

Enrollment Management Advisory Committee Meeting

Minutes

March 2, 2021

Attendees:					
X	Annabel Grimm, Director, Division of Business and Finance	X	Jerry Ross, AVP, Enrollment Management	X	Tanya Morgan, community member
X	Baohui Song, Faculty, College of Agriculture		Kaitlyn Baumgartner Lee, AVP, University Advisement*	X	Taryn Burns, Student Academic Senate
X	Barbara Johnson, AA/S, Enrollment Management Services*	X	Michael Allen, University Registrar, Office of the Registrar*	X	Tawnie Peterson, Staff Council Chair
	Breanna Holbert, President, Associated Students		Peter Gitau, Vice President of Student Services, Butte College	X	Tom Rosenow, Interim Director, Institutional Research*
X	Connie Huyck, Executive Director, University Housing*	X	Peter Kittle, Chair, English Department	X	Tom Villa, Faculty, Finance and Marketing Department
X	Dan Reed, Director, Financial Aid and Scholarship Office*	X	Quinn Winchell, Faculty, Media Arts, Design and Technology Department	X	Tony Waters, Chair, Sociology
X	Diana Dwyre (Co-Chair), Faculty, Political Science and Criminal Justice	X	Rick Ford (Chair), Statewide Academic Senator	X	Tracy Butts, Dean, Humanities and Fine Arts
X	Emily Fleming Nuester, Faculty, Biological Sciences Department	X	Sarah Blakeslee, Library Research, Instruction and Outreach	X	Tyson Henry, Chair/Faculty, Computer Science
X	Jennifer Gruber, Interim AVP, International Education and Global Engagement		Sharon Barrios, Dean, Office of Graduate Studies*		Ella Snyder, Associated Students designee
					Ann Sherman, Vice President of Business and Finance

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

Meeting convened at 3:18 p.m.

I. Approve agenda, introductions and announcements (Rick Ford)

- A. Agenda approved
- B. Minutes from 2/16/20 meeting approved
- C. Introductions
 - 1. None
- D. Announcements
 - 1. State of the Campus webinars for students and parents, initiated by Student Affairs, occurred on February 25th and March 1st. They were hour-long Q&A opportunities, with representatives from Housing, Facilities, Academic Advising, WellCat and others.
 - a) Over 343 people attended, with 409 questions answered
 - (1) There were both incoming and current students
 - b) The biggest issue seemed to be that folks couldn't understand, if K-12 schooling was open, why couldn't Chico State?

- (1) There was a great deal of frustration and disappointment about the 20-30% in-person announcement
- c) There will be additional webinars on how to find a roommate, off-campus housing fairs and other topics

II. Admissions Director search update (Jerry Ross and Mike Allen)

- A. The search continues. The first round was unsuccessful, so we have decided to restart the search
 1. The committee had invited 4 candidates, and one dropped out before 1st round interviews. A second candidate withdrew before the finalist stage, and so the committee didn't feel comfortable proceeding with the remaining candidates
 2. The position has been posted again on the website
 3. We are in conversations with search firms to help us with the search
 - a) We have had 2 conversations with firms, and will be speaking with a third firm later this week
 - (1) Looking at firms which have Master Enabling Agreements with the CSU
- B. Jerry will continue as Interim Director, with an assist from Barbara and the Admissions leadership team
 1. Actively recruiting for 2 Transfer Advisors
 2. Additionally we have approval to search for an Associate Director, but will hold off on that search until a new Director comes on board. It has been vacant since Kim Guanzon moved into the Director role in 2018

III. SEM Plan update (Jerry Ross)

- A. The Steering Committee has met a few times this semester, and is starting to make progress around higher-level goals and overall direction around the plan
 1. In conversations with Cabinet, they wanted the Steering Committee to help chart the high-level goals with Cabinet vetting
 - a) Progressing toward an overall enrollment target for the plan, and are discussing demographics numbers
 2. We have convened the Chairs of each of the Working Groups, and discussed the charge of each group as well as membership
 3. The overall timeline will continue to be revised, and will carry forward into the next academic year

IV. Enrollment updates (Jerry Ross)

- A. Spring 2021
 1. We are past census. Overall headcount for spring is 15,344. This is lower year over year, about 5.5%; however this is a little higher than where we thought we would be for spring 2021
 - a) We are at about 631 new transfer students and 24 new FTF for spring, as well as 54 new graduate students. This is slightly higher than expected
 - b) Average unit load for full-time students is level year-over-year, at 14.7 units for full-time students (average unit load for part-time students is down slightly)
 2. President and EOC have approved that we will not be charging the \$10 late drop fee this semester, so that will not be a barrier for students (*Correcting note addressed at 4/6/21*)

meeting: EOC is not an approving body, therefore did not approve the suspension of the late drop fee)

B. Fall 2021

1. We continue application processing and yielding for fall.
 - a) As of today we have admitted 16,763 students, of which 15,460 are freshman. We are significantly through freshman processing, just a couple thousand left.
 - b) We are early into transfer admitting process; 1,303 transfer applicants have been admitted, and we have several thousand still to process, and are working with students to get required documents submitted
 - c) We have 441 Intents to Enroll (IE) submitted, which is a bit ahead of last year, but not enough to warrant false optimism. We would expect to be a little bit ahead due to the head start on admitting and notifying students of acceptance
 - (1) Transfer IEs are coming in very quickly; we are 79 transfer IEs, which is a healthy percentage of admits
2. Cal Poly Pomona and Humboldt released decisions early, and we were a bit earlier as well
 - a) Previously, we released decisions starting around late January, with a physical admissions packet being mailed. This year we started releasing decisions about a month earlier, with email acceptance notifications followed by admissions packets. We plan to continue that process going forward
3. The May 1 IE deadline is nationwide, and was established by NACAC (National Association for College Admission Counseling) in their code of ethics. It has become a consensus date; although last year CSU gave flexibility to move deadlines to June 1
4. Anecdotally, Chico State received accolades from applicants that our email acceptance communications were better than others that the students had received
5. Multi-Factor Admissions Criteria: how has it been used?
 - a) We made the decision this cycle to admit down to CSU minimums right away, given the size of the applicant class
 - (1) We are using Multi-Factor very similarly to what we would have used in the past, with criteria such as foster youth, veterans status, etc, for those who are between 2.0-2.5 GPA
 - b) It would be helpful for the committee to see what different parameters we have used this year, to help inform recommendations for future years
6. We've done a number of different things around communications and yielding
 - a) We changed who in the office has primary responsibility for yielding, from being more of a processing-focus to our recruiting folks. This has allowed us to have a different mindset
 - b) We also have been having conversations with our college partners on how we can support them to better engage with admitted students. Activities include email communications, calling campaigns, and in some cases mailers. The colleges have been great in helping us to plan and enact these efforts

- (1) Do colleges have to communicate that classes are 20-30% in person?
 - (a) We are not suggesting that colleges need to communicate that percentage
 - (2) Right now GE classes are at 32% in person. Overall class schedule today is about 52% with an in-person component; Mike expects that to drop slightly, but doesn't expect it to go below 45%
 - (3) Social distancing will be a factor for the entire fall semester
 - (a) The provost shared a NY Times prediction that sometime in July we'll have herd immunity – why are we still pushing social distancing?
 - (i) This is what is safest, especially with new variants coming out and questions about vaccine effectiveness against the new variants
 - (ii) This decision is not being made by anyone in EMS
 - (a) Where do we talk about these things, and how do we ensure that students who are thinking about Chico will get the message that we will have a higher percentage in person?
 - (iii) We are planning another communication to applicants, which will have an updated percentage in person and updated GE percentage, as well as communication that fall is a transitional semester, with spring returning to previous levels
 - (4) It should be kept in mind that we are still in the middle of a pandemic, and departments conducted their fall scheduling keeping in mind the need not to send faculty, staff or students into a situation in which they could become deathly ill. At no point were department chairs or deans given pushback that they needed to adhere to a 20-30% maximum in-person, and so departments arranged schedules according to what made sense to them, which was for the most part higher than that targeted range
 - (a) We also don't want to get into a situation where students feel comfortable entering into binding lease agreements and then suddenly need to pivot to virtual learning
7. We are also doing a campaign for undeclared students, and will be including a track in Choose Chico for undeclared students. Veterans and EOP will also have targeted communications
 8. Right now, off-campus rentals are at about 40% occupancy. Students are frustrated by the lack of clarity and commitment on what fall semester will look like
 9. Staffing levels are stable on the freshman processing side; on the transfer side, we have one vacancy that existed pre-hiring-chill, and one that has come open since.
 - a) We have just been given permission to recruit for these two positions, which will not help us this cycle but will help us going forward
 - b) The transfer staff are processing more applications with fewer staff, and are being very creative and diligent in getting the work done. We ran a kind of auto-admit process which admitted about 500 students

V. Scheduling and yield (Rick Ford)

A. CSU Chico Fall 2021 Planning: EMAC is expected to make enrollment planning recommendations to the campus. There is evidence that yield may be sensitive to our campus messaging

1. The timing of a systemwide surge in applications in December corresponds directly to the chancellor's announcement that the CSU would be "primarily face to face" this fall; this contrasts the sluggish application volumes that were experienced systemwide prior to the announcement
2. There is strong concern about retention and yield this coming fall; we have heard members of the student and parent community express concern and confusion around our messaging, and have heard this from members of the larger community as well
3. Plans for fall campus operations, which are posted to the website, aren't what students want to hear
4. According to messaging from the Provost, the fall 2021 schedule needs to be as "accurate, clear and stable" as it can be by March 8. Also, "in-person with classes above room COVID caps is not an option"

B. Can we recommend alternative wording to "Guidelines currently indicate approximately 20-30% of fall 2021 course sections will be offered in-person or blended"? Is "stable" an appropriate scheduling aspiration given the dynamic nature of the environment? How about "flexible adaptability?"

1. If stability is our goal, it would have to be fully online, which isn't what anyone wants to do; therefore "stability" isn't really our goal
2. When we're talking about class caps, are we talking about capacity in classes, or are we talking about buildings, hallway traffic etc.?
 - a) Yes, there is an FMS view of the social-distancing configuration of each building that meets guideline of CDC. This is what is referred to in the charge to Chairs to adhere to COVID room capacities
 - b) The concern is about hallway movement, bathrooms, and other shared spaces. From a risk perspective, there is a concern. Heaven forbid we had an outbreak due to not being mindful. CDC and other policies do not move fast, and how do we pivot in a few weeks?
3. It is possible to have flexible adaptability and cautious optimism at the same time, while being accurate and clear in messaging
 - a) Many Chairs are deciding that the only stable option is online; when they make that choice, they lose the room in Peoplesoft. We lose the option to be able to adapt if we move to a different tier or achieve herd immunity. The valuing of stability as the highest goal is a problem
 - b) There is a perception that our university is not pursuing face-to-face aggressively, due to an overabundance of caution. It may be a tone issue
 - c) We are still a residential campus, so how do we remain flexible? If we achieve herd immunity in October, we are not going to turn to students and say, 'okay, now move to campus and we'll do in-person for the rest of the semester.'

- (1) Faculty get to make the decisions on their teaching modality. We are also trying to make programmatic decisions, but many faculty have health concerns or other concerns about going in-person
 - (a) We have seen across the nation where heavy-handed insistence on returning to in-person have not gone well
 - (b) Other CSU campuses are having the same concerns we are
 - (i) Other campuses like SF State are planning for faster pivot; contingent planning for a change in delivery mode
 - (a) However, a commuter campus has this kind of flexibility, whereas for a residential campus, if we switch on a dime it causes many more difficulties
- (2) Engineering faculty have chosen the mode of rotating students through in-person. This way, if the pandemic dissipates, we have a room. If you plan Zoom from home and the pandemic goes away, you can't pivot to in-person
- (3) The fall 2020 pivot was very traumatic for planners. The "stable" language could be stemming from that
 - (a) Maybe messaging which is more positive would be warranted?
 - (b) There is a vaccination campaign, and there is also a massive testing campaign. None of that has been amplified

C. A recommendation regarding alternative messaging around campus in-person teaching percentages is warranted, but not sure that recommendation will be observed/heard

- 1. A recommendation might be, Let's focus on being able to pivot, have hybrid classes, and put more positive messaging out there to the students
 - a) The priority of "stability" could be reexamined in a way that encourages flexibility. This alternative messaging recommendation could go to executive committee, which includes the President.
 - (1) However, given Mike's discussion of the state of the schedule today, we have already captured those faculty that are willing to teach in-person classes
 - (2) No other campus is messaging 20-30%
- 2. Now that we have more concrete information, EMS will be letting the President's office know, and they can change their messaging
- 3. Could we put the March 8 schedule up as a draft based on CDC guidelines, with communications indicating that it is subject to change?
 - a) We have already pushed back registration as far as possible. This is difficult for international students, and will cause all continuing students to have to compete with new students at Orientation for classes
 - b) We need to ensure the student experience, including adequate advising for students, which is crucial
 - c) In the normal cadence, we would be starting the spring 2022 process now. In spring, we don't have flex time in scheduling due to the condensed registration window
- 4. There will be new messaging reflecting that fall is transitional. The sooner that messaging gets out, the better

VI. Upcoming meeting

A. April 6, 2021

1. Via Zoom teleconference

Meeting adjourned at 5:01 p.m.

Respectfully submitted,

Barbara Johnson, AA/S, EMS