

MINUTES

ENROLLMENT MANAGEMENT ADVISORY COMMITTEE MEETING

September 22, 2015

In attendance:

X	Bill Allen	X	Lori Fuentes*	X	Dan Reed
X	Betsy Boyd (Senate Chair)		Judy Hennessey	X	Michael Rehg
X	Jake Brimlow	X	Jean Irving*	X	Allen Renville (Butte College)
X	Kim DuFour*	X	Deanna Jarquin (AS President)	X	Paula Selvester
X	Diana Dwyre (chair)		Jeff Livingston		Chris Souder
X	Rick Ford	X	Jennifer Meadows	X	Adam Stoltz
X	Barbara Fortin	X	Maria Olson	X	James Tyler

* = Augmented Members

X = In attendance

Meeting convened at 3:15 p.m.

Introductions and Announcements (Dwyre)

- Diana Dwyre is the EMAC chair for 2015-16.
- Welcomed new members and everyone introduced themselves.
- Reviewed [EM 02-109](#), the executive memorandum that guides the committee. Dwyre reminded members the committee is advisory. The committee makes recommendations and provides an annual report to the Academic Senate.
- There is a link to the EM on the [EMAC web page](#).

Minutes from 5/15/2015 Meeting (Dwyer)

- Reviewed May 15, 2015 minutes. Two changes:
 - On page 2 - under update on resolution. The 3rd to last bullet, change to: "Avoid including a provision about diversity..." Approved
 - On page 3: first bullet: "Presumptionall need services?" Change to: "Some do not." Approved
- Committee moved to approve minutes as amended. Motion seconded.

Enrollment Updates (Renville, Fortin, Allen, and Stoltz)

Butte College Enrollment (Renville)

- Three years ago Butte College enrollment was 8% above cap. Last year they received a target from the Chancellor of 3% over cap and weren't able to reach it.
- This year Butte's target is 2% over cap. Currently 5% under where they would like to be. 1% under headcount from last year. Several years ago Butte had more students than they could handle.
- There are several reasons for lower enrollment, including the economy, prospective students working instead of attending college, legislation making financial aid eligibility harder, tougher restrictions for disqualified students—they now have to sit out a year and those students are not coming back, students used to be able to repeat a course five times, but now can only repeat three times—which reduces enrollment.
- Across the state in general, there are very few community colleges that are experiencing growth. Most are flat or below targets. The state continues to pour money into community colleges for access.
- State gave community colleges funds for equity--\$180 million last year and matched this year. Butte's share is \$1.6 million. Hired three recruiters for targeted recruitment--veteran, American Indian, and foster youth.
- Adding classes to gain students has not worked out. This fall, Butte had added 90 and had to cancel 87.
- Doing everything they can to try to get students reengaged at Butte. Lots of incentives. Just not working. Community colleges enrolled 2.4 million students across the state—but few are increasing enrollment.
- Legislature decides what the growth for community colleges should be. Equity money helps with persistence/completion, but there is a large population of potential students that need to be recruited and retained by ensuring they have access to classes, to financial aid, etc.

- At the start of the spring 2015 semester, Chico State's Office of the Registrar notified lower division students on GE course wait lists of Butte open classes. We did it again fall semester—about 2300 students were notified. It gave Butte a little bump in enrollment.
- Butte is one of our pipeline institutions and is appreciative of our collaboration. Important to be aware Butte's enrollment is down.
- Student success dollars have been used to hire counselors.
- Dr. Samia Yaqub is the current Interim Superintendent/President.

2015-16 Enrollment Targets, Progress, and Impacts (Fortin/Allen)

[Handout](#)

- Late Nov. 2014, the Chancellor assigned our 2015-16 resident FTES target. On May 22, 2015, we received an updated target with a .5% increase. On July 17, we received a new target with an additional 1.5% increase, to 15,000 resident FTES.
- To clarify: our 2015-16 target is a percentage above the 2014-15 target of 14,563, not over our actual enrollment.
- The campus needs a planning buffer. Preferential to be a little over target rather than under. Reminder: for 2015-16, EMAC had recommended a 1% increase over target at the 1/27/15 EMAC meeting. Cabinet settled on a 1.5% increase.
- The new student mix did not change when we received the new target since it was too late to make any adjustments.
- The new target in July was given with the understanding that we could not affect fall 2015 enrollments. Following the May target increase, adjusted spring 2016 new student estimates.
- The Chancellor's Office is allowing campuses that cannot meet their targets in fall 2015/spring 2016 to include fall 2016, a first. However, we are not sure how this will be implemented.
- We are planning on enrolling 950 new resident students in spring 2016.
- We are coming in as expected for fall 2015. We will be slightly under last fall, which was our highest all-time enrollment.
- Our planning buffer will likely allow us to meet the new target this year. We will probably not need fall 2016 to meet the new target. We are currently running about .8% over the 2015-16 resident FTES target.

Graduation Rates and Graduation Initiative Goals/Progress (Allen)

[Handout](#)

- Allen shared a summary he prepared for Cabinet last month.
- Chico State's 4-year graduation rates for 2014-15 remained at 24%.
- Had a spike in 5- and 6-year grad rates for first-time freshmen.
- 64% of entering first-time fulltime freshmen graduate with degrees—this is the highest rate ever for our campus.
- Minority 6-year graduation rates also increased to 56%.
- In 2006-07, the Chancellor started the Graduation Initiative (GI) in an attempt to increase graduation rates for cohorts starting in 2009. Our target was 60%. We started at 57%. We have increased our graduation rate by 7%.
- Second half of GI was to halve the gap between under-represented minorities (URMs) and non-URMs. The gap for 6-year graduation rates in 2005-06 was 35% for URMs and 56% for non-URMs. We succeeded in reducing the gap to 11% by 2014. Even with an increase in minority enrollments.
- Chico State is one of two campuses that met GI goals for both first-time freshmen and transfers.
- Our 2025 GI goals are to continue to increase our FTF 6-year graduation rate by about 7% to 6,470 and continue to reduce the gap to 8% between URMs and non-URMs.
- Not sure exactly why URM rates substantially increased.
- We are looking at measuring new student success initiatives.

Fall 2015 Enrollment (Fortin)

[Handout](#)

- Fall 2015 census cleanup in ERSS will continue for a couple weeks.
- Do not expect enrollment to change much between now and then.

- For 2015-16, we are funded for 15,000 resident full-time equivalent students.
- Summer state-support resident FTES is coming in at 10.5— lower than it has ever been and what we estimated for 2015-16 planning. Social Work cohort program bumped us up the last two summers but wasn't offered this summer. Program should pick up again next year.
- First time Chancellor has ever allowed campuses to meet targets by using an additional semester.
- Should receive 2016-17 target by Nov. 2015--which is vital for Dec. 1 fall 2016 admission application deadline.
- Should be funding to support the additional target.
- Compared fall 2015 pre-census figures with fall 2014 census. (*handout*)
- CourseMatch enrollment is similar to fall 2014. Via AB 386 (online courses) we offered 170 courses and generated low enrollment.
- USAC student enrollments were removed on this report. Were included in the daily FTES report.
- New student enrollment came in a little high (337 over goal). All undergraduates—graduate numbers came in below goal. Desired mix is 90% UG and 10% graduate/credentials.
- New credential enrollment declined, but will be going back up and should continue to go up based on statewide need for teachers. Numbers were siphoned off by the grant program. Rewriting the program to avoid this in the future.
- 4,740 was the original new student planning goal. Didn't change with the increased targets.
- Diversity breakdown for FTF applicants, admits, and enrolls indicates a 3400 index threshold for students out of our service area. We used a 19% as our admit/enrolled planning yield and came in at 18.7%. Thank you Bill Allen.
- Hispanics make up 42% of incoming FTF.
- For transfers, we came down to a 2.2 GPA for out-of-area students. Planning admit/enrolled yield was 40%; came in at 40.7%
- Orion misquoted some overall diversity enrollment figures, but wrote a good article.

Spring 2016 and Fall 2017 Enrollment Planning (*Stoltz*)

- Have received 2,024 applications for spring 2016, which is about 10% over last year.
- Already admitting students.
- Stoltz shared some new Admissions handouts. Fortin reminded everyone of Stoltz's extensive recruiting and marketing experience from his time at UNR.
- Admissions recruiters are visiting high schools and colleges in an effort to increase diversity. Using a system called College Greenlight that matches student criteria to our campus. Since it is impossible to travel to every high school, this is a new extended outreach effort.
- Collaborating with campus partners to reach out to Hmong and Native American students. Also have met with Rachael McBride of Four Winds of Indian Education who recommended Chico State hire a Native American recruitment and retention staff person.
- We have a recruiter who lives in Southern California who focuses on diverse student recruitment.
- Selvester and Dwyre will work on a recommendation to hire a recruiter to focus on diversity in our service area. Dwyre believes there should be funds available for these efforts.
- There needs to be a focus on international students as well, including the transition/connectivity between Chico and Butte. This would be timely since Butte's recruiting efforts are starting up in a couple months. One of their new recruiters is American Indian.
- Could benefit both campuses if we could work on connectivity between the campuses and start doing tours, targeted recruitment, etc. for ethnic groups.
- Dwyre will touch base with Joel Zimbelman, the new interim director of the Office of International Education.

Ad Astra Platinum Analytics Update (*Irving*)

- Ad Astra Platinum Analytics projects the need for seats in classes based on course offering history and student degree audit information.
- Back in 2012-13, the provost had a chairs task group review scheduling issues. That group recommended we purchase Platinum Analytics.

- It is a tool designed to help schedule courses, estimate demand, open up a broader conversation about how our campus schedules classes, and can help us determine whether we are offering classes that help students reduce time to degree.
- Academic Affairs purchased the product. The Chancellor's Office is paying for the 2015-16 annual maintenance fee.
- The Office of the Registrar has worked on the pilot project with Ad Astra.
- There was a lot of work to get the system to a presentable format. It was presented last Friday to the department chairs who need to let Irving know where the flaws are.
- It is too late to use it to affect the spring 2016 schedule.
- Jeff Bell, Chair of Biology, had questions that were shared with Ad Astra. They subsequently found a bug and are working on fixing it. Irving will ask them to rerun the analysis once they fix the problem.
- Our general education is something they had to work through. Need to look at the spring analysis so we can prepare for fall 2016. Still work to be done, but it is a useful tool.
- Ad Astra recommended a strategic scheduling team. Loker pulling representatives from each college together.
- Money was allocated in 2013-14 to deal with bottleneck courses, but some of that money was not targeted effectively and used to teach courses that were not actually bottlenecks.
- Platinum Analytics currently does not take into account waiting lists, which is valuable data. Platinum Analytics uses 5 years of data, but also the DGAP data, which is current information.
- Platinum Analytics tries to look at the likelihood of a student taking one class over other classes.
- Platinum Analytics wants feedback from the department chairs and whether there is data in the analysis that is skewing the predictive data.

Fall Semester Meeting Topics (Dwyre)

- Invite provost to attend Oct. 20 EMAC meeting to discuss enrollment growth impacts: tenure-track faculty and staff levels, resource distribution, and overall enrollment impacts.
- Bottleneck Courses: How are they identified and what influences the distribution of resources?
- Wait list issues (e.g., students who meet prerequisites through testing, transfer course, AP course, or some other external method do not move automatically into a course because the system does not recognize they have satisfied the prerequisite).

Update from Statewide Senate (Selvester)

- Chancellor's Office discussed the four presidential searches.
- Bleak budget discussion - no more money.
- There was relative support for our campus climate survey.
- There was no discussion about enrollment issues.

Meeting adjourned 4:48 p.m.

Respectfully submitted, Lori Fuentes, EMS AA/S

Action Items:

1. Dwyre will invite provost to attend Oct. 20 EMAC meeting to discuss enrollment growth impacts: tenure-track faculty and staff levels, resource distribution, and overall enrollment impacts.
2. Discuss bottleneck courses at future EMAC meeting.
3. Wait list issues: Ford will address at next EMAC meeting.
4. Dwyre will touch base with Joel Zimbelman, the interim director of the Office of International Education, on international recruitment and connecting with Butte College.