

## Enrollment Management Advisory Committee Meeting Minutes

September 1, 2020

Attendees:					
X	Al Renville, VP Student Services, Butte College	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*	X	Taryn Burns, Student Academic Senate
X	Barbara Johnson, AA/S, Enrollment Management Services*		Kim Guanzon, Director, Office of Admissions	X	Tawnie Peterson, Staff Council Chair
X	Elizabeth "Betsy" Boyd, Chair, Academic Senate	X	Michael Allen, University Registrar, Office of the Registrar*	X	Tom Rosenow, Interim Director, Institutional Research*
	Breanna Holbert, President, Associated Students	X	Peter Kittle, Chair, English Department	X	Tom Villa, Faculty, Finance and Marketing Department
X	Connie Huyck, Executive Director, University Housing*	X	Quinn Winchell, Faculty, Media Arts, Design and Technology Department	X	Tracy Butts, Interim Dean, Humanities and Fine Arts
X	Dan Reed, Director, Financial Aid and Scholarship Office*	X	Rick Ford (Chair), Statewide Academic Senator	X	Tyson Henry, Chair/Faculty, Computer Science
X	Diana Dwyre (Co-Chair), Faculty, Political Science and Criminal Justice	X	Sara Trechter, Interim AVP, International Education and Global Engagement*	X	Ann Sherman, VP, Business & Finance
X	Emily Fleming-Neuster, Faculty, Biological Sciences Department	X	Sarah Blakeslee, Library Research, Instruction and Outreach	X	Dan Herbert, Director, Off-Campus Student Services***
X	Jeni Kitchell, AVP, University Budget Office (designee for VP Business and Finance)	X	Sharon Barrios, Interim Dean, Office of Graduate Studies*	X	Katrina Cunningham, Office of Admissions***

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

Meeting convened at 3:15 p.m.

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

- A. [Agenda](#) approved
- B. [Minutes from 5/19/20](#) approved
- C. Introductions
  1. All members of EMAC introduced themselves, including length of service on committee
  2. Guests Ann Sherman (VP of Business & Finance), Dan Herbert (Director, Off-Campus Student Services) and Katrina Cunningham (Assistant Director, Recruitment and Outreach, Office of Admissions) introduced themselves
- D. Announcements
  1. There will be a blood drive on Sept 8-9. Bloodmobiles will be in the driveway at Laxson Auditorium. You can set up an appointment; there will be 2 vehicles there. Butte County is low on blood right now, so we encourage you to participate
  2. Grades for summer have been finalized. We have conferred over 150 degrees for students who completed their course of study in the summer

3. Academic Senate meeting will be Thursday at 2:30; an announcement will come out shortly. It will start with an Orientation for Senators since there will be no retreat this year, after which there will be some business taken care of

## II. EM 20-010 and EMAC Orientation (Rick Ford, EMS Leadership Team)

- A. EM 20-010 review (Rick Ford)
  1. EM was approved last year
    - a) As part of first meeting of the year, we are asked to review the EM and see if there are any changes to be made
  2. The charge of the committee is to develop policy, procedures, standards, criteria and programming relative to all facets of enrollment management
    - a) The charge has been fairly stable, with slight adjustments last year
  3. The functions of the committee are to consult with and incorporate information from campus subject matter experts; to monitor enrollment and make informed and proactive recommendations; to recommend changes in enrollment practices necessary to support student academic goals and achieve academic program goals; to provide analysis; to provide and publish meeting agendas and minutes; and to monitor implementation of CSU Enrollment Management Policy
  4. Procedures include:
    - a) A pre-meeting with VP of Business and Finance, Provost and VP of Student Affairs
    - b) Ad-hoc committees will be formed as necessary
    - c) Committee recommendations will go to campus Executive Committee
    - d) The committee will normally meet twice per month. For this year, we are expecting to have the second meeting each month be with smaller groups, as will be described later in this meeting. However, this month, we will likely have a full meeting this month for the second meeting, since Orientation takes up most of our time for this meeting
    - e) The suggestion was made to include regular evaluation of the Strategic Enrollment Management Plan, and to have the EM tied to this plan (codified in some way)
- B. EMAC Orientation
  1. EMS overview (Jerry Ross)
    - a) EMS comprises 4 units (Office of Admissions, Office of the Registrar, Financial Aid and Scholarship Office and Academic Advising Programs); putting those pieces together in a strategic function; leveraging technology and resources to be successful. Jerry takes a comprehensive view of the entire student life cycle in his approach to EMS.
    - b) Office of the Registrar (Mike Allen)
      - (1) This office includes the articulation officer; graduation advising; degree audit; academic publications and scheduling services; student records, student registration, Veterans Association; and anything FERPA-related. We also have PeopleSoft leads for curriculum, advising, records and campus community
    - c) Office of Admissions (Katrina Cunningham)

- (1) Operates as the front door of the University
  - (a) Works with prospective students up to the point at which they have applied. Once they have applied, we process applications, get students acquainted to the university and encourage them to hopefully choose Chico
    - (i) Recruitment & Outreach does all outreach to high school and transfer students to encourage them to apply
    - (ii) Once they apply, they work with the processing team (transfer advisors, freshman coordinators, transcript processors)
    - (iii) We also have campus visits, large programs coordinators (campus tours, Preview Day, Choose Chico, etc.). This is all switching to virtual
    - (iv) Communications (Salesforce, PeopleSoft, admit packets, etc.)
- d) Financial Aid and Scholarship Office (Dan Reed)
  - (1) Provides financial aid offers to all admitted students. They serve families, letting students and their families know what aid is available
    - (a) About 1/3 of applications are selected for verification, which means the file is reviewed before aid can be disbursed
  - (2) Financial Aid staff performs community outreach, participating in high school nights, tabling at various events.
  - (3) The Financial Aid office interacts with Admissions, Registrar, faculty, staff, Student Financials, Housing and other departments on campus
  - (4) One of the most important things we do is working on appeals for exceptional circumstances, which is happening a lot right now
    - (a) This allows Financial Aid to collect more recent data than that which is collected on the FAFSA (FAFSA information is from 2 years prior)
  - (5) If students drop a class prior to census, aid is adjusted to reflect load level. If after census, it won't affect financial aid but could affect Pace or Satisfactory Academic Progress
  - (6) Is COVID affecting how students get financial aid? Delivery is still normal; Student Financials is figuring out ways to get people physical checks
- e) Academic Advising Programs (Jerry Ross, Kaitlyn Baumgartner Lee)

- (1) Academic Advising Programs plays a very important role in serving current students, helping them to set academic and career goals, helping advisors in academic units
  - (a) Helping students connect what they are doing in their academic programs with what their goals are later in life
- (2) Very strategic focus around tools and technology
- (3) We utilize a dual advising system which crosses division lines, provided by faculty, staff and paraprofessional advisors
- (4) For the Academic Advising Programs specifically, the priority is on the appropriate launch of students, with the premise that advising begins at new student orientation
  - (a) Timely, high-quality guidance at critical junctures
  - (b) Support of GI 2025, which has a cornerstone priority to improve advisement to ensure high-quality advisement at key touch points
- (5) There is a significant increase in appointments, and show rate improvement, since going virtual
  - (a) We are looking at how we provide support and resources, given that many faculty advisors are department chairs or faculty with additional roles
  - (b) Offering Zoom drop-in appointments, and appointment times beyond the 8-5 time frame; from 5-7pm has been very successful
- (6) We have College Advising and Retention Specialists for every college
- 2. Other units that interface frequently with EMS
  - a) International Education and Global Engagement (Sara Trechter)
    - (1) Interacts with Registrar and other EMS departments
      - (a) Posts records of students who have studied abroad
      - (b) IEGE does their own immigration work for undergraduate and graduate students
      - (c) Maintains I-17 for the University (allows us to host international students), as well as international agreements
  - b) University Housing (Connie Huyck)
    - (1) Housing is an important part of the enrollment process; it is a package deal for a lot of students

### III. Butte College update (Al Renville)

- A. Butte organized a Safe Reopening Task Force comprised of leadership, deans, facilities personnel, campus police, students, and student health director. This group meets every week.
- B. Face to Face classes
  - 1. The Safe Reopening Task Force decided which classes will be held face-to-face, which includes nursing, fire academy, police academy, fish & game, auto & diesel mechanics, mechanized agriculture, welding and cosmetology
- C. Policy regarding canceling face to face classes
  - 1. Butte College has not yet had a positive COVID case on campus that they know of. The policy is that if there is 8% of a particular class or program testing positive (or not attending due

to being positive), that class will be postponed for 2 weeks, after which they will determine whether face-to-face class meetings can restart

D. Athletics

1. All fall sports were moved to Feb/Mar, and spring sports were moved to Apr/May. Right now we are making decisions about allowing students on campus for conditioning. It is possible that conditioning classes will be canceled, and athletic competition for spring will be canceled.

E. International

1. Butte has suffered a 35% loss in international enrollment (mainly new students). We are planning to not actively recruit for spring; we don't believe it is in the best interest of international students to attend Butte in spring because of the inability to provide both support and in-person interaction that the students deserve

a) Currently focused on fall 2021 recruiting

F. FTES/Headcount

1. Butte College has faced 4 major issues: 2017 Oroville Dam potential breach; 2018 Camp Fire; PG&E power disruptions last year which caused a loss of 13 instruction days; and now the pandemic

a) In 2018 our FTES was 10,252. In 2019 it went down to 9,260. Right now it is 8,830. We don't anticipate this decline stopping any time soon; we anticipate being down close to 8,000 at the end of the school year—about 2,000 less than 2 years ago

b) Headcount is down 1,628 students, to 9,252. In academic year 2010-11, we were at 18,000 headcount; a loss of 8,000 students in 10 years

G. Comparison with other California Community Colleges

1. In looking at other community colleges in the state, 12% are reporting being up in enrollment, 22% are reporting flat enrollment, and 66% are saying they are down in enrollment

a) For schools that are up in enrollment, location is the biggest factor. Suburban schools are doing better than urban schools. For Butte, the biggest factor in being down has been the major issues they have faced

b) 30% of colleges are reporting being down in enrollment at least 15%. 45% are reporting being down between 10-15%, and 25% of schools are reporting being down less than 10%

(1) Butte College had one of the highest drops, and much of that was due to the Camp Fire. Butte lost 2,000 students, who are unlikely to return

H. Decision about spring 2021

1. We have talked to a lot of students, who all plead for the school to tell them of plans as soon as possible. Butte has polled nearly 90 community college presidents, and 80-85% of them report that they are planning to be virtual in spring

2. Butte College plans to make its decision sometime this month (likely mid-month); the leaning is that Butte is likely to be virtual also

#### IV. Enrollment Management overview (Jerry Ross, Katrina Cunningham)

A. This is an important time for Chico State; we are at a transition point, entering a new era where the enrollment management landscape has changed

1. Declining high school graduation rates are on the horizon

2. Competition with in-state, out-of-state and online institutions is greater than ever

3. Chico State has seen declining enrollment for a few years, in new and continuing students. At the same time, we have seen increased applications and admit rates, but yield is going down. This is something we will need to resolve as a campus, how do we reverse that trend?
4. Funded target for FTES: we are given this number by the system
  - a) For 2019-20 and 2020-21, that number has remained the same, at 15,560
  - b) This number is important for budgeting. We get this number in the summer just before the academic year starts
  - c) Review of [Weekly Executive Summary to Cabinet](#). Our target was 2,200 FTF and 1,350 for transfers. Right now we are slightly over target, and feel pretty strong about it. This shows that the work done over the summer by the entire campus was very impactful
    - (1) We are short from where we were last year; there was an effort to lower targets then, as we knew we wouldn't meet the numbers from the year before
    - (2) This week we started including withdrawals, including numbers that are COVID-related. This number will go up as we have pivoted away from on-campus housing and limited in-person classes
    - (3) For international numbers, we did better than we thought we were going to do at one point, but the situation remains fluid due to political and other factors
5. For spring enrollment, our application period closed yesterday. We will still take late applications and be as flexible as possible
  - a) As of a couple of days ago, we appear to be slightly down. Spring enrollments are transfer-heavy, but we are including more first time freshman this year
    - (1) Every CSU campus is experiencing these declines in applications. Also, higher ed as a whole has been in a period of declining enrollments for several years in a row
6. With the pivot to virtual, there will likely be additional melt. We worked with Jeni to work in a cushion in our campus budgeting

#### V. Residence Hall closure (Connie Huyck, Dan Herbert)

- A. University Village is open for hardship housing, 250 spaces available. Right now 135 students have requested housing
  1. These students will be placed in their own rooms with their own bathroom
- B. Right now about 100 students of the 750 have moved out, and the majority are moving home to their families
- C. Dan has been taking calls. There is such an abundance of housing, between the enrollment declines and the over-building of student-focused housing, that there is no problem finding inventory in the market. We should be good on inventory for the next 5 years or so
  1. Average rent is about \$500 per bedroom

#### VI. Campus budget update (Jeni Kitchell)

- A. Next week, Friday September 11 at the UBC meeting, we should be able to share final budget numbers

- B. Review of enrollment planning model, which shows a budget planning model is 13,455 annualized FTES. This assumes a census total for fall 2020 of 15,840, which is less than our current enrollment, but there is likely to be some melt
- C. The budget model recommended a 7.5% budget reduction, in case we were not able to achieve the enrollment model plan
  - 1. On August 11, headcount was 16,100; by August 24, headcount rose to 16,800. This shows how dynamic it is to track enrollments
    - a) Our budget for international student revenues was based on 205 students, and right now we are looking at about 227 international students enrolled
    - b) We may do some revisions upward to our model based on an overall more positive enrollment picture. We will still be conservative and build in a cushion
    - c) President Hutchinson's budget planning number at Convocation, based on a FTS number of 13,455, shows a combined (state support and tuition) budget decrease of about \$23.4M

## VII. Upcoming meeting

- A. September 15, 2020  
Via Zoom teleconference

*Meeting adjourned at 4:49 p.m.  
Respectfully submitted,  
Barbara Johnson, AA/S, EMS*