



MEMORANDUM

TO: [UNIVERSITY BUDGET COMMITTEE \(UBC\)](#)
FROM: Ana Medic, Academic Senate Secretary
SUBJ: **UNIVERSITY BUDGET COMMITTEE (UBC) – MINUTES**
March 3, 2023, 8:00-10:00 a.m., Via Zoom:
<https://csuchico.zoom.us/j/83875802482?pwd=dFptdk03Rzk3UnhMeWdVR0F3aktxZz09>
Meeting ID: 838 7580 2482
Passcode: 724398

“The charge to the Committee is to meet regularly to review the relationship of academic programs and campus budget; to provide timely participation by faculty and students in budget processes; to propose broad strategies for adjusting the academic programs and budget to one another; and to review the effects of their implementation before adoption by the University.” – [Executive Memorandum 05-017](#)

For a direct link to all agenda items in Box, click [here](#).

Chair Paiva called a meeting to order at 8:05 am.

1. Approve [Minutes](#) of January 26, 2023

Minutes from the January 26th meeting were approved.

2. Approve Agenda

Agenda approved.

3. Welcome and Budget Overview – Hutchinson

Seema Sehrawat, Chief of Staff, provided a budget overview:

- a. President Hutchinson, Interim Provost Perez, and Deans are not present due to today’s visits on campus. VP Brundage will provide more information.
- b. 70 counselors are visiting campus and are engaged in conversations about enrollment.
- c. Deans are involved with alumni.
- d. Enrollment is low and will have an impact on budget, tuition, fees, and campus revenue.
- e. Conversation will include how to mitigate the impact and keep campus strategic priorities.

VP Sherman introduced a budget overview and the impact on CSU and campus:

- a. Budget plan at state level: the Board of Trustees (BoT) met in July and discussed the CSU budget plan and how much CSU would request based on the system level expenses and needs.
- b. BoT approved the budget in September (normally in November) and provided more time before the initial Governor's budget proposal in January. Extra time used for advocacy.
- c. From February - April additional advocacy before the final Governor’s May budget revise occur.

- d. The legislation adopts a final budget in June; a new fiscal year starts for CSU (July – June).
- e. Good planning is important as campus can predict actions based on used actual funds.
- f. This year Chico State spent more than what actual budget received, therefore, planning to adjust this and see where a reduction in expenses can be made.
- g. Campus revised business property insurance and centralized computer refresh.
- h. The hiring freeze is moderately impacting campus and employees.
- i. Campus will work on being good stewards of the public trust and make wise fiduciary decisions, working to mitigate negative outcomes for current employees, and need to explore structural and process changes. Planning to identify innovative opportunities that let the campus change and continue to grow.

4. [Enrollment Trends and Spring Census](#) - Ross

Jerry Ross introduced enrollment trends and spring census data:

- a. The campus had good numbers of domestic undergraduate students enrolled in Spring 2023.
- b. The first time in college numbers were small.
- c. Transfer students increased 3%.
- d. Campus admitted more students on fewer applications.
- e. The overall new student enrollment was a bit increased in the spring semester, ~13,000 FTES.
- f. Shared slide showing college student enrollment decline since 2018. Every college has experienced a significant loss in FTES and in yield rate over the last few years.
- g. Yield is the percentage of admitted students who are enrolled. Campus transfers yield is a little higher than the first time in college yield.
- h. The campus average yield for the first time in college in fall 2021 was 11%, 32% for transfers. Working on improving enrollment.
- i. Currently, campus has more applications, admits and IEs.
- j. During fall 2020 campus started making changes (recruiting, marketing, communication with students, extending deadlines) that are now resulting in overall enrollment improvements.
- k. In addition, financial aid award letters and scholarships were given earlier (mid-January instead after Choose Chico) and contributed to the higher student admission.
- l. Inviting everyone to participate in improving enrollment.

Question: Spring 2023 decline is significant compared to 2020-21. What is the cause? Answer: Pandemic impact, virtual classes, and available job market could be some of the reasons. These will impact campus FTES and graduation rates.

5. [Enrollment Impact on Finances](#) - Sherman

VP Sherman introduced enrollment impact on finances information:

- a. The campus received a three-year reprieve as a result of the campfire, although under enrolled.
- b. FTES of 15,650 was the same target since 2017-28 and currently campus has around 12,300 FTES that is almost 21% below the campus target.

- c. Starting in 2024-25 funding will be changed for Chico State. Enrollment is important and fundamentally, the financial impact is solely the result of enrollment decline.
- d. At some point, campus overenrolled students. However, after 2017-18 enrollment decline was significant compared to Chancellor's Office (CO) target. In 2024-25, CSU will start to do a 5% budget decrease for enrollment being significantly lower than target.
- e. The Chancellor's Office is providing one-time funding to support one-time enrollment strategies.
- f. The campus is not expecting to have a 1% increase next year and consequently, will not receive funds from the CO. These funds will go to those CSU campuses that have higher enrollment than the target set. The CSU will start to sweep 5% of the enrollment target from campuses that are more than 10% below target. Chico State is 21% below the enrollment target.
- g. In 2025-26 the CSU will sweep 5% of the enrollment target for those campuses that are more than 7% below target. And in the 2026-27 year 5% of the enrollment target for campuses that are more than 5% below target.
- h. Chico State may expect a lower budget in 2024-25 between \$6.1-6.9 million and in 2025-26 between \$5.5-6.6 million year after year.
- i. Campus operating funds sources in 2017-18 were \$223 million; 52% state support, 42% tuition, and the rest were non-residential and miscellaneous revenues. In 2022-23 campus' operating budget is \$243 million being 63% state supported. State revenue decrease will impact campus state budget allocations.
- j. Slide 20: see details of state support for the last five years and future predictions of a budget decline as a result of tuition and fees changes.

Question: Asked to further explain the trend of SUG funds? Answer: The State University Grant (SUG) provides financial support to students and is adjusted based on how Chico State enrollment is changed compared to CSU and other campuses. This is not always correlated to the actual state support. It is tied to the tuition revenue. SUG funds are eligible for a specific group of students.

Question: can the incoming president negotiate a reprieve from the pullback to get the budget stabilized during their first year? Answer: Yes. However, this would be unlikely as system level if aligning funding.

- k. Slide 22: see details of planned spending and impact on reserves. This year, the campus is planning to use \$20 million in reserves; there is a total of \$73 million in reserves.
- l. One month of expenditure is about \$21 million; the general reserve policy suggests that we should have between three and six months of reserves.
- m. Enrollment drives campus finances. Increasing enrollment will positively impact the campus budget.

6. Tactical Actions to Address Enrollment Concerns - varied

Kate Post from University Communications introduced marketing & communications outreach:

- a. Fall meetings and discussion on what the campus will be doing.
- b. Launched a partnership with a national higher ed, marketing and enrollment firm. Their people helped with marketing and communication efforts, and with paid media campaigns.

- c. When a potential student clicks on a digital advertisement and request information, campus will start communication with them. Rate on ads were 34%.
- d. In addition, targeting prospective students in a strategic way, focusing on students' location, high schools, and transfers from community colleges.
- e. The University Communication is using more social media strategy to promote and attract prospective students and promote selective programs (18) with potential to have a larger student enrollment.
- f. Redesigned admission and scholarship pages to make them more accessible.
- g. Billboards advertisements are used in nearby area as well as in LA area. In addition, digital and search advertising materials are helping prospective students find more information. Using video to target students with 70% of rate of those watching entire video. Reaching those that would be more interesting; 10% of conversions of clicks to apply visit and request information.
- h. Examples of social media strategies shared e.g., Instagram, Tik Tok to share student experiences and specific, key programs on campus.
- i. The spring semester focused more on yield, being intentional and targeting a broader population, e.g., students who have applied, parents, and added pages in Spanish language.
- j. The University Communications and the Admissions Office have partnered to increase and improve admitted students' communications flow, being more personalized with student, parent/guardian groups.
- k. Pillars: support system from day 1, equip to succeed, and you belong here.
- l. Focusing on students and strategies to increase enrollment in following years.

Praise shared for their work done and all examples of efforts to support students.

Question: are emails going to personal email accounts? Most students don't have Wildcat email yet.

Answer: it is a mix of personal and official campus emails for admitted students. Financial aid notifications will be sent only to official email.

Jennifer Duggan from COB introduced the company worth keeping and the ambassador program:

- a. The program was funded by the governor's grant.
- b. This is peer to peer recruitment and retention efforts for first-time freshmen and transfer students all the way through their first year.
- c. The foundation of the model was built on practices that have been proven to have a high impact on yield and relational retention efforts. In addition, the focus was on advancing equity and serving the needs of diverse students and students that come from marginalized backgrounds.
- d. The program focused on two things:
 - i. Recruitment and yield efforts, and
 - ii. Student retention.
- e. The recruitment and yield had four student ambassadors that built connections with students on a variety of different platforms e.g., Choose Chico, social media, messaging via TikTok and YouTube. Examples provided show Chico State student experience, small class size (faculty to student ratio), campus life.

- f. The new action is that after students submit intent to enroll, the ambassadors are connecting to them and influencing lower melt rate (not enrolled). Retention efforts follow by providing mentoring support and campus resources.
- g. COB is conducting Project 600 that is focusing on yield goals to increase the number of students to 600 for fall 2023.

Question: is this shared with other colleges? Answer: Through the Office of Admissions and the recruitment coordinator these ideas are shared. Example shared that within a three-day period COB contacted 400 students and received 171 students' transcripts.

Rebecca Justeson from College of Communication & Education introduced the bilingual credential pathway:

- a. The School of Education has six credential pathways whose requirements are set by the Commission on Teacher Credentialing.
- b. Close to \$30 million in grants run through the school of education and support students. Dr. Ben Seipel secured \$13.4 million out of which \$12 million will go directly to students. The class grant provides a living wage to teacher candidates earning their credentials.
- c. The bilingual credential pathway has been struggling with enrollment. The focus was on increasing enrollment by sharing work done within the pathway and creating teachers who are equipped to teach in fully bilingual settings in public schools.
- d. Also, expanding bilingual authorization to teachers in the field who are already certified as teachers and allowing them to add on bilingual authorization.
- e. Restructured and condensed number of courses required to obtain bilingual authorization. Returning teachers would take two semesters of courses. In addition, these students may continue the MA program after the completion of bilingual authorization.
- f. Students are more marketable as the credential path pairs English language development instruction with a content area for single subject credentialing.
- g. Added advising students who shared a similar path, on how to connect, and meet their needs.
- h. At Choose Chico they will share a "mobile classroom" used for advising and reaching out to potential students sharing resources and financial support, technological support, MA brochures, promotion in high schools.

VP Brundage:

- a. Praise shared for what individual programs are working on.
- b. The students want to be involved and help us with this enrollment process, e.g., ambassadors, fraternities, and sororities.
- c. The Choose Chico is on March 25th.
- d. Today's event is the counselor showcase with 75 counselors participating. There will be an academic tour, an affordability panel about available resources on campus for students (EOP, basic needs program).

President Hutchinson provided an update:

- a. Provost Perez and the president had the counselor breakfast. 75-80 people attended.
- b. The third of counselors were Chico State graduates, several worked on campus.
- c. Reported very diverse audience and conversations. Discussion included connection between local high school that had an agricultural school within high school and how this can be aligned with campus academic programs (800-acre university farm, 8 majors present in the northern region, rich agricultural land, and job potential).
- d. Excellent opportunity to connect with them and promote what Chico State has to offer.
- e. The best Giving day raised almost \$700,000 from 3,354 donors from 14 different countries and 46 states.
- f. Choose Chico is on March 25th.

7. Other

8. Announcements

- *Upcoming UBC Meeting: May 15th, 2023 – 3:00 pm (Via Zoom)*

9. Adjourn at 9:58 am.

Respectfully submitted,

Ana Medic, Academic Senate Secretary

General Resources for University Budget Information:

State of California, Department of Finance: <http://www.ebudget.ca.gov/>

State of California, Legislative Analyst's Office: <http://www.lao.ca.gov/>

CSU System: <http://www.calstate.edu/budget/>

CSU, Chico: <http://www.csuchico.edu/bud/index.shtml>

OpenGov: <https://csuchicoca.opengov.com>

CSU, Chico, Academic Affairs: <http://www.csuchico.edu/vpaa/bar/resource-allocation/index.shtml>