

<b>Course Enrollment Management Procedure</b>	Procedure Number	2.13P
	Effective Date	June 14, 2013

## 1.0 PURPOSE

In accordance with the *Strategic Course Enrollment Policy 2.13*, the College offers programs responding to the needs of the community, including workforce, transfer, or lifelong learning. Thus, the course offerings must align with the purpose of its programs and reflect the College's curriculum. This curriculum must meet the needs of its students so they can reach their educational goals in a timely and efficient manner.

The College delivers its coursework only if courses are fiscally solvent and have adequate enrollment to ensure the financial stability of the institution and the most effective use of taxpayer and student dollars toward meeting LCCC's mission. At times, the College does offer courses that are not fiscally solvent, but only if they strongly meet the criteria outlined in this document and the College is in the fiscal health to allow for subsidizing of said courses.

## 2.0 REVISION HISTORY

Adopted on: 6/14/13

## 3.0 PERSONS AFFECTED

This policy applies to all students, faculty, staff, administrators, and other entities affiliated with Laramie County Community College.

## 4.0 DEFINITIONS

- A. *Course Capacity* – the ideal maximum number of students to be enrolled in any one section of a college course. These numbers are derived from best practices and research centered on a specific discipline or topical area.
- B. *Fiscal Solvency* – the point at which the revenues generated, including but not limited to tuition, fees, and state appropriations, meet or exceed associated expenditures. This may apply to individual courses, programs, services, and/or the institution as a whole.
- C. *Guaranteed Courses* – courses that are guaranteed to be offered by the College, regardless of their fiscal solvency. To be classified as guaranteed, the courses must meet specific criteria outlined within this procedure.

## 5.0 PROCEDURE

- A. A Robust and Accessible General Education Core

The College guarantees that general education courses will be available to its students:

- 1) in every core content area;
- 2) in each semester;

- 3) at a variety of times of day; and
- 4) in a variety of delivery modalities (though not necessarily all in the same semester).

Although the general education core courses at LCCC will be robust in their diversity across any one discipline area, the College must resist the temptation to expand the curriculum for reasons outside of student need and interest, especially if they challenge the institution's fiscal health and stability.

#### B. Guaranteed Courses

The College determines its course offerings through the objective consideration of the importance of scheduling to meet the educational goals of LCCC's students as well as the overall fiscal health of the institution. At times the College will guarantee the offering of courses that are not fiscally solvent but are critical in allowing students to achieve their educational goals. More specifically, guaranteed courses are:

- 1) required to complete a program's curriculum. Cancelling the course would interfere with the curriculum's published sequence and thus the ability for students to either progress in that program or graduate. Courses or programs with reoccurring instances of low enrollment in these courses will be evaluated for modification; and/or
- 2) only offered intermittently (e.g., every other fall) and the cancellation would mean the course would not be offered in a time where it is reasonable for the student to enroll in it again prior to completing his or her educational goal; and/or
- 3) only offered as a single course section (no other sections offered) in a given semester; and/or
- 4) restricted to certain class sizes as a result of program accreditation requirements, for safety reasons, or constraints of specialized learning facilities (e.g., laboratories); and/or
- 5) offered as part of a restricted-entry cohort-delivery program such as many of the Health Sciences and CTE programs; and
- 6) pilot courses that follow the College's pilot course policy and procedures.
- 7) courses that support and are required for co-curricular activities (i.e., *Wingspan*, *High Plains Register*, forensics, etc.). These courses may not be required for the program, but they may be required to participate in the activity, and participation in the activity may be part of the course grade.

Courses not meeting the above criteria are not guaranteed and are subject to meeting specific enrollment thresholds. These courses are subject to cancellation as outlined in the Course Cancellation Process below.

#### C. Course Capacity

The deans of the Academic Schools, in close consultation with the faculty, recommend course enrollment capacity (or caps) to the Vice President of Academic Affairs (VPAA). These recommendations will be developed through evidence (e.g., research, best practices, national standards, etc.) and/or by the facility constraints at the institution. The VPAA may direct a higher or lower number when student success or fiscal concerns necessitate. The VPAA will do so with input from the Schools' deans and faculty leadership.

D. Course Enrollments

Course enrollments will be reviewed during course cancellation meetings with the deans of the Academic Schools on established dates each semester and during summer term. Using current formulas for calculating fiscal solvency provided by the office of the Vice President of Academic Affairs, all non-guaranteed courses will be evaluated to assess whether they have adequate enrollments. The College reserves the right to cancel any non-guaranteed courses.

E. Course Cancellation Process

The authority to cancel a course rests with the dean of the affected school in consultation with the Vice President of Academic Affairs (VPAA). The dean shall consult with the department chair and/or program head or equivalent in cancellation decisions. The impact of the cancellation on a student's progress towards graduation should be considered in this process. To assist in the process, the Office of Institutional Research (IR) will provide data in a timely manner, beginning with an enrollment report by course section that follows the registration process for each academic term. A recommended timeline is shown in the table below.

Timing	Action
Three weeks after the first day of registration for a given term.	IR will provide a preliminary course section status report to the dean of each School for analysis.
Three weeks prior to the first day of class.	IR will provide the first course section status report to the dean of each School and the VPAA.  Deans will meet with the VPAA to determine sections to be put on watch for risk of cancellation.
One week prior to the first day of class.	IR will provide a second course section status report to the dean of each School and the VPAA.  Deans will meet with the VPAA to determine sections to be put on watch for risk of cancellation.

Department chairs, program directors, and deans should use the preliminary enrollment report to identify course sections that are at risk of falling below the minimum course size so that corrective action can be taken in a timely fashion to minimize student disruption and optimize the workload for affected faculty members. In order to minimize student disruption due to canceled courses, department chairs or program directors are encouraged to meet with the dean as soon as possible if the first course section status report includes sections that do not meet the minimum enrollment guidelines established in the current formulas for calculating fiscal solvency. A decision to cancel a course can be made after the first course section status report is received, or the School may wait for the final course section status report to make this decision.

Once a decision to cancel a course has been made, the College should immediately inform Student Services. In addition, the School should communicate the cancelation decision to students enrolled and assist the students in modifying their course schedules.

F. Faculty Reassignment

If a full-time faculty member has had a course cancelled due to low enrollment, the faculty member's workload plan will be modified to reflect this change in their teaching assignment. It will be common practice to bump adjunct faculty from courses that have adequate enrollment to ensure a full workload for full-time faculty.

G. Consistently Under-Enrolled Courses

The efficacy of a course that fails to meet the minimum course size guidelines after three offerings should be re-examined and compelling evidence presented to the dean to justify continued offering. Otherwise, the course should be deleted or inactivated.

H. Recommendations on Data Collection

Each dean's office should work with IR to collect regular, quantitative, and qualitative data related to enrollment. In the analysis accompanying the development of these guidelines, it was observed that improvements in the course management system could assist in course cancellation decision-making.

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REQUIRED APPROVALS	NAME/SIGNATURE	DATE
Originator(s) Name(s)	Dr. Jose Fierro, Vice President of Academic Affairs	5/7/13
Approval by President's Cabinet		6/11/13
Ratified by College Council	Kari Brown-Herbst, Co-chair	6/14/13
Approval by President (Signature)		6/14/13