

ENROLLMENT MANAGEMENT WORK GROUP  
May 16, 2013

PRESENT:	Esmeralda Abejar Cher Carrera Stuart Davis Janet Grunbaum Ray Hicks Bart Hoffman Carl Jaeger Bonnie Jaros Jim Kennedy Rick Manzano Monica Porter Linda Rose Lilia Tanakeyowma	ABSENT:	Micki Bryant Michael Collins Rhonda Langston Sara Lundquist Nga Pham
		GUEST:	Jennie Adams (representing R. Langston)

Welcome/Introductions

- Dr. Rose called the meeting to order at 3:35 p.m.
- Each of the members of the work group introduced themselves. Dr. Rose told the group that enrollment management is related to the current accreditation standards especially Institutional Effectiveness and Assessment.

Charge of the Workgroup

- The charge of the workgroup will be to develop plans, monitor enrollment progress towards FTES targets, development of a process to recommend annual enrollment goals, and to identify information needed to determine measurable objectives. The group will need to make recommendations and report back to the College Council.
  - Dr. Rose suggested that the large group break up into smaller more manageable groups. It was thought that more progress would be made with smaller groups. Individuals volunteered for the six different options as follows:
    - A. Develop Enrollment Management Plan—Bart, Bonnie, Rick, Lilia, Carl
    - B. Develop Retention Action Plan—Janet, Monica
    - C. Develop Assessment Plan for Enrollment and Retention—Janet, Monica
    - D. Monitor Enrollment Progress Towards (Annual FTE Targets)—Cher, Ray, Esmeralda, Stuart, Jim, Carl
    - E. Develop Process to Recommend Annual Enrollment Goals—Cher, Ray, Esmeralda, Stuart, Jim
    - F. Identify Information Needed and Determine Measurable Objectives—Lilia, Jim, Bonnie
- Additional responsibilities of the workgroup involve the following:
- Monitoring the progress of achieving the components and the goals of the plan.
  - Discuss any recommendations.

Additional responsibilities of the workgroup involve the following: **(Continued)**

--Recommendation to update the Enrollment Management/Retention Management plans.

--Strategies (effective) IT, curriculum, scheduling, programs, student services, support services, recruitment, intervention, instructional support services, research

--Focus on scheduling, make recommendations, and develop strategies to address problems. It is important to educate the entire college about the role that enrollment management plays throughout everything we do.

--Goals for the year once a plan is developed.

-Dr. Rose discussed having AAT and AST pathways for the students. She explained that there are twenty-two TMC templates at the state. At present SAC has only six. By fall 2014 SAC needs to have a total of twenty-two. Classes must be scheduled for all twenty-two degrees so that students can complete their majors within five to seven semesters. There is ongoing discussion regarding the higher unit majors. Scheduling classes must be done in such a way to accommodate students coming to take college courses. We must have enough classes for all the students that want to come here. Maybe the assessment tool needs to be changed. There are also students that are only trying to get a certificate. There was discussion on the role that the Admissions and Records office plays in this issue.

-It was noted that the State determines whether the college gets new facilities by the way they utilize the current facilities. In order to get maximum use out of the classrooms classes should be scheduled 53 hours a week. There is a formula to figure out usage. It would also be helpful to have data that shows how many students are lost after census, after three weeks, and after twelve weeks. Also, how many students come to the college with the intention of staying for a second semester?

-While SAC and SCC have similar goals, they serve different populations and they could reach their goals in different ways.

-Dr. Rose brought to the group's attention an attachment entitled "Enrollment Management Guiding Principles for Course Scheduling" which she found on the H drive. She briefly reviewed the six principles for the group's information. The highest priority for course scheduling (as outlined in the attachment) is Transfer, Career Technical Education, and Basic Skills which are critical to the mandated mission of the college.

#### Review Handouts

-Dr. Rose distributed the following handouts to the group:

- 2013-2014 Calendars
- Forecast 2010, SAC, Enrollment, Participation Rates and Service Area Population Projections
- SAC, FTES Generated by Division by Subject, 2009-2012
- SAC, Enrollment Issues Fall 2007 to Spring 2012
- Enrollment Management Summary 2006
- SAC, Traditional Courses with Highest Enrollment, 2005-2009
- 2012-13 Total FTES contributed by WSCH and All Census Methods.

These materials are presented for consideration and review.

### Identify Guiding Plans

-Dr. Rose noted that there are already six key plans at SAC. Those plans include the following: Strategic Plan, Educational Master Plan, SAC Technology Plan, Facilities Master Plan, Budget, and an HR plan. She suggested that the members of the group comb through these various plans to see what elements actually relate to the plans for Enrollment Management and Retention Management. All the planning has to be related and it should show how it all ties to resource allocation.

### Reporting Structure

-Dr. Rose asked the groups to decide when they will meet and let Marta know so a record can be kept. Also, try to send progress reports on what your group is doing. Dr. Rose will continue to send various materials on enrollment management as the groups meet. The plan from each group should be no larger than ten (10) pages. Be concise and to the point. The goal is to have something to present to the College Council when they meet in the fall. The College Council's first meeting should be late August or early September. The exact date will be sent later.

-Dr. Rose noted that the target for the district is 28,169. She discussed the split in percentages between SAC and SCC. SAC's target is 15,360. When an additional 1% is added, the target becomes 15,514. The deans and department chairs will have to work to help meet the target. There is a chance that more classes will be added, but that won't be known until after June 30<sup>th</sup>.

-Dr. Rose explained that summer school will start on June 17. Dunlap Hall will be down for the spring, but no classes will be cancelled. If the target number changes, Dr. Rose will be sending out an email to add classes. It was suggested that the deans should start working on contingency plans now in the event that classes will need to be added. Dr. Rose pointed out that some classes would have to be scheduled in the afternoon.

-There was a brief discussion regarding FTES for the academies. Dr. Rose said the first priority is WSCH.

### Timeline

-Dr. Rose emphasized that in order to be where the college should be and have the appropriate evidence the timeline must be followed. Bonnie Jaros will send an electronic copy of the timeline to the workgroup members.

### Adjournment/Next Meeting

The meeting was adjourned at 4:39 p.m. The next meeting will be scheduled sometime in August.

ENROLLMENT MANAGEMENT WORK GROUP  
September 26, 2013

PRESENT:	Esmeralda Abejar	ABSENT:	Micki Bryant
	Michael Collins		Cher Carrera
	Stuart Davis		Bonnie Jaros
	Janet Grunbaum		Rhonda Langston
	Ray Hicks		Sara Lundquist
	Bart Hoffman		
	Carl Jaeger		
	Jim Kennedy		
	Rick Manzano		
	Nga Pham		
	Monica Porter		
	Linda Rose		
	Lilia Tanakeyowma		

Status of Workgroup Activities

**a. Feedback from Groups A-F**

-Bart Hoffman noted that Group A has met and had input from three members of the group. The group is still working to make their report on the Enrollment Management Plan more cohesive. It was suggested that an email could be sent to the deans asking them what different factors they consider when scheduling classes.

-Jim Kennedy and Esmeralda Abejar distributed handouts for Group D and E. The handouts are rough drafts which address how to monitor enrollment progress towards FTES targets, and developing a process for recommending annual enrollment goals. The participants for Group F have not yet met.

-Janet Grunbaum and Monica Porter are working on Group B and C. They are in the process of gathering retention data. There was discussion regarding comparing two groups of comparable students to measure how long they stay engaged in the class or program. These are things that need to be looked at. It was suggested that Financial Aid would be a good program to start with.

Enrollment Changes for 2013-2014

**a. Changes in Academic Calendar**

**b. Intersession**

**c. FTES Targets**

-Dr. Rose put the following targets and numbers on the board for the group's information:

<u>2013-2014</u>	
Intersession: January 6, 2014 through February 2, 2014	
<u>FTES Targets</u>	<u>Credit Targets</u>
2.63% growth	Fall = 7,593.50
District – 28,185	Intersession = 316.40
+2.63% growth	Spring = 6,960.71
-28,926.27	Summer = 1,265.58
SAC @ 70.8% = 20,479.8	Non Credit = 4,660.00 +

-There was discussion regarding adding classes based on information received directly from students. Dr. Rose reiterated that classes need to be offered at various times and on weekends in order to meet the demands of the students. The enrollment patterns and scheduling patterns can be changed in order to gain additional FTES. Adding more classes affects facilities as well as the number of people that can be hired. It was also noted that the college is trying to fund the new Learning Center. This center is for the use of the entire campus and it has to be funded.

- The wait list policies were discussed with a recommendation of reducing the wait lists to ten. For some classes the wait list can be set at zero. There is no wait list for on-line classes. It was also noted that group discussions in distance education classes and face to face classes should contain the same content.

### Enrollment Plans

#### **a. Key areas of distributed plans**

-Dr. Rose discussed SB 1456. She said by Fall 2014 every student entering Santa Ana College must have an Ed. plan. This will be directly related to the management of enrollment and will affect course taking patterns. It was noted that Datatel allows students to declare their majors. There was discussion regarding some problems with the customization. Dr. Rose brought up the subject of having a section on challenges. She noted that while recommendations are being made there should be a way to explain the challenges. There will be no undeclared majors.

-There was a discussion regarding having a presentation of audio overlays. This would help the students understand the institution. We have the capability to do audio overlays on our website. How can we personalize what we do with our students? We need to provide areas that provide for students who need more personal attention than others. Additionally, areas should be provided for students that do not need as much attention and are more independent. There are exciting things that can be accomplished. There are also potential pitfalls. If we want to attract as many students as possible, we need to have resources available for them. Planning is the first priority

and then finding the money is secondary. We have to decide what kind of students we want to leave SAC and what can we do with the resources we have available.

-There was a discussion regarding the college's technology budget. Dr. Collins stated that the college is spending money on technology. They are looking at the whole picture approach.

-Stuart Davis noted that new reports and audits have been added in Information Systems. There is a sub-committee that needs to hear from the Deans and find out what they want. Stuart stated that the Deans' needs have to go through the right people. Stuart would also like to give the Deans the meeting times of the sub-committee so they can attend the meetings. Technology is very important. It needs to be determined in each area how technology is needed. What software or provider would help get done what is needed. This can be tied to a resource allocation process.

-Dr. Rose said that as soon as the Enrollment Management Workgroup gets all their information together and completes a plan, they can make a recommendation to the College Council. Ray Hicks volunteered to make the presentation to the College Council when the plan is completed.

#### Adjournment/Next Meeting

The meeting was adjourned at 4:18 p.m. The next meeting will be scheduled sometime in November or December.

ENROLLMENT MANAGEMENT WORK GROUP  
November 14, 2013

PRESENT:	Esmeralda Abejar	ABSENT:	Micki Bryant
	Cher Carrera		Michael Collins
	Janet Grunbaum		Stuart Davis
	Ray Hicks		Jim Kennedy
	Bart Hoffman		Sara Lundquist
	Carl Jaeger		Rick Manzano
	Rhonda Langston		Lilia Tanakeyowma
	Nga Pham		
	Monica Porter		
	Linda Rose		

Minutes of September 26, 2013

It was moved by Bart Hoffman, and seconded by Carl Jaeger to approve the minutes of September 26, 2013 as written.

Status of Workgroup Activities

**a. Feedback from Groups A-F**

-Group A

Bart Hoffman distributed a handout to the group entitled *Enrollment Management Plan*. This handout is patterned after a Peralta Management Plan. Bart noted that on Page 10 of the plan there are three categories that need to be added for completion. They are Scheduling Priorities, Matriculation, and Challenges. He referred to the last page of the plan which was an email forwarded by Dr. Rose. He said this is the direction the college will be taking. There was discussion regarding the last page of the plan with regards to a strategic plan. It was suggested that the groups should continue to compile items that they would include in an enrollment management plan. Based on the recommendations of a plan template it must be determined how to evaluate it. Dr. Rose emphasized that at the core of enrollment is curriculum, and she encouraged the group to make sure this message is very strong.

-There was discussion about completion and how the current practice is not to schedule on pathways. Dr. Rose said that within the next year and a half there will be a change in how classes are scheduled. Beginning in Fall 2014 classes will be scheduled on pathways. There are currently 16 pathways in place.

-Group B and C

Monica spoke regarding SB440. She noted that once a transfer model is approved at the state level the college has 18 months to have a degree in place. There are twenty-five current degrees available. SAC has to have twenty-two degrees to be in compliance. Monica will keep up on the eighteen month timeline.

-She also spoke regarding her area of Persistence/Retention. In looking for information she found a report prepared in 2013 on four-year and two-year colleges. A survey was administered across the country. Three pages of lists including funding for tutoring and

instructional types of support were found. The pathway came into this. There was discussion regarding specialized programs, providing for the majority of the population, tutoring was a high point, Distance Education was a topic of discussion, and keeping students on campus that obtain campus jobs. Monica said she and Janet are still working with Nga on obtaining more information. There was mention of the RG540 census report. Dr. Rose asked Carl to work with Monica and Janet in this area.

-Rhonda is in this same workgroup. She indicated that they had been very successful in hiring many more student workers and they have been charting them for the last two years.

### Enrollment

#### **a. Status 2013-2014**

-Dr. Rose discussed looking at the college's current Strategic Plan. She feels it would be a good chance to see what areas enrollment management would fit into. She also discussed the Learning Center being a resource that supports enrollment management. This should be part of the fabric of the institution.

-Dr. Rose briefly discussed FTES, the Intersession, and a strong feeling for making target this year.

#### **b. Plan (Revised)**

-There was a discussion regarding what the plan should look like that is being presented to College Council. Some possible suggestions for the plan would include providing information, background demographics, the cost of implementation, an evaluation plan, and goals. The plan would include what the group is trying to accomplish. Included would be District and College priorities, the current breakdown of scheduling, course offerings, and the who, why, how, and when for access completion. By Fall 2014 the college will have 16 AAT's and they will also need 16 pathways. The key is completion. The plan will need to show that if a student starts a pathway in Fall 2014 they should be able to complete the pathway in five to seven semesters. Dr. Rose would like to provide a recommendation that shows where we are currently and this is what has to be done to accomplish the goal.

-Dr. Rose thinks the college should be flooding the campus with information about the pathways to the students. One way to advertise would be to have sixteen individual posters listing the various pathways. On the back of the poster would be a list of jobs a person could get if they completed the pathway. It was also suggested that the information about the pathways could be placed on Facebook. It was also noted that some students need the personal touch and prefer to talk one on one.

### Adjournment/Next Meeting

The meeting was adjourned at 3:04 p.m. The next meeting has not been scheduled.