

UNIVERSITY PLANNING COMMITTEE

Meeting Minutes

13 September 2023

Attendees

Jay Brewster (Chair)	President James Gash	Tim Perrin
Sean Burnett	Kevin Groves	Dean Pete Peterson
Ebony Cain	Jaye Goosby Smith	Phil Phillips
Lila Carlsen	Connie Horton	Greg Ramirez
Dean Paul Caron	Matt Joyner	Jeffrey Rohde
Lauren Cosentino	Lee Kats	Dean Mark Roosa
Dean Deborah Crown	Dean Farzin Madjidi	Nicolle Taylor
Dean Michael Feltner	Dayea Oh	

Absent

Rick Cupp	Sara Jackson	Steve Potts
Gary Hanson		

Observers

Danny DeWalt	Petra Rickertsen	Jody Semerau
Seta Khajarian	Jonathan See	Nicole Singer

Guests

Gabby Yu

I. Call to Order and Devotional

Provost Brewster called the University Planning Committee meeting to order at 8:30 a.m. in the Seaver Board Room. New members were introduced. Ebony Cain presented devotional thoughts.

Dean Feltner and Dean Pete Peterson moved and seconded approval of the 17 May 2023 meeting minutes which were adopted.

II. President's Remarks

President Gash welcomed members to the new academic year, reviewed the year's theme "Light," and presented Ebony Cain with a commemorative medallion. The Faculty Retreat, NSO, and 9/11 service were highlighted, and members were invited to the Worship Summit, Founder's Day, The Mountain ceremony, and Distinguished Lecture Series. The OKR tool release, international campus expansion and use, Academic Freedom Statement progress, and Board of Regents' February 2024 health sciences presentation were reported. Gratitude for members' leadership was expressed.

III. Fall 2023 Enrollments and Class Characteristics

Dean Pete Peterson presented School of Public Policy data. FY2023 was described as a year academically significant yet challenging in terms of enrollment. Program expansion work and fundraising efforts were shared, highlighting the Giles-O'Malley gift and DC summer program

endowment. Student enrollment was presented, highlighting that the budgeted target was higher than actual enrollment. Class characteristics were reviewed. The average GPA, out-of-state, and international student enrollment were reported to have decreased, while average student age and percent of students of color increased. SPP's response was presented. Elements included working closely with IMC in recruitment and enrollment marketing; initiating a new student ambassador program; improving international student recruitment via strengthening the OISS relationship; and increasing fundraising, particularly around scholarship. \$585,000 in new non-endowed scholarship commitments were announced. International student recruitment was reviewed, comparing the 4% current level with 16% average. This was identified as a focus area. The Davenport Institute public engagement and local government leadership seminars were presented. The Meese Institute and State of Tennessee Department of Human Services consulting relationship and a conference hosted with Catholic University were reported. Fall events and featured faculty were reviewed.

A member inquired whether SPP is auditing curriculum. It was responded that the school is auditing in small part now, with the vision to expand this in the next 2 years as part of the Strategic Plan assessment year. The Cybersecurity and Defence Cooperation Conference was confirmed as the first significant convening at the Château d'Hauteville. Keynote speakers, the invitation list, and student participation at the Conference were reported.

Dean Farzin Madjidi presented Graduate School of Education and Psychology data. The Education and Psychology divisions' features were reviewed, highlighting that most Education programs are career trajectory, while Psychology programs are licensing focused. Total and per school enrollment were reviewed, noting enrollment growth stabilization. Members were informed that the Online Psychology program is still in the add/drop period, affecting the reported numbers. Student characteristics were presented, highlighting commonality in female and minority student majorities. International student enrollment was presented. Challenges, including a decline in education enrollment and limited staff capacity, were presented. It was noted that GSEP is working to strengthen operations and shift the 2U partnership towards improving recruitment.

Detail regarding student aid strategy was requested. It was responded that GSEP initially thought there was not enough aid provided to support the desired enrollment level, but it was reported that this has not been the case yet as GSEP is noticing market resilience. The Department of Education was reported to be developing federal aid requirement guidelines which would exclude 2 programs from federal aid. A member inquired about contributing factors to enrollment decline. It was responded that GSEP attributes some weight to their program features which need to create demand, while attributing the majority of decline to execution and staffing. Improving graduate placement was suggested as an opportunity to improve the salary-degree cost ratio.

Interim Dean Lee Kats presented Seaver College data. Gabby Yu was introduced as a guest to support data and analytics inquiries. Application, admitted students, deposited admits, and yield summaries year over year were provided. Application and admitted students were reported to increase while deposited admits decreased. Decision processes were outlined for increasing admits and utilizing the waitlist, highlighting the balance between over-enrolling while being able to

reduce the provided aid. It was commented that there was a 5% point change in GPA from the early admit group compared with the group including the students admitted from the waitlist. Financial aid was reviewed, highlighting the decreased percent of students accepting loans but increased average student loan amount. The amount of parents taking a loan and their average loan amount were both reported to increase. The increased percentage of Cal Grant and Pell Grant recipients was noted as beneficial to the social mobility rating factor in the US News ranking. Class academic and demographic characteristics were presented. It was clarified that the presented GPA is unweighted and that the SAT/ACT average is actual rather than the median. Increasing the Church of Christ student percentage was identified as a focus area. Academic division enrollment was reviewed with business at the highest. The top country was reported to continue to be China, and California the top state. Enrollment by credit hour was presented. It was reported that total Seaver enrollment is still over budget. Focal points for the upcoming year were reported, including fundraising, new Chapel program, GE reform, international programs, and discussing academic excellence. Seaver's differentiating factors as a Christian institution was highlighted as a significant conversation in which Interim Dean Kats and faculty anticipate engaging this year.

Members discussed typical state distribution. A member commented that the California percentage was in line with previous years, but may be high due to drawing from the waitlist as in-state tuition is preferable given the decrease in offered aid. Members were reminded that aid was high the past few years in response to the pandemic. Dean Feltner commented that the aid budget may have been too conservative based on the resulting enrollment issues. A member commented on hearing more concern than ever from students about being able to afford tuition.

Dean Deborah Crown presented Graziadio Business School data. Key observations were presented, including the integration of 2 programs and resulting in the 16 program portfolio. Goals set were described as audacious. Price sensitivity was attributed as a cause of market declines in graduate programs, and a preference for hybrid was reported. An 18.6% increase in year-over-year new student enrollment was reported, along with new and continuing enrollment across programs. Enrollment in 2U-partnered programs were reported to decrease 41%. Class characteristics were presented, highlighting the school's focus on diversifying international participation. Enrollment growth initiatives were presented. A key element includes faculty and alumni corporate relations' collaboration in activating alumni for revenue streams by expanding enrollment pipelines into PT and Executive programs. The increase in PGBS-controlled programs was identified as significant, though total enrollment is in decline. To address the price-sensitive market, a long-term goal to reduce aid spending in favor of increasing RA and TA funding was reported. It was commented that this would strengthen student connections and satisfaction.

A member asked whether the school is excessively focused on aid discount to the detriment of enrollment. It was responded that PGBS aims to decrease aid enough to speak to ROI on the discount. The school was reported to have 4 strategies in place, and that it plans to let data dictate next steps for investment.

Dean Paul Caron presented Caruso School of Law data. Enrollment per program was presented, highlighting the overall decline. The 1L JD class was reported to maintain the highest academic credentials since 2017. Class characteristics were reviewed, noting participation from 12 countries. Factors important to students' decision to attend CSOL were presented, with employment rate, location, Bar passage rate, debt at graduation, and US News Ranking identified as the most significant. CSOL's goal to increase their full-credit employment rate to 93% and first-time taker Bar passage rate to 100% in states outside California, and 85% within, was reported. Student debt's \$60,000 decline in the past 6 years was noted. US News Rankings were reviewed, highlighting this year's standing at #45. Factors that would improve rankings were presented, and the school's strategy to focus on admitting more students aligned with the University's Christian mission, with less focus on their academic strength, was announced. Enrollment per school and discount rates were presented. The graduate law professional skills programs were identified as revenue sources which contribute to offsetting budget shortfall from enrollment decline. It was clarified that the American Bar Association and US News changed the definition of "full time employment", resulting in CSOL's goal to increase their standing.

IV. Adjournment

The meeting adjourned at 10:17 a.m. The University Planning Committee will next convene at 8:30 a.m. on 18 October 2023 in the Seaver Board Room.