MINUTES
ENROLLMENT MANAGEMENT ADVISORY COMMITTEE MEETING
October 22, 2013

In attendance:

<table>
<thead>
<tr>
<th>X</th>
<th>Bill Allen</th>
<th>X</th>
<th>Kathleen Kaiser</th>
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<th>Allen Renville*</th>
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<tr>
<td>X</td>
<td>Allan Bee</td>
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<td>Kevin Klipfel</td>
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<td>John Schwartz</td>
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<td>X</td>
<td>Diana Dwyre</td>
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<td>Amy Lance*</td>
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<td>Paula Selvester (Senate Chair)</td>
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<td>X</td>
<td>Rick Ford (chairing mtg)</td>
<td>X</td>
<td>Skip Lees</td>
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<td>Baohui Song</td>
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<td>X</td>
<td>Barbara Fortin</td>
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<td>Jeff Livingston</td>
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<td>Jessica Verardi</td>
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<td></td>
<td>Jennifer Ryder Fox</td>
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<td>Jennifer Meadows (Chair)</td>
<td>X</td>
<td>Nicole McAllister* (AS Dir Univ Aff)</td>
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<td>X</td>
<td>Lori Fuentes</td>
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<td>Angelina Pereda (AS Legis Aff)</td>
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<td>Jaycob Arbogast (AS VPB&amp;F)</td>
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<td>Taylor Herren (AS President)</td>
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<td>Dan Reed</td>
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* = Augmented Members
X = In attendance

Meeting convened at 3:18 p.m.

Approval of Agenda (Rick Ford)

• Add Butte College Enrollment / Renville to agenda under Enrollment Update.

Introductions and Announcements (Rick Ford)

• Jaycob Arbogast VPASB&F will be representing AS if Herron is unable to attend an EMAC meeting.
• Fortin forwarded Kaiser’s CSU/Online Concurrent Enrollment (OCE) questions in a recent email to Bill Loker; has not heard back.
• The Curriculum Advisory Board (CAB) and college deans are working with Loker on course scheduling.
• Dwyre asked for a re-assessment of bottlenecks; past practice has not been accurate and DPR is not the best tool. Dwyre recommended using department chairs since they are building the course schedules.
• Student representatives indicated they do experience trouble enrolling in some courses and there are not enough Writing Intensive (WI) courses offered. Suggested looking into why students are not taking courses to truly help define bottlenecks. Some classes are easier to get in your junior year because you have priority registration and classes with prerequisites are definitely more challenging to get into.
• Teaching WI courses involves a lot more work for faculty.
• Online Policy: Comments from the last meeting were recorded and revisions to the document will be posted on the web for further feedback after additional groups are consulted.
• Kaiser indicated the CSU system is facing new legislation that calls for a framework of campus online definitions.
• Accrediting agencies have a special process for online programs which is labor intensive. Kaiser will raise the issue at the Statewide Senate next week on whether reporting can be provided to multiple accrediting agencies (WASC, national, CSU, etc.).

Minutes from 9-24-13 Meeting (Rick Ford)

Minutes approved as written.

Enrollment Updates (Barbara Fortin, Allan Bee, Bill Allen, Allen Renville)

1. Butte College – Allen Renville
   • Analysis of fall 2013 shows FTES down. Butte is increasing their retention efforts, recruiting heavier for new students, and expanding programs—starting with their nursing program, then respiratory therapy, automotive, and welding programs. Will also look at putting in more biology and science courses.
• Kaiser: Chico State has 800 nursing students and only 40 slots in the program, so Butte’s focus on the medical area makes sense.
  o Considering expanding summer school. Enrollment has dropped off about 50%; will attempt to get half of that back.
  o Spring 2014 is down about 200 FTES.
  o Economy is improving and students are going to work.
  o Higher cost, even a small increase, reduces number of students who attend systemwide.
  o Students are going out of state.
  o The word got out that Butte didn’t have room: parents and students do not think they can get into a community college in California, so they go out of state.
  o Out of state (especially Oregon) can guarantee a 4-year schedule. With housing costs, out-of-state turns out to be less expensive than a 5-year college education in California.
  o Online courses were considered. Butte is accessing and retraining instructors on online curriculum and expanding the online capacity of students (only those who can demonstrate ability through a 20-minute online test at the Testing Center).
  o The AS discussed online education assessment and recommended looking at patterns, which means doing the assessment after the fact. Use criteria such as first generation, returning students, etc.
  o Online should not be the only source of courses for any student.
  o Fortin indicated we have been asked to provide student and class information to the Chancellor’s Office to help assess the effectiveness of online courses.
  o Dwyre indicated assessment is taking place in Political Science.

2. Fall 2013 Enrollment Census – Barbara Fortin
   o Fortin shared a census report that included targets and final census figures.
   o Focus is on resident FTES and the headcount as we move towards our annualized target.
   o We were short on credential/graduates and probably cannot expect to get many more in spring.
   o New student diversity figures are: FTF 48% and Transfers 33%.
   o President Zingg wants renewed focus on the North State service area.
   o Figures indicate we have an eroding admit to enroll yield.
   o FTF index higher than it has been. We need to be mindful as we plan ahead. Transfers were lowered to 2.0 GPA.
   o Kaiser reflected that our diversity is heavily Latino. She would like a report on the increase in tuition alongside the potential drop in yield. Similar to what Butte College provided.

• Fall 2013 Undergraduate Non-Enroll Survey – Allan Bee
  o The Office of Admissions sent a survey to students who were admitted but did not enroll.
  o Admissions staff will review the comments and address the biggest issues and needs.
  o McAllister said that it is not just the Office of Admissions that should be “fixing” the lower enrollment issue; efforts should come from various offices (safety, financial aid, etc.) as noted by comments from the survey results. She believes we can fix the issues if we all work together instead of putting it all on Admissions.
  o Kaiser pointed out that it is a logistical issue because students apply to multiple campuses. We should be anticipating that they will select another campus.
  o Bee reminded EMAC that some students were accepted late for fall 2013 because we continued to accept FTF in May because our intents to enroll were low.
  o Ford—this effort is not all science—there is an art to working through this. When we fall short on FTF, there are tools to use to recover (increasing number of transfer students). If you run over with FTF, there is not much in the tool box to recover, except for the 16 unit cap. Running a little short and recovering is a way to control enrollment.
  o It has served the campus well in the past to be close to target because the Chancellor has been open to hearing our planning strategies.
  o Continuation rate has dropped off and we are monitoring it continuously (76.6% anticipated vs. 75.5% actual). We can separate graduation vs. drop-out rates in our reporting.
  o If the state provides growth money, we would prefer to use it to build capacity vs. chasing additional students (Renville).
After continuing students enroll, Butte College will be able to adjust and recruit heavier if needed. Chico does not have that flexibility which is why we are remaining open for spring 2014.

Fortin appreciated Kaiser raising the issue of enrolling FTF in spring, as well as foster youth, etc. at Academic Senate.

Freshmen have not been on the list of categories we have been allowed to open for over the past five spring cycles.

Recent national news reporting indicated a large number of 18-24 year olds are not in school nor are they working. Another report indicated ethnic males are not attending college.

We can accept lower division transfers for veterans, exceptions, etc. But others are supposed to attend community college and come to us as juniors.

If we can bring in 200 more students than originally planned we will meet our annualized resident FTES target.

Campus has rudimentary tools and we should be smarter analytically and listen to what courses students (e.g., using a student planner) are going to take. Purchase of Platinum Analytics will help with this assessment.

Analyzing the enrollment rate and considering different index ranges, will assist with fall 2014 FTF planning. The problem will be keeping the index threshold up due to the competition with Cal Poly and UCs.

Enrollment caps have been 16 units if less than 90 units and 17 units if over 90 units. The campus can adjust these limits without CSU approval. Allen did an analysis of number of students who wanted to take over 17 units and it was a small percentage.

Workload is 14.04 – a high for resident students.

Is hording of classes pervasive on our campus?

Students tend to hold onto classes until the second week of classes. This makes it hard for students registering later to get the classes they need. Add to future agenda for further discussion.

**Spring 2014 Enrollment Update – Allan Bee and Barbara Fortin**

- Enrollment yields are estimated weekly as we continue to receive 30-40 applications each week. The deadline to close was originally Aug. 31, but applications are still being accepted to assure we have enough students to reach our annualized resident FTES target.
- In spring 2012 we were open to our service area and upper division transfers, but not graduates.
- This year other campuses are also open so we have more competition.
- Spring 2013 yields were high because applications were limited to SB 1440 and service area transfer students. We are looking at improving our yields.
- Two orientation programs are scheduled for Nov. 15.
- For the first time we will be reserving space in classes for new Transfers.
- Looking at different options and being more liberal about students completing their applications.
- Even with relaxed deadlines, encouraging students to complete applications so they can be admitted.
- Transfer students enrolled in the “golden 4” courses are prompted to provide transcripts at the end of the semester.
- Insight has reports on Apps/Admits/Enroll yields by academic program (Allen).

**Fall 2014 Application Processing Update - Allan Bee and Barbara Fortin**

- Fall 2014 application period opened Oct 1.
- No targets for 2014-15 yet.
- CSU and the governor have discussed a 3-4% growth, but president is considering 1.5-2%.
- We need to review what the index should be.
- We have admitted 30.3% of the 5,009 applications.
- Admissions have evaluated 42.5% of the applications received since Oct. 1.
- Heroic effort on the part of Admission Office staff to make early acceptance happen. Other campuses are very aware of our efforts.
- International enrollment is down this semester. Lost students to graduation and transfers and unfortunately did not make it up in recruiting new students.
• **2014-15 Enrollment Planning**
  o We need to continue to look at our retention rates, develop some planning scenarios, etc. and not sit waiting for the CO to provide targets.
  o Think about what kind of growth we will recommend to EMS (pass a motion next meeting).
  o Kaiser – emphasis should be on retention, successful graduation, and then recruitment. Don’t forget the students that are here.
  o Generally favor slow, steady growth vs. wide swings. Will the growth of online courses add capacity (Ford)?

**CSU Admissions Advisory Council Announcements (Kathy Kaiser)**

• CSU Admissions Advisory Council just sent letter reappointing people. Next meeting likely to be in December.
• There will be some framing of what we will do about targets.
• White has pushed some of these decisions back to the Presidents rather than the SA/EM.

**Diversity Student Recruitment (Allan Bee)**

• **Homework** – Please review 2012-13 Admissions travel calendar and Diversity Related Recruitment Activities Inventory and provide recommendations at next EMAC meeting.

**Online Concurrent Enrollment (OCE)**

• Chancellor’s Office recently sent a memo out requesting information on definitions of bottlenecks.
• Report on OCE (previously ICE) shows Chico State was third largest receiving campus. Fullerton and Northridge had the most. Sacramento and Sonoma were highest senders. We had 25 students take Chico State courses and 74 of our students enroll.
• All OCE courses hosted in spring 2014 have to reapply, but it is simply a formality.
• OCE application date is later than early registration date.
• Is OCE a bottleneck? If the word gets out only 25 out of 123 students completed the courses, then why would campuses send us more? And why would students who came here want to return? We have a robust set of courses our students take, but they may not know the difference between courses we offer for OCE and our regular courses.

**Strategic Enrollment Management (SEM) Plan Implementation (Barbara Fortin)**

• Committee agreed to form a sub-committee to work on SEM Plan implementation.
• Fortin will request participation via email.
• Intend to create an annual report card and provide the campus with updates on how we are progressing.
• Fortin and Bee are part of a group that has started working on marketing and branding. (*president’s email a couple weeks ago*).
• SEM Plan should help guide EMAC/campus. We should never contract or expand too much, and over 2% in any direction is not a slow-steady adjustment. Just because Brown says 3% doesn’t mean Chico is 3% because other campuses are more flexible. A lot of things have changed. We have a lot of capacity because there are online seats available and physical capacity is not maximized. We have physical capacity, but not enough full-time faculty to teach. Our growth should not continue to increase adjunct percentages.

Meeting adjourned 5:02 p.m.
Respectfully submitted, Lori Fuentes, EMS AA/S
Action Items:

1. Continue discussion on students holding courses until add/drop period. Is hording of classes pervasive on our campus?

2. Review what the FTF index should be for fall 2014 and beyond.

3. Review 2012-13 Admissions travel calendar and Diversity Recruitment Activity Inventory and provide recommendations at next EMAC meeting.

4. Form SEM Plan Implementation sub-committee.

5. Kaiser would like a report of the increase in tuition alongside the potential drop in yield. Similar to what Butte College provided.