

Enrollment Management Advisory Committee Meeting Minutes

February 7, 2023

Attendees:					
X	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
X	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		Jodi Shepherd, Faculty, Library Acquisitions, Collections and Evaluation	X	Serge Desir, Director, Office of Admissions
	Barbara Johnson, AA/S, Enrollment Management Services*	X	Kaitlyn Baumgartner Lee, AVP for Student Success Initiatives and University Advising*		Sharon Barrios, Dean, Office of Graduate Studies*
	Corinne Knapp, University Housing*	X	Kentiner David, Director, Financial Aid and Scholarship Office*		Tanya Morgan, community member
	Tag Engstrom, Faculty, Biological Sciences Department		Krystal Alvarez, AS President	X	Tawnie Peterson, Staff Council Chair
	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	David Alexander, Associate Dean, Engineering, Computer Science and Construction Management
X	Jeff Trailer, Faculty, Management Department		Brad Martin, Faculty, Music and Theatre Department		

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

Meeting convened at 3:15 p.m.

I. Approve agenda, introductions and announcements (Baohui Song)

- A. Agenda approved
- B. Minutes of 12/6/22 meeting approved
- C. Introductions
 - 1. (recording failure)
- D. Announcements
 - 1. (recording failure)

II. Undergraduate enrollment and admissions updates (Jerry Ross)

- A. [EMAC enrollment updates](#)
- B. (recording failure)

III. Butte College enrollment updates (Brad Zuniga)

- A. (recording failure)
- B. IPEDS data for the 2018 cohort showed a 19% graduation rate for those attending for 100% of normal time; 36% for those attending 150% of normal time; and 41% for those attending 200% of normal time
 - 1. This is up from the 2013 cohort, whose graduation rates were 15%, 30% and 38% respectively
 - 2. Even with natural disasters and other challenges, we have seen an increase in attainment of degrees
 - a) Changes in remedial courses, as well as other improvements, are likely contributing factors

- b) As a reminder, FTES is calculated by considering 1 student enrolled 15 units in 2 semesters as 1 FTES—30 units per year is 1 FTES
 - (1) Headcount is per person (1 student is 1 headcount)
 - (2) “Enrollments” is the number of classes (i.e., 1 student enrolled in 3 classes is 3 enrollments)
 - (3) “on time” refers to whether the student is taking sufficient number of units to graduate on time (2 years at community college)
- 3. The question was asked, whether the free tuition at California Community Colleges was a factor in the increased graduation rates. Brad confirmed that it may be a contributing factor, along with various other forms of aid (such as HEERF funding) that the college received during the pandemic. He thought that the remedial course offerings remained a strong factor

IV. CAB Consultation Request: EMAC Recommendation to CAB (Baohui Song)

- A. Curriculum Advisory Board requests feedback regarding EMAC’s most recent recommendation: Has Chico State enrollment sufficiently changed to justify a significantly different recommendation from EMAC?
 - 1. No, EMAC does not believe it has significantly changed, with some minor changes to previous recommendations
 - a) EMAC anticipates no significant enrollment change for the 2023-24 academic year
 - b) EMAC generally recommends adding sections of high-demand GE courses whenever possible to relieve bottlenecks rather than making a call for new GE courses
 - c) EMAC encourages, in particular, providing additional sections of high-demand GE courses that satisfy more than one requirement (e.g., GE, W, major, minor, USD/GC). More sections of these GE courses, rather than new courses, help shorten time to degree
 - d) Whenever the need for new courses is identified, in keeping with the second item above, EMAC recommends that CAB give special consideration to new courses that satisfy multiple requirements
 - e) Whenever a GE class is underutilized, EMAC recommends that CAB consider removing the course from GE so the resources can be directed to an overutilized course
 - 2. The question was asked on when we would need to call for new *courses* rather than new sections?
 - a) Marianne said that when a department or departments become overwhelmed and can no longer support the population that is asking for that class, then a call can go out for a new class
 - (1) Analysis is done on longitudinal waitlist data
 - (2) There aren’t very many categories of GE that have this happen, so it is fairly easy to see by looking at waitlist data. The waitlist information is captured every semester
 - (a) The single most significant reason that additional sections of a course aren’t offered is due to limited availability of instructors

V. College of Business, BSS and ECC Enrollment Reports (Jeff Trailer, Adam Irish, David Alexander)

- A. Business (Jeff Trailer)
 - 1. There are two types of thrust in their efforts: retention and attraction
 - a) On the retention side, they looked at curriculum and DFW rates. They found that the first year is pretty brutal for students, with math, economics and accounting requirements all simultaneously. It appeared there would be an opportunity to make a more achievable and successful first year for students by moving accounting to second year
 - (1) We are reintroducing BADM 101, which surveys program offerings to give students a chance to get to know professors and explore the different majors
 - (2) There are different pass rates for different courses; for some courses the minimum grade is a C, other courses it is a C-. This causes confusion for students and advisors
 - (a) The C- courses were outside of COB’s control, so they decided to move their own course grade minimums down to C-, for consistency across the board
 - (3) They created a LatinX student club, and also created an Assistant Dean position that performs forecasting and scheduling
 - (4) The College received some Advancement money that allows them to provide free textbooks to students for all the core courses
 - 2. On the attraction side, the College is doing some digital advertising
 - a) There is a website update, as well as TikTok content

- b) There have also been arrangements made to speak at the local high schools
- B. BSS (Adam Irish)
1. There are a few pillars to our enrollment strategy; the first is a general pillar around us as a College
 - a) Putting together programs that have high demand, such as Criminal Justice
 - (1) Reaching out to admitted students interested in these programs, to try to yield them
 - b) We have some stuff to streamline some departments
 - (1) For example, offering to students that you can double-major in Psychology and IR, and it will be a 37-unit major
 2. Adam has focused on the external social media strategy, and has been at work on social media outreach, editing videos. They are working on a strategy of amassing a video archive of long-form video, which can be chopped up into short-form videos for weekly outreach
 - a) The amount of content that is sitting out there in departmental archives is shocking – videos, recordings of past events, etc. An inventory of departmental archives would be useful for any College
 - b) On the Outreach front, generating and posting content is good, but the big things to think about are how to promote content, and how to get the message to be persuasive
 - (1) Simple messages: “come to Chico State, we will make you successful”
 - (a) Gen Z phrase “Show me your receipts”: we are triaging content to alumni (here are our successes), faculty (here are our success-makers) and students/events (here are our future successes)
 - (i) The message is, come here and you will get to work directly with faculty. You won’t be able to get that at UC Berkeley
 - (b) A student asked, why don’t we have any Day in the Life videos? That student is now making one, and so we’ll have an IR student’s Day in the Life
 - (i) UCOMM is also working on a series of Day in the Life videos
 - (2) The question was asked on whether we have measures to evaluate social media promotion efforts? Yes, Sean McGowan, working with Simpson Scarborough, has metrics, results of A/B testing, etc. All signs point to that we’re doing great work
 - (3) By next semester, Adam is hoping that Geography Psychology and International Relations will have enough videos, viral videos, etc. that we will have analytics
 - (a) Avatars that we’re trying to appeal to include high school students, community college students, non-traditional students and the parents of these groups
- C. ECC (David Alexander)
1. The team met with Sean McGowan and Serge Desir to put together a yield campaign
 - a) A welcome video went out in January to all admitted ECC students
 - b) An email will go out soon, with a Choose Chico invitation, to all admitted ECC students
 - c) UCOMM helped put together a postcard for to all ECC applied students, geared to appeal to parents as well as students. This postcard will have a QR code to a link, inviting students to submit their Intent to Enroll
 - d) On March 3, an additional email will go out, with testimonials from industry representatives on why they hire Chico State students
 - e) On March 17, emails highlighting majors within each category (construction management, game design, etc.) will go out to admitted students in each category
 - (1) This will be followed by an email on April 4 highlighting student clubs and highlighting student testimonials on why they chose Chico State
 - f) Around April 15, a calling campaign will commence, in advance of the May 1 IE deadline
 - g) We are getting information on geofencing to refine efforts
 2. The Dean’s Office is pulling together all of these efforts centrally, with a communications specialist internally, a student success person and Dr. Alexander
 3. Advising in the college has historically been done by faculty advisors and Academic Advising Programs. Our Student Success Center is fairly new, and is providing a lot of support
 - a) We are shifting our model of mandatory advising, using CS 360 and, soon, Degree Planner
 4. A concern was brought up that if we are spending \$1.2M on initiatives and Simpson Scarborough, and if they are not connected to these efforts, then we are not getting the full value of the reinforcement

- a) Jerry confirmed that Simpson and UCOMM are connected to these efforts, and that Sean McGowan as co-lead is able to make sure that all parties are on the same page. Simpson is evaluating our communications and journeys, but operationalizing our plan is done by Sean, Kate and the team
 - (1) Also, that \$1.2M is inclusive of a large digital advertising campaign as well as Simpson's advisement
 - (2) There are two different fronts: the university as a whole, and then specific Colleges. For Adam, he has been told that his program is under threat. He can go around campus recruiting and competing against other programs; he can change the curriculum – he has done both of those things. He has created a YouTube channel, and the Dean and Associate Dean were interested. He doesn't need Simpson's help to get a video of a student posted. Simpson can be more useful for the university as a whole, not for the specific programs
 - (3) Coordination of these different levels is happening right now, with EM/College Dean meetings
 - (4) Non-STEM programs struggle to show themselves and market themselves- for example, how do you show a Criminal Justice class?
 - (a) Videos of successful alumni – such as the IR major who went on to work for the Department of Justice – are very important
- 5. How are we making sure that our College-level communications are reinforcing brand pillars?
 - a) Adam pointed out that BSS is running a digital ad campaign with Simpson's help; however, social media is fundamentally different from digital advertising. He doesn't feel like he needs Simpson's help on how to post a video of a student
- 6. The question was asked on what is the goal and scope of Simpson's contract
 - a) Recruitment, admissions and yield is the primary focus. It is heavily front-loaded to scale up efforts to bring in the fall 2023 class
 - b) There have been clear successes internally, with Sean's help, on campaigns to remind students to register, for example

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

- A. Song would like to call for an additional meeting, on February 21
 - 1. Four focus groups on Enrollment Continuum will give us updates
 - 2. Summer classes
 - a) Song just learned that College of Agriculture canceled all of their summer classes
 - b) Mike has heard pretty widely that Colleges have reduced their summer offerings
 - (1) Tracy pointed out that Colleges are having to enact budget cuts to get aligned with fiscal realities. Colleges are trying to maximize fall and spring FTES, which is where budget allocation comes from. Summer and winter generate different campus resources
 - (2) Ann mentioned that across the CSU there has been discussion about moving continuing education summer courses to Stateside
 - (a) Our students can get Financial Aid, we can count them as part of our FTES, and Ann isn't sure why classes would be canceled when our enrollment is seriously at risk
 - (b) Tracy asked, if the division is facing a \$12M reduction, where does that reduction happen? We are trying to maximize FTES while lowering the cost of instruction, which means the possibility of fewer sections
 - (c) Bringing summer classes stateside will improve this, although it will take time to enact due to scheduling complexities. There will need to be conversations with unions, with Senate, etc.
- B. Our last meeting is May 2. Topics include:
 - 1. Presentations from HFA, NSC and College of Ag
 - 2. Elections of new chair and vice chair
 - a) You can nominate yourself or someone else

Meeting adjourned at 4:49 pm

Respectfully submitted,

