



Enrollment Management Task Force - Notes
Tuesday, September 25, 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 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 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 type="checkbox"/> Vikki Carr - Director of Admissions and Records
<input checked="" type="checkbox"/> Xochitl Tirado - Distance Education Coordinator	
<input type="checkbox"/> Kevin Howell – SLO Coordinator	
<input checked="" type="checkbox"/> Becky Green - Director of Child, Family, and Consumer Science	<u>Other Areas</u>
<input type="checkbox"/> Daniel Gilison - Science Chair	<input type="checkbox"/> Bill Gay - Public Relations Consultant
<input checked="" type="checkbox"/> Michael Heumann - English Chair	<input type="checkbox"/> Omar Ramos - Online Services Architect
<input type="checkbox"/> Carol Hegarty - Humanities Chair	<input checked="" type="checkbox"/> Jose Carrillo - Institutional Researcher
<input checked="" type="checkbox"/> Jill Nelipovich - Math & Engineering Chair	<input type="checkbox"/> Clint Dougherty - Chief Human Resources Officer
<input type="checkbox"/> Andres Martinez Business Department Chair	<input type="checkbox"/> Cecilia Duron -- Director of Fiscal Services
<input type="checkbox"/> Sydney Rice - English as a Second Language Chair	<input checked="" type="checkbox"/> Daniela Torres, Moises Hernandez – Students
<input type="checkbox"/> Andrew Robinson - Exercise, Wellness, & Sports Chair	
<input type="checkbox"/> Jose Ruiz - World Languages and Speech Communications Chair	
<input type="checkbox"/> Jose Velasquez - Industrial Technology Chair	
<input type="checkbox"/> Ed Wells - Public Safety Chair	
<input type="checkbox"/> Suzanne Gretz - Behavioral & Social Science Chair	
<input type="checkbox"/> Dixie Krimm – Academic Systems Specialist	

Recorder: Linda Amidon

CIO Dr. Christina Tafoya called the meeting to order at 1:31 p.m. Formal introductions of attendees were made and notes from the August 28, 2018, meeting provided for review.

1. Review and Approve FTES Targets for 2019-20

- The deans in attendance provided their estimated FTES targets for their areas.
- Dean Drury explained the FTES targets for the Math & Sciences Division are preliminary projections as it was difficult to pinpoint targets at this time given that faculty are cancelling the overload class selections they made earlier.
- VP Tafoya will tabulate and distribute the targets to the group. She identified the targets as a starting place for what we think we can achieve and around which goals can be strategized. In accordance with AP 3260-Enrollment Management Plan, the next step in the process is to take the estimated FTES targets to the CBO.
- Members reviewed the process cycle diagram in AP 3260. VP Tafoya pointed out that input from others is missing from the process. However, there is no need to change the process cycle at this time, as long as it is understood that input from other groups is needed in order to set what the budget should be.
- VP Tafoya emphasized that the budget must be tailored to serving students; the schedule should not be forced into a budget that is based on what we can afford. It's been her experience that sometimes

it appears that instruction is the last thing considered when developing the budget. She expressed hope that with the new way things are being interpreted, that won't happen. She wants to ensure that instruction has a say.

2. Existing Enrollment Management Plans

a. Review Goals C1 and C2 from the Strategic Educational Master Plan

b. Review Status Report on Goals C1 and C2 from Strategic Educational Master Plan

- Members were reminded that SEMP Goals C1 and C2, administrative procedure AP 3260, and the enrollment management plan of other colleges would be reviewed today in order to determine whether IVC's plan should be expanded.
- Director of Institutional Research Jose Carrillo explained that the Strategic Education Master Plan (SEMP) is not up for review at this time. However, the SEMP Committee annually assesses the plan to ensure the college is on task with its goals.

3. Discussion on Whether a More Robust Enrollment Management Plan is Needed

- SEMP Goals C1 and C2 and AP 3260 are the only documentation that VP Tafoya found that could be identified as an enrollment management plan. She shared her observations regarding these items:
 - Goal C1 appears to be the start of a plan as ideas for a plan are described.
 - While Goal C2 is titled, "Student-Centered Enrollment Process," the goal does not describe a process.
 - AP 3260, which includes procedures, deadlines, responsible parties, and a cycle, appears to be more of a plan.
- In comparing IVC's plan with that of another college (LA Harbor), VP Tafoya noted how brief IVC's plan is. LA Harbor's plan consist of 17 pages, and the plan ties to other college documents, mission, goals, vision, background and purpose, among other key elements.
- VP Tafoya presented a proposed format for IVC's EMP which she developed based on a review of plans from other colleges. She recommended fitting components of existing IVC documents into the proposed format to develop an educational master plan with goals. The actions to reach the goals included in the proposed form are presented as examples and align with the principles the college is already following under guided pathways (GP).
- Discussion:
 - Director of Institutional Research Jose Carrillo pointed out that the priorities in the 2015-2021 SEMP have changed since the plan was written. The main goal at the time was to increase FTES overall.
 - VP Johnson likes the concept of following the GP framework as goals in IVC's EMP but questioned whether these goals are appropriate for the Enrollment Management Task Force. He sees the goals as more appropriate for the Pathways to Student Success Committee and stated the focus of the EMTF should be tied to enrollment. He recommended aligning the EMP goals with the new student centered funding formula.
 - Dean Drury identified coordination as the piece missing from IVC's enrollment management process. He cited the importance of coordinating efforts related to GP and the student centered funding formula with the enrollment management cycle, as enrollment management touches both areas and is a big part of both. He suggested following the format of LA Harbor's EMP as a good starting place but recommends condensing the plan to 3-5 pages. VP Tafoya pointed out that coordination should focus only on GP and student centered funding formula activities that relate to enrollment management.
 - Associate Dean Betsy Lane suggested that goals be developed based on the enrollment management cycle process. She explained that EMP goals could be couched in GP language and the steps in the process cycle identified as the actions to accomplish the goals. Dean Lane recommended adding "refine the process" as the final step in the process cycle.

- Members discussed generally how scheduling priorities were established. Jose Carrillo stated that programs have their own processes but they aren't documented. Dean Drury concurred stating there are far too many process variations. He suggested that now would be a good time to document the most recent process followed. Dean Silva provided background on this process and indicated he would share with VP Tafoya the scheduling priorities document that was developed with input from President's Cabinet.
- Members agreed that IVC's enrollment management plan should be expanded and to follow the proposed format presented. VP Tafoya will work with deans Price, Lane and Webster to extract goals from the existing EMP process cycle for inclusion in IVC's revised enrollment management plan and bring back to the committee.

Other

- Associated Student Government (ASG) representatives Moises Hernandez and Daniella Torres presented a PowerPoint with 2018-2019 ASG Goals. They suggested that EMTF consider working with ASG to offer additional courses in math, English, and science as a possible EMTF goal.

Adjournment

- The meeting was adjourned at 2:35 p.m.
- Next Meeting: Tuesday, October 30, 2018, 1:30-2:30 p.m.