



**Enrollment Management Committee
1:00 pm - 3:00 pm on February 18, 2021**

MINUTES

Attending Members: Geisce Ly (Admin Co-Chair), Wynd Kaufmyn (Faculty Co-Chair), Vinicio Lopez, Monika Liu, Erin Denney, Carole Meagher, Chandra Edelstein, Aurelien Draï, Angelica Nevarez, and Luisangela Marcano Gonzalez

Resource Attendees: Pamela Mery, Rosie Zepeda, and Lisa Cooper Wilkins

Alternate Attendees: Monique Pascual, Steven Brown, Edgar Torres, Vaishali Jogi, and Arlette Marcial

Guests: Wendy Miller, Fanny Law, Darryl Dieter, John al-Amin, Kit Dai, Simon Hanson, Joe Reyes, Tom Boegel, Colin Hall, Harry Bernstein, Kit Dai, Lillian Marrujo-Duck, Mandy Liang, Ramona Cotes, Stephanie MacAller, and Stephen Brady

Spring 2021 Future Meeting Dates: 1 – 3 pm on March 18, April 15, and May 20

| No. | Item | Discussion/Outcomes | Follow up/Individual Responsible |
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| 1. | Welcome | The meeting will be recorded. | |
| 2. | Approval of the Minutes | The January 21, 2021 minutes were approved without corrections. | |
| 3. | Approved Agenda | Approved with modifications | |
| 4. | Student Support Strategies Ad Hoc Committee Update | <ul style="list-style-type: none"> • VC of Student Affairs, Lisa Cooper-Wilkins, shared an update about the committee work after their first meeting. • Topics included: Internal/In-reach, External/Outreach, Registration, Student Onboarding, and Technology Demonstrations | |
| 5. | Data & Overall Enrollment Goal Ad Hoc Committee Update | <ul style="list-style-type: none"> • Pam Mery shared the work of the ad hoc committee. • They met twice since the last EMC. • Topics included: Programmatic Groupings/Categories related to CTE, smaller programs, GE, and NC. • Asked to talk about these topics at a future EMC. • Additional topics include how degrees and certificates come in? Should this factor in for some departments and not others? How does Equity come in? How does demand get captured? Tools for Chairs and Deans. | |

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| | | <ul style="list-style-type: none"> • Seeking feedback from EMC in terms of direction and focus. • Members asked for clearer distinction between overall College goals and the relationship to programs and enrollment. • The ad hoc will meet again before the March EMC. | |
| 6. | Marketing Strategies Ad Hoc Committee Update | <ul style="list-style-type: none"> • Rosie Zepeda reported that the committee is having its first meeting on Friday, 2/19 • This committee will work very closely with the Student Support Strategies Ad Hoc Committee. • If you are interested, please send Rosie an email. • The goal is to dive into not what worked in a past semester, but to hear from the students about what strategies would work to best recapture the students that we've lost during the pandemic. • Rosie will share her digital marketing experience. She has two student interns who will help with social media. • Question about moving back to the printed schedule given the printing costs. Other colleges struggle with this expense. Putting up a PDF is challenging-size and accessibility. • A viewable PDF has been on the website up until the last two semesters. Department chairs relied on the PDF. No promotional flyers went out. • Discussion about postcards and link to marketing campaigns and website landing pages. • Rosie is hoping to publish marketing resources next week. | |
| 7. | Discuss 2021-22 Schedule Development Process | <ul style="list-style-type: none"> • VC of Academic Affairs Tom Boegel talked with the EMC about budget developments for 2021-22. • Instructional budgets were published about a week and a half ago. • How overall budgets was determined, how department budgets were determined; next steps. • The Multi-Year Budget & Enrollment Plan (MYBEP) included reductions in salary expenses across all groups. About \$5M for PT and \$5-6M in FT expenses. At this point, unclear how to meet the FT expenses. The reductions cover PT and a portion of FT expenses, because this is an unknown (could make upward or downward adjustments based on negotiations). • Department reductions in nearly every program. He met with all chairs and got input from deans. Some programs will be operating at | |

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| | | <p>a reduced capacity including cohort programs (potential limit to annual program starts)</p> <ul style="list-style-type: none">• Budget were for Fall 2021 and Spring 2022, for most departments. Multi-discipline departments were given discipline specific budgets.• Wynd shared a video from Computer Science Chair, Jonathan Potter.• For the last few years our revenue from the State is not based on enrollment in a given academic year. That is a change. There is a sizable gap between what we are getting from the Student Centered Funding Formula and what we are generating. It is about \$6M. We have a finite amount of revenue, and it is insufficient to pay for all of the instructional offerings we could potentially offer. We are in a position of having to retain all of the programs at the College without additional revenue.• Carole Meagher talked about her Analysis of Enrollment year to year document. How did we estimate FTES off of FTEF? Tom said that it is challenging in the pandemic, is NC. We are not using positive attendance in order to do FTES calculations. NC is 25% of our schedule. First time Tom is seeing this info from Carole. She said summer is not included, she estimated it for prior years. Tom clarified that an intermediate year is missing. Carole will work on her numbers.• The MYBEP anticipated a decrease in employment costs across all groups. One way is to negotiate salary concessions. This allows for retaining all people but paying them less. Another way is to reduce number of employees. For faculty, if reducing the number of faculty, the only way to do this is to reduce faculty and take away the work they were doing. Other complication is our PT schedule is indexed to FT schedule which would then give us a way to achieve the same dollar reduction without as much of an FTEF reduction. There is talk that AFT will sunshine at the February Board Meeting.• Carole goofed on one of her table/labels.• Carole said there was \$800K expenses under "other expenses". VC of Finance & Administration al-Amin said our 311 was accepted and he would need to take a look.• Carole asked about parcel tax money and the use in instruction. She doesn't see any instruction in her calculation. VCFA said it is difficult to comment on a document that he doesn't know the data source. | |
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| | | <ul style="list-style-type: none"> • Clarification that no concessions would make it worse. FT concessions would make it better. • Muriel Parenteau shared that over the last few years DSPS funding source had changed. Contact requirements have changed from five to one. DSPS allocation is determined by weight categories. For CCSF all of the weight categories have increased and doubled for some categories. The number of students went down but the allocation went up. If DSPS classes are decreased, the allocation will go down significantly. The College will still have to pay with the U-fund to meet Federal requirements. • Suggestion for another joint EMC-Budget Committee meeting—perhaps in April or May. • Concern about custodial and Evans Center instructional budget reductions. The College’s budget situation is dire. Reductions have been taken across the College. We need to determine our landing point-where can we have expenses balanced with our revenues. We need to restructure a variety of elements for how we are operating as a college, not just the schedule. | |
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| 8. | Future Agenda Items | The next meeting is scheduled for 3/18. Geisce and Wynd will talk about when to schedule the joint EMC-Budget Committee Meeting. | |
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Meeting adjourned at 3:02 pm
Respectfully submitted by Cynthia Dewar