

## Enrollment Management Advisory Committee Meeting

### Minutes

April 20, 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	X	Kaitlyn Baumgartner Lee, AVP, University Advisement*		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
X	Connie Huyck, Executive Director, University Housing*	X	Peter Gitau, Vice President of Student Services, Butte College		Tom Rosenow, Interim Director, Institutional Research*
X	Dan Reed, Director, Financial Aid and Scholarship Office*	X	Peter Kittle, Chair, English Department		Tom Villa, Faculty, Finance and Marketing Department
X	Diana Dwyre (Co-Chair), Faculty, Political Science and Criminal Justice	X	Quinn Winchell, Faculty, Media Arts, Design and Technology Department	X	Tony Waters, Chair, Sociology
X	Ella Snyder, Associated Students designee	X	Rick Ford (Chair), Statewide Academic Senator		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*	X	Sharon Barrios, Dean, Office of Graduate Studies*	X	Ann Sherman, Vice President of Business and Finance
X	Kendra Dane, Spelman Johnson**	X	Steve Wildhaber, Coordinator of International Admissions and Outreach**		

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

*Meeting convened at 3:16 p.m.*

**I. Director of Admissions discussion with engaged search firm (Kendra Dane)**

- A. We interviewed several firms, and Spelman Johnson stood out. They have a great track record of bringing in strong and diverse candidate pools
- B. Kendra will be working on the search; hoping to post the position very soon
  - 1. She would like the group to think about characteristics you would like to see in the next Director of Admissions: educational requirements, personal characteristics, what someone would need to be successful at Chico State
    - a) Kendra’s area of expertise is Enrollment Management. This is a good time to be looking for a Director of Admissions
    - b) Ann Sherman discussed the 6 elements of the [Leadership Model](#) at Chico State: structure the work; manage the talent; inspire performance; build a team; use and share information; and facilitate change

- (1) In order to be successful, there are required knowledge, skills and abilities: alliance-building, judgment and decision-making, planning and organization, and curiosity and creativity
- c) Tyson referenced that one of the founding aspects of Chico State, and of the town of Chico, is friendliness. The ones that do the best here are those who are friendly and open, and willing to discuss things
- (1) Someone who is ready to step into marketing, will be key. Our fee structure is fairly low, which makes us very attractive to out-of-state students, and we have done historically a poor job marketing this. We have done marketing in India for graduate programs, but have fallen flat on domestic marketing.
- (2) 85% of our students come from out of the area; this is an ideal little town in the far north, parents like to send their kids here away from the big cities
- d) Diana referenced that this committee is one of the better examples of shared governance on our campus, with faculty, students, staff, enrollment management leadership and others gathering to discuss issues. This structure is replicated around campus, and the fact that we have this shared governance model on this campus is important
- e) Connie suggested that the Director of Admissions needs to be a collaborative partner with all of the different constituents around campus: Housing, etc.
- f) Tony mentioned the importance of transfer students, especially in certain colleges such as BSS. Enrollments at community colleges are dropping, and this pipeline is going to be a problem in the coming years. Transfer students have always been diverse in age and ethnicity, and this has always been a strength
- g) Kaitlyn wanted to affirm that this position will be a working director. At times folks have come onto campus and been surprised at how lean we operate, and the pace at which we need to keep moving; this is a position that needs to roll up one's sleeves
- h) Ella referenced the need for someone who is student-centered; having administrators who are willing to work with students and include the student perspective
- i) Jennifer wanted to make sure it was understood that International Education and Global Engagement does international admissions, and they would love to have someone who was able to help with IEGE's efforts, who has a global mindset and understands the value of international education
- (1) Currently international students are at about 1% of student population, but aspirations are much higher
- j) The Director of Admissions sits on this committee and works closely with all of the areas represented
- k) Diana wanted to know- when you go looking for good candidates, who are you looking for? Someone who is already a director?

- (1) Spelman has a large database of individuals who are interested in admissions. For a Director of Admissions, Kendra would go to associate directors and sitting directors, and would also source through AVPs or financial aid or other directors for nominations
  - (a) This will vary based on level of responsibility, budget responsibility, etc. that the person has held. We would probably start with those who have worked at a public institution, but then might branch out to large private institutions or others
  - (b) Kendra reviews interested candidates to determine who is a good fit based on what is uncovered in these stakeholder discussions, and presents those candidates to the search committee. This is usually about 15 candidates
- (2) Diana followed up regarding our HSI status, and the need for someone who can appreciate our diversity and work to further develop it
2. Mike mentioned that we interviewed 4 search firms, and Spelman shone through as the best

## II. Approve agenda, introductions and announcements (Rick Ford)

- A. Agenda approved
- B. Minutes from 4/6/21 meeting approved, with the editorial suggestion of adding surnames where needed to differentiate people with the same first name
- C. Introductions
  1. Kendra Dane, search consultant, Spelman Johnson
  2. Steve Wildhaber, International Admissions
- D. Announcements
  1. The Office of the Registrar announced that a text message has gone out last week to every student who has a registration hold. Over 5,000 students received this text
  2. On May 10<sup>th</sup> we will send registration reminders to everyone who hasn't yet registered for fall 2021

## III. International Education admissions update (Jennifer Gruber, Steve Wildhaber)

- A. [International Student Enrollment, Recruitment and Retention](#) presentation
  1. International Admissions and Outreach is a subgroup within IEGE
  2. Current population of international students is about 1.5% of total student population, with a breakdown of approximately 75% undergraduate and 25% graduate
    - a) Majority of international students in US are coming from China and India, and primarily study in STEM fields. This is related to the 24-month extension on Optional Practical Training (OPT) available to students in STEM fields, that STEM international students can work for up to 24 months in the U.S. after finishing their program, longer than other majors.

- (1) At Chico State, students from Kuwait and UAE are increasing, primarily due to relationship building over time
  - (2) Population growth from India are due to the reopening of the Masters in Computer Science
  - (3) Populations from Saudi Arabia and Brazil are declining due to elimination of scholarship programs and partnerships
  - (4) Declines in Germany and Japan are due to suspension of exchange programs due to COVID. The good news is we are starting to bring back exchange students, and the application numbers have been solid
- b) We had several years of application declines, but undergraduate application numbers have been steady; the swings in application numbers have been due to the graduate programs in STEM disciplines being suspended
  - (1) We were headed in the right direction in Fall 2019, but COVID set us sideways
    - (a) The melt rate had been going down, but went up sharply due to COVID and the logistics of embassies, visas, airport closures, national quarantines, mail delivery interruptions, etc.
    - (b) IEGE adaptations include virtual fairs, presentations, yield events and drop-in advising; webinars; social media marketing; and international student ambassadors
- c) At undergraduate level, business and STEM are top programs. For graduate, Computer Science is by far the top program. The MBA program has a STEM designation which is very unusual, which is very attractive
- d) Virtual recruitment is here to stay. In addition, IEGE wants to maintain and grow transfer school partnerships, and to market Chico State as a value-ranked, historic liberal arts university with a large variety of unique STEM programs in California
  - (1) IEGE wants to continue to establish and maintain partnerships such as Saudi Arabia, Kuwait, UAE, India, China, Vietnam
  - (2) IEGE secured grant funding to develop an international student ambassador fellowship. In addition, there is an international first-year experience curriculum, free ESL tutoring, and collaboration with the Career Center and Student Employment Office
3. Last year total applications (Fall 2020) were 558, and this year we are at 464 so far
4. For the ambassador program, we started with 2 students this semester and are hoping to ramp up to 6-8
5. Programs that international students are particularly wanting are all STEM programs, especially due to the additional OPT that students can look forward to
  - a) We would like to bring back a graduate program in electrical engineering, but we don't have the faculty and don't have up-to-date lab equipment. The lab equipment dates from the 1980s, when the building was built
  - b) The question was raised about a possible target number of faculty hires to support programs that would make international students want to come here

- (1) There has been a problem in front-loading resources so that we would be able to grow attractive programs; the hope is that the Strategic Enrollment Management Plan would help us in this regard
6. The ALCI (American Language and Culture Immersion) program has been suspended, after seeing declining enrollments for many years; this mirrors national trends for such programs. There have been discussions between RCE and HFA about possibly re-envisioning the program as a bridge program
  - a) ALCI has been a huge benefit for campus diversity, and is very worthwhile for recruitment to have something on the ground here in Chico

#### IV. Enrollment updates (Jerry Ross)

- A. [Fall 2021 Applications, Admits and Intents to Enroll as of April 19, 2021](#)
- B. We are wrapping up the search for the Director of Strategic Communications and Marketing, and Jerry is encouraged by the finalists
- C. The search for a Director of Data Analytics and Operations is ongoing; the posting will close next week and the committee will begin reviewing applicants
- D. We will be extending offers for 2 transfer advisors very soon, which will be crucial in stabilizing the transfer application processing area
- E. We just wrapped up virtual Choose Chico events, which spanned 2 weeks. We had really strong attendance across all of the College sessions
  1. We also did focused sessions for transfers, undeclared and other interest areas
  2. We did a Sacramento-area drive in movie theatre event, and at this point we have had an almost 60% return of those students who attended submitting intents to enroll
    - a) The Chico area drive-in movie theatre event will take place tomorrow
- F. We are still working our way through the cycle, accepting IEs and working with admitted students
  1. Last year from this point in time to the deadline, we received 40% of our IEs
  2. This year we are up year-over-year on transfers. We are down on first-time freshmen, which anecdotally seems to be happening throughout the system. It may be that freshmen are trying to delay their decisions as much as possible as they figure out what UCs are doing, and as they continue to navigate the pandemic
  3. We are considering an extension to the IE deadline, to June 1
  4. We have a proposal in to begin doing limited in-person campus tours for admitted students, starting in early May
    - a) We are hoping to announce the deadline extension and tours at the same time
  5. Our target remains 4,200 new students (all student types)
- G. It was mentioned that the UCs had record numbers of applicants and would therefore likely have record numbers of students who won't get in. Is there a way for us to capture the more qualified applicants, even if they haven't applied here?
  1. We are not allowed to reopen Cal State Apply, but we have the capacity to accept what has been historically called "hardship applications." We are talking about a possible campaign to capture the population of potential applicants for whom a lot may have changed in their lives and who now might want to apply
  2. We may also want to capture those students for spring. We will certainly be seeking applications for first-time freshmen this year, in a more targeted fashion than last year

- a) What about freshmen transfers from community colleges? Should we be considering that population?
  - (1) We could accept lower-division transfers, but the issue is complicated because of our impactation status. In the past we've been given a pass on our impactation status, but in general we are supposed to admit everyone else we should be admitting first, before considering lower-division transfers
    - (a) We should be having conversations going forward about our campus impactation status. With the outlook that people are projecting about demographics and enrollment declines, it may be worth thinking about removing our campus-level impactation
    - (b) It is a long process with public forums and public conversations

#### V. Admissions Advisory Council report (Rick Ford)

- A. [Admissions Advisory Council report](#) from Chancellor's Office Admissions Advisory Council meeting
- B. What should be the ongoing admissions criteria for the CSU? The conversations begin at Admissions Advisory Council, which makes recommendations that then go through a long process of consultation. At the end of it, we will likely have a substantially different set of admissions criteria than we have had in the past
- C. The COVID pandemic stopped the use of SAT and ACT test scores as an admissions criteria. A new standard, referred to as Multi-factor Admissions, was created, which used 2.50 GPA in conjunction with completion of A-G coursework and consideration of additional factors (such as veterans status, foster youth, etc.)
  - 1. This standard will continue in the fall 2022 cycle. Locally the campus has flexibility in our use of multi-factor admissions, but the basic qualification is 2.50 GPA
    - a) What do we do beyond fall 2022? UCs have decided to eliminate standardized testing as a criterion
    - b) For CSUs, one idea is to return to standardized testing and 2950 index. Another idea is to stick with what we are doing now. In addition, we are exploring other alternatives

(1) University of Texas has what they call local context admissions. They rank the students in the graduating class of each high school individually, and take a percentage of the top students. This is promoted as being more equitable, and increasing diversity, and allows them to provide support to those students coming from under-resourced schools

(a) Different universities in the UT system can raise or lower the percentage of each class which is admitted

(b) It was mentioned that UT did this for equity reasons, so that rich schools don't get over-represented

(2) One problem here is that the state legislature could potentially be a barrier to this model being implemented. It is not clear why; Rick will explore further

(3) For us to say, for example, that we are going to accept the top 33% of every high school, that would represent a major change in our admissions process

(a) Would such a scenario actually limit us, because the top 33% wouldn't get down to a 2.5 GPA?

(i) The most recent eligibility study showed that the 2950 index actually admitted the top 41% of high school graduates. If we limit to 33%, we are not admitting down to our current and historical minimum

(ii) Title V charges the CSU to admit the top third

(iii) It was pointed out that if we are limited to the top 33%, and you are at one of the less attractive campuses, you might lose out if that 33% chooses another campus

(iv) There is also a concern about grade inflation, if there are no test scores to consider and grades are the only mechanism to consider the admissibility of a student

D. We could go test-blind, test-optional, or use a more holistic process that includes non-cognitive measures. Other universities that have gone to a more holistic admissions process have had great success at closing equity gaps and increasing student success after the first year. There is a lot of potential in moving to a more thoughtful, more holistic admissions process

E. Could we use test scores as an additional factor? Rick mentioned a UC study that linked test scores with student success, but there is the caveat that the UC system is looking at a different band of test scores

1. Jeff Bell did some analysis a couple of years ago of Chico State students, and it didn't show much of a boost to have high test scores

F. The UC system has an agreement with about 1,600 high schools, to admit the top 9% of each graduating class (you might get into UC Merced or another less selective campus). Excluded from this agreement are private schools and very high-performing public schools. Their method of ranking students is very complex, with an outside firm hired to do the analysis and recalibrate every 3 years

G. The next Admissions Advisory Council meeting is May 5

## VI. Upcoming meeting

- A. May 4, 2021
  - 1. Via Zoom teleconference
- B. There may be a Senate meeting on May 18. If so, we could potentially have our next meeting on May 11
- C. Alternatively, if we hold EMAC Chair and Vice Chair elections on May 4, we can get all of our business done for the year on May 4<sup>th</sup>

*Meeting adjourned at 5:00 p.m.*

*Respectfully submitted,*

*Barbara Johnson, AA/S, EMS*