

IPBT Response to Institutional Metrics Request

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Request: The Senate Officer will work with the Instructional Planning and Budget Team (IPBT) to address the Funding measure- The annual Full-Time Equivalent Students (FTES) enrollment will increase to 20,000 (IEPI indicator).

- **How can we move the metric?**

One of the first questions we asked in IPBT in addressing this question is whether the metric is a realistically reachable goal. With falling enrollments at our College (and statewide) 20,000 may not be a feasible goal, and the IPBT membership stated that during our conversation. Our institutional researcher Mallory Newell suggested we can adjust the goal FTES to 19,000 as our FTES was 19,130 in 2015-16. This appears to be a goal that the committee can undertake, although this has not been broached to the entire IPBT after our initial conversation on this topic.

The possible solutions to declining enrollment appears to be multiple and complex. Some of the ways we can increase FTES on campus are within the purview of IPBT, while others are not. For the latter, this includes: Advertising, outreach, social media presence, improvement of services on and off campus, and the like. For the purpose of this response, the focus will be on the areas that IPBT can act on.

- **What ideas or initiatives can we undertake?**

- **CTE expansion through Strong Workforce**

The Strong Workforce funds from the state have provided community colleges with an opportunity to strengthen existing programs in the CTE areas and look to more expansively undertake local and regional projects that will serve students and the labor and market needs of the area. The first year of funds through IPBT has been disbursed; we look forward to year 2 where we can be more strategic and visionary in guiding our CTE programs to potentially new certificates, curriculum, and degrees. The Strong Workforce program should also allow our College to create new programs, and the process is underway for campus stakeholders to begin that strategic visioning Spring '17 and into Fall '17.

- **Enrollment Management – Scheduling Considerations**

The Instructional Planning and Budget Team has formed a separate, smaller group to explore the idea of considering changes to course scheduling to meet student needs. Many students complain of being unable to get a schedule that is convenient because most departments schedule classes at the times individual faculty have preferred following past practice. Unnecessary class overlaps could be resolved by regularizing start times of courses across campus. We are now

exploring scheduling changes but are first doing some research and requesting feedback from various units on campus, including shared governance groups. Given our falling enrollment now over several quarters (and seeing this trend happen all over the state as well) we likely cannot meet the metric of 20,000 FTES, but we will certainly explore, research and take any effort that will enable us to stabilize enrollments during these challenging times.

- **Importance of Data to Inform Efforts**

The role of our Institutional Researcher, Mallory Newell, has been vital in providing data to IPBT. Examples of this include the recent survey of students who did not return to De Anza. Only when we can better understand why students are coming to our college (and conversely, why they are leaving/not returning) can we begin to focus our efforts on activities that will yield more enrollment in reaching our metric. It is important to continue studying enrollment patterns to determine what is and is not working so we can as a campus adjust.

- **What support is needed from the College?**

For areas that can be acted on through IPBT:

- As needed, data and survey information from our students from Institutional Research office;
- Staff, administrative and faculty feedback and support for moving to a more student-friendly class schedule (currently in research and exploration phase); and
- Funding for staff, faculty and programs to adequately meet demand and support our students' success.

Areas that are not within purview of IPBT but can help College meet metric:

- Continuing support for advertising and marketing efforts;
- Continuing support for Outreach office and high school recruitment activities;
- Increased funding of cohort programs, counseling, and other support areas that help College reach equity and student success metrics - this also helps to attract and retain students; and
- Continuing to find ways to make all facets of student life easier, including at the entry points e.g. more effective on-boarding and after entry, from scheduling to traffic and parking.
- Orientations for parents in different languages; and
- More faculty members can begin teaching hybrid courses to introduce more students to hybrid and online courses.