

Enrollment Management Advisory Committee Meeting

Minutes

February 6, 2024

Attendees:					
	Autumn Alexis Alaniz	x	Jaime Nelson		Stefani Baldivia
x	Brad Zuniga-Butte College	x	Jeff Trailer		Tag Engstrom
x	Charlene Armitage		Jennifer Underwood		Tanya Morgan
	Corinne Knapp	x	Jennifer Gruber		Tawnie Peterson
x	Dann Sargent		Jodi Shepherd	x	Tracy Butts
	Emily Haung		Kaitlyn Baumgartner Lee		Tricia Douthit
x	Feng He	x	Kentiner David	x	Jeff Logsdon
	Holly Kralj	x	Michael Rehg		Corey Sparks
	Hossein Zakeri	x	Serge Desir		Ben Duarte
x	Jaime Raigoza		Sharon Barrios		

I. Butte College Enrollment Update – Brad Zuniga

- Brad shared slide on enrollment status.
- FTES Restoration Goals
- By 2027-2028 academic year:
- 10,400 FTES total – That would put Butte College back to enrollment prior to the Campfire where we started to see our significant enrollment declines.
- Of that 10,400 approximately 9,000 would be credit FTS
- A little over 1,000 would be non-credit FTS (this is a significant jump)
- We have some strategies and programs in place that we’re getting ready to roll out that will help with the effort around the non-credit
- Chico Center goal is to be above 1,000 FTS. If we’re above 1,000 then that gives us center status with the Chancellor’s office. This allows for additional funding.
- Glenn Center is much smaller and serves a much smaller community. We want to get our FTS above 250 FTS. We are in the process of developing a plan around the Glenn Center. This is our most ambitious goal.
- Where are we today?
- For 2022-23 our FTES last year was 7,786 which is a significant jump from the prior year being 2021-22 where the increase was 464 FTES which is a pretty big jump for us.
- For the current year 2023-24 we are projecting 8,300 and that’s a conservative estimate.
- Chico Center
 - 2022 – 291 FTES
 - 2023 – 591 FTES
 - 2024 – 720 FETS projected

- Not quite at the 1,000 FTES mark, but are getting close and feel we'll attain that sooner than the Glenn Center numbers.
- Glenn Center
 - 2022 – 36 FTES
 - 2023 – 82 FTES
 - 2024 – 86 FTES projected
- We had a significant jump in 2023 to 82. A lot of that has to do with the new space that we moved into the new building we opened in Orland. That contributed to that growth.
- Projecting 86 FETS for Glenn Center for '24. A lot of that is program specific. We're looking at moving some strategic programs and courses to Glenn to help boost that enrollment.
- The last slide is the weekly report from yesterday (2/5/24) that compares out Spring '24 to our Spring '23 enrollments.
- Spring '24 will continue to fluctuate as we move through the semester with late start classes and other variables that will contribute to that number changing.
- As of this week we are up 12% in enrollments, and our headcount is up about 5%.
- As of last week, our enrollments were around 9%, so our enrollments are up from last week.
- We are very positive about our current enrollment status for the Spring semester and for this school year.
- Question: Do you know how Butte compares to other Community Colleges across the State?
- Answer: Our conversations are more local with the Northern California schools – College of the Redwoods, Shasta, Lassen, Feather River, Lake Tahoe. In a recent meeting with them, we are all seeing growth, but Butte is a little bit higher than some other schools.
- Across the State, for the most part all of the Community Colleges are seeing growth. I can really say how we compare State wide.

II. Enrollment Management Update – Serge Desir

- Spring 2024 Enrollment
 - Overall Projections
 - New Undergraduate Domestic Projections
 - Spring Continuing Student Registration Pilot
- Fall 2024 New Undergraduate Domestic Projections
 - Challenges
 - Indicatives
- Spring is not looking bad. We have the rest of this week for our added additional week of add/drop and then census clean up.
- We were anticipating a better outcome already for the group that does projections with me, but this is even stronger than we were anticipating.
- We are projecting to be up 1% in head count and a little bit behind that for FTES compared to Spring 2023.
- If this pans out, this will be not only 2 consecutive semesters that we have increased relative to the previous equivalent term for overall enrollment for both head count and FTES, it will be the

first time in a number of years that we've turned around the climb in enrollment and FTES back to back.

- We will be monitoring the remainder of this week and closely monitoring the census cleanup.
- In terms of new spring numbers, this is one of the areas that outperformed expectations. Everything we were seeing literally up until the beginning of January, had us projecting about 612 combined new domestic transfer and FTICs.
- That was where we were hovering which we were still celebrating. We had far fewer applicants and far fewer admits compared to last year.
- So far, we have enrolled 645 new FTICs. This is not final census data. This is huge for domestic undergraduate enrollment.
- International and Grad is up, so this is not limited to just one area. There's a lot of hard work from all the enrollment folks on State Side and Self Support that are contributing to these, but I wanted to target specifically where Enrollment Management has oversight.
- One of the things that we will be looking at very closely is the outcome for the spring registration pilot Ready to Roar.
- We did a number of things for this registration pilot related to enrollment. We made some modifications to language to make it clearer. We want all continuing students to register
- Add/Drop is when you need to make a modification to your schedule because life happens – it's not considered part of the traditional timeframe.
- We were looking to expand access for continuing students to register. Historically, we've had a fairly large moratorium on when continuing students can register. We take a very large break during summer for fall registration. So that's something else we were exploring.
- Moving orientation. Historically, orientation for spring would be late November or early December. For this spring it was the first week of January when we got back from winter break.
- So, a number of things were explored in anticipation of seeing if we need to make similar modifications or no modification for fall 2024.
- We, by we I mean some folks here in Student Affairs, Dr. Kaitlyn Baumgartner Lee, Dr. Cirilo Cortez who are over Academic Advising and Orientation respectively among other things, will be following up with our colleagues across campus to discuss looking at the data to see if it's worth making modifications and if so, to what extent.
- If we are going to do anything like this for fall, it would be another pilot since it's two different semesters. We would have those discussions and include the Registrar's office and some folks from the academic side as well as Associate Deans and Chairs.
- Moving on to fall, we are up 22% in IE's. We are at 786 combined FTICs and transfer compared to 644 last year. Apps are up about 4%, and 11% in admits. There was a lot of building on process improvements and modification for the Office of Admissions.
- I think a lot of what we're seeing from a multi directional marketing and communication effort in Enrollment Management, but also in collaboration with Simpson Scarborough is having an impact on these numbers in terms of overall application.
- The last update we had on the CSU system was back in December when we were out performing the system as a whole.
- The transfer funnel is up 29% in IEs as of yesterday.
- For FTICs we are up 16% in IEs

- We are aware of a number of challenges that are going to be monitored as we move forward with fall applications.
- The Federal Government is making modifications to FAFSA Simplification to make it easier for students and their caregivers to collect information.
- There have been some challenges in terms of being able to access the application and now with the FAFSA results being sent to the Universities.
- The initial plan was that Universities would get FAFSA information this month. We are now anticipating mid to late March before Universities receive it.
- We are extending the IE deadline to June 1st which is typically May 1st.
- We will be communicating this to our admitted students letting them know they have more time to choose Chico which is the subject of the email.
- Jeff Logsdon came up with that naming convention.
- The CSU as a whole is down in enrollment. Many campuses are doing things we have been doing now for 3 years, and ne of those things is extending their deadlines.
- We are going to continue to refine our yield and freeze efforts.
- One of the things the pilot was intended to do was to look at sluggish registration behavior.
- New Initiatives
 - Enrollment and Budget Projections Management Workgroup
 - Better incorporation of graduate and international data in discussions
 - Reassessing course registration culture (Ready to Roar)
 - Exploring guaranteed admissions pilot with local districts
 - Second Start Program to capture three-year or more stop-outs.
 - Improve territory and recruitment management.
 - Admissions funnel communication partnership with University Communications
 - Data access to college for yield efforts
- Question: When do the students know how much Financial Aid they are getting? I see this as a determining factor is they're going to come to Chico State.
- Answer: Historically for the past number of years the FAFSA would be available in October, and students would start completing it. Universities would start getting it much earlier in January. Here at Chico, I think is usually March of April when we would send out award notifications. Last year Financial Aid did an amazing job and were able to get notifications out in January. I think most schools get their notification out historically between January and March. This year because of FAFSA Simplification, the FAFSA was not available to families until the very end of December. I believe the date was December 31st. In the beginning of beginning of this year we were not expecting to receive information from the Federal Government until February. We found out last week that the information was going to be delayed to be received by Universities and Colleges until March. So now it going to be a race for Financial Aid offices to do their due diligence, do their review in order to provide our prospective students with their aid notifications. Students had months to plan and take care of it and now it's going to be much less time. This is why we are among the Universities that have elected to push the IE deadline from May 1st to June 1st.
 - Director of FASO: Normally the FAFSA is available on October 1st. Students can begin applying for the upcoming fall and upcoming spring terms. On October 1st. As soon as they submit their application, the federal Processing center splits out what called

Output Documents that are available to schools immediately. We get that information in our electronic mailboxes, and we have to build all the procedural structures to pull in this information and process it to set up a wording. Generally, we get the work letter out at the end of March, the same as many other CSU's and many other schools. Last year the University requested we get them out early, which we did on January 17th. So from October 1st to January 17th, it was a mad dash to get the award letter out. This year we're getting the FAFSA information mid-March, or the first half of March which means to me, mid-March because of the delayed processing. This is the biggest change to the Financial Aid process regulatorily, procedural, calculation wise, and the language that's used. For example, EFC is changing to SAI. So, all of the language is changing. PELL eligibility calculations are changing. That's why the process has been difficult to roll out. When we get it in mid-March we going to do a rush to get the award letters out as soon as possible. We have no other options to get it out to students to help them make a decision to come to Chico.

- All Financial Aid offices are still going to have crunch time to get this out in a timely fashion. We're already planning on sending communications out and keeping the campus informed. Kentiner sent out an email last week. Admissions is sending something out to our admitted students, letting them know and we'll be making some other communications as well.
- The other thing that ties into retention is we have to do what's called Eligibility Determination, which includes verification of the data the students are providing on the application form. Last year we started doing that in January, and we got their funding set up for the first disbursement in August, the week before school begins. This year the time will be so crunched that we may not get money set up for students by the first week of school, because we have to verify all that information. So, there's another impact downstream that affects students going forward.
- Question: Is this a correct assumption that other schools will be in the same scenario as us tied to disbursement of funds and review of everything, or are all the schools in the same boat? But all schools don't have the same level of capacity.
 - Answer: All schools are in the same boat, but all schools don't have the same level of capacity. Some Financial Aid offices, or Ivy League schools probably have a number of people dedicated to reviewing that process compared to Chico. We are struggling with the budgetary situation, but we are focused on what our goals are and will get it done.
- Question: With Whitney Hall being closed and less dorms available, is that impacting our enrollment?
 - Answer: Right now, we have no indication that the Whitney Hall closure has had a negative impact on our enrollment situation. I'm more concerned about retention. That's where we'll be looking right now as we unpack and review data for spring. That might give us a clue. If we see some softness and persistence from fall to spring, but I doubt it. Whether lower GP average overall or for FTICs since Whitney is one of the major locations for our first-time students. There may be slightly fewer of them coming back, so those could be things to look for. But in terms of interests from prospect students, we're not noticing anything. I remember hearing from Orientation that there were questions and conversations about it, but it didn't seem to be a deterrent for students.

- Question: It looks like from the slides that the number of applications we've received has increased over the last maybe 4 years. Did that sound right? It doesn't seem to attract more applications, rather there's a need to convert those into enrolments, which I think is the initiative you're talking about giving the colleges more data so they can help talk to students. Do you know prior to the last 4 years is like 27,000 applications, is that what we normally had in the past, or have we gone back and forth on those numbers?
 - Answer: We've almost always gone back and forth with those numbers, and I almost always have the IR web page up. Using the actual data that's out there historically if you're looking at FTICs and transfer students over the past few years, in the past we were usually in the low to mid-30,000 range. Last year was the first year since fall '21 that we got back to that 30,000 range. The need is not applications in terms of numbers. And we've known this for a number of years. In the past I would have said the real issue is yield. Yield is the percentage of admitted students who enroll – that's yield. Last year we yielded 10.4 percent. The year before we were 9.9 percent, before that we were at 11.2 percent. So that is where we have our opportunity, because we're admitting well over 20,000 students – for FTICs and that's really hurting us. That said, what we need are more actionable, more invested applicants. That is where Chico has an opportunity. Not just more applicants, but we had fewer applications, but there were students who considered us to be their first or second choice. For many of these students, at least when they initially apply, it's very likely that we're their third or fourth if you're looking just at the CSU applications. That makes it much harder for us to yield them. 91% of our FTICs have been admitted, but then you heard what I said about the yield which is averaged out over those 3 years of 10.5%. So that's an area where this guaranteed admissions program could give us some opportunities. If we can get this set up the way we're hoping, we could begin engaging with ninth, tenth, and eleventh graders in our service area in a more meaningful way. Not just about Chico per se, but about college preparation, that we're a resource. When they are thinking about college, we're not their third or fourth choice – we're the number one choice. Imagine if we were to increase our yield from 10% to 15%. We admitted 21,000 students for FTICs, since that's the population we're talking about, imagine increasing the yield from 1.5% to 15%. I do think that the CSU by and large is a bit different from other areas, it's a huge state and 23 campuses, and we're also part of a 3-tier educational system. So, which again makes us very unique. For the CSU as a whole, I believe it's in the high 20% range, and the highest that we've done as a campus, when we were doing much better was in the mid to high teens. I think the highest was 21%, so that's where we need to get back to.
- Admissions: If we keep our yield rates the same and we go about trying to get more applications, we would need approximately 45,000 application to get the same number of students or to increase our students to what we want by recruiting and with the demographic cliff coming and the shrinking number of available high school students out there, we're never going to do that. This is another way to think about why we need to focus within our funnel.

III. Is EMAC Needed? – Jeff Trailer

- It is being discussed. Marianne Paiva has taken the lead on this, and she's been talking to people, and I think Serge is one of them and just trying to reimage is this the best way to set things up? Since we have the subcommittees up and running now that specialize in the different aspects of Enrollment Management. Given that maybe a better path may be to integrate some faculty involvement into those. Then maybe this particular committee is less needed and could be decommissioned. These are the thoughts that are being explored, and those are the discussions going on now. It's still in the discussion phase. There's no firm recommendation at this point. We're just trying to get a feel of what's the most effective way to structure this. Next time I can try to speak to more specifics on it if you'd like. But we are working on it, and it's under consideration.
- Comment: I wanted to reiterate my support for admissions data trickling down to the college's so for specialized reach out to students. That means a lot because I know firsthand that we have students that are here at Chico State because someone either in my department or myself reached out to them. So, I think that goes a long way and it's very much appreciated, and a wonderful job, always.
- The next meeting is the first Tuesday of March.