



Enrollment Management Meeting

Wednesday, August 27, 2025
L-201
11:00 am – 12:00 pm

Committee Members:

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| <p>Idania Padron (Reyes) ~ Chair
 Mariko Shimizu ~ Co-Chair
 Nate Dillon ~ Member
 Dr. Kathy Bakhit ~ 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</p> | <p>Aurora Burd ~ AVC Federation of Teachers Representative
 Walter Briggs ~ Member
 Alejandro Guzman ~ Member
 Anet Youkhana ~ Member
 Dr. Rebecca Farley ~ Member
 Dr. Windy Franklin-Martinez
 Leonardo Ayala ~ Member
 David Jordan ~ Member
 Dr. Sarah Harano ~ Member
 Maria Espinoza-Schrock ~ Member</p> |
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AGENDA

Items	Person(s) Responsible	Time	Action
INFORMATION/DISCUSSION ITEMS:			
I. Welcome	Idania Padron	5 minutes	
II. Review and Approval of Minutes 4/23/25	Idania Padron	5 minutes	
III. CCCC SEM Academy June 6–7, 2025 - Update and Discussion	All	25 minutes	
IV. Enrollment Dashboards	Kathy Bakhit	10 minutes	
FUTURE AGENDA ITEMS:			
Data availability and needs for enrollment trend analysis			
Palmdale Call Center Standardized System Update			
Next Meeting Date:			
September 24, 2025			



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L-201
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Committee Members:

<p>Idania Padron (Reyes) ~ Chair Mariko Shimizu ~ Co-Chair Nate Dillon ~ Member - absent Dr. Kathy Bakhit ~ Member (Ex Officio) Shami Brar ~ Member (Ex Officio) absent Daniel Conner ~ Member Dr. Jediah Lobos ~ Member Zoom Jenell Paul ~ AVC Classified Union Representative – absent Alberto Mendoza Conzalez Larreynaga ~ Member absent Rosalind Brown - Outreach ~ Member Zoom Dr. Christina Tangalakis ~ Member Zoom Dr. Svetlana Deplazes ~ Member absent</p>	<p>Aurora Burd ~ AVC Federation of Teachers Representative absent Walter Briggs ~ Member absent Alejandro Guzman ~ Member - Zoom Anet Youkhana ~ Member absent Dr. Rebecca Farley ~ Member absent Dr. Windy Franklin-Martinez Zoom Leonardo Ayala ~ Member ASO ~ Member – vacant Dr. Sarah Harano ~ Member</p>
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AGENDA

Items	Person(s) Responsible	Time	Action
INFORMATION/DISCUSSION ITEMS:			
I. Welcome	Idania Padron	5 minutes	Reminder that we will need to have ASO member assigned. Quorum met.
II. Review and Approval of Minutes 4/23/25	Idania Padron	5 minutes	Change AMFT to AFMT Minutes moved with change
III. CCCCO SEM Academy June 6–7, 2025 - Update and Discussion	All	25 minutes	The team began with ten items at the SEM academy but after discussion, decided to focus on three items from each of the local areas. The first item is building Tableau and data dashboards to meet the needs of the committee. The second centers on Dr. Bakhit’s emphasis on identifying the right data points to see trends and make decisions about adding or retracting classes based on student needs. Work is underway with deans to prepare this information for Dr. Deplazes and Dr. Farley so it can be readily available. The third comes from Dr. Padron and involves a conversation about learning opportunities from another college that had developed a marketing plan around enrollment

management. A meeting had been set up but was canceled, with plans to reconnect.

Another major component of discussion was the call center, which the president asked the group to explore by looking at Victor Valley College. A team that included Ann, who handles our phone systems from ITS, visited and found the experience to be both informative and surprising, as the model there differed from what was expected. Victor Valley's call center receives over 10,000 calls a month and is staffed by five SSV specialists supported by two managers. The specialists work split shifts from 7:30–1 and 11–9, and although they receive extensive training on all SSV services—including onboarding and financial aid—the work is intense and leads to burnout, with the average staff member lasting about a year and a half. The call center is structured like a professional operation, similar to an AT&T call center, complete with cubicles, snacks, and water. It is a numbers-driven environment where level-one questions are answered directly, more complex questions are escalated with live handoffs, and managers actively monitor calls and assign tasks.

To maintain effectiveness, the management team holds morning meetings, checks in regularly with staff for process improvements, and uses satisfaction surveys when calls are escalated through Connect2Success. The program was first reported directly to the president, though oversight has since shifted and may now be supported by unrestricted funds. Hourly staff are used to supplement the workload. Although the space is smaller than expected and not student-facing, the approach is embedded in the culture, born out of a need for structure during COVID. Their mission is “one call, one email,” with the goal of addressing student concerns in a single interaction, making students more likely to come to campus. While they do not do outbound calling for recruitment or retention, they believe the call center has contributed to enrollment growth by ensuring students'

		<p>questions are resolved without unnecessary transfers.</p> <p>Questions remain about their actual metrics, particularly regarding the gap between applicants and those who enroll. Although they believe the call center has increased enrollment, the data behind this correlation is unclear. The group noted that this model may not be directly replicated locally, but the findings and recommendations will be reported to the president for consideration. AVC may consider a hybrid option, completing both inbound and outbound calling.</p>
<p>IV. Enrollment Dashboards</p>	<p>Kathy Bakhit</p>	<p>10 minutes</p> <p>As part of SEM, the discussion centered on identifying priorities that are both impactful and feasible, with the understanding that the project needs to be completed within the year. The group decided to focus on growing noncredit programs. While the number of such programs has already increased, the goal is to expand them further. Noncredit and adult education have emerged as priorities consistent with the college's direction, and Van and the VPAA are currently developing a plan to increase courses, degrees, and certificates in this area while also identifying the target market.</p> <p>One challenge was determining the specific focus, as data remains a major factor affecting academic affairs. The college has consistently seen 10% growth and has been actively engaged in dynamic scheduling, adding sections where needed and canceling low-enrolled classes. In the past, AA tracked this work through spreadsheets, but this year IERP has submitted a project to track scheduling data over time. With dashboards in place, deans' responsibilities in schedule management would become easier. For example, the growth of Geography 101 from three to eight sections demonstrates where expansion is happening and highlights the need to plan for lab space, supplies, and equipment. Data will also help assess patterns, such as the positive impact of shorter sessions (like 12-week classes) on student success, and whether intensive four-week courses, such as</p>

EMT, are too stressful. This tracking can also reveal whether canceled classes indicate a need for curriculum redesign. The VPAA attached information on schedule development, and the IERP office has been asked to assist in building dashboards to better support deans and chairs in this work.

The committee emphasized the importance of pairing strategy with data. If the college chooses not to pursue a call center like Victor Valley's, there will need to be a strong alternative: a campus-wide calendar of activities and a timeline for messaging focused on enrollment and retention. This would include outreach campaigns, such as heavy calling in the 10 days before the semester starts, to target students who applied but did not enroll. The committee stressed the need for clarity on workflow, messaging, responsibilities, and support in this effort.

Another SEM priority discussed was helping students close to graduation complete their certificates and degrees. While Victor Valley's call center does not address this, the committee considered whether a hybrid model might work locally. Questions were raised about how many students are at 30 or more units and what mechanisms exist to support their completion. The group discussed the possibility of auto-awarding degrees, a practice already adopted by many colleges. Guided Pathways may also play a role, for example by identifying struggling students or those who failed key exams and directing targeted support.

Auto-awarding in particular was highlighted as an opportunity. Edunav has the capacity to identify students who are a certain number of units away from a degree. LaDonna, before retiring, tested the accuracy of this data and saw its potential for outreach—inviting students to complete their degrees. A reliable degree audit system would be key to making this possible. There is a history of auto-awarding at the college, and Dr. Franklin-Martinez plans to speak with evaluators about what would be

			required to reinstate or strengthen this practice. However, staffing challenges may delay this work until a team review can be conducted.
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