

Enrollment Management Advisory Committee Meeting

Minutes

April 6, 2021

Attendees:					
X	Annabel Grimm, Director, Division of Business and Finance	X	Jerry Ross, AVP, Enrollment Management		Tanya Morgan, community member
X	Baohui Song, Faculty, College of Agriculture	X	Kaitlyn Baumgartner Lee, AVP, University Advisement*	X	Taryn Burns, Student Academic Senate
X	Barbara Johnson, AA/S, Enrollment Management Services*		Michael Allen, University Registrar, Office of the Registrar*		Tawnie Peterson, Staff Council Chair
	Connie Huyck, Executive Director, University Housing*	X	Peter Gitau, Vice President of Student Services, Butte College	X	Tom Rosenow, Interim Director, Institutional Research*
X	Dan Reed, Director, Financial Aid and Scholarship Office*	X	Peter Kittle, Chair, English Department	X	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		Tony Waters, Chair, Sociology
X	Ella Snyder, Associated Students designee	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	X	Sharon Barrios, Dean, Office of Graduate Studies*	X	Ann Sherman, Vice President of Business and Finance
X	Daniel Grassian, Vice Provost for Academic Programs**	X	Mike Guzzi, AVP, Facilities Management and Services**	X	Sandy Parsons, Vice President of Student Affairs

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 (Rick Ford)

- A. Agenda approved
- B. Minutes from 3/2/21 meeting approved, with the amendment to Section IV Item A.2 that EOC is not an approving or decision-making body, and therefore did not approve the suspension of the late drop fee
- C. Introductions
 - 1. Peter Gitau, Vice President of Student Services at Butte College, is here today, for those who haven't yet met him
- D. Announcements
 - 1. None

II. Admissions Director search update (Jerry Ross)

- A. The search was unsuccessful, and we have engaged a search firm, Spelman and Johnson
 - 1. Spelman and Johnson has a lot of experience in Enrollment Management and Admissions searches, and has a good track record of bringing in a diverse candidate pool
 - 2. The firm will meet with various stakeholders and HR

3. With a search firm, the process does take longer sometimes. We will continue with our all-hands-on-deck approach to covering Admissions' work

III. Enrollment Management staffing updates (Jerry Ross)

- A. We have received approval for a couple of new positions to modernize Enrollment Management operations
 1. Recruitment for a Director of Enrollment Management Strategic Communications and Marketing has just closed, and first-round interviews will take place soon
 - a) This position will work with EMS units (primarily Admissions). There will be opportunities for them to assist colleges, for example with events such as Choose Chico
 - (1) A suggestion was made that it would be great to have marketing help with college/department website design, or with developing a marketing plan. Jerry mentioned that we started last fall with some awareness-level marketing; a natural next step is to move into specific program/department/college marketing plans
 2. Our proposed position description for a Director of Data Analysis and Operations is making its way through the process now

IV. Butte College enrollment updates (Peter Gitau)

- A. As of this semester, there was a drop of 35-38% in enrollment
 1. We have launched a self-service program, and have refurbished the way students register. It is going very smoothly, with few complaints
 2. In terms of pacing, we are down by about 300 versus this time last year. A lot of that is due to the uncertainty of teaching modality due to the pandemic
 3. One of our strategies is to leverage HEERF funds; we are in advanced discussions on ways to get students to re-enroll
- B. Peter has appointed Tammera Shinau as Interim Associate Dean for Recruitment and Outreach
- C. Peter is also working hard on potential strategies on retention
- D. Peter is hoping to get Butte College on a CRM soon, to manage Butte College's funnel and manage communications. Using a CRM at his former university, he was able to grow enrollment by an average of 12% per year for 5 years
 1. Tom Villa has a working relationship with Salesforce, and will connect with Peter separately
- E. Butte went from an enrollment close to 16,000 5-7 years ago to just under 8,000 now. We are working hard to reverse the trend

V. Enrollment updates (Jerry Ross)

- A. [Fall 2021 Applications and Admits as of April 6, 2021](#)
- B. Application numbers (seen on the attached report) are relatively static, although we are being very flexible with "hardship" applications
 1. The admit numbers for first-time freshmen are almost done; we will likely be done with transfer admitting by the end of next week
- C. Intent-to-enroll numbers for first-time freshmen are down by roughly the same percentage as the gap in applications year over year, at roughly 8.5% down

1. Transfer intents-to-enroll are slightly up compared to last year, an increase of about 1.3%
- D. We are continuing yielding efforts
 1. We have started our Choose Chico events that will run through April 16
 2. We held a drive-in movie theatre event in the Sacramento area for admitted students, and will be doing one in Chico for Chico-area admitted students
 3. Overall we're making good progress with numbers, and with bringing in a class in the middle of a pandemic
- E. The target enrollment number of 4,200 includes all student types
- F. It was suggested that applicants to other campuses (such as Cal Poly) have been feeling pressure to declare intent as early as possible, due to the rush to get housing. Are we behind in admitting transfers?
 1. Jerry confirmed that we are behind year-over-year by about 2 weeks in transfer processing; there are some process improvements that are needed, as well as a couple of vacancies
 - a) There is a search in process now to fill the 2 vacant transfer advisor positions
- G. It was suggested by Peter Gitau that Butte has served as a preparation ground for Chico State attendance. Is there a way to direct denied students more dynamically to Butte College?
 1. Jerry affirmed that this used to take place in the past, and he is not sure why it stopped. Jerry suggested that, if there is no prohibition against this, we can include language in our denials directing student to their local community college. Jerry and Peter will follow up separately
- H. Are transfers required to have all of their GE? What is the criteria right now?
 1. Jerry is looking into it. The current practice is that we will admit upper division if they have completed at least 30 units of GE
 - a) They must have completed the Golden 4 requirements (oral communication, written communication, critical thinking, and mathematics/quantitative reasoning)

VI. Fall 2021 messaging and scheduling (Mike Guzzi)

- A. [Questions for EOC](#)
 1. Rick and Diana received many questions from the group, and convened a subcommittee of Rick, Diana, Emily and Tyson to review the questions and whittle them down by theme
 - a) Themes were around housing; testing and vaccination; class scheduling; and messaging/shared reality
- B. Today, the Governor announced that if certain conditions were met, many of the functions in the state would return to some sort of normalcy by mid-June.
 1. EOC is still processing, and needs to meet with the President and Cabinet to formulate a response, and may not have answers to the group's questions
- C. Current plans for housing are up to doubles in residence halls, and are working on requiring vaccinations for all of the students in campus housing, as well as those participating in Athletics
 1. We do not have a quarantine plan for out-of-state residents, because we will be requiring vaccinations
 2. We will also have a testing plan in place. We have biweekly testing for current residents, but by fall it will be for up to 2,000 students

- a) Ella asked about handling of students with health concerns, religious exemptions, concerns about the newness of the vaccine?
 - (1) There is a required list of exceptions we will need to accommodate, and EOC is working through the logistics
 - (2) Emily shared that MRNA vaccines have been investigated for the past 3 decades, and SARS vaccines have been worked on since 2003, since the last SARS outbreak. The 2 strains share 80% similarity in their genomes. It would be good to share with others that there has been a great deal of research and work on these particular vaccines
- 3. Our typical occupancy is around 2,290, and we will get to about 1,800. We will also set aside 100 spaces in University Village for quarantine purposes
- 4. This information will be on the housing application, and more formal recommendations will be in the housing contract
 - a) Mike Guzzi is under the assumption that vaccines received abroad will be fine
- D. The testing protocol that EOC is working on is a plan to continue testing current groups being tested (Housing, Athletics and Nursing students), and then conduct random pop-up testing in high-occupancy areas (Library, BMU)
 - 1. There is no plan for faculty/staff required testing
 - 2. There are no special testing plans for international students
- E. With regard to vaccinations, we are only requiring Housing and Athletics students, and no other groups at this time
 - 1. We are working with Office of General Counsel on what we can legally require
 - a) The Housing and Athletics groups are both voluntary, which is how we can require vaccines of these groups
 - b) There is some disagreement as to whether guidelines do in fact prevent us from requiring vaccines for everyone
 - c) The great news is that Butte County was one of the first to open up, and vaccines are widely available
 - 2. We have pushed to have a vaccine site on campus, but so far Butte County has said they don't need that
 - 3. Tyson asked to confirm that Mike Guzzi, as Director of EOC, believes that having all on-campus constituents vaccinated, that it would solve all our problems (in returning back to campus)
 - a) Mike Guzzi affirmed his personal opinion that more widespread vaccinations would solve many of our issues
 - b) There was curiosity about why other universities in California are requiring vaccines for students, and the CSU is saying they can't require it at this point
 - (1) We have also pushed for faculty and staff to have that requirement, and received the same general counsel advice
 - (2) It was opined by a couple of members that the general counsel should publish their reasons why they are providing the guidance that we can't require vaccines
 - 4. Rick suggested that the role of this committee is to support administration and EOC in their pursuit of protocols, and recommend courses of action where appropriate; he hopes the committee might come up with a recommendation and a vote

F. Regarding scheduling, EOC is working as hard as they can to comply with regulations and get as many folks on campus as possible

1. Can a class be designated and clearly messaged as “Convertible?” Daniel Grassian wanted to provide nuance to that idea, by separating modes of instruction into two categories: 1) classes that have in-person components for all students, and 2) classes with a stable number of students online

a) Chico Flex modality is in that first category, in which every student in the class could theoretically be physically in the classroom even if in a limited, socially distant way

(1) Daniel’s planning group came up with language which they shared with chairs, around scheduling more in-person classes being potentially possible, pending approvals

b) The challenge is around classes that have some fully online students or which are fully online for all students. Converting such a class is challenging because of the burdens of students finding housing, moving to Chico, etc. Also, even if we did entertain the idea of converting the class, finding a time for a newly in-person class will be difficult if it happens after registration begins

(1) Tyson suggested we go ahead and assign rooms to every section

(2) Peter Gitau came from a campus that did return to in-person, and it worked well to assume that most classes would be blended, with streaming technology in each class

(a) Mike Guzzi said that EOC is asking for that

(b) Rick said that the Chico Flex is based on this idea

c) Emily wanted to clarify that “convertible” might mean that a particular section of a class might be converted to in-person. This would signal to the students that this was a possibility, and a student who wanted to remain remote would not sign up for the convertible section

d) Taryn recommended that once a decision is made, we should stick to it so as not to be a burden on students. A class that swaps to in-person will cause extreme frustration for students in planning work schedules, etc.

e) Ella thought that the idea of telling students that we are trying to get as many classes in-person as possible was unrealistic, and messes with students’ lives (if they move to Chico in hopes of schedules converting but then the classes don’t convert). They could be back home saving money, and Ella thinks that consistency is the best route; that students who signed up for convertible classes that didn’t convert would be very upset

(1) A lot of students are back home working, and giving part of their paychecks to their families who have been rendered jobless or other difficulties

(2) Taryn pointed out that for smaller majors, there may only be one section of a class, or one section every other semester. If the only option is a convertible class, it could mess up students’ schedules and their plans

f) Tracy had questions about logistics: how long do we give people to convert? How long does a person back home have to get themselves to Chico and find a place to live? Do they get a 1-month grace period, or do they get a weekend?

(1) Rick would expect students living away from campus would sign up for non-convertible sections. He expects that we will be in a different world come August 15, and would assume that convertible classes would convert before the start of the semester

(2) Tracy felt like this is an exercise in privilege, because the students who are in Chico will be either the ones that can easily afford to be here, or who are from Chico. This causes students who are not from here, to gamble with a lease. We suspect that we will be close to normal in August, but we don't have any idea what will happen, and we're asking students to take a leap of faith

G. Regarding messaging, we're trying to get as many people on campus as possible

1. Is there an assumption that more in-person classes will increase yield?

a) Ann pointed out that our enrollment has declined for the past 5 years, and is predicted to do so for about the next 8 years. We need to meet our students wherever they are, whether they can join in person or not. She wants to dispel the myth that Chico State is a destination campus and students need to be here to experience what Chico State has to offer

(1) Jerry said that the current reporting is that there are a couple of years between now and 2024 in California (and 2025 nationally) where the number of HS graduates will increase slightly, and then will drop off afterward

(a) Ann said that this is not true anymore because people have left California due to the pandemic

2. If we're intending to increase in-person offerings, we have new messaging on fall 2021 plans (updated in the last 48 hours); what's not there is a clear intention to keep moving towards in-person if we can. Can we message out the policy to the public, in pursuit of retention and yield?

a) The recommendation was made to push messaging out to students, rather than relying on them finding it in the website

(1) Student Life and Leadership and AS are trying to get the word out

(2) Jerry let everyone know that the new messaging about 50% in-person has been pushed out in email campaigns for admitted students and applicants

(3) Mike Guzzi is trying to absorb the Governor's message, so that we can get a plan in place

H. Emily moved to recommend that, if allowed, the University require the vaccine for all students attending in-person classes. This was seconded by Diana

1. Tracy wondered about issues of race; people of color have good, historical reasons to be skeptical of vaccines

2. Tyson moved to make an amendment to the motion, to include a requirement that faculty and staff need the vaccine to be on campus. He suggested the wording could be that if allowed, the University should require students, faculty and staff to be vaccinated to work or take classes on campus. This amendment was seconded by Sarah Blakeslee

a) This would only be faculty teaching in-person, not faculty teaching solely online

b) The vote was 5 in favor, 5 opposed. Rick as chair acted as tiebreaker and voted in favor, so the amendment to the motion – to add faculty and staff to the recommendation – carried

3. The full motion is that when allowed, the University should require that students, faculty and staff, working or taking classes on campus, be vaccinated
 - a) This would naturally include the same caveats as are included with Housing and Athletics. It would essentially extend the Housing and Athletics requirements to all of campus
 - b) There was a question about who would be doing the allowing?
 - c) There was a recommendation that the wording should include proof of vaccination
 - d) Taryn raised the question of whether the same exemptions would be possible for this vaccine as are possible for other required vaccines, such as Measles/Mumps/Rubella
 - (1) Tyson affirmed that the same exemptions would apply, and Rick offered that it would be the same as the exemptions applied to Housing and Athletics
 - e) The vote was 4 in favor and 6 opposed; the motion failed
 - f) Kaitlyn referenced the telework policy, and the retention and recruitment aspect of what the campus thinks about where employees can effectively perform their role. This has an impact that we might want to think about in striving for a workforce that reflects our state's demographics
- I. Tyson moved to recommend a new mode of instruction, called "Online Potentially Convertible." When students sign up for the class, they will know right away that the class could be potentially changed to in-person modality. Emily seconded the motion
 1. Tyson said that faculty desperately want to be back in-person, but they are afraid that mixed-mode will be too difficult, so they default to all-online. This will really hurt first-gen and underrepresented students, who are withdrawing in unprecedented numbers because they are struggling with online learning
 2. The vote was 2 in favor, 7 opposed; the motion failed
- J. Tyson said that if we continue to build an online presence as a University, EMAC should be involved so that we can proceed in a smart manner
 1. Rick suggested that the Strategic Enrollment Management Plan will address this as part of its charge

VII. Upcoming meeting

- A. April 20, 2021
 1. Via Zoom teleconference

*Meeting adjourned at 5:04 p.m.
Respectfully submitted,
Barbara Johnson, AA/S, EMS*