

Enrollment Management Advisory Committee Meeting Minutes

September 7, 2021

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

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

Meeting convened at 3:16 p.m.

- | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>I. Approve agenda, introductions and announcements (Peter Kittle)</p> <p>A. Agenda approved</p> <p>B. Minutes from 5/18/21 meeting approved</p> <p style="margin-left: 20px;">1. Rick had a question re: the number of students who were regular admits for Fall 2021 (not exceptions), who had a GPA below 2.5. Jerry agreed to provide that before the next meeting. Rick’s interest is that it adds to the statewide percentage of admissible students for the CSU, and CSU Statewide Academic Senate is trying to get a sense of how many HS graduates will be eligible for the next cycle</p> <p>C. Introductions</p> <p style="margin-left: 20px;">1. Each member of the committee introduced themselves, giving name, role and how long they’ve been on the committee</p> <p>D. Announcements</p> <p style="margin-left: 20px;">1. A contingent offer has been extended to one of the candidates for the Director of Admissions position, pending a visit to campus and completion of background check</p> <p style="margin-left: 20px;">2. Board of Trustees will meet next week. They will see the budget proposal for the following year. This budget is expected to include an increase in students of 9,000 systemwide, distributed amongst the campuses according to the demands of the campuses as they see them. (Campuses that have high admissions numbers will get more allocated to them, campuses that are steady will get less)</p> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

3. 26% of students have not filled out their self-certification of the COVID vaccine. Please encourage your students to do so now; students who do not self-certify will be withdrawn from in-person classes on October 1
4. Academic Advising Programs is currently recruiting undergraduate and graduate students for its Advising Intern positions. 20+ positions are available, as they are expanding into Colleges

II. Review of Governing Executive Memorandum (EM 20-010) (Peter Kittle, Tyson Henry)

- A. <https://www.csuchico.edu/pres/em/2020/20-010.shtml>
- B. The suggestion was made that we should clarify the language around voting in the section labeled "Membership:" "...shall be elected every year at the last meeting in May from the faculty members on the committee"
 1. Does that mean only faculty members are able to vote? Or only faculty members are able to serve?
 - a) It takes a lot of effort to put this through Senate, and it may be too much effort/hassle
 - b) Rick suggested the following wording: "The chair and vice chair of the committee shall be elected by the voting members every year at the last meeting in May from the faculty current members on the committee"
 - c) Peter Kittle suggested "The chair and vice chair of the committee shall be elected every year at the last meeting in May. Only faculty members on the committee are eligible to serve as chair and vice chair, whose terms shall be for one year and shall be renewable"
 2. Ann suggested that for clarification of language, there is a simpler process than going all the way through Senate
 - a) Rick said that we can send the recommendation for the change to Executive Committee, and let them figure out how to get it in there
 3. Rick asked, what is the intent? The way we interpreted this last year, is that if your term is expiring, you could still be elected Chair, but you could potentially not be the representative of your College
 - a) Duncan suggested: "The chair and vice chair of the committee shall be elected *by the committee* every year at the last meeting in May from the faculty members on the committee. The chair and vice-chair terms shall be for one year and shall be renewable"
 - b) Peter Kittle suggested: "The chair and vice chair of the committee shall be elected every year at the last meeting in May. All faculty members on the committee are eligible to serve as chair and vice chair, whose terms shall be for one year and shall be renewable."
 4. Ann suggested that we bring this topic up again in two weeks, rather than wordsmithing now
 5. Tracy asked why the chair and vice chair need to be from faculty. Is there a reason that staff couldn't be chair or vice chair?
 - a) Tom Rosenow said that this originally came out of a finding from President Zingg wanting more of a say in enrollment mix, along with other concerns

- b) Rick said that the original EM might give us clues about original intent, but over time the committee has grown more inclusive to include more staff. To change that would probably require more consultation
- 6. What about the frequency of meetings? Does it need to be twice a month?
 - a) Kaitlyn suggested, is it problematic that we meet more often than Academic Senate full meetings? Should we meet quarterly or monthly?
- C. There are 3 items to follow up on: eligibility to be chair/vice chair; election language; and meeting intervals. Please send comments and suggestions between now and the next meeting

III. Orientation to Enrollment Management and EM Leadership Team/ Current admissions/enrollment numbers (Jerry Ross, EM Leadership Team)

- A. Jerry Ross gave an overview of his role as AVP Enrollment Management, setting overall direction for Enrollment Management at Chico State. This is done in partnership and collaboration with folks across campus. In addition to the directors who will give overviews today, we recently hired a Director of Strategic Communications and Marketing, Sean McGowan; as well as a Director of Data Analysis and Operations, Chong Yang. Both positions are intended to bring us up to what is a normal structure for Enrollment Management
 - 1. Sean joined us in June, and works very closely with UCOMM while providing specific support to Enrollment Management. He has launched a marketing campaign for the Spring 2022 cycle, and has helped us with many of our existing communications to students
 - 2. Chong joined us in July; he works closely with Tom Rosenow and the IR team, while working to provide operational data specific to Enrollment Management's needs for decision support. He is providing us data to help us build out our class structure, and is building out dashboards for us
 - B. Jerry has been acting as Interim Director of the Office of Admissions. The focus in Admissions is on undergraduate admissions, but partners with IEGE and Graduate Studies. We have staff dedicated to recruitment, processing and communications/outreach. With the new director, we will hopefully fill a longstanding vacancy in our Associate Director position
 - C. Mike Dills-Allen gave an overview of the Office of the Registrar, which is the sole custodian of student records. The office includes Registration; Records; Graduation Advising; Academic Publications and Scheduling Services; Degree Audit Programming; Articulation; Veterans' Educational and Transition Services; FERPA compliance; and a team dedicated to PeopleSoft
 - D. Kaitlyn Baumgartner Lee gave an overview of Academic Advising Programs. We operate under a dual advising system currently but are moving toward a more seamless holistic approach. The following links show all the places where students actually experience advising:
 - 1. <https://www.csuchico.edu/advising/>
 - 2. <https://www.csuchico.edu/advising/major-advising.shtml>
- Academic Advising performs as a central hub providing major exploration, advising, resource and planning tools, work with students on or near probation, California Promise and Associate Degree for Transfer. We work to ensure high-quality and timely advising from point of Orientation beyond. There are 350+ faculty, staff and paraprofessional advisors on this campus
- E. Dan Reed gave an overview of the Financial Aid and Scholarship Office. There are two components: the financial aid office and a scholarship office. The financial aid office does not only everything that we must do to comply with federal regulations, and process and deliver aid; but also does a kind of social work—high touch, working with students, reviewing appeals, etc. Currently, the

HEERF III rescue plans has a requirement that funds be spent on working with students on appeals; this year we have 3 times as many appeals as last year, which was up from the year before.

1. Dan is retiring at the end of the year, so there will be a transition. Mike Dills-Allen has agreed to step in in an acting capacity. We will launch a search very soon, working with Spelman Johnson, the same search firm we used to conduct the Director of Admissions search

IV. Surveying the Committee (Peter Kittle):

A. Peter Kittle and Tyson met with AVP Enrollment Management, VPBF, Provost, and Interim VPFA, to talk about the committee's agenda for the year. The conversation partially focused on the committee's charge to "develop policy, procedures, standards, criteria and programming relative to all facets of enrollment management."

1. Figuring out the ways that these elements complement one another, and how committee members can collaborate to help the enrollment management team increase enrollment, will be valuable

B. A short video by Russ Akoff, a systems thinker, may help us think about these ideas around improving systems:

1. <https://youtu.be/OqEelG8aPPk>

C. Peter created a Google survey, which was sent out to the members of the committee:

https://docs.google.com/forms/d/e/1FAIpQLSf0DBs5RIVcEZb-a_lgQT7m4dk0ceLDj0Hm_lxws6c80YCg/viewform

1. Tracy mentioned that she has been looking at a lot of data, and has seen a decline in enrollment in certain Colleges. Many of those declines might be the result of a loss of first year students, for example, which then impacts the total FTES, which then becomes a double whammy with loss of majors

- a) One thing she has found is that EMAC is a collection of individuals from different places, each of whom has their eye on their one particular issue. It is not happening as much as it could, that these discussions are framed as larger discussions of how a particular issue might impact the University as a whole, or how an issue is impacting the wider population of the campus. It would be valuable for EMAC to work together more in that way

V. Future Meeting Topic Generation (Peter Kittle, Tyson Henry)

A. Tyson is frustrated by how faculty lines are allocated across campus. He is astounded that a program such as Computer Science with tremendous growth potential, is regularly starved for resources. For example, they restarted the Masters in Computer Science in 2018, having been promised two additional faculty. Three years have gone by, they are 1.5 faculty away from that promise, and they have 30 new grad students. It is a bad business plan not to allocate resources where they are needed. There are an unlimited number of potential students for that program in India, and they could grow that program, but they just don't have the faculty

B. Tyson is also concerned about the movement to online or Hy-Flex. It was suggested in another meeting, that since we have the new Hy-Flex equipment, we should make all our classes Hy-Flex. Tyson counters that we should see what makes sense for our University, and then make the switch if warranted. He is concerned that if we become this half-online half-in-person University, it could hurt enrollment and hurt Chico State.

1. An environment in which classrooms are half empty, and half of the class takes all their exams from their bedrooms where they have all the resources at hand, may not be a school people want to attend
 - a) It would be interesting to look at student likelihood to enroll connected to modality of instruction
 - b) There are certain programs that just don't work online (chemistry, physics, others)
2. Mike pointed out that if we look at Spring 2022, we are currently at 82% in-person; we have only 29 Chico Flex classes scheduled for Spring semester so far
 - a) Fall 2021 registration data show that 35% of classes were offered as online classes but well over 40% of the student body enrolled in all-online data. Students are voting with their feet
 - b) Tyson cautioned that we should avoid cherry picking conclusions from the data, as we are still in the middle of a pandemic
3. Song offered that Hy-Flex could be considered a temporary measure, but would result in decreased teaching quality for both in-person and remote learning
4. Ann reiterated that although she uses the phrase, "We need to meet people where they are," she doesn't see that as meaning that we will be an online campus. Students seem to be wanting to come back and have a traditional college experience. She does think that we could create parallel paths for students, including students that need to come back and finish their degrees. Online classes for upper-division courses would be useful for degree completers. Ann again referenced her former campus where freshman and sophomores did not benefit from online classes, but upperclass students could benefit
 - a) We've gone from \$95.8M in tuition revenue in 2017-18, down to \$83.2M. That is a \$12.6M loss over a 5-year window. Ann really hopes we can turn it around. Our state support is now 62% of revenue, where it formerly was 54%. Losses of tuition revenue are being masked by the additional state support, which makes us more dependent on the state and vulnerable to potential reductions
 - b) We need to take a clear-eyed and realistic view of what is a good enrollment target for us to meet in the context of three issues: the base demographics of decline in traditional college-age students; a sense within the broader society that higher education is not providing the return on investment that was hoped for; and competition from out-of-state colleges as well as UCs and free community college

VI. Upcoming meeting

- A. September 21, 2021
 1. Via Zoom teleconference

*Meeting adjourned at 4:45 p.m.
Respectfully submitted,
Barbara Johnson, AA/S, EMS*