Division of Enrollment Management

Office of Admissions Annual Report
2013-2014
I. Departmental Mission Statement

CALIFORNIA STATE UNIVERSITY, CHICO
OFFICE OF ADMISSIONS - MISSION STATEMENT

The mission of the Office of Admissions at California State University, Chico is to achieve general university and specific college and department enrollment goals while providing exceptional service to prospective students and their families; and to support the work of secondary and community college counselors, the CSU Chancellor’s Office and other internal and external CSU, Chico colleagues and constituents that rely upon this office for information and service.

Specifically, the Office of Admissions will strive to achieve the following goals:

1) **Enroll the desired mix** of quantity and quality of First-Time-Freshman (FTF) and transfer students using meritocratic standards while ensuring access for local service area and traditionally disadvantaged students, and achieve the ethnic diversity representative of California’s graduating secondary school populations with particular emphasis on local service area schools.

2) **Increase the quantity and quality of applicants through effective marketing** of CSU, Chico’s mix of desirable qualities; including location and campus, academic programs and their quality, social climate, cost, personal and career development opportunities, and alumni support network.

3) **Respond to inquiries, visits and applications** more quickly and effectively than our competitors. If possible, include acknowledgement of previous interaction(s) in our responses with the goal of building a long term relationship with each prospect.

4) **Counsel and recruit** local service area and California secondary and community college students regarding public postsecondary opportunities in California and CSU, Chico in particular.

5) **Collaborate with the campus community and CSU colleagues** to achieve mutual enrollment goals and to maintain close communication links regarding admission, diversity and enrollment issues.

6) **Support the CSU Chancellor’s Office** programs and goals through leadership and participation in programs such as CCUD, counselor’s conferences, CSU workshops and timely response to information requests.

7) **Maintain the highest level of professional standards and ethics** as embodied in the Statement of Principles of Good Practice endorsed by the National Association of College Admissions Counselors (NACAC) and other recognized professional associations.

As the point of first contact between students, their families and the University, the services and activities provided by the Office of Admissions (ADMS) are at the very front of the graduation pipeline and set the tone as to how the University is perceived at large.
II. Departmental Accomplishments

1) Made 2013-2014 target within .42% of resident target
   Our resident full-time equivalent student (FTES) target was 14,363, which represented a moderate 1.2% increase over the 2012-13 resident student target. This figure represented an increase of 170 resident FTES or approximately 180 headcount from where we were targeted at the beginning of 2012-13. In contrast, this figure was just 96 FTES more than the 14,267 actual resident FTES we realized at the end of 2012-13.
   Still, the 2013-14 admissions cycle wasn’t without its unique challenges. The show rate (enrolled/admitted) for first-time freshmen fell from 22% in fall 2012 to 18.1% in fall 2013. This required staff from across campus to re-double their efforts to combat melt during the summer of 2013 and ensure maximum retention of continuing students. Moreover, staff worked tirelessly to recruit, admit and enroll a robust class of 776 new students in spring 2013. In the end, we once again achieved target within +/- .5%.

<table>
<thead>
<tr>
<th>Resident Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Term</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>Summer</td>
</tr>
<tr>
<td>Fall</td>
</tr>
<tr>
<td>Spring</td>
</tr>
<tr>
<td>AY Annualized</td>
</tr>
</tbody>
</table>

(Source: Institutional Research—CSU Chico Census Enrollments and FTES by Academic Year with Targets – Resident Students)

2) Again increased diversity of applicant, admit and enrollee cohorts to all-time highs
   The percentage of applicants, admits and likely enrollees who identify as students of color (SOC) at CSU, Chico has again reached historic highs. As of the June 4, 2014 ERSA Report, 64.8% of fall 2014 FTF applicants identified as SOC, comprising 59.0% of those admitted and 56.4% of those who had submitted an intent-to-enroll. Transfer SOC represented 48.4% of the applicant pool, 55.0% of the admit pool, and 38.9% of the intent-to-enroll pool. When the two groups are combined, SOC represent 56.6% of applicants, 57.0% of admits, and 47.7% of likely enrollees. Final data won’t be available until census, but in fall 2013 52.1% of applicants and 46.4% of admits and 39.6% of first time undergraduates identified themselves as SOC. The longer trend in these areas is equally encouraging. In the five year period between fall 2009-2013, the percentage of enrolled SOC increased by 43.4% (+53.9% FTF, +29.5% Transfer).
While we celebrate these successes, much work remains to be done regarding the “conversion” to enrollment of all SOC, in particular black, native and Asian students if we are to approximate their numbers in the state and the service area. (Sources: Institutional Research—CSU Chico First-Time Freshmen/Transfers by Race as a Percentage of Freshmen/Transfer Totals-Fall Terms and Preliminary Data on First Time Freshmen and Transfer Applications, Admits, and Intent to Enroll - Fall Terms).

3) **Hosted Successful CSU High School Counselor Conference in Sacramento**

On October 1, 2013, ADMS hosted the Northern California CSU High School Counselor Conference at Cal Expo in Sacramento. The purpose of these conferences is to provide high school counselors and others (e.g. TRIO personnel, AVID directors, independent college counselors) information on the latest initiatives and programs in the CSU in general and information about individual campuses in particular.

The program included workshops for new counselors, detailed information about completing applications on csumentor.edu and transfer strategies for students who begin at the community college. We enjoyed great support from a variety of campus offices including staff from the Career Center and EOP on behalf of Foster Youth Programs. As the host campus, we were able to offer workshops which highlighted the unique offerings of our Concrete Industry Management, Mechatronic Engineering and Study Abroad Programs.

Coordinating an effort that involves representatives from throughout the entire CSU; counselors from hundreds of schools as well as a variety conference support personnel is a tremendous task that consumed thousands of hours of staff time. In the end, we
registered 565 attendees (excluding presenters and CO personnel), stayed within budget and received high marks from both our colleagues and the attendees.

Additional accomplishments of note:

- Diversity related (for more information see evaluation of ADMS Goal #2 below)
  o Our regional recruiter, Lamar Andrews, again focused on diversity recruitment in the Los Angeles and San Diego areas. Fall 2014 saw 2,446 applications, 1,639 admits and 345 intents-to-enroll from students in his target schools. Having already demonstrated he can generate applications, which in turn produce admits, this past spring saw him concentrating on conversion as well as recruiting prospects. He worked with students individually to “connect-the-dots” and make sure deadlines for EOP, financial aid, EPT/ELM, intent-to-enroll, housing and many more crucial tasks were met. This ongoing contact furthered his ability to connect with other key stakeholders such as parents, counselors, teachers as well as non-ADMS staff here on campus. This strategy has matured in that he has established himself and his reputation and now enjoys great access to students in targeted schools—sometimes even where more local campuses do not. Moreover, these relationships are such that teachers and counselors are now identifying students for him who they feel might be great prospects for Chico and contacting Lamar on their behalf.
  o Actively participated in the ongoing efforts of Foster Youth Committee and its activities.
  o Staff continued participation in Chicano/Latino Council, AB540 Support Group, worked on fall Bienvenida Reception and Latino Grad Celebration.
  o Jessica Dietrich, Public Contact Coordinator/Admissions Counselor, joined the newly formed Student Affairs Diversity Committee.
  o Hosted a busload of students from our Inglewood Unified partnership for a two and a half day special tour that involved a multitude of offices on campus.
  o Expanded Re-Entry Student Welcome.
  o Developed a website targeting first-generation students that includes resources and testimonials from earlier first-generation students.
  o Continued participation and support of veterans through participation in the Veteran’s Educational Support Team.
  o Redesigned Veteran’s web page to be more responsive to student needs and help connect veterans with admissions information in a single page format.
  o Conducted a variety of admissions/application workshops and hosted special tours for programs working with low-income/first-generation students (e.g. TRIO, AVID, EOPS, Umoja, College Options, MESA).
  o Continued to coordinate campus’ support of the Parent Institute for Quality Education (PIQE) and commencement speeches.
  o Five staff mentored at EOP Summer Bridge.

- Documented contact with 331 schools and programs (287 k-12, 40 C.C.) and 37,009 students during the 2012-2013 year. Anticipated reporting for 2013-14 due September 2014.
- Continued to refine and develop the paperless admissions procedures which allowed us to break a new barrier and as of June 4, 2014, process a record 30,219 domestic, undergraduate applications for the spring, summer and fall 2014 terms. Chico State does
not use “auto-admit” functionalities, which is to say the overwhelming majority of these applications were evaluated manually at some point.

- Improved ADMS Letter Console to include the ability to edit and print various “missing requirements” letters containing specialized messages by specific term.
- Conducted 18 On-the-Spot-Admissions visits at feeder community colleges.
- In order to increase the numbers in our prospect database, we expanded the auto-loading of data from large college fairs such as NACAC and WACAC as well as ACT/SAT test files to continually mine for prospects.
- Expanded our social media presence by launching new Instagram and Twitter accounts.
- Created a coordinated “Linked In” page for the University with Advancement and Career Center.
- Redesigned student blog page to work better across all platforms with a bigger emphasis on usage of images similar to Pinterest.
- Choose Chico!: Attendance increased by 25% over 2013. Expanded program to include tours led by Spanish speaking tour guide. Big social media push with yard signs, t-shirts, temporary tattoos and photo booth. In fact, marketing of #choosechico accounted for the largest single day presence of any campus related Twitter account and nearly 400 Instagram postings during Choose Chico! Enlarged Student Involvement Fair to include athletics. Offered Sutter Hall dining experience.
- Submitted a successful proposal to the CO and began planning for 2014 CSU Outreach Personnel Professional Development Conference to be held on campus August 3-5, 2014.
- Created and sent fall 2013 non-enrolled survey in conjunction with Institutional Research.
- Continued participation on CSU Mentor Steering Committee.
- Continued participation in and support of North State initiatives such as “College Options,” “Expect More Tehama,” “College: Making It Happen” and the Shasta County Higher Education Task Force and the Shasta County REACH Higher Initiative.
- Further refined and streamlined High School Scholars Program resulting in a record number of applicants (f13=50, sp14=54) and enrollees (f13=31, s14=46).
- Provided tours to over 13,430 visitors, as follows:
  - Conducted pre-tour presentations and tours Mon.-Sat. for 5,804 visitors, including 2,268 prospective students.
  - Provided walking tours for 433 visitors on Chico Preview Day and trolley tours to another 162 guests.
  - Provided walking tours for 1,098 visitors on Choose Chico! Day and trolley tours to another 343 guests – with only 1 bus.
  - Provided 135 Specialized Tour Programs to 5,569 middle school, high school and community college students—who came from Los Angeles to the Oregon border and beyond.
  - Collaborated with Natomas Unified in Sacramento to offer tours to every junior and every eighth grader in the district. In all, 338 11th graders and 331 middle school students toured on nine dates. Average percentage of SOC was 82%.
  - Provided support to “College Pipeline” conducted by CCLC.
  - Provided support to OIED in their hosting of dignitaries and student groups.
  - As part of our Sacramento initiative, we provided travel stipends of up to $1,000 and purchased an on campus meal to nine targeted schools who brought 383 students to campus—97% of whom were SOC.
Special Tours continued to support CSSC’s hosting program which brought another 19 groups and 1,096 students.

Specialized tours were also provided for a variety of departments and programs (e.g. CMSD, TRIO, ATHL, College Options, JRNL, INTL, CSF, AGRI, Foster Youth, AVID) as well as a variety of distinguished alumni and guests.

Hosted 653 8th grade students over the course of eight days from eight schools in Tehama County. This was part of our collaboration with the “Expect More Tehama” and College Options programs.

Helped to create walking tour and descriptions used on the mobile app.

Participated in fit/gap for newest mobile app from High Point vendor.

Answered 20,236 incoming calls on our four “public” lines between 7/1/13-6/18/14. In April, this number peaked at an astounding 3,011 calls over 22 days or an average of 136 per day. More incredible is that most often these four lines are answered by just one or two student workers, who independently and competently field the vast majority of all inquiries without the need to involve staff.

Organized departmental and targeted calling programs.

ADMS staff and students called 5,515 admitted FTF SOC over eighteen nights to answer questions and encourage them to submit their intent to enroll. This number represents a 100.9% increase in the number of calls made in spring 2013. Contact was made with 4,640 households. Analysis of effectiveness will be conducted at census.

Deans were provided two sets of lists with talking points in order to encourage their faculty and staff to make contact with their admits via telephone, e-mail or snail mail.

Continued specialized application support for INTL, GRAD, AB540, CSSC, EOP, NURS, RCE, SB1440, ATHL, JRNL, CM, AGRI, SWRK-DL, Foster Youth, VETS, and TRIO (to name a few).

Developed a “Future Wildcats” page for early outreach which includes unique offerings for middle school, high school and transfer students on the path to attend CSU, Chico.
• Re-branded Fast Pass pages in Hobsons to include new photo and Admissions Counselor contact feature.
• Created, distributed and analyzed fall 2013 non-enrolled survey in conjunction with Institutional Research.

III. Changes in Policies and Procedures

Sierra College Tahoe-Truckee Campus was included in our local admission area. President Zingg signed an MOU with the president of Sierra College that permits students who complete 30 or more transferrable units through the Truckee campus and/or one of our other feeder campuses to be considered as “local” for the purpose of admission.

In order to meet the expanded requirements of Section 66025.9 of the Education Code pertaining to the granting of priority enrollment and registration of foster youth or former foster youth, ADMS instituted a workflow wherein students who indicate they are/were foster youth, wards of the court and/or orphans can submit verification early in the application process. By doing so, these students will receive the benefits available to them and they are identified for intentional follow up by our office as well as the foster youth coordinator, financial aid, EOP and others.

SB 440, signed into law in October 2013, became law on January 1, 2014. This bill is an expansion of SB 1440, the Student Transfer Achievement Reform Act, and requires CSU campuses to accept transfer model curriculum-aligned associate degrees for transfer in every major and concentration offered by that California State University, as specified.

In the fall of 2013, ADMS was one of the units from Enrollment Management that re-aligned within Student Affairs. The shift has required some re-education on our part as to policies and procedures but at the same time has produced many beneficial conversations and new opportunities for collaboration.

IV. Resources Summary

• Budget Summary –

Salary allocation of $968,705 was augmented by $12,428 for 1.34% salary increase and $4,301 for Unit 4 bonuses. Due to vacancies, we had a savings of $46,359 in salaries which helped cover the deficit in our OE budget expenditures.

OE allocation of $235,900 was augmented by $64,000 one-time additional allocation, $37,460 in summer session funds from the Provost Office to pay students wages, $28,500 for North State Initiative and $29,337 one-time additional allocation.

• Staffing – include changes/recruitments, etc.

Emergency Hire –
Gabriela Martinez, Eval I (1/31/14 – 3/31/14)

In Range Progressions –
Patti Chaplin, ASC I
Angelica Magana, ASC I
Melanie Manes, ASC I
Nancy Parsons, ASC I
Kelly Webster, ASC I

New Hires –
Marcellus Brookshaw, SSPII (probationary 12/16/13)
Jemie Ann Rocca, Eval I (probationary 2/17/14)

Permanent Status –
Lamar Andrews (6/1/14)

Retirement –
John “Rocky” Raquel (12/30/13)

Retired Annuitant Hire –
Ramona Espinosa, Eval I (9/16/13 – 5/30/14)

Separations –
Adelle DeMasi (11/15/13)

Facilities/Equipment– No major expenditures occurred.

V. Program Evaluation for Past Year

2013-2014 GOALS:

1) Continue development of strategic plan for the Office of Admissions in alignment with Enrollment Management Strategic Plan.

2) Implement the enrollment targets set forth by the Trustees with a priority on increasing diversity. Maintain focus on African American students to continue increase of market share.

3) Complete implementation of a Student Ambassador Program with emphasis on providing outreach to diverse populations.

4) Continue organizational analysis of the Office of Admissions to identify new efficiencies and/or opportunities through restructuring of staff duties and responsibilities. Special attention will be given to succession planning.

5) Complete analysis of Undergraduate Recruitment Costs (Noel-Levitz model)

Goal #1: Continue development of strategic plan for the Office of Admissions in alignment with Enrollment Management Strategic Plan
Actions Taken

Participated in Strategic Enrollment Management Plan Implementation Sub-Committee Meetings.

Barbara Fortin convened three meetings of this group. The task was to develop implementation methodologies and recommendation for the CSU, Chico 2012-2017 Strategic Enrollment Management Plan that was adopted in July 2013.

Throughout the year the sub-committee examined the strategies within the plans six dimensions in order to identify where progress or success exists and where additional efforts needed to be placed. Much of the conversation revolved around faculty’s role in furthering student success and the resources and training needed to enlist them in the overall endeavor.

Criteria for Success: __Met, __Exceeded, x Unfinished/Unmet

Goal #2: Implement the enrollment targets set forth by the Trustees with a priority on increasing diversity. Maintain focus on African American students to continue increase of market share.

As highlighted in the discussion of Departmental Accomplishments in Section II above, this was another banner year for the ADMS in these two areas. We achieved an annualized resident FTES for AY 2013-2014 of 14,423 which was 60 FTES or .42% above the target of 14,363.

Diversity is always at the forefront of our activities and decision making. First-time freshmen applications from African Americans have increased by 115% (486 vs. 1,048) since fall 2009. More encouraging is the fact that as of 6/4/14 ERS report, intents-to-enroll are up 107% over fall 2103 census. The picture is not as bright on the transfer side and it appears that at best we will maintain level enrollment by new African American transfers. We have already identified additional venues to increase transfer applications in general and from SOC in particular for the 2015-16 cycle.

Preliminary data relative to Goal #2 is listed in the table on the next page:
<table>
<thead>
<tr>
<th>First Time Freshmen</th>
<th>Fall 2014</th>
<th>Index</th>
<th>3200</th>
<th>6/4/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>RACE</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black/African American*</td>
<td>1,048</td>
<td>4.9%</td>
<td>502</td>
<td>3.3%</td>
</tr>
<tr>
<td>American Indian/Alaskan*</td>
<td>93</td>
<td>0.4%</td>
<td>71</td>
<td>0.5%</td>
</tr>
<tr>
<td>Asian/Pacific Islander*</td>
<td>1,783</td>
<td>8.3%</td>
<td>1,312</td>
<td>8.6%</td>
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<tr>
<td>Hispanic/Latino (any race)*</td>
<td>9,784</td>
<td>45.5%</td>
<td>6,183</td>
<td>40.6%</td>
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<tr>
<td>Two or More Ethnicities/Race*</td>
<td>1,221</td>
<td>5.7%</td>
<td>914</td>
<td>6.0%</td>
</tr>
<tr>
<td>Unknown/Other</td>
<td>723</td>
<td>3.4%</td>
<td>538</td>
<td>3.5%</td>
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<tr>
<td>White/Non-Hispanic</td>
<td>6,831</td>
<td>31.8%</td>
<td>5,696</td>
<td>37.4%</td>
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<tr>
<td>TOTAL</td>
<td>21,483</td>
<td>64.8%</td>
<td>15,216</td>
<td>59.0%</td>
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<tr>
<td>Students of Color*</td>
<td>13,929</td>
<td>64.8%</td>
<td>8,982</td>
<td>64.5%</td>
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<table>
<thead>
<tr>
<th>Transfers</th>
<th>Fall 2014</th>
<th>GPA 2.2</th>
<th>6/4/2014</th>
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<tbody>
<tr>
<td>RACE</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Black/African American*</td>
<td>196</td>
<td>1.4%</td>
<td>83</td>
</tr>
<tr>
<td>American Indian/Alaskan*</td>
<td>37</td>
<td>0.3%</td>
<td>21</td>
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<td>Asian/Pacific Islander*</td>
<td>727</td>
<td>5.2%</td>
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<td>Hispanic/Latino (any race)*</td>
<td>1,967</td>
<td>14.1%</td>
<td>1,107</td>
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<tr>
<td>Two or More Ethnicities/Race*</td>
<td>325</td>
<td>2.3%</td>
<td>179</td>
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<tr>
<td>Unknown/Other</td>
<td>687</td>
<td>4.9%</td>
<td>506</td>
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<tr>
<td>White/Non-Hispanic</td>
<td>2,781</td>
<td>20.0%</td>
<td>1,775</td>
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<td>TOTAL</td>
<td>6,720</td>
<td>40.6%</td>
<td>4,069</td>
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<tr>
<td>Students of Color*</td>
<td>3,252</td>
<td>48.4%</td>
<td>1,788</td>
</tr>
</tbody>
</table>

A partial listing of our efforts in respect to Goal #2 is provided below:

- Again, our service and recruitment activities focused outreach projects which targeted SOC. Our travel schedule was optimized to include schools, areas and events that held the promise of interacting with ethnically diverse populations, provide more outreach throughout the North State and still cover our bread and butter areas in order to ensure we met our enrollment target.

- Again this year, a concerted plan was developed to identify and visit as many high schools as possible in the Sacramento area that enroll large numbers of African Americans and other SOC. In the fall of 2013 alone, we made an estimated 1,889 contacts in seven high schools,
five college night programs, three area community colleges and two events held at CSU, Sacramento.


- In the spring, a team from ADMS, CSSC and AAP met with matriculated Morningside and Inglewood High School students and their families in Inglewood in support of our on-going partnership.

- In continued collaboration with the Sacramento Mexican Consulate, the Mexican Cultural Center of Northern California, the California Student Aid Commission and others, staff served on the planning committee as the CSU’s representative for the third annual “Steps to College/Feria Educativa” College Faire held at the Consulate in Sacramento on February 1, 2014. CSU, Chico was a financial sponsor again this year. Staff was also asked to sit on the scholarship screening committee. Sixteen undergraduates and ten high school juniors from our service area were awarded scholarships. In addition, our collaboration led to an all-expenses-paid research opportunity in Mexico for a Chico State student.

- Participated in “Higher Education Weeks” in the Imperial Valley, Oxnard/Ventura County areas, Oakland/Alameda and for the first time in San Jose/Santa Clara County.

- Supported CSU, Chico Hmong Student Association’s “2014 Higher Education Conference” with a general session presentation as well as folders, pens, road pieces, campus informational materials and notepads.

- For the twelfth year we maintained our membership with HACU (Hispanic Association of Colleges and Universities).

- ADMS continues to work with Financial Aid Office and others to maximize services for Foster Youth and AB 540 students.

- ADMS staff planned and participated in the second year of Summer Orientation sessions for Spanish-speakers.
• Regularly eligible students from service area (including TRIO, AVID, MESA); EOP students; veterans; athletes; foster youth; students from CSSC partner schools and majors such as social work distance learning; concrete industry management and construction management were flagged, tracked and admitted at CSU minimum criteria.

Criteria for Success: __ Met, __ Exceeded, __ Unfinished/Unmet

Goal #3: Implement a Student Ambassador Program with emphasis on providing outreach to diverse populations.

(CSU, Chico Strategic Priorities #1, #4)

The ADMS Wildcat Ambassador initiative continued to experience enhancements in the 2013-2014 academic year. The model was revised to include the 1-unit internship course only for the fall term. During the spring, Ambassadors earned an hourly wage for their participation. There were a total of ten Ambassadors for the academic year, with four of them participating only for one semester. The team included students from throughout California, representing a broad variety of majors and a good cross-section of Chico State experiences and diversity.

Ambassador activities included assisting with campus tours, special large-scale outreach events, and off-campus university outreach to prospective student and families. Wildcat Ambassador team highlights include:

• Conducted more than 795 total service hours!
• Served to augment ADMS’ capacity to host more special group visits to campus.
• Lead middle school tours that resulted in the hosting of 600 more 6th-8th grade students than the previous year. This represents a 109% increase!
• Factored prominently in Chico Preview Day and Choose Chico! activities, including photo booth, #ChooseChico campaign.
• Supported the doubling of ADMS calling campaign outreach.

Criteria for Success: __ Met, __ Exceeded, __ Unfinished/Unmet

Goal #4: Conduct an organizational analysis of the Office of Admissions to identify new efficiencies and/or opportunities through restructuring of staff duties and responsibilities. Special attention will be given to succession planning.

(CSU, Chico Strategic Priorities #2, #5)

Due to position vacancies, delays in recruitments and staffing shortages in some areas, the focus in 2013-14 was to maintain or increase our level of service. In the face of record numbers of applications and visitors in particular, and increased workload in general, we were able to meet our responsibilities as well as enhance or create some new programs and opportunities.
Criteria for Success: ___Met, ___Exceeded, x Unfinished/Unmet

Goal #5: Complete analysis of Undergraduate Recruitment Costs (Noel-Levitz model)

(CSU, Chico Strategic Priorities #5)

Once again we participated in the 2013 Cost of Recruiting an Undergraduate Student Report conducted by Noel-Levitz.

We fall below the national median in a number of areas. The median expenditure at large four year public institutions to recruit a single undergraduate student was $457 compared to $321 at Chico. The median ratio at comparable institutions for number of FTE employees involved in face-to-face outreach was 243:1. At Chico, our ratio was 824:1. We were among the 5.4% minority who saw their recruitment budget decrease by 2% or more between 2012-13 and 2013-14.

Criteria for Success: x Met, ___Exceeded, ___Unfinished/Unmet

a. Ongoing Assessment Efforts

Assessment, in particular data analysis, occurs daily in the Office of Admissions. We consistently monitor information on both the Admissions and Outreach sides of the house and make adjustments. It is essential that we remain flexible in our approaches as internal (e.g. CSU) and external factors (e.g. the economy, college-going rate) seem to be ever changing. In recent years, we have weathered and adapted to budget cuts and staffing shortages. A particular concern is the lessening of dedicated tech support not only in the area assessment but also in our day-to-day operations and the implementation of identified efficiencies.

We will continue to contract with Student Insights to receive their Student-View report specifically for our campus. This annual research surveys high school seniors throughout California to measure such topics as their awareness, overall favorability and perception of our institution relative to our primary competitors. This survey also measures our potential market share based on student preferences for college size, location, tuition, distance from home, and other decision factors.

Implemented in 2013, we will continue to survey non-attendees for information on why they did not choose Chico in order to adapt our practices as needed.

Again, our key measure will be to achieve, but not exceed, enrollment targets for 2014-15—and continue to shape the class to meet identified goals and priorities as a comprehensive residential university. We continue to utilize historical trend data for planning, but those data become ever more suspect as internal and external factors are manipulated. Further, our challenge remains to increase the diversity of the student population, while costs and competition for top students increases each year.
**VII. Analysis: What actions need to occur to move the program to the “next level”?**

Budget stability, adequate staffing and the ability to respond to a seemingly endless array of external initiatives that require a great deal of tech support are once again issues of great importance. The past year did not see a reduction in fiscal resources but we are underfunded. Our staffing has not kept pace with the volume and complexity or the workload. Moreover, the need to acknowledge staff for their efforts in tangible ways and return to an era of career advancement is vital.

Technological challenges and solutions are what keep us from advancing to where we know we could go and at the same time are what keep allowing us to produce ever more each year. In specific, sustained tech support is needed in order to implement the efficiencies we know exist. In particular, we are not reaping the gains which are available by increasing our ability to receive and process electronic transcripts through the usage of OCR solutions. The technology exists to scan in a mix of high school, college, and even military transcripts and have software classify, extract, and validate the information with minimal correction on the end users part. The savings in student and staff time has been estimated in excess of 1,000 hours a year.

Hopefully, this report demonstrates that in spite of formidable challenges over the past year, the Office of Admissions staff performed remarkably.

**VIII. Goals: Present goals for the next academic year.**


2. Implement the enrollment targets set forth by the Trustees with a priority on increasing diversity. Maintain focus on African American students to continue increase of market share.

3. Support the implementation of a university integrated marketing and brand identification program to further the mission of the Office of Admissions and the University.

4. Complete a total re-design of admissions road and travel pieces based on current market research and in conjunction with Goal #3.

5. Support and develop the North State Initiative.

*Allan Bee
Office of Admissions
July 9, 2014*