

CALIFORNIA STATE UNIVERSITY
CHICO

Division of Student Affairs

OFFICE OF ADMISSIONS
ANNUAL REPORT
2015-16

I. MISSION STATEMENT

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

The Office of Admissions' efforts support Chico State's mission to be

"committed to assist students in their search for knowledge and understanding and to prepare them with the attitudes, skills, and habits of lifelong learning in order to assume responsibility in a democratic community and to be useful members of a global society."

Specifically, the **Office of Admissions Goals** will strive to:

- 1) Enroll the desired mix of quantity and quality 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. *(University Strategic Priorities: 3, 6, and 8; Student Affairs Goals: 1)*
- 2) Increase the quantity and quality of applicants through effective marketing of Chico State's mix of desirable qualities; location and campus, academic programs and their quality, social climate, cost, personal and career development opportunities, and alumni support network. *(University Strategic Priorities: 3, 5, and 8; Student Affairs Goals: 2)*
- 3) Respond to inquiries, visits and applications more quickly and effectively than our competitors through measured use of CRM. If possible, include acknowledgement of previous interaction(s) in our responses with the goal of building a long-term relationship with each prospect. *(University Strategic Priorities: 3 and 6; Student Affairs Goals: 2)*
- 4) Counsel and recruit local service area and California secondary and community college students regarding public postsecondary opportunities in California and Chico State in particular. *(University Strategic Priorities: 3 and 4; Student Affairs Goals: 3)*
- 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. *(University Strategic Priorities: 1, 6, and 8; Student Affairs Goals: 1, 3)*
- 6) Support the CSU Chancellor's Office programs and goals through leadership and participation in programs such as transfer days and college night collective registration process counselors' conferences, CSU workshops, and timely responses to information requests. *(University Strategic Priorities: 3, 5, and 8; Student Affairs Goals: 1)*

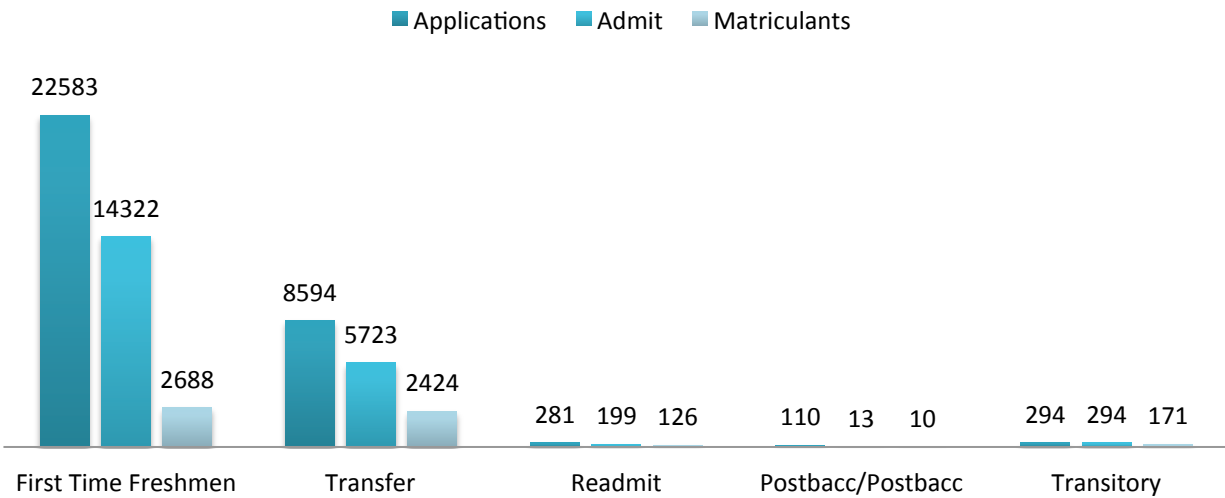
- 7) Maintain the highest level of professional standards and ethics as embodied in the Statement of Principles of Good Practice endorsed by the National Association of College Admissions Counselors (NACAC) and other recognized professional associations. (*University Strategic Priorities: 2, 3, and 8; Student Affairs Goals: 1*)

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.

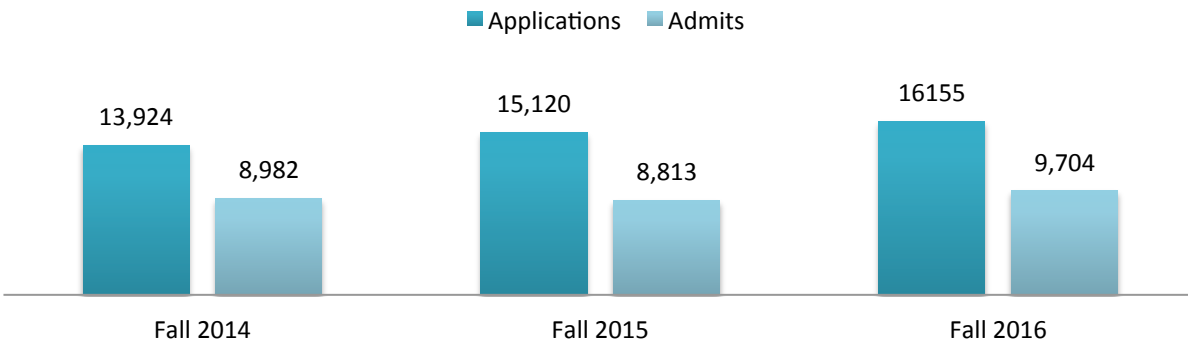
Last edited July 2016

II. ACCOMPLISHMENTS

2015-2016 Admission Cycle



Students of Color



New Student Enrollment Projections
as of 7/5/16
 Based on Intent to Enroll

	Intent to Enroll	Enroll Rate Estimate	Enroll Estimate	Goal
FTF	3,215	85%	2,732	2,723
Transfer	1,751	80%	1,400*	1,816
Total			4,626	4,975

* Estimate will increase as recent transfer admits indicate their intent to enroll and 250-300 returning and transitory students are processed throughout summer.

ADDITIONAL NOTABLE ACCOMPLISHMENTS

Communications and Marketing

- Initiated complete website redesign and mobile optimization process to improve user experience across all platforms. Website will be responsive and designed to meet current audience needs/expectations.
- Completed new view book redesign, including the creation of three augmented reality videos added to view book. This allows for users to “see” Chico State on their mobile device as well as experience it in print.
- Eight new college/undeclared yield emails created for Choose Chico! communication flow. Each targeted message was designed as an invitation from specific colleges to help students see the value of a Chico State education.
- Three new yield emails created for Choose Chico! highlighting diversity, then & now (history), and downtown Chico. Emails offer additional reasons to attend Choose Chico! and invite students to register/attend the event.
- New holiday email message targeted at all admitted undergraduate fall 2016 students. Email highlights local student talent and shares a downloadable music file.
- Purchased and began importing Cappex (College/Student Matching Company) prospect data files. To date, 4,852 prospects have been uploaded to admissions CRM and communicated with as part of our communication flow.
- Hosted two live twitter chats (*#askChicoState*), in order to increase student engagement and followers. Successfully answered over 100 questions from 46 unique contacts and had an increase of 60 new followers. Storify links can be found at:
 - <https://storify.com/ChicoAdmissions/ask-chicostate-twitter-chat>
 - <https://storify.com/ChicoAdmissions/askchicostate-live-twitter-chat-6-23-16>
- Admissions’ INFO email account answered 8,226 inquiries between 6/1/2015 – 5/31/2016. This account receives inquiries 24/7 and provides timely responses and referrals via email.
- Continued timely production of printed admissions letters including 19,679 “offer of admissions” packets mailed to fall 2016 admitted students.
- Launch of Call Center with campaigns focused on yielding diverse student populations.

- College deans were provided admitted student lists, with recommended talking points, to encourage chairs, faculty, and staff to inspire enrollment.
- In first year, the new admissions call center launched and completed three call campaigns
- Designed and printed a “Top 10 Reason Why Chico State” publication to be inserted into visitor packets.

Recruitment and Outreach

- Ten E-outreach fall 2015 presentations and one high school fair
 - a. Seven high school Web presentations to a total of 385 students
 - i. LA Alliance Leichtman-Levine (30 students)
 - ii. LA Alliance Collins Family CRHS seniors (73 students in 5 classrooms at once)
 - iii. LA Alliance Collins Family CRHS juniors (137)
 - iv. LA Alliance HS Counselor CSU Presentation (25 counselors)
 - v. Carlmont HS (60 students)
 - vi. LA Alliance Patti & Peter Neuwirth (30 students)
 - vii. LA Alliance CRHS #16 (30 students)
 - b. One community college Web presentation, to a total of seven students
 - i. Columbia College (7 students)
 - c. Two in-person, e-outreach related school visits and one fair to a total of 218 students
 - i. Two schools in-person (68 students)
 - ii. LA Alliance college fair in-person (150 students)
 - d. LA Alliance school partnership outcomes:

Alliance school e-outreach senior class presentation outcomes: 56.25% of seniors contacted applied with an average shipping of materials cost per contact of \$0.24 per prospective student.

E-outreach presentations	Total seniors contacted	Total applications	% of contacts applied
4	144	81	56.25%

Since 2012, there has been a 211% increase in matriculation from Alliance Schools .

	Total Applications	Total Schools	Total Matriculants
Fall 2016	222	13	28
Fall 2015	206	12	12
Fall 2014	171	12	9
Fall 2013	101	10	15
Fall 2012	41	5	9
Fall 2011	27	6	0

- Shasta College agreed to participate in the E-Outreach initiative by implementing a fall 2016 appointment scheduling process within their Transfer Center.
- Continued collaboration with Los Angeles Alliance School District (14 high schools) to encourage aspiring students to attend Chico State.

- Admissions counselors, FTF coordinators, and transfer evaluators assisted nearly 32,720 applicants (fall = 30,467; spring = 2,253) during the 2016 application cycles.
- Admissions Counselors visited 320 high schools during college fairs/visits and participated in 72 colleges transfer days.
- Admissions Counselors Participated in a variety of North State Initiatives (e.g., College OPTIONS, Expect More Tehama, College: Making It Happen, Shasta County Higher Education Task Force, and the Shasta County REACH Higher Initiative).
- Counselors served over 21,000 prospective students as they considered attending Chico State.

Visitor Experience

- Provided tours and campus information to 13,640 students and families.
- Conducted pre-tour presentations and tours Monday-Saturday for 5,907 visitors, including 2,211 prospective students.
- Chico Preview Day: provided walking tours to 637 visitors, including walking tours in Spanish to seven visitors.
- Choose Chico!: provided walking tours to 777 visitors, including walking tours in Spanish to 32 visitors.
- Specialized tour programs: provided 122 tours to 5,184 middle school, high school, and community college students visiting from Los Angeles to the Oregon border. Supported the Chico Student Success Center's (CSSC) hosting program, which included eight groups and 574 students. Also supported a variety of on- and off-campus departments and programs (e.g., Nursing, Physics, Business, TRiO, Art, Engineering, and Advancement) via Individual Determination (AVID).
- Supported special visits for the Cross Cultural Leadership Center (CCLC) Pipeline 2 College program.
- Provided bus travel stipends up to \$1,000 and on-campus meals to nine targeted schools, hosting 363 students, most of whom were students of color.
- Expect More Tehama and College OPTIONS collaborations: hosted 772 eighth grade students from 12 Tehama County schools over the course of 11 days.
- Wildcat Bookstore cost shared with the Office of Admissions to help promote Chico State.

Professional Development

- Admissions staff participated in over 15 different webinars sponsored by higher education leaders and attended various professional development campus workshops.
- Admissions launched the office field trip initiative: 13 experiences which included topics such as: HSI, sustainability, diversity, student organizations, academic colleges, individual departments, and more.
- The entire Admissions staff attended the CSU Counselors Conference at Sonoma State.
- Staff participated in an Admissions Staff Retreat. The event included special speakers, tours of community and campus partner offices, and team-building activities.
- Six staff participated in the PAUSE conference sponsored by the Student Affairs Professional Development Committee.

Diversity Initiatives

- Southern California regional recruiter focused on personalized diversity recruitment in the Los Angeles and San Diego areas.
- Hosted Inglewood Unified partnership students for a two and a half-day campus visit that highlighted collaboration with campus partners.
- Provided admissions/application workshops and special campus tours for programs supporting low-income, first-generation students (e.g., CSSC, Equal Opportunity Program (EOP), TRiO, AVID, College OPTIONS, and MESA Engineering Program (MEP)).
- Provided \$1,000 travel stipends to nine high schools outside local service area as part of the Admissions Stipend Program. Juniors and sophomores were invited to visit campus, participate in workshops, and experience campus life in an effort to expand diversity recruitment outside the service area.
- Coordinated support of the CSU-sponsored Parent Institute for Quality Education (PIQE) program in four service-area high schools, including commencement speeches.
- Two staff mentored fall 2016 EOP Summer Bridge students.
- Three staff participated in year one of the EOP Brotherhood Initiative.
- Supported Foster Youth Program events and prospective student follow-up.
- Supported prospective students through the Veteran's Educational Support Team.
- Associate director of outreach, recruitment, and marketing served on the Chancellor's Office Native American and Community College Counselor Conference Workgroups.
- Associate director of outreach, recruitment, and marketing attended Native American Conference hosted by College Board in Tempe Arizona utilizing funds provided by External Relations at the Chancellor's Office.
- Participated in the Spanish-speaking summer orientation program planning.
- Staff participated in the Chicano Latino Council, AB540 (Non-Resident Tuition Exemption) support group, and assisted with the Latino Graduation Celebration.
- Staff participated in the Student Affairs Diversity Committee, including the Student Affairs' Diversity Poster Session highlighting Admissions' diversity efforts and achievements.
- Over 1,000 admitted students were contacted during a diversity calling campaign in spring 2016.

Processing and Technology

- Provided specialized admission application support for many offices and programs, including, but not limited to: Office of International Education (OIED), Graduate Studies, AB540, CSSC, EOP, Nursing, Regional and Continuing Education (RCE), Associate Degree for Transfer, Athletics, Journalism, Construction Management, Agriculture, Social Work-Distance Learning, Foster Youth, Veterans, and TRiO.
- Conducted On-the-Spot Admissions appointments at service area community colleges.
- Began collaboration with the Sierra College Nevada County Center to grant local admission consideration to this population. Continued collaboration with the Tahoe Truckee campus as well.

- Associate director of admissions and operational technology was invited to be a member of the CSU Chancellor’s Office Mentor Implementation Team.

III. CHANGES IN POLICIES AND PROCEDURES

Call Center

A call center was launched in spring 2016 to expand the number of contacts with prospective and admitted students. A series of call campaigns, based on trends in enrollment management, were used to assist with outreach, recruitment, and yielding of future Chico State students.

Printing

Effective falls 2016, all print publications produced for the Office of Admissions are aligned with campus marketing guidelines. Each Admissions print job is evaluated to assure work is cost effective and that top quality products are produced within an existing budget. Certain products previously printed in black and white are now printed in full color.

Outreach, Recruitment, Visitors Experience, Marketing, and Processing Meeting

A new committee was created, effective spring 16, to replace the previous managers group. The committee consists of staff that works with the visitor experience, communications, processing, and recruitment.

Organizational Re-Alignment

The organizational chart for the Office of Admissions was updated to clearly state the roles of all staff.

IV. RESOURCES SUMMARY

Financial Summary for 2015-16

Base Budget

Salaries	\$985,153.00
Operating Expenditures	\$368,300.49

Total Base Allocations **\$1,353,453.49**

One-Time Allocations:

Work Study	\$42,000.00
Additional Work Study	\$3,000.00
North State Initiative	\$28,000.00

Total One-Time Allocations **\$73,000.00**

Total Admissions Budget Allocations **\$1,426,453.49**

Personnel Activity 2015-16

• New Hires

- Hired North State Liaison, SSP IA (5/9/16)
- Hired Admissions Counselor, SSP II (5/24/16)
- Hired Office Manager, ASC (1/29/16)

• Temporary Hire(s)

- Retired Annuitant, Evaluator I (intermittent (8/17/15-5/31/16)
- Temporary Hire, Coordinator (12/17/15 – 1/29/16)
- Retired Annuitant, Recruiter (9/28/15-11/12/15)

• In-Range Progressions

- Admission Counselor, SSP II
- Admissions Coordinator, ASC to LEAD Position
- Transfer Advisor, SSP II to Lead Position

• Reclassifications

- Assistant Director of Processing to Associate Director of Admissions and Operational Technology (Admin I to Admin II)
- Associate Director of Admissions to Associate Director of Outreach, Recruitment, and Marketing

• Retirements

- Office Manager, ASC (12/30/15)

• CSU Internal Transfers

- Admissions Counselor, SSP II (3/11/16)
- Admissions Counselor, SSP II (2/1/2016)
- Assistant Director of Outreach and Recruitment, Admin I (2015)
- Transfer Evaluator, SSP II (9/30/15)
- Transfer Evaluator, SSP II (11/5/15)

• Other

- Transfer Evaluator to Admissions Counselor, Voluntary Reassignment to Admissions Counselor (6/1/16)
- Admissions Coordinator to Transfer Advisor, Voluntary Reassignment, ASC to Evaluator I (4/11/16)

Facilities/Equipment

- Purchase of 3 Dell Laptops from ITSS
- Obtainment of 2 computers from ITSS at no cost due to surplus model with single monitor
- Service agreement through ITSS for 3 remote WiFi devices for recruitment purchases

V. PROGRAM EVALUATION FOR 2015-2016

1. Implement the enrollment targets determined by the Chancellor’s Office, in consultation with the University President and Cabinet, with a priority to increase student diversity and provide access to underserved students. Remain mindful of unique University diversity goals.

(University Strategic Priorities: 1,3,4,5, and 8; Student Affairs Goals: 1, 2, and 3)

- Invested \$10,000 in Cappex/College Greenlight for connecting with students of color and developing new relationships with community-based organizations.
- Provided \$1,000 to 12 High Schools for transportation stipends and meals to bring diverse students to the Chico State campus.
- Coordinated with campus programs (CSSC, Pipeline Through College, MEP, Educational Talent Search (ETS), and variety of community-based organizations (CBO’s) to provide on- and off-campus services.
- Attended 21 diversity-specific events across California, including Campus Pride, CSU External Relations Initiative events, Hispanic College Fairs, and more.
- Associate director of recruiting, outreach, and marketing become a member of the Native American External Relations committee. Works to obtain funds to improve relations with our Native American community.

Criteria for success: Met Exceeded Unfinished/Unmet

2. Develop strategies to integrate campus partners into marketing, communication, and recruitment programs. Strengthen collaboration while leveraging the expertise each partner provides to promote student success initiatives and yield a diverse student population. Create an Admissions strategic plan that aligns with the Strategic Enrollment Management Plan.

(University Strategic Priorities: 1, 6, and 8; Student Affairs Goals: 1, and 3)

- Launched diversity-targeted communications for “Choose Chico!” yield event.
- Admissions coordinated with MEP and CSSC to attend certain events during the fall and spring travel cycles.

- Coordinated efforts with the Music and Theatre departments to recruit and yield students into their respective programs.
- Admissions staff has conducted college visits in order to learn more about each college and academic department.
- Assisted Concrete Industry Management in developing new marketing materials to recruit their largest number of applicants to date(fall/spring = 61) with half of the applicants matriculating.
- Admissions staff continues to work with student groups across campus in support of the recruitment and retention of diverse populations (LGTBQ+, AB540, Veterans, Chico Hillel, Hmong Student Group).
- Two Admissions staff attended the Diversity Certificate program offered by the Office of Diversity and Inclusion.

Criteria for Success: Met Exceeded Unfinished/Unmet

3. Create an Admissions strategic plan that aligns with the Strategic Enrollment Management Plan:

- ❖ Develop a strategic plan to enhance resources (e.g., fiscal, staff, and/or software upgrades), placing greater emphasis on how Hobson’s CRM platform is utilized, including customer service, marketing/communications, and assessment of projects centered or streamed from CRM data.
- ❖ Develop a strategic plan that enhances resources (e.g., fiscal, staffing, and/or software upgrades), and streamlines internal processes, wherever possible, to continually improve the admissions applicant experience and increase operational efficiencies.

(University Strategic Priorities: 1,3,4,5, and 8; Student Affairs Goals: 1, 2, and 3)

- When to Work was purchased to support student employee scheduling and provide student pay projections to assist in decision-making.
- Greater utilization of Hobson’s dashboards to improve processes regarding outreach, recruitment, and yielding students to Chico State. This includes dashboard creation related to academic college statuses.
- Revisiting the managers meeting and ultimately creating a new meeting to discuss the topics of marketing, recruitment, processing, and communications.
- Visitor coordinator started the evaluation process of the entire visitor experience and front desk service.
- Lucidchat is utilized, at no cost, to assist in laying out organization structures, process flows, communication related documents, and more.
- Implementation of Basecamp as the office project management system.

Criteria for Success: Met Exceeded Unfinished/Unmet

Ongoing Assessment Efforts

Recruitment

The institute of origin report was updated to inform the team on applications to matriculations for specific high schools and colleges. Admissions staff are also utilizing additional data to help inform their decisions related to recruitment goals. Data sources include EDData, CSU Dashboard, Insight, and Chegg.

Marketing and Communications

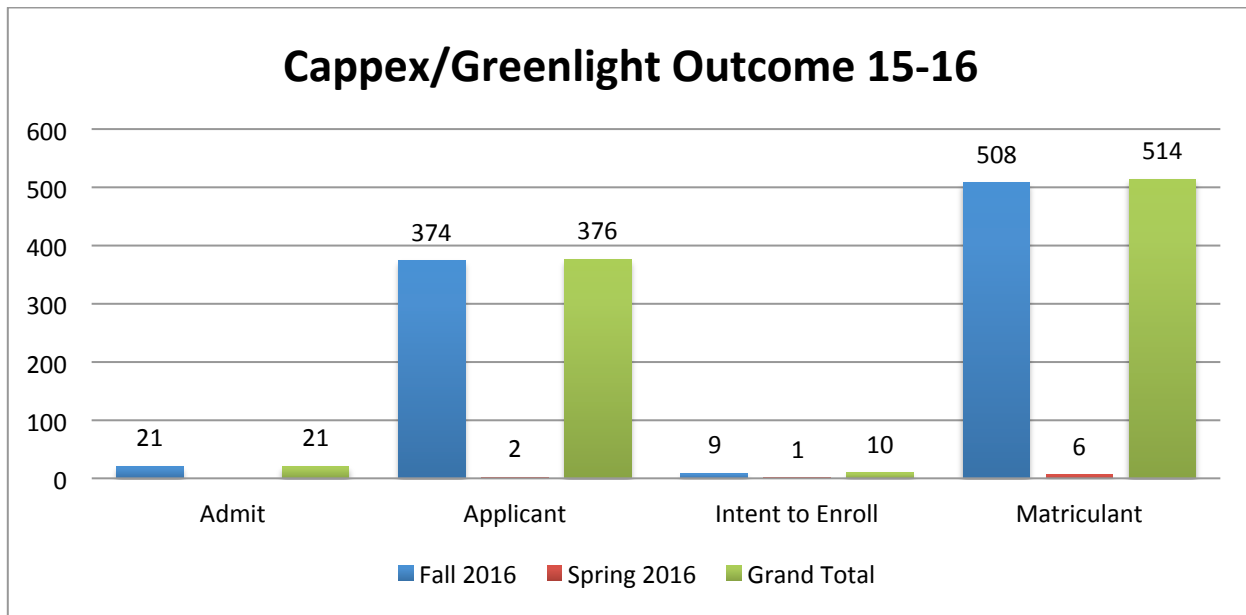
Staff members have attended free webinars and read up on the latest trends within released white papers. The information learned through webinars and white papers will help mold future decisions.

Webinars included:

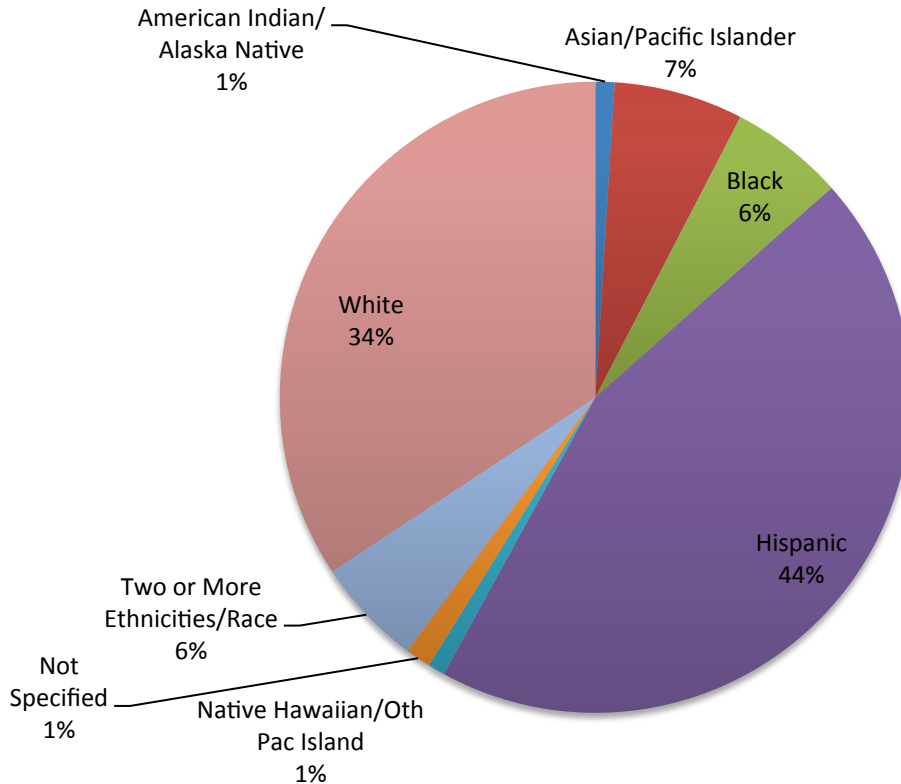
- Mythbusting Admissions: Where prospects and professionals agree, and disagree, on Enrollment Marketing, Messages, and Channels. (mStoner, Inc.)
- Improving Yield Through Digital Marketing (Carnegie)
- Student Search 2.0: The Digital Revolution (Carnegie)
- Eight Steps for Creating a College Marketing and Communication Plan (Ruffalo Noel Levitz)
- CSU Research conducted by Simpson Scarborough
- 2016 Report: Cost of Recruiting and Undergraduate Student (Ruffalo Noel Levitz)

Cappex/College Greenlight

4,852 prospects were uploaded into Hobsons Connect with 921 turning into applicants for fall 2015 and spring 2016. Out of the 921 applicants, the visitor program toured a total of 394 guests.



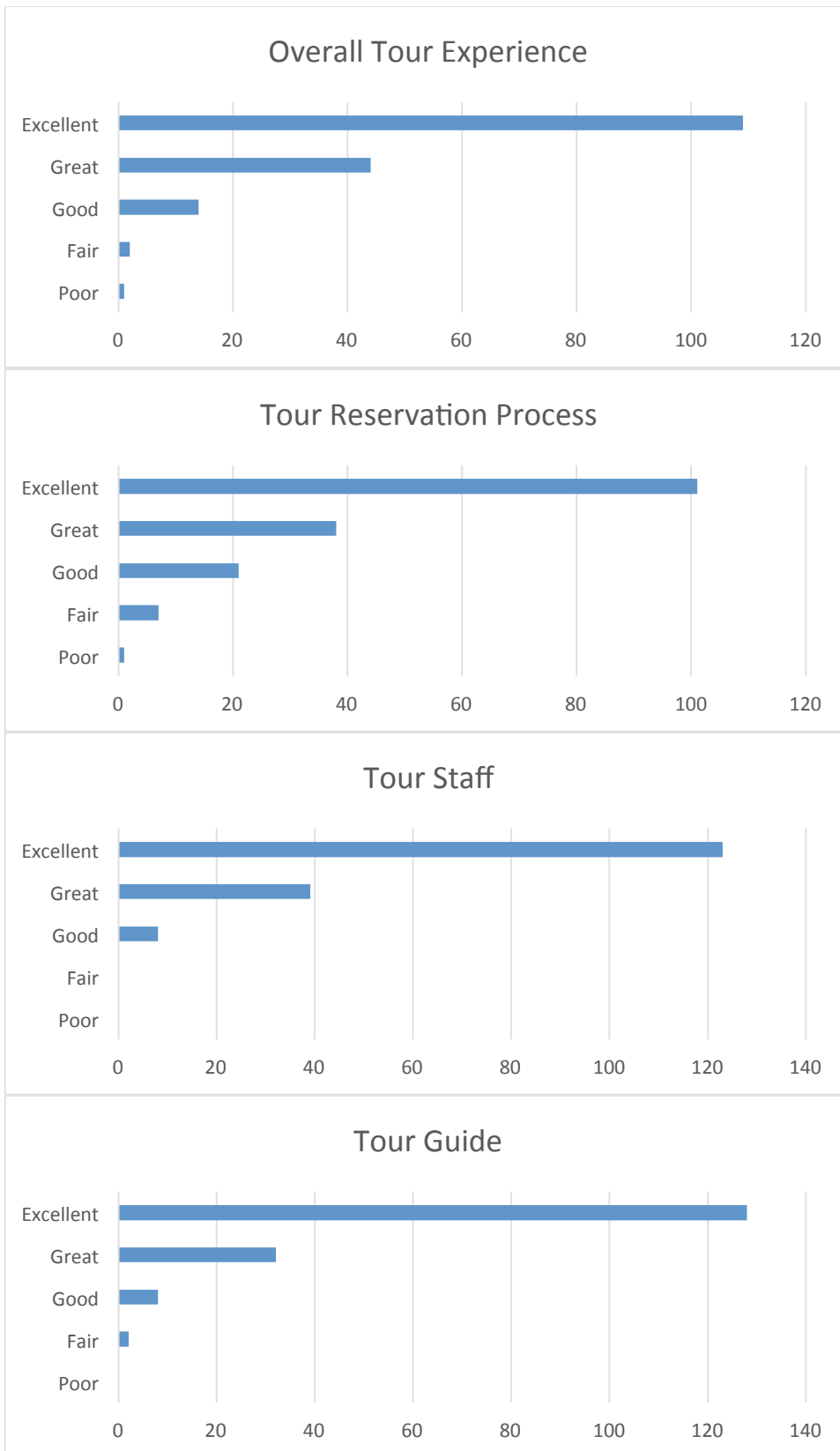
Cappex/Greenlight Diversity

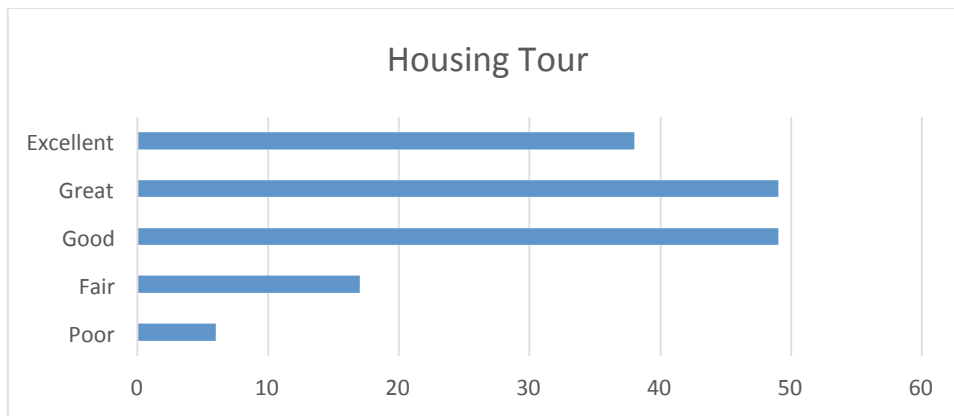


Top 20 Academic Plans selected by students sourced by Cappex/Greenlight Data Source

Academic Plan	Total
Pre-Nursing (UNDG)	97
Undeclared (UNDG)	75
Criminal Justice (BA)	72
Psychology (BA)	51
Bus Admin: Management (BS)	39
Kinesiology: Movement St (BA)	34
Animal Science (BS)	32
Computer Science (BS)	32
Bus Admin: Marketing (BS)	29
Mechanical Engineering (BS)	20
Child Development (BA)	18
Bus Admin: Accounting (BS)	17
LBST: Pre-Cred Ptrn (UNDG)	16
Social Work (BA)	16
Sociology (BA)	15
Biol: General (BS)	13
Biol: Cellular and Molecular (BS)	13
Exercise Physiology (BS)	13
Bus Admin: Entrepreneur (BS)	12
Civil Engineering (BS)	12

Visitor Program Experience























Yield Events

- Chico Preview Day, an annual campus-wide open house for prospective students and their families, was held on Oct. 24, 2015. We hosted over 617 students with 1,300 total visitors. Participants were asked to respond to a survey and the responses are listed below.

Name	Chico Preview Day Survey 2015	
Description		
Type	Content Doc	
CPD event facilities	136	100%
5 Exceptional	97	71.32%
4 Good	35	25.74%
3 Average	3	2.21%
2 Below Average	1	0.74%
1 Needs Improvement	0	0%
CPD quality of info	136	100%
5 Exceptional	83	61.03%
4 Good	49	36.03%
3 Average	4	2.94%
2 Below Average	0	0%
1 Needs Improvement	0	0%
CPD answered questions	136	100%
5 Exceptional	91	66.91%
4 Good	38	27.94%
3 Average	6	4.41%
2 Below Average	0	0%
1 Needs Improvement	0	0%
<i>Did not respond</i>	1	0.74%
CPD help in decision to attend	136	100%
Very much!	113	83.09%
Some	15	11.03%
No	2	1.47%
Still not sure	6	4.41%

- Choose Chico!, an annual campus-wide open house for admitted students and their families, was held on April 9, 2016. This event serves as our main yield event for fall enrollment. Final attendance numbers were 1,384 students with 3,754 total visitors, almost a 5% increase over previous year. Participants were asked to respond to a survey and the responses are listed below.

Name	Choose Chico Survey 2016
Description	
Type	Content Doc

CC event facilities		186	100%
5 Exceptional		113	60.75%
4 Good		67	36.02%
3 Average		6	3.23%
2 Below Average		0	0%
1 Needs Improvement		0	0%
CC quality of info		186	100%
5 Exceptional		102	54.84%
4 Good		71	38.17%
3 Average		13	6.99%
2 Below Average		0	0%
1 Needs Improvement		0	0%
CC answered questions		186	100%
5 Exceptional		92	49.46%
4 Good		81	43.55%
3 Average		13	6.99%
2 Below Average		0	0%
1 Needs Improvement		0	0%
CC speakers		186	100%
5 Exceptional		90	48.39%
4 Good		73	39.25%
3 Average		16	8.6%
2 Below Average		3	1.61%
1 Needs Improvement		2	1.08%
Did not respond		2	1.08%
CC help in decision to attend		186	100%
Very much!		158	84.95%
Some		23	12.37%
No		4	2.15%
Still not sure		1	0.54%

VI. ANALYSIS: WHAT ACTIONS NEED TO OCCUR TO MOVE THE PROGRAM TO THE “NEXT LEVEL”?

- Base budget increases, for both staffing and operating expenses, are critical. Historically, Admissions has responded to new internal and external mandates with no budget growth. Staffing has not kept pace with the admissions application increases and business process complexity. To enhance recruitment and outreach, in particular for students-of-color, additional resources are needed to promote the value of a Chico State degree. Based on reports produced Noel Levitz, Chico State is currently investing **below** the national average for recruiting and yielding students.

- Technology advancements are needed to expand recruitment outreach, admissions application processing, web and social media presence, and ongoing communication with prospective students: Hobsons Customer Relationship Management (CRM), PeopleSoft integration, Image Now document management (including OCR to process electronic transcripts), as well as web site and video enhancements.
- Comprehensive need- and merit-based scholarship program expansion to assist in increasing admitted student yields, in particular for students-of-color and first-generation students.

VIII. PROGRAM OBJECTIVES FOR NEXT ACADEMIC YEAR

1. Launch of redesigned admissions packet, mobile optimized website, visitor experience packet, and new marketing items.
2. Completion of a reimagined visitor experience for all guests of Chico State with full wall graphics, banners, and robust visitor packet.
3. Successful completion of contract signing and funding of new CRM and OCR for the Office of Admissions.
4. Obtain additional resources and funding to support the Office of Admissions initiatives and achieving the goals set by the University.
5. Expand On-The-Spot-Admissions to include the Nevada County Center fall 2016.
6. Re-evaluate transfer admissions operations to help yield additional transfer students and to provide transfer admissions decisions in a more timely fashion.