

MINUTES

ENROLLMENT MANAGEMENT ADVISORY COMMITTEE MEETING

April 21, 2015

In attendance:

X	Bill Allen		Taylor Herren (AS President)	X	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>)	X	Jeff Livingston		Chris Souder
X	Barbara Fortin	X	Jennifer Meadows		James Tyler
X	Lori Fuentes*	X	Dan Reed	X	Jessica Verardi
X	Judith Hennessey	X	Michael Rehg		Michael Pratt (AS)

* = Augmented Members

X = In attendance

Meeting convened at 3:16 p.m.

Approval of Agenda (Ford)

- Approved

Introductions and Announcements (Ford)

- Kaiser emailed Ford CAP information on CSU/UC enrollment and concern over “bad” test results.
- Take Back the Night – April 20-24. The speaker tonight (April 21) is Michael Messner on “More Men: From Violence to Anti-Violence” at 6pm in BMU 203.
- Kaiser requested May EMAC meeting be shifted a week earlier (May 5) and committee agreed. Fuentes will work on finding a room (*done*-SSC 306).

Approval of Minutes from 3/24/2015 Meeting (Ford)

- Correction: Statway (spelled incorrectly *Statsway*)
- Approved with correction

Status of International Education Advisory Committee Plan (Ford)

- No update from the Provost

Drew Calandrella Question and Answer Session

Q. How’s your workload?

A lot more work with Enrollment Management Services in the house.

Q. How do you view your role in helping set the admissions index for students outside our service area?

For our service area, we have to admit down to basic CSU requirements. Beyond that—out-of-area, we tend to start higher. Calandrella’s role is to work with Allen, Fortin, and the new Admissions director. We look at the applications. The strategy is to admit students who are the most competitive and get a letter out to them as quickly. Compare to prior years – it is a half science and half art process – and start working our way down. Try and figure out what number we admit to get the right number of students enrolled. Provides advice and acts as a sounding board. Then we look at other requirements, such as first-generation, etc.

First, we always see if we are going to hit the overall enrollment. We have 60-40 ratio for freshmen/transfers. Spring semester is the moderator for fall (tamp down, ramp up). Noted fall semester is the only semester to enroll first-time-freshmen. We have been impacted for transfers for years. We had to admit everyone last year because we had to hit our target. This caused the chancellor’s office to question whether we are indeed impacted. Which we definitely are in fall; not so much in spring.

The enrollment declines at community colleges are happening across the state. AB 1440s are not coming through as expected. Impaction is something he is currently working on with a CSU workgroup. One consideration is to move away from impaction and towards classes of students. The workgroup is considering all tools and recommendations and will be initiating further discussions.

Kaiser pointed out that Chico doesn't handle impaction for majors like other campuses. Calandrella feels we may be asked to take a look at that. He wonders if impaction is the answer. He referenced the idea of pre-majors, which some faculty like and would reduce the number of applicants, but he doesn't favor. But programs may see a decline because of the retention issue. Lots of moving parts—new Chancellor, other key personnel changes at the chancellor's office, loss of institutional history, etc. The CSU doesn't really manage enrollment. We are supposed to admit the top third of high school graduates, but how many of those are we actually turning away? There are even remediation issues with the top third—are they really college ready?

Enrollment management is an unnatural type of science. Should work closely with deans and the provost. Need to address expanding programs such as criminal justice, hire enough faculty, and figure out where we would house them.

Dwyre asked what programs are being considered for impaction and Fortin confirmed there are none at this time. Two departments have consulted with her and Bill Loker on what can be done locally (SOWK and KINE). There are prerequisites and GPA tools they can implement first before considering impaction.

Q. In deliberations at cabinet and EC, what roll has tenure track density (or TT numbers in general) played when considering different local target scenarios? (This year enrollment management provided 4 different scenarios)

Enrollment targets used to go through AAC. Even with that filter, it was a simple phone call to the campus president that included a very brief conversation about a target. We grow regardless of whether there is new revenue or not. You always need a cushion because you generally always lose some students. There are conversations with the provost, cabinet, deans, Fortin, etc. Tenure track density isn't really part of those conversations. We do need to consider who we have to teach. (Kaiser—same question; Dwyre-also involves committee work, etc. tenure track faculty are responsible for that lecturers do not do.) Calandrella recommends including provost in the conversation about tenure density since it hasn't been addressed.

Ford: Cabinet seems to think it is better to have a cushion. But it would be helpful to know if that "cushion" provides additional resources. Faculty workload has increased significantly and EMAC wants to be sure cabinet understands this.

Our campus also hasn't done much to replenish staff. Calandrella will make sure the question is in the room.

Q. As you know, EMAC passed a resolution stating that tenure track lines and staffing levels should rise together with enrollments. The resolution is now in the hands of EPPC. What impacts do you see this resolution making, particularly if adopted by the full senate? EPPC also asked about revised data set. 3 dean candidates from BSS and 1 from the system, looked at the data and said you have a huge number 60 and above. June will provide a visible and dramatic picture of what that means. SOCI's outside reviewer is asking very directly, how can you do this? SOCI is third big dog. Computer Science is very upset because they cannot provide service to the international students. Starting to question whether we can pull it off. INTL LANG graduate program is moving from EDUC to HFA but has no faculty lines attached. Using temporary faculty. Faculty and the senate become more aware of statements made in public venues but do not resonate with actual facts. Creating a sense that we are in a crisis mode we are not recognizing.

The real work needs to be done with CAD and the department chairs. The lack of faculty for international languages is news to him. It is not a good idea to bring students in without support.

Meadows: needs to be more collaboration between Student Affairs and Academic Affairs. This was a concern when EMS moved to Student Affairs. Would like to see EMS working to connect with Academic Affairs to link those figures, share trends, etc. It is everyone's responsibility to serve the students we accept. Calandrella shared that Fortin does meet regularly with CAD to discuss various issues. Calandrella also tries to attend CAD meetings. He is

concerned about the lack of faculty in any program. Irving and DuFour also collaborate with Academic Affairs regularly. It is challenging to get on CAD agendas with substantive time. It is simply a matter of everyone doing multiple jobs.

Getting Academic Senate reinforcement for EMAC's resolution is a good thing. The resolution is helpful and could be reconstructed. We cannot wait for the next set of folks to come in and do it.

Dwyre: Larger concern is we must rise above the divisions because it is all about resources from the Chancellor or the state and how those resources are distributed. We need to talk about whether it is a priority for Chico State to have tenure track faculty teaching students. Calandrella agreed the discussion needs to be elevated. He is also mindful of staffing needs.

Q. What plans are in the works and how can EMAC help with respect to ensuring sufficient support services for the increasing numbers of URM and first-generation students? (Add in international students...separate targets for these groups, and if there is extra money that comes with HSI or OIE, it is difficult to know if we are providing adequate support.)

The focus is making sure we have enough staff and faculty to provide support. We have EOP, CSSC, first-generation students, etc. A lot of focus now on HSI, but there is no financial support until we apply for grants and are awarded (after a year or two) funding. There is a huge difference between serving and attending. We need to have Spanish-speaking orientation sessions, but how many faculty/staff are available to make that happen? Consulting with Fortin on how we move in the direction of being a true HSI. This campus is doing what we can with who we have. Student Affairs is looking into what positions directors would hire new staff if they had the funds.

Ford: How can EMAC help? Calandrella suggested the committee identify who we are not serving. Reinforce need for additional faculty and staff.

Q. Are there any plans for strengthening staffing to support the campus response to AB 386 and other new CO demands on enrollment management?

Irving has been very involved with the delivery of AB 386. There is still disagreement on what level of effort needs to come from the sending versus the receiving campuses. We have not had many students, but they are coming and it is unclear how it factors into enrollment.

Ford: Is anyone discussing the extra cost involved in implementing AB 386 and talking to the Chancellor about funds to back the effort? We are supposed to support the mandate, but nobody is thinking about the cost.

Issue is they are thinking about the cost, but it is a pet project of the governor who believes distance education costs nothing. We have demonstrated that is not the case (San Jose). There are all kinds of asks for money, but is that where we want to put our focus? It does cost a lot of money, but nobody is talking about it. Not sure exactly how to respond because it is so young. The new Ephraim Smith will have a lot on their plate, and this is one of the issues that person will face.

Dwyre pointed out that faculty are changing courses to be less than 100% online to avoid being part of AB 386.

Q. Is there anything you can report on the progress of the International Enrollment Advisory Committee plans, particularly regarding budget?

Calandrella will meet with the provost soon to discuss how we are going to support international students. They are aware of the increased numbers and lack of support and recognize the situation needs to be improved—soon. Campus needs more infrastructures. The funds should be for those specific services. It is an ethical issue—why invite them if we cannot serve them?

Selvester: A welcoming environment is essential. International students have to be able to learn our system, especially if they are graduate students. Our system is very different than their university system. GE is an issue—they are only focused on their major (British and German models). Need people at the departmental level who can

greet and assist international students. Most international students need to learn about academic honesty. There have been issues with plagiarism and copying. This will involve learning on behalf of faculty and staff because these students may think they are being honest because they have been doing it their entire educational career.

Some offices are using resources to provide support to international students (writing tutors, etc.) The provost should be made aware of these efforts. Elrod and Calandrella need to discuss how to get all the players involved in discussion on teaching, health services, advising needs, and how to put resources towards each aspect. International plan is about growth-not about dealing with existing international students. Also not about making international students feel welcome.

Song welcomes Chinese students at the beginning of each semester and shows them how to register, find classes, explains GE, etc. This is not in his job description—it's a cultural tax he pays as do other faculty. Need to make university responsibility for this.

Calandrella will check with the provost on the IE plan when they meet.

Selvester- the plan is in the works for supporting URMs and first-generation, along with new hires (faculty and staff). Pell eligibility is up from 11% to over 40%. How do we make sure we are prepared to serve the students who need help?

Meadows—was surprised by the number of proposals coming through for Student Learning Fees (SLF) requesting funding for existing student support services. Why isn't the university supporting successful programs? SLFs were not intended to supplement a division's budget. Calandrella: The writing center came over to Student Affairs without any budget to support it and Student Affairs has had to backfill with other funds.

Calandrella would like to be invited to EMAC at least once a semester. It helps him to hear what is being discussed.

San Francisco State calculus course situation (Irving)

There have been articulation agreements between SFSU and Chico since the 1990s. There is very limited articulation in ASSIST. Now that we have TES, we may want to move into TES since it is CSU to CSU articulation.

Resolution

- EPPC is reviewing the resolution and accepted it as an introduction item. Up for action on Thursday. Dwyre is attending on our behalf. More attendance on behalf of EMAC is recommended.

Enrollment Updates

Butte College (Renville)

- Enrollment hasn't changed much. Down 1.5% from last year: 3.5% off target.
- Continued student registration was average—even with a lot of retention efforts.
- High school and continuing education numbers are down. There are just not as many high school seniors.
- Applications are ahead of schedule. Pouring money into marketing and advertising over the next few weeks for summer and fall.
- Summer program will be a little larger than usual. More opportunities for classes students may be lacking.
- Next year looks the same if not better.
- Kaiser----lots of students have been turned away. Concern is that the community college system just committed 220,000 more seats for students. Are we doing the best with TMC advertising, etc.? Our summer classes are more expensive- Butte isn't offering very many online classes. Seems like if we could get more students to do prep at Butte, they would be more ready to transfer. Butte is spending a lot of time and energy on making students aware of the guaranteed transfer. The problem is that local students are looking at going somewhere other than Chico and there is no guarantee anywhere else. The word is getting out. Resources are going towards better alignment between high school and community college curriculum. But it will take a little more time to smooth out the rough spots.
- Trying to explain to the governor that most community colleges cannot grow. Butte can only go up or down a minimal amount. Urban schools are growing, but most rural community colleges are down. The governor is

pouring money into “growth” that will not be realized. Community colleges statewide are down in enrollment between 3-6 percent; all community colleges in the North State are down between 4-6 percent.

Fall 2015 (Fortin)

[Enrollment Update Handout](#)
[Fall 2015 Enrollment by Ethnicity](#)

- This is the second week of continuing student registration.
- Headcount and resident FTES running slightly above fall 2014 at this time. See handout for full updates.
- See handout for new student updates.

Meeting adjourned 4:46 p.m.
Respectfully submitted, Lori Fuentes, EMS AA/S

Action Items:

1. Lori – move May meeting to 5th and find room. (*done—SSC 306*)
2. Invite Calandrella to attend EMAC at least once a semester.
3. EMAC should identify who we are not serving, reinforce the need for additional faculty and staff.
4. EMAC members should attend the Senate meeting and demonstrate support for the resolution.

Remaining Action Items from 3/24/15 meeting:

1. Ford asked Irving and DuFour to consider whether there is anything that would make the AB 386 situation easier for REGS and AAP. Will discuss at the next EMAC meeting.
2. Does EMAC need to consider a resolution regarding how we support international students with the anticipated growth? The IEAC plan should deal with that. We will review after getting an update from the interim provost.
3. Talk with Renville about syncing Butte College and Chico State academic calendars for 2015-16.