

**OFFICE OF THE VICE CHANCELLOR
EDUCATIONAL SERVICES & STRATEGIC PLANNING**

District Enrollment Management Committee

Thursday, March 12, 2026
Zoom Meeting
3:00 pm – 5:00 pm

MEETING MINUTES

Meeting called to order: 3:05 pm

Attendees: Esmeralda Abejar, John Adkins, Eric Anthony, Majd Askar, Quinton Bemiller, Aaron Brown, David Buitron, Steven Butler, FeRita Carter, Chris Clarke, Jamie Clifton, Michael Collins, Sean Drake, John Geraghty, Kirsten Gerdes, Sonia Gonzalez, Alexis Gray, Misty Griffin, Elizabeth Hilton, Jake Kevari, Mark Knight, Sandra Martinez, Joumana McGowan, Regina Miller Adan Navas, Abiodun Osanyinpeju, Juan Ponce, Tony Puccio, Phillip Rawlings, Jeff Rhyne, Star Rivera-Lacey, Charles Roosevelt, Julie Taylor, Lynn Wright, Shari Yates, Lijuan Zhai

I. Approval of Agenda & Minutes

- **Approval of March 12, 2026, Agenda: First:** Alexis Gray; **Second:** Julie Taylor; No abstention. Approved by consensus.
- **Approval of December 11, 2025, Minutes: First:** Jeff Rhyne; **Second:** Alexis Gray; No abstention. Approved by consensus.

II. FTES Update

David Buitron updated the committee that the 2025-26 annual FTES goal is at 98.5% of the set target. Summer credit resident target has been exceeded (106.9 % of target) districtwide, while Fall credit resident FTES was at 99.2% of target (14,222.81). 26WIN and 26SPR enrollment began on November 4, 2025. As of March 11, 2026, there are 3,245.51 FTES for 26WIN and 12,477.72 FTES for 26SPR. The 2025-26 annual target of 34,173.94 (resident + nonresident) is currently 98.8% met (33,747.14 FTES). When comparing FAL to last year's FAL progress, we are 485 FTES higher. Compared to last Summer, we are 27 FTES higher. Compared to last Spring term, we are 267 FTES higher (note that 25SPR had unusually high fraudulent enrollments). Compared to last Winter term, we are down 43 FTES. Overall, compared to last year's annual FTES, we are currently 735 FTES higher.

Resident Credit FTES - Estimated

Terms	Resident Target	Estimated Resident FTES	% of Target
RCC Summer 2025	1,460.02	1,603.47	109.8%
NC Summer 2025	744.94	758.92	101.9%
MVC Summer 2025	812.30	862.34	106.2%
RCCD Summer 2025	3,017.26	3,224.73	106.9%
RCC Fall 2025	7,798.89	7,602.51	97.5%
NC Fall 2025	3,240.29	3,195.83	98.6%
MVC Fall 2025	3,304.38	3,424.46	103.6%
RCCD Fall 2025	14,343.56	14,222.81	99.2%
RCC Winter 2026	1,630.64	1,710.13	104.9%
NC Winter 2026	662.03	635.34	96.0%
MVC Winter 2026	944.20	900.04	95.3%
RCCD Winter 2026	3,236.87	3,245.51	100.3%
RCC Spring 2026	7,090.92	6,745.31	95.1%
NC Spring 2026	3,016.99	2,765.69	91.7%
MVC Spring 2026	2,958.83	2,966.72	100.3%
RCCD Spring 2026	13,066.74	12,477.72	95.5%
RCCD 2025-26 Total	33,664.43	33,170.77	98.5%

2025-26 FTES Data as of 3/11/2026

All FTES (resident + nonresident)

FTES vs. Target	SUM25 as of end of term		
	Target	Enrolled FTES	% of Target
RCC Summer 2025	1,491.23	1,629.54	109.3%
NC Summer 2025	756.50	771.26	102.0%
MVC Summer 2025	823.93	876.36	106.4%
RCCD	3,071.66	3,277.16	106.7%
FAL25 as of end of term			
RCC Fall 2025	7,923.98	7,749.76	97.8%
NC Fall 2025	3,301.51	3,257.73	98.7%
MVC Fall 2025	3,346.16	3,490.79	104.3%
RCCD	14,571.65	14,498.28	99.5%
WIN26 as of 1/6/2026			
RCC Win 2026	1,654.10	1,731.43	104.7%
NC Win 2026	671.30	643.25	95.8%
MVC Win 2026	953.96	911.25	95.5%
RCCD	3,279.36	3,285.93	100.2%
SPR26 as of 1/6/2026			
RCC Spring 2026	7,197.60	6,857.78	95.3%
NC Spring 2026	3,066.16	2,811.80	91.7%
MVC Spring 2026	2,987.51	3,016.19	101.0%
RCCD	13,251.27	12,685.77	95.7%
Total 2025-26	34,173.94	33,747.14	98.8%

Date aligns with days from registration start timeframe

	SUM24 Last Year as of end of term		
	Target	Enrolled FTES	% of Target
SU24	1,779	1,602.82	90%
SU24	708	738.51	104%
SU24	653	909.23	139%
RCCD	3,140	3,250.56	104%
FAL24 as of end of term			
FAL24	7,295	7,583.62	104%
FAL24	3,124	3,187.15	102%
FAL24	2,957	3,242.63	110%
RCCD	13,376	14,013.40	105%
WIN25 as of end of term			
Win25	1,629	1,605.79	99%
Win25	625	655.21	105%
Win25	621	1,068.37	172%
RCCD	2,875	3,329.37	116%
SPR25 as of 3/11/2025			
SP25	6,872	6,795.88	99%
SP25	2,904	2,885.52	99%
SP25	2,835	2,737.59	97%
RCCD	12,611	12,418.99	98%
Total	32,002	33,012.32	103.2%

III. FTES Target for 2026-27

The committee discussed the district's proposed 5% annual enrollment growth target for the upcoming year. Several members expressed concern about whether this level of growth is realistic and sustainable, particularly given current enrollment trends and institutional capacity. Some participants noted that historical enrollment growth typically aligns closer to population growth (around 2–3%), raising questions about how the district would consistently achieve a 5% increase. Others emphasized that growth opportunities exist through dual enrollment, noncredit programs, adult education, and expanded outreach, but that these areas require additional infrastructure, faculty staffing, and institutional support before they can scale effectively.

College leaders also highlighted operational challenges affecting growth, including:

- Limited faculty hiring pools, especially for part-time instructors
- Capacity constraints for dual enrollment (CCAP) programs
- Infrastructure and support needs for noncredit expansion
- Declines in face-to-face course enrollments in some areas
- Challenges coordinating schedules and systems with K–12 partners
- Student enrollment barriers and persistence issues

While some members supported maintaining the 5% target as a stretch goal to encourage growth and innovation, others cautioned that setting targets too high could create risks if the district fails to meet them. In particular, the committee noted that missing FTES targets for two consecutive years may lead to lowered future targets and reduced funding under the district's budget allocation model. Several participants suggested that the committee should communicate its concerns to the Chancellor, emphasizing the importance of balancing aspirational goals with realistic projections. One proposal was to consider lowering the target to approximately 2.5–3%, while still striving for higher growth through strategic initiatives. The discussion also emphasized the need for clear enrollment growth strategies, including improved marketing and outreach, stronger student retention efforts, and expanded program pathways.

A motion to pause voting on FTES target for 2026-27 to acquire more information was proposed: First: Julie Taylor, Second: Alexis Gray; Approved by majority and motion was passed. Dr. Star Rivera-Lacey will have a discussion with the Chancellor regarding the FTES target for 2026-27.

IV. Equity Capstone Student Outstanding Debt

Esmeralda Abejar gave a presentation on the rising student outstanding debt across the district, which has reached about \$20.9 million. The presentation highlighted that debt disproportionately affects Hispanic, African American, low-income, and younger students, with many balances relatively small but

widespread. Key causes identified included lack of timely and automated communication about balances, limited financial literacy, outdated billing systems, absence of a drop-for-non-payment policy, and restricted payment options. Several recommendations to address these issues were proposed, including lowering the enrollment debt threshold from \$500 to \$100, implementing a drop-for-non-payment policy, creating structured payment plans within the system, applying financial aid directly to student accounts, expanding payment methods (e.g., credit cards, digital payments), and improving communication and transparency with students.

There were concerns regarding the scope and complexity of these recommendations, emphasizing that the changes would require significant coordination, system upgrades, and careful planning. Some members felt the proposed timeline was too aggressive, and that the issue was too substantial to address in a short discussion. As a result, the committee decided to table this discussion for a future meeting for a more thorough review.

V. Workgroup Updates

a. EduNav

There is no update for EduNav at this time.

b. ERP Update

There is no update for ERP Update at this time.

VI. Other:

- None

VII. Meeting dates for next year:

- April 9, 2026

Adjournment

- Meeting Adjourned: 5:01 pm.