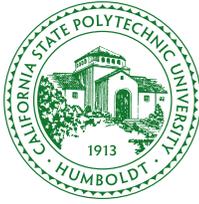


July 2022 Polytechnic Financial Planning Update





CAL POLY HUMBOLDT

July 2022 Polytechnic Financial Planning Update

In the Budget Act of 2021, Governor Gavin Newsom and the California State Legislature agreed on a state budget which included the allocation of \$433 million in one-time and \$25 million in ongoing resources to Humboldt State University (HSU). On September 1, 2021, HSU submitted our comprehensive prospectus with our forward-looking articulation of what a “different type of polytechnic” can be for the next generations of students. On January 26, 2022, California State Polytechnic University, Humboldt—or Cal Poly Humboldt—officially became California’s third polytechnic campus.

A comprehensive implementation process is underway led by Jenn Capps, Provost and Vice President of Academic Affairs, and Sherie Gordon, Vice President for Administration & Finance. With seven implementation teams (Budget, Finance & Reporting; Communications; Curriculum & Academic Programming; Enrollment & Growth Management; Facilities; Inclusive Student Success (GI 2025); and Technology & Infrastructure) actively leading different elements of the implementation process, the campus has been working diligently to identify resource needs to accelerate our polytechnic transformation and successfully launch 12 new academic programs by Fall 2023 (8 Bachelor’s, 1 Master’s, and 3 certificates).

As requested by Steve Relyea as part of approval of our Year 1 funding request, we are providing a biannual financial update on our current year investments, enrollment projections, and operating fund projections. In addition, as requested as part of approval of our Year 2 funding request, we are providing additional information regarding:

- Status of the one-time investments, enrollment projections, and operating fund projections;
- Progress on the one-time facility and infrastructure investments;
- Faculty hiring and professional development plan including budget estimates, recruitment status, and how faculty positions relate to enrollment projections; and
- Student recruitment and retention plan that describes how the campus is preparing to meet growing demand and support retention efforts.

STATUS OF THE ONE-TIME INVESTMENTS, ENROLLMENT PROJECTIONS, AND OPERATING FUND PROJECTIONS

Year 1 (2021-22) Operating Spending Update

Initial year polytechnic spending was less than anticipated, with significant savings to our planned Ongoing Expenditures due to the timing of polytechnic-related positions being filled.

► Highlights of our initial year polytechnic investments and progress include:

- All of our new polytechnic Bachelor’s and Master’s degree programs launching in Fall 2023 have received formal approval from the Chancellor’s Office
- To date, we have filled 12 new faculty positions directly connected to our new polytechnic programs, with three additional recruitments still active
- 55% of all new faculty hires are BIPOC (via polytechnic, Ethnic Studies, and existing funding), reflecting success with our faculty diversification initiatives such as cluster hiring
- Fall 2022 total enrollment is currently up 5% over Fall 2021 and new student enrollment is up almost 35%, on pace with our prospectus targeted 2022 growth

- We are making strong progress in a comprehensive rebranding effort, with a new graphic identify system to be finalized within the next month. Additional work in the coming months will include a full update of the University's web presence, updated student recruitment materials, extensive paid and earned media efforts, social media outreach, and more. Activation of the brand will be a multi-year effort with a focus on broadly reintroducing our institution as a polytechnic.
- We are leveraging \$3.3 million for academic program lab/space renovations to support current renovations to Jenkins Hall and to bring temporary modulars to campus for surge capacity to support faculty and staff growth until our polytechnic funded new facilities and renovations are complete.

Additional context related to these highlights is provided throughout the sections that follow.

Polytech Transition —\$25M Summary (REVISED Planning Estimate) Year 1 Spending Update through June 30, 2022

2021-22 Ongoing Expenditures	Budget	Actuals + Encumbrances	Balance Remaining
Academic Programs Buildout	2,400,000	523,560	1,876,440
Student Recruitment and Retention	395,000	222,452	172,548
Communications, Marketing, and Branding	45,000	-	45,000
Infrastructure	153,000	-	153,000
Total Ongoing Expenditures	2,993,000	746,012	2,246,988
2021-22 One-Time Expenditures	Budget	Actuals + Encumbrances	Balance Remaining
Academic Programs Buildout			
New Program Faculty Start Up Costs	-	-	-
New Program Start Up Costs	-	-	-
Program Development and Curricular Design	900,000	365,495	534,505
Faculty and Staff Recruitment	400,000	171,601	228,399
Student Recruitment and Outreach	800,000	724,816	75,184
Communications, Marketing, and Branding			
Rebranding/Marketing/Ad Campaign	1,700,000	1,531,512	168,488
Rebranding - Campus Signage	655,000	150,000	505,000
Infrastructure Projects			
Campus Master Plan	1,000,000	18,000	982,000
Academic Program Lab/Space Renovations	2,000,000	3,300,000	(1,300,000)
Equipment Modernization	2,200,000	-	2,200,000
Total One-Time Costs	9,655,000	6,261,424	3,393,576

Operating Fund Projections

With lower than anticipated spending in 2021-22, the One-Time Expenditures section has been revised to incorporate the additional one-time funding available. The Ongoing Expenditure Budget remains unchanged at this time. Significant planning work is underway to further refine the resource needs of our new polytechnic academic programs launching in Fall 2023 and an updated Ongoing Expenditure Budget will be included with our January 2023 financial planning update. For our planned One-Time Expenditures, we are now anticipating considerable additional spending associated with our rebranding, marketing, and recruitment efforts. Most other adjustments reflect changes to the timing of when spending will occur, such as with the Campus Master Plan, rather than changes to anticipated spending overall.

Polytech Transition —\$25M Summary <i>REVISED Planning Estimate</i>						
Ongoing Expenditure Budget	2021-22 Actuals + Enc	2022-23	2023-24	2024-25	2025-26	2026-27
Academic Programs Buildout	523,560	7,080,000	11,315,000	14,320,000	17,205,000	20,240,000
Student Recruitment and Retention	222,452	1,400,000	1,660,000	1,740,000	2,020,000	2,150,000
Communications, Marketing, and Branding	-	90,000	90,000	90,000	90,000	90,000
Infrastructure	-	305,000	305,000	305,000	2,520,000	2,520,000
Total Ongoing Expenditures	746,012	8,875,000	13,370,000	16,455,000	21,835,000	25,000,000
One-Time Expenditures	2021-22 Actuals + Enc	2022-23	2023-24	2024-25	2025-26	2026-27
Academic Programs Buildout						
New Program Faculty Start Up Costs	-	1,600,000	1,600,000	1,400,000	1,200,000	400,000
New Program Start Up Costs	-	675,000	1,125,000	450,000	750,000	1,250,000
Program Development and Curricular Design	365,495	600,000	500,000	300,000	300,000	300,000
Faculty and Staff Recruitment	171,601	360,000	360,000	290,000	280,000	130,000
Student Recruitment and Outreach	724,816	1,300,000	800,000	600,000	400,000	-
Communications, Marketing, and Branding						
Rebranding/Marketing/Ad Campaign	1,531,512	3,500,000	1,800,000	800,000	500,000	300,000
Rebranding - Campus Signage	150,000	1,605,000	-	-	-	-
Infrastructure Projects						
Campus Master Plan	18,000	2,982,000	-	-	-	-
Academic Program Lab/Space Renovations	3,300,000	5,000,000	7,000,000	6,000,000	4,000,000	1,000,564
Equipment Modernization	-	3,000,000	2,000,000	1,000,000	-	-
Total One-Time Costs	6,261,424	20,622,000	15,185,000	10,840,000	7,430,000	3,380,564
Annual Total Expenditures	7,007,436	29,497,000	28,555,000	27,295,000	29,265,000	28,380,564
Annual Surplus/(Shortfall)	17,992,564	(4,497,000)	(3,555,000)	(2,295,000)	(4,265,000)	(3,380,564)
\$25M Cumulative Remaining Balance	17,992,564	13,495,564	9,940,564	7,645,564	3,380,564	-

Enrollment Update

Current enrollment trends are very encouraging. As of July 25, 2022, Fall 2022 incoming student enrollment is currently up almost 35% over Fall 2021, with 1,878 new students registered for Fall 2022 compared to 1,394 at this time last year, and overall enrollment is up 5%. Future year enrollment projections remain unchanged at this time and we remain optimistic we are on track to realize our ambitious enrollment growth goal to double enrollment in seven years. Extensive program-level enrollment planning work is actively underway and more nuanced enrollment projections by program will be incorporated into future planning updates.

Headcount and FTES Projections																
Fall Headcount	Fall 15	Fall 16	Fall 17	Fall 18	Fall 19	Fall 20	Fall 21	Fall 22	Fall 23	Fall 24	Fall 25	Fall 26	Fall 27	Fall 28	Fall 29	Fall 30
New 2023							0	0	460	856	1,232	1,528	1,711	1,814	1,850	1,873
New 2026												270	502	719	886	977
New 2029															250	465
STEM+	5,096	4,993	4,909	4,594	4,188	3,910	3,535	3,598	4,029	4,513	4,964	5,113	5,266	5,372	5,479	5,589
Non-STEM	3,694	3,510	3,438	3,180	2,795	2,521	2,204	2,276	2,459	2,655	2,868	2,954	3,042	3,103	3,165	3,229
Total	8,790	8,503	8,347	7,774	6,983	6,431	5,739	5,874	6,948	8,024	9,064	9,864	10,521	11,007	11,630	12,132
Annual FTES	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Actual Annual Resident FTES		7,307	7,194	6,678	6,002	5,294	4,753	4,983	5,894	6,806	7,689	8,368	8,925	9,338	9,866	10,292
CSU Target Annual Resident FTES		7,603	7,603	7,603	7,603	7,603	7,603	7,603	7,603	7,603	7,603					
Difference		-296	-409	-925	-1,601	-2,309	-2,850	-2,620	-1,709	-797	86					

Note: Humboldt meets the CSU FTES goal in the Fall 2025 semester with an estimated FTES of 7,603

ONE-TIME FACILITIES AND INFRASTRUCTURE PROJECTS SPENDING UPDATE

Year 1 funding requests were based on the project's ability to go direct to collaborative design build procurement and engage in the development of construction drawings in Year 1. The University has elected to take a more methodical approach that engages a robust feasibility study for each project and subsequently move to collaborative design-build procurement. This provides the University two main advantages. The first is time to consider detailed programming as the new academic disciplines from the Prospectus evolve and reach approval. The second is the feasibility study allows for seamless integration with the Campus Master Plan update which is beginning this Summer/Fall 2022. During 2022-23, the majority of the projects will be in some stage of a Phase I collaborative design build agreement and most of the Year 1 and Year 2 funding requests will be encumbered.

Polytech Transition—Poly Capital & Infrastructure Spending Year 1 Spending Update through June 30, 2022					
Project ID	Project	Year 1 Budget	Actuals	Encumbrances	Balance Remaining
PLY100	Craftsman Student Housing	7,000,000	852,026	5,250,665	897,309
PLY101	Eng. Tech. Housing Building	7,500,000	628,140	434,691	6,437,169
PLY102	Science Complex Renovations	2,550,000	140,250	-	2,409,750
PLY103	Applied Research-Eureka Lab	1,037,400	57,057	-	980,343
PLY104	Applied Research-Coral Sea	6,000,000	-	-	6,000,000
PLY105	Applied Research-Microgrid Lab	1,692,600	179,178	212,510	1,300,912

Polytech Transition—Poly Capital & Infrastructure Spending Year 1 Spending Update through June 30, 2022 (Continued)

Project ID	Project	Year 1 Budget	Actuals	Encumbrances	Balance Remaining
PLY106	Student Housing Health Dining	7,200,000	631,323	529,416	6,039,261
PLY107	Campus Apts Housing & Parking	-	30,276	524,809	(555,085)
PLY108	Land Acquisitions 2022	11,700,000	15,875	11,125	11,673,000
PLY109	Expand Wireless Network	2,250,000	126,231	50,069	2,073,701
PLY110	Campus Science Network	1,000,000	55,000	-	945,000
PLY111	Research & Teaching Lab Updts	1,250,000	68,750	-	1,181,250
PLY112	Updt Faculty & Student Compfac	1,250,000	68,750	-	1,181,250
Total Poly Capital & Infrastructure Spending		50,430,000	2,852,855	7,013,284	40,563,860

► Academic Projects

- Mixed Use Engineering & Technology Building + Housing (PLY101):** Currently this project is in the final stage of a full feasibility study. The University will conclude the RFP for Phase I collaborative design build services by October 1, 2022. This will encumber the remaining Year 1 funding and most of Year 2 funding for this project. Construction is anticipated to begin Fall 2023 and conclude Fall 2025.
- Science Complex Renovations (PLY102):** The University has been intentionally focused on planning for the major academic projects including Engineering & Technology Building + Housing and the microgrid and climate resilience lab building as part of the applied research and climate resilience funding. This focus has built a firm, university-wide understanding of planned academic growth in the sciences. Program growth has a major impact on the use of our existing buildings and the programs that occupy them. It is in this study that we have learned how best to deploy renovation funds in our existing science facilities. Additionally, we are fast-tracking space analytics as part of our initial phase of the campus master plan update to support planning and strategic deployment of renovation funds. We expect to encumber Year 1 and two funding requests by the close of 2022-23.
- Applied Research & Climate Resilience (PLY103/104/105):** The microgrid and climate resilience technology lab has completed the feasibility study and is ready to move into a collaborative design build solicitation period. We will have a Phase I design build agreement encumbered by October 1, 2022 totaling about \$2 million. We anticipate construction beginning Fall 2023 and concluding Spring 2025. We are still working with partners in Eureka to establish the best site for our Eureka offshore wind research operations. We are getting closer to viable solutions and expect to encumber the full \$11 million towards this initiative in this fiscal year 2022-23. Finally, we have been researching potential improvements to the R/V Coral Sea and other vessels in the fleet, and we anticipate this process to take some time. Full deployment of the \$6 million may not occur until 2023-24.
- Advanced Campus Science Network, Updating Faculty and Student Computing Facilities, Expanding Access to Wireless Networking, Research and Teaching Laboratory Modernization (PLY109/110/111/112):** The IT Infrastructure working group used the last several months to connect with faculty and students to ensure that the planned work was in alignment with academic needs. Work has been initiated to expand access to wireless networking with fiber connectivity to campus buildings lacking this. We have hired staff to support the Science Network and planning is underway and has already had a successful proof of concept with the USGS on earthquake monitoring and data collection. Detailed plans for Lab Modernization and Computing Facilities Updates are nearly complete.

► Non-Academic Projects

- Mixed Use Off-Campus Housing at Craftsman's Mall (PLY100):** This housing project is currently contracted under the collaborative design build delivery method with Sundt/SCB. We are working towards a schematic plans package for CPDC review in August 2022. We plan to begin construction in Spring 2023 and deliver the project for Fall 2025. Additionally, to capture economies of scale, and to abate potential inflation and cost of capital issues, we have moved to maximize this project by increasing the scope to 1,050 beds and a larger budget. This project should be near our anticipated cash flow demand through the current fiscal year.
- Mixed Use On-Campus Student Housing, Health Center, Dining Facility (PLY106):** This unique project brings together the complexity of three separate entities into a single build. As such, diligent planning was required to find the best program and best value in the project. The University will conclude a full feasibility study in August 2022 and will finish the collaborative design build solicitation process in November 2022. Construction will begin on this project Summer 2024 and conclude for Fall 2026.
- Land Acquisitions (PLY108):** The University has made considerable strides to procure real property and we are actively working on how best to deploy this funding under current funding constraints. The University is partnering with the Chancellors Office to explore pathways to enable expeditious acquisitions as the University looks to respond to market conditions and take advantage of real property opportunities. A majority of the properties were initially procured using our Foundation and this funding will go to bring these properties to the State.

FACULTY HIRING AND PROFESSIONAL DEVELOPMENT UPDATE

During the 2021-22 academic year, polytechnic funding was leveraged to support 16 faculty recruitments. As reflected in the table below, the faculty positions are directly aligned to the new polytechnic academic programs launching in Fall 2023, with these hires strategically planned a year ahead of the program launches to support program development and recruitment efforts.

Unit	Position	Status
Library	Sustainability Librarian	Active
Arts, Humanities, & Social Sciences	Geospatial	Filled
Arts, Humanities, & Social Sciences	Cannabis Studies	Filled
Arts, Humanities, & Social Sciences	Engineering & Indigenous Community Practices	Filled
Natural Resources & Sciences	Environmental Resource Engineering	Filled
Natural Resources & Sciences	Computer Science	Filled
Natural Resources & Sciences	Software Engineering	Failed—to run in 22/23
Natural Resources & Sciences	Engineering & Indigenous Community Practices	Filled
Natural Resources & Sciences	Energy Systems Engineering	Filled
Natural Resources & Sciences	Environmental Resource Engineering	Filled
Natural Resources & Sciences	Mechanical Engineering	Filled
Natural Resources & Sciences	Applied Fire Science & Management	Filled
Natural Resources & Sciences	Rangeland Fire	Active
Natural Resources & Sciences	Data Science	Filled
Natural Resources & Sciences	Data Science (Fire)	Failed—to run in 22/23
Natural Resources & Sciences	Geospatial	Filled
Natural Resources & Sciences	Geospatial	Active

To date, Cal Poly Humboldt has hired 12 new tenure-track faculty members using the designated funding, with three additional searches currently active. There are also two searches that had failed searches that will do another search in 2022-23. However, we had a robust cluster hire that yielded several exceptional candidates, resulting in hiring one additional faculty member beyond initial plans. Approximately \$2 million is budgeted for the 15 positions that are filled or active. In addition to the polytechnic-focused faculty hires, an additional 13 faculty were recruited for via Ethnic Studies funding (3) and existing campus resources (10), resulting in 29 faculty recruitments planned last year, of which 22 were successful to date with three pending acceptance. In total, 55% of our new faculty hires are BIPOC, reflecting success with faculty diversification initiatives such as cluster hiring.

In 2021-22, \$150,000 was allocated for professional development for faculty. Investments include membership with National Center for Faculty Development and Diversity to support the success of BIPOC faculty, moving beyond bias training for faculty (and staff), Welcome to Humboldt initiative to connect new faculty to the campus and the community, and allocations to the three colleges to support faculty participation at conferences and with professional organizations. For 2022-23, we plan to expand investments in professional development in the areas of diversity, equity, and inclusion as well as technology and process improvement capacities.

STUDENT RECRUITMENT AND RETENTION UPDATE

Student Recruitment

Student recruitment and outreach is an essential polytechnic investment priority as Cal Poly Humboldt seeks to double enrollment in seven years. The Office of Admissions and Enrollment Management Communications implements this segment of the polytechnic funding and is informed by the work of the Enrollment and Growth Management implementation team. In Year 1, seven strategic areas of spending were identified to impact the enrollment trajectory positively, and current incoming student registration numbers are promising. The following seven categories summarize the activities or efforts made possible with dedicated funding:

► Recruitment Travel

In Year 1, University admissions counselors/recruiters, academic faculty, and student employees took to the road and air to quickly spread the word about the latest news of becoming a polytechnic and drive late applications while setting the stage for the coming Fall 2023 and 2024 admissions cycles. In addition, this influx of dollars allowed the creation of new partnerships with community colleges, high schools, and community-based organizations that would typically not be reached. An additional \$33,000 was utilized towards recruitment travel in the spring.

► Prospect Development and Market Expansion

A crucial part of reaching future enrollment targets was the development of a prospect pool of potential future polytechnic students. The University immediately utilized funding to expand its ability to identify additional prospective students that have shown the greatest likelihood of attending the University for the Fall 2022 admissions cycle. We further positioned ourselves to reach more significant numbers of students for Fall and Spring 2023 and 2024 admissions cycles by utilizing our machine-learning enrollment projection model and collaborating with other partners to expand our reach. The funding has also allowed Humboldt to engage in several additional events and activities, sharing more about its various academic programs and student success efforts with families and influencers of prospective students. A small portion of funds was utilized to support memberships in recruitment associations and marketing tools, along with project management software that helped the success of the initiatives documented above. All of this work translates to approximately \$247,000.

► Marketing and Branding

A digital marketing and brand awareness campaign at various levels is an additional essential element of the University's efforts. The admissions element of this ties directly to the broader University branding effort. The University strategically positions digital marketing campaigns across the State of California to reach various student types where they are on the digital feeds. We utilized the latest techniques in social media marketing and implemented look-a-like campaigns to gain a more significant number of students that are great fits for Cal Poly Humboldt. Additionally, portions of the funding focused on the initial transition of rebranding admission packets, recruitment materials, and various other materials promoting the newest academic programs. An investment of over \$200,000 was spent in Year 1.

► **Student Ambassador Program**

The University student ambassador program model outreaches to our new students. That news of transitioning to a polytechnic has increased the traffic in our visitor center, primarily utilizing well-trained student ambassadors to interact and tour guests around campus. The funding has also provided the ability to hire specific ambassadors representing our three academic colleges—student ambassadors outreach to prospective families and students via phone, text, and social media. Approximately \$65,000 was dedicated to these efforts in Year 1.

► **Partnership and Development**

A primary goal was to begin setting the foundation for efforts to develop local and out-of-area partnerships around improving college access and diversity initiatives aligned with the efforts outlined in the Cal Poly Humboldt prospectus. Funding supported further development of Hispanic serving initiatives across California and efforts around Humboldt First that support local students. A portion of the funding was also directed to staff professional development in critical areas around the visit program, recruitment technology, and recruitment training to support future initiatives and programming. Roughly \$20,000 has supported these efforts.

► **Expanded Recruitment and Yield Events**

The announcement of becoming a polytechnic created opportunities for students to visit campus and for the University to meet families where they are across the State of California. In the spring semester, the Spring Preview Plus Visit Program brought over 100 high-achieving, low-income, and first-generation students from across California. The visit aligned with our regular Spring Preview Admitted Student programming with added workshops and networking opportunities for new students to feel a sense of belonging at Cal Poly Humboldt even before starting their summer break. The funding also allowed the reintroduction of admitted student receptions at various locations to help families with questions and other related topics important to admitted students transitioning successfully to the university. Approximately \$85,000 supported these events this year.

► **Alignment with Academic Programs**

The transition to a polytechnic also included launching new programs that required dedicated outreach and recruitment efforts. These efforts in Year 1 included building out new department landing pages to promote new degrees, such as our new engineering programs. Admissions also collaborated with our academic departments to expand the ability for faculty to travel to identified regions and conferences to support enrollment growth.

The University has seen positive responses to the announcements with a late surge of application submissions, increases in confirmation rate, and projected growth in enrolled students for the Fall 2022 semester.

Student Retention

Cal Poly Humboldt has integrated GI2025 and polytechnic funding investment strategies related to retention and graduation priorities. These priorities include: Increasing advising support for every student; Diversity, equity, and inclusion efforts; Increasing student progress to degree; Redesigning curriculum to support the success of students; and Mental health and basic needs.

► **Increasing Advising Support for Every Student**

The university prioritized working toward a student to professional academic advisor ratio of 1:200 and providing every student with at least three advising touch points to support their success (e.g. faculty advisor, professional advisor, and cultural center advisor). Some examples of these efforts include hiring nine new academic professional advisors, additional cultural center advisors and staff as well as additional RAMP staff. Additionally, the university invested in supporting expansion of Place Based Learning Communities (PBLC) to eventually serve every first year student at Cal Poly Humboldt and plans to expand to transfer students.

► **Diversity, Equity, and Inclusion Efforts**

The university prioritized diversifying the faculty to better match the student body by creating a robust faculty cluster hiring strategy for the AY 2021-22 hiring cycle. This strategy was successful in yielding 55% BIPOC faculty. Additionally, the university increased support for the campus by increasing the Office of Diversity, Equity, and Inclusion staffing capacity and equity fellow funding.

► **Increasing Student Progress to Degree**

The university provided free summer session to all undergraduate students up to six units during Summer 2022. The course offerings were strategic and consisted primarily of courses with high DFW rates and general education courses to target the student completion of 60 units in the first two years. This strategy resulted in an increased summer participation by 900 units over the previous summer.

► **Curricular Redesign**

Academic programs and the Center for Teaching and Learning partnered to launch curricular redesign opportunities for academic departments in an effort to reduce administrative barriers for students and increase student success. Additionally, a strategy to create an Individualized Degree Plan was developed and a program director was hired with a start date of August 2022.

► **Mental Health and Basic Needs**

Funding was allocated for a Basic Needs Coordinator and Student Assistant as well as dedicated funding for the Hotel Voucher program, Emergency Housing, and Oh Snap food program. Funding was also provided to support additional Clinician Positions focusing on serving our BIPOC population, and a new residency program that focuses on social justice and serving URM students.

► **Additional Investments**

Data informed practices are central to our operations at Cal Poly Humboldt and thus enhancing our Data Assessment Capacity by increasing the staffing for Institutional Research, Analytics, and Reporting through 1 FTE and funding Assessment Fellows was critical. Additional funding also went to support technology enhancements leading to registration and advising reports as well as increased funding for High Impact Practices like additional internships and student research assistants.

A significant area of heightened focus with major impact to student recruitment and retention is the availability of student housing both on campus and in the community. The on campus housing waitlist was considerable this summer and we did not experience the summer melt we have historically experienced given very limited housing availability in the community. As such, this summer we master leased a hotel as a stopgap measure to add almost 100 additional beds to meet current student demand.

We are excited about the progress we have made over the past six months and remain steadfast in our dedication to transforming Cal Poly Humboldt into a thriving polytechnic institution.

Again, thank you and your staff for continued support of Cal Poly Humboldt.

