COLLEGE OF THE REDWOODS  
Draft Revised 2013-14 ENROLLMENT MANAGEMENT COMMITTEE – OPERATING AGREEMENT

Mission

To interpret enrollment trends, patterns and projections, student achievement/success data, basic skills student achievement data, and to inform all institutional divisions and units in meeting CR’s enrollment goals within a framework of collaboration, sustainable growth and community alignment. The Enrollment Management Committee (EMC) also formulates enrollment goals consistent with the College’s mission and program review data, develops FTES budget projections, implements, monitors, and periodically revises the process of student enrollment and retention.

Vision

Enrollment management at CR embraces the concept that systematic coordination and communication of activities influencing students' decisions to attend, transition to, persist, and graduate will help the College to achieve its principal institutional goals. These goals include the development of a campus-wide culture of collaboration and cooperation, planned growth with access for students to higher education, and participation in a diverse and increasingly complex community and world.

Scope

The EMC is one of the integrated planning functional committees. Informed by program review, institutional data, key performance indicators, and input from its members, the EMC monitors enrollment and student achievement/success data, basic skills student achievement data, discusses their implications, and makes recommendations to appropriate bodies within the integrated planning structure to achieve optimal enrollments.

Among the EMC’s responsibilities are 1) designing and conducting a collaborative enrollment management planning process, 2) discussing student achievement and success data, 3) linking enrollment targets with budget projections, 4) recommending scheduling, instructional and student support strategies to enhance student access, success, retention, persistence, and goal attainment.

The EMC works closely with integrated planning committees as it designs and conducts these processes:

1. Develop a holistic, comprehensive, and integrated approach to enrollment management (data analysis, curriculum and program mix, retention and persistence, advising and recruitment, marketing/promotion, budget, and technology);
2. Recommend scheduling strategies, instructional, and student support plans to enhance student access, success, retention, persistence, and goal attainment;
3. Analyze enrollment trends, patterns, projections, and growth as well as basic skills student achievement data;
4. Provide recommendations and information to divisions and units on the implementation of enrollment targets and emergent enrollment management issues;
5. Process and act on student equity, success, retention, and goal attainment data received from the BSC, SEP, and PRC and submit budget to the BPC;
6. Recommend enrollment targets when necessary; and
7. Provide leadership for the development of the enrollment management plan.

Membership

The EMC includes a cross sectional representation of employee groups as well as student representatives (if identified). The Committee is led by two Co-Chairs—Vice President of Student Development and a
faculty member. Members are expected to serve a 2-3 year term to provide consistency among the membership and will include:

- VPISD: Co-Chair: Keith Snow-Flamer
- Faculty: Co-Chair: Bruce Wagner
- 1 Student: Neisha Strnad
- 1 Classified staff selected by the CSEA President: Barry Tucker
- Associate Deans: Erin Wall, Tracey Thomas, Joe Hash
- IR Director: Angelina Hill
- 3 Student Development Staff: Kathy Goodlive, Sheila Hall and Lynn Thiesen
- Director of Marketing: Paul DeMark
- 5 Faculty-appointed by the Academic Senate: David Gonsalves, Pam Kessler, Barbara Jaffari, Harry Pyke, and Danny Walker
- KT Representative: Jolene Gates, Melissa Ruiz
- Del Norte Representative: Anita Janis

**Membership Responsibility**
Each member has the responsibility to attend each meeting and adhere to the rules governing the committee’s decision making process. Members are responsible to disseminate committee information to their respective constituents.

**Meetings**

Meetings will be set by consensus process but will be conducted at least twenty times each calendar year. The regular meeting schedule for the calendar year will be set at the first meeting in September but additional meetings will be set as necessary to ensure that planning work is completed according to the planning cycle timeline.

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Meetings will be held on 1st and 3rd Mondays.

*Some exceptions may apply and extra meeting may be called when deemed necessary by the committee
**Decision Making Process and Basic Committee Ground Rules**

The EMC will make decisions based on sufficient consensus in which decisions are a synthesis of everyone’s ideas and incorporating everyone’s best thinking and aims for general agreement and support among those present. However, the committee is willing to move forward with a decision where there is general support among the majority members present (80% of members voting). The EMC defines a quorum as 50% of the membership plus one.

The membership shall:
- Put students’ needs above everything else.
- Be open to new ways of viewing things.
- Express opinions in ways that preserve integrity, develop mutual understanding, and promote collaboration.
- List to all the facts and available information from different sources before making judgments and decisions.
- Be sure all voices are heard.
- Use time efficiently and stay on task.
- Take advantage of the opportunity to communicate, to learn from each other, and to collaborate.
- Accept and support consensus of decisions voted upon as final without ongoing subsequent revisions. Recommended revisions will be put into an ongoing file for the calendared periodic updating scheduled and agreed upon by the Committee thus facilitating the Committee’s work of moving forward to completion of assignments.

**Planning Principles**

The EMC embraces the following planning principles:

1. The planning process and the plans that it yields will be PLO/SLO outcomes based, learning-centered, and will support the quality of the College.
2. The planning process will be collaborative by operating within the collegial consultative structure and which ensures broad-based participation and by providing a means for stakeholder groups to be heard and to influence the plan.
3. The process will build trust through effective communication and negotiation, by providing a safe environment to identify and challenge assumptions and by supporting agreements on shared values.
4. The process will be meaningful in that it will help the College to establish a vision of the future.
5. The process will be data-driven, using qualitative and quantitative data, routinely reviewed as the plan is implemented, with the aim of continuous improvement.
6. The process will have a clear cycle of activities, with a beginning and an end, and timed and structured to coordinate well with WASC/ACCJC accreditation requirements.
7. The process will be as simple as possible while yielding a viable plan and integrating planning into permanent governing structures and college-wide meetings.
8. The process, its language, its products, and the results of the plan will be communicated to all employees internally.
9. The process will be truly comprehensive, and will have clearly assigned roles for individuals and groups, including students.

**Communication**

The EMC is committed to a collaborative process with many opportunities for involvement for those within the College. Throughout the planning process, the EMC will hold meetings, consultations with key constituencies, and discussions with integrated planning committees, and the senior leadership team,
all of which combine to enable broad based participation in the various phases of creating, updating, and evaluating the annual Enrollment Management Plan.

Information and recommendations generated by the EMC will be shared with the Vice Presidents, Budget Planning Committee, various planning committees, and the college community.

Planning Process Activities and Outcomes

The EMC will:

- Provide leadership for the development of the enrollment management plan.
- Monitor institutional progress toward accomplishing the enrollment targets.
- Participate in the process of conducting internal and external environmental scanning.
- Analyze, influence and access enrollment trends, patterns, projections and growth, and basic skills student achievement data.
- Provide recommendations and information to divisions and units on the implementation of enrollment targets and emergent enrollment management issues.
- Monitor, oversee, direct and implement changes as necessary to the work of the committee.
- Recommend scheduling plans, instructional and student support strategies to enhance student access, success, retention, persistence, and goal attainment.
- Recommend enrollment targets.
- Identify potential markets.
- Forward enrollment plan to the Cabinet
- Forward enrollment targets and subsequent budget to the BPC
- Continue to complete annual surveys and self-assessment report.

Planning Agenda (subject to change depending upon planning issues identified)

To Be Determined