

Enrollment Management Advisory Committee Meeting Minutes

February 4, 2019

Attendees:					
	Trevor Guthrie, President, Associated Students	X	Jeff Livingston, Faculty, History	X	Barbara Johnson*, AA/S, Enrollment Management Services
X	Al Renville, VP Student Services, Butte College		Jeni Kitchell*, AVP, University Budget Office	X	Tracy Butts, Interim Dean, Humanities and Fine Arts
X	Baohui Song, Faculty, College of Agriculture	X	Kaitlyn Baumgartner Lee*, AVP, University Advisement	X	Tom Rosenow*, Interim Director, Institutional Research
X	Chiara Ferrari, Chair, Academic Senate	X	Kim Guanzon, Director, Office of Admissions	X	Tyson Henry, Chair/Faculty, Computer Science
	Dan Reed, Director, Financial Aid and Scholarship Office	X	Michael Allen*, University Registrar, Office of the Registrar	X	Tami Adams, Staff Council member
X	Diana Dwyre (Chair), Faculty, Political Science and Criminal Justice	X	Michael Rehg, Faculty, College of Business	X	Sharon Barrios, Interim Dean, Office of Graduate Studies**
X	Jeff Bell, Assistant Dean, Natural Sciences	X	Rick Ford (Co-Chair), Statewide Academic Senator	X	Quinn Winchell, Faculty, Median Arts, Design and Technology Department
X	Sandy Parsons-Ellis, Interim Vice President of Student Affairs***	X	Sara Trechter, Interim AVP, International Education and Global Engagement**	X	Sarah Blakeslee, Library Research, Instruction and Outreach

In attendance: * = *Ex-officio Members (non-voting)* X = In attendance
 ** = *Potential ex-officio members (non-voting), pending Academic Senate and presidential approval of revised EM*
 *** = *Featured Guest*

Meeting convened at 3:15 p.m.

I. Approve agenda, introductions and announcements (Diana Dwyre)

- A. Introductions
 - 1. Sarah Blakeslee is new representative to EMAC from the library
 - 2. Sandy Parsons-Ellis, Interim Vice President of Student Affairs is joining us today
- B. Minutes from 1/21/20 approved with the amendment of adding the word “student” between “2019” and “grades” to Heading II, item E
- C. Announcements
 - 1. Institutional Research has been updating website pages; there is now a set of “Enrollment at a Glance” dashboards
 - a) Dashboards are broken out by first generation, URM and other demographic filters.
 - b) We cannot include performance data due to FERPA regulations. Typically it is a FERPA violation if you can drill down to a number below 10
 - c) Discussions about inclusion of non-binary gender identity are ongoing; each campus has a different culture around it

- d) IR is starting a series of “by the numbers,” that they can send out in the “Did you know...” messages
- e) They have just uploaded grade information to Chancellor’s Office; performance indicator information will subsequently appear on Chancellor’s Office dashboards
- 2. The President announced at her State of the University Address that we will partner with American Association of Collegiate Registrars and Admissions Officers (AACRAO) in a preparatory review of Enrollment Management Services, which will inform the creation of a new Strategic Enrollment Management plan
 - a) Possible timeline is April 2020
- 3. Kaitlyn Baumgartner-Lee has been appointed the Interim Associate Vice President of Enrollment Management Services while the search for Barbara Fortin’s replacement continues

II. AVP EMS hiring update (Sandy Parsons-Ellis, Diana Dwyre)

- A. AVP EMS search update
 - 1. There will be three finalist candidates visiting campus starting next week. There will be EMAC meetings with each candidate

III. Butte College update (Al Renville)

- A. [Butte College update](#)
 - 1. About 85% of community colleges in the state are experiencing declines
 - a) Causes include the same factors that Butte College is experiencing
 - 2. FTES right now at 9,045. Population growth in the area was good in the early days of Butte, but now is in a period of fluctuation
 - a) Butte outpaced state average in the early days. In 2010 funding was tied to enrollment, so they tried to keep targets exactly at state average to optimize funding. Over the last few years there has been a steep decline, due to economics and the Camp Fire
 - b) The state has provided a hold-harmless point of 10,383 FTES due to the Camp Fire. Butte College will need to get back to that number at some point, or become smaller
 - (1) To get back to the hold harmless rate, Butte College needs to grow 700 students per year for two years, whereas right now they are declining 300 students per year
 - (2) A clarification was made that the “hold harmless” was a point in time that the state legislature and Butte College would have a baseline for funding at a certain level so that the college would not go into a period of shrinkage due to funding issues. This does not take into account the secondary impacts on other colleges or university systems in the state; it was simply a 5-year window for Butte College to regain enrollment momentum without having to reduce services
 - 3. 1,350 students lost their home or apartment in the Camp Fire, or lost their means of support. 200 staff were also affected to the point where they were not able to continue steady employment at the college
 - 4. High School graduation in the state and nationally drops after 2023, pretty rapidly

5. Additional effects come from: the economy; high school class size; class acceleration; financial aid policies (75% of Butte College students receive financial aid); a change in their repeat policy to allow students to repeat a class 3 times maximum (previously students could retake a class an unlimited number of times); competition from universities lowering indices; out-of-state enrollments; US politics impacting international enrollment
6. Butte College implemented 8705, Basic Skills Initiative. Students who were taking 2-3 years of basic skills instruction, were not getting to transfer level. The legislature eliminated that requirement, moving students into transfer-level classes immediately. One thousand more students took transfer-level math than had before, and 400 more students passed than had ever before. This will ultimately lead to students transferring to Chico State at a faster rate than previously
7. For international students, eligibility into Butte College is slightly (not much) less rigorous than Chico State; not as much English is required for Butte. There is some coordination between the two schools, including the American Language and Culture Institute, and coordinating recruitment efforts
8. Retention at Butte College has gotten better since the California Promise began, especially since it is now offered for two years

IV. Enrollment updates (Michael Allen, Jeff Bell)

A. [Registration update](#)

1. Our 4-year graduation rate is up 7 points, from 26% to 33%
 - a) This does have a consequence in enrollment
 - b) FTES are expected to be down year-over-year for 2019-20. More solid numbers will be available after Census
 - c) We need to hit 14,939 annualized FTES to make budget for annualized budget year; an annualized FTES below this mark will have a negative budget impact
2. Average unit load of 14.06 is healthy and positive; we want the number as close to 15 as possible. Academic Advising and graduation advisors have been reaching out to students with encouraging messages to enroll in 15 units
 - a) Because of its residential nature, Chico State tends to be higher in average unit load than other, more commuter-student-oriented campuses in the system
3. The IR Factbook has FTES enrollment information going back several years. However, because mandates change so frequently, year-over-year comparisons are most useful
 - a) Nationally, higher education enrollment is contracting

B. [Admissions update](#)

1. The question had come up as to whether last year's reduction in first time freshmen, and lower yield in general, was caused by the Camp Fire (yield dropped from 17% to roughly 14%)
 - a) This affects enrollment modeling, as we determine whether our assumption should be closer to the yield rate of 2 years ago, or closer to the yield rate of last year
2. Jeff examined data from the Chancellor's Office, and the data show that 22 of the 23 campuses saw similar declines to Chico State
 - a) Across the system, admits increased by 14% while enrollment declined by 1%. Transfer numbers are still increasing

(1) Because students can now apply to up to 4 campuses with the same fee, the number of applications increased. The campuses which were the number one choices of the most students saw growth, although their yield dropped. Other campuses saw declines, if they were the number 2 or number 3 choice for most students

(a) Chico's selectivity (% of applicants denied admission) is below the CSU average

b) Anecdotally, it appears that some campuses (Long Beach, Fullerton, others) panicked late in the admitting cycle last year, and went deep into their wait list. It seems likely that this year campuses will again be very aggressive in admitting a large number of students to meet targets

3. Per Kim, for Fall 2020 we are currently at an index cutoff of 3500, and Admissions still has 1700 students in that band that they are working to admit. Transfer students have until this Friday to send in transcripts to verify eligibility

V. Scheduling policy pilot and optimizer updates (Tyson Henry, Michael Allen)

A. Updates

1. A [draft scheduling policy](#) has been circulated. Recommendations include:

a) A permanent Academic Scheduling Advisory Committee, to include APSS, Academic Advising, Chairs and others.

(1) Includes representative from each college

(2) The suggestion was made that representation should be proportional to the size of each college, with more representation from the colleges with the greatest number of students affected

b) Recommendation to standardize scheduling: for example, some departments schedule classes at non-schedule times (e.g., class start of 12 noon on TuTh rather than the standard of 11:30am). The committee recommended tightening up adherence to standardize scheduling conventions

c) Use optimization process via Astra to schedule rooms. The model is going to ADSUA, after which it will go out to Chairs

d) Recommendation to limit general-use classroom prime-time scheduling (Monday through Thursday 9:00am to 12 noon). Recommendation is that for each college, only 50% of general-use classroom classes can be scheduled in prime-time.

(1) Adherence to this recommendation would get the campus very close to being able to accommodate Butte Hall going offline

(2) Suggestion was made that there might be a fairness issue between departments with a high number of specialty-classroom needs, and departments which use a high number of general-use classrooms

e) The suggestion was made for clarification on whether these recommendations were simply to cover the surge of Butte Hall going offline, or whether this would be a long-term policy

(1) This pilot is intended to gather enough data to inform a permanent policy

VI. Discussion item: enrollment impacts of new courses and new GE designations (Rick Ford)

A. Discussion item

1. There is a call for new courses and new GE minors. It will be appropriate for this committee to discuss what the enrollment impact of those changes might be
2. In addition, there will be a new Ethnic Studies requirement coming to CSU from Assembly Bill 1460, which requires a either standalone class or an overlay with 5 student learning outcomes, that must be met by all graduates
 - a) The suggestion was made to get data from CAB to this committee so that EMAC can weigh in on the enrollment management implications

VII. Upcoming meeting

- A. February 18, 2020
3:15 p.m. – 4:45 p.m.
SSC 122

*Meeting adjourned at 4:46 p.m.
Respectfully submitted,
Barbara Johnson, AA/S, EMS*