

## Enrollment Management Advisory Committee Meeting Minutes

September 6, 2022

| Attendees: |  |   |  |   |  |
|------------|--|---|--|---|--|
| X          | Adam Irish, Faculty, Political Science and Criminal Justice Department | X | Jennifer Gruber, AVP, International Education and Global Engagement*     | X | Peter Gitau, Vice President of Student Services, Butte College |
| X          | Ann Sherman, Vice President of Business and Finance                    | X | Jerry Ross, AVP, Enrollment Management                                   | X | Rick Ford, Statewide Academic Senator                          |
| X          | Baohui Song, Faculty, College of Agriculture                           |   | Jodi Shepherd, Faculty, Library Acquisitions, Collections and Evaluation | X | Serge Desir, Director, Office of Admissions                    |
| X          | Barbara Johnson, AA/S, Enrollment Management Services*                 | X | Kaitlyn Baumgartner Lee, AVP, University Advisement*                     | X | Sharon Barrios, Dean, Office of Graduate Studies*              |
| X          | Corinne Knapp, University Housing*                                     | X | Kentiner David, Director, Financial Aid and Scholarship Office*          | X | Tanya Morgan, community member                                 |
|            | Emily Fleming-Nuester, Faculty, Biological Sciences Department         |   | Krystal Alvarez, AS President  | X | Tawnie Peterson, Staff Council Chair                           |
| X          | Feng He, Faculty, Kinesiology Department                               | X | Marianne Paiva, Chair, Academic Senate                                   | X | Tom Rosenow, Interim Director, Institutional Research*         |
| X          | Jaime Raigoza, Faculty, Computer Science Department                    | X | Michael Dills-Allen, University Registrar, Office of the Registrar*      | X | Tracy Butts, Dean, Humanities and Fine Arts                    |
| X          | Jeff Trailer, Faculty, Management Department                           |   |  |   |  |

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

Meeting convened at 3:17 p.m.

### I. Approve agenda, introductions and announcements (Baohui Song)

- A. Agenda approved
- B. Minutes of 5/3/22 meeting approved
- C. Introductions
  - 1. All members introduced themselves
- D. Announcements
  - 1. The Study Abroad Fair is happening next week
  - 2. The Constitution Day speaker is a Chico State alumnus

### II. Review of Governing Executive Memorandum (Baohui Song)

- A. Executive Memorandum: <https://www.csuchico.edu/pres/em/2020/20-010.shtml>
- B. Song's presentation: <https://csuchico.box.com/s/u6k3t40l8gtu1bbso1xoe85ufhfh6kbn>
- C. Charge of Committee is to develop policy, procedures, standards, criteria and programming relative to all facets of enrollment management including:
  - 1. Into the pipeline: annual enrollment planning, student recruitment, admissions, orientation
  - 2. In the pipeline: academic advising, data analysis, financial aid and scholarships, housing, retention, campus and community impact, student/faculty connections
  - 3. Out of the pipeline: graduation (student degree completion)
  - 4. Song suggested the wording might need to be changed, as the committee doesn't really 'develop' policy, but rather is in an advisory capacity
- D. Membership was listed, as well as procedures for elections of chair and vice chair and procedures for committee meetings
- E. The functions of the committee include making recommendations and provide analysis, evidentiary support as needed

F. Last year we decided to meet only once per month, but did not officially change the EM. Song suggested we continue to meet once a month this year

### III. Orientation to Enrollment Management and EM Leadership Team (Jerry Ross, EM Leadership Team)

- A. Within Enrollment Management (EM), there are 3 core units as well as the central EM team:
  - 1. Office of Admissions, whose purview is domestic undergraduate admissions
  - 2. Office of the Registrar
  - 3. Financial Aid and Scholarships Office
  - 4. Within the central team, we have Jerry; Barbara; a Director of Strategic Communications and Marketing; a Director of Data Analytics and Operations; and a CRM Coordinator who works on CS360
  - 5. The VETS center reports to Office of the Registrar
  - 6. Our data and marketing directors support units across the university with data and marketing needs
- B. Director Michael Dills-Allen gave an overview of Office of the Registrar
  - 1. Records and Registration
  - 2. Graduation Advising
    - a) Students stop going to Academic Advising and start seeing a Graduation Advisor, typically when they have about 3 semesters left
  - 3. Degree Audit Programming, which includes Wildcat Scheduler, Smart Planner, the upcoming Degree Planner
  - 4. Articulation Officer
  - 5. Application Publication and Scheduling Services, which includes scheduling, catalog publishing, classroom assignment
  - 6. A small team focused on technology
  - 7. Our VETS office which certifies benefits and provides support. This team was recognized as one of the top five University veterans' offices in the country last year
- C. Serge Desir, Jr. gave an overview of Office of Admissions
  - 1. Primarily focused on domestic undergraduate populations, first time in college and transfer students
    - a) We also coordinate with International Admissions to help bring in classes
  - 2. There are four primary areas:
    - a) Our recruitment team, which now includes up to 6 recruiters that travel the state, going to high schools and community colleges, attending college fairs, and working with high school and community college counselors. They also support campus visits and yield efforts
    - b) Our processing team, which includes transfer advisors, admissions coordinators who review first-time-in-college applications, and transcript imaging and coordination
    - c) Our communications team, which includes our public contact specialists at the front desk, tour guides and communications through Chico State 360
    - d) We have a new area, which is Equity Initiatives, focused on developing and expanding our engagement and expanding the pipeline
  - 3. We have developed an Admissions Strategic Plan to articulate goals
- D. Kentiner David gave an overview of the Financial Aid and Scholarships Office
  - 1. Access to higher education is the primary focus, trying to remove barriers and ensure students are set up to be successful
  - 2. We package and deliver financial aid, maximizing elements of federal, state and institutional aid, as well as available scholarships
  - 3. We advise and outreach to students, including advising on effective debt management
  - 4. We ensure compliance with federal mandates
  - 5. Kentiner's goals have been to focus the team on maximizing student success, including getting feedback from students, using data to guide financial aid decisions, and collaborating with campus partners such as New Student Orientation, Cal Fresh, Basic Needs
  - 6. This year we are excited to work on delivering financial aid award letters earlier this year. In the past we had delivered them in March, and are focused on delivering the letters earlier this year
- E. Enrollment Management as a whole is focused on change, innovation and improvement
- F. Jerry provided some enrollment updates:

<https://csuchico.box.com/s/7b0rh7zw8t026dmhlibwlmts6t8ypwwa>

1. We were in a decent place on intents to enroll; both applications and admits were up for FTIC
2. We were up about 4% on FTIC enrollments, which is the first time we've been up year-over-year in about a decade
3. Transfers remain a challenge, primarily due to declines in enrollment at community colleges, particularly in our top feeder schools. We are facing a supply challenge
  - a) We made changes during the cycle and for future cycles that will hopefully allow us to admit a higher percentage of these smaller pools
4. Census is September 19, so we still have a couple of weeks to try to hold the class together. Our census is very late compared to other institutions
5. A question was asked about melt rate, as the graduate melt rate has been a little worrisome. Jerry said that so far the numbers on both FTIC and transfer side have been pretty stable
6. A question was asked about international students for fall 2020, or fall 2019 pre-pandemic. Jen Gruber said that fall 2020 was lower than 2021, as was spring 2021; those were where we bottomed out
  - a) Fall 2014 was our height for international enrollment, when we had 700-750 international students
7. A question was asked about melt; where are we in relation to other CSUs, other regional institutions? Typically, a "healthy" melt number would be 10% or less. Some other universities might have a melt rate of 15%. For CSUs as a whole, the average overall yield is 64% or so, and ours is in the upper 30s. That would be good compared to the national landscape, but not relative to other CSUs
8. Overall enrollment is a downward slope. We've had smaller classes coming in since 2014, so it will take time to rebuild enrollment even if we bring in bigger classes. Headcount is down a little over 10% over last year, which was down relative to the year before that
9. Admissions is now working on spring 2023, and the application for fall 2023 will open on October 1
  - a) We are down for spring 2023 application, which is expected since spring classes are transfer-heavy. We extended the application deadline from September 1 to September 30, and will take late applications after that
    - (1) We began releasing decisions on September 1, which is earlier than last year's date of September 15, and the prior year's date of October 1
  - b) The question was asked about lower-division transfers. In the past we were limited in this area due to campus impaction. Now that we have removed campus-level impaction we are more open to accepting lower-division transfers, although it is not a market we are focused on heavily. It does give us more flexibility. Challenges to recruiting this pool include difference in recruiting and evaluation, as well as getting a little bit in the way of our partnership efforts with community colleges (who are obviously interested in retaining these students until they graduate with their associates degree). It also affects schedule builds, as you can't make assumptions about the numbers of these students who will need lower-division classes
    - (1) That being said, we are interested in removing barriers

#### IV. Election of the Vice Chair (Baohui Song)

- A. We were not able to elect a Vice Chair at the last meeting of 2021-22. Song spoke with Adam prior to this committee, but we are open to additional nominations from faculty on the committee
  1. The nomination was seconded
- B. Adam Irish was elected Vice Chair of the committee, with 11 yes votes

#### V. Enrollment Continuum project and future topics (Baohui Song)

- A. We've been engaging in enrollment planning for over a year, and the Enrollment Continuum project is a continuation of that
  1. How can we grow enrollment toward the annualized FTES enrollment target?
- B. A leadership group with President Hutchinson, Provost Larson, Vice Provost Grassian, VP Brundage and JoAnn Brooks was established
  1. The main Enrollment Continuum work groups are Marketing & Communications; Admissions & Enrollment; Retention/Advancing Equity; and Curricula Revitalization
    - a) We would like to have faculty involvement in all of the groups. We want to intentionally involve EMAC as well

- C. We met with VP Brundage, VP Sherman and Provost Larson, in which we agreed to have EMAC members serve on one of these four work groups. EMAC members would thus fulfil their service in this way, and the full group would not need to meet regularly
1. As the work groups have already commenced work, picking a group to be in fairly soon would be helpful
  2. We would then only need to meet as a larger EMAC group only once a semester or so
  3. Each group is different in terms of meeting cadence and modality (Zoom, in person)
  4. Song suggested one faculty member representative for each work group. He will follow up via email with faculty members
    - a) Rick asked about support from an outside firm; is there an opportunity to get that kind of help?
- D. Song asked what the committee would like to do this upcoming year? Adam suggested that Chair and Vice Chair could assemble an update email so that faculty who are on workgroups can update everyone, especially if the full committee isn't meeting as often
1. Jeff Trailer asked if we could get some data on the basic issues, such as 10 years of trends. Number of HS and community college graduates over the last 10 years, etc. He said that would be really helpful. Jerry suggested that Chong has a pipeline analysis that would be useful; also Tom and Jeff Bell have a lot of useful data as well. Song will contact Jeff Bell to see if he can come to a meeting. Jeff Trailer would like to see the data as well
  2. Tom asked what the targets actually are? Jerry will share Chancellor's Office targets next time
  3. Rick discussed a shift in demand from rural to urban campuses. Seeing it over time might also be helpful. Tom also mentioned the transfer pipeline to UCs rather than CSUs
- E. Song suggested that faculty from each College could share what their College is doing to try to increase enrollment
- F. Next meeting, Song will invite either Jeff Bell or Chong to present

*Respectfully submitted,*

*Barbara Johnson, AA/S, EMS*