

MINUTES

ENROLLMENT MANAGEMENT ADVISORY COMMITTEE MEETING

March 22, 2016

In attendance:

X	Kaitlyn Baumgartner Lee*		Deanna Jarquin (AS President)	X	Paula Selvester
X	Betsy Boyd (Senate Chair)		Jeff Livingston		Katie Simmons
X	Diana Dwyre (chair)	X	Jennifer Meadows		Baohui Song
X	Rick Ford	X	Maria Olson		Chris Souder
X	Barbara Fortin	X	Dan Reed	X	Adam Stoltz
X	Lori Fuentes	X	Michael Rehg	X	James Tyler
X	Judy Hennessey		Allen Renville (Butte College)		Chris Winch*
X	Jean Irving*			X	Joel Zimbelman (guest)

* = Augmented Members (*non-voting*)

X = In attendance

Meeting convened at 3:16 p.m.

Approve Agenda (Dwyre)

- No changes – approved as submitted.

Joel Zimbelman, Interim Director of the Office of International Education

[Handout](#)

Please give us an overview of the details and status of the International Enrollment Growth Plan and Funding Model that was presented to us last year, with particular attention to the resources needed to insure international students on our campus are successful. Has this plan been revised, approved, etc?

- Need to develop a reasonable plan, including building a sustainable and robust retention program. Will require resources for additional and effective support services. Too many international students are struggling because they are not getting the support services they need.
- Saw a copy of the plan draft last October, but was not given a copy.
- The plan needs to be revisited and it is important that we are realistic about how much money is really available. Need to be strategic and build capacity for serving the students we bring in.
- Even though students gain a lot from the experience, it is costly to bring them here for short periods of time.
- There is no agreed upon target, just a model the interim provost requested be updated to include an additional 50 FTES each year. The draft was adjusted based on spring 2016 actual numbers.
- Nothing concrete about providing additional support services (based on resource allocations).

Discuss what you view as the top issues for International Education as we transition to new campus leadership. Are there specific recommendations that you suggest for the Office of International Education?

- Hire new director (Frank Li returning in July for a 2 year interim appointment).
- Posted three times before OIED successfully hired an international recruiter.
- Need to focus more on the transfer market.
- Want more in-country fairs. Asian markets, etc. are a good place to meet with agents, students, and families.
- Bi-lateral MOUs are deals we make with schools for direct exchanges or to provide pathways after several years of study to come to Chico for a year or two and then into a master's program. Have a lot of under-performing MOUs we could improve upon.
- Enrollments vary by major and country, which makes it difficult to estimate incoming students. Politics and economics also affect enrollments.
- Computer science masters has suspended admissions. Experienced a substantial loss of international students. Partially made up by large cohort of engineering students.
- Another focus is agent contracts, which costs about 12% of first year's tuition. First is with Germany, the second is with India. Humboldt has 120 contracts with agents. Crucial in markets where we cannot get into on

our own.

- If we want to increase international enrollments by 40%, there has to be a discussion regarding funding. Areas across campus (computer science, library, writing center, etc.) need additional resources to support any increase in international student enrollments.
- Type of visa affects income inflow. F visas are typically degree seeking students.
- Need to discuss: 1) Why we want international students; 2) what the rate of growth should be, and; 3) allocation of funding to best benefit support services as well as international students.
- There needs to be transparency, a realistic growth plan, funding for both undergraduate and graduate services, and additional hiring of faculty in disciplines where we cannot enroll international students because of the lack of faculty to teach them.

What advice do you offer to EMAC as it begins to draft recommendations for the new president and provost?

- International students do not have a different standard for graduating. There have been times when the five years to complete a masters has been extended to seven years, and in extreme cases, to nine years. There are often time limits on scholarships awarded by a student's country.
- Computer Science had 50 international students enroll. EMAC can help guide the campus on recommendations for providing resources through an open discussion and full understanding of what funds can really be allocated.
- If departments are told they can hire faculty, that approval should be honored.
- Computer Science cannot grow without new faculty.
- OIED can do more with a buildup of capacity if that is what the campus wants. But colleges and departments must be able to take on additional international students and help them stay on a trajectory for a graduation rate that is better than our current rate.
- Must maintain a focus on what needs to be funded in order for the campus to adequately support these additional international students. Has not been the case for several years.
- OIED director brings in students and sends out students. Not director's job to determine how resources brought in are to be allocated. The director can make arguments for where resources are needed, but Cabinet is where the final decision is made.

Shouldn't the funds above and beyond what a domestic student pays be used to serve an international student?

- It currently does not. We have no model for assisting service areas that are impacted by increased number of international students.
- Current model simply estimates revenue based upon enrollment projections.
- Large enrollments in specific programs and the inability to know in advance which areas will be significantly impacted requires strategic recruiting and enrollment. Otherwise the load falls to lecturers when there is a lack of tenured faculty.
- There is some stability related to GE for international freshmen. OIED registers freshmen in their first and sometimes second semesters. There are also traditional majors that international students choose (computer science, business, and engineering).

Minutes from 2/16/16 EMAC Meeting (Dwyre)

- Moved to approve and voted unanimously to approve as submitted.

Enrollment Updates

Spring 2016 Census and 2015-16 Resident FTES Final Enrollment (Fortin)

[Handout](#)

- Final spring 2016 numbers on handout. Resident FTES for 2015-16 AY was 15,076.6 or 76/.51% over target.
- Worked with three different targets throughout the year; the final target was an increase of 3% over the 2014-15 target.

2016-17 Enrollment Planning (Fortin)

- Spring 2016 census headcount was a little lower than estimated, which impacts the 2016-17 Enrollment Planning Scenario.
- Also recalculated the FTES multipliers, which dropped to .93306 for resident, and the continuation rate, which dropped to .899.
- Planning buffer is needed to accommodate these type of fluctuations as well as the likelihood of a target increase.
- Graduate Studies is projecting the same new student enrollment as fall 2015. This changes the student mix to 91.2% for undergraduates and 8.8% for graduates.
- Ford would prefer we target our target and not add any buffer. The workload difference does not affect the headcount. If that causes a reduction in FTES, then the campus is teaching fewer courses with the same money. We need to consider actions that affect the headcount downward.
- It appears student behavior has changed and resulted in a lower workload. Need to be ever-mindful of encouraging students to take a full load.
- Review workload over the past few years to see if anything stands out. There is an Insight report that shows by semester and annualized the student workload. Include changes in wait lists and try to understand how it affects the totals. Workload had been creeping up (over 14), which may be the ceiling.

Fall 2016 Update as of 3/21/2016 (Stoltz)

- Still accepting reservations for Choose Chico!
- FTF admitting will be done by end of March. Admissions is about a third of the way through transfer admits.
- Two new staff are processing transfers. The learning process has slowed processing down somewhat. Retired annuitant has been hired to assist.
- Admissions will start tracking Intent to Enrolls (IEs) in April. May 1 is national deadline for IEs.
- Then we focus on “melt.”
- Summer Orientation registration begins in early April.
- Admit to enroll yield has been approximately 19%. However, our students of color (SOC) applications are up, and we typically yield lower on SOCs.
- Ford would like an articulated goal for having our index creep back up to 3500 in order to achieve a higher quality student body.
- Decide what type of campus we are going to focus on being.
- Strategic plan definition of our student body needs to be better clarified.
- Index of 3400 doesn't mean our final threshold/mix will be the same as last year.
- Fortin has not had the resources to create an enrolled student profile. Has a profile for admitted students, but not enrolled students. Admissions offices generally compiles and uses that information. The last three years have focused on providing access to California residents, not necessarily the student profile.

Recommendations for New President and Provost

- Will consider compiling recommendations for new president and provost via email. Dwyre will create a draft.

Other

- Next EMAC meeting scheduled for Tuesday, April 19, 3:15-4:45pm in SSC 122/124.

Meeting adjourned 4:49 p.m.

Respectfully submitted, Lori Fuentes, EMS AA/S

Action Items:

1. Review workload over the past few years to see if anything stands out. There is an Insight report that shows by semester and annualized the student workload. Include changes in wait lists and try to understand how it affects the totals. Workload had been creeping up (over 14).
2. Will consider doing recommendations for new president and provost via email. Dwyre will create a draft.