

Enrollment Management Advisory Committee Meeting Minutes

December 1, 2020

Attendees:					
X	Al Renville, VP Student Services, Butte College	X	Jerry Ross, AVP, Enrollment Management		Tanya Morgan, community member
X	Annabel Grimm, Director, Division of Business and Finance	X	Kaitlyn Baumgartner Lee, AVP, University Advisement*	X	Taryn Burns, Student Academic Senate
X	Baohui Song, Faculty, College of Agriculture	X	Michael Allen, University Registrar, Office of the Registrar*	X	Tawnie Peterson, Staff Council Chair
X	Barbara Johnson, AA/S, Enrollment Management Services*	X	Peter Kittle, Chair, English Department	X	Tom Rosenow, Interim Director, Institutional Research*
	Breanna Holbert, President, Associated Students	X	Quinn Winchell, Faculty, Media Arts, Design and Technology Department	X	Tom Villa, Faculty, Finance and Marketing Department
	Connie Huyck, Executive Director, University Housing*	X	Rick Ford (Chair), Statewide Academic Senator	X	Tony Waters, Chair, Sociology
X	Dan Reed, Director, Financial Aid and Scholarship Office*	X	Sara Trechter, Interim AVP, International Education and Global Engagement*	X	Tracy Butts, Dean, Humanities and Fine Arts
X	Diana Dwyre (Co-Chair), Faculty, Political Science and Criminal Justice	X	Sarah Blakeslee, Library Research, Instruction and Outreach	X	Tyson Henry, Chair/Faculty, Computer Science
X	Emily Fleming Nuester, Faculty, Biological Sciences Department	X	Sharon Barrios, Dean, Office of Graduate Studies*		

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

Meeting convened at 3:17 p.m.

I. Approve agenda, introductions and announcements (Rick Ford)

- A. Agenda approved
- B. Minutes from 11/3/20 meeting approved
 - 1. Jerry will doublecheck item C.1.a regarding awarding extra points for extra A-G coursework
- C. Introductions
 - 1. Tony Waters, Chair of the Sociology Department, has joined the committee as designee for Betsy Boyd
 - 2. Annabel Grimm will join the meeting a little later. She is replacing Jeni Kitchell as EMAC designee from Business and Finance
- D. Announcements
 - 1. The application period has been extended to December 15, from December 4
 - a) The UCs extended their deadline to December 4
 - 2. Tracy Butts is now Dean of the College of Humanities and Fine Arts

II. Fall 2020, spring 2021 and fall 2021 enrollment/admissions updates (Mike Allen, Jerry Ross)

- A. Fall 2020
 - 1. We are at headcount of 16,630 versus 17,019 for fall 2019. This is a drop of 2.2%

2. The picture for fall 2020 ended up not being as bad as we were concerned it might be
- B. Spring 2021
1. We have been flexible with Intent to Enroll deadline (November 16). Intents to Enroll (IEs) have been trickling in (10-20 per day). Overall, we have 886 IEs submitted for spring, of which 788 are transfer IEs. We had a little over 2,000 applications, and admitted about 81% of those. All in all, not too bad; if we can keep most of that number, our yield rate will be pretty good.
 2. For comparison, last spring at census we had 813 transfer students
 3. Anecdotally, we are hearing a lot of students who want to take spring off and come back in the fall. A few weeks ago, Mike Allen identified in continuing student registration that we were running significantly behind, year over year. We gathered a small group in Enrollment Management and engaged in a few new tactics to recover some of that ground. Right now we are about 5.7% down, which we would expect because fall was smaller. We have been having a lot of conversations with Academic Affairs about this. How do we engage with students who are not registered, and connect with and support students who are registered
 - a) Part of that effort was the first-ever mass text to students who haven't registered. This is an exciting step forward that we will have that in our arsenal. There were a lot of hands who made that happen (IT, other partners on campus). The next step will be to build governance around texting (policies, guidelines)
 - (1) We need to continue to work on aligning student services best practices with our campus actions. There might be process changes that create unintended barriers, so we should shift our frame of reference around this process. We've learned some good things that will help us going forward
 4. It was reported last meeting that we were about 1,000 headcount down; now we are at about 800 down. Percentage-rate-wise, we have made up a fair amount of ground.
 - a) We have already planned for lower enrollment in spring. We exceeded what we planned for budgetarily in the fall, which gives us cushion if we do not meet our spring FTES number
 - b) Stacy Corona and Jerry will cover this at the next UBC meeting
 - c) Although headcount is down, FTES is up by about 600—students in general are taking heavier unit loads, over 14 units on average

- (1) Some parts of campus, such as in Natural Sciences with their lab courses, are experiencing declines in registrations, because students are putting off taking lab courses that they don't want to take in a virtual environment
 - (a) Advisement and good virtual instruction can help in this environment
 - (b) This puts a crunch on other areas, and will continue to put a crunch later on as students try to complete requirements
 - (c) There are still waitlisted classes out there, which could help with FTES. BSS always has a lot—Poli Sci and Psychology are always popular
 - (i) Department Chairs are waiting for confirmation from Deans to see if they might be able to offer more sections
 - (a) From a budget standpoint, opening up new sections would be difficult given the situation. Deans and Chairs need to figure out how to shift things around based on demand
 - (ii) Friendly reminder not to cancel classes yet, because new student orientation is coming up

C. Fall 2021

- 1. At system level, application deadline was extended to December 15, which is good news.
 - a) Systemwide, everyone is down in applications. On Monday, systemwide we were down about 42% YOY for undergrad. However, this snapshot is not a good comparison, because this date last year was the deadline, and we know that student behavior is to wait until the last minute to submit applications
 - (1) For fall 2020 at Chico State, the combined FTF and Transfer was about 27,000 applications. As of today, combined FTF and Transfer applications are just shy of 13,000
 - (a) We still have 2 weeks to go at this point, and historically the last two weeks have brought in over half of the total applications
 - (b) Application workshops, reminder emails, and our social media campaign continue, as well as working closely with high school and community college partners
 - (c) Trends seem to be similar to the last time we extended an application deadline
 - b) The deadline extension was announced this morning
 - (1) Systemwide there is concern, but a general feeling that the FTF numbers will come in. For transfers, everyone is concerned, due to community college enrollments being down
 - (a) We have a few more years until 2024, when the bottom will fall out on freshman enrollments due to demographics
 - c) Question: what are the numbers of applicants who deferred from fall 2021 to fall 2021? Jerry will pull that number. He doesn't believe it is significant
- 2. Graduate program applications are running ahead of last year systemwide

- a) Deans of graduate programs had reported out that each of the programs, with the exception of 2 campuses, were running steady or ahead of last year, in amounts ranging from 2% to about 16%
 - (1) We are projecting that we will hold steady on our campus; we are not sure about continuing students
- 3. Soon we will know the final application numbers, and we will be able to determine admission criteria for out-of-area students
 - a) Last fall, we admitted 90% of the students who applied
 - (1) The application numbers for fall 2020 were down almost 20% from fall 2019
 - b) It is too soon to predict what our out-of-area criteria will be, but Jerry suspects we will be flexible

III. Butte College enrollment update (Al Renville)

- A. While you might hope that there would be pent-up demand as high school graduates might have wanted to wait and see how the pandemic went, but the numbers are unfortunately not robust
 - 1. Under-represented numbers are coming up very short, which was concerning on a number of dimensions
 - a) Also, Butte College is a Hispanic-Serving Institution, and in looking at the numbers, they could fall below the required enrollment
 - 2. National Student Clearinghouse information indicates that community colleges nationally are down 9.5%. This is consistent with state levels
 - a) URM student enrollments were down dramatically relative to White students, and the number of male students is down relative to female students
 - (1) The number of black male students was down 19%. Female black student enrollments were down 9%
 - (a) For first-time Black students, enrollments were down 28.4% year over year
 - (2) Hispanic male enrollments were down 19%. For Hispanic females, that number was down 6%
 - (a) For first-time Hispanic students, enrollments were down 27.5% year over year
 - (3) For Native American students, male enrollment numbers were down 20% and 9% for female students
 - (a) For first-time Native American students, enrollments were down 29% year over year
 - (4) For White students, male enrollments were down 14% and 6% for female students
 - (a) For first-time White students, enrollments were down 18.7% year over year
 - b) These changes will make a dramatic difference in the transfer pipeline for Chico State
 - 3. Statewide, out of 82 reporting colleges, FTES was down overall about 10.5%, and headcount was down about 8%

- a) K-12 outreach, while robust at Butte, has been disrupted during the pandemic statewide
 - (1) Special programs, such as EOSP, were down considerably
- b) High-touch retention strategies were disrupted statewide, as staff were not able to connect with students face-to-face
- 4. For Butte College, the good news is that in 2017-18, we submitted a request to have ourselves financially held harmless due to the impact of the Camp Fire
 - a) We had reported about 1,600-1,800 students leaving Butte College due to the campfire
 - b) The hold harmless number which was granted is 10,388 FTES, which we continue to use
 - (1) We asked for a 3-year extension about a month ago, which was granted, so we continue to be financially held harmless at 10,388 FTES
 - c) We are anticipating reporting, at the end of this year, FTES of 8,126
 - (1) The difference between our hold-harmless FTES and our actual FTES represents about a \$13 Million difference
 - d) We will be expected to raise our enrollment while gradually cutting our budget to our actual enrollment. This year we face a 4% budget cut, while concurrently raising our enrollment
 - (1) What is more problematic is that a lot of our programs are funded by student fees
 - (a) Our transportation program, which usually generates about \$3 Million in revenues, this year generated about \$84,000
 - (i) The bookstore, Associated Students, our International program and others are in a combined deficit of about \$6M
 - (a) Our international program had about 21% fewer enrolled students year over year, and for new international student enrollments, is down 43%
 - (i) There is a hope for a rebound going forward, due to a new administration
 - e) For headcount, Butte College is down 1,318 students year over year. We expect that number to go up, as we are losing a lot more students due to the realities of Zoom instruction
 - (1) Zoom fatigue, technology barriers and understanding of how to use the tools all contribute to these student losses
 - f) We have a large number of folks meeting weekly on these issues. We need to report regularly to the State on what we are doing to correct our enrollments
 - (1) We are performing a lot of outreach to understand the changes in URM student enrollments. A lot of what students are facing is economic; the need to work rather than go to school; food and/or housing insecurity. They are our most stressed group of students
- 5. For Butte College, transfer rates have been healthy, which is a surprise because we were at about 17,000 headcount 10 years ago, and are now at a headcount of around 11,800.

Graduation rates have been good as well. However, this is expected to be impacted by declining numbers

- a) Al is retiring in two weeks, after 45 years at Butte College. The committee thanks Al for many years of participating in this committee

IV. Director of Admissions search update (Jerry Ross)

- A. The position search has launched, and was posted to CSU Chico's job site a couple of weeks ago. This week we began advertising in several higher education websites
 1. The search closes on January 4
 2. We have scheduled several listening sessions to help Jerry collect feedback: 2 with the campus, and 2 with the Office of Admissions staff
 - a) Everyone is encouraged to attend one of the listening sessions. This position impacts everyone on campus, and so feedback is strongly encouraged
 3. We have a strong search committee, with Mike Allen chairing. Rick and Barbara are on the committee. We have an Admissions staff member, Jeff Logsdon, on the committee, as well as Katie Klein from University Communications; Vikki Bass from EOP; Rachel McBride from Tribal Relations; and Ryan Patten from the College of BSS
 4. When candidates are in final round, there will be time included for EMAC to meet with each of the finalists
 5. Target start date may be in April. In the meantime, Jerry is acting as interim

V. SEM Plan update (Jerry Ross)

- A. There have been a couple of steering committee meetings
 1. We have started the conversation around high-level goals for growth in enrollment around first-time freshmen
 - a) The steering committee wanted to take an even higher-level look at goals around who we want to be as an institution, how to tie our SEM Plan with the University Strategic Plan
 2. Jerry will propose to the steering committee that we go ahead and form workgroups and get them started working
 - a) Regardless of what our overall goals will be, there are activities around strategies and tactics that we can get started on right away
 3. There will be a steering committee meeting tomorrow
 4. We will not have the SEM Plan done by May; we will appropriately slow this down to make sure we do this well
 5. Most of the workgroup chairs are finalized, except for Marketing & Communications. Jerry wanted someone from University Communications to chair, but due to leadership transitions in that area, they do not want to chair the committee
 - a) Marketing and communications is necessary to get prospective students into the recruiting funnel. This group will help identify ways to make that happen
 - b) The suggestion was made to tap University Advancement for a possible chair
 6. The workgroup membership is not yet solidified; EMAC members have put in their preferences, but committees have not yet been finalized
 7. The tentative idea is that we can use the second EMAC meeting each month for workgroups. The suggestion was made to use the second December meeting to convene workgroup chairs

8. We will resend the workgroup descriptions to everyone; if you have not yet expressed a preference, please let Barbara and Jerry know your preference

VI. Upcoming meeting

A. February 2, 2021

1. Via Zoom teleconference

Meeting adjourned at 4:47 p.m.

Respectfully submitted,

Barbara Johnson, AA/S, EMS