical input on registration workflows, academic records management, class scheduling, and compliance with institutional and accreditation requirements.

- **D2L Administrator** – Offers expertise on the integration and configuration of D2L, ensuring course delivery, user access, and data reporting align with project needs.
- **Additional advisory members** may be consulted as needed (e.g., Institutional Research, Enrollment Services, Student Affairs, Chairs)

Proposed Timeline

Phase	Activities	Timeline
Phase 1: Planning & Formation	<ul style="list-style-type: none"> • Confirm project group: Dean of Liberal Arts & Pathways, Academic Affairs Coordinator, Director of Technology (IT), Registrar, D2L Administrator, plus chairs of departments and other key stakeholders. • Define scope (e.g., scheduling tool + integration with institutional systems + CRM & Workday alignment). • Establish governance (meeting schedule, decision-making process, roles/responsibilities). • Preliminary alignment with institutional academic calendar, policy, strategic goals. 	Mon, Nov 3 – Wed, Nov 5, 2025
Phase 2: Data & Software Review	<ul style="list-style-type: none"> • Inventory current scheduling/enrollment/records data (Registrar & IT lead). • Review existing systems: scheduling tool, CRM modules, *Workday student/HR modules. • Research & evaluate scheduling/CRM software solutions, data infrastructure. • Map integration points: scheduling ↔ Registrar records ↔ *CRM/Workday. • Consider vendor ecosystems and campus-specific constraints. 	Thu, Nov 6 – Fri, Dec 12, 2025 (Pause during break)
Winter Break	College closed; no major project work scheduled. Use this time for light tasks (e.g., vendor pre-reads, stakeholder communications) only.	Fri, Dec 19, 2025 – Sun, Jan 11, 2026
Phase 3: Collaborative Design	<ul style="list-style-type: none"> • Engage departments, chairs, faculty and other stakeholders in workshops to design improved scheduling models, workflows. • Conduct vendor demos: include all stakeholders (chairs, faculty offices, registrar, IT, etc) to evaluate software in real context. • Assess feasibility of chosen tools and integrations with institutional systems (CRM, Workday). • Draft proposed models: scheduling rules, pathways alignment, CRM workflows, data flows. • Prototype/pilot key workflows (e.g., registration → records update → CRM follow-up etc). 	Mon, Jan 12 – Fri, Mar 12, 2026
Phase 4: Review & Approvals	<ul style="list-style-type: none"> • Finalize recommendations and documentation: selected vendor/tool, integration design, scheduling model. • Submit to institutional leadership (President and Executive) for approval. • Secure budget, timeline, resources. • Conduct stakeholder communication and change-management planning. 	Mon, Apr 6 – Fri, Apr 24, 2026

Phase	Activities	Timeline
Phase 5: Implementation Prep	<ul style="list-style-type: none"> • Configure tool/configure software; initial build and integration with *CRM/Workday systems. • Data migration, cleanup – Registrar/IT lead. • Staff training begins: Registrar staff, academic scheduler, department chairs and admin support, *CRM users. • User acceptance testing (UAT) and pilot runs with representative departments. • Develop go-live support plan. 	Mon, May 18 – Fri, Aug 14, 2026
Phase 6: Launch Planning & Go-Live	<ul style="list-style-type: none"> • Final readiness check: all training complete, systems tested, data flows validated. • Soft launch: pilot schedule build & workflow in one or two departments ahead of full rollout. • Full launch in time for Fall 2027/28 schedule build. • Post-launch support, monitoring, and continuous improvement. 	Mon, Aug 31 – Fri, Dec 4, 2026

***May not be needed at the said time ***

Request for Approval

I respectfully request your **approval** to:

1. Establish the proposed working group
2. Proceed with the outlined timeline and activities
3. Begin software research and internal schedule analysis.

This initiative is a critical step toward improving access, equity, and completion rates by making the class schedule more responsive to students’ academic pathways and real-life demands.

Please let me know if you would like any modifications or if additional information is needed prior to approval.

NORTHLAND

Engage Students through Transformative Experiences - Project Charter

General Project Information	
Project Name: 2025-26	Project #3 – ENROLLMENT - Review and improve the class offerings and college/campus schedule mix to create a class schedule that allows students to complete in a timely manner.
Origination Date:	September 1, 2025
Project Champion: Project Team Members:	Joseph Agbeko
Executive Sponsor:	John Fields
Project Rationale: <i>Describe the business need or problem this project addresses:</i>	Engage students through transformative experiences.
Project Goals/Objectives/Success: <i>Describe how this project will resolve the business need. What does success look like?</i>	Priority #2 - Enrollment – <ul style="list-style-type: none"> • Increase enrollment by 10% each year for 3-years.
Strategic Alignment: Select how this aligns with the Strategic Directions and Priorities of the College	<p>ACCESS – Meet students where they are to ensure all have access to high-quality educational opportunities.</p> <p>Strategies</p> <ul style="list-style-type: none"> <input type="checkbox"/> 1.1 Expand recruitment to underserved populations. <input type="checkbox"/> 1.2 Provide flexible learning opportunities. <input type="checkbox"/> 1.3 Remove financial barriers for students. <input type="checkbox"/> 1.4 Provide clear pathways for students. <input type="checkbox"/> 1.5 Remove student enrollment barriers. <input type="checkbox"/> 1.6 Streamline transition from pre-college services to programs. <p>STUDENT SUCCESS – Improve outcomes, success, and completion through quality programs, advising, and student development.</p> <p>Strategies</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> 2.1 Support students in achieving their educational goals. <input type="checkbox"/> 2.2 Provide high-quality, relevant, engaging, and rigorous coursework. <input type="checkbox"/> 2.3 Create a vibrant, supportive, and welcoming environment for students. <input type="checkbox"/> 2.4 Provide exceptional student support services. <input type="checkbox"/> 2.5 Provide individualized services to increase retention and support learning, education, and career goals. <input type="checkbox"/> 2.6 Close equity gaps to improve success for all students. <p>PARTNERSHIPS – Strengthen partnerships with school districts, institutions of higher education, employers, and community organizations.</p> <p>Strategies</p> <ul style="list-style-type: none"> <input type="checkbox"/> 3.1 Expand collaboration with education partners. <input type="checkbox"/> 3.2 Increase community engagement. <input type="checkbox"/> 3.3 Expand employer partnerships. <input type="checkbox"/> 3.4 Respond and adapt to the ever- changing market and partner needs. <p>ADVANCING EQUITY – Create an inclusive culture where all can reach their full potential.</p> <p>Strategies</p> <ul style="list-style-type: none"> <input type="checkbox"/> 4.1 Embody a welcoming and inclusive environment for all. <input type="checkbox"/> 4.2 Ensure equitable access to resources for historically underserved individuals.

NORTHLAND

Engage Students through Transformative Experiences - Project Charter

	<input type="checkbox"/> 4.3 Ensure our campus community represents a rich array of experiences and viewpoints. <input type="checkbox"/> 4.4 Establish community bonds through an understanding of our common humanity.
Change Management Impact: <i>What departments/groups will be impacted by the change & how will they be impacted?</i>	<p>As part of the Fall 2025–Spring 2026 project to improve class offerings and the college/campus schedule mix, several departments will be impacted through both structural and technological changes. Academic departments and department chairs will be closely involved in evaluating and adjusting course rotations, formats and sequencing to better support timely student completion. At the same time, the Registrar’s Office will work to align the master schedule and registration systems with new scheduling models. Academic Affairs will provide oversight to ensure all changes align with institutional goals and policies, while Institutional Research will support data-driven decision-making to guide and assess the impact of these changes.</p> <p>A key part of this initiative will be the adoption of a new scheduling tool to support more efficient, consistent, and student-centered schedule planning. The Director of IT will lead the research, evaluation, and implementation of the tool, working closely with the Registrar’s Office, D2L Administrator, and Academic Affairs. This tool is expected to improve collaboration across departments, streamline schedule creation, and enhance data accuracy. Enrollment Services and Advising will adapt advising materials and workflows to reflect any changes in scheduling by students, and students will benefit from clearer, more flexible course options. Effective change management—including communication, training, and cross-department coordination—will be critical to a successful rollout.</p>
Desired delivery date: <i>What is driving this date?</i>	<p>The timeline is driven by the need to implement a revised class schedule and adopt a scheduling tool in time for Fall 2027 registration. Beginning the project in Fall 2025 allows sufficient time to form the working group, assess current scheduling practices, evaluate and select the scheduling tool, and engage departments in redesigning course offerings to better support student completion. Completing the work by Spring 2026 ensures there is adequate time for institutional review, system configuration, staff training, and communication ahead of the Fall 2026 schedule rollout.</p>

Conditions to ground our actions:

- *Create and maintain strong retention and graduation rates*
- *Maximize current staffing to achieve our goals*
- *Stay within the current budget*
- *Enrollment growth is everyone’s job*
- *There is urgency to grow enrollment...we must move now!*
- *Our focus on student engagement is paramount to our success*

Objectives and Success Criteria <i>Describe the measurable outcomes of the project, e.g., reduce cost by xxxx or increase quality to yyyy.</i>		
Objective/Success Criteria		Expected Outcome Measure
Implement a new scheduling tool to streamline course scheduling and support flexible formats, including 8-week courses.		Successful adoption and integration of the scheduling tool by Fall 2026, with at least 90% of relevant staff trained and proficient.
Redesign the campus-wide class schedule to optimize course offerings, improve program sequencing, and increase student access to required courses.		Reduction in course scheduling conflicts and waitlists within the first-year post-implementation. <i>(Is there a current %?)</i>

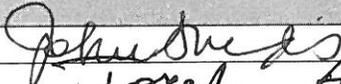
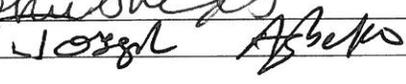
NORTHLAND

Engage Students through Transformative Experiences - Project Charter

Enhance collaboration across academic departments, Registrar's Office, and Enrollment Services to ensure alignment and smooth implementation.		Increase in student enrollment by 10% annually over the next three years, supported by improved course accessibility and scheduling.
Support institutional goals to increase enrollment by 10% each year over the next three years by offering a more efficient, student-centered schedule that facilitates timely completion.		Improvement in the percentage of students enrolling in courses aligned with timely program completion pathways by 10% within the first academic year.
		Positive feedback from departments and advisors on the usability and effectiveness of the new scheduling process, with satisfaction ratings above 80%.
Deliverables List the high-level "products" to be created (e.g., improved xxx process, employee manual).		
<ul style="list-style-type: none"> • Scheduling Tool Evaluation and Selection <ul style="list-style-type: none"> • Comprehensive report on research, vendor demos, and final tool recommendation. • Revised Course Scheduling Model <ul style="list-style-type: none"> • New schedule format incorporating flexible course lengths (e.g., 8-week courses) and optimized sequencing to support student completion. • Implementation and Training Plan <ul style="list-style-type: none"> • Detailed rollout timeline, staff training materials, and communication strategy to ensure smooth adoption. • Pilot Results and Final Recommendations <ul style="list-style-type: none"> • Evaluation report from pilot implementation, including feedback and finalized schedule and tool adoption for institutional approval. 		
External Dependencies Will project success depend on coordination of efforts between the project team and one or more other individuals or groups? Has everyone involved agreed to this interaction?		
<p>The success of this project depends heavily on close coordination between the core project team and several key departments and stakeholders across the institution. These include Academic Departments and Department Chairs, the Registrar's Office, D2L Administrator, Academic Affairs, Enrollment Services, Institutional Research, and the IT department responsible for implementing the scheduling tool. Collaboration is essential to align scheduling practices, data sharing, policy compliance, and system configuration.</p> <p>All involved parties will be engaged in initial discussions and will commit to participating actively in the project through working groups and feedback sessions. Continued commitment and communication from these groups will be critical to meeting project milestones and ensuring a smooth implementation by Fall 2026.</p>		
Project Resources		
Role	Name	Department
Project Lead	Joseph	
Registrar	Sarah	
D2L Administrator	Karleen	
Academic Affairs Coordinator	Julie	
Director of IT	Stacey	
Notes		

NORTHLAND

Engage Students through Transformative Experiences - Project Charter

Charter Approval Sign-off		
Role	Signature	Date (MM/DD/YYYY)
Executive Sponsor		10/20/2025
Project Champion		10/20/2025
Document Revision History		
Document Version	Revision	Date (MM/DD/YYYY)

Project Charter Created: 6-26-25