



Enrollment Management Task Force - Notes
Tuesday, August 28, 2018, 1:30 P.M. – 2:30 P.M.
Board Room

The purpose of the Enrollment Management Task Force is to create a holistic approach to student success through enrollment management, including recruitment, access, retention, educational plans, enrollment pattern data, and constraints of financial, physical, and human resources.

Membership:

<u>Academic Services</u>	<u>Student Services</u>
<input checked="" type="checkbox"/> Christina Tafoya - Chief Instructional Officer, EMTF Co-Chair	<input checked="" type="checkbox"/> Lennor Johnson - Interim Chief Student Services Officer, EMTF Co-Chair
<input checked="" type="checkbox"/> Robert Price - Dean of Health and Public Safety	<input type="checkbox"/> Bianca Bisi - Student Equity Director
<input checked="" type="checkbox"/> David Drury - Dean of Math and Science	<input checked="" type="checkbox"/> Sergio Pesqueira - Interim Dean of Counseling
<input checked="" type="checkbox"/> Efrain Silva - Dean of Economic & Workforce Development	<input checked="" type="checkbox"/> Victor Torres - Dean of Student Affairs and Enrollment Services
<input checked="" type="checkbox"/> David Zielinski - Dean of Arts, Letters & Learning Services	<input type="checkbox"/> Norma Nunez - Director of Student Success & Support
<input checked="" type="checkbox"/> Betsy Lane - Associate Dean of Workforce Prep & Community Special Projects	<input checked="" type="checkbox"/> Ralph Marquez - Counseling Representative
<input checked="" type="checkbox"/> Roberta Webster - Interim Associate Dean of Nursing & Allied Health	<input checked="" type="checkbox"/> Vikki Carr - Director of Admissions and Records
<input checked="" type="checkbox"/> Xochitl Tirado - Distance Education Coordinator	
<input checked="" type="checkbox"/> Kevin Howell – SLO Coordinator	<u>Other Areas</u>
<input checked="" type="checkbox"/> Becky Green - Director of Child, Family, and Consumer Science	<input type="checkbox"/> Bill Gay - Public Relations Consultant
<input type="checkbox"/> Daniel Gilison - Science Chair	<input type="checkbox"/> Omar Ramos - Online Services Architect
<input checked="" type="checkbox"/> Michael Heumann - English Chair	<input checked="" type="checkbox"/> Jose Carrillo - Institutional Researcher
<input type="checkbox"/> Carol Hegarty - Humanities Chair	<input type="checkbox"/> Clint Dougherty - Chief Human Resources Officer
<input checked="" type="checkbox"/> Jill Nelipovich - Math & Engineering Chair	<input type="checkbox"/> Cecilia Duron -- Director of Fiscal Services
<input type="checkbox"/> Andres Martinez Business Department Chair	<input checked="" type="checkbox"/> Daniela Torres – Student
<input checked="" type="checkbox"/> Sydney Rice - English as a Second Language Chair	
<input type="checkbox"/> Andrew Robinson - Exercise, Wellness, & Sports Chair	
<input type="checkbox"/> Jose Ruiz - World Languages and Speech Communications Chair	
<input checked="" type="checkbox"/> Jose Velasquez - Industrial Technology Chair	<u>Recorder:</u> Linda Amidon
<input type="checkbox"/> Ed Wells - Public Safety Chair	
<input type="checkbox"/> Suzanne Gretz - Behavioral & Social Science Chair	
<input checked="" type="checkbox"/> Dixie Krimm – Academic Systems Specialist	

CIO Dr. Christina Tafoya called the meeting to order at 1:31 p.m.

1. Update Membership

- Following member introductions, the membership roster was reviewed and updated. Changes included replacing Kristen Gomez with Bianca Bisi as Student Equity Director, and adding Vikki Carr, Director of Admissions and Records; Daniela Torres, Student; Dixie Krimm, Academic Systems Specialist (filling in as scheduler until the position vacancy is filled).
- Co-Chair Tafoya noted that EMTF membership is important as the committee will have influence in terms of the revised funding formula.

2. Review Funding Formula

- EMTF members reviewed the PowerPoint related to the new funding formula that was presented by CBO Deedee Garcia at the last board meeting.
- Co-Chair Tafoya informed members of an upcoming webinar on the funding formula, and stated she would distribute the flyer to members.
- Co-Chair Tafoya explained that in the future, the funding would be based more on outcomes. Co-Chair Johnson added that in the past, targets and goals were looked at but now we will need to align targets and goals with student success outcomes.

- Co-Chair Tafoya queried members regarding whether EMTF should serve as a validator due to the change in the funding formula. She explained the college is currently unable to validate factors as the state has not shared all the data upon which funding for this year was based.
- Co-Chair Tafoya envisions EMTF (1) as a working group to help validate factors for IVC. She explained the actual work would be performed by an individual but the work would go through the EMTF, and (2) would play a role in determining the constituency that would examine this information. To that end, she suggested that since the funding formula might impact the EMTF scope of work, EMTF needs to decide whether the EMTF scope and AP 3260-Enrollment Management Plan should be updated.
- Co-Chair Johnson pointed out the connection between the various factors: If our FTES goes down, this has a direct impact on equity, and a direct impact on student success. He cited the need to have a comprehensive enrollment management plan to address all those factors.
- Discussion:
 - Suggestion was made that it makes sense for EMTF to serve in the role of validator.
 - Inquiry was made regarding what the process would be to validate factors. Co-Chair Tafoya indicated that EMTF would decide that process.
 - Suggestion was made that there could be financial aid impacts.
 - Co-Chair Johnson sees EMTF focusing more on the student success factor.

3. Review Enrollment Management Task Force purpose/scope of work

a. Discussion on whether AP 3260 – Enrollment Management Plan needs revision

- Co-Chair Johnson stated that the college is not following the enrollment management plan in developing the schedule.
- Dean Drury stated that previously an annual schedule was developed a year in advance, but since the enrollment management training provided by consultant Pam Deegan the college has moved away from that process. He thinks it's important to go back to an annual schedule. He related the problem with using the annual schedule for student advisement when changes to the schedule are inevitable, which creates frustration for students and counselors.
- Co-Chair Johnson explained that counseling plans two to three years out, which is in line with the guided pathways framework. Because of this there must be some degree of predictability on the courses offered the next two to three years. He realizes there are some courses that are subject to change due to low enrollment, and while 90% of the courses scheduled are maintained as originally scheduled the 10% of courses that are changed must be addressed. He proposed that EMTF could, as its scope of work, make it a priority to plan courses as far out as possible. He suggested starting out with a schedule that goes out a year and a half with 95% accuracy and in a year work up to a two-year schedule with 95% accuracy.
- Dean Silva pointed out the issue that could be created with students having access to an annual schedule and developing their educational plan without counselor input. In response, Co-Chair Johnson explained that counseling's strategic plan is to address direct contact between student and counselor in the first year.
- Co-Chair Johnson stated that comprehensive education plan data could be reviewed as instruction is developing the schedule. Dean Drury noted that while faculty has access to DegreeWorks the data is unreliable as many students don't adhere to their IEP, but he expressed confidence the data would get better as the college moves to guided pathways and more students have IEPs.
- The need for communication between instruction and counseling was identified as extremely important and EMTF could address ways to improve this communication.
- Co-Chair Johnson identified the student success factor as a focus of EMTF, but student success is not mentioned in the Enrollment Management Plan.
- Following discussion, the purpose statement on the agenda was revised to read, "The purpose of the Enrollment Management Task Force is to create a holistic approach to **student success through** enrollment management, including recruitment, access, retention, educational plans, enrollment pattern data, and constraints of financial, physical, and human resources."
- DE Coordinator Tirado identified the need to also revise AP 3260 - Enrollment Management Plan to reflect this change.
- Recommended revisions to AP 3260 will be made and will be revisited at the next meeting or sent to members for review via email.

b. Discussion on schedule development timelines

- Co-Chair Tafoya explained she brought the schedule development timelines for EMTF's review since many members have experienced issues with the timelines.
- EMTF members reviewed the preliminary schedule development timelines and identified some issues including the rush to finalize schedules at the last hour.
- It was noted that previous development of an annual schedule was driven by the budget development process.
- Co-Chair Johnson pointed out that under the new funding formula colleges would be held harmless for the first three years, so now is a good time to change the deadlines.
- Math Department Chair Nelipovich stated that Instructional Council should drive the schedule deadlines.
- Co-Chair Tafoya stated she would present to Instructional Council the proposal to develop a schedule a year in advance with tentative selection of courses.

4. FTES Targets

a. Review FTES targets for 2018-19

- Co-Chair Tafoya related the process to develop 2018-19 targets with members: The targets were developed by instructional deans based on researcher data. The deans looked at prior years to establish trends and considered other factors that would influence this year's numbers. Co-Chair Tafoya stated that the president has discussed growth.
- Dean Drury expressed concern that the FTES target of 537 for winter 2019 is high.
- Co-Chair Tafoya asked whether FTES targets is a helpful discussion for EMTF.

b. Develop FTES targets for 2019-20 (homework)

- Co-Chair Tafoya encouraged EMTF to weigh in on whether to pursue growth or to stay the same. She indicated growth seems possible. She would like for EMTF members to pose this to department faculty for discussion.
- Co-Chair Johnson recommended that we break out FTES generated by prison and dual enrollment classes, perhaps have a subset for these since a different funding formula is involved.
- Co-Chair Tafoya explained that prison and dual enrollment FTES are counted at a higher rate; that is, apportionment generated is lower for campus students than for prison and dual enrollment students. She identified this as another factor that EMTF should be considering when planning, whether for growth, flat enrollment, or for declines.
- Dean Zielinski acknowledged that projections should be made but sources of data to determine targets need to be identified. He noted discrepancies with two Argos reports (FTES by Division and Section Count), i.e., off by 300 – 500 FTES. He stated that the EMS program is supposed to provide these numbers and expressed frustration that the program is not yet operational. He asked where the data should be obtained in the meantime.
- Dean Price also identified bad formulas in the spreadsheets he received.
- Institutional Researcher Carrillo stressed the importance of going through the researcher's office for data requests. He stated that existing Argos reports haven't gone through a quality check or quality assurance. He urged EMTF members to notify him of inaccurate reports as he is trying to purge old reports.

5. Decide on future meeting dates

- EMTF members are amenable to the 1:30 – 2:30 pm timeframe. The next meeting will take place on September 25, 2018. Members were reminded of their homework to bring FTES projections for 2019-20.
- EMTF members briefly reviewed the agenda items for the next meeting and were asked to notify Co-Chair Tafoya or Co-chair Johnson of any other items that should be added.

Adjournment

- The meeting was adjourned at 2:35 p.m.