

Enrollment Management Advisory Committee Meeting Minutes

September 21, 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	X	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*		Michael Dills-Allen, University Registrar, Office of the Registrar*	X	Tawnie Peterson, Staff Council Chair
	Dan Reed, Director, Financial Aid and Scholarship Office*	X	Peter Gitau, Vice President of Student Services, Butte College		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
X	Kendra Dane, Spelman Johnson**				

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

Meeting convened at 3:16 p.m.

I. Director of Financial Aid and Scholarship Office discussion (Kendra Dane, Spelman Johnson)

- A. We will be undertaking a search for a new Director of Financial Aid and Scholarship Office. We are partnering with Kendra of Spelman Johnson. She is meeting with stakeholders around campus to learn about the position, about opportunities, challenges and insights; she has met with the office, the search committee, and the Enrollment Management leadership team
1. We are fine-tuning the position announcement with qualifications and desired leadership qualities
 2. These are really tough searches. The field of available executives with the qualifications, expertise and counseling experience is narrowing, and there has not been a good pipeline of Financial Aid folks. It is getting harder and harder to find folks who meet the criteria to head up a very large team as we have
 - a) Kendra started her higher ed career in Financial Aid, and has been successful with these types of searches. It may be a smaller pool, but hopefully will be a strong pool. Her candidates will be looking out for any particular challenges and leadership qualities
 - b) We know that we will be looking for technological savvy, and folks that are conscientious in looking out for the needs of student and staff

- c) Dan gets intimately involved in the details, he never hesitates to dive in and work with anybody and everyone. He has a great staff, and instantly will jump in and work with them and everyone
- d) Important to find someone who can explain Financial Aid to students, parents and other staff members- translating the legalese and acronyms
- e) Financial Aid is technical, and thus does not always seem to fit with Student Affairs. However, understanding its role in building enrollment, it is important that the person has an understanding of and appreciation of Student Affairs—it is not just about dispensing money
- f) The importance of energy in leadership; Financial Aid can be exhausting, so you want someone with an optimistic disposition and energetic personality
- g) Challenges include the need to be flexible in adjusting to an institution which is part of a large statewide system, and the flexibility to adjust to our campus culture. A lot of our students are first-gen and/or URM, and helping them to understand higher ed culture and financial aid is important
- h) It would be a benefit to come from within the system, although there are regulations unique to each system—not a deal-breaker as long as someone is a learner
- i) There are systemwide Financial Aid meetings on a regular basis, for support
- j) As a faculty member and advisor, if Financial Aid and Scholarship person can provide more information to faculty and faculty advisors, it would be very helpful
 - (1) A willingness and sensitivity to the situation faculty are in regards to scholarships, awards, etc. Someone who is willing to talk with chairs and faculty, educating them, both undergrad and grad level
 - (2) Lessen the “pinging” of students from department to department. More knowledge would be helpful in reducing this pinging
- k) Our leadership model at Chico State has 6 elements: structuring the work; managing talent; inspiring performance; building a team; using and sharing information; facilitating change
 - (1) We want people to be adept at what needs to be done today and also what is coming in the future

II. Approve agenda, introductions and announcements (Peter Kittle)

- A. Agenda approved
- B. Minutes from 9/7/21 meeting approved
- C. Introductions
 - 1. Members who were not present when we did introductions at the last meeting
 - a) Peter Gitau is the Vice President for Student Services at Butte College
 - b) Tanya Morgan is with Hill Properties, the community member representative for EMAC
- D. Announcements
 - 1. We're down to very few staff who have not attested to vaccination status: about 40 staff, but about 160 faculty

- a) Ann was on a system call with the Kaiser doctor that the CSU is working with. That doctor said that people who are unvaccinated are 29 times more likely to end up in the hospital

III. Enrollment and Admissions updates (Jerry Ross)

- A. Director of Admissions search will hopefully be finalized once the selected candidate clears contingencies. There were three very strong candidates, so it was a tough decision. We hope to announce the selected candidate very soon. Jerry appreciates everyone who took time to meet with the candidates and provide feedback
- B. With the Financial Aid and Scholarships Office search, we're very excited to work with Spelman again as we did with the Director of Admissions search
 - 1. Mike Dills-Allen has agreed to step in as Interim Director of Financial Aid and Scholarships Office. There is a really strong team there
- C. For the spring 2022 application cycle, applications are running flat year over year; we are up on first-time freshman and down a little bit in transfers.
 - 1. We are increasing applications every day through our late applications process. Just since the closure of the application process, we've had over 100 requests for late applications
 - 2. We are expecting to take redirects from elsewhere in the system, but won't know until November. These are folks who are CSU eligible but didn't get admitted, usually due to campus impaction
 - a) As a reminder, spring 2021 applications were down 16% from spring 2020; enrollment was down at about the same percentage. This year, we are going to try to increase enrollment over spring 2021, to begin to recover
 - b) Spring 2022 and fall 2022 will be similar to spring 2021 in which we admitted at CSU minimums; this will continue as we work to stabilize enrollment
 - (1) The question was raised: how does a cohort of "CSU minimum" fare in their academic career? We will work with our data folks to share that data
 - (2) We are allowed to admit a little lower than the "CSU minimum" with multi-factor analysis. We don't automatically admit redirects, we look at them a little further. Even with 2.5 GPA or above, we evaluate before admitting. Rick would like to know the details of how we evaluate all candidates, both the 2.5 and above, and the 2.0-2.49 GPA pools
 - (a) We will talk about the criteria the next meeting
 - 3. We released spring 2022 decisions a little earlier than historically. We released first decisions on September 15 via email, and will be doing rolling admitting on a daily basis
 - a) Admitted levels are pacing ahead of last year. We've already admitted more first-time freshman than all of last spring
- D. Fall 2022 application cycle for domestic applications begins October 1, and goes through December 15. We plan to release first decisions on December 1. This is three weeks ahead of last year and two months ahead of the year before that. We want to get decisions out as soon as possible so that students can choose Chico; we don't want to be the last on the street
 - 1. Our housing application doesn't open until April. Connie would like to have housing work with our team to make sure that when students say they want to come here but don't yet have housing
 - 2. Given the enrollment trends, we're trying to get them in, so having housing available is a good tool for getting that psychological engagement of the student

- E. Census was yesterday, and cleanup should be done by next week. We're pacing where we thought we would be, which is down from prior years
- F. The request was made to have numbers from Butte College at the next meeting. Peter Gitau said that they have leveled off from a steep downward trajectory, and are hoping to have numbers climb over the next couple of weeks
 - 1. Peter Gitau and Jerry are hoping to schedule a combined summit with staff from both colleges. Butte College would benefit from being able to take students that Chico State can't, which would then benefit Chico State later on

IV. Results of committee survey (Peter Kittle)

- A. Peter Kittle shared the results of the EMAC survey which committee members participated in during the September 7, 2021 meeting, attached [here](#).
 - 1. Regarding the knowledge that committee members have, on a scale from 1-5 (5 being highest):
 - a) Marketing: most members were 3 or below
 - b) Events: a plurality rated themselves as 4, reflecting more participation in those activities already
 - c) Campus tours: a plurality rated themselves at 3 or 4
 - d) Summer orientation: a plurality rated themselves as 4 or 5
 - e) Yielding efforts: most considered themselves a 3
 - f) First year recruitment: most members were at 3 or below
 - g) Transfer recruiting: most members were at 3 or below, with a little more knowledge than for first year students
 - h) Retention: a plurality was at 3 or above
 - 2. For interest levels
 - a) A lot of people were interested in marketing; a little less interest in learning in events and orientation (likely because folks already know about those things)
 - b) Respondents were interested in learning more about yielding efforts, first year recruitment and transfer recruitment. There was a lot of interest in learning more about retention as well
 - 3. For priorities, respondents listed marketing as a higher priority, along with yielding efforts, first year recruitment, transfer recruitment and retention efforts. Folks didn't list the tours, events and orientation as high priority, as we seem to be doing those things well
 - 4. Jerry has teams working on these efforts as part of the Enrollment Management Action Plan. Sean McGowan, our Director of EM Strategic Communications and Marketing, could come in and speak with the committee as well
 - a) If EMAC can learn more about those processes and engage with that work, that might be useful and help inform and support these processes
 - 5. The survey responses included written comments (attached [here](#)) as well, including the following: "As enrollment goes, so we all go."

V. Discussion of EM 20-010 wording (Peter Kittle)

- A. The committee wanted to continue the discussion from the last meeting. There are 3 items: chair eligibility, the wording on the election of the chair, and the meeting frequency

1. Tracy mentioned that the composition of the committee includes a lot of folks who are not faculty. There might be an opportunity to realize more equity on the committee if others can be chair
 - a) Rick pointed out that there are pros and cons. Jerry is the final authority on any recommendations we might make, but there is an argument that it should stay in the hands of faculty so that faculty have a venue to influence the direction EM takes
 - (1) Jerry pointed out that the President is the ultimate authority. Also, if there is any point in which faculty hasn't been taken into consideration, it means that he has failed in the effort to be inclusive
 - (2) Ken wasn't sure how much influence the committee really has, but would like to see the committee have more influence. If we really want to be change agents, however, it could put a staff person in an awkward position to try to tell EM leadership that the committee wants them to take a particular course of action. An Admin MPP might have good leverage, but a staff person could be placed in an awkward position
 - (a) This is similar to how we protect junior faculty from this sort of awkwardness
 - b) Jennifer Gruber pointed out that for shared governance, you could put faculty as Chair and staff/admin as Vice Chair
2. The wording suggested at the last meeting is: "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."
 - a) Rick moved that we adopt this wording; if it is seconded, it could then be amended and discussed. Song seconded the motion
 - b) Ann wanted to go back to what is the purpose of the committee. She does not feel as though there is a staff/faculty divide, and is not sure why we don't grab talent wherever we can find it. It seems reasonable to have faculty and a member of Enrollment Management
 - (1) Peter Kittle suggested we could change "faculty" to "voting members:
 - (2) Rick said that if we adopt the language here, it is just a clarification. If we were to change the wording to "all voting members," that would be a major change and would need to go through a full Senate process
 - (a) Tracy pointed out that "voting members" would exclude folks like Jennifer Gruber, Sharon Barrios or others
 - c) No suggestions were made to amend the language, so a vote was taken. The vote was 13 in favor, none opposed
3. Regarding meeting frequency, Kaitlyn wanted to reflect further on the purpose of the group and its advisory role, and whether that necessitates meetings at the current frequency, or less or more frequently
 - a) Currently, twice monthly is the ceiling, but not mandated
 - b) The previous EM did not have a timeline, so the frequency seems to have originated with this EM
 - c) Rick said that Diana Dwyre felt very strongly that the committee should meet twice a month based on the workload of the committee. When Rick was chair, he

attempted to move back to once a month, but last year's extra workload left the committee continuing to meet twice a month

d) Ken pointed out that the EM notes "when necessary;" if we need to meet in order to be influence agents, then we should meet. If we're just meeting to hear people report out, than more than once a month is likely not necessary

e) Peter Kittle suggested the following wording: "The committee will normally meet [monthly][quarterly] during the academic year, although special circumstances may call for more frequent meetings."

(1) Song suggested monthly

(2) Historically, the committee met monthly, except where something critical came up

(3) Duncan suggested we keep the current wording and add "if necessary": "The committee will, when necessary, meet no more than twice a month during the academic year"

(4) Ken finds it a little strange for an EM to be telling the committee how often to meet; it doesn't really make sense. It should be up to Peter Kittle and Jerry to determine the need. Do EMs around campus typically specify a meeting frequency?

(a) Rick likes Ken's implied suggestion to just delete that wording altogether

(b) Peter Kittle looked around at some other EMs, and most did not specify frequency. A couple of them specified once a month

(c) Tawnie is on the Committee on Committees, and they are working to have all the committees include wording on meeting frequency. This is useful for people who want to join a committee to know what kind of workload it will entail

(d) Tracy appreciates the effort to be transparent about committee workload, but hopes that we don't meet just because a piece of paper somewhere says we need to meet

(e) Rick moved to propose the following wording: "The committee will normally meet monthly or as deemed appropriate by the chair"

(i) Troy seconded the motion

(ii) In discussing, Rick said that Tawnie's point was important; it is important to set expectations while leaving a lot of flexibility for the chair

(iii) Ann gave her support to the approach, as did Ann

(iv) A past chair saw the workload as being heavy enough to necessitate twice-monthly meetings, which may not be such an issue now

(f) Voting took place on the new language, and the motion carried with 11 in favor

VI. Upcoming meeting

A. October 5, 2021

1. Via Zoom teleconference

2. Jenn Gruber will present on IEGE outreach; Jerry and Peter Gitau will give updates on enrollments and admissions
3. Please let Peter Kittle know if there are any other topic suggestions

Meeting adjourned at 4:55 p.m.

Respectfully submitted,

Barbara Johnson, AA/S, EMS