

Humboldt State University Enrollment Management Report

April 7, 2020

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HSU's Pre-COVID-19 Budget Reality

In March, Doug Dawes, Amber Blakeslee, Dr. Lisa Castellino, Clint Rebik, Peter Martinez, Holly Martel, Josh Smith and I met to review our Fall 2020 enrollment projections. We reviewed the grad numbers against the 14% negative projection for next year. There are 1629 students with an expected Spring 2020 graduation date, including 1374 undergraduate students. Accordingly, we were projecting a 14% headcount decline next year.

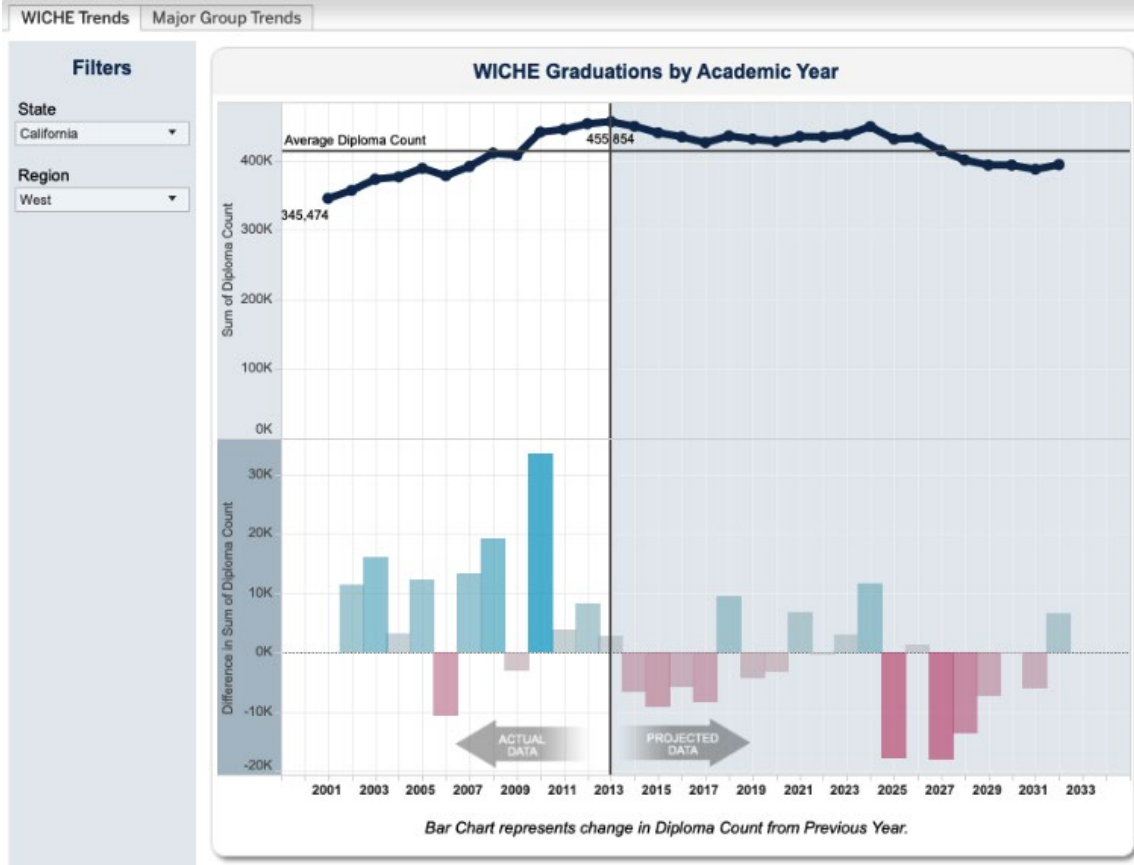
However, in a COVID-19 world, the rapid and unprecedented impact on our environment has caused us to revisit our projections. We have a few scenarios to consider that are historical, future-facing, and based on current realities. Please allow me to provide some context.

Locally, we have a renewed investment in our relationship with College of the Redwoods and with local schools in the region. Numerous local school leaders have expressed their appreciation that Humboldt State University (HSU) has genuinely engaged and recruited local students. Local students are shifting to see us as a bright spot and we must stay focused.

Historically, *data shows a long-standing fiscal imbalance*. Even at our peak enrollment years in 2015 and 2016 we were still losing \$2.4M annually. There were various scenarios where one-time funds, use of reserves, or steep cuts were used as tools to balance our budget. HSU has not experienced a year where actual revenues met or exceeded budgets since 2008. It appears that HSU has not fully corrected this institutional imbalance, which is going to force us to drastically evaluate services we deliver and the way that we work to recruit and retain students.

The next challenge we face is the *decline in state high school graduates* which combines with a relatively flat and modestly declining high school population in the north coast region. The chart below from National Research Center for College and University Admissions (NRCCUA) is based on Western Interstate Commission for Higher Education (WICHE) data which provides statewide data with respect to high school graduates from 2001 to present and includes projections for high school graduates until 2033. While there is modest flow and fluctuation of the number of annual graduates from state high schools, overall, the trend is negative and the overall projection for decline will remain consistent following a slight increase two years from now. This second chart below, designed by HSU's Office of Institutional Effectiveness, shows California high school graduation projections with focus on Northern California counties. In our region, we will experience a modest vacillation in high graduate populations, eventually settling into a small decline in graduates. Overall, the North Coast region's number of high school graduates will be relatively flat over the next few years.

Statewide High School Graduate Trend & Projection



Statewide High School Graduate Projections for Northern California



CA High School Graduate Projections

State of California, Department of Finance, January 2020

~ Expertly Handcrafted ~
Office of Institutional Effectiveness
~ Freshness Date ~
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CA High School Graduates

High school graduates are expected to increase slowly to a historical peak of 456,400 in 2023-24 after which they decline through the end of the projection period. Overall 38 counties will see an increase in the number of high school graduates by 2028-29.

http://www.dof.ca.gov/Forecasting/Demographics/Projections/Public_K-12_Graded_Enrollment/

California Actual and Projected High School Graduates

County	Actual 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27	Projected 2027-28	Projected 2028-29
CALIFORNIA	438,739	438,063	435,714	441,640	442,854	446,459	456,381	442,895	438,504	421,836	430,456	430,837
Grand Total	438,739	438,063	435,714	441,640	442,854	446,459	456,381	442,895	438,504	421,836	430,456	430,837

Change in HS Graduates from Actual 2017-2018

County	Actual 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25
COLUSA	325	319	341	330	325	346	380	389
DEL NORTE	344	316	313	302	333	365	387	358
GLENN	390	451	429	417	419	470	508	424
HUMBOLDT	1,203	1,252	1,141	1,222	1,266	1,289	1,310	1,227
LAKE	611	597	617	637	607	667	644	625
MENDOCINO	912	884	895	890	875	1,000	918	917
NAPA	1,515	1,549	1,539	1,564	1,591	1,603	1,652	1,487
SHASTA	1,804	1,962	1,903	1,943	1,876	1,870	2,024	1,941
SISKIYOU	360	404	363	430	421	465	475	484
SONOMA	4,750	4,831	4,809	4,806	4,830	4,691	4,798	4,542
TEHAMA	680	640	710	704	721	755	785	713
TRINITY	129	117	104	128	120	150	116	118
Grand Total	13,023	13,322	13,164	13,373	13,384	13,671	13,997	13,225

Coastal Northern California Counties



COVID-19 Enrollment Impact

Further, the *impact of COVID-19* causes a need to review and refine enrollment and budget projections. [Universities across the country are scrambling to understand the degree of the outbreak's impact](#) on enrollment and institutional finances. We believe that the pandemic will have a deleterious impact on our new student enrollment, and possibly, on our recently affirmative retention trends. In late March, Forbes published an interesting article about the [negative impact that COVID-19 may have on college and university enrollment](#). A recent Chronicle of Higher Education article discusses a study that notes [one out of every six college-bound students are likely not to attend college in Fall 2020](#). The [University of California \(UC\) system just eased standardized testing requirements](#) in response to concerns about enrollment. The California State University (CSU) system is also making determinations about enrollment as a system. Much like other universities, HSU must make prudent decisions about enrollment planning and consider the budget implications that are aligned with those potential impacts.

Across the board nationally, as high school students opt out of leaving home to attend college, or not to enroll at all, data suggests this trend could be even more detrimental for the CSU campuses. In particular, HSU faces additional challenges. Like other colleges, what if HSU is also negatively impacted by the COVID-19 outbreak and the resulting inability to host tours and recruitment events on campus? What if such a challenge took us from -30% to -40% for new students, or worse? What if retention is impacted by -1.5% or -3%, or worse, by -10%? Whereas there is no real benchmark for comparison, our current admissions yield activities (described later in this document) will help us as we try to project adequately. HSU has realized significant revenue losses. As of April 6, we have provided over \$2.5 million in refunds to students for housing, meal plans, and parking. We anticipate this amount to increase considerably between now and the end of the semester. Accordingly, below, you will find a series of scenarios that our team has created for consideration.

COVID-19 Enrollment Planning Scenarios

Enrollment and Budget Planning Scenarios					
Date: April 6, 2020					
2020-21 Planning Scenarios - IE Model					
	2019-20 Actuals	Prelim Budget Planning (-14%)	4/6 Budget Planning (-20%)	-25%	-30%
Incoming Fall Headcount					
% Change Incoming		-27%/-20%	-39%/-32%	-40%	-50%
new FTUG	823	601	500	494	412
new LD xfer	91	73		55	46
new UD transfer	720	576	549*	432	360
new Postbac	260	208	205	156	130
Total Fall Headcount	6,983	6,005	5,587	5,261	4,893
			*incl. LD xfer		
FTF Freshmen Retention	75%	75%	72%	59%	55%
% Change Retention		0%	-3%	-21%	-26%
Annual Resident FTES	6,003	5,168	4,799	4,523	4,208
Delta to 7,603 target	(1,600)	(2,435)	(2,804)	(3,080)	(3,395)
% from target	-21%	-32%	-37%	-41%	-45%
Tuition Chg from 2019-20		(3,832,000)	(7,400,000)	(9,150,000)	(11,100,000)
Tuition Chg from 20-21 to 21-22		(3,507,000)	(3,210,000)	(3,890,000)	(4,340,000)
2 Yr Tuition Chg		(7,339,000)	(10,610,000)	(13,040,000)	(15,440,000)

The Path to Higher Enrollment

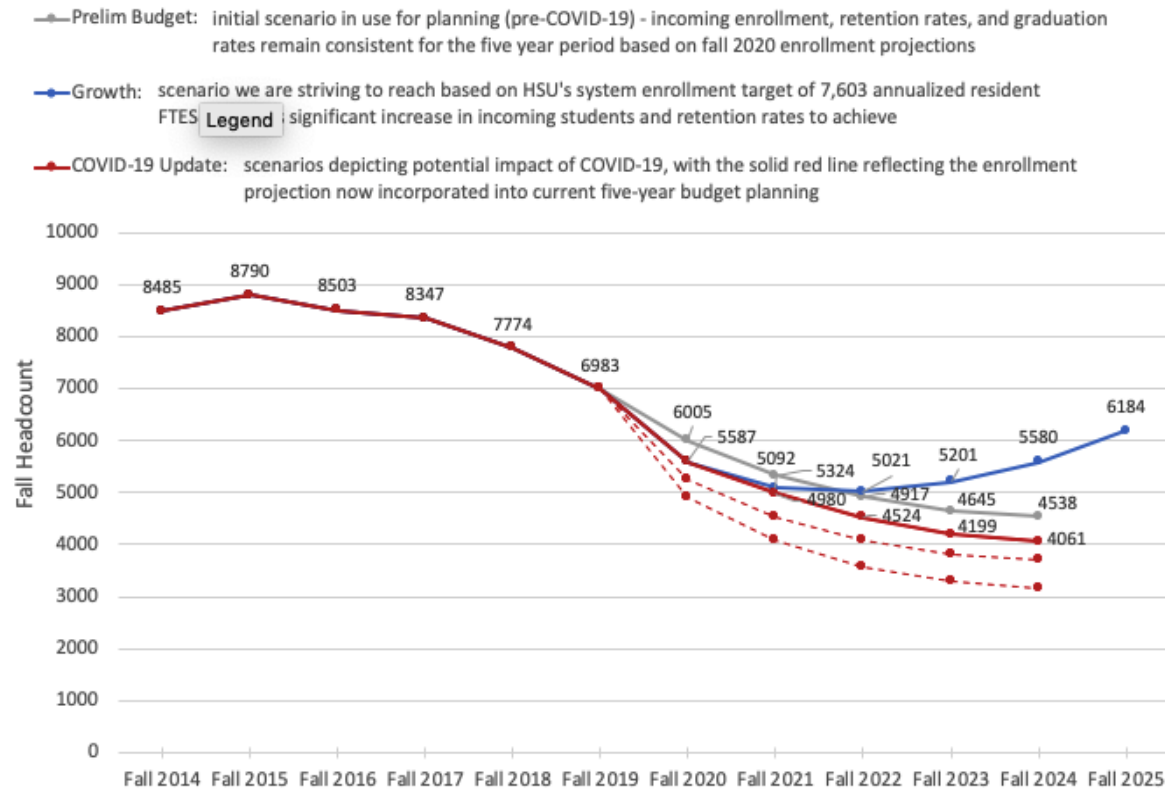
Concurrently, we have to work our plan to reach an FTE of 7603. The impact of COVID-19 likely takes us from a four-year to an eight-year path to attain this critical enrollment marker. This projection will be refined as Academic Affairs and Enrollment Management partner to align enrollment strategies with academic program priorities. In a viable university environment, the functions of Enrollment Management serve as levers to supplement the Academic Master Plan.

8-year Enrollment Projection to achieve FTE of 7603

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
FR	1,386	1,420	1,295	1,210	1,051	823	500	525	551	579	608	638	670	704	739
CC	971	1035	857	953	895	810	549	637	739	858	996	1156	1341	1556	1805
Returning	5,585	5,755	5,790	5,595	5,230	4,789	4300	3666	3440	3442	3618	3993	4429	4999	5709
Grad	512	540	528	565	563	527	205	230	258	289	324	363	407	456	511
Ret %	75%	70%	68%	71%	74%	75%	72%	74%	76%	77%	78%	80%	80%	81%	82%
Grad %	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
Transitory	31	40	33	24	35	34	33	34	33	33	34	34	34	34	34
Total Fall HC	8,485	8,790	8,503	8,347	7,774	6,983	5,587	5,092	5,021	5,201	5,580	6,184	6,881	7,749	8,798
Total Spring HC	7,977	8,081	7,959	7,675	7,039	6,345	5,147	4,691	4,626	4,792	5,141	5,698	6,340	7,139	8,106
Annualized HC	8,231	8,436	8,231	8,011	7,407	6,664	5,367	4,892	4,824	4,996	5,360	5,941	6,610	7,444	8,452
Total RFTes (actual)	7,208	7,417	7,308	7,195	6,630	6,010									
Total RFTes (max)							4,888	4,455	4,393	4,550	4,881	5,410	6,020	6,779	7,697
Total RFTes (min)							4,661	4,248	4,189	4,339	4,655	5,159	5,741	6,465	7,340
Legend	Actuals	Expected	Simulated												

The chart below, which was created by our budget office, helps us summarize the big picture of our enrollment scenarios with respect to the competing challenges described above.

Fall Headcount Scenarios



Accordingly, here are some additional specific scenarios and varying five-year projections for losses at different levels based on the impact of COVID-19.

% drop		Total Headcount		Annual HC	Annual Res FTE	Annual Tuition Change	Cumulative Tuition Change
		Fall	Spring				
-20%	2020-21	5,587	5,152	5,369	4,799	(\$7,397,692)	(\$7,397,692)
-11%	2021-22	4,980	4,594	4,787	4,274	(\$3,214,316)	(\$10,612,008)
-9%	2022-23	4,524	4,177	4,350	3,880	(\$2,409,994)	(\$13,022,001)
-7%	2023-24	4,199	3,880	4,040	3,597	(\$1,715,188)	(\$14,737,189)
-3%	2024-25	4,061	3,756	3,908	3,477	(\$725,269)	(\$15,462,458)

% drop		Total Headcount		Annual HC	Annual Res FTE	Annual Tuition Change	Cumulative Tuition Change
		Fall	Spring				
-25%	2020-21	5,261	4,844	5,052	4,523	(\$9,145,665)	(\$9,145,665)
-14%	2021-22	4,525	4,171	4,348	3,886	(\$3,887,864)	(\$13,033,528)
-10%	2022-23	4,072	3,757	3,915	3,493	(\$2,393,390)	(\$15,426,918)
-7%	2023-24	3,807	3,515	3,661	3,263	(\$1,401,166)	(\$16,828,084)
-3%	2024-25	3,708	3,426	3,567	3,178	(\$517,929)	(\$17,346,013)

% drop		Total Headcount		Annual HC	Annual Res FTE	Annual Tuition Change	Cumulative Tuition Change
		Fall	Spring				
-30%	2020-21	4,893	4,504	4,699	4,208	(\$11,097,681)	(\$11,097,681)
-17%	2021-22	4,073	3,753	3,913	3,497	(\$4,338,000)	(\$15,435,681)
-12%	2022-23	3,567	3,290	3,429	3,059	(\$2,675,731)	(\$18,111,412)
-8%	2023-24	3,279	3,028	3,153	2,809	(\$1,520,869)	(\$19,632,281)
-3%	2024-25	3,169	2,928	3,049	2,714	(\$576,704)	(\$20,208,985)

The implications described above make our work to yield students even more critical, although it has always been important. Here is our Fall 2020 admissions trend to-date:

Applicants									
REDIRECT Not Redirect									
	Fall 2020		Fall 2019		Fall 2018		Fall 2017		Fall 2016
	HC		HC		HC		HC		
Credential	116	2.65%	113	-9.60%	125	-26.04%	169	-2.87%	174
First-time UG	7,637	-25.52%	10,254	-6.18%	10,929	-4.46%	11,439	-11.62%	12,943
Lower-div xfer	342	-20.83%	432	-13.94%	502	141.35%	208	85.71%	112
Masters	403	-2.89%	415	-7.37%	448	-10.76%	502	15.14%	436
Returning UG	105	-19.23%	130	-6.47%	139	-29.44%	197	3.68%	190
Second Bachelor	50	-7.41%	54	20.00%	45	181.25%	16	33.33%	12
Unclassified PB	5	150.00%	2	-66.67%	6	100.00%	3	-66.67%	9
Upper-div xfer	3,024	-10.66%	3,385	-9.01%	3,720	-0.72%	3,747	2.46%	3,657
Transitory	1	-90.91%	11	83.33%	6	-53.85%	13	18.18%	11
Grand Total	11,683	-21.04%	14,796	-7.06%	15,920	-2.30%	16,294	-7.12%	17,544

Admits									
REDIRECT Not Redirect									
	Fall 2020		Fall 2019		Fall 2018		Fall 2017		Fall 2016
	HC		HC		HC		HC		
Credential	1	#DIV/0!	0	#DIV/0!	0	-100.00%	4	#DIV/0!	0
First-time UG	6,199	-28.85%	8,712	7.90%	8,074	-12.56%	9,234	-6.27%	9,852
Lower-div xfer	147	-33.18%	220	22.91%	179	120.99%	81	376.47%	17
Masters	136	-9.93%	151	-0.66%	152	-18.28%	186	-7.46%	201
Returning UG	52	13.04%	46	-13.21%	53	20.45%	44	-13.73%	51
Second Bachelor	33	73.68%	19	-13.64%	22	144.44%	9	50.00%	6
Unclassified PB	1	0.00%	1	-50.00%	2	-33.33%	3	0.00%	3
Upper-div xfer	2,425	-15.03%	2,854	-6.79%	3,062	-0.55%	3,079	6.25%	2,898
Transitory	1	-87.50%	8	33.33%	6	-45.45%	11	0.00%	11
Grand Total	8,995	-25.11%	12,011	3.99%	11,550	-8.70%	12,651	-2.98%	13,039

Confirmed									
REDIRECT Not Redirect									
	Fall 2020		Fall 2019		Fall 2018		Fall 2017		Fall 2016
	HC		HC		HC		HC		
Credential	0	#DIV/0!	0	#DIV/0!	0	-100.00%	2	#DIV/0!	0
First-time UG	408	4.08%	392	-47.31%	744	-25.23%	995	23.14%	808
Lower-div xfer	55	10.00%	50	-25.37%	67	157.69%	26	225.00%	8
Masters	57	0.00%	57	-1.72%	58	-34.09%	88	17.33%	75
Returning UG	23	35.29%	17	-29.17%	24	26.32%	19	-5.00%	20
Second Bachelor	10	100.00%	5	-37.50%	8	166.67%	3	0.00%	3
Unclassified PB	0	#DIV/0!	0	-100.00%	1	#DIV/0!	0	#DIV/0!	0
Upper-div xfer	525	20.69%	435	-35.46%	674	-18.00%	822	33.23%	617
Transitory	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Grand Total	1078	12.76%	956	-39.34%	1576	-19.39%	1955	27.69%	1531

HSU is presently experiencing affirmative gains in new student enrollment confirmations for Fall 2020 (+12.76%) as compared to the prior year. We are seeing the result of modified behavior due to our aggressive campaigns to recruit and yield students. The impact of COVID-19 has forced us to engage students who have committed with a focus on ensuring we retain them, while seeking to yield new students.

Admissions Yield Activities

Our plan for yielding local students has become even more critical. Over the last three years, we have averaged 32 local students per year. We set the goal of tripling our local student numbers in the next three to four years. Among the nearly 800 students who have been offered the new Humboldt First Scholarship, 208 students have been admitted and accepted the Humboldt First Scholarship. It is truly critical that we work to yield as many of these students as possible, while also making direct outreach to undecided students.

- We are making direct outreaches to students who have not yet cleared their admissions status. Potential Educational Opportunity Program students who have been accepted and received a scholarship offer but have not confirmed, will receive additional outreach.
- The TRIO team is also reaching out to each student in the service area to ensure they are aware of all of their higher education options and how they compare. As you know, TRIO programs don't recruit for a specific college. Still, they are working to assure that students are as informed as possible.
- Based on all the local applicants, the Admissions team will work to schedule meetings with students & their families one-on-one who haven't committed to helping them remove barriers to choosing HSU. If they have confirmed, a follow-up conversation will occur to assure nothing has changed or if something has come up that jeopardizes them attending HSU.
- Local students will receive an email to confirm they made the right choice and receive a print publication with a special note from the Vice President of Enrollment Management.
- We will also host a Zoom panel to students that haven't accepted their offer of admissions to chat with students and staff that can answer questions about the advantages of staying local.
- In mid-April, a personalized print greeting card will be mailed to each student.
- We are conducting a geo-marketing social media campaign for the month of April that will target local high school and community college students.

The Office of Admissions continues to prepare for a Spring Preview online on April 10, 2020, with a high-yield effort to immediately follow-up the effort. Admissions is promoting virtual Admissions Counseling appointments with families to respond to any additional questions and lower the stress of selecting HSU as their campus of choice.

Financial Aid Packaging

We began packaging aid for 2020-21 on Thursday 3/12/20. It took about a week to send notifications to students, but all have now been notified they have been awarded. Packaging will continue on a weekly basis (Fridays) as FAFSAs come in and verifications are completed.

Here are the numbers as of last Friday's packaging run:

- 6,943 students packaged, including
- 3108 prospective first-time freshman and
- 1090 prospective incoming transfers
- 208 incoming local freshmen were packaged with the Humboldt First scholarship

Student Retention & Registration Campaign

We are leveraging an email campaign as we did in the previous semester, to encourage students to register for Fall 20 courses. The mail campaign is as follows:

- 3/27 reminder that course schedule is now live
- 3/30 reminder about advising and clearing holds
- 4/10 reminder about registration appointments going "live"

In addition to the emails, communications and website updates provided through the Provost's Office and the Center for Teaching and Learning (CTL) regarding registration, we have launched targeted and personalized campaigns through HumBot, along with social media content and Mobile App Push messaging. Whereas many students are "home" in the sense that they are not in Humboldt, we have shifted from "geo-fencing" to "geo-targeting" so that there is still a digital footprint. We are partnering with Academic Affairs to align services in order to maximize direct interventions to support students based on academic connection, affinity, and student supports such as academic advising, ramp, and direct advising.

Fall 2020 holds were placed on students accounts the week of March 23 and the mandatory advising period began on March 30th. The first registration appointments begin on April 13. As of April 6, 27.7% of the 4,914 undergraduates eligible to enroll for Fall 2020 have cleared their holds. The details by College are provided in the table below:

	Total	No Holds	%
CAHSS	1,309	276	21.1%
CNRS	2,080	637	30.6%
CPS	1,286	462	35.9%
Undeclared	202	38	18.8%

Housing and Basic Needs

As of April 7, we have 303 students still living in campus housing.

If CARE or Off Campus Housing is referred a student who is either facing homelessness, living in their vehicle, or otherwise housing insecure below are the action steps we would take. Keep in mind these are abbreviated and we would tailor these services to the student's individual circumstances for how we make referrals.

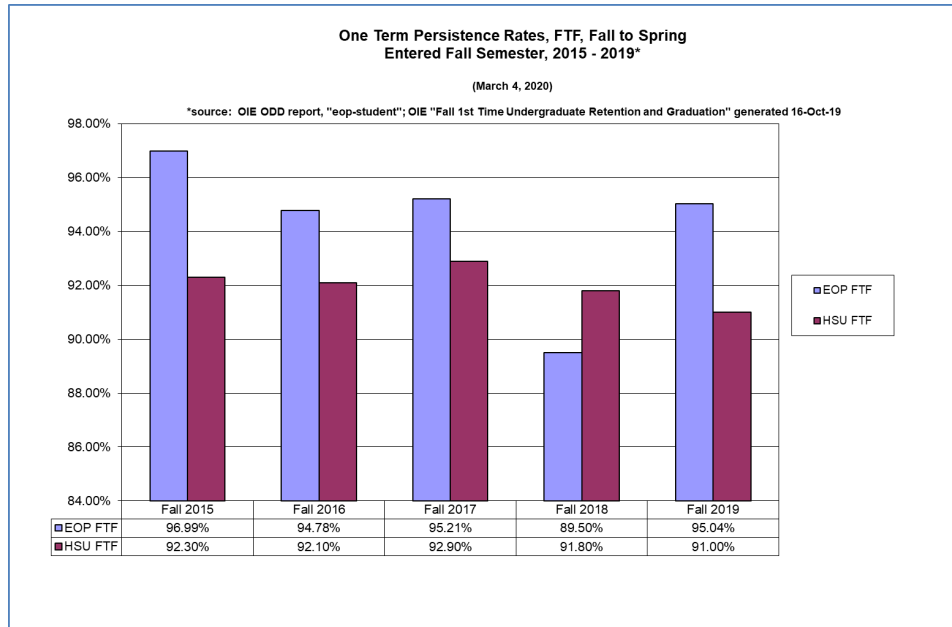
1. We meet with the student to get a sense of their situation and understand the resources that they have available to them.
2. We address any of their unmet basic needs (food access, mental health services, medical services) and make appropriate referrals.
3. We refer students for on campus resources and off campus services as appropriate.
 - a. For food access on campus we have Oh SNAP! services (adding J-Points, Food Pantry, and Cal-Fresh Applications)
 - b. For mental health services on campus a tailored referral to Counseling & Psychological Services (CAPS) and for on campus medical a tailored referral to the Student Health Center
4. If the student is in need of immediate housing, they are assigned to our Temporary Emergency Housing for up to 21 days.
 - a. During that time, they get access to either Off-Campus Housing or CARE for case management and making sure they are working towards permanent housing
 - b. Students are referred to Financial Aid to see what funds may be available to the student (including the adversity funds)
 - c. All students in the temporary housing immediately get \$60 in J-Points courtesy of Oh SNAP!.
5. Students who are living in their vehicles voluntarily and prefer to continue to do that we still review their basic needs and financial barriers
 - a. Off-Campus housing has created a structured access to shower spaces that can be reserved through her for these students and she has toiletries available
6. If courses are affected, CARE will work with professors to set necessary accommodations.

Student Internet

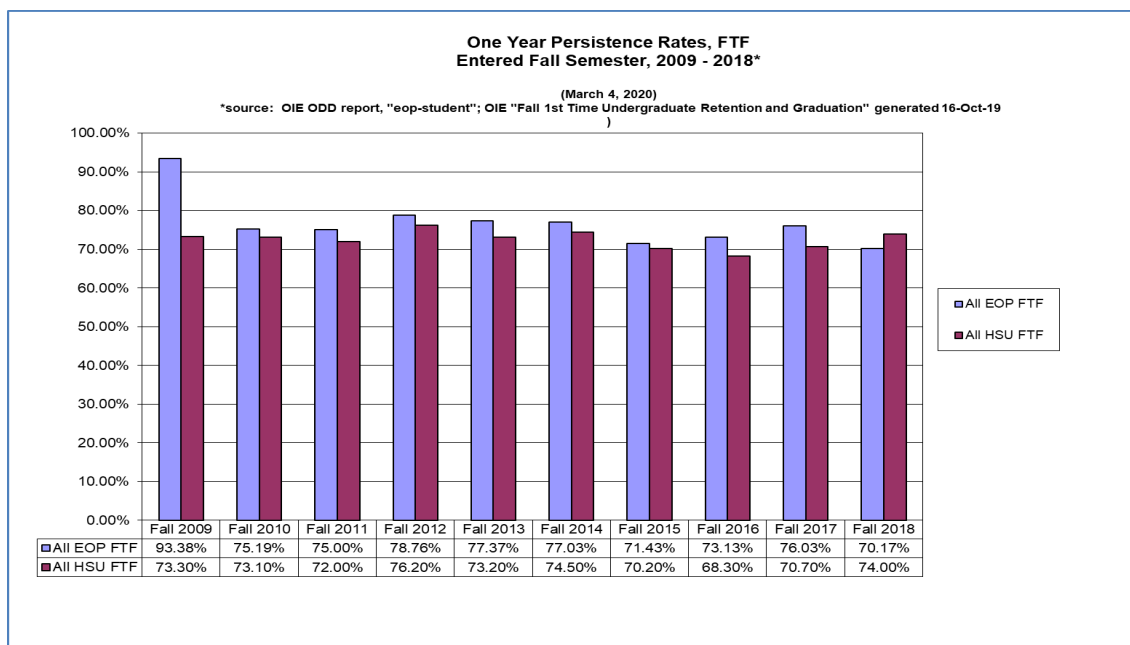
Information Technology has been providing hotspots to students with internet needs. Financial Aid has about \$70k in Adversity funds, which we are leveraging to assist students who have no internet by providing a grant of \$150 each. This amount covers either 3 months of a Suddenlink-type internet, or the purchase of a hotspot on Amazon.

Educational Opportunity Program (EOP) Persistence Summary

Throughout the years, EOP first-term and first-year persistence rates have surpassed that of all HSU first-time students. During the 2018-19 academic year, however, EOP 1-term persistence rates (Fall to Spring) fell below the 1-term persistence rate of HSU students overall (First Time Undergraduates). This drop in the EOP 1-term persistence rate has proven to be an anomaly, with a strong return in the 1-term persistence rate for the current year (95%), Fall 2019 to Spring 2020, as detailed in the graph below.



Based on prior year trends, the 1st-term persistence suggests that our 1-Year retention rate for the 2019 cohort should return to our prior year trends, ranging above 73% (Fall 2016) to 76% (Fall 2017). To ensure this, EOP advisors are actively conducting outreach to all EOP students, with pre-registration advising as a focal point for first-year and second-year students.



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