

## Recommendations

*The college should:*

1. Immediately establish at the senior administrative level an explicit, data-driven FTES planning process that relates the size of the course offering to the college's FTES target and other budget goals and will be the basis for all of the college's enrollment management efforts.
2. Ensure that the FTES planning process is led by the vice president, academic services and the vice president, business service. This process should be dynamically continued throughout the academic year so the plan can be adjusted for external funding changes and actual enrollment results.
3. Communicate the FTES planning process to the entire college so that it guides decision-making processes throughout the organization.
4. Thoroughly evaluate the results of the FTES planning each year to ensure improvement from year to year.
5. Take immediate action to make progress toward increasing average class size to 30 (510 WSCH/FTEF) within the next three years. Once this goal has been achieved and maintained, the college should strive to make steady progress toward an average class size of 35 (595 WSCH/FTEF).
6. Consider its need for larger lecture classrooms with a capacity of 45 or 50 in future planning for new and remodeled facilities.