

MINUTES

ENROLLMENT MANAGEMENT ADVISORY COMMITTEE MEETING

January 27, 2015

In attendance:

X	Bill Allen		Taylor Herren (AS President)		Allen Renville (Butte College)
X	Kim DuFour*	X	Jean Irving*	X	Paula Selvester (Senate Chair)
X	Diana Dwyre (<i>vice chair</i>)	X	Kathleen Kaiser	X	Baohui Song
X	Rick Ford (<i>chair</i>)		Jeff Livingston		Chris Souder
X	Barbara Fortin	X	Jennifer Meadows	X	James Tyler
X	Lori Fuentes*	X	Dan Reed	X	Jessica Verardi
X	Judith Hennessey	X	Michael Rehg	X	Michael Pratt (AS)

* = Augmented Members

X = In attendance

Meeting convened at 3:16 p.m.

Approval of Agenda (Ford)

- Agenda approved

Faculty Density – Wenshu Lee, Faculty Affairs

Senate presentation

- Discussion timely considering the resolution that has emerged regarding declining faculty and staff numbers. Everyone's desire is to reverse the downward trend.
- Kaiser emailed the CSU tenure density data to EMAC ([headcount](#) / [FTE-Tenure](#)). Not all campuses quantify the data in same way. In 2014-15, Chico State is a little ahead of the rest of the CSU. Overall, tenure density continues downward while FTES continues to increase. Creates issues such as: heavy workloads, campus data infrastructure, and more.
- Lee does not always have immediate access to staff data from HR. Need to have a conversation about credible, up-to-date data that is available when we need it so we can make informed decisions.
- In 2012-13, we hired 17 tenure-track faculty and in 2013-14 we hired 36. Have 55 searches in process for 2014-15.
- We need to create a strategy for dealing with retirements especially since the first two years for new hires provides a lighter workload.
- Also need to look at faculty diversity in order to provide a welcoming environment that is able to provide mentoring to a diverse student population. The composition of all campus employees must be adequate to support a diverse student population. This is vital for student success.
- Kaiser is concerned about our net gain for tenure density and also about the number of searches that have failed. This includes deans and associate deans. Offers are not adequate to entice applicants to come to Chico. She also asked if the campus is aware of the significant FERP exodus that will occur when the faculty FERPs end on June 30. It will be problematic for a number of departments.
- Dwyre pointed out that Political Science has not been able to ever keep up with retirements and resignations. Even if every search currently underway is successful, the department will still be short nine positions. Yet there is no discussion on how to manage as student enrollment continues to go up.
- Wenshu suggested the campus needs to determine what a respectful density figure would be by auditing each department and then projecting the density for each.
- When a department loses faculty, there is an opportunity to realign the department's strategic priorities. Lee suggests using the 75% density.
- There has been a discussion about moving recruitment earlier -- get recruiting started in May. If faculty searches need to begin off-cycle, deans would submit requests to the provost on a case-by-case basis. Attempting to make the faculty hiring process more flexible and to improve the start-up package by giving deans more freedom to make offers, supply more professional development funds, support hiring of international applicants, etc. However, once hires are made with the current market rate, it immediately

triggers equity issues. ([Article 31](#)) Chico State's assistant and associate professors are at the bottom of the salary range out of all 23 campuses. Full professor salaries are near mid-range.

- We need to train and support faculty better. Department tenure density is a good starting part because it touches on workload. Needs to be discussed further with CAD, the provost, and possibly the president.
- Density rate has been dropping since 2008. Impacted campuses are forced to turn down large numbers of applicants.
- Colleges responded differently during recession and several have capacity to bring on additional faculty because they "hunkered" down and now have funds to hire adequate faculty. Some colleges are decentralized and others work with the dean's office on new hires. Historical financial management may require changes in allocations when departments need new hires and do not have adequate funds in their budgets.
- Lee believes the focus should be on a 75% faculty density target. The CSU and CFA passed legislation that faculty density should be 75%. Figure out optimal percent and have everyone agree on that rate.
- In mid-March deans will submit hiring plans so the provost can finalize search authorizations by end of April.
- EMAC will invite Lee to EMAC once a year (January) to provide an update on faculty density.
- The number of searches should exceed loss of positions (including FERPs) and take into account FTES growth.
- Working on shifting hiring to an electronic process to reduce search workload.
- Campus has started a faculty mentoring program. Some colleges are already well-established and some are working to expand.

Introductions and Announcements (Ford)

- The faculty co-chair and president co-chair for the CSU Admission Advisory Council have been removed and it is unclear why.

Resolution

- Ford read the latest version which was approved unanimously.

Approval of Minutes from 12/16/2014 Meeting (Ford)

- Combine two paragraphs (20% and Hennessey)
- Resolution: replace "created" with "reformatted" and add "Executive Committee" after Academic Senate.

Action Items from 12/16/14 EMAC Meeting

- **The 20% off the top of the campus budget clarification** (Hennessey)
Clarification: 20% of the *international student fees* is allocated centrally. The remaining funds are divided among the divisions per the current allocation model.
- **Suggestions provided to Frank Li**
None have been provided. Funding model is a "proposal" that has been changed—Ford will confirm the change. Metric of x number of advisers to x number of students presented was based on data obtained from conferences where the successes of international programs were being presented as "best practices."
Recognizing the tenure density issue, proposal was modified so deans will receive budget allocations for supporting international students as they deem appropriate.

Enrollment Updates

Butte College (Fortin)

Butte was experiencing low enrollment (about 300 FTES below target) last week. Renville contacted us to see if there was any way we could help. The Office of the Registrar emailed about 1,200 students who were on lower division course waitlists letting them know Butte College had open courses. Academic Advising advisers also were able to refer to a list of open Butte courses as they met with students to discuss course options.

California Community Colleges Baccalaureate Degree

- The legislature and the Chancellor charged the CSU campuses with reviewing programs at **ALL** community colleges to see if there are duplicate or similar programs.
- Each campus will report on all community colleges pilot programs.
- Cannot use a master's degree if it is not offered as a match.
- Feedback on duplicates and any issue with lack of accreditation is important.
- CME Dean asked her chairs for feedback already.
- Issues are being forwarded to Karla Zimmerlee in the President's office.

Spring 2015 (*Fortin*)

[Handout](#)

- Campus is coming in about 3% above resident FTES target.
- We have experienced some CourseMatch growth.
- Census date is Feb. 13 and the Add/Drop Period continues through Jan. 30.
- We have finally realized the downturn we have been expecting for spring.
- No penalty for coming in over target.
- Chico State is one of the CSUs with the lowest enrollment growth.

2015-16 Enrollment Planning (*Fortin*)

[Handout](#)

- Campus target for 2015-16 is 1% (14,709) above our 2014-15 target (14,563).
- All figures are *resident* only.
- Historically we plan to be 1% over target to provide a buffer.
- Planning scenarios will be adjusted once we have spring 2015 census figures.
- We do not want to be under target, so moderate growth is good.
- Cabinet is leaning towards the 1.5% to 2% (scenario 2 and 3). Committee disagreed and had a discussion regarding 1% vs. no growth. Campus is already over-enrolled, which makes zero growth very appealing. Committee recognizes that would be difficult. Need additional resource base for new faculty if growth continues. A number of campuses around the nation are experiencing declines. Competition for students is increasing. Need a buffer in the planning process. Kaiser does not believe zero growth is a good option. Ford is concerned because "we are not 'not growing' when we go over target by 3.5%." Planning for more than our required target keeps the growth above 1-1.5%. Kaiser motioned for a recommendation of 1% resident FTES growth above the target. Selvester seconded. Passed unanimously. Fortin abstained. Motion carried.
- If FTES is to grow there must be discussion regarding similar growth in faculty and staff numbers.
- Ford will invite Provost to next EMAC meeting along with Calandrella.
- Fortin presented the enrollment planning process to CAD two weeks ago and it was well received. She will consult with CAD in early February to review 2015-16 planning scenario details. We will also consult with Graduate Studies and International Education.

Fall 2015 Application Processing (*Fortin*)

- Have processed all freshmen out-of-area applications with index 3502 and above. Based on 2015-16 enrollment planning, will consider need to lower the out-of-area index. Now working on transfer applications. Trying to maintain a 60/40 undergraduate enrollment mix.

Other

- The Director of Admissions search is underway. More information will be provided in the next couple weeks.

Meeting adjourned 4:48 p.m.

Respectfully submitted, Lori Fuentes, EMS AA/S

Action Items:

- Invite Wenshu Lee to EMAC meetings in January to report on faculty density.
- Ford will consult with Frank Li to confirm the final international enrollment funding model.
- Ford will invite the president, provost, and VPSA to an EMAC meeting.
- EMAC resolution to support 1% resident FTES growth for 2015-16 to be shared with Academic Senate Executive Committee.