



DARE TO DO MORE

**President's Cabinet Meeting
Monday, August 30, 2021
9:00 – 10:30 a.m. in E-500**

Meeting Notes

Participants:

Kenneth Adams, President

Paul Arcario, Provost

Shahir Erfan, Vice President of Administration and Finance

Sunil Gupta, Vice President of Adult and Continuing Education

Henry Saltiel, Vice President of Information Technology

Gail Baksh-Jarrett, Interim Associate Dean for Enrollment

Robert Jaffe, Senior Advisor to the President/Interim Executive Director of Marketing and Communication

Ronald Edwards, Executive Director of Human Resources / Interim Chief Diversity Officer/
Affirmative Action Officer/Title IX Coordinator/504-ADA Coordinator

Cristy Bruns, Chair, College Senate

Rochell Isaac, President, Faculty Council

Laura Bartovics, Interim Executive Director of Development

Taejong Kim, Legal Counsel/Labor Relations Manager

Wendy Nicholson, Executive Director of Diversity, Equity, and Inclusion

- I. Campus/CUNY Updates:** President Adams noted the attendance of Wendy Nicholson, LaGuardia's first Executive Director of Diversity, Equity, and Inclusion. Fay Butler is not attending as she is an evaluator on a Middle States Accreditation team for Jamestown Community College in Jamestown, New York. He discussed an allocation of funding from Borough President Donovan Richards to support health science lab capital improvements. President Adams and the Cabinet offered condolences to the family of Dr. Ray Bowen, LaGuardia's second president, who passed away on 8/23/21.
- II. Review 8/23/21 Cabinet Meeting Notes:** Notes reviewed and no changes noted.
- III. Enrollment**
 - a. Weekly Enrollment Update: Associate Dean Baksh-Jarrett reported on the weekly dashboard. She noted that the gap between enrollment in Fall 2020 and Fall 2021 continues to decrease. She discussed the various efforts being taken to support student enrollment, including continued outreach around the CUNY Comeback program and the availability of merit scholarships.
- IV. Fall 2021 Return to Campus**
 - a. Update on Fall 2021 Return to Campus Implementation: VP Erfan discussed CUNY protocols (attached) concerning the response to COVID cases and exposures. He discussed the merits of providing a regular availability of updates on COVID cases and

exposures within the campus community. Senate Chair Bruns noted support and indicated this information should be provided along with an explanation to place these numbers into an appropriate context.

- b. Update on Delivering Fall 2021 In-Person/Hybrid Course Offerings: Provost Arcario discussed the availability of he and the academic chairs to a CUNY-developed dashboard where he can view the hybrid and in-person sessions, how many students are in each class, how many students have been vaccinated and have submitted and uploaded their vaccination information. The number of verified students remains low at LaGuardia and across CUNY. The Cabinet discussed the need for continued communications to students around vaccine verification and for faculty and staff to have the information necessary to inform students of the steps that need to be taken. Provost Arcario discussed the approach to be taken to ensure safety for students and faculty given that prior to October 7th classrooms may have both unvaccinated (or vaccinated, but unverified) students and fully verified students. In these cases, social distancing requirements would make it impossible to hold classes given LaGuardia's high number of small classrooms. Senate Chair Bruns noted the importance of providing in-person support to assist students with verification. VP Erfan discussed arranging this service for students.
- c. Implementation of Mask Enforcement: Language is under development to inform students of mask-wearing requirements. Signs will be posted in classrooms. The library has been deemed a classroom, thereby requiring all students entering the library to be vaccinated.

V. Findings and Recommendations of the Enrollment Management Planning Group: Associate Dean Baksh-Jarrett presented her findings and recommendations (attached). The Cabinet applauded the report and indicated support for the direction being recommended.

VI. New CUNY CIS Policy for all ACE Divisions: Vice President Gupta indicated that CUNY Central introduced a new Vaccination policy for all ACE divisions last week which would have initially negatively impacted our scheduled enrollments for September as it mandated that in-person ACE courses would have to pause until Early October (until the new CIS process was in place). However, subsequently, we were able to get some flexibility to continue with courses on schedule and perform a transition to the new policy in October.

LaGuardia Community College
 Weekly Enrollment Dashboard
 8/27/2021
 Prepared by: Jeffrey Weintraub

Fall 2021 Weekly Enrollment Dashboard

							Average CC Snapshot
	Fall 2021 snapshot	Fall 2020 snapshot	Fa21- Fa20	% change	Budget Targets	Fa21 as % of Target (CN excluded)	Fa21-Fa20 % change
	8/27/2021	8/27/2020					
THC							
Freshmen	1,744	2,056	-312	-15.2%	3,150	55.4%	-21.7%
Transfers	748	670	78	11.6%	1,850	40.4%	0.8%
Continuing	7,498	8,575	-1,077	-12.6%	10,958	68.4%	-15.3%
<i>**Re-Admit(Included in Continuing)</i>	380	388	-8	-2.1%			
Non-degree	752	760	-8	-1.1%	1,100	68.4%	23.0%
College Now	1	5	-4				
*Total LAGCC	10,742	12,061	-1,319	-10.9%	17,058	63.0%	
Total CUNY w/CN	10,743	12,066	-1,323	-11.0%			-13.0%
FTEs							
Freshmen	1,834	2,140	-306	-14.3%	3,076	59.6%	
Transfers	636	567	69	12.2%	1,585	40.1%	
Continuing	5,775	6,891	-1,116	-16.2%	8,876	65.1%	
<i>**Re-Admit(Included in Continuing)</i>	278	314	-36	-11.5%			
Non-degree	390	424	-34	-8.0%	622	62.7%	
College Now	0	2	-2				
Total	8,635	10,024	-1,387	-13.8%	14,160	61.0%	

*College Now is not included in the totals

**Re-Admits are shown separately for comparison purposes. Re-Admits are included in the Continuing Student count for CUNY comparison

Continuing Students consist of Continuing and Readmits

THC is the unduplicated count of Session 1 and Session 2 students

FTEs are the sum of Session 1 and Session 2. % change excludes CN

Non-degree CUNY comparison (cell H18) includes both Non-degree and College Now

CUNY Data:

Term: Fall 2021 Current Term Run Date: 8/26/2021 Prior Term Run Date: 8/27/2020

LaGuardia Community College

Reopening - Weekly Dashboard

Prepared by: KC

IT

VP of Administration

Support Services

Week of: Monday, August 16th through Sunday, August 22th | Year: 2021

Reported Positive Cases As of 8/26/2021	Count since last Rpt	Total Since Fall 2020
Positive Case No Campus Nexus	0	3
Positive Case Campus Nexus	1	36

Notes on New Positive Cases Reported Since Last Dashboard:

- One P/T Vet Tech staff member was Rapid tested positive on 8/20/21, with last day on campus 8/17/21.
- One IT staff member was Rapid tested positive on 8/25/21, with last day on campus 8/24/21.

DOH Positive COVID-19 cases as of 8/27/2021: 48

Link: <https://schoolcovidreportcard.health.ny.gov/#/collegeData;sedCode=343000832020;redirectToHome=true>

The DOH #s include all positive cases for students/faculty and staff who have been working remote and online.

Essential Supplies Available (ADMINISTRATION)	Start of Weekly Inventory (8-16)	Current Inventory (8-22) (Note1)	Phase 1- Avg. Weekly Burn Rate* (Approx.)
Cleaning Disinfectant Liquid:			
(A276C) Performex RTU	287	270	17
(A305C) Handy-Klenz	142	134	8
(A309C) Champion Citrus Scent	35	35	0
(A242A) Lysol	11	11	0
(A272C) Avistat -D (8oz Bottles)	1310	1310	0

Disinfectant Wipes:			
(A299C) Oxivir Wipes [bucket 80ct- large wipes]	1	1	0
(A278C) Monk [80ct- small wipes]	136	127	9
(A306C) Vapor Fresh [large bags -1200ct]	1	1	0
(A316C) SCRUBS Wipes	2	2	0

Hand Sanitizer:			
(A298C) Hand Sanitizer [bottles]	57	57	0
(A297C) Hand Sanitizer [gallons]	6	6	0
(A208AB) (Hand Sanitizer [refills]	317	292	25
(A311C) Hand Sanitizer SAN IT (gallons)	184	184	0
(A210A) Handwashing Soap [bottles]	2771	2752	19

Essential Supplies Available (ADMINISTRATION)	Start of Weekly Inventory	Current Inventory (Note 1)	Phase 1- Avg. Weekly Burn Rate* (Approx.)
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PPE:			
(A237C) Coveralls [XXXL]	140	139	1
Coveralls [XXL]	0	0	0
(A235c) Coveralls [XL]	180	180	0
(A304C) Coveralls [L]	50	50	0
(A303C) Face masks - Respirators N95 [count]	213	213	0
(A230C) Face masks - surgical [count]	68790	67740	1050
(A302C) Face masks -KN95 [count]	3051	3051	0
(A301C) Face-Shields - Resusable [count]	295	204	91
(A293C) Gloves [Nitrile - Small]	14800	14800	0
(A291C) Gloves [Nitrile - Medium]	57204	56724	480
(A289C) Gloves [Nitrile - Large]	48204	47864	340
(A281C) Gloves [Nitrile - X-Large]	21526	21086	440
(A292C) Gloves [Vinyl] - Small	2150	2150	0
(A290C) Gloves [Vinyl] - Medium	6070	5440	630
(A288C) Gloves [Vinyl] - Large	7880	7680	200
(A227ABC) Gloves [Vinyl] - X-Large	42100	42100	0
(A226ABC) Gloves [Latex] Small	23700	23700	0
(A225ABC) Gloves [Latex] Medium	10600	10600	0
(A287C) Gloves [Latex] Large	0	0	0
(A286C) Gloves [Latex] X-Large	1300	1300	0
(A294C) Safety glasses	532	528	4

*Weekly Burn Rate includes Health Science inventory. Actual Inventory management accounts for long term estimated burn rate, procurement lead time, semester demand surge, etc.

Note 1: Includes inventory added during this week.

Number of Classroom/Labs Utilized for On-Campus Sessions (Intersession):		Cumulative Seating Capacity	
Building	Number of Rooms	Cumulative Normal Seating Capacity	Cumulative Social Distancing Seating Capacity
E and M Building	Building Open	-	-
C Building	Building Open	-	-
B Building	Building Open	-	-



Enrollment Management

Dr Gail Baksh-Jarrett
Interim Associate Dean for
Enrollment Management



Enrollment Management Mission

The mission of the Division of Enrollment Management is to recruit, admit, enroll and retain a diverse student body using a student-centered approach that provides access, financial resources, and support services for successful degree completion.

21-22 Enrollment Management Goals



Stabilize enrollments



Optimize resources to
improve student services
experience



Evaluate and assess
strategies, operational
processes and
procedures that
negatively impact the
enrollment cycle.

Enrollment Management Planning Charges

Charge 1: Examine Student Enrollment Policies & Practices, Identify Problems, and Develop Solutions.



Charge 2: Examine Enrollment Management Structure – strengths, opportunities and challenges, and recommend the optimal organizational arrangement of offices within the division.

Charge 1: Examine Student Enrollment Policies & Practices, Identify problems, and Develop Solutions

A cross-divisional Enrollment Management Planning Group (EMPG) was created - 15 members (AA, SA, IT, ACE,SS, President's Office)

EMPG held weekly meetings – May through June 2021

Student Survey Feedback

Respond to email faster.

The wait time is too long for the Virtual Office.

Need to assign more experts for quick service.

Challenges in Enrollment Management

- Inadequate Staffing – in-person, online chat, phone, email, texts across all departments to provide support services
- Targeted Communication – Social media (outcomes), 2-way texting not available
- Recruitment Budget – Funds not allocated for Recruiters to visit High Schools, CBOs, attend college events, and fairs including advertising.
- Pro-Active Advisement and Registration (PAR)
- No dedicated Academic Advisor for International Students

Areas Impacting Enrollment

1. Communication
2. Timely Response
3. Personalized Attention
4. Pro-Active Advisement & Registration
5. Hold/Service Indicators
6. Faculty Role
7. Relationships with High Schools and CBOs
8. Jump Start

Fall 2021
Short Term -
Actions

Communication – Enrollment Steps:
Targeted by group e.g. new, transfer

Timely Response – Telephone Calls:
Hired part-time staff to nudge
students to accept the admissions
offer

Personalized Attention – Virtual
Office, Emails: Hired part-time staff to
provide timely service to students
July through September 2021

EM Operational Changes:

NSARO/CSARO (SS):

- Created a new group – Enrollment Committee (name change) under EM

NEW

Cross Divisional Membership with 2 co-chairs (EM & SS):

- Admissions, Recruitment, Testing, Registrar, Conversion Team, Student Financial Services, Bursar, SIC, Academic Advising, Information Services, Institutional Research, ACE

Spring 2021 Survey of LaGuardia Students
Office of Institutional Research and Assessment (OIRA)
April 2021

Top 4 Reasons for
attending a community
college:

- *Cost*
- *Support*
- *Program*
- *Someone I know had a good experience*

*How can LaGuardia serve
you better?*

- *More scholarships and financial aid*
- *Better advising*
- *Help in getting jobs/internships*

Current Process:

- ▶ All students submit an application online.

EM Operational Changes - Foundation Scholarships

2019 - 2020	2020 - 2021	% Change
939 applications received	1434 applications received	52.7% increase
377 students awarded Unrestricted funds	615 students awarded Unrestricted funds	63.1% increase
264 awarded Restricted funds	307 awarded Restricted funds	16.3% increase
Total funds disbursed \$931,377.	Total funds disbursed \$1.3 mil.	39.6% increase

EM Operational Changes - Foundation Scholarships

2021-22:

- ▶ Removed requirement for students to apply for General/Unrestricted Foundation Scholarships- provide awards based on financial need for direct tuition costs to meet the gap.
- ▶ Award New students with a 80+ HS average a LaGuardia Merit Scholarship.
- ▶ Award Continuing students with a 2.5 GPA a LaGuardia Merit Scholarship.
- ▶ Transfer the administration of Restricted Scholarships from IA to SFS – in progress.

Operational-Best Practices to consider implementing

Strategic Enrollment Plan

Waive the admission fee for students who only selected LaGuardia and completed the application in-person in the office.

Engage students enrolled in session I and not enrolled in session II to maintain/increase retention via text alerts, invitations to college events, reminders of important deadlines etc.

Dedicate a specific Academic Advisor to advise International Students.

Academic Advisors should add Career Services to their portfolio when advising students e.g BMCC Career Path Program.

Strengthen Collaboration with other Divisions

Enrollment Management
Representation is needed:

- ▶ New programs/majors
- ▶ Changes in curriculum
- ▶ Grant Proposals
- ▶ ACE calendar

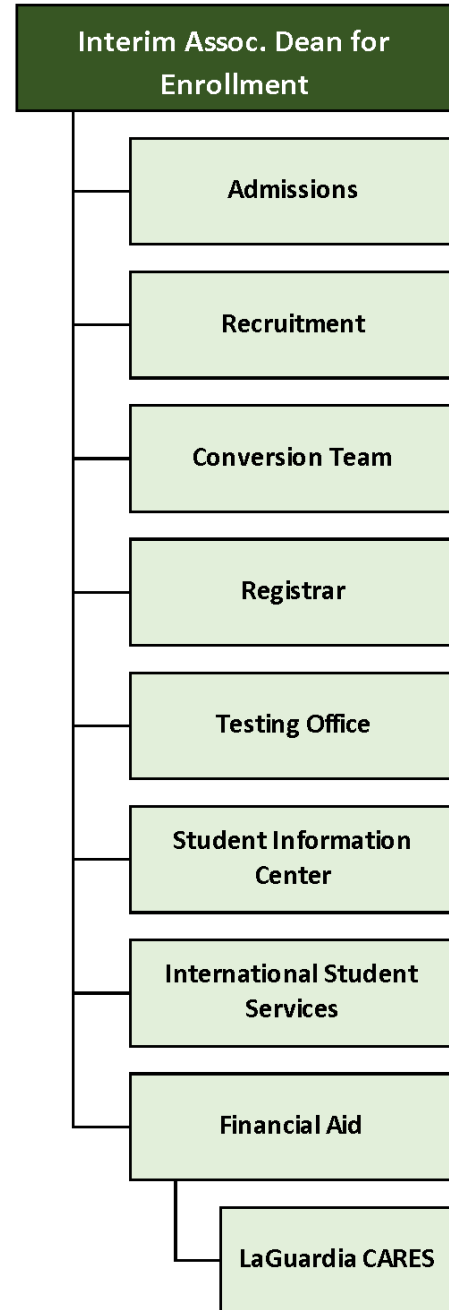
Charge 2: Enrollment Management Structure



Examine LaGuardia's Current Enrollment Management Organizational Structure, and recommend the optimal organizational arrangement of offices within the division.

Charge 2: Enrollment Management Structure

Current Organizational Structure



Enrollment
Management
Structure
Process

CUNY Community Colleges v.
CUNY Senior Colleges

Interviewed CUNY Enrollment
Management Leadership -
VPs, Deans, Directors

Interviewed LaGuardia
Enrollment Management
Directors and Staff

Charge 2: Enrollment Management Structure

CUNY Community College Enrollment Management

City University of New York Enrollment Management						
	Office			School		
Department	BMCC	Bronx CC	Hostos	KCC	LAGCC	QCC
Admissions	✓	✓	✓	✓	✓	✓
Admissions Information Center/SIC				✓	✓	
Advocacy Resource Center/SS/LaGuardia Cares					✓	✓
College Discovery			✓			✓
Conversion Team/New Student Engagement			✓		✓	✓
CUNY Edge						✓
Financial Aid	✓	✓	✓	✓	✓	✓
Institutional Scholarship	✓				✓	✓
International Student Recruitment/Services	✓			✓	✓	✓
One-Stop	✓			✓		
Recruitment		✓	✓	✓	✓	✓
Registrar	✓	✓	✓	✓	✓	
Testing	✓		✓	✓	✓	✓
Transfer Credit Evaluators			✓	✓		✓

Charge 2: Enrollment Management Structure

CUNY Community College Enrollment Management

City University of New York Enrollment Management						
Office	School					
Department	BMCC	Bronx CC	Hostos	KCC	LAGCC	QCC
Leadership						
Vice President	✓	✓	✓	✓		✓
Dean						✓
Associate Dean			✓		✓	
Executive Director				✓		
Notes						
BMCC: The Student Affairs division has it's own VP and Dean						
QCC: The college has a VP of Student Affairs and Enrollment Management						

Charge 2: Enrollment Management Structure

CUNY Senior Colleges Enrollment Management

City University of New York Senior Colleges Enrollment Management									
Offices	Schools								
Department	Baruch	Brooklyn	City	CSI	Hunter	John Jay	Lehman	Queens	York
Academic Advisement/Standards/Evaluation/Orientation/Transfer/Undeclared Majors	✓	✓	✓	✓	✓		✓	✓	
Admissions & Recruitment	✓	✓	✓		✓	✓	✓	✓	✓
Bursar		✓							
College Now/ACE Programs/Go Persist Success/TASC to BC		✓					✓		
Enrollment Management/Services & Communication						✓	✓		
Financial Aid	✓	✓	✓	✓	✓	✓	✓	✓	✓
Freshman Year Initiatives/First College Year		✓					✓		
Graduate Admissions & International Student Service						✓			
International Student Office/Services	✓	✓			✓	✓			
One Stop					✓			✓	✓
Registrar	✓	✓	✓	✓	✓		✓	✓	
Scholarship/Grants		✓			✓				
SEEK	✓						✓	✓	✓
Student/Resident Life/Engagement			✓		✓	✓			
Student Enrollment Advocacy		✓							
Student Success Initiatives (PTS3/Go Persist Success -STEM)							✓		
Testing/Center/Evaluation/Scholarship	✓	✓	✓		✓	✓	✓		✓
Veteran Services				✓		✓			

Charge 2: Enrollment Management Structure

CUNY Senior Colleges Enrollment Management

City University of New York Senior Colleges Enrollment Management									
Offices	Schools								
Department	Baruch	Brooklyn	City	CSI	Hunter	John Jay	Lehman	Queens	York
Leadership									
Assistant Vice President				✓					
Vice President	✓	✓	✓		✓	✓		✓	✓
Vice President/Associate Provost							✓		
Notes									
Baruch College: VP also has a Director of Enrollment Management									
Brooklyn College: The VP also has an Executive Director for Student Success and Executive Director of Enrollment Services									
Hunter College: The VP also has an AVP & Associate Dean for Student Affairs, an Associate Dean of Student Affairs and two Assistant Deans									
Lehman College: The VP also has a Senior Director of Enrollment Management and a Senior Director of Academic Programs									

Enrollment Management - Findings

Core Offices:

- ▶ Admissions
- ▶ Recruitment
- ▶ Testing
- ▶ Conversion Team/New Student Engagement
- ▶ Financial Aid
- ▶ Registrar
- ▶ International Student Services

Charge 2: Enrollment Management Structure

Changes in Progress:

Move Veterans Recruitment Services, and Pre-college Recruitment Services to Recruitment

Proposed Changes to Enrollment Units:

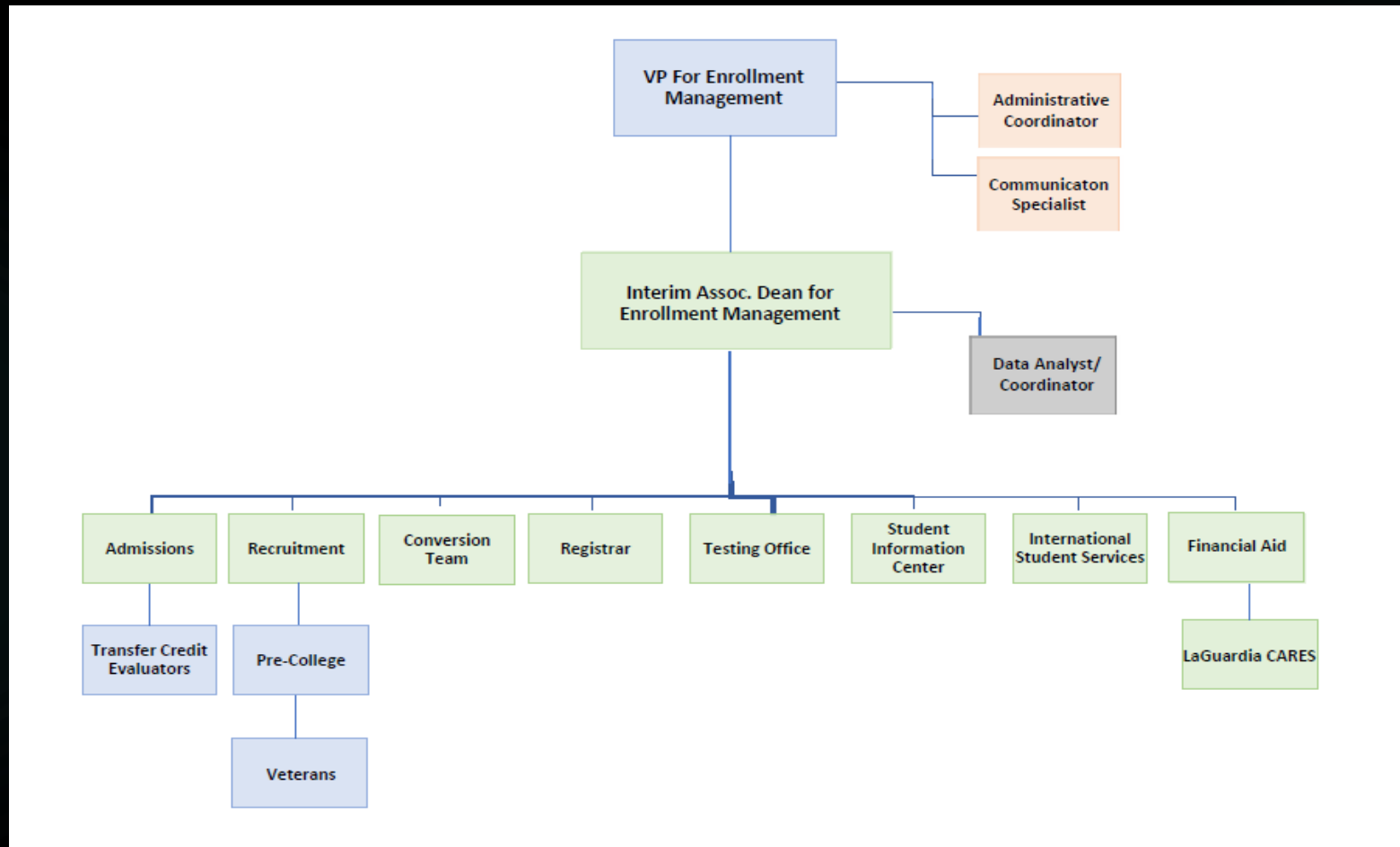
Move Transfer Credit Evaluators from Transfer Services (SS) to Admissions (EM)


Add 5 new positions in Enrollment Management:

- 1 Vice President
- 1 Data Analyst/Coordinator
- 1 Communication Specialist
- 1 Administrative Coordinator – Assessment, Ad Hoc Projects
- 1 Enrollment Financial Planning Coordinator

Charge 2: Enrollment Management Structure

Proposed Enrollment Management Organizational Structure





What
changes at
the CUNY
central office
would be
helpful?

- ▶ Exempt Enrollment Management positions from the VRB

Summary

- ▶ Hire a VP for Enrollment Management.
- ▶ All current offices remain in EM with the addition of the Transfer Credit Evaluators to Admissions.
- ▶ Create a Strategic Enrollment Plan, and annually assess enrollment initiatives to make recommendations as needed.
- ▶ Eliminate PAR - Collaboration amongst Academic Affairs, Student Success and Enrollment Management is needed to design a new framework to improve advisement for students.

LaGuardia Contributors- EM Directors

- ▶ **Aleksey Abramov – Testing**
- ▶ **Annette Hamilton – Student Financial Services**
- ▶ **Burhan Siddiqui – Registrar**
- ▶ **Daniel Diaz – International Student Services**
- ▶ **LaVora Desvigne – Admissions**
- ▶ **Loretta Capuano – Student Information Center**
- ▶ **Lori Hughes – Student Financial Services**
- ▶ **Rhonda Mouton – LaGuardia CARES**
- ▶ **Shannon Lund – Recruitment**
- ▶ **Zalma (Rosana) Keshawarz – Conversion Team**

CUNY – Community and Senior College Enrollment Management Contributors

- ▶ Hostos: Associate Dean Leslie King
- ▶ KCC: Executive Director Wayne Harewood
- ▶ LaGCC: EM Directors & Staff
- ▶ QCC: Dean Veronica Lukas
- ▶ City College: VP Celia P. Lloyd
- ▶ Lehman College: VP Reine Sarmiento & Associate Provost
- ▶ York College: Interim VP Karen Williams
- ▶ York College: Associate Director of FA Abram Bolouvi

Appendices

EMPG Membership

EMPG Outcomes

EM Staff Feedback

Jump Start

PAR Feedback