

Enrollment Management Advisory Committee Meeting Minutes

February 21, 2023

Attendees:					
X	Adam Irish, Faculty, Political Science and Criminal Justice Department		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	X	Serge Desir, Director, Office of Admissions
	Barbara Johnson, AA/S, Enrollment Management Services*		Kaitlyn Baumgartner Lee, AVP for Student Success Initiatives and University Advising*	X	Sharon Barrios, Dean, Office of Graduate Studies*
X	Corinne Knapp, University Housing*	X	Kentiner David, Director, Financial Aid and Scholarship Office*	X	Tanya Morgan, community member
X	Tag Engstrom, Faculty, Biological Sciences Department		Krystal Alvarez, AS President	X	Tawnie Peterson, Staff Council Chair
X	Feng He, Faculty, Kinesiology Department	X	Marianne Paiva, Chair, Academic Senate	X	Tracy Butts, Dean, Humanities and Fine Arts
X	Jaime Raigoza, Faculty, Computer Science Department	X	Michael Dills-Allen, University Registrar, Office of the Registrar*	X	Sean McGowan, Director, Strategic Communications and Marketing
	Jeff Trailer, Faculty, Management Department		Brad Martin, Faculty, Music and Theatre Department	X	Kate McCarthy, Dean of Undergraduate Education

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 from 2/7/23 meeting will be approved at a future meeting
- C. Announcements
 - 1. We have extended the admissions application deadline to June 1, after consultation with Cabinet. We are doing very well with applications and admits, but wanted to extend the application process to take advantage of late applications
 - a) We are continuing marketing and recruitment efforts
 - b) CSU-wide, there are a couple of campuses that have extended deadlines, or are contemplating doing so
 - c) The May 1 intent-to-enroll deadline will remain intact, as we try to guide students to commit as soon as possible. We will, of course, be flexible with students who apply close to, or after, May 1.

II. Enrollment Continuum Project updates (Adam Irish, Serge Desir, Tracy Butts, Kate McCarthy, Rick Ford)

- A. Marketing and Communications (Adam Irish, Sean McGowan)
 - 1. News is good; the team has met 3 or 4 times in different capacities and has put together infrastructure to do the work
 - a) Paid media is now in place, and is doing very well

- b) Outdoor advertising, web search display ads, video, website have all been refreshed, as has the YouTube channel. Instagram is getting a ton of engagement
 - (1) Spanish assets (radio and print ads) are being developed
 - c) Talking points have been provided to campus stakeholders
 - 2. Challenges are that Gen Z is a smaller generation, and the landscape is fiercely competitive
 - 3. We are working closely with DoIT to build out student journeys in Marketing Cloud
 - 4. Individual Colleges can be thinking about what they would like to do to present their programs, and what the value is for that program or College; however the charge of this group is to engage with marketing the University writ large
- B. Recruitment and Admissions (Serge Desir)
 - 1. The group has been meeting fairly consistently
 - 2. Objectives are to improve domestic undergraduate yield by 3%, to 13%; annual increase of international students by 10%; annual increase of graduate students by 10%; and decrease declared student melt (numeric goal forthcoming)
 - 3. Accomplishments include earlier aid award letters (January vs March); spring transfer conversion above 80%; students in online majors invited to new student orientation; consolidate and centralize Academic and Performance scholarships into EM; hired new staff to expedite international admissions decisions; increased elimination of GRE for graduate student applications; and contacted over 110 graduate applicants this cycle
 - 4. The Recruiting Coordination Committee includes all Colleges and select Student Affairs offices, to conduct yield and freeze planning, refine best practices, coordinate communication planning and conduct recruitment and prospect development this summer
 - a) Funding priorities lie with in-state students, but Admissions personnel still do out-of-state recruiting and travel
- C. Program Investment and Assessment (Tracy Butts)
 - 1. HFA was given a target of retaining 5 additional students. Our current retention rate is 81.2%, and the 2025 is 85%. They looked at data which showed that students have some likelihood of changing majors during their second semester, and that they lose a lot of students between semesters 2 and 4.
 - a) Arts and Music have fewer changed majors, while core and philosophy have more, with English and History somewhere in the middle
 - b) Colleges that students move to are led by BSS, followed by CME and Business
 - c) Women are a slightly larger percentage of students than men, and men are more likely to stop out
 - d) White students are most likely to stop out (46% of stopouts) followed by Latinx students (28% of stopouts)
 - e) Students who stop out are most likely to do so in their first year, with GPA not a predictor. Students who fail a class their freshman year are more likely to stop out
 - f) Music 101 and 102 tutoring is in its second year, and participation has increased dramatically
 - g) Supplemental instruction for History 130 has been helpful
 - h) Dr. Butts asked faculty about students who appeared to be disengaged, and she got a lot of information about upper-division students as well as first-year students
 - (1) There also has been engagement in department-level engagement activities such as language conversation hours, etc.
 - (2) A mentoring program for faculty to take students to coffee and other touchpoints has been enacted. They have learned that 98% of students who met with their mentor re-enrolled
 - 2. The retention rate this year has been 94% (113 students), and 87.5% retention rate within the College
 - 3. Next week will be a performance of Puffs, for local area high school students
- D. Retention to Graduation (Kate McCarthy/Rick Ford)
 - 1. The Enrollment Continuum Retention efforts are overlaid by the already in-process Advancing Equity Project, which is the main effort of Chico State's GI 2025 work
 - a) Chico's 6-year graduation equity gaps include an 8.3-point URM gap, and 11.9-point Pell recipient gap
 - b) Project goals are to improve overall FTIC year 1-2 retention rate by 5% over five years (84% by 2027); and to improve FTIC URM year 1-2 retention rate by 8% over five years (no gap by 2027)
 - c) Specific objectives include design and implementation of college-based equity plans; pilot of Critical Success Course model; implementation of comprehensive student success team model; alignment

and expansion of peer navigation and mentoring; expansion and institutionalization of HSI grants and efforts to serve LatinX students; and removal of identified barriers through policy and process review

(1) College-based equity plans were submitted October 1, 2022, focused on year 1-2 retention, with specific improvement targets quantified in human terms. The first interval report is due 5/1/23

(2) The Critical Success Course model addresses critical, high-DFW courses with 3 premises: the courses are hard and teaching them is hard; faculty who teach these courses should be seen and valued as experts critical to first year student success; and institutional commitment to the courses and instructors must be tangible, visible and sustained.

(a) The deal for faculty is \$1000 compensation for FLC participation; \$500 per section taught; \$3-8,000 per course learning support; 3 WTU per semester; and \$500 per course out-of-class engagement funding. The department/faculty commit to participation of all faculty teaching the course; the securing of a Course Coordinator; providing 2-3 out-of-class connection/mentoring opportunities; and support for assessment of the pilot by providing course data and participating in a debriefing convening

(b) Two courses were selected

(3) The comprehensive student success team model improves support that students receive, with development of a framework, early alert functionality in Canvas and CS 360, improved first-year Quantitative Reasoning experience, digital student success tools and critical success correlations

(a) Rick's team, in their work on Quantitative Reasoning, looked at piloting block enrollments to improve retention, in effect building cohorts in a particular area. They looked at student success, and at trying to pilot a block-enrolled course

(i) They settled on Business majors, of whom there is a sizeable number and who need to take Math 107 and 108. The group explored block enrollments in a package of Econ 102, Math 107 and Business Administration 101

(ii) The logistics were not as easy to overcome, including staffing needed to manually block enroll the students, who have many different variables

(a) There were also PeopleSoft barriers, in terms of structuring the courses in the system

(b) In addition, BADM 101 is not a requirement, which made it problematic for inclusion in a block enrollment

(c) Rick is meeting with the College of Business Curriculum Committee to address these barriers

(4) The first-year peer mentoring group seeks to advance the goal that a peer mentor be available to each first-year student to support campus navigation and academic success

(a) University Mentor Council has crafted shared definitions

(b) The group is developing a shared training plan

(c) A peer mentor program for undeclared students, aligned with formal support programs, is being piloted

(5) Expansion and institutionalization of HSI grants and LatinX success initiatives includes a project of the 2022-23 Middle Leadership Academy regarding student/family communications; HSI Alianza; a new STEM peer coaching HSI grant; and partnering with FDEV on a 6-part HSI professional development initiative

(6) Policy and process barriers identified by Advancing Equity Project in 2021-22 include student fee processes (decoupling, bundling, holds policy, timing, etc.), the policy for dropping courses after Week 4, and Orientation fees and overnight accommodations. These have been reviewed and acted upon this year

(7) The Chancellor's Office has provided resources in support of Summer Boost, which allows students who have failed specific general education courses, and meet eligibility requirements, a chance to retake them over summer at no cost to the student

III. Summer Schedule Update (Michael Dills-Allen)

- A. Colleges have not updated their summer schedules at this point, so it is not yet clear whether reductions in summer offerings are planned
 - 1. In Summer 2020, we graduated 312 people; in Summer 2021, we graduated 314 people; and in Summer 2022 we graduated 258 people. Any reductions in summer offerings could potentially effect hundreds of people
 - a) This could also impact Summer Boost, but Summer Boost is a targeted set of A2 and B4 courses. GI2025 dollars pay for faculty to teach these courses

IV. Whitney Hall Closure, 2023-24 Academic Year (Corinne Knapp)

- A. Whitney Hall will be taken offline next year. It was built in 1969, houses 560 students, and is not aging well. The HVAC system is in need of absolute replacement
 - 1. Corinne is working on securing an off-campus facility within walking distance of campus, that University Housing could operate. It houses the same number of students
 - 2. The hope is we can meet demand which is consistent with this year's demand
 - 3. Historically, students have been asked to leave their on-campus housing during fall and spring break periods, and this presents a substantial barrier for students, logistically and financially. Next year, all on-campus residents will be able to stay on campus during fall and spring breaks at no extra cost (winter breaks would still require special accommodation)

V. Other Business (Baohui Song)

- A. Next meeting is May 2
 - 1. College Enrollment Reports for HFA, NSC, COA
 - 2. Election of new Chair/Vice Chair

Meeting adjourned at 4:28 pm

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