



Enrollment Management Committee
1:00 pm - 3:00 pm on August 26, 2021
 Zoom: <https://ccsf-edu.zoom.us/j/91362464376>

MINUTES

Members: Geisce Ly, Wynd Kaufmyn, Monika Liu, Carole Meagher, Aurelien Draï, Chandra Edelstein

Alternates: Mandy Liang, Lidia Jenkins, Joseph Reyes, Edgar Torres, Vaishali Goji, Colin Hall, Arlette Marcial Santana

Resource Support: Cynthia Dewar, Pamela Mery, Rosie Zepeda

Guests: John al-Amin, Tom Boegel, Erin Denney, Darryl Dieter, and Dave Vigo

No.	Item	Discussion/Outcomes	Follow up/Individual Responsible
1.	Welcome	Geisce Ly welcomed members and attendees. It was noted that the committee typically meets on third Thursday, but this meeting is different due to start of semester. Dates for upcoming Fall 2021 meetings were shared with mention that the committee might additionally have a joint meeting with the Budget Committee. The current Enrollment Management Committee membership was cited. Some constituency appointments remain outstanding. Called question about faculty co-chair. Wynd Kaufmyn is willing to continue for another year, but also open to a contested election. Selected by consensus.	
2.	Approve May 20 th Minutes	Wynd Kaufmyn moved to approve the minutes. Question about why there isn't more follow-up identified. Discussion that future minutes should clearly identify any follow-up. Aurelien Draï seconded the motion. Minutes approved with no nays or abstentions.	
3.	Approve Agenda	Agenda item 7 on “ Budget & Enrollment Management Plan Parameters” was moved up to immediately follow the agenda approval, including ten minutes for follow-up items in response to questions reflected in last meeting minutes.	

<p>4.</p>	<p>Budget & Enrollment Management Plan Parameters</p> <p>- Moved up during agenda approval -</p>	<p>On May 20th the Enrollment Management Committee (EMC) discussed instructional budgets in terms of Full-Time Equivalent Faculty (FTEF) for Fall 2021 and Spring 2022. VC Boegel recollected that EMC recommended FTEF be increased to approximately 540 (reflecting the sum total requested by individual departments), approximately 20 FTEF beyond the 520 FTEF agreed to with AFT in early May. EMC did not prioritize any specific departments or areas in its recommendation. Since that extra ~20 FTEF would have resulted in at least \$1.5 million additional faculty salary costs. Due to hold harmless, there would be no offsetting additional revenues. Therefore, the level of restoration was set at 520 FTEF.</p> <p>Vice Chancellor Boegel outlined the overall approach and areas restored within the 520 FTEF. For example, adding back Spring 2022 cohorts in Culinary Arts, Diagnostic Medical Imaging and Nursing (initial instructional budgets in February excluded Spring cohorts). Restoration priority was also given to general education areas with high enrollments, e.g., Behavioral Sciences, Social Sciences, Mathematics, as well as some career education areas and noncredit areas including Business, Computer Networking, DSPS, ESL, Health Care Technology, Health Education, and Women and Gender Studies. Adding back these sections avoided more dramatic cuts that had been planned in February that likely would have had long-lasting enrollment impacts. In the restoration process, consideration was not only given to high enrollment areas but also to curriculum breadth. VC Boegel offered to provide a write-up and a follow-up. Co-chair Wynd Kaufmyn agreed that a write-up would be helpful and requested some discussion of the term hold harmless. Is the purpose of hold harmless “to allow a school to try to you know gain enrollment while they're in a period of low enrollment”? VC Boegel agreed that hold harmless needs to be addressed. Getting to stable state is the crux of things. The state has extended the hold harmless period for one more year, but we need to figure out how we can move forward to that stable state. As a college we need to use the remaining hold harmless years to address structural deficit, and that timeline is short because after hold harmless the funding formula will be based on three-year averages.</p> <p>The draft interactive spreadsheet (Enrollment Management Parameters 2021-08-12) contains parameters that can be adjusted to show implications of different scenarios, highlighting how enrollment levels and the budget interact. VC Boegel hopes it can be a tool for us to use to plan a sustainable post hold harmless future, with a focus on the overall size of the College and the impact on budget. The starting point is size of the College, i.e., FTES. Adjustable parameters include target FTES levels (e.g., 15,000) and Productivity (i.e., FTES/FTEF ratios). VC Boegel noted that it’s not a precise budgeting tool but more of a policy level to get a sense of the implications of different decisions/assumptions. It will be shared with the</p>	<p>VC Boegel write-up of Fall 2021 and Spring 2022 FTEF, plus response to question about meaning/purpose of “hold harmless” and a further discussion of “ Enrollment Management Parameters.”</p>
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		<p>Board this evening after they receive a similar presentation to what EMC is receiving now.</p> <p>A committee member asked about whether this model was used in the creation of the Multi-year Budget and Enrollment (MYBE) plan. It was clarified that this spreadsheet is new. There was some discussion of the term “model” and concern about expense assumptions seeming faculty-centric. VC Boegel clarified that as the budget gets bigger and smaller, there is an assumption of proportionality across constituencies. Again, the hope is that the draft model provides a basis for discussion. For example, it’s possible to model whether certain funding levels would likely yield certain target FTES. The tool also shows potential impacts of things like increasing the Productivity figure from 14 to 15. While the spreadsheet does not show programmatic impacts, it could be a starting point for deeper discussion. Not looking for any endorsement from EMC at this point. It is a first glance and VC Boegel will be returning in three weeks for further discussion.</p> <p>As VC Boegel demonstrated the tool, a question was asked about how we previously balanced the budget when we had higher FTES. VC al-Amin responded, “When the college had 30,000 FTES, there was a different funding model. There was repeatability. Funding was driven by headcount. We are now funded by headcount and outcomes. It is a much different formula.”</p>	
5.	<p>Student Support Strategies Ad Hoc Committee Update</p> <p>a. Registration Feedback</p>	<p>Associate Dean Monika Liu presented on behalf of VC Cooper Wilkins. Committee did not meet but extremely busy with registration outreach support. Emailed 564 recent SFUSD graduates who had applied for fall semester but had not yet enrolled, followed up by phone and invited to join Wednesday help sessions. Identified 548 potential noncredit students with ESL placement level but no enrollment yet. With great support from ITS made improvements, e.g., language about class add requests. Communications about wait-list purge. Out-of-state students notified prior to registration and able to work with them if able to provide documentation. In collaboration with International, the Spring 2022 CCC Apply form went live on August 1st. Next Student Support Strategies Ad Hoc Committee meeting is scheduled for Thursday, 9/9 at 9:30 am. Wynd received some inquiries from students on wait list. Monika described the wait list process and noted a change this semester from a seven-day window to add to a three-day window to add. Students receive an email message that encourages them to register right away.</p>	
6.	<p>Marketing Strategies Ad Hoc Committee Update</p>	<p>Director Zepeda reported on a multiple marketing activities. Sent a postcard to San Francisco residents, thanks to all ESL coordinators, extra boxes were hand distributed, some retired faculty helped with library distributions. CBO Zoom invitation meeting—invite sent to 400 and 100 showed up—they are very interested in partnering. Identified some key partnerships, e.g., La Raza community update. Final push for in-person. Video is most effective. Looking to streamline MOUs if we’re not using their facilities to teach and no money is exchanging hands. It</p>	

		was noted that we can advertise, but we need to be attentive to what happens when they get there. Rosie confirmed that she as successful in obtaining the Free City collateral. More marketing toward Strong Workforce and workforce development. Messaging around Unity will be a bigger message beyond CCSF. Looking into new state collateral. Developing Zoom backgrounds and trainings for departments to do outreach. Also working on Board Docs for PGC committees.	
7.	Data Analysis Ad Hoc Committee Update	The group did not meet over the summer, but Joe Reyes and Pam Mery met to review a new Daily Enrollment reporting tool called APEX. The tool is automatically refreshed at 4:30 a.m. each day with current term compared to like prior term (e.g., Fall 2021 compared to Fall 2020). Joe noted the graphic emphasis of the tool. APEX will be shared at Deans & Chairs next week on September 2 nd . The data group will also likely be interested in the modeling spreadsheet created by VC Boegel.	
8.	Instructional Budgeting and Schedule Development Process	Wynd updated this document and shared with the committee. Still need to add recommended “weeks” for this document regarding process and timeline. Wynd will confer with those who are department chairs before 9/16 meeting to get their input. Plan is to revisit this document on 9/16 with the committee for additional suggestions for process improvement.	
9.	Future Agenda Items	Discussion of Tom’s written response to EMC’s FTES recommendation from May 20th and discussion of hold-harmless philosophies.	

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