M I N U T E S

ENROLLMENT MANAGEMENT ADVISORY COMMITTEE MEETING

November 7, 2017

	Adam Stoltz		Daniel Parks*		Jodi Shepherd
X	Allen Renville (Butte College)	X	Diana Dwyre	X	Judy Hennessey
X	Baohui Song	X	Dylan Gray (AS Pres)	X	Kaitlyn Baumgartner Lee*
X	Barbara Fortin		Farshad Azad	X	Michael Rehg (Chair)
X	Becca Chanes, Student Senator	X	Jed Wyrick (Senate Chair)		Rick Ford
	Ben Juliano	X	Jeff Bell	X	Theresa Cox*
X	Chris Souder	X	Jeff Livingston		
X	Dan Reed	X	Jennifer Meadows		
		X	Jim Aird		

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

Meeting convened at 3:15 p.m.

I. Approve Agenda *(Michael Rehg)*

- Agenda approved.

II. Introductions and Announcements *(Rehg)*

- None.

III. Minutes from 10/3/17 *(Rehg)*

- Action item re: CSU Fully Online will be addressed at next meeting on 12-5-17 as Daniel Parks wasn't in attendance.
- Minutes approved.

IV. International Enrollment Plan *(Rehg)*

- Sub-committee met on 10/16 and generated a number of questions about the International Student Recruitment Plan and budget model which Rehg shared with Frank Li, Interim AVP International Education. Sub-committee met again on 11/2, and included Li and Jeni Kitchell, AVP Budget and Operations.
- Two additional documents were submitted after the sub-committee meeting: Plan for Effective Support Services and Policies for International Student Recruiting.
- Kitchell indicated there is a $5M budget for international enrollment, but it is unclear how that money will be allocated e.g., recruitment, teachers, etc. More detail is needed in the plan to better inform the budget decisions.
- There has been consultation with some academic departments, but not enough to properly advise the plan; perhaps a Request for Proposal process should be implemented.
- It was suggested "buy in" for quality is needed. It is much easier to target students that you want for certain criteria or specific academic programs.
- Li is concerned about losing time and momentum on adopting and implementing the new plan to impact fall 2018 enrollment, so it is not clear that a revised Plan will be developed at this point.
  - Question: Is there a way to enforce a plan based on student enrollment numbers?
  - Answer: At the graduate level that could be applied. However, it would be difficult to enforce for the undergraduate level. We don't restrict admission by major unless the intended academic program is impacted. International student admission has different minimum requirements than domestic students.
- Plan to recruit international students into academic programs using recruiting agents, tailoring outreach based on programs (e.g., engineering, computer science, and business).

- Targeting for specific majors is necessary.
  - Question: Does Chico State have a policy in place for international students who enroll with one major then want to change to another major?
  - Answer: Unsure and believe this is connected to US immigration requirements (i.e., Student and Exchange Visitor Information System, SEVIS).
- If we are going to spend resources to recruit students for specific academic programs, we first need to know which specific programs are interested. Computer Science has left their graduate program closed to new students.
- Computer Science is using factors such as minimum GPA and prerequisites to manage undergraduate majors without impaction.
- At the task level, what is needed to employ the plan?
  - Budget: New faculty will be targeted for the recruited student's academic programs.
  - Two new faculty for first few years, growing to four. Plan was for tenure-track faculty according to Li.
  - GE class needs have been discussed, but this is not the case for major-specific programs.
  - Which major-specific programs will we recruit for?
  - Interior Design program has capacity but it is unclear if they want to participate in expanding international students.
- Process: Unknown if EMAC or Academic Senate have a vote. Rehg's impression is EMAC could provide recommendations to the Executive Committee of the Academic Senate regarding the plan.
- Sub-committee will evaluate written responses to questions expected from Li before providing a recommendation to the Executive Committee.

V. Overview of Charge and Facets of Enrollment Management Services *(Barbara Fortin)*

- EMS Data Analysis and Campus Community Development: Refer to EMS presentation.
- Fortin consults with Institutional Research and the university community re: enrollment planning.
- Fortin provides weekly enrollment updates to Cabinet, EMAC leadership, Provost's Advisory Council, and Business and Finance.
- Generally plan for incremental growth of 1% per year.
- Question: How does Regional and Continuing Education fit into this?
  Answer: RCE is self-support enrollment. Various offices provide support to RCE students. Funds collected from enrollment of RCE students (i.e., CERF funds) are allocated to student service departments to help offset support costs.
- RCE FTES is not counted toward state funded resident FTES.

VI. Sub-Committee Reports *(Rehg)*

- Tenure Density, Jeff Bell: Tenure Density and Student Faculty Ratio presentation .
- Review of tenure density (TD) over time, trends in Full-time Equivalent Student (FTES) and Full-time Equivalent Faculty (FTEF), budget trends, TD and Instructional costs, and costs per FTES.
- Consequences include: Current budget model is indifferent to TD; increases in TD will reduce faculty committee workload but without additional budget, this leads to increased class size thereby increasing faculty workload; increasing TD will reduce lecturer workload and overall FTEF; and the TD and Student-Faculty Ratio balance is not considered in most hiring decisions.
- Key impact to student performance in the classroom is class size; there's no correlation with TD.

VII. Enrollment Updates *(Al Renville, Fortin)*

Butte College
- While fall 2017 headcount is down 400 over fall 2016, FTES is even with last year due to retention efforts.
- Special financial aid programs have increased retention:
  - Student Success Grant: Requires enrollment in 12 units and to have a declared major.
  - College Completion Grant: Provides an additional $1,500 if enrolled in 15 units.

- These programs demonstrate that students will enroll in a few more units and consequently transfer faster if they are given a monetary incentive.
- Due to many students being on waitlists for courses, Butte College's Board has approved hiring six more faculty for high demand courses. More math and lab classes will be offered in the spring 2018.
- More permanent buildings are slated to be built. In the interim, labs will be held in portable classroom buildings.
- Spring 2018 orientation numbers are up over last spring.
- Also recruiting in seven different states for international students and targeting students in many countries, such as China and Sweden.
- Students are interested in new mid-semester classes: Chico State students could attend Butte for mid-semester GE classes. However, once opened they are closing quickly due to high demand. More of these options will be available in spring 2018.
- The forecast for winter and summer session course demand is also positive.

Fall 2017
- Final census Headcount and FTES, New Students, Associate Degree for Transfer, CA Promise, and Financial aid disbursement information summarized in the [enrollment handout](#).

2017-18 enrollment planning
- While updating the annualized enrollment planning model with summer and fall census information, Institutional Research discovered the most recent actual continuation rates were not used. Typically, the best predictor for future enrollment has been the most recent rates.
- Corrected the model with the most recent spring to fall and fall to spring continuation rates.
- Updated 2017-18 resident FTES estimate is 348/2.3% over the funded target of 15,250.
- Moderating new spring 2018 students as possible to reduce the above target increase.

Fall 2018
- Admission application cycle is open for new students through 11/30.
- Cal State Apply, the new online admission application, has affected application volume to date for undergraduate, graduate, and international applications.
- Fall 2018 to fall 2017 undergraduate applications are down almost 2,000 or 40%. Historically we receive 20,000 applications during the last three weeks of the application cycle. Currently 14,000 applications are in progress, a new status now being tracked. Admissions has begun admitting.
- The Chancellor's Office is monitoring application activity and prompting students who've begun an application to submit.

VIII. 2017-18 Update from Statewide Academic Senate (Rick Ford provided via email)

- The coded memorandum that will lay out the implementing aspects of EO 1110 is under construction and due to be released in the next 10 days.
- The memo will provide the multiple measures criteria for placing students into one of three categories:
  - A: ready for or completed GE A4.
  - B: Conditionally Ready for GE A4, need support, Early Start recommended.
  - C: Not yet ready for GE A4, need support, Early Start required.
- In addition, it is anticipated that the memo will provide for flexibility for each local campus in how they administrate Early Start and who is identified as requiring Early Start. It is also expected that co-requisite parent courses that develop quantitative reasoning skill could be drawn from GE areas other than A4.
- Rick is personally rooting for the idea that we continue to use the "ELM indicator" to help us place students logistically. Hopeful that at least the local campus will have the option of keeping that indicator and thereby reduce the need for CPCR forms changing prerequisite language and other CMS programming changes.
- On a "if only it could happen" note, he has begun lobbying for putting a "pause" on Early Start so that we can gather a couple years of data to see what percentage of students complete their GE A4 and A2 coursework in

their freshman year. If that data were good enough, I could see Early Start being discontinued. It certainly effects different students differently depending on financial resources.

- The CO is hosting a co-requisite curriculum development workshop November 16-17 in Long Beach and we are sending a team of six QR curriculum developers to participate.

IX. Other:

- CA Promise Program website: Noted a typo exists. Academic Advising Programs will follow up.

Meeting adjourned 4:53 p.m.

Respectfully submitted, Theresa Cox, EMS AAS

X. Action Items:

- Sub-committee will evaluate written responses to questions expected from Li regarding International Enrollment before providing a recommendation to the Executive Committee.
- Action item from 10/3 meeting, research CSU Fully Online and our current participation and how we communicate with our students to encourage participation, will be reviewed by Daniel Parks at the 12/5 meeting.
- Next meeting: Tuesday 12/5/17, 3:15-4:45, SSC 122/124.