

## Enrollment Management Advisory Committee Meeting

### Minutes

May 18, 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 (Rick Ford is Proxy)	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
	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		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
	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*		Sharon Barrios, Dean, Office of Graduate Studies*	X	Ann Sherman, Vice President of Business and Finance

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

Meeting convened at 3:16 p.m.

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

- A. Agenda approved
- B. Minutes from 5/4/21 meeting approved as amended
  - 1. Item 4.b should indicate the Credential program, rather than the entire School of Education
- C. Introductions
  - 1. None
- D. Announcements
  - 1. In-person commencements are taking place this week
  - 2. Our vaccine clinic vaccinated over 600 people last week; the next one will be June 1. Additional clinics will take place June 22, July 13<sup>th</sup> and August 3<sup>rd</sup>.
  - 3. We received our Higher Education Emergency Relief Fund III (HEERF III) funding notification this week. There is a link on our COVID-19 information page. We will be looking for proposals on projects to fund; minimum proposal request is \$50,000.
    - a) Ann will have a call with the Department of Education for more details on parameters; the guidance we have gotten so far is that it needs to increase our ability to be resilient for future pandemic situations

4. Department of Ed has updated guidance regarding distance education. Historically, for a program to be considered “distance education,” more than 50% of the course needed to be taught online. The updated ruling is that if a single class is taught with any kind of distance learning, that is now a distance program

a) We are seeking to figure out what this means for WASC accreditation

5. College of ECC had a yield event for Masters students this morning, virtually all of whom are from India. The students are reporting appointment dates in November or January to get their visas; at the current rate our admitted students will not be able to get here. We have made all the classes hybrid so that students can at least start online, but for continuing students who need upper-division electives which are not online, it will create big problems

a) Visa difficulties are widespread not just for Indian students but for many other countries: UAE, China, Taiwan, Kuwait, Nepal, and many other countries are all reporting either consulate closures or delayed appointments. This will significantly impact yield

## II. Admissions Director search and other HR updates (Jerry Ross)

A. We relaunched our Admissions Director search last week with search firm Spelman Johnson. We started advertising last week and Spelman will kick off direct outreach for candidates and nominations this week. We have already had 6 applications since reopening the recruitment

1. We are targeting a soft close on June 11, at which point we will review candidates

B. We have concluded the search for a Director of Enrollment Management Strategic Communications and Marketing. Sean McGowan has accepted the position and will start with us in person on June 7

1. Sean joins us from the private sector, with about 20 years’ marketing experience, including extensive digital marketing experience

C. The search for a Director of Enrollment Management Data Analytics and Operations continues. The search committee is finalizing their recommendation of 2 or 3 candidates for final round interviews. There was a good mix of on- and off-campus candidates

## III. Enrollment updates (Jerry Ross)

### A. [Applications, Admits and Intents to Enroll as of May 18, 2021](#)

1. Working through yielding process. Not much movement in applications except that we continue to process hardship applications using our revised, more efficient process. There has been a significant uptick in hardship applications; just in the last 10 days we got 22 hardship applications. These late applications tend to yield at a good rate. We are accepting first-time freshmen and transfer applications

a) We have sent out communications and have posted to social media to reach out and try to drive hardship applications

b) Admit numbers continue to inch up as we admit late applications

2. Where we are seeing movement is in the Intent to Enroll numbers. The Intent to Enroll deadline is June 1

a) We are a little bit off compared to last year, with first-time freshmen being down compared to last year and transfers being up

- (1) Even after the deadline we will be as flexible as possible with folks who want to enroll.
- (2) Last year we had about 19% of total IEs come in from this point in time to the deadline; if we bring in the same number of IEs as we did last year between this date and the deadline, we should be in a pretty good position
- 3. We continue our work to yield this class; today we sent out a parent email to admitted students (both IE-submitted and not). We will send out an in-person tour invitation, and reminder emails. Later we will do an IE reminder text reminders, and then 2 additional reminders before June 1
  - a) We also asked College partners to engage with their admitted students where possible
  - b) We launched in-person tours last week, and have had a good response. Last week 47 students participated (total of 105 guests); this week we had 67 students registered for a total of 110 guests. Most of these students are IE-submitted students, making this an important component to reduce melt
  - c) We will start entertaining prospective student tours at some point this summer
- 4. A question was raised about 'poaching' activities from other universities and whether we have seen that. Jerry thought that most schools are still following NACAC guidance about not poaching, including other CSUs
- 5. There was concern and interest about our plans for recovery, and how things compare from previous years (not just comparing to last year which was also down). Jerry mentioned that his focus was on landing this year's class
  - a) Tom pointed out that it is difficult to make year-over-year comparisons because the data gets overridden, business rules change, and other factors
    - (1) We will be a little bit top heavy in juniors and seniors for the next couple of years, as a function of a couple of years of smaller freshmen classes. There is a lot of nuance

#### IV. Fall 2021 Registration update (Mike Allen)

- A. Graph: [FTES by registration day](#)
  - 1. This year is tracking very closely to Fall 2019, and we are doing better than we were in Fall 2020
- B. Chart: [Percent enrollment by modality](#)
  - 1. Chico Flex is has a fairly good enrollment. We are seeing a higher percentage of online enrollment relative to its share of total class sections, which may mean that students are still a little shy on whether we will pivot to virtual as we did last fall
    - a) It was mentioned anecdotally that it seemed like online classes were filling up first, which Mike thinks is borne out by the data

- (1) It seems like a lot of students are just staying home (with their families)
- (2) Academic Advising Programs is hearing from students that having a hybrid schedule even if they are planning to move to Chico is desirable, so that they can plan flexible work schedules, engage in campus activities, etc.
- (3) International students benefit from Chico Flex in that they can start online until they get their visas, and then move into in-person status
- (4) Rick pointed out that student preference is an important factor, while faculty are looking at the quality of the delivered learning experience. In many fields, research shows that in-person instruction delivers a superior quality of education
  - (a) It may be that these studies were done when technology wasn't as well developed, or that we have not been creative enough at making online learning work well
  - (b) Ann's former campus in Michigan did a lot of hybrid courses, and did a lot of research. What they found was that freshmen and sophomores struggled more because they hadn't developed the study skills for that environment, and also that upper classmen benefitted sometimes from being in person due to more complex subject matter. She agreed with both Rick and Mike, that we need to meet students where they are at while still delivering a superior education
  - (c) Tony pointed out that distance students are by and large a self-selected group; they tend to be re-entry students, very self-motivated and some of our best students. The students who had bought into the on-campus experience did not like the distance learning. Our online programs were 20 years in the making to develop that culture
  - (d) Emily pointed out from a STEM point of view, it is highly preferable to have the in-person experience; it is very difficult to do microbiology or chemistry as distance learning. Some students are now struggling to get jobs because they didn't have the in-person microbiology experience
  - (e) At Jerry's last campus, they had a program where students were online for the first 2 years and then transitioned to in-person for their last two years; this program enrolled about 750 students each fall. The campus saw no difference in retention and persistence between that population and the 'native' population that was in-person all four years. It was a very successful program
  - (f) It will be important to ensure that class sizes are small, to keep quality higher. Online students take more faculty time than face-to-face
  - (g) We need to be careful that the hybrid model works for students
    - (i) We need also to ensure that we can prevent academic dishonesty
    - (ii) What we did in the last year and a half was not really "online teaching;" it was trauma-informed teaching where we did what we had to do to keep things moving. To do true online teaching we need to build and develop an online class

(a) We need to keep in mind that we are competing with UCs, other CSUs, and universities in other states. We can tell students, “Come back here,” but they can make the choice to go somewhere else. Yet, we keep competing for all of the students south of us to come up here, and think nothing of the fact that all of the students from north of us spend 1.5 hours in their cars to attend classes in person. If we can provide access to those students, why would we not put time and energy into doing that? It is unconscionable that people north of us don’t have options for a CSU education unless they move or drive long distance

(b) We need to then think about what that looks like, build a quality online program

(h) We don’t want to say that we are going to be like University of Phoenix; we can do better. There is a reason that so many flagship AAU universities are investing in the online model so heavily (Florida, Arizona) – they understand that they need to meet students where they are

(i) We might benefit from recruiting more on the East Coast, since we are inexpensive relative to East Coast schools; going online might not be the only way to improve enrollment

## V. Election of Chair and Vice Chair (Rick Ford)

- A. We set up a nomination process similar to statewide Academic Senate
  1. Barbara emailed to voting members a Google sheet. On that sheet, please type in the name of one of the 8 eligible faculty that you would like to nominate for Chair
  2. Move to close nominations was made and seconded
    - a) We received 5 nominations
  3. Each nominee was asked if they would like to accept the nomination
    - a) Tyson: yes
    - b) Peter: yes
    - c) Song gave Rick proxy, and let him know he would not accept
    - d) Tony: no, retiring
    - e) Quinn: unfortunately no
  4. We then voted on the Chair, using an anonymous poll
    - a) Peter won, with 7 votes
  5. The same process was done for Vice Chair
  6. Move to close nominations was made and seconded
    - a) We received 2 nominations
  7. Each nominee was asked if they would like to accept the nomination
    - a) Tyson: yes
    - b) Quinn: no
  8. It was asked if anyone objected to voting Tyson as Vice Chair by acclamation
    - a) Hearing no objections, Chair declared Tyson as Vice Chair by acclamation
  9. Rick thanked everyone for their service during the year, and the meeting was adjourned

VI. Upcoming meeting

- A. September 7, 2021
  - 1. Via Zoom teleconference

*Meeting adjourned at 4:28 p.m.*

*Respectfully submitted,*

*Barbara Johnson, AA/S, EMS*