

Enrollment Management Meeting

Wednesday, February 25, 2026

L-201

11:00 am – 12:00 pm

Committee Members:

Dr. Idania Padron ~ Chair

Mariko Shimizu ~ Co-Chair

Nate Dillon ~ Member

Kathryn Mitchell ~ Member (Ex Officio)

Shami Brar ~ Member (Ex Officio)

Daniel Conner ~ Member

Dr. Jedidiah Lobos ~ Member

Jenell Paul ~ AVC Classified Union Representative

Alberto Mendoza Conzalez Larreynaga ~ Member

Rosalind Brown - Outreach ~ Member

Dr. Christina Tangalakis ~ Member

Dr. Svetlana Deplazes ~ Member

Maria Espinoza-Schrock ~ AVC Federation of Teachers Representative

Walter Briggs ~ Member

Diane Knippel ~ Member

Anet Youkhana ~ Member

Dr. Rebecca Farley ~ Member

Dr. Windy Franklin-Martinez

Leonardo Ayala ~ Member

Kristy Salazar Lara ~ ASO Representative

Dr. Sarah Harano ~ Member

AGENDA

Items	Person(s) Responsible	Action
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INFORMATION/DISCUSSION ITEMS:

I. Welcome	Dr. Idania Padron	
II. Review and Approval of Minutes 9/24/25	Dr. Idania Padron	
III. Review Membership	Dr. Idania Padron	
IV. SEM Academy Update	Dr. Rebecca Farley	
V. Data Update a. Intersession / Spring #'s b. Enrollment Trend Data	All	

FUTURE AGENDA ITEMS:

May 20 th Open Enrollment Predictive Analysis Regarding Waitlists Noncredit Enrollment Growth Strategy		
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Next Meeting Date:

March 25, 2026		
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Nate Dillon ~

Kathryn Mitchell ~ (Ex Officio)

Shami Brar ~ (Ex Officio) absent

Daniel Conner ~ Kim Covell Proxy

Dr. Jedidiah Lobos

Jenell Paul ~ Classified Union Representative

Alberto Mendoza Conzalez Larreynaga

Rosalind Brown - Outreach

Dr. Christina Tangelakis

Dr. Svetlana Deplazes

Vacant ~ Federation of Teachers Representative

Vacant ~ Faculty Representative

Dianne Knippel

Anet Youkhana

Dr. Rebecca Farley

Dr. Windy Franklin-Martinez

Leonardo Ayala

Vacant ~ ASO Representative

Dr. Sarah Harano

Maria Espinoza-Schrock

AGENDA

Items	Person(s) Responsible	Time	Action
INFORMATION/DISCUSSION ITEMS:			
I. Welcome	Dr. Idania Padron	5 min	
II. Review and Approval of Minutes 9/24/25	Dr. Idania Padron	5 min	Minutes approved as presented.
III. Review Membership	Dr. Idania Padron		Team reviewed the list and noted that the federation representative is vacant, ASO representative is vacant, and that we are in need of an additional faculty representative if Walter Briggs is no longer serving.
IV. SEM Academy Update	Dr. Rebecca Farley		Most of the individuals attending are participants in the year-long SEM Academy. An update was shared regarding the noncredit programs. At least 20 noncredit programs were scheduled to be offered in fall 2026, totaling approximately 75 classes. The original goal was to launch five programs, so the current number significantly exceeds expectations. The initial focus had been on short-term classes, and with program approvals now in place, the next phase will center on marketing and

		accessibility. There was discussion about how to best offer these classes, particularly for ESL students. Offering some courses online may help students feel more comfortable, but past experience has shown that many community members face challenges related to technology access and computer literacy. Before expanding online offerings, there is a need to assess whether the community is prepared for this format and determine how the college can better support technology access. One suggestion was to establish a noncredit course specifically designed to prepare students for online learning. A Saturday online boot camp in both Spanish and English was also proposed as a way to familiarize students with online tools while other courses are still in development. The three-week structure for a non-credit course as it is now, allows students to complete all four courses within a single term and potentially receive compensation tied to certification. Currently, faculty working with ESL students already provide structured support during the first week of the semester, including assistance with registration and instruction on how to access online platforms. These courses operate with open entry and open exit models. Before implementing additional initiatives, it was noted that faculty in this area should be consulted, as they already have a plan developed that has not yet been implemented due to the transition to CourseDog. Operational challenges were also discussed. At the Palmdale campus, Saturday classes cannot currently be offered due to the absence of security services. Efforts are underway with the president to resolve this issue in order to better serve nontraditional students.
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		There was interest in hosting a community showcase or open house, with the broader goal of guiding noncredit students into credit pathways and helping them understand how to transition into credit programs. For many Latino working adults, traditional college expectations can be unfamiliar. Some may not attend class if they feel unprepared or have not completed assignments, reflecting a high school model of participation. An orientation that clearly communicates available support services and reinforces that students are college-ready was identified as an important need. Current feedback indicates that many students, including Latino students, prefer in-person instruction rather than online classes with interactive features such as polls. Even in the current climate, there remains a preference for attending classes on campus, provided students feel safe and understand institutional policies that protect them. The distinction between credit and noncredit programs can be confusing for individuals who have not previously attended college. Framing messaging around “free college” may be more effective in outreach efforts. An update was provided on enrollment data and predictive analytics. A new enrollment dashboard has been developed, and deans have been contacted to identify additional data points. The dashboard includes historical data and alternative views to better visualize enrollment trends and course progression. Priority registration begins May 5, with open enrollment starting May 20. As registration opens, data will be updated and incorporated into the dashboard. Historical cancellation snapshots are also reviewed as part of the planning process. As part of the second phase of the SEM work, a consultant will be brought in to develop more robust predictive analytics.
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		This approach has been implemented at other institutions and has reportedly resulted in significant financial savings by identifying opportunities to grow programs strategically. The consultant is expected to begin work soon. The third area of focus is outreach and communication planning, including the SSV project. Although the project had been paused, Admissions and Records is considering implementation with leadership from the VPSS. A SEM Academy contact will assist in designing a student-centered outreach piece. Marketing efforts may be coordinated with existing campaigns, including Poppy. There is a need for an Argos report identifying students who applied but never registered. Rosalind's team has been managing this process manually. For spring, summer, and fall terms, there are students who begin the application process but do not complete enrollment, and it is unclear where they disengage. While Banner data can show registration attempts, prerequisite errors, closed classes, and other transactional barriers, the system does not capture qualitative reasons such as difficulty with orientation. An Argos report listing applied-but-not-registered students could support outreach efforts across campuses through text or other communication channels. In the past, similar reports tracked the number of days between application and registration and supported targeted marketing campaigns. Previously, add and drop slips required students to indicate why they dropped a class, but that data is no longer collected. Current outreach efforts are using the Argos applied-not-registered report to support spring campaigns and advising students who cannot enroll in eight-week courses to consider fall registration. A fall campaign will be submitted to Palmdale.
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The Promise Program was discussed as a significant enrollment driver within LACCD. At the district level, partnerships with high school districts have included sending mailed materials to graduating seniors and their families. A similar partnership with the Antelope Valley Union High School District was proposed to reach parents directly and promote the Promise Program locally. A 2023 mailing campaign cost approximately \$10,000 to \$15,000 and may have been funded by marketing. Future efforts would require identifying funding sources, potentially through Promise funding depending on constraints. Marketing representatives noted that high school mail campaigns have been effective and could be supported with alternative funding streams. Historically, the college mailed registration appointments via postcard and included program highlights, paper schedules, and admissions applications. While the intended audience was the student, family members often engaged with the materials. Bulk mailing rates required uniform content within each envelope. There was interest in reconsidering direct mail strategies as part of a broader outreach effort.

The group emphasized the importance of maximizing off-campus events, such as fairs and block parties, as opportunities to promote immediate registration. Semester calendars were once widely distributed, giving students clear visibility into the next four months of activities. Other engagement ideas included wearing “How can I help?” buttons during peak periods, creating a reference sheet of common questions for the first two weeks of the semester, and reinstating a kiosk outside the library. The kiosk, previously managed by ASO, would require ASO approval. A digital format could allow content to rotate throughout the semester.

Action items identified include drafting and

			sending a letter, exploring the use of “Ask Me” buttons, developing a quick-reference sheet for the first two weeks, and coordinating with ASO regarding the kiosk. Angela will add a standing agenda item to future meetings to ensure follow-up, with a focus on accountability and tracking progress on assigned tasks.
V. Data Update a. Intersession / Spring #'s b. Enrollment Trend Data	All	20 min	VPSS office to share links to the dashboard in preparation of next meeting.
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