

MINUTES

ENROLLMENT MANAGEMENT ADVISORY COMMITTEE MEETING

October 2, 2018

	Alisha Sharma, AS President	X	Jeff Livingston	X	Theresa Mundy*
X	Al Renville (Butte College)	X	Kaitlyn Baumgartner Lee*		Tracy Butts
X	Baohui Song	X	Kim Guanzon		Tom Rosenow
X	Barbara Fortin	X	Michael Rehg (Chair)	X	Tyson Henry
X	Dan Reed	X	Rick Ford		
X	Diana Dwyre	X	Tawnie Peterson		
X	Jed Wyrick (Senate Chair)				
X	Jeff Bell				

In attendance: * = Augmented Members (*non-voting*) X = In attendance

Meeting convened at 3:17 p.m.

I. Approve Agenda (*Michael Rehg*)

- Agenda approved.

II. Minutes from 9-2-18 (*Rehg*)

- Change to section V. EMAC: First bullet should read "Rehg noted that the proposed EM changes adopted by EMAC last year were for EM 02-109, but over the summer a newer version of the EM was found, EM 10-019. Since the changes adopted by EMAC last year were not approved, EMAC will focus changes on the current EM, 10-019."
- September minutes approved by unanimous vote.

III. Introductions and Announcements (*Rehg*)

- November 6, 2018 EMAC meeting: Guests Kate McCarthy, Interim Dean of Undergraduate Education, and Chela Patterson, Interim Associate VP for Student Life, will be joining EMAC to discuss Graduation Initiative 2025.
- December 4, 2018 EMAC meeting: Guest Sara Trechter, Interim Associate Vice President Office of International Education.
- Introductions of Provost Debra Larson and Vice President of Student Affairs Milton Lang.

IV. EMAC Topics with Provost and VP Academic Affairs Larson and Student Affairs VP Lang (*Rehg*)

EMAC [EM 10-019](#) guidance:

- Provost is interested in EMAC having a more robust and entrepreneurial perspective on enrollment issues, beyond focus on enrollment targets. The campus needs to move into a more spirited engagement with this committee.
- VP Lang views this committee as extremely important to the administration, advising the campus to achieve its overall enrollment goals. Input and guidance from this committee is critical, as US higher education is becoming extremely competitive, to attract the type of students that we want.
- Provost: There is a timing issue regarding making decisions. Campus does not know what the CSU budget will be until after spring semester. Coded memos from the Chancellor's Office regarding final budgets do not arrive until mid-July. For enrollment management, this timing problem translates to the campus needing to quickly navigate how to cover lost revenues to prevent budget cuts. Add to this budget dilemma is the decline in revenue from international enrollment. Currently there is no solution to this timing problem.
- Suggestions on how to make this committee a more effective resource for campus:
 - Additional layers of enrollment management could be better defined, such as capacity for majors.
 - Current Executive Memorandum 10-019 is fine. It has been specially left vague and allows room for it to be a viable and adaptable document.

- Recommend sub-groups be formed that would meet outside of this body, facilitating work groups to tackle specific topics and mandates. Currently enrollment management doesn't have resources for analytical data relative to enrollment; rather, partner with Institutional Research.
- Execute guidance received from Cabinet, VP Lang, and Provost Larson.
- Request of VP Lang and Provost Larson to engage committee on important topics sooner in order to provide informed advice. EMAC chair and vice-chair, and AVP of Enrollment Management will plan to meet with VP Lang and Provost Larson two weeks prior to EMAC meetings to share information and consider EMAC consultation and decision milestones.
- Suggestion for the enrollment cycle be articulated in the EM in order to advise in a timely manner to affect future enrollment cycles.

Non-resident enrollment: International and out-of-state:

- Refer to [5 Year Headcount – Out of State Domestic and International Students](#)
- Non-resident enrollment has been declining since 2015. Unknown if other CSU campuses are seeing the same rate of decline as few focus on non-resident recruitment.
- US undergraduate enrollment is down for the 6th straight year of decline. High school graduates are increasing in the West. Other US regions are recruiting from the Western states. Chico State has not focused on out-of-state recruitment for about 10 years.
- Out-of-state recruitment strategy is needed to attract students and to remain competitive in the marketplace.
- Out-of-state strategy suggestions:
 - Draft an out-of-state enrollment plan with a focus on increasing Western Undergraduate Exchange (WUE) scholarships since majority of population growth is in the West.
 - Recruit for both out-of-state and international students in majors where we have excess capacity.
 - Consider establishing a redirect partnership with Cal Poly SLO to send engineering students to Chico that SLO has to turn away.
 - How to best promote programs with capacity.
 - Make Chico State more visible in communities across the country.
 - Use enrollment recruiters.
 - Create a master list of capacities in each of the specific majors. Get data from chairs of each of the colleges to determine capacity.
 - Combination of international and out-of-state enrollment would not be more than 5% of overall enrollment. Out-of-state and international enrollment is over and above the CSU funded resident FTES target, so Chico State would not be displacing CA students as long as we achieve our funded target, providing access to CA residents.
 - A multi-year initiative is needed to affect fall 2019, spring 2020 and beyond enrollment. There are some initiatives already underway in Admissions to increase fall 2019 by 10%.
 - In cases of excess capacity and insufficient capacity, recruit into specific programs where there is capacity and shrink programs where there is limited/declining student demand.
- Social Work and Nursing have a finite number of clinical/internship sites, which is partly why they are impacted. Recording Arts, another impacted program, has limited studio space.
- Facilities need to be flexible in order to be responsive to student demand.

Master planning and enrollment growth:

- Refer to [Designing Solutions](#) white board sketch by Provost Larson.
- Understanding of master planning steps are not articulated well in the methods being used to guide design parameters.
Utilizing CSU "Orange Book" design parameters, three enrollment options are being considered:
 - Leave enrollment growth as is.
 - Grow enrollment by +1% annually which would increase student population by 1,600 students by the year 2028.
 - Increase student population to 23,000. Additional student services and other student needs were not taken into account for this option. 23,000 students would create a facilities deficit of 727,000 square feet, equivalent to 10-11 new science buildings.

- Enrollment is a big design parameter in driving campus solutions.
- The CSU system has a uniform charge for campuses to collectively produce 500,000 new graduates by 2025. That is going to trickle down as a charge to campuses. It was posed 12 years ago that all campuses would grow at a rate of 3%. Chico State determined 2% was more realistic.
- 1% is a reasonable growth rate and a sustainable pace.
- Enrollment growth of +1% is based on how much the state is going to fund enrollment growth.
- Smith Group Consulting analysis would be useful for committee to see.

V. Enrollment updates: *(Al Renville, Kim Guanzon, Barbara Fortin)*

- Due to lack of time, Fortin provided [enrollment updates](#) via email.

VIII. Other

- Issues for EMAC consideration:
 - Unit limits by academic level during priority registration: Baumgartner Lee has been contacted by multiple departments regarding the 16 unit limit, in particular, as it can be problematic for students to register for five real classes during priority registration. Can consider changing based on EMAC's guidance and recommendation. Added as action item for the November meeting.
 - Fall 2018 grading cycle communication: Collaborating with the Provost to implement a communication plan to facilitate as many grades for fall 2018 being received by 12/31/18. Ideally plan to reduce the final grading process by one week to facilitate earlier release of transcripts, support students transitions, and earlier advising interventions. Added as action item for November meeting.

Meeting adjourned 4:57 p.m.

Respectfully submitted, Theresa Mundy, EMS AAS

IX. Next Meeting:

November 6, 2018
 3:15 pm - 4:45 pm
 SSC 122

X. Action Items:

- Kate McCarthy and Chela Patterson joining November meeting to discuss GI 2025. Rehg requests questions be emailed to him in advance of meeting. Review the [GI 2025 Initiative Advisory Team guidelines](#) document.
- Mike Guzzi: Invite to a future meeting.
- Fall 2018 grading notification timeline.
- Review enrollment unit limits in place during priority registration.