

**NCC Board of Trustees**  
**Academic, Student Affairs & Enrollment Management Committee Meeting Minutes**  
**January 12, 2021**

The meeting of the Academic, Student Affairs & Enrollment Committee of the Board of Trustees was held via Zoom. The meeting was called to order by Chair Tuman at 5:51 p.m.

Committee Members Present: Donna Tuman (appointed ad hoc as Chair)  
Kathy Weiss  
Sophia Costanzo

Committee Members Absent: Linda Green, Jorge Gardyn (ex-officio)

Also in Attendance: John Durso, Wanda Jackson,  
Edward Powers, George Siberón,  
President Williams, VP Lausch, VP Kerrigan,  
Registrar Barkan, Dean Follick

1. Chair Tuman requested a motion to approve the minutes of October 13, 2021. Trustee Weiss moved the motion. Trustee Costanzo seconded the motion. Motion carried 3-0.

2. Enrollment Update

Dr. Williams remarked that enrollment is vital to NCC, with COVID-19 as an added factor, and members of the administration will provide updates in their areas on current enrollment figures, as well as on efforts and initiatives we are pursuing in order to mitigate enrollment declines.

Registrar Barkan reported on the enrollment for Winter and Spring.

The winter enrollment is based on the census date report, so we compare December 30, 2020 with December 30, 2019. For total credits on the census date, we have 5,869.50 credits compared to last year's 3,276 credits for an increase of 79.1%. A Pulse Survey was conducted asking students why they were selecting Winter classes, and it revealed that many were continuing students looking to advance their studies towards graduation. We had 1,534 students as of the census date compared to 1,053 students last year for a percentage increase of 45.7%.

Spring 2021 enrollment report is based on the 8<sup>th</sup> date before the start of classes, comparing January 11, 2021 with January 13, 2020. As of this report, total credits are 109,643.80 credits compared to 141,251.70 credits last year, looking at a 22.38% decline. The headcount for the Spring as of this report is 10,541 students enrolled compared to 13,252 students last year for a decline of 20.46%. Ongoing efforts are targeting continuing students with emails and text messaging prompting them to enroll in classes for the semester.

Dean Follick reported on updates on new student enrollments.

- Sent out the high school enrichment flyer to school counselors during both the Fall and the Winter to promote Spring enrollment for high school junior and senior students to get ahead or catch up.
- Spring 2021 is the first semester we have introduced our multiple measures. Using HS GPA for English/Reading, as well as the Regents Geometry and Algebra 2 in addition to the previous Algebra 1 for Math results, for possible placement.

- Continuing our Virtual on-the-Spot Admissions days at high schools, along with our twice daily virtual admissions information sessions at 11am and 3pm Monday thru Friday.
- NCC was a co-sponsor on the LI Herald's webinar on the COVID-19 College application process which featured Dean Follick along with NYIT, Adelphi, and Molloy representatives.
- At the site in the CCB for residents receiving the vaccine, a large banner promoting the College was hung, as well as tables set up with recruitment publications on continuing education and degree-seeking offerings.
- On Saturday, January 9, 2021, the Student Services Center (Admissions, Advisement, Information Services, Registrar, Financial Aid, and Student Financial Services) was open for business remotely, as well as in person.

#### Facts on enrollment:

- New student enrollment is down approximately 2% compared to last year pre-COVID.
- Overall enrollment is down.
- 18 of 30 community colleges reported their overall Spring enrollment is down 22%.
- Suffolk is reporting being down 24%
- On average, the 30 community colleges are down 21% overall.
- Communicating with new students via multiple methods including two-way texting.

#### **Vice President Lausch provided the following overview.**

#### Changes that were made, and are being made, to positively impact Spring 2021 enrollment:

- Academic Affairs is developing a definitive strategy for late start and late-late start course offerings by collecting data from Fall 2020 to review student success metrics in order to determine which courses are in demand, in which format of courses students are successful, and which instructors are successful in that format. Late and late-late courses do not fit the needs of every student, and some classes can transition to that kind of environment easily, while others not so much.
- Currently, we are making assumptions with the data we have, and we expect that two(2) cycles of Fall and Spring courses are needed to move forward to determine which courses are good late start courses. Deans are working with Chairs, looking at the trends, looking at the data, hearing the students voices and feedback from faculty, as well making comparisons to help students be more successful in the classroom.
- Examining Winterim data relative to NCC students and non-NCC students who may have been enrolling in those courses so we can get a sense of who our student population is, and the same with Summer courses.
- Working on several issues to resolve that will also positively impact enrollment, including identifying when sections are canceled for low enrollment, ways of using the schedule optimizer in a more effective and efficient way, improving processes and the use of technology to assign adjunct faculty, and enhancing earlier faculty access to Blackboard courses.

#### Looking towards Summer and FY2022.

- For Summer 2021, Deans are meeting with their Chairs to discuss any potential changes to Summer offerings that could positively impact enrollment.

- Offering Summer Session I and Summer Session II as we did in summer 2020, with a difference being that we are using data in different ways to determine which are the high-demand and high-interest courses, as well as which courses students need in their sequence to assist them in completing sooner.
- For FY2022, we are currently working on several options for positively impacting enrollment including but not limited to:
  - Continued implementation of Guided Pathways elements, including curriculum mapping, improved student communications via our website, and potential new advising models.
  - Researching the positive impact that scheduling one year in advance would have on student enrollment.
  - Researching the possibility of adding several new programs to the College's portfolio of program offerings.
  - A renewed interest in and increased efforts relative to reaching out to area high school superintendents to discuss their needs and how NCC can accommodate their dual enrollment, concurrent enrollment, and high school enrichment interests.
- Exploring how we can move into the Career, Technical, and Vocational Education world by offering courses such as Veterinary Technician, Therapeutic Massage, Polysomnography, Optometric Tech, Auto-Body Repair, HVAC, etc. These are high demand fields with credentialing that can be completed normally in 12 months or less, allowing a student to start in September, complete in May, and start working in a career soon after graduation.
- And lastly, we are aggressively streamlining the Academic Affairs structure and operations to improved efficiencies that will lead to increased student satisfaction and response to student inquiries, which will result in improvements in student retention and new enrollment.

VP Kerrigan reported on Marketing Efforts:

- Targeting our late start programs and our accelerated programs in a concise way that encourages the students to register for the Spring semester.
- Working closely with our current students, creating a sense of urgency to register for classes starting on Tuesday, January 19.
- Special opportunities for support through the Student Services Center (Admissions, Advising, Registrar, Financial Aid, Bursar, etc.), extending hours of operation.
- NCC Winter marketing continued with an aggressive campaign heavy on digital, as it is a proven medium among our core student population and potential students.
- Have been including traditional tactics (Long Island Herald, Anton, and Newsday) and radio, along with our digital channels (SnapChat/Digital Display), and showcasing our new commercial.

Chair Tuman remarked that 79.1% is a significant increase for the Winterim semester, and asked whether there is any data analysis making a correlation to the type of courses that we offered – on-line or certain degree programs – and whether any trends have been acknowledged in the 79.1%?

Chester Barkan replied that by using the Pulse survey we determined that our continuing students were coming in with the purpose of getting more credits under their belt and perhaps of graduating early to move forward with a job. Last year we started to increase our offerings of on-line courses, which the events of the pandemic magnified, but he feels that, even if students are looking at on-line classes as a short-term solution, going forward having more on-line offerings will be of great service. There is demand for more

classes in English, History, Math, and Liberal Arts. By sequencing courses from first half to second half, at 7.5 weeks each, a student could, for example, take an English 101 and English 102 in the 15 weeks. Also, there is a need for more Business, Marketing, and Retailing, and Developmental courses.

Trustee Costanzo asked two questions:

1. How close are we to implementing Dual Enrollment when high school students come to NCC?

Dr. Williams explained that Dual Enrollment is distinct from the program for high school students who come to NCC, referred as the High School Enrichment program. In Dual Enrollment, students are taught NCC courses at their high schools by their high school teachers. VP Lausch and Dean Follick are engaged in conversations with high school districts in the area which are interested in the opportunity. High schools are starting their course selection now, so piloting courses may start in the Fall 2021 or Spring 2022.

2. What are the concerns on classes being canceled for Spring 2021?

VP Lausch replied that the College posts a number of courses with the same number of sections, but on different days at different times, and we are hoping to determine when students want to take courses. This information changes semester-to-semester, year-to-year. A number of courses are posted for the morning and afternoon to determine the students' preferences. In doing so, we look at the courses with lowest enrollment and move students to fill a section with a higher count. This tactic also allows us to spread out courses where the student need is. It also helps to determine the assignments of our full-time and adjunct faculty. We are getting a sense of the classes amidst the pandemic in which students feel they can be successful in a remote/on-line environment.

Chair Tuman asked if there were any other items for the Committee to consider. There being none, the meeting adjourned at 6:17 p.m.

Respectfully submitted,

*Anne E. Brandi*

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Anne E. Brandi  
Secretary to the Board of Trustees