

## Running Minutes from Retrenchment Committee Meeting

December 15, 2020

9:30 am - Web-X

Committee Members Present: Gretchen McNamara, Barry Milligan, Scott Williams, Eric Bennett, Marlena Akhbari, Noeleen McIlvenna.

1. The committee unanimously agreed to use a shared document in OneDrive to draft minutes. Minutes may be edited after the meeting and throughout the week. Minutes from the previous meeting will be voted on at the start of each meeting. The committee unanimously agreed we will formally approve two sets of meeting minutes (for 12/7/20 and 12/15/20) at the start of our next meeting.
2. Committee members agree there has been a decline in enrollment over four or more academic semesters.
3. AAUP appointees addressed the “expected to persist” data. The following points were discussed:
  - a. The committee agrees to look at total enrollment numbers first, before looking at the college, department or program level.
  - b. There was concern about using only past enrollment to predict future enrollment.
  - c. There is not a clear indication that covariates were used in the available projections.
  - d. Reasons for the enrollment decline are not clear.
  - e. The campus completion plan shows an increase in retention.
  - f. Loss of market share can be reversed.
  - g. Other universities can lower their acceptance floor and take market share from WSU.
  - h. Ring Digital Marketing has increasingly precise targeting to generate interest in WSU. As is the case with other institutions, WSU pays for this information.
  - i. The committee discussed the decline in international student enrollment.
4. Questions that have surfaced:
  - a. We need to know whether projection data provided by administration included the expectations of the return on investment for Marketing and Enrollment management (Ring, etc.). The Retrenchment report indicates it was not included. See items b. and c. above.
  - b. What might be the influence of unemployment on enrollment projections?
  - c. What might be the influence of increased marketing budget on enrollment projections?

- d. What might be the Influence of declining demographics on enrollment projections?
  - e. What might be the influence of a change in market share on enrollment projections?
  - f. What might be the influence of faculty attrition on the Student/Faculty Ratio and how does the rate of faculty attrition compare with the rate of enrollment decline?
5. The committee needs a fuller understanding of the Executive Summary of the Headcount Enrollment Forecasts for FY22-24 in order to determine its comprehensiveness.
- a. The committee agreed to draft specific questions regarding the data presented by the university (e.g., covariates, etc.). The committee agreed unanimously that these questions will come collectively from the committee.
    - i. Scott Williams volunteers to start the draft and frame questions.
    - ii. Barry Milligan will find how/where to send the questions.
6. There is the potential for making recommendations based on different future enrollment scenarios. Our final recommendation could productively be framed as a series of “if, . . . then, . . .” propositions.

Adjourned:

Next Meeting is scheduled for Monday December 21, 2020. 9am – 12pm

Continued discussion on Data. See item 4. above

Eric – Historical faculty and student enrollment declines focusing, for now, at the Univ. level  
Past and Future Trends  
Headcount vs. FTEs