RCCD | RIVERSIDE COMMUNITY COLLEGE DISTRICT

MORENO VALLEY COLLEGE | NORCO COLLEGE | RIVERSIDE CITY COLLEGE

OFFICE OF THE ASSOCIATE VICE CHANCELLOR
EDUCATIONAL SERVICES & INSTITUTIONAL EFFECTIVENESS

District Enrollment Management Committee

Thursday, May 14, 2026
Zoom Meeting
3:00 pm – 5:00 pm

DRAFT

MEETING MINUTES

Meeting called to order: 3:01 pm

Attendees: Esmeralda Abejar, Eric Anthony, Majd Askar, Quinton Bemiller, Chris Blackmore, Elia Blount, Aaron Brown, David Buitron, Steven Butler, FeRita Carter, Roosevelt Charles, Chris Clarke, Sean Drake, Oscar Escobar, Kirsten Gerdes, Sonia Gonzalez, Alexis Gray, Mark Knight, Joumana McGowan, Adan Navas, Abiodun Osanyinpeju, Juan Ponce, Jeff Rhyne, Star Rivera-Lacey, Julie Taylor, Kaneesha Tarrant, Kyla Teufel, Lynn Wright, Shari Yates, Lijuan Zhai

I. Approval of Agenda & Minutes

- **Approval of May 14, 2026, Agenda: First:** Sean Drake; **Second:** Lijuan Zhai; No abstention. Approved by consensus.

- **Approval of April 9, 2026, Minutes: First:** Alexis Gray; **Second:** Sean Drake; No abstention. Approved by consensus.

II. Student Outstanding Debt Workgroup Update

The Student Outstanding Debt Workgroup presented findings showing that outstanding student debt has increased over time, disproportionately affecting Hispanic students, students ages 20 to 24, and low-income populations. The workgroup identified several contributing factors, including the district's $500 registration threshold, the absence of a drop-for-nonpayment policy, lack of student payment plans, limited financial aid payment processing, and communication gaps regarding student balances. Rather than recommending immediate policy changes, the group proposed first strengthening internal systems through improved billing accuracy, expanded communication campaigns, mailed billing notices, implementation of payment plans through ACI, improved financial aid processing, and evaluation of current payment and refund systems. Longer-term recommendations included reviewing enrollment balance thresholds, making optional student fees opt-in rather than opt-out, and revisiting board policies related to fees and nonpayment.

III. FTES Update

David Buitron updated the committee that for resident credits, RCCD has 33,664.43 resident target FTES and 33,240.88 enrolled FTES, achieving 98.7% of its FTES target. RCC has a target of 17,980.47 FTES with 17,642.04 enrolled, reaching 98.1% of its FTES target; MVC is at 8,019.71 target and 8,243.23 enrolled, reaching 102.8%. NC shows 7,664.25 target FTES and 7,355.62 enrolled, achieving 96.0% of its FTES target; the week-over-week FTES difference is -13.9 for RCCD and -25.2 for RCC. Week-over-week FTES differences are 15.1 for MVC and -3.7 for NC.

For Resident/Nonresident targets and current enrolled FTES, RCCD has a target of 34,174.00 and enrolled FTES of 33,812.23, achieving 98.9% of target; RCC has a target of 18,267.00 and 17,945.49 FTES, at 98.2% of target. MVC shows a target of 8,112.00 with 8,384.20 FTES, reaching 103.4% of target, while NC has a target of 7,795.00 and 7,482.54 FTES, at 96.0% of target. The week difference from last week for RCCD is -14.09 FTES, and for RCC it is -25.64 FTES, indicating both are slightly below last week's reported FTES. MVC is up week-over-week with a week difference of 15.34 FTES, while NC is slightly down with a week difference of -3.79 FTES compared to last week. Across all entities combined, the overall target is 68,348.00 with 67,624.46 FTES enrolled, which is 98.9% of target, and the combined week difference from last week is -28.18 FTES.

Resident Summary

Data Updated:
2026/05/12 4:38AM

Year		2025-26					1-Week Ago FTES	
College	Term	Resident Target	% of Annual Target (Res)	Resident FTES Estimate	% of Annual FTES (Res)	% of Term Target	Past Week FTES (Res)	Week Difference (Res)
⊟ MVC	SUM	812.30	10.1%	862.34	10.5%	106.2%	862.34	
	FAL	3,304.38	41.2%	3,424.46	41.5%	103.6%	3,424.46	
	WIN	944.20	11.8%	900.32	10.9%	95.4%	900.32	
	SPR	2,958.83	36.9%	3,056.11	37.1%	103.3%	3,041.01	15.1
	Total	**8,019.71**	**100.0%**	**8,243.23**	**100.0%**	**102.8%**	**8,228.13**	**15.1**
⊟ NC	SUM	744.94	9.7%	758.92	10.3%	101.9%	758.92	
	FAL	3,240.29	42.3%	3,195.83	43.4%	98.6%	3,195.83	
	WIN	662.03	8.6%	635.53	8.6%	96.0%	635.53	
	SPR	3,016.99	39.4%	2,765.34	37.6%	91.7%	2,769.06	-3.7
	Total	**7,664.25**	**100.0%**	**7,355.62**	**100.0%**	**96.0%**	**7,359.35**	**-3.7**
⊟ RCC	SUM	1,460.02	8.1%	1,603.47	9.1%	109.8%	1,603.47	
	FAL	7,798.89	43.4%	7,602.51	43.1%	97.5%	7,602.51	
	WIN	1,630.64	9.1%	1,710.65	9.7%	104.9%	1,710.65	
	SPR	7,090.92	39.4%	6,725.40	38.1%	94.8%	6,750.63	-25.2
	Total	**17,980.47**	**100.0%**	**17,642.04**	**100.0%**	**98.1%**	**17,667.27**	**-25.2**
⊟ RCCD	SUM	3,017.26	9.0%	3,224.73	9.7%	106.9%	3,224.73	
	FAL	14,343.56	42.6%	14,222.81	42.8%	99.2%	14,222.81	
	WIN	3,236.87	9.6%	3,246.50	9.8%	100.3%	3,246.50	
	SPR	13,066.74	38.8%	12,546.85	37.7%	96.0%	12,560.71	-13.9
	Total	**33,664.43**	**100.0%**	**33,240.88**	**100.0%**	**98.7%**	**33,254.75**	**-13.9**

IV. Enrollment Management and Retention Strategies

The committee discussed strategies to improve student retention and persistence in order to meet future enrollment targets. Faculty and administrators emphasized that retention efforts should combine academic and student services support, including wraparound services that address barriers such as food insecurity, transportation, and financial challenges. The committee discussed expanding shortened-term courses, particularly seven and eight-week formats. Participants shared emerging research from Norco College showing that shortened courses generally produce higher retention rates, enable students to complete more units, and particularly benefit working adults, parents, and part-time students when intentionally scheduled. However, some members acknowledged that shortened courses are not appropriate for every discipline, especially laboratory, performance, and skill-based courses that require extended practice over a full semester. Steven Butler will prepare some data regarding shortened-term courses for review during the Fall 2026 meeting.

Committee members stressed that successful implementation of shortened courses requires intentional planning rather than simply increasing course offerings. Recommendations included coordinating course schedules across departments, providing professional development for faculty teaching shortened courses, improving marketing so students understand how these courses work, integrating shortened-course pathways into counseling and educational plans, and educating students about hybrid course formats. Members agreed that students currently enroll in shortened courses without understanding their advantages, thus limiting their effectiveness. Research from colleges such as Long Beach City College and internal studies suggested that strategically combining shortened and full-term courses can help students complete degrees more efficiently while maintaining academic success. Increasing enrollment will require both recruiting new students and improving retention of current students through intentional scheduling, better communication, strengthened student support services, and evidence-based enrollment strategies.

V. Other:

- None

VI. Meeting dates for next year:

- September 10, 2026
- October 8, 2026
- November 12, 2026
- December 10, 2026
- March 11, 2027
- April 8, 2027
- May 13, 2027

Adjournment

- Meeting Adjourned: 4:10 pm.