Attendance was not taken.

I. R. Bloem opened with prayer.

II. The minutes of the November meeting were reviewed and approved.

III. R. Bloem presented and reviewed the year-to-date progress on Enrollment Goals:
   a. Meet and exceed FTIAC, Transfer and Net Tuition Revenue targets for the Fall 2013 entering class
   b. Refine our student search criteria and expand our pool of qualified prospects
   c. Effectively implement and leverage Calvin’s membership in the Common Application
   d. Review Yield Grids and other relevant data sets to refine and strengthen the 2013-14 financial aid plan
   e. Enhance the visit programs with more personalized experiences and an additional “premium” visit event
   f. ReCommend ONE: energize Calvin parents and alumni, faculty and staff to participate more actively in student recruitment

IV. R. Bloem reviewed the 2013-14 Budget Expense Reduction Plan and gave an overview of the division’s prioritization process to-date.

V. Adjourn