

Enrollment Management Advisory Committee Meeting Minutes

December 6, 2022

Attendees:					
	Adam Irish, Faculty, Political Science and Criminal Justice Department	X	Jennifer Gruber, AVP, International Education and Global Engagement*	X	Brad Zuniga, Interim Vice President of Student Services, Butte College
	Ann Sherman, Vice President of Business and Finance	X	Jerry Ross, AVP, Enrollment Management	X	Rick Ford, Statewide Academic Senator
X	Baohui Song, Faculty, College of Agriculture	X	Jodi Shepherd, Faculty, Library Acquisitions, Collections and Evaluation		Serge Desir, Director, Office of Admissions
X	Barbara Johnson, AA/S, Enrollment Management Services*	X	Kaitlyn Baumgartner Lee, AVP for Student Success Initiatives and University Advising*	X	Sharon Barrios, Dean, Office of Graduate Studies*
	Corinne Knapp, University Housing*	X	Kentiner David, Director, Financial Aid and Scholarship Office*		Tanya Morgan, community member
X	Tag Engstrom, Faculty, Biological Sciences Department		Krystal Alvarez, AS President		Tawnie Peterson, Staff Council Chair
X	Feng He, Faculty, Kinesiology Department	X	Marianne Paiva, Chair, Academic Senate	X	Tom Rosenow, Interim Director, Institutional Research*
	Jaime Raigoza, Faculty, Computer Science Department		Michael Dills-Allen, University Registrar, Office of the Registrar*	X	Tracy Butts, Dean, Humanities and Fine Arts
X	Jeff Trailer, Faculty, Management Department	X	Brad Martin, Faculty, Music and Theatre Department		

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 (Baohui Song)

- A. Agenda approved
- B. Minutes of 11/1/22 meeting approved
- C. Introductions
 - 1. Brad Zuniga, Interim Vice President of Student Services at Butte College, is joining us
- D. Announcements
 - 1. There will be a University Budget Committee meeting on Monday at 3pm, via both in person and zoom
 - 2. Institutional Research has been renamed to Institutional Research and Strategic Analytics (IRSA). There is a hiring committee to replace Tom’s position, with a candidate scheduled to be on campus this Friday. Tom has asked the committee to invite EMAC to meet with the candidate

II. Undergraduate enrollment and admissions updates (Jerry Ross)

- A. [EMAC enrollment updates](#)
 - 1. For spring 2023, applications were down, but because of significant changes in how we admit students, we were up in admitted students, which helped us to be up slightly in intents to enroll
 - a) In spring of 22 our melt was about 19% in transfers, which is the bulk of the spring class, so we are trying to reduce melt this year and bring in a new enrolled class that is slightly up
 - 2. For fall 2023, we are less than 10 days until the scheduled application closure. We are seeing positive signs; applications are up, admits are up, across freshmen and transfers
 - a) Transfer numbers are strong, especially considering community college enrollment challenges

- b) We're likely to extend to capitalize on some systemwide advertising that will start after the beginning of the new year
 - c) A lot of focus on finishing strong during the application window, continuing advertising and outreach efforts
 - d) Admitting continues to go well, and a change in processing on the transfer side has allowed us to be up by a high percentage
 - (1) For spring 23, we piloted evaluating transfer candidates on the basis of self-reported grades, which is what we have done for FTIC candidates for several years. This brings us in line with best practices in the industry and in the CSU, and allows us to render decisions based on self-reported grades
 - (a) We then work with admitted students on getting all their documents in, and do a final check as we get closer to the semester
 - (2) We have also gotten more sophisticated in using auto admitting for both freshmen and transfers, which is why we are up so much for freshmen in particular
- B. We started doing digital advertising, starting in spring and fall 22. We started beefing up these efforts, without receiving extra money
- 1. We primarily focused on paid search display ads, and some limited social media paid advertising
 - 2. With a larger central investment, we are partnering with University Communications and with Simpson Scarborough, the agency behind the University's branding work
 - a) Additional focus will be YouTube ads, ads on audio and video streaming platforms such as Pandora and Hulu
 - 3. So far the messaging has been general Chico State campaigns to drive applications, but as we get into the spring semester we will ramp up college-specific advertising
 - a) We can have Sean McGowan (Director of Enrollment Management Strategic Communications and Marketing) and Kate Post (from University Communications) visit a future meeting to give a full update

III. Butte College enrollment and admissions updates (Brad Zuniga)

- A. At Butte College, enrollments are tracked as well as FTES and headcount. "Enrollments" are course enrollments; for example a student taking two courses would be counted as two enrollments.
- 1. They are up about 1,500 enrollments for fall 22 versus fall 2021
 - a) Every location is up in enrollments, with the exception of online students. This comes as a result of post-pandemic shifting towards getting more students back on campus
 - 2. For spring 23, at about 49 days out from the start of the spring term, we are up about 1,000 enrollments year over year
- B. Community college enrollment across the state is really suffering; we're celebrating being flat, because some partner colleges are really feeling some pains that we are not experiencing. We have lots of room to grow, but it feels like we've stopped the decline which is good
- C. For international student numbers, fall 23 in particular is looking promising in terms of applications
- 1. Spring 23 compared to spring 22 is roughly even; we're projecting to be about 90 international students
 - 2. As we look to provide better support for retention, we have moved our international program from an office to a center, so international students now have a dedicated space, including space to lounge and interact with each other and program staff
- D. For financial aid, we received 11,770 FASFAs for 21-22. For the current cycle, we have already received almost 11,000 financial aid applications
- E. Reg To Go is our local theater program with high school seniors, which typically has around 1,000 enrollments
- 1. For 21-22, we had 3,894 enrollments, amongst our 47 feeder high schools
 - 2. This resulted in 1,264 applications
 - 3. We are looking at ways to target these schools, and strategically grow where we feel we can grow. Even schools such as Corning and Red Bluff, which are quite a distance from our campus, those are populations where we've seen a lot of growth
- F. Last week we held a Reg-fest breakfast, to generate some buzz around continuing student enrollment and provide information; approximately 300 students attended
- G. Our Glenn County Center, in Orland, opened this term for its first semester, and we had an open house
- 1. We are looking at doing another open house toward the end of the semester to try to bring in students from local high schools and get them to the new center in Orland

- H. W partnered with a new marketing company to roll out some digital marketing efforts and other things, similar to what Jerry spoke of
- I. We are implementing a new scheduling software, which is not a student-facing platform but is internal
 - 1. Our scheduling is often just rolling over the previous course schedule, and we wanted to use data to make a better schedule based on student needs
 - a) The nursing programs and other programs are areas where we are looking to expand
- J. Our spring 23 headcount, roughly 50 days from the start of term, is 4,954
 - a) Those 4,954 students have generated about 16,000 enrollments
 - 2. Pre-COVID, our headcount for spring of 2020 was 5,950, so we are still down around 1,000 students
 - 3. We are encouraging students to enroll in more courses, as well as working on retention, and we are drastically and dramatically looking for additional students
 - 4. FTES is less relevant of a metric than enrollments, as there are many students who come to take just one single class, for professional development or personal enrichment
 - 5. It is challenging to determine who is on track to continue on to a 4-year University, as the application for Butte is very easy
 - a) Many high schools will have teachers who have their entire class fill out an application
 - 6. There have been many discussions about statewide trends both, COVID-related and changes in the perception on the value of a college degree

IV. Graduate Education enrollment history and updates (Sharon Barrios)

- A. Graduate Education is engaging in lots of conversations with potential students, about the value of a graduate degree, what will it get you and where will it lead?
- B. In 2000 we had 949 graduate students at Chico State, of which 150 were international
 - 1. In this case, we are referring to state-support domestic and international students
 - 2. We are now at 743 graduate students
 - 3. Reasons for the decline are mostly around a decreasing capacity in the programs
 - a) Some programs have been suspended
 - b) Existing programs have simply shrunk in size
 - c) Applications and interest remain healthy, but we don't have seats for these students
 - 4. Our recent increase in numbers has primarily to do with an increase in self-support numbers
 - 5. We remain positive about the potential to grow, but at the same time are very concerned
 - a) One factor we have at the graduate level is that we are working with a smaller number of programs, and students apply directly to a specific program, so we have a lot of immediate information about student demand
 - b) A suggestion was made by Tom Rosenow that we should look closely at the job market in California
 - (1) His team looked at Bureau of Labor Statistics, and the majors that grad students would go into. We have low utilization in majors that have high demand, such as computer information systems, executive management, and others. On the other hand, we have majors that we continue to recruit for that have low job market options, looking out to, say, 2030
 - (a) Sharon agreed that this is exactly why the opportunity exists to develop a really holistic strategic growth plan, including a graduate school link from undergraduate programs
 - c) Grad Studies has not been incorporated at all in the recruitment efforts of our campus, not due to any one individual but rather a long history

- (1) Identifying growth programs, such as data science/data analytics, doing the market research for those programs and then having a recruitment and outreach plan coordinated with undergraduate and graduate together, as well as international, will be important
- (2) The lack of overview and strategic approach has led to programs shrinking, even in areas where there is high demand
 - (a) There also has been a culture within colleges and departments that graduate programs weren't really included in department strategic plans, and faculty can opt in or out of teaching those courses
 - (b) There are new faculty that don't even know they can participate in graduate education
- d) In 211, 64% of our graduate programs had new student enrollments of 26 students or above, and the rest were between 20-35; very few programs had fewer than 20 new students
 - (1) By 2022, 62% of our programs are enrolling below 25 new students per year, and many of those are below 10 new students a year
 - (2) To use the Masters in Public Administration as an example, it formerly had 4 or 5 faculty members just to teach in that program
 - (a) It now has no full time faculty dedicated to Public Administration, 1 full time person who only teaches on line, and some other faculty support which is in different disciplines and political science

V. College of CME and College of BUS Enrollment Reports (Feng He, Jeff Trailer)

- A. [College of CME Recruitment and Enrollment Report](#)
- B. [College of CME College Retention Equity Plan Fall 2022](#)
- C. Retention efforts in the College of CME are guided by Campus Advising and Retention Specialist (CARS) Shawn Brackett
 - 1. They have completely revamped the entire student success website to more clearly explain opportunities and resources for students
 - a) In addition, the website was translated into Spanish as well
 - b) Adam is in process of adding new sections to guide new transfer or returning students
- D. We also have engaged in recruitment and welcome events
 - 1. We had 125 students attend our event for Wildcat Welcome
 - 2. We have also visited Butte College, meeting with their advising staff
 - 3. There is a calling campaign for CME students who haven't accepted their intent to enroll
 - 4. We have established a partnership with the Marysville Joint Unified School District, so that we can connect with HS students and families, talk about opportunities in CME, scholarships, financial aid, etc.
 - 5. We participated in summer and winter orientation sessions with programs such as Hospitality and the School of Education
 - 6. Our department chair called about 38 prospective students who hadn't completed their intent to enroll prior to the deadline
- E. We are using Chico State 360 to try to improve communications between advisors and provide data to the chairs
- F. For our retention plan, we see to improve retention from 83% to 87% by the 2024 cohort
 - 1. We seek to reduce the equity gap from 9.8% currently, to 0%
 - a) This target represents approximately 10 additional first year students
 - 2. We have a summer orientation program with has \$10,000 in funding to help out with retention, by offering online classes
 - 3. In addition, we have a survey of about 15 questions that we administered to exercise physiology students, to learn more about them, why they chose Chico State, how they heard about us, did they know about the major before they came here, etc.?
 - a) Most students hadn't heard of the major before coming here, and 67.3% of them did not receive a call to recruit them or discuss majors with them before they came. They mostly learned of the major from Chico State's website, their academic advisor and instructors/coaches
 - b) This feedback informed our redesign of the exercise physiology website
- G. Due to time constraints, Jeff Trailer was not able to report on College of Business enrollment efforts. He will report out at the February meeting

VI. Discussions – future EMAC meetings (Baohui Song, Jerry Ross)

- A. Song suggested that we still keep some meetings next semester, but reduce the number of meetings
 - 1. He suggested that we keep the meeting in February and the last meeting of the year, in May
 - a) In between those, we can use more email to communicate with each other
 - b) If there is something urgent, we can call a meeting if needed
 - 2. Jerry agreed that there is good consensus toward this approach, since so many people are engaged in Enrollment Continuum meetings
- B. Song confirmed that we will proceed with the plan of having meetings in February and May, with email communication in the meantime if needed

Meeting adjourned at 4:45 pm

*Respectfully submitted,
Barbara Johnson, AA/S, EMS*