

**COUNCIL ON ENROLLMENT MANAGEMENT AND ADMISSIONS
ANNUAL REPORT
2021-22****To the Irvine Divisional Assembly:**

The Council on Enrollment Management and Admissions (CEMA) respectfully submits its report of activities for the 2021-22 academic year.

Council Operations

CEMA is charged with making recommendations regarding policies on admissions, enrollment, and outreach activities to the administration and to the Academic Senate, and providing faculty coordination for outreach activities. The Council monitors outreach programs directed toward academic enrichment of the campus through a diverse student body and advises the campus administration on the disbursement of any funds designated for such programs. The Council maintains liaison with the systemwide Board of Admissions and Relations with Schools (BOARS) in overseeing all matters relating to the admission of undergraduate students.

Sergio Gago-Masague, Assistant Professor of Teaching in the Department of Computer Science, chaired the Council in 2021-22 and served as the representative to BOARS. Emily Penner, Associate Professor of Education, served as Vice Chair. Both provided leadership to CEMA meetings as appropriate.

The Council met nine times during the year. Meetings were attended by 11 appointed members, the Executive Director of Undergraduate Admissions (Ex Officio), the Vice Provost for Enrollment Management (Ex Officio), the Librarians Association of the University of California, Irvine (LAUC-I) Representative, the Associated Graduate Students (AGS) Representative, and the Associated Students of University of California, Irvine (ASUCI) Representative. Throughout the year, the Executive Director of Undergraduate Admissions and Vice Provost for Enrollment Management, as well as other key staff, kept CEMA informed of admissions and enrollment management issues and provided comments and advice when requested.

Divisional Issues/Policies**Member Training**

CEMA members attended training provided by the Office of Undergraduate Admissions (Admissions) to help them understand the intricacies of the admissions review process.

Transfer Admission Guarantee (TAG) Program

Admissions staff presented information about TAG's function at UCI. TAG helps the campus meet its mandate to admit a 2:1 freshman to transfer ratio for California residents accepted. Potential challenges for TAG include the relatively high GPA of incoming freshman compared to the 3.4 GPA requirement for TAG students, and an increasing number of students initially denied admission who use TAG to secure admission later.

Admissions Cycle Updates

In December, Executive Director of Undergraduate Admissions Dale Leaman briefed the Council on application data for 2022. He reported that UCI saw an 8% increase in applications

from California residents and a 10% increase in nonresident domestic applications, continuing an upward trend over the past five years.

At the March meeting, Bryan Jue, Senior Director of Outreach & Communications for Admissions, briefed the Council about the effectiveness of the new scoring metric. Application readers reported that the new scoring metric provided invaluable information for areas such as academic preparation compared to major preparation. Readers were briefed ahead of time about the issue of GPA inflation and were provided a framework for evaluating it in the context of increased pass/no pass grades during the pandemic.

In June, Executive Director Leaman provided the Council with updated admissions information for the upcoming academic year, noting that overall Admissions was satisfied with outcomes to date. He reported that the new comprehensive review scoring breakdown, which was approved by CEMA in 2020-21, was successfully implemented for the Fall 2022 admissions cycle. The new comprehensive review helped readers assess applicants' potential for success to aid in admissions decisions.

Selection and Yield Modeling

At the December meeting, Director of Systems & Operations for Admissions Shawn Trondsen explained how Admissions handles the selection process and utilizes yield modeling, including how linear regression analysis is run to make predictive models for prospective outcomes using historical data.

In March, Vice Provost for Enrollment Management Patty Morales provided an update regarding the iterations and status of this year's yield modeling, including adjustments made in light of the situation at Berkeley related to the California Environmental Quality Act and enrollment.

At the April meeting, Shawn gave an overview of the final iteration of the yield model and shared early-expected yield data from the 2022 admissions cycle. He noted that there have been massive data changes from 2019 to 2021 and that the current model is based on 2021 data and outcomes. In fact, Admissions has not had three years of like data in the last decade because UCI has grown so much. They are hoping there are no more sweeping changes, such as those that removed standardized tests, so they will have three years of data to model going forward.

Compare Favorably at UCI

Executive Director Leaman briefed the Council on the UC's 'compare favorably' policy and how UCI implements it in meeting admissions goals. The state mandates that nonresident applicants have merits comparable to those applying from within California. Admissions noted that the 'compare favorably' policy only applies to applicants' qualifications prior to admission, and that UCI takes the extra step of considering their long-term performance.

Application Reading and Challenges

Executive Director Leaman discussed with the Council changes to UCI's comprehensive scoring method for reading applications, based on the new criterion approved this year. He explained that applications are read separately and given scores that are then averaged together. In cases where readers give disparate scores, the application will go to a 'third read' pool and be reviewed by a senior Admissions staff member.

Selection Process at UCI

Admissions provided the Council with an overview of the selection process at UCI. Vice Provost Morales explained that the operational approach to selection modeling is determined by looking

at enrollment targets from the President and Chancellor, broken down by school by Deans, and based on what the state legislature agrees to fund. There are two distinct pools of residents and nonresidents, and the campus has to consider the required 2:1 ratio of freshman to transfer students. She noted that modeling was fairly conservative based on the previous year's over-performance and that admissions is meant to be reflective of the state's demographics.

Vice Provost Morales also noted that Maguire Associates has been UCI's partner for running regression models for analysis; however, this is the last year of this partnership. Admissions has analytics staff who are now running the models in parallel and this function will move fully in-house next year.

Geographic Location

The Council discussed geographic location, which is under consideration for the 13th criterion for comprehensive review.

Geographic location was used in the past by some campuses to favor nearby residents and in 2004, BOARS ruled against this practice over concerns about fairness. BOARS is considering reevaluating its decision assuming geographic location can be used in a way that factors in equity, inclusion, and diversity.

Executive Director Leaman noted his preference that consideration of geographic location as part of comprehensive review should be left to the campuses.

Admission by Exception Representatives

CEMA Chair Gago-Masague explained that faculty must review admission by exception files and make recommendations, and that CEMA members should be involved in this effort. He proposed that senior voting members of CEMA, e.g., those serving in the third year of their term, would be expected to review 2-3 applications per academic year. Chair Gago-Masague noted that the process is fully online and utilizes Slate, which most members are familiar with from graduate admissions, and that Admissions staff would be available to address any questions or concerns about the process.

Shawn Trondsen explained that before an application goes into the admission by exception workflow, several Admissions staff members would have already reviewed it. One staff member conducts a complete evaluation and explains why the file is admission by exception, Shawn provides a brief summary, and staff summarizes the documents attached for review; the committee (two senior admissions evaluators and faculty member) will assess the file and recommend whether the applicant will be successful in their selected major.

Since a number of admission by exception files would need to be reviewed over the summer when fewer CEMA members are available, it was proposed that members transitioning to their third year would be asked to help review files over the summer.

Members approved the proposed process for review of admission by exception files.

Proposal for Online B.A. in Business Administration

The Paul Merage School of Business submitted for Senate review a proposal to establish a fully online B.A. in Business Administration for transfer students. CEMA was asked to review the proposal from an admissions perspective, since the program has a target to increase transfers by up to 200 students every year for the online degree. Admissions noted that as long as the program has its own major code, separate from the in-person program, it would be easier to

predict yield.

Members noted that the program should provide access for students from around the state and is a good way to increase enrollment to help meet the state mandate to increase enrollment throughout the system.

Transfer Students and Articulation

Executive Director Leaman provided the Council with information related to transfer students and the articulation process. He explained that articulation is managed by UC faculty and involves a three-step process: the community college develops a course and submits it to UC, UC determines if the course will transfer for unit credit, and finally subject matter articulation occurs at each campus.

Systemwide Issues/Policies

Review of Proposed Revisions to Senate Regulation 478

The proposed revisions to Intersegmental General Education Transfer Curriculum (IGETC) requirements include ethnic studies core competencies. Some members expressed concern that the requirements encroach upon the independence of the UC system to create its curriculum and were motivated by state legislation.

Council Membership

Voting Members

Sergio Gago-Masague, ICS, Chair
Emily Penner, Education, Vice Chair
Stanley Bailey, Social Sciences
Jennifer Bornstein, Arts
Alan Heyduk, Physical Sciences
Travis Huxman, Biological Sciences
Jayne Lewis, Humanities
Daniel Mumm, Engineering
Gerardo Okhuysen, Business
Maria Rendon, Social Ecology
Dominik Wodarz, Health Sciences

Ex Officio Members

Dale Leaman, Executive Director of Undergraduate Admissions
Patty Morales, Vice Provost for Enrollment Management

Representatives

Ying Zhang, Librarians Association of the University of California, Irvine
Cindy Duong, Associated Students, University of California, Irvine
Vikki Huang, Associated Students, University of California, Irvine
Emily Schoeff, Associated Students, University of California, Irvine
Xuan Xie, Associated Graduate Students, University of California, Irvine

Guests

Bryan Jue, Senior Director of Outreach & Communications, Office of Undergraduate Admissions
Shawn Trondsen, Director of Systems & Operations, Office of Undergraduate Admissions