



## Enrollment Management Task Force - Notes

Friday, November 22 2013 11:00am

2131- Assembly Room

### **Membership**

√ Tina Aguirre	Todd Finnell	√ Brian McNeece
√ Trinidad Arguelles	Daniel Gilison	Jose Ruiz
√ Kathy Berry	Rick Goldsberry	√ Efrain Silva
√ Craig Blek	Becky Green	Ed Wells
Susan Carreon	√ Carol Hegarty	Kevin White
√ Rick Castrapel	√ Jose Lopez	Cathy Zazueta
Gloria Carmona	√ Terry Norris	Allyn Leon
√ Ted Ceasar	Edward Scheuerell	√ Veronica Soto
David Drury	√ James Patterson	

Recorder: Melody Chronister

### **1. Enrollment Management Administrative Procedure (AP)**

VP Berry shared that the development of this AP has been a 5-year process. The AP begins at a global level and concludes with details to be carried out by individual areas. A copy of the AP was provided, and was reviewed in its entirety. It was pointed out that there may be slight changes to the document to align it with the recently revised Budget and Planning Calendar.

*M/S/C Patterson/Blek to approve the Enrollment Management AP as presented, with minor edits to dates to align with Budget and Planning Calendar.*

*Motion Carried Unanimously.*

### **2. 2014-15 FTES Preliminary Targets**

Reviewed the FTES targets for 2014-15. Targets included a 1% growth factor for 2013-2014 and 1.5% for 2014-2015. A fill rate of 95% was used for these projections.

*M/S/C Aguirre/Silva to accept the 2014-15 FTES Preliminary Targets.*

*Motion Carried Unanimously.*

### **3. Q&A About Annual Schedule Development**

Reviewed 2014-15 Schedule Development Timeline.

Transfer Director Soto inquired if program pathways were going to be used to develop these schedules, VP Berry confirmed they would. Transfer Director Soto requested that the pathways be sent to Counseling, so that they could use them when advising students. VP Berry indicated she would have Linda Amidon (Administrative Assistant) send them to Ted Ceasar, Dean of Counseling. VP Berry also confirmed that typically summer and winter intersessions are NOT to be included/required in the program pathways.



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### 3. Q&A About Annual Schedule Development (Continued)

Reviewed summer 2014 suggested offerings with an understanding that departments may want to change some courses, but must stay within their assigned FTES target. If additional courses are requested, the following must be provided to VP Berry for consideration:

- **Trend Data – Is this course impacted? Does it fill?**
- **Completion – Is it needed for completion? Proof required.**

Transfer Director Soto requested that Department Chairs focus on transfer degree courses when analyzing their summer course offerings; examples for Administration of Justice would be: AJ104 / AJ106 / AJ108.

VP Berry reminded the department chairs that summer course offerings are to be distributed throughout the day, afternoon, and evening.

Reviewed course enrollment data and time block chart data disseminated via email to department chairs. Departments are to pick from the time blocks assigned to them when developing the schedules for the 2014-15 year; dividing them up between program areas as needed. These time blocks included the new 3100 and 3200 CTE buildings scheduled to open in the Fall 2014 semester.

## **IMPERIAL VALLEY COLLEGE**

### **AP XXX: ENROLLMENT MANAGEMENT PLAN**

#### **PURPOSE**

The purpose of the Imperial Valley College Enrollment Management Plan is to create a holistic approach to enrollment management, including recruitment, access to enrollment and retention of students. The plan relies on student needs based on educational plans and enrollment pattern data within the constraints of financial, physical and human resources. The plan upholds the college's mission to provide educational opportunities for a diverse student population

#### **PROCESS**

The Enrollment Management Plan is an ongoing process that involves multiple departments that collaborate to provide education in career technical, basic skills, and transfer curriculum with robust student support leading to success.

#### **PROCEDURE**

##### **Administrative Responsibilities**

##### **Superintendent/President and Executive Council**

The Executive Council has responsibility to oversee the process and set overall curriculum balance between its core mission (Transfer, CTE and Basic Skills), FTES and efficiency goals based on State FTES allocations, State budget forecasts, anticipated State growth or decline targets, Fifty Percent Law, community needs and internal data. In addition the Executive Council will set marketing and retention strategies based on recommendations from participatory groups and other data within budget constraints.

##### **Vice President for Business Services (CBO)**

The Vice President for Business Services (CBO) will identify the FTES and budget targets based on set State parameters (FTES Cap, Growth Factor) and college budgetary constraints. The CBO, in collaboration with the Vice President for Academic Services (CIO) and the Vice President for Student Services, Research and Technology (CSSO), will determine college FTES growth parameters. The recommended FTES growth factor will be reviewed by the Executive Council and approved by the Superintendent/President.

##### **Vice President for Student Services, Research, and Technology (CSSO)**

The CSSO will establish collaborative processes to determine student need based on education plans, assessment findings, advisement data and research as outlined in the Student Success Act and Student Services Plan. The CSSO will approve the Student Services Plan. The CSSO will meet with the CIO prior to each schedule development period to conduct an analysis of need and the college's ability to meet student demand.

##### **Vice President for Academic Services (CIO)**

The CIO will collaborate with the Instructional Council and other academic personal to develop a schedule based on CBO and Student Services recommendations and other college data. The CIO will facilitate the schedule development to create a balanced schedule (day, evening, alternative delivery) within the constraints of faculty, facility and budget resources. The CIO will monitor the development of the schedule and registration processes, adjusting the schedule to align with set FTES/efficiency/budget parameters on an ongoing basis during the registration period.

### **Administrative Dean of Human Resources (CHRO)**

The Administrative Dean of Human Resources (CHRO) will calculate the Faculty Obligation Number (FON) based on the State formula and collaborate with the CIO, CSSO and CBO to establish the college's FON internal target based on student need, faculty resource need, state funding, categorical training, student support programs, collective bargaining contracts, reassigned time, college mission and community needs. The CRO will collaborate with the CIO and CSSO in the recruitment for human resources in order to implement the targeted Enrollment Management Plan as defined when appropriate.

### **Enrollment Management and Schedule Development Timeline**

- 1) After the release of the annual state budget, the Executive Council is responsible for establishing enrollment management parameters for the next fiscal year including, but not limited to:
  - a) The overall core curriculum balance between basic skills, career technical and transfer curriculum
  - b) Budget targets based on state FTES allocations, state budget forecasts, anticipated state growth/decline targets, district budget projections, the fifty-percent law, and internal data.
  - c) The FTES goals based on state FTES allocations, anticipated state growth/decline targets, the fifty-percent law, budget targets, and internal data.
  - d) Marketing and retention strategies based on recommendations from participatory groups, internal data, and budget constraints.
  - e) Adjustments may be made based on the Chancellor's Office Budget Workshop or Budget Analyst Reports.
- 2) On or before June 30<sup>th</sup> of each year, prior to the adoption of the Tentative Budget, and after adoption by the Executive Council, the enrollment management parameters or targets shall be communicated to the campus.
- 3) Beginning each schedule development cycle, the Enrollment Management Task Force, co-chaired by the CIO and CSSO, meets to review recommendations from Student Services and reach consensus on schedule parameters based on the recommendations, FTES targets, faculty and facility availability and budgetary constraints determined in step 1).
- 4) Annually, the CSSO ensures the completion of the Student Services Enrollment Needs Report based on education plans, assessment findings, advisement data, and research as outlined in the Student Services Act.

- a) On or before November 1<sup>st</sup> each year, the Report is forwarded, discussed, and validated with the CIO.
- 5) On or before February 1<sup>st</sup> of each year, the CIO collaborates with the Instructional Council and other academic personnel to develop an annual schedule based on
  - a) CBO's targets
  - b) CSSO's recommendations
  - c) Delivery balance; i.e. day, evening, alternative delivery mode
  - d) Constraints of resources: faculty, facility, and fiscal
  - e) Other college data.
- 6) On or before the fourth (4<sup>th</sup>) week of each semester, the Enrollment Management Task Force conducts an evaluation and debriefing to review the efficiency and effectiveness of the Enrollment Management Process, make adjustments as needed, and communicate its findings to the Task Force co-chairs, CIO and CSSO.
- 7) On or before March 1<sup>st</sup> of each year,
  - a) The CIO, CBO and CSSO meet to evaluate and analyze data to determine if the academic-year schedule met established targets for FTES, efficiency, curriculum, and budgetary constraints.
  - b) Full-time faculty select their summer and fall course load and overload and tentatively select the winter and spring course load and overload.
- 8) On or before March 15<sup>th</sup> of each year,
  - a) The part-time faculty selects courses for summer and fall prior to March 15<sup>th</sup> of each year.
  - b) Unselected courses may be offered to full-time faculty at the discretion of the CIO.
  - c) All courses not selected by full-time faculty will be considered as courses taught by part-time faculty or new faculty in order to complete the budget development process.
  - d) The CIO retains the Right of Assignment to ensure courses offered meet student demand and other parameters/targets.
- 9) On or before the 13<sup>th</sup> week of the semester, the following semester's schedule will be made public.
  - a) Based on student and institutional need, the fall, winter, spring and summer course schedule will be viewed as tentative and adjusted if necessary by the second month of each preceding term (September for Winter and Spring, March for Fall and Summer)
- 10) During each registration period, the CIO and CSSO jointly monitor the enrollment data make adjustments to the schedule based on
  - a) Student demand
  - b) Faculty and facility availability
  - c) Budgetary constraints.
- 11) During each registration period, enrollment and registration reports will be made available to the Executive Council, Instructional and Student Service Councils on a regular basis.

# IMPERIAL VALLEY COLLEGE ENROLLMENT MANAGEMENT PROCESS CYCLE



**ENROLLMENT MANAGEMENT DEVELOPMENT TIME-LINE  
2014-2015 ACADEMIC YEAR SCHEDULE DEVELOPMENT  
2013-14 ACTIVITIES**

**July - August Business Office Sets FTES & Budget Parameters based on 2012 -13 Base year (6559 FTES)**

**Sept - October - Student Services develops projects student need based on Assessment, Student Ed Plans and Advisement**

**November - December: Academic Services develops annual schedule based on Student Services information, data and funding parameters**

**January - Febuary: Annual Schedule (Fall, Spring & Summer) Reviewed/ Adjusted**

**March - Aprll -Budget Developed based on projected schedule**

**(Prior to Each Term) Schedule Marketed**

**(Each Term) Retention Stragies implemented**

**Enrollment Management Process Evaluated End of Each Term**