Approval of Minutes
Upon motion/second from J. House/P. Schwab, the April 27 2010 minutes were unanimously approved.

Handouts included were the 2009-2010 Enrollment Management Mission Statement, Enrollment Management Purpose Statement, and Enrollment Management Goals; a list of Enrollment Management Committee’s 2009-2010 accomplishments; a copy of the 2009-2010 year end assessment; the updated Enrollment Management Plan.

In reply to B. Clark’s request, L. Fontanilla stated the minutes and agendas will be forwarded in a timely manner.

Student Support Grant
L. Fontanilla reported Cuesta was not awarded the Student Support Service Grant. The cut-off was 98 out of 100 points; Cuesta received 93 points. 649 institutions received the grant. One recipient was Allan Hancock; it is not known if Cal Poly received the grant. Contact L. Fontanilla if you’re interested in reviewing the detailed evaluation. In reply to S. McLaughlin’s question, L. Fontanilla stated a more detailed explanation of Cuesta’s first generation and low-income students was needed. J. Chambers pointed out there is now first generation questions on the CCCApply application for fall 2010 along with interest questions applying to Title 9. B. Clark expressed interest in including a question that would identify transfer students on probation from a four-year college. J. Chambers stated the piece missing from CCCApply is a student’s academic standing upon application to Cuesta and noted the application is reviewed and updated yearly.

List of Accomplishments
L. Fontanilla reviewed the 2009-2010 accomplishments and congratulated members on their actions. Members are to contact S. Brazell with any additional achievements to be added.

Review of Goals, Mission Statement, and Purpose Statement
The mission statement, purpose statement, and goals were sent to members for review and suggestions. S. McLaughlin reviewed her suggestions listed in red in the handout. L. Fontanilla asked for suggestions/changes from the committee. S. Leone made several suggestions he will forward to L. Fontanilla.
Review of Goals Mission Statement and Purpose Statement (Cont’d)

T. Sommer asked for an explanation of what “define enrollment goals” means in the mission statement noting the enrollment cap is defined by the state. After discussion it was determined enrollment goals in this instance do not refer to the enrollment cap handed to Cuesta by the state. L. Fontanilla pointed out this committee was developed to look at outreach and identifying targeted students. The committee has advanced to a more sophisticated level in that the members now realize how outreach impacts the cap; over time the committee has blended into activities that include both Student Services and Academic Affairs which has increased and heightened the responsibility of the Enrollment Management Committee. The committee is driven primarily by the enrollment cap and enrollment management projections.

S. McLaughlin suggested this committee focus on looking at the student characteristic study, noting much information about students, i.e. age, ethnicity, where they came from, and goals, etc., is no longer available. S. McLaughlin pointed out a discussion yesterday in Strategic Planning included the fact that Cuesta needs to know about what students need and what should be delivered. A student characteristic study would be helpful in strategic planning and should be in place for the master plan. A college-wide student survey will position this committee better for enrollment management. S. McLaughlin proposed looking at strategic directions to make more informed decisions about directing enrollment patterns and identifying what activities need to occur.

In reference to the mission statement, K. Bontenbal suggested not including annual or long range enrollment targets as part of the mission statement noting those are developed with the mission in mind and in collaboration with other campus entities. In reply to S. McLaughlin’s question, K. Bontenbal stated it is his opinion that EMC does not align with college mission and the annual and long-range enrollment targets.

B. Clark suggested the following considerations to increase efficiency and help students get through Cuesta in two years:

- Identify a scheduling guideline, such as block scheduling
- Identify start/end times
- Track students taking 12-15 units; identify what courses are they taking
- Are courses offered at the correct times to minimize scheduling conflicts?

In reference to the goals, purpose statement, and mission statement, S. Leone made several suggestions and recommendations.

S. McLaughlin proposed assessing the daily head count and FTES for impact on the Enrollment Management Plan in addition to discussing the student characteristic study.
Review of Goals Mission Statement and Purpose Statement (Cont’d)
T. Sommer expressed concern that there is no representation for non credit. L. Fontanilla will contact Matthew Green and identify a student to be included in the membership.

S. Leone will forward his changes to the committee for review. L. Fontanilla will incorporate changes and recommendations into the document and bring that back to the committee in draft form. Further changes or recommendations from members are to be forwarded to L. Fontanilla.

Year-End Survey Results
The 2009-2010 year-end assessment was completed and sent to all members in May, 2010. L. Fontanilla asked for feedback regarding the model of the survey in addition to the results of the survey. P. Schwab noted the document was well-laid out but noted there were some areas missing in terms of getting at the effectiveness of the group. P. Schwab will forward suggestions to L. Fontanilla for inclusion in the 2009-2010 assessment. S. McLaughlin suggested including a question that addresses to what extent EMC achieved its outcomes. B. Clark expressed concern there were several “somewhat agrees” on appropriate representation, however there were no comments listed and agreed that T. Sommer’s concern may be valid. T. Sommer replied the members of the group were well-chosen however there was one important area not represented. L. Fontanilla noted there were several comments about the presence of the VPAS on the committee. S. Leone reported he and Dr. Stork have had discussions regarding the composition of the committee, noting Dr. Stork stated traditionally the EMC composition was shared 50/50 between Student Services and Academic Affairs and suggested including a division chair from each of the clusters along with a faculty member-at-large to bolster the committee with more of a faculty voice, particularly from those who schedule classes. J. House pointed out it has been difficult in the past for chairs to attend the meetings. R. Hobson expressed concern that the committee may become too large to be effective. T. Sommer stated the additional three members would add balance to the committee. S. Leone brought up the possibility of having the committee co-chaired by both the VPSS and VPAS. L. Fontanilla reported she had discussed with Dr. Greiner the possibility of co-chairing and although it was not formalized, she and Dr. Greiner discuss agenda items, noting the idea of co-chairing makes sense as many of the discussions impacts academic affairs.

L. Fontanilla directed members to email her with suggestions and additions to the year-end assessment tool.

311 Report
T. Sommer reported the 2009-2010 books were closed on opening day. The first draft of the 311 report is completed however she stated history indicates there will be changes to the report and at this time the information will not be shared. The report will be completed by August 31 for submission to the Board of Trustees. T. Sommer noted appears the District is close to its target.
311 Report (Cont’d.)
T. Sommer gave an update on the current budget status noting there is no movement from the state.

In reply to B. Clark’s question, it was noted the FTES target of 4,500 for spring and fall was made in this committee. L. Fontanilla stated the discussion of a summer session for 2011 has not yet occurred. B. Clark suggested the discussion of a 2011 session should have also been included during the discussion of the 2010 summer session. S. McLaughlin stated if summer 2011 is offered there is the question of where the money will come from to cover academic support, i.e. math lab, biology tech, since most of the part-time temporary staff have been eliminated. There was discussion about whether summer session is more efficient as far as faculty payroll is concerned.

In response to S. Leone’s comment, it was noted all EMC recommendations were taken to Planning and Budget for discussion and then to the president. For the 2010-2011 year recommendations will be taken to Budget Advisory and then to College Council before presentation to the president. S. Leone reported that Dr. Stork and he discussed the possibility that the Student Retention and Success Committee along with the Financial Aid Committee will report to this committee.

Daily Enrollment Reports
R. Cartnal distributed and reviewed the daily headcount and FTES as of August 24 and pointed out the average credit load of students last year was 6.9; current average credit load is 9.6 which indicates fewer students are taking more classes. R. Cartnal reported Distance Ed is up; currently enrolled high school student numbers have dropped as a result of policy changes. C. Muñoz suggested looking into what the high schools need in the way of subjects and who interfaces with the high schools. S. McLaughlin stated it’s her opinion that the drop is a result of the kinds of courses offered and the fact that English 201A and Math 123 sections have not been available for two months along with concern about accreditation. J. Chambers reported 80-100 late adds are received on a daily basis. L. Fontanilla announced approximately 6,000 emails to “applied but not registered” students have been sent out twice. R. Cartnal reported Eric McDonald is working on a draft report that compares FTES with FTEF. A document identifying options to meet 2011-2012 FTES targets was distributed and will be placed on the next agenda.
Suggestions for Enrollment Management Committee

- B. Clark suggested looking at the correlation between the increase in full-time students and what’s happening with transfer students.
- J. Chambers was interested in learning how the changes in assessment rules have impacted students, noting students who don’t do well are blocked from registering – currently around 300 students are blocked.
- R. Hobson expressed concern for transfer students who are blocked because their transcripts are not addressed in a timely fashion and prerequisites are not cleared and suggested this committee review the issue. An additional item R. Hobson brought up for discussion was the directive to cancel classes, asking if 80% is the final cancellation percentage or is 80% a guide. S. Leone suggested this is the body to determine a formula for a cancellation percentage rather than using an arbitrary percentage for all classes. J. House pointed out decisions regarding class cancellations have, in the past, been the purview of the deans since they have the knowledge of how classes fill, i.e., ESL classes fill historically late. J. House questioned the ability of this committee to make those decisions. S. Leone suggested this committee make recommendations with a series of criteria to give to the deans to contemplate when considering class cancellations. L. Fontanilla noted this discussion will continue at the next meeting and asked members to think about some of the factors that might impact this recommendation. T. Sommer pointed out in the past cancellation was determined upon a percentage or base and reviewed an issue dealing with a collection problem noting a bad debt of $600,000 per year. Fiscal Services will begin attaching tax returns. L. Fontanilla reviewed the NelNet program, supported by Cabinet, allowing students the opportunity to place their tuition and books on a payment plan. This program should be in place by fall 2011.
- S. McLaughlin pointed out course offerings have decreased considerably and would like this committee to consider carefully if there are more to be eliminated and then strategically add back necessary classes. Students need to know they can count on classes in order to finish their educational goals.

NEXT MEETING: SEPTEMBER 14, 2010, 8:30-10 A.M., ROOM 3160J
CUESTA COLLEGE
ENROLLMENT MANAGEMENT COMMITTEE
MINUTES
April 27, 2010, 8:30 a.m. – 10:00 a.m., Room 3160J

Minutes
Upon motion/second by P. Schwab/C. Greiner, the March 23, 2010 minutes were unanimously approved.

Student Success and Retention Committee Update
Teri Sherman and Glenda Moscoso, co-chairs of the Student Success and Retention Committee, a sub-committee of the Enrollment Management Committee, reviewed goals accomplished and pending actions for the 2009-2010 school year. Working groups were created within this committee. Themes coming out of the committee pointed to the major goal of ESL. T. Sherman and G. Moscoso pointed out preplanning to identify goals and objectives are done at the beginning of the year which includes a four-stage process.

G. Moscoso reviewed the committees goals which included ESL outreach and orientations to help students become acquainted with campus a week before school begins. In reply to P. Ralston’s question, G. Moscoso stated orientations will be held in the afternoons around 5pm and will cover where rooms are located, parking, how to log on and photo ID information. C. Muñoz pointed out Student Services Managers have discussed extended office hours during the first part of the semester and remaining open either Tuesday or Wednesday evenings. P. Ralston suggested keeping both days open into the evening to address both the TTH and MWF classes. C. Muñoz stated Student Services Departments have stayed open both Tuesday and Wednesdays in the past however there was minimal traffic. The ESL office will continue to remain open during the evening. Counselor visits to each class are being scheduled.

T. Sherman reviewed the Student Learning Outcomes for dismissal students. A survey instrument to measure their knowledge was developed and implemented in June. The survey is brief and concise. C. Muñoz pointed out dismissal students may sit out a semester or take a reinstatement workshop signing a contract requiring them to meet a 2.0 GPA or higher along with counselor follow up.

T. Sherman and G. Moscoso noted the committee continues to identify ideas to address retention and success while spending a minimal amount of dollars.
L. Fontanilla pointed out a decision needs to be made regarding students who come to Cuesta on probation and whether concentration is given to students already attending Cuesta or Cal Poly students on probation. J. Chambers pointed out Cuesta is mandated by Ed Code to identify students on probation and bring them in on our probation however that does not occur at Cuesta since the District has no way or means to do that. T. Sherman stated the new SEP includes a question asking if the student is on good academic standing noting it opens the dialog but there is no tracking. L. Fontanilla pointed out the greater need is to help students attending Cuesta and noted this committee will follow up on the issue.

In reply to K. Bontanbal’s question, J. House stated Early Alert is on the Project Oz list however the vice presidents made the decisions regarding priority. K. Bontanbal pointed out Early Alert is a mandated process.

Concern was expressed regarding the possibility of allowing ESL students additional time to take tests. P. Schwab indicated he was not aware of any schools that allow additional time for testing and stated the only place it’s addressed is in Title 5 regulations because of DSPS. Additional testing time would have to be negotiated with instructors.

T. Sherman stated a welcome day for incoming students with orientations that are mostly academically oriented to help them choose courses and suggested a more family friendly welcome day be planned noting there was discussion about bringing back what was known as SLO Days. L. Fontanilla stated she was directed by the president to work with the Foundation to bring it back however it was placed on the back burner due to the lack of dollars and the activity has not been discussed since the president left. T. Sherman stated Anthony Gutierrez gave a good presentation noting the family-oriented welcome back is time consuming and costly; current students are not in favor of spending money on incoming students.

T. Sherman reported she is in contact with Jill Beck to include announcements in Spanish on the electronic signboards; a receipt printed in Spanish remains in discussion.

L. Fontanilla reported Doug Pillsbury and Madeline Medeiros have worked with Nohemy Ornales, Director of Financial Aid, offering workshops for ESL students, noting N. Ornelas had detailed information for ESL students. There is a meeting/workshop upcoming to discuss documentation and service to students. Dr. Stork is considering presentations at an upcoming board meeting. L. Fontanilla will discuss that with T. Sherman and G. Moscoso.

**Enrollment Management Plan**

L. Fontanilla reported draft four was taken to Cabinet for review. It was suggested to include a column identifying fiscal impact. The draft with the additional column was sent to lead persons with the direction to identify either an amount of money to implement activities or indicate “unknown.” Dr. Stork has directed the plan be presented at the first meeting of the College Council. After discussion it was decided that the cost identified would be above and beyond the normal budget or a saving – do not reiterate current operational dollars.
FTES
R. Cartnal reported it appears the FTES count will not be above 100% noting the count will be closer to 9,580. Headcount is down except in distance ed. P2 was filed at 9,670. This year R. Cartnal worked with Eric to attempt to estimate what the non-credit FTES would be at the end of the term. Last year, this estimator was not working. Therefore, it appears that we are much higher day-to-day in non-credit FTES this year than last year.

R. Cartnal reported Cuesta’s acceptance rate to Cal Poly has decreased since fall 2007 however the rate, overall, is still higher than the general population of transfer students. Engineering is consistently a higher acceptance rate.

R. Cartnal pointed out research indicates there are hundreds of students who have earned degrees but never applied for them. J. Chambers noted Admissions and Records is experiencing many people applying for degrees because they need it for a job.

S. McLaughlin expressed concern that this committee is categorizing students as either Cuesta students or Cal Poly students and made a motion that this committee agree to refer to students as new, transfer, or returning transfer. J. Chambers noted a student on probation status from another institution is considered a transfer student; once they apply they are considered Cuesta students but in this count they are reflected as transfer students. S. Gunsaulus suggested the term “Cuesta transfer probation students” which specifically defines them. After discussion the motion was unanimously approved upon second by S. Gunsaulus.

FTES Projection:
Concern was expressed about the P2 report identifying 9,670 FTES. K. Bontanbal suggested it would be in Cuesta’s best interest to go for 10,000 FTES but not take the $1 Million until next year. P. Ralston pointed out 200 FTES correlates with the $1 Million expenditure, noting if Cuesta is above capacity we don’t get paid back. C. Geiner suggested the FTES projection discussion should include Toni Sommer and stated she is comfortable if Cuesta ends up with 9,670 FTES while planning for the future, noting going to 10,000 FTES does not come without costs. Staying within the funded cap is a college organizational goal R. Cartnal noted he was with T. Sommer and Chris Green during the creation of the P2 and stated he felt confident that the report is accurate. It was agreed to defer this conversation until Toni Sommer can attend the meeting.

C. Greiner pointed out it does not appear Cuesta will get a 2.2 growth increase and will stay close to 9,177 or 9200 to normalize fall and spring while holding on to 200 FTES in summer.

L. Fontanilla noted this conversation is necessary but won’t end here. This committee projected 9,580 FTES for the 2009-2010 year which was shared with all constituencies. The Board of Trustees at the last board meeting voted to keep summer; additional conversations will occur at the Cabinet level. L. Fontanilla will report back to this committee.
Strategic Plan
L. Fontanilla reported the plan is moving forward; strategic directions are being developed that include goals and actions.

Accreditation
A meeting will be held today to review reports from administrators charged with tasks and assignments. Recommendations from the Accreditation Committee to Cuesta covered governance, board policies, and integrated planning process. Those reports will be vetted today. The goal is to share updates based on those particular tasks and assignments with Academic Senate to ensure bullet points serve as the foundation in the report to the Accreditation Committee. A forum beginning at 3:30 p.m. in room 5402 will be held this afternoon.

Class Schedule Task Force Update
L. Fontanilla reported the focus of this task force is to discuss improvements to the course schedule. At the last meeting S. Gunsaulus made a motion to remove policies and procedures from the paper schedule and will work with J. Chambers and C. Muñoz to determine how much and what is to be removed. A decision was made to scale down the number of paper schedules being printed. S. Gunsaulus reported 176,000 schedules have been printed each semester; 16,500 were ordered for the spring 2010 semester and 4,000 currently remain in the warehouse. It was decided to order 6,000 for the fall 2010 semester. A decision to charge $2 for the schedule was made. Course schedule will be available for purchase through the bookstore. Elimination of the printed course schedule is still being considered.

Commencement Up-Date
J. Chambers reported staff will be in the front of the lobby promoting degree applications; at the last commencement 30-40 people were identified who didn’t realize they qualified for degrees. Currently 750 students have applied for degrees. By using Constant Contact email over 100 graduates will participate in commencement. The 45th commencement will have a retro theme. There has been a $5-6,000 savings as a result of moving away from printed communications.
Approval of Minutes
Upon motion/second by P. Schwab/J. House, the February 23, minutes were unanimously approved.

FTES/Headcount Reports
R. Cartnal reported Cuesta is at 100.2% FTES noting the number has held for the last few days. In reply to L. Fontanilla’s question, R. Cartnal stated the credit/positive attendance are estimate that won’t be known until the end of the semester, noting Eric McDonald estimates are based on a full class and maximum number of hours. Those numbers won’t be entered until the end of the semester, noting last semester the numbers were close. J. House pointed out the assumptions will change once the South County.

In reply to C. Muñoz’ question, R. Cartnal stated there will be no issue with census noting the 15-week classes are less than full term and will have a different census date from full-term classes. Each 15-week class will have its own census.

R. Cartnal reviewed the headcount report and noted the website has been updated and the spring headcount, FTES, and fill rate is uploaded each night.

ARCC Data (Accountability Reporting for the Community College)
R. Cartnal distributed and reviewed the 2010 Cuesta College ARRC Data, noting the report is in the draft state. The final report will be available on March 31, 2010. R. Cartnal stated the data will likely not change. Indicators are based on MIS data which must remain clean and have integrity. L. Fontanilla stated the Student Services Departments are confident that their numbers are correct.

R. Cartnal reviewed and defined each of the measures:

- Student progress and Achievement
- Percent of Student who earned at least 30 units
- Persistence Rate
- Course Completion Rate for Credit Vocational Courses
- Annual Successful Course Completion Rate For Credit Basic Skills Courses
- Improvement Rate for Credit ESL Courses
- Cuesta College ARCC Indicators (2005-2010) {an overview}

There was considerable discussion regarding the concern about ESL numbers.
Enrollment Management Committee Minutes  
March 23, 2010

ARCC Data (Accountability Reporting for the Community College) Cont’d

R. Cartnal stated the final report will be submitted to the Board and pointed out there were questions from the Board regarding the ESL when the report was last submitted and suggested the Academic Support/Basic Skills faculty along with Outreach staff attend the Board meeting to answer any possible questions.

Enrollment Management Plan

L. Fontanilla reported the Enrollment Management Plan recently sent to EMC member is the final plan and asked for support from members to submit the plan to Cabinet. In reply to K. Bontenbal’s question, L. Fontanilla stated she’s looking for feedback to identify who to vet the plan to however there is no flow chart that indicates which specific groups need to review the plan. The plan was created several months ago. Different strategies were given to key individuals to complete the goals. There has been a significant amount of work completed and key individuals may begin reporting progress towards the goals. The plan impacts enrollment; this committee is the watchdog. S. McLaughlin pointed out there is a great deal of interface with enrollment issues and noted this committee has representation from areas and clusters to address any issues and noted there has been a significant amount of work completed on the goals.

K. Bontanbal stated he would be supportive of the plan as long as it’s vetted to Academic Senate.

L. Fontanilla asked for any edits and changes before moving the plan forward.

S. McLaughlin suggested when taking the Enrollment Management Plan to various groups, talking about the evaluation and improvement cycle rather than dismantling and recreating the current plan, pointing out the next enrollment management plan will include strategic goals and substantive planning pieces that will be helpful in enrollment management. S. McLaughlin pointed out this committee was attempting to create structure out of what was in many areas a void. Look to this in terms of suggestions for the next plan.

Veterans Grant

P. Schwab reported a small grant ($2,000) for support of the Veterans Center was submitted three weeks ago to address individual support of student veteran needs, such as purchase of books and noted the Veterans’ Committee continues to look for small grants. In reply to J. House’ question, P. Schwab stated the grant does not include at purchase of technology. The grant money comes from the Department of Education filtered through the Chancellor’s Office. Receipt of the grant will be known the end of May.

South County: Fifteen-Week Courses

S. McLaughlin reported divisions and departments have been working on instituting the 15-week course and noted there are two transitions; one is the 15 weeks, the other is how to handle the course hours. The goal is to offer the classes two days a week, allowing for flexibility. K. Bontanbal stated any change to the calendar is a negotiated issue and recommended no further work be completed on this project until the process is followed. C. Greiner noted that issue is in the process of consideration between CCFT and the District.
South County: Fifteen-Week Courses (Cont’d)
In reply to K. Bontanbal’s concern, S. McLaughlin stated she has received no communication about some of the courses to be offered in South County that would not be a 15-week course. C. Greiner agreed with S. McLaughlin’s statement. There has been no discussion of classes being offered in the South County outside the 15 weeks. S. McLaughlin pointed out divisions have been included in the discussion regarding the 15-week offering and asked for specific direction regarding hours and days. C. Greiner reminded members that Banner automatically schedules all courses to 18 weeks and it takes a considerable amount of work to change a course to reflect a short course, noting the deans’ assistants have worked with Eric McDonald to correctly change each course to reflect the correct amount of weeks for that course. In reply to K. Bontanbal’s statement, S. McLaughlin noted there has never been any intention to offer courses beyond the 15 weeks timeframe. J. House pointed out the psych tech courses along with other courses are currently offered outside the 18 week session.

Strategic Plan Update
C. Greiner reported this week, specifically Wednesday and Thursday, the strategic plan facilitators will be on campus offering college forums as well as SWOT (strengths, weakness, opportunity, threats) analysis and sharing of ideas. C. Greiner encouraged attendance noting days and times will come from the President’s Office.

L. Fontanilla suggested next month’s work should include updating the FTES projection for fall 2010, noting Planning and Budget has mentioned Enrollment Management has not submitted its projection to them. C. Greiner stated Academic Affairs believes the 9,200 will be a projection for the next three years. L. Fontanilla will include discussion of the FTES update in the April agenda for submission to the Planning and Budget Committee. R. Cartnal noted an update was completed. C. Greiner will bring that report to the April meeting.
CUESTA COLLEGE
ENROLLMENT MANAGEMENT COMMITTEE

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<td>Clark, Bret</td>
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<td>Gunsaulus, S</td>
<td>Stephens, J</td>
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Recorder: S Brazell

MINUTES
August 25, 2009, 8:30 a.m. – 10:00 a.m., Room 3160J

<table>
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<tr>
<th>Item</th>
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<tr>
<td>Approval of July 28, 2009 Minutes</td>
<td>Upon motion/second by R. Cartnal/C. Greiner the minutes of July 28, 2009 were unanimously approved.</td>
</tr>
<tr>
<td>Interact Communications Presentation: Cuesta’s Website Design (J. House/S. Gunsaulus)</td>
<td>S. Gunsaulus reviewed the Interact Communications presentation giving a brief synopsis of the research and development work conducted through a variety of instruments to survey the Cuesta community and the local community at large. J. House reported a tool will be available for individuals to update content. The Web Committee will create a hierarchy of permission. There was considerable discussion regarding where accreditation content will be placed. The goal is to spread the information over several multiple pages. G. Stork pointed out Cuesta’s colleagues (other colleges) along with transfer students need easy access to Cuesta’s information. S. Gunsaulus asked EMC members to encourage colleagues and stakeholders to attend presentations that will be given.</td>
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<tr>
<td>South County: Short Term Site Continuing Item (S. McLaughlin)</td>
<td>S. McLaughlin reported there is no update to the South County site. There is discussion about establishing the South County Center as a short term-only location. C. Greiner reported a teleconference with Elias Rodrigues, System Budget Officer of the Chancellor’s Office will occur in the next couple weeks. C. Greiner will report back at the next Enrollment Management Committee Meeting.</td>
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<tr>
<td>FTES/Headcount (R. Cartnal)</td>
<td>R. Cartnal reported the fall 2009 fill rate is at 92%; 4,227 FTES as of August 25, 2009 which does not include Atascadero State Hospital, positive attendance, or late start courses. L. Fontanilla asked R. Cartnal to create a report giving his best estimate at a final FTES.</td>
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<tr>
<td>Enrollment Management Target Discussion</td>
<td>Scenarios regarding FTES targets were presented, reviewed, and discussed. It is essential to adopt FTES targets along with a strategic plan. The scenarios will allow the college to make adjustments to the target if anticipated growth does not occur. G. Stork advocated for scenario B noting summer is achievable at 600 FTES and pointing out the same infrastructure is used for 600 FTES or 450 FTES—infrastructure cost does not increase. It was noted informed decisions need to be made based on the knowledge of who Cuesta’s students are. R. Cartnal stated he is attempting to restore the student characteristic’s report in Banner. L. Fontanilla pointed out the need for this committee to support a decision, regarding this committee’s stance on a 10,000 FTES target. G. Stork pointed out Scenario C is appropriate if no summer session is offered. S. McLaughlin stated students need to be notified as soon as possible if Scenario C is approved noting students planning to take summer classes will have to adjust their schedules. D. Wulff suggested a fourth scenario including summer with the cost to run. L. Fontanilla, C. Greiner, and R. Cartnal will create additional scenarios for electronic submission to EMC members and the president. These scenarios will be presented to the president at the Monday Morning Meeting and to Planning and Budget for their input. EMC will make a final recommendation to Cabinet. A decision will be made September 11, 2009.</td>
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<tr>
<td>End of Year Evaluation Results</td>
<td>End-of-Year Evaluation results completed in May were distributed to EMC members for review.</td>
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<tr>
<td>Action Plan Updates Continuing Item (All)</td>
<td>L. Fontanilla reported she and C. Greiner continue to meet with Drs. Morton and Koop, their Cal Poly counterparts, respectively, to keep communication open between Cal Poly and Cuesta. The next meeting will take place Friday, September 4.</td>
</tr>
<tr>
<td>Enrollment Management Plan</td>
<td>Draft Two of the Enrollment Management Plan was sent to all EMC members for review. Feedback has been requested from EMC members. L. Fontanilla is awaiting that feedback. A subcommittee will be established to complete the plan.</td>
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<tr>
<td>Next Meeting:</td>
<td>September 22, 2009, 8:30-10:00 a.m., room 3160J</td>
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ENROLLMENT MANAGEMENT COMMITTEE
JULY 28, 2009 MINUTES

| x | Cartnal, R | x | McLaughlin S | x | Stork, G |
| x | Chambers, J | | Mendoza, J | x | Wulff, D |
| x | Fontanilla, L | x | Muñoz C |
| x | Griener, C | x | Ralston, P |
| x | Gunsaulus, S | x | Schwab, P |
| x | House, J | | Stephens, J |

Recorder: S Brazell

Approval of Minutes
Upon motion/second from C. Greiner/P. Schwab, the June 23, 2009 minutes were unanimously approved.

Strategic Plan Process Update
P. Ralston reported the steering committee hasn’t met recently. At the May 2009 meeting, the Shared Governance Council met, defined the committee, and approved the committee makeup at their May 2009 meeting. L. Fontanilla noted the need for the plan to be created has been discussed and it is hoped to make a movement before the fall semester – possibly for Opening Day. There was discussion about the committee sign-up process. S. Gunsaulus noted appointments to committees are made by constituent groups. That committee may not have made Lisa Grey’s list of committees. S. McLaughlin suggested capturing the May SGC minutes to be included in the Monday Morning Meeting agenda. L. Fontanilla and C. Greiner have indicated their desire to be included in the steering committee. It was noted there may be limited positions due to the SGC committee makeup.

Master Plan – South County
In response to D. Wulff’s request, S. McLaughlin reported in preparation for the Master Plan, a subgroup met to rethink the identity and purpose of the off-campus sites versus the San Luis Obispo Campus. Since there students attending Cuesta that don’t have many opportunities for late start classes it was suggested to identify the South County as a late-start site. It was determined to offer 15 week classes to better accommodate math and science courses giving a specific identity to that site. It was noted there is a faculty concern that students may not attend the South County Center now that Allan Hancock has a shorter calendar, however it was noted the South County Center continues to increase its fill rate even with the short calendar offered by Allan Hancock. South County Center has a high number of enrichment students and students who are looking for late start courses. Dr. Pelham supports the concept and wants the plan fully vetted. There will be work for the faculty to fit their lectures into 15 weeks from 18 weeks. In reply to L. Fontanilla’s question, C. Greiner reported she will take the idea to cabinet and once the concept is accepted, faculty groups will be approached in the fall to discuss the late start theme. It was noted faculty will need to address their lectures, modifying the curriculum to fit 15 weeks.
Master Plan – South County (Cont’d)

S. McLaughlin asked S. Gunsaulus to come up with a better name for the identity – something that sounds positive but not so accelerated that basic skills get left behind. S. Gunsaulus agreed, noting the concept is great and will begin consideration of a catchy identity. A postcard designed by S. Gunsaulus was sent to 17,000 households announcing registration and class offerings. C. Greiner along with L. Fontanilla will attend the registration activity this evening at the South County Center.

G. Stork reported changes of schedules and class offerings in the past were discussed with faculty representation, noting it was the responsibility of faculty on the committee to report to their peers and there was immediate feedback from faculty. L. Fontanilla reported faculty representation has been revitalized noting faculty representation is expected at the August meeting. L. Fontanilla will meet with the faculty member to bring him or her up-to-date. Several months ago there was a conversation about including division chairs. It was determined the deans will represent division chairs on the committee. It was noted the representation of all constituencies is important.

D. Wulff stated the next place the consideration of a 15 week short course will go to the chairs meeting at the Shared Governance Council. G. Stork pointed out there may be faculty with a negative reaction to offering a course two nights a week as opposed to one night a week.

J. Chambers expressed concern regarding the calendar and if the holidays were considered, noting that technical piece will capture FTES appropriately. L. Fontanilla pointed out the possibility of considering a compressed schedule. There was question about the number of sections offered on a special calendar. R. Cartnal stated there would be little decrease in FTES. Based on the questions and concerns, C. Greiner and S. McLaughlin agreed to work together to identify questions and contact the Chancellor’s Office.

Educational Master Plan
D. Wulff reported the consideration of a proposal being taken to the Shared Governance Committee to create a subcommittee of the SGC to begin work on an Educational Plan. It was noted the accreditation report is due 2010. C. Greiner will review the idea with Steve Leone. After discussion and upon motion/second by D. Wulff/P. Ralston it was unanimously approved to bring the proposal to Shared Governance Council.

Action Plan Updates
L. Fontanilla reported she and T. Sommer signed an agreement with the Regional Transit Authority to participate in an MOU allowing students free rides to the SLO campus the first three weeks of the fall semester. Cost to Cuesta is $2,600. The three-week offer will occur the next two semesters. All agreed the importance of free rides to Cuesta students. In reply to J. House’ question, L. Fontanilla stated Ed King is reviewing the rider numbers and suspects the numbers went up. It was brought to last semester’s ASCC class who were supportive and positive of the concept.
Action Plan Updates (Cont’d)

L. Fontanilla reported she and C. Greiner have been meeting with Drs. Morton and Koop from Cal Poly, building a much-needed relationship and sharing information. D. Wulff reported meeting with Dr. Koop along with Dr. Ann Grant and Marcia Scott to discuss a partnership. Dr. Grant and Marcia Scott will be working with Dr. Koop.

D. Wulff brought up the discontinuance of the Cal Poly Ag Tech Program agreement with Cuesta, noting Steve Leone and Kevin Bontanbal were not aware of the program termination. It was noted the discontinuance was not instituted by Cuesta but by Cal Poly via a letter to Dr. Pelham and based on an ultimatum by the Chancellor’s Office. The discontinuance was not formally discussed at Cuesta.

Enrollment Management Plan – DRAFT
The draft Enrollment Management Plan created by L. Fontanilla was reviewed. It was noted there are no institutional goals or strategic plan to tie the Enrollment Management plan to however L. Fontanilla used the current board-approved goals along with the recently-approved mission, vision, and values to begin the plan. Seven major categories have been identified in the plan.

L. Fontanilla asked members to review and help develop the plan. S. McLaughlin suggested nesting the strategies under the goals the committee has already identified, noting those strategies would have more emphasis if placed under current goals. L. Fontanilla and S. McLaughlin will work together to nest the strategies under the current goals.

S. McLaughlin suggested including a short accomplishment page for 2008-2009, i.e. mission, purpose, and goals were identified, data reports were revised along with some efficiencies that were achieved. S. McLaughlin referred to the email sent regarding the data reports and asked R. Carntal for a list of those reports, what they proved and to whom along with which ones this committee is hoping to develop. FTE targets should be included.

In reply to D. Wulff’s request, L. Fontanilla stated input from the committee is needed first. Once the final draft is completed the plan will be presented to Cabinet then to the Board of Trustees for approve. When final approval is achieved it can then be placed on the website with a link for accreditation. Once the plan is approved it can be place on the website as evidence of work in progress.

In reply to S. Gunsaulus’ question, L. Fontanilla replied she is looking to complete the plan during the fall 2009 semester for final approval at the end of the semester. The plan could then be presented to the Board late fall or early spring. It was noted the plan will be vetted through a number of college groups. S. Gunsaulus will submit comments and suggestions to L. Fontanilla.

J. Chambers suggested including the consideration about the two-year planning cycle, attaching timing for registration in advance noting that strategy would fit into the enrollment initiative or the admission process. J. Chambers will meet with L. Fontanilla to include that language in the plan.
Enrollment Management Plan – DRAFT (Cont’d)

S. Gunsaulus pointed out the data regarding the College web design needed clarification noting the site is not yet complete. S. Gunsaulus reported a consulting firm, Interact Communications, specifically Dr. Pam Cox Otto, has completed research to develop Cuesta’s future website. The research included surveys and focus groups both on and off campus. S. Gunsaulus suggested two to three presentations held in September with mandatory attendance is critical, noting there will be a major shift in the way Cuesta communicates through the web. C. Greiner proposed an “at-a-glance” presentation at Shared Governance Council with questions after the presentation. S. Gunsaulus reported the website will be launched in fall 2010, noting there may be some issues as a result of a Banner upgrade as many people involved in the content creation will be pulled in another direction. In reply to R. Cartnal’s question, S. Gunsaulus replied Cuesta has the technology and is waiting for a response from the Marketing and Communications budget reduction plan, noting he was assured by June Stephens that she would encourage minor funding. J. House reported the tools needed are in-house to implement the design however it’s a matter of resources and priorities.

S. McLaughlin suggested holding a preview of the proposed design with the Enrollment Management Committee so that further meetings and presentations can be co-sponsored by EMC. S. Gunsaulus noted the Web Committee has voted in support of the process and will identify a date for the presentation to EMC.

L. Fontanilla will contact members asking for either input in writing or a meeting to discuss strategies to the Enrollment Management Plan.

Upon motion/second from S. McLaughlin/D. Wulff, it was unanimously approved to present this proposal to the Shared Governance Council.

FTES Target

L. Fontanilla reported meeting with C. Greiner and R. Cartnal to discuss a target FTES for Cuesta. R. Cartnal distributed FTES reports for fall and summer 2009 along with FTES planning tools. R. Cartnal noted the last time FTES was discussed the goal of 9,580 FTES was accepted however, based on current information and the 320 Report that certified 10,008 FTES for 2008-2009, the Administration decided to target 10,000 FTES. It was noted the state will give $1 million to the College if the 10,000 FTES target is realized.

There was discussion regarding how the economy has effected enrollment along with many unknown variables (pluses and minuses) i.e., how does Cuesta College sustain 10,000 FTES, the fee increase to $26, categorical cuts, CSU decrease in numbers, no dollars for physical education classes.

In reply to C. Greiner’s question, it was noted the state indicated Cuesta will receive $1 milling in 2010 if 10,000 FTES is reached with a caveat, “as of today.” Based on the probability that the California budget will get worse and Cuesta will address another mid-year cut, it is hoped the $1 million will be placed in an escrow account.
FTES Target (Cont’d)

In reply to J. House’ question, L. Fontanilla replied borrowing FTES is an option if Cuesta can’t sustain the 10,000 FTES through enrollment management and efficiencies. P. Ralston pointed out Cuesta may not have the infrastructure to support 10,000 FTES. R. Cartnal pointed out Cuesta did serve 10,000 FTES last year without borrowing.

R. Cartnal reported registration is doing well for fall. There are still 22 days before the beginning of classes. Students will continue to register the first week of classes. In addition the fill rate was over 100% in the summer.

G. Stork pointed out growth targets are achieved by establishing a different base in order to make dollars, noting it’s difficult to know how long to ride the impact of the economy. There will be an influx of people looking for career changes, technical updates, along with a statewide plethora of high school graduations. G. Stork stated he supported the 10,000 FTES target noting the only way enrollment can be managed is through the likelihood that Cuesta will be funded for growth. Cuesta will be expected to serve the population with less money.

L. Fontanilla pointed out there is reluctance on the part of Administration to target 10,000 FTES because of the need for the $1 million to be placed into a savings account when many people will see the $1 million as an increase in pay.

Upon motion/second by S. McLaughlin/C. Greiner it was unanimously approved to break out the 2009/2010 into four separate locations.

D. Wulff expressed concern that the 10,000 FTES might mean “any class goes.” C. Greiner pointed out the District still owes $6 million and noted the deans will need to work with chairs to reduce sections.

In order to help with strategic planning and master planning S. McLaughlin made a motion that detail be added to the FTES report - in addition to the District target, the total FTES will be broken out as sub-targets for SLO, NCC, SCC’s & DE. The motion was seconded by D. Wulff and unanimously approved.

L. Fontanilla made a motion, seconded by P. Schwab, that this committee supports the 10,000 FTES target. The motion was approved with D. Wulff and S. Gunsaulus opposing.

L. Fontanilla reported she will forward the approved proposals to Cabinet and will make an effort to touch base with all members between now and August 28.

The meeting was adjourned at 10:03 a.m.