

## Enrollment Management Advisory Committee Meeting Minutes

November 16, 2021

Attendees:					
	Ann Sherman, Vice President of Business and Finance	X	Kaitlyn Baumgartner Lee, AVP, University Advisement*	X	Sarah Blakeslee, Library Research, Instruction and Outreach
X	Baohui Song, Faculty, College of Agriculture	X	Kenneth Chapman, Faculty, Finance and Marketing Department	X	Serge Desir, Director, Office of Admissions
X	Barbara Johnson, AA/S, Enrollment Management Services*	X	Krystal Alvarez, Student Academic Senate	X	Sharon Barrios, Dean, Office of Graduate Studies*
X	Connie Huyck, Executive Director, University Housing*	X	Marianne Paiva, Chair, Academic Senate	X	Tanya Morgan, community member
	Duncan Young, Associated Students President	X	Michael Dills-Allen, University Registrar, Office of the Registrar; Interim Director, Financial Aid and Scholarship Office*	X	Tawnie Peterson, Staff Council Chair
X	Jennifer Gruber, Interim AVP, International Education and Global Engagement*	X	Peter Gitau, Vice President of Student Services, Butte College	X	Tom Rosenow, Interim Director, Institutional Research*
X	Jerry Ross, AVP, Enrollment Management	X	Peter Kittle (Chair), Chair, English Department	X	Tracy Butts, Dean, Humanities and Fine Arts
X	Jason Nice, Faculty, History Department; Director, Honors Program**	X	Quinn Winchell, Faculty, Media Arts, Design and Technology Department	X	Troy Cline, Faculty, Biological Sciences Department
X	Steve Wildhaber, International Education and Global Engagement	X	Rick Ford, Statewide Academic Senator	X	Tyson Henry (Vice Chair), Chair/Faculty, Computer Science

**In attendance:**      \* = *Ex-officio Members (non-voting)*      X = In attendance  
                                  \*\* = *Featured Guest*

Meeting convened at 3:16 p.m.

### I. Approve agenda, introductions and announcements (Peter Kittle)

- A. Agenda approved
- B. Minutes from 10/19/21 meeting approved
  - 1. Ken Chapman clarified the wording of Item 5.c.1.a with an emendation: it is 40% of the 30% of classes which are online, which is really about 12% of our classes, according to what Ken was told by Dean Terence Lau
  - 2. Tom Rosenow pointed out that the way College of Business is coding the sections, it shows that 43.7% of COB classes are considered Chico Flex. That is how the classes are being reported to Chancellor’s Office. Tom has validated his dashboard’s data with Holly Ferguson and Jennifer Aceves
  - 3. It was agreed that we would leave the wording as is
- C. Introductions
  - 1. Serge W. Desir, Jr. has joined Chico State as the Director of Admissions. He is most recently from the University of South Florida – St. Petersburg, where he worked for 10 years
- D. Announcements

1. IR has updated enrollment factbooks. They have also added a filter for credential candidates
  - a) There had been a question about this, as credential candidates are coded as undergraduate majors
2. Jennifer Gruber wished everyone Happy International Education Week – there are a number of events happening this week for faculty, staff and students

## II. Introduction and plans for fall 2022 admissions cycle (Serge Desir)

- A. Fall 2022 admissions
  1. We are looking very good for first-time freshman numbers, and as of this week are up about 22% (compared from Fall 2021) in total application numbers for freshmen
  2. We are a bit behind on transfer numbers
  3. We are looking at overhauling yield efforts, adding more communications and marketing. We have accelerated, for the third year in a row, the timing of letting students know their admissions status
    - a) We are also planning on-the-ground admitted student receptions in various regions around the state. We hope to include support from alumni in these events.
  4. Marianne asked if we would have year-over-year comparisons and context, which Jerry will provide
  5. Troy is on the outreach and development committee for the Biology Department, which is grappling with low enrollment. He wanted to know about efforts to reach out to students who apply; should his folks coordinate with Serge and his office?
    - a) Serge wants to create a structure to involve academic departments/faculty in yield efforts; this will include these sorts of outreach opportunities. By January, he hopes to be able to implement specific structures
    - b) Troy wondered if there was a way to interact with remote admissions counselors to coordinate outreach? Serge said he would be happy to foster those connections, not only with remote recruiters but across the board
    - c) Peter Kittle has the same concerns in his area, and would love to see a toolkit of effective approaches for interacting with the lists of student names that they get from their associate deans. Serge agreed that scripts and other forms of guidance would be crucial
    - d) Sharon mentioned that college deans are very interested in working with Jerry and Serge. There is a lot of energy and hope amongst the deans that they can help Serge and his team
    - e) Ken suggested to Troy that our LinkedIn network (run through Career Center) contains about 100,000 people in the network, which can be sorted by area. It can be a good way to find alumni and interested students

## III. Enrollment and Admissions updates (Jerry Ross, Mike Dills-Allen)

- A. Admissions and Enrollment update:  
<https://csuchico.box.com/s/9g2zztug0xuoc9zr2fe0zhextdxrwwj>
- B. Thanks to the Admissions team and to the search committee for their work while the Admissions Director position was vacant. We are now working on the search for the Director of Financial Aid, partnering again with Spelman Johnson
  1. Song will represent EMAC on that search committee, which Megan Odom will chair

C. Yesterday was the Intent to Enroll deadline for Spring 2022. We are essentially flat year-over-year in applications.

1. Admits were down year-over-year, especially on the transfer side
2. We will continue to see intents to enroll trickle in. We will also have the redirection process from other CSUs, of folks that were CSU-admissible but did not gain admission into the school of their choice
3. This was a strange cycle in that we were running ahead of last year all the way into the last few days; we did not see the traditional spike that we usually see in the last few days before deadline. We are looking at the data to figure out why
  - a) Our admit-to-IE percentage is a little higher, but not the progress that we had hoped for
  - b) We will spend our time now on melt reduction efforts, between now and Census. Last spring, we saw a higher melt rate than we are comfortable with, so we are trying to get that number back down to historical averages
4. Sharon was curious how our numbers compared to other campuses across the system. Earlier on, other campuses were running flat on applications year-over-year; Jerry does not yet know how other campuses performed on intents to enroll
  - a) In some respects, flat is positive news since we are not down, and have stabilized things a little bit, but progress is not success and we have a long way to go
5. Peter Kittle was curious what suppositions we have made about the reasons for the non-spike
  - a) Because the deadline was just yesterday, we haven't yet dived fully into the data, but some suppositions include the larger economy and strong job market, with transfer students in particular delaying making the move to a 4-year university
  - b) This also could be that our advertising fueled some applications which were relatively soft, that didn't translate into commitment; that is sometimes seen at the start of marketing efforts, and this is only our second foray into digital advertising campaigns
  - c) Also, our pipeline from feeder schools such as Butte College has been down in recent years, as Peter Gitau has reported here
  - d) Serge also mentioned the extent to which we will want to make modifications in our recruiting strategy, as well as some hesitancy out there due to the pandemic
  - e) We had a much more robust communications model this time relative to past cycles, and so we might have gotten IEs in a more linear fashion rather than having a spike at the end

D. For fall 2022, it is still incredibly early. The application period opened on October 1<sup>st</sup>, and the normal pattern is that we get a spike at the end, with as many as 5,000 applications in the last 48 hours.

1. Our Fall 2022 application deadline is December 15. Some of our impacted campuses in the system will be going with a November 30 deadline, and we are watching to see if we get a spike in applications around that date, from students who apply to several CSUs.
2. We are currently less than 30% of what we will have at the deadline, but we are seeing positive trends
  - a) We are currently up over 20% year-over-year in first-time freshmen
  - b) We are down year-over-year in transfer applications

- c) Overall, we are up about 14% year-over-year
  - d) We are spending extra time on transfer outreach and marketing. We have just launched a digital advertising campaign focused on our top 10 feeder community colleges, with geofencing around those campus areas
3. We are doing really well on admitting. We made decisions on how we evaluate candidates early on, which allowed the admissions staff to make admitting decisions early on in the process.
- a) We initially committed to a release of admissions decisions on December 1, where we thought we would have around 5,000 admitted students. Because of the staff's great work, we will now be at that point by the end of this week, and plan to begin releasing admissions decisions in the coming days
  - b) Serge has been working very closely with the admissions counselors to impact the last few weeks of the cycle
    - (1) There will outreach to supplement the early announcements of admitting decisions
    - (2) There will be yield marketing plans as well
    - (3) Serge will be reaching out to academic side, faculty and deans, to enhance these efforts
  - c) Transfer admits always come later. We are evaluating our process to shorten the lag between application and decision
  - d) Marianne would like to know if we are keeping track of first-time freshmen for whom this may be their second year out of high school? Could that be where this bump is coming from? Are there other trends such as this?
    - (1) Because it is early in the cycle, we haven't gotten to that level of analysis
- E. Continuing registration closes on Friday.
1. For November 16, our spring registration continues a downward trend. The good news is that that trajectory is not as steep as it was
    - a) Fall over fall was down 7%, so the fact that we are down 5% spring over spring is positive
    - b) Average units continue to hold steady
  2. Office of the Registrar continues to communicate registration reminders, with emails and texts to students, as well as providing names of non-registered students to the College Advising and Retention Specialists (CARS) for follow up
    - a) The largest number of non-registered students are seniors. However, there has been an increase in traffic to see Graduation Advisors, so hopefully seniors are getting the classes they need
  3. Marianne asked whether there was a pattern on what mode of instruction students are signing up for. There hasn't been a particular pattern, it's evening out between online and onsite
    - a) Tyson pointed out that often there isn't really a choice for students: they need a class, and whatever mode of instruction it is in, they take it. Tyson wondered if the increase in online classes (almost 30% of our classes are online) could be driving students away; Mike said we don't have any data to support that idea. Tyson would be interested in us gathering that data

- (1) Mike said we could do exit surveys, but in his experience, those are not responded to very well. Timing is an issue as well. Tyson would like to pursue that if we can
- (2) Connie pointed out that she has not heard that we are looking to be an online school; in her experience we very much want to be onsite
- (3) Marianne said that we need to look at the data, which classes get waitlisted, what students might be registering for if they have a choice; etc.
  - (a) We know that the mode of instruction choices are faculty-driven
- (4) Kaitlyn pointed out that just as we are assessing, the students are also assessing us – whether offices are open, etc. It is something students talk about. She has heard the narrative of students who say “I didn’t get to have my college experience,” and that they want to stay longer for that reason
- b) Mike pointed out that if students wait until January to register, they miss the first tuition fee payment deadline: it could be that students are waiting until they have funds available
- c) Connie said that in housing, there have been a lot of students cancelling and saying they are not coming back next semester; there has been a far greater number than in the past
  - (1) Mike reiterated that seniors are the largest group that have not registered, which is typical for Chico State

#### IV. International Education and Global Engagement (Jennifer Gruber, Steve Wildhaber)

- A. IEGE update: <https://csuchico.box.com/s/7704a8nyxn0lml5jgm9yodmdb5f452j9>
- B. Nationally, there was an international student enrollment decline of 15% from prior academic year, due to COVID-19
  - 1. The good news is that continuing students persisted in the US, but the impact was with new students
    - a) Consulate closures and difficulties with visa appointments had an impact, but US consulates prioritized incoming international students over the summer and there was a big push to get students here
- C. For Chico State, fall 2021 international enrollment was up 12% from fall 2020
  - 1. Total of 264 international students
    - a) For comparison, we are still lower than fall 2019 enrollment but, higher than fall 2020’s 232 enrolled students. Our peak international enrollment occurred in fall 2014 with over 700 students
  - 2. The pandemic had a huge impact, as well as the cancellation of incoming student exchange programs
  - 3. The majority of international students are pursuing degrees in the STEM fields
  - 4. Prior to the pandemic, we were in a good place as far as undergraduate applications and admitting- numbers were rising and melt was decreasing
    - a) Normally about 50% of international undergraduate students who pay the application fee go on to complete and submit their application
  - 5. Matriculants stayed remarkably stable given the complexity of the pandemic, largely due to the herculean efforts of IEGE staff to stay in contact with students

6. There is a good amount of pent-up undergraduate demand internationally
  - a) Melt is still very high, mostly due to travel blocks and difficulties getting visas, as well as pessimism in general due to the difficulties of global travel in a pandemic
7. For international graduate programs, about 70% of our graduate applications are in the computer science program.
  - a) Applications were increasing prior to the pandemic
  - b) The major share of applicants are from East Asia and South Asia, and visa difficulties dealt a blow to our enrollment from those two parts of the world
  - c) For spring 2022, we are still in the applications processing stage, however undergraduate is still heavy focus in business and STEM
    - (1) For graduate, 66% of applicants are for the MBA program
      - (a) At this time, there is no international admission to the online MBA program, although IEGE does assist with the evaluation of students with international transcripts
    - (2) The initial yield rate for these MBA applicant students is 75%- an enormous percentage
    - (3) Overall applicants-to-matriculants yield could be as high as 35%
    - (4) We are carefully crafting our messages around the STEM component of the MBA program
    - (5) India continues to grow, including the undergraduate element (right now it is still about 70% graduate). The OPT component will continue to be attractive
    - (6) We are near capacity in computer science
    - (7) Uncertainty remains with China due to poor US/China relations
    - (8) International transfer students will drop, just as has happened with domestic undergraduate transfers
    - (9) We are watching the impact of UC out-of-state and international enrollment caps on our enrollment
    - (10) We are starting to see the return of sponsored students from KCO, UAE, SACM and others
8. We are continuing to diversify our virtual recruitment offerings with webinars, digital marketing, in-app advertising, and lead generation
9. We are working with domestic New Student Orientation to provide better in-person support to arriving international students, as well as implementing mentorship programs
- D. Peter mentioned that he would love to explore ways to increase the enrollment in colleges that are less well-represented currently

## V. Best practices for predictive enrollment (Peter Kittle, Jason Nice)

- A. As chair of Curriculum Advisory Board, Jason Nice works to collaborate with other areas to predict needs
  1. There are some departments whose enrollments haven't been as robust as they might be, and working to better predict enrollments
- B. For the last 2 years, CAB has issued a call for new GE courses when there is a programmatic need or enrollment need. This is a Senate policy

1. This agenda item is part of our annual process to see if we are in a growth period which would necessitate a call for new courses
  2. Rick mentioned that last year EMAC spent a fair amount of time figuring out what the response to CAB should be, and was curious what Jason's timing is this year to get feedback from EMAC
    - a) Jason mentioned that it would be good to get feedback before the end of the semester, and could review and refine last year's response
  3. Peter is curious about the larger conversation, and whether there are tools that department heads can use. With general ed offerings, Peter uses past data to predict the correct number of sections, and it doesn't always turn out that way. Getting a better sense of who needs what on campus would be very helpful, both for the faculty and for students
    - a) Tracy mentioned that for jumbo classes, she looks at class schedules not only at HFA but at a number of departments, to know what the need might be or whether enrollment is down, etc.
    - b) It would be good to have these predictive enrollment tools right now, rather than in December or January. She can't wait until January to cancel a jumbo class. She doesn't want to cancel a class later, but also doesn't want to schedule it to begin with if it's not needed
  4. Rick said there are two different issues: he agrees wholeheartedly that we need the data to schedule classes and this issue is timely; and the question at hand on whether we need more GE courses is not as timely in its requirement
    - a) Someone needs to be studying the demand for the new Ethnic Studies courses, for example, but if the data say we need more courses, it would be next year before we need it
- C. Jason said that this year is slightly different because of the launch of Area F requirement, and so CAB was thinking they would probably not issue a call for new GE; however if EMAC and others think that enrollments are growing, than perhaps we should
1. Peter said that it seems we have a plethora of courses available; what is not obvious is whether departments have the capacity to offer sections
  2. Tom mentioned we should work with Enrollment Management to use tools such as the Student Planner. As for predictors, the only thing we can really do is look at historical information; however, this model will not work to populate courses for the new Area F requirement
  3. Mike said that the planner that Tom was referring to, our new Degree Planner, comes pre-loaded with reports for department chairs. You'll be able to see how many students plan on taking a given course one, two or three years out
    - a) ECC is the pilot group for this project, after which it will get rolled out to campus
    - b) Cal Poly SLO is already using this product, and is already using this for course planning
    - c) Mike is fully in support of making the use of this Degree Planner mandatory. Tyson mentioned that it is mandatory in ECC, as was the Smart Planner before that. The way they enact the requirement is by putting a no-add hold for students who do not have they don't complete Smart Planner and mandatory advising before registration

d) Kaitlyn mentioned a systemwide report on Graduation Initiative which stated that students should have these tools available at Orientation. Betsy Boyd served as our campus representative for that task force

D. Peter suggested that he, Tyson and Rick meet separately regarding this CAB recommendation process. Marianne offered to join that meeting

## VI. Upcoming meeting

A. December 21, 2021

1. Via Zoom teleconference

*Meeting adjourned at 4:55 pm*

*Respectfully submitted,*

*Barbara Johnson, AA/S, EMS*