

Enrollment Management Meeting

Wednesday, March 25, 2026

L-201

11:00 am – 12:00 pm

Committee Members:

Dr. Idania Padron ~ Chair

Mariko Shimizu ~ Co-Chair

Nate Dillon

Kathryn Mitchell (Ex Officio)

Shami Brar (Ex Officio)

Daniel Conner

Dr. Jedidiah Lobos

Jenell Paul ~ Classified Union Rep

Alberto Mendoza Conzalez Larreynaga

Rosalind Brown

Dr. Christina Tangelakis

Dr. Svetlana Deplazes

Vacant ~ Federation of Teachers Rep

Maria Espinoza-Schrock

Vacant ~ Faculty Rep

Diane Knippel

Anet Youkhana

Dr. Rebecca Farley

Dr. Windy Franklin-Martinez

Leonardo Ayala

Vacant ~ ASO Rep

Dr. Sarah Harano

AGENDA

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

I. Welcome	Dr. Windy Franklin Martinez	
II. Review and Approval of Minutes 2/25/26	Mariko Shimizu	
III. Committee Vision and Goals	Dr. Windy Franklin Martinez	
IV. 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:

April 22, 2026		
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Enrollment Management Meeting

Wednesday, March 25, 2026

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11:00 am – 12:00 pm

Committee Members:

Dr. Idania Padron ~ Chair - absent

Mariko Shimizu ~ Co-Chair

Nate Dillon - Zoom

Kathryn Mitchell (Ex Officio)

Shami Brar (Ex Officio) - absent

Daniel Conner

Dr. Jedidiah Lobos

Jenell Paul ~ Classified Union Rep

Alberto Mendoza Conzalez Larreynaga - Zoom

Rosalind Brown - Zoom

Vacant - Director of Financial Aid

Dr. Svetlana Deplazes

Vacant ~ Federation of Teachers Rep

Maria Espinoza-Schrock - Amy Akkus as Zoom proxy

Vacant ~ Faculty Rep

Diane Knippel - absent

Anet Youkhana - Zoom

Dr. Rebecca Farley

Dr. Windy Franklin-Martinez

Leonardo Ayala - absent

Vacant ~ ASO Rep

Dr. Sarah Harano

AGENDA

Items	Person(s) Responsible	Time	Action
INFORMATION/DISCUSSION ITEMS:			
I. Welcome	Dr. Windy Franklin Martinez	5 min	Update director of financial aid as vacant
II. Review and Approval of Minutes 2/25/26	Mariko Shimizu	5 min	Minutes approved
III. Committee Vision and Goals	Dr. Windy Franklin Martinez		The team reviewed current goals to ensure they are both realistic and achievable, and discussed assigning follow-up and research responsibilities. For marketing, the focus is on increasing touchpoints. This will require input from both the marketing and outreach teams, who were not present at the meeting. Jedi, who has marketing expertise, was assigned to lead this effort. Outreach is working on expanding recruitment events and onboarding support. There is interest in involving Director Brown in planning for the current

		year. This year, the goal is to track the number of events and attendees, while also evaluating which events generate the most impact and meaningful contact. Smaller events should not be overlooked if they are effective. A calendar is currently being developed. Dr. Windy is assigned to this area, with Rosalind supporting. The previously discussed 25% target may not be realistic, and it may be more effective to focus on the most productive events. For scheduling, VP Mitchell will take the lead. She is already working with deans to improve scheduling strategies based on student needs and is comfortable using dashboards. There is interest in creating a dashboard that tracks fill rates, particularly at the beginning and end of term. Regarding outreach reporting, there is an existing Argos report related to this work. Daniel C can confirm that the report is available and can be run. Rosalind’s team already does the follow-up on this item. In the area of student success, the current metric is at 45+ units to graduate. There are many students close to completing their associate degrees (around 60 units), which presents an opportunity for targeted support. Windy noted this as a “lower-hanging fruit,” especially if scheduling and course offerings are aligned with student needs. There have been recent issues where required courses were not offered, leading some students to enroll at other colleges rather than wait. In other cases, course overlap has been excessive. The focus should be on offering the right courses at the right time to help students complete efficiently and move forward. For the physical mail campaign, it makes most sense to assign this item to the Marauder Promise program; Dean Ayala is the point of contact. Angela will reach out to confirm details and bring an update to
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			the next meeting. There was also discussion around allied health programs and the expansion of many 8-week course formats. Some programs prefer full-term courses, raising questions about credit value and transferability. Courses developed last year need to be evaluated to ensure consistency. In general, if students complete the full sequence, the courses should be valid, though transferability may depend on how they are evaluated. There is an expectation that these accelerated options will attract students who were previously unable to enroll in high-demand courses like anatomy. However, retention outcomes are uncertain. Success rates for 8-week classes are expected to vary by subject. These formats tend to work best for students who understand the accelerated pace and are motivated to complete quickly, similar to students choosing shorter-term options over traditional CSU pathways. This may lead to growth in a different student population, with overall success rates potentially comparable. Dean Lobos will lead the Evaluate expansion of short-term (8-week) classes. Finally, the “registration not applied” issue has been confirmed through an Argos report. Outreach will follow up on this, and Dr. Windy and Rosalind will meet to review the findings and provide feedback.
IV. Data Update a. Intersession / Spring #'s b. Enrollment Trend Data	All	20 min	The IERP dashboard was reviewed, including Board-goal end-of-term FTES data. Data for Spring and Winter 2026 includes comparisons and trend analysis. The academic program review tool allows for breakdowns by area, including retention and success rates. This has been useful for comparing short-term and full-term classes,

with current data showing slightly higher success and retention rates for short-term courses. These results can vary by division, but early indications suggest that 10–11 week courses may be a “sweet spot,” though this may be influenced by specific subject areas.

Intersession courses tend to be more successful overall, likely due to lighter student course loads and higher levels of engagement. There was discussion around different course lengths (16, 10, and 8 weeks) and how they impact success. While 12-week courses have been considered in the past, they have typically only been used in specific situations, such as replacing canceled classes. In those cases, if enough students can wait, opening a shorter-term section has been successful in reaching minimum enrollment, though end-of-term success rates remain unclear.

Currently, most areas are leaning toward maintaining 8-week and 16-week formats. This structure allows for flexibility, including offering Part 1 and Part 2 courses within a single semester, which supports students in completing multiple courses efficiently. Dual enrollment courses, however, remain on a 15-week schedule. The 12-week model is generally viewed as situational rather than something to embed broadly into scheduling.

One challenge with 10-week courses is that they are harder for students to stack, limiting scheduling flexibility. In contrast, short-term pathways (such as 8-week formats) allow students to double up. Efforts are underway to develop these pathways further and gain faculty support, though there is mixed feedback. Some faculty feel 8-week courses are too intensive, while others strongly support shorter formats like intersession.

There was also discussion about expanding

noncredit offerings. If implemented strategically, shorter formats such as 4-week noncredit courses could be paired with credit courses (e.g., combining 8-week and 4-week options) to support skill-building. Because noncredit courses do not impact CPOS, they offer flexibility for students to explore additional skills. This approach could support stackable certificates and create new opportunities for workforce development. However, effective marketing will be essential to ensure students are aware of these options.

Open enrollment will begin on May 20, and outreach efforts will include targeted communication to special populations to support enrollment.

Dean Dillon has been effective in using waitlists as a tool for scheduling and filling sections. There is interest in having him present at a future meeting on how waitlist data can inform planning and support overall enrollment goals. He has already created a video that was shared with deans; Nate will send this to Angela, who will then share it with the committee.

Noncredit growth was briefly discussed and will be explored further in future meetings.

Dr. Farley has developed flyers and is requesting that they be shared widely and early across campus. These relate to AVC Day, an annual data summit that serves as a retrospective on progress related to strategic plans and as a kickoff for planning the coming year. Dr. Farley will send materials to Angela for distribution.

Pre-commencement ceremonies will include culturally focused events. Each will feature a brief opportunity for participants to speak as they cross the stage. Attendance is encouraged, and participants may register for and attend multiple ceremonies. RSVP is currently open for

			graduates, with a separate sign-up for faculty and staff to follow through campus announcements. Angela will share the list of assignments with the committee.
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