

Enrollment Management & Student Success

URPC Division
Planning Update

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Cal Poly
Humboldt.



➤ Enrollment Management & Student Success

- Enrollment Management
 - Admissions/Early Admissions Program (EAP)
 - Registrar
 - Financial Aid
 - Strategic Student Communications/Student Marketing Center
- EOP and TRIO/Summer Bridge/Upward Bound
- Student Life
 - Clubs/Activities
 - Youth Education Services (Y.E.S)
 - Social Justice Equity & Inclusion Center (SJEIC)
 - Diverse Male Scholars Initiative (DMSI)
 - Asian American Native Hawaiian and Pacific Islander (AANHPI)
 - Orientation



➤ Enrollment Management & Student Success cont'd

- Dean of Students/Basic Needs/CARES Services
 - Testing Center
 - Veterans Services
- Cultural Centers of Academic Excellence
 - Indian Tribal & Educational Personnel Program (ITEPP)/Big Time
 - Elite Scholars
 - First Star
 - Umoja Center
 - El Centro
- Career Development/Job Location Development
- Associated Students



➤ Enrollment Management & Student Success cont'd

- Student Health & Wellbeing Services
 - Counseling - Psych Services
 - Student Medical Services
 - Health Education
- Housing
 - Operations
 - Residence Life
- Student Activities Center
 - Cal Poly Humboldt Presents
 - Conference & Events Services
- Enterprise Services
 - Dining
 - Campus Stores
 - Children's Center



➤ Division Fast Facts

- 2024-25 Division Expenditure Budget:
 - General Fund - \$15.3 million or 9%
 - All funds - \$51.1 million or 17%
- Number of Employees (All Funds):
 - Support Staff - 148
 - Management & Supervisory - 21
 - Student Assistants - 297
- Student Assistants:
 - All funds - \$2.2 million (Work Study additional \$132k)
 - Enrollment Management MBU - \$407k
 - Student Success - \$200k
 - Housing MBU - \$592k
 - Children's Center - \$337k
 - Student Activities Center MBU - \$228k
 - Student Health & Wellbeing Services MBU - \$191k



➤ 2024-25 Reductions

- URPC Recommended 3%
- Division strategy, guiding principles and priorities
 - Follow the [URPC Guiding Principles](#)
 - Identify expenses that could shift to grants
 - Determine expenses that could be reduced (even if not ideal)
 - Identify potential base expenses that could shift to one-time (temporarily)
 - Assess programming for reduction opportunities (events mostly, avoiding basic needs)
- \$466k Reduction Taken
 - -\$243,376 – reduced as 2% vacancy rate; manage search process to attain
 - -\$103,701 – Admissions recruiter position eliminated
 - -\$ 73,329 – Cultural Centers ASC position eliminated (restructure)
 - -\$ 18,500 – Admissions travel (Poly leveraged)
 - -\$ 17,689 – Admissions/SS Comms operations reduced
 - -\$ 9,405 – EOP/TRiO moved some operations to grants

➤ Reduction Process

Methodology

- Created a framework for difficult conversations rooted in EMSS Divisional [Purpose/Vision](#) and [Values](#)
- Started educational budget conversations with EMSS Leads team prior to the February budget roadshow presentation from UBO
- Each MBU Lead worked with their departments to identify areas to make reductions using the 3%, 5%, and 8% scenarios
- Division Budget Analyst met with each MBU Lead and/or their designee to review their reduction/request worksheets and have frank conversations about what the scenarios would mean for their MBUs
- VP reviewed for fairness and operational impact compared against university priorities
- Circled back with EMSS Leads before submitting to UBO, President for review/approval

➤ Reduction Process cont'd

What Worked

- Three-year planning had previously introduced needs/wants and stop/start conversations - we know what is needed for success
- Early and often communication using honesty, transparency and directness
- Simultaneous look at reductions and requests
 - If some base funding was cut, opportunity to request one-time funds as a temporary fix (roll-forward priority)
- Opportunity to share impact of reductions on staffing/programming
 - From department level to VP
 - From VP to campus community
- Tracking system
- Flexibility to make changes as positions became open or other situational adjustments occurred
- Follow up after the reductions/requests were made/approved/denied
- Limited impact to *most* areas of the division

➤ Reduction Reflections & Impacts

- Impacts
 - Negative: Cultural Centers already thin, became thinner (timing); shifted impacts to DoS operations/staffing and Student Orgs
 - Positive: Open lines of communication prepared EMSS for future cuts; creativity; enhance understanding across division leadership
- Lessons learned
 - Departments that have chronic vacancies are ripe for hold/freezing positions, but are also often the departments that provide direct student service (i.e. Cultural Centers)
- Creative operational solutions
 - Use of vacancy rate
 - Strategic use of non-HM500 and restricted funds - able to stabilize EM, remove dependence on one-time funds (\$1.7m Poly base)
 - Restructure of departments/MBUs
- Ongoing challenges
 - Many departments have no operational budget to cut
 - Some key strategy functions still on one-time funds (3Enrollment, College Board, Hanover, GoodCourse)

➤ Ongoing Considerations

- Baseline operations vs scalable services
- Benchmarking underway - our operations vs national standards
- Enrollment growth targets
- Retention rate targets (belonging, supports, activities)
- Graduation rate targets (belonging, supports, activities)
- Previously developed 3-year plan to support EMSS in target attainment: that halted after year 1, know we are not progressing towards our ideal state



➤ Confounding Factors

- Mandates (funded and not) depend on base operations - consider: TPM/conduct, basic needs, CARES, medical services, counseling, violence education and prevention, etc.
- \$140k generated annually in fee revenue tied to restricted account activities - budget reductions potentially reduce revenue generation (diploma, testing, veterans reporting, orientation) - cannot redirect spending away from the intended purpose
- Successful grant/system-funded programs provide service, require core staffing. Consider: EOP/TRIO, AANHPI, Elite Scholars/First Star, Diverse Male Scholars Initiative, Black Student Success, Children's Center, etc. - more than \$5.1 million generated via existing positions/resources with other functions