Enrollment Management Advisory Committee Meeting
Minutes

September 15, 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*	X	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		Sara Trechter, Interim AVP, International Education and Global Engagement*		
X	Emily Fleming-Neuster, Faculty, Biological Sciences Department	X	Sarah Blakeslee, Library Research, Instruction and Outreach		
X	Jeni Kitchell, AVP, University Budget Office (designee for VP Business and Finance)	X	Sharon Barrios, Interim Dean, Office of Graduate Studies*		

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 9/1/20 approved

   C.   Introductions
   1.   Kim Guanzon was not able to be at the 9/1/20 meeting, and so introduced herself to new members

   D.   Announcements
   1.   No announcements were given

II.	Fall 2020 enrollment and spring 2021 admissions updates (Mike Allen, Kim Guanzon)

   A.   [Enrollment Management Executive Summary for the week of September 14, 2020](#)

   B.   Headcount is 16, 897; FTES is 15,719. Average unit load is 14.28.
   1.   FTES did fall a little from August 1st, which was to be expected, especially with the announcement of transition to fully virtual
   2.   It is great that average unit load has not fallen, even with the drop in FTES

        a)   Rick commented that this is the largest unit load he has seen; we generally run from 13.6-13.9. In terms of faculty workload, each 0.5 increase in unit load, multiplied by 16,000 students, represents 8,000 student hours that are accommodated with no additional tuition generated. This is financially challenging

C.   At this time last year, we had 38 withdrawals; this year we have 67

    1.   We weren't tracking reasons as closely last year, but this year 34 of the withdrawals are COVID-related

D.   We opened for spring 2021 application filing. We are down about 13% versus last year.

    1.   We opened to freshmen this spring, which we don't normally do

    2.   Admissions is working with Orientation to orient the larger number of freshmen than we normally see in the spring

    3.   We have started admitting students, and will begin sending out packets at the end of this month

    4.   We will continue admitting until about November 1st, and then the Intent to Enroll deadline will be November 16

E.   On October 1, we will open the fall 2021 application cycle

III.   Data dashboard orientation (Tom Rosenow)

A.   https://www.csuchico.edu/ir/fact-book/index.shtml

B.   IR page has a series of Tableau fact books on its home page. This information duplicates information which is given to CSU and IPEDS (federal reporting), and is available to the press and public

    1.   Data can be filtered by term, enrollment type, first gen, URM, etc.

        a)   Data cannot be broken out by in-person versus distributed learning (as occurs in BSS) in these factbooks. Cognos will have those data

        b)   Data can be searched by annualized numbers, which is useful for budgeting

        c)   After Census, we can calculate retention and graduation rates. Data will be updated mid-October

            (1)   It is important to keep in mind that COVID led more students to postpone graduation, which will affect these rates

C.   It will be possible in the future to build an EMAC fact book in Cognos, and we will be able to see the cost of teaching a class, student/faculty ratios, etc.

        a)   The question was raised on what variables go in to the formulas of cost to teach a class.

            (1)   Right now it strictly looks at faculty full-time salary (not including benefits, building cost, etc.)

        b)   An EMAC dashboard would likely be weighted toward metrics such as student/faculty ratio, and less focused on cost to teach a class

IV.   Strategic Enrollment Management Plan discussion (Jerry Ross, Rick Ford)

A.   SEM Plan Kickoff presentation

B.   It is time to kick off the process for a new Strategic Enrollment Management Plan. Our last Plan lapsed in 2017

    1.   This is important, to align with the University's Strategic Plan, decide who we want to be as a University, and figure out how we're going to get there

        a)   EMAC will be an important part of this process

2.   We will be populating a Steering Committee, large enough to get the work done but not too large

    a)   We will also have focused Working Groups that will feed up to the Steering Committee (listed in attached presentation)

    b)   There will be EMAC representation on both the Steering Committee and the Working Groups

        (1)   Retention efforts will be a part of the Student Success work group. Perhaps we should retitle it as Student Success and Retention?

        (2)   Should we have a work group for student basic needs? Possibly have as part of Finance/Financial Aid group, or imbedded in some of the other work groups. This is a critical element of student success, as is housing

        (3)   There will be an overall expectation that diversity and inclusion will be a part of every group, and will be part of our goals

        (4)   We may want to rename the Recruiting work group to better indicate a push to recruit out-of-state students: perhaps the title should include in-state and out-of-state?

        (5)   Possible GI 2025 target change due to pandemic or wildfires? So far we have not heard otherwise, and CO reaffirmed recently that we would move forward with our current targets

            (a)   Is it confirmed that we have no line item from the state budget for GI 2025? What we have heard is that we are carrying forward without additional resources

        (6)   What are the targets we are trying to achieve for the next 3-5 years? Reverse enrollment trends? Make negative enrollment trends positive?

            (a)   Targets will be set with this project, along with Cabinet and Steering Committee

            (b)   During last Strategic Enrollment Management process, a blueprint was laid out for enrollment, town-and-gown, etc. This resulted in goals for a slow, steady, 2% growth for the life of the plan. This plan will address goals for diversity, as well as growth for the campus, and looking at in-person versus online. Questions of the character of Chico State will be addressed in this project

                (i)   As EMAC is an advisory committee, we are as much a part of setting goals as Cabinet is

        (7)   Additional work groups can be stood up as needed

        (8)   Learning Center, Library, Tutoring, other support services will go under Student Success work group

        (9)   It would make sense to have a Research and Evaluation component (on the adage that you shouldn't have a goal that you can't measure)

    c)   Draft timeline is in presentation above. There were some delays in getting it kicked off, but Cabinet is very supportive of continuing with this timeline

(1) We hope to have Steering Committee finalized and convened this month

(2) We will have town halls and focus groups around campus to ensure we are getting voices from around campus

(3) We hope to be drafting the plan in February, and share with EMAC and Cabinet in March. We hope then to have revisions in April and finalized plan in May, before faculty leaves campus

d) Defining the scope of the project will be important; we want to make sure we serve Chico State well

(1) This is not a strategic plan for the Enrollment Management organization – it is a strategic plan for enrollment management at Chico State. It should be actionable, and should be something we can be proud of and work on for the next 5 years

e) For building proposed work groups, we propose that each member of EMAC participates in at least one of them

(1) We will put out a request for each member to choose their top three work groups

(a) Rick, Diana, Jerry and Barbara will work to try to give everyone their first choice

(2) We are hoping to use the second EMAC meeting of the month for work group meetings, instead of conducting another full meeting of the group

(a) We could convene the whole group and use breakout rooms for the work groups, or we could just have every group chair convene their own meetings

(3) Jerry will make a draft of descriptions of what each work group will entail

V. Update Faculty Center class/grade roster names (Mike Allen)

A. Right now there are differences between the listed student name in Blackboard, and what faculty see in their class/grade rosters

1. Class/grade rosters in Student Center use a student's legal name, and Blackboard uses the preferred name. Mike would like to change the Student Center to use preferred name

a) In addition to resolving confusion, this also protects trans students by making sure that their preferred name is used

b) International students also sometimes use a name other than their legal name, so this is more convenient for them as well

c) Transcripts and diplomas need to use legal name. This change would only apply to class/grade rosters, and ideally DPR

d) There is a discrepancy in how names are alphabetized/sorted between class/grade rosters and Blackboard, particularly with students who have two last names (many Latinx students, for example). Mike is working with IR to align the sort order between those two sources

VI. Upcoming meeting

A. October 6, 2020
Via Zoom teleconference

B. There will hopefully be a facilities update by Mike Guzzi at the next meeting

C. The suggestion was made that we put together a calendar of critical decisions that we believe EMAC should be involved in, for example:

    1. The makeup of the freshman class

    2. What index to use

D. Another suggestion was that the purpose of this committee is to reverse negative enrollment trends at Chico State; in order to do that, they need to see a lot of data – what is the data on students who are coming to Chico, not coming to Chico, etc. It would be useful to be able to immerse ourselves in the data set

    1. Some listed future agenda topics address this, such as: continuation rates; a deep dive into admissions data.Iit might make sense to do the admissions data topic once we have finalized census. Possibly have continuation rates topic at October meeting?

        a) Census data might not be finalized by the October 6 meeting

E. If you have any additional topic suggestions, please let Rick, Diana, Jerry or Barbara know

Meeting adjourned at 4:48 p.m.
Respectfully submitted,
Barbara Johnson, AA/S, EMS