

## Enrollment Management Advisory Committee Meeting Minutes

April 5, 2022

Attendees:					
	Ann Sherman, Vice President of Business and Finance	X	Kaitlyn Baumgartner Lee, AVP, University Advisement*		Sarah Blakeslee, Library Research, Instruction and Outreach
X	Baohui Song, Faculty, College of Agriculture	X	Kenneth Chapman, Faculty, Finance and Marketing Department	X	Serge Desir, Director, Office of Admissions
X	Barbara Johnson, AA/S, Enrollment Management Services*		Krystal Alvarez, Student Academic Senate	X	Sharon Barrios, Dean, Office of Graduate Studies*
	Connie Huyck, Executive Director, University Housing*		Marianne Paiva, Chair, Academic Senate	X	Tanya Morgan, community member
	Duncan Young, Associated Students President		Michael Dills-Allen, University Registrar, Office of the Registrar; Interim Director, Financial Aid and Scholarship Office*		Tawnie Peterson, Staff Council Chair
X	Jennifer Gruber, Interim AVP, International Education and Global Engagement*		Peter Gitau, Vice President of Student Services, Butte College	X	Tom Rosenow, Interim Director, Institutional Research*
X	Jerry Ross, AVP, Enrollment Management	X	Peter Kittle (Chair), Chair, English Department	X	Tracy Butts, Dean, Humanities and Fine Arts
X	Steve Wildhaber, International Education and Global Engagement	X	Rick Ford, Statewide Academic Senator	X	Troy Cline, Faculty, Biological Sciences Department
	Tammera Shinar, Dean of Student Enrollment Services, Butte College	X	Sean McGowan, Dir Enrollment Management Strat Comm & Mktg	X	Tyson Henry (Vice Chair), Chair/Faculty, Computer Science

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

Meeting convened at 3:17 p.m.

**I. Approve agenda, introductions and announcements (Peter Kittle)**

- A. Agenda approved
- B. Minutes of 2/1/22 meeting approved
- C. Minutes of 3/8/22 meeting approved
- D. Introductions
  - 1. Sean McGowan, Director of Enrollment Management Strategic Communications and Marketing
- E. Announcements
  - 1. Later this week and next week, candidates for Vice President of Student Affairs will be coming to campus. Thursday is the first one, and the announcement is forthcoming. There will be 3 additional candidates next week
    - a) Jerry said it was a very strong pool
  - 2. In-Person Choose Chico is happening this Saturday
  - 3. US Fulbright Scholarship Program application cycle is open for 23-24 cycle, please share with faculty: <https://cies.org/us-scholar-awards>

## II. Enrollment and Admissions updates (Jerry Ross and Serge Desir)

### A. [Enrollment updates presentation](#)

B. This time, we wanted to zero in on Intents to Enroll; applications and admits on the undergraduate domestic side haven't changed much, and we are essentially done admitting as of last week

1. Now we are in the yielding phase, working toward the May 1 deadline. After that, we will transition into melt reduction programming

2. We are running a bit ahead of last year for IEs on both first-time freshmen and transfer students

a) It's a little difficult to do year-over-year comparisons on IEs because of how the numbers are brought into the system, but we are running pretty close to fall 2020, and slightly down from fall 2019

b) We're still in really good shape overall, but there is a long way to go. The last month of the cycle is when we get the bulk of our IEs. Saturday's event will be a big determining factor

c) After May 1 we will continue to be flexible and work with students who decide late that they would like to attend Chico State

C. The freshman melt number last year was up to 20%. That is a number we are trying to change, to restore it to the 15% range that it was historically

1. Tyson asked what was the ratio of in-person to online classes for fall; it is about 82% in the most recent update Jerry received. Tyson asked if we are making this clear to students?

a) Serge said it has been in a few communications, but has not directly been emphasized. What has been emphasized is a traditional student experience: living on campus, going to classes, etc.

D. Serge showed our Choose Chico program. They have a fairly robust experience planned for this weekend

1. A major feature will be the Academic Showcases, as well as a large student org component with 40-50 student orgs on the lawn

a) We especially wanted to showcase student orgs that support the academic experience

b) New this year, we will have a President's Panel at the beginning. This is based on survey feedback asking for something a bit more engaging

c) We will have several bilingual presentations in Spanish

d) Another brand new thing we are doing this year is to have a special expo for students from the North State, both admits and declares. We will also have a dessert social for all those who have submitted their IEs

2. Thanks in advance for everyone who will be involved. We have about 3,050 total registrants, which includes 1,130 students. This is a little less than 2019, but part of that is because we hosted a virtual experience for those who cannot make it in person; there were about 260 students attending. We are encouraging folks to do both events, to allow flexibility to explore campus on the 9<sup>th</sup>.

3. The deposit for Intent to Enroll is \$200, which is applied toward tuition. It is a very good indication of a student's likelihood to enroll, but we have work to do to cut our melt down another 5 percentage points or so

- a) For international students, it is free to file an intent to enroll. For domestic Masters students, there is no Intent to Enroll process. It does mean that it is harder to collect data on who is actually going to enroll
  - (1) When Jerry was at Purdue, the deposit fee doubled from \$200 to \$400, and the difference did not have an impact at all on their melt rate
  - (2) Sharon mentioned that a few years ago, they had asked around whether there were other graduate programs that required an intent to enroll, and didn't find any, other than a couple of examples where out-of-state students were required to deposit
    - (a) Tyson would very much like to let additional students into their program, if he could get a sense of who has been admitted and is not planning to attend

E. Fall 2022 yield and freeze plan

- 1. Serge shared information on the freeze plan, including mailed letters, calls, gifts to declared students, emails and webinars. There are about 21 elements to this portion of the campaign
  - a) Diversity, FYE topics and Career Center focus are all subjects of campaign materials
    - (1) All materials are intended to develop and foster a sense of belonging, and a sense of commitment to Chico State
  - b) Tyson was concerned about the reliance on email, as his experience has been that students rely on email less and less
    - (1) Serge said it depends on the topic and on how email is interspersed with other media
      - (a) Undergraduate Education and Career Center will assist with calls
      - (b) For texting, Serge believes that the best bet is if you are calling to a specific action. If you are trying to use text to cultivate a relationship generally, students are more likely to balk
  - c) Sean mentioned that we are doing paid online/social media advertising as well, geofencing schools and community colleges
    - (1) We have pixels on our website that we are able to use to re-market to students, and we also have re-marketing lists, custom audience lists and lookalike audience lists based on past prospects, etc.
  - d) Tom wondered if engagement efforts were happening at the major/department level; he mentioned some areas that are seeing declines, such as Criminal Justice. How can they engage/help recruit?
    - (1) Serge has reached out to Deans, and has had additional meetings with several departments. He has also provided lists for phone calls. His thought is that students in the yield phase benefit from hearing directly from faculty
      - (a) The team is working hard to support Colleges in their activities, including webinars
      - (b) Yielding is where the Colleges can have the most impact
    - (2) Tom wondered whether anyone was evaluating department websites to ensure that the websites are effective/enticing

- (a) Jerry mentioned that part of (new UCOMM Executive Director) Jeff Rich's charge is to do that
  - (b) Casey and Francie in Web Services have been reviewing as well, and Sean has been working with them
- 2. Tracy wanted to make a friendly suggestion that this is the place where all of the major touch points of enrollment management are assembled; we spend most of our time asking what EM is doing, but we don't stop and ask what the Colleges are doing. What the needs are, what we can do to address them, how to have a more concerted and united effort so as to legitimately partner with each other. From her perspective, if the other Colleges are doing well, then HFA does okay, so she's happy to see everyone do well. How can we capitalize on the power of this group?
  - a) Peter suggested we could have share-outs from the Colleges on the May agenda: what efforts we are making, areas in which we are not sure what efforts to make, etc.
  - b) Sharon mentioned that when Jerry first came on board, he was tasked with the monumental task of putting together a strategic enrollment management plan, which was really encompassing. That kind of encompassing idea is a way in which we can come together across divisions, across areas, involving share-outs of information. So often, we get a lot of valuable perspectives in these kinds of conversations
    - (1) Jerry said when we paused that process, there was not the intent to put it away completely, but there was a need to focus on some things that we could control on the domestic undergraduate side, as well as focusing on maturing our organization; we can then come around to the University's SEM plan, hopefully in the next academic year
    - (2) Peter mentioned Kate and Kaitlyn's work on Academic Equity as an important component of this

### III. Strategic Enrollment Management: Value Proposition discussion (Serge Desir and Sean McGowan)

#### A. [Value Propositions presentation](#)

B. Jerry wanted to introduce this topic by mentioning that this is the first group we've taken this work to; this comes out of our strategic planning efforts, that we call the Enrollment Management Action plan

- 1. Since Sean's arrival and then Serge's, we've been trying to refine and mature how we present ourselves to the public, particularly prospective students and their families
  - a) We have at times in the past been singularly focused on what our value proposition was, and that was something that worked well for years.
  - b) The competitive market that we are in now necessitates change. We are developing a set of value propositions that can be used in a variety of different ways. We wanted to present it to this group for feedback

C. Sean and Serge reviewed the presentation, which encompasses four value propositions, or "pillars," in a concept framework to guide communications in support of the university's strategic plan and in alignment with academic and student life on campus

- 1. The four pillars are Access & Affordability; Academics & Experiential Learning; Student-Centered Community (Sustainability focus); Outcomes Upon Graduation
- 2. Representative examples of each of these pillars were provided

D. Jerry pointed out that sometimes we think about students in monolithic terms; we tried to craft these messages so that they can be varied, and appeal to a wide cross-section of students and families

1. We absolutely want feedback on this work

#### IV. International Education and Global Engagement fall 2022 recruitment and yield (Jennifer Gruber and Steve Wildhaber)

##### A. [IEGE recruitment and yield presentation](#)

B. For the Fall cycle, we are still taking applications for international students. The top 5 countries are India, Kuwait, Japan, UAE and China. The gender breakdown is 78% male, 22% female; students are 29% graduate and 71% undergrad. We have 25 exchange students. There are 49 countries represented. We also have 5 visiting scholars

1. 53% of international students in the United States come from China and India. The majority (54%) are studying in the STEM fields

a) The extra Optional Practical Training available to holders of STEM degrees is a big draw

2. Jennifer and Steve showed graphical breakdowns of our international students by major/program

a) For Fall 22, undergraduate majors are led by Computer Science and Business. At the graduate level, Computer Science is in the lead with 74% of international grad students in those majors

3. The applicant pool is diversifying, with increasing numbers from S/SE Asia and Sub Saharan Africa, as well as increased interest from Latin America

4. First-time Freshmen and graduate applications are up: FTF is up 77% and grad is up 63%

5. India continues to show growth. Indian students tend not to come from wealth, with families possibly taking out 2<sup>nd</sup> mortgages to fund their students' educations. These students are driven by the value proposition of a US education. They are focused on graduate-level education

a) Current 18-24yo population in India is more than 5x larger than the comparable US college-going population. This is a likely area of future growth for us

6. Sponsored students from Kuwait and UAE have now returned to the pre-pandemic rules: in-person courses are required, and their Ministry of Education needs to validate the degrees in order for it to be valid back home

C. India and South Asia will drive international demand, for high-value STEM programs

1. Expanding capacity in graduate STEM programs will be helpful

a) Academic programs of interest for graduate level are electrical/computer engineering, data analytics, biological sciences and nutritional science. For undergrad, business administration/information systems, engineering, pre-med, psychology, economics, and interior architecture are of interest

D. We are expanding and developing our digital presence, with google ads and college/program specific videos

E. We are continuing to establish and maintain international relationships

F. International Student Scholar Services restructured in January 2022, and is now coordinated by Tasha Alexander. Cindy McKay is now working exclusively on immigration compliance

G. IEGE is investing in Virtual Orientation pre-arrival

1. International First-Year Experience curriculum is offered, as well as mentoring and cultural engagement efforts such as an international student ambassador fellowship and tutoring services
- H. Please share communications you are working on with IAO, so that we can develop narratives for international recruiting
- I. Tyson mentioned his perspective that the biggest impediment to growth is funding. He gave the example of not having the funding to set up labs with the appropriate equipment that would allow for expansion of graduate programs
  1. Our most recent starting salary for a Computer Science graduate is \$175,000. When a student's hometown colleagues find out about these starting salaries, everyone wants to apply to Chico State and make that kind of money

V. Discussion of election of 2022-23 EMAC officers (Peter Kittle)

- A. We will have an election at the next meeting for Chair and Vice Chair. These positions are open to faculty members on the committee. Peter will send out an email to eligible committee members

VI. Upcoming meeting

- A. May 3, 2022
  1. Via Zoom teleconference

*Meeting adjourned at 4:50 pm  
Respectfully submitted,  
Barbara Johnson, AA/S, EMS*