Strategic Enrollment Management for CSUSB

Creating Common Definitions

■ Enrollment Management

– The policy, practices, structures, departments and individuals which support an individual as they transition from prospect to student to alumni

■ Strategic Enrollment Management (SEM)

– The process of determining the path by which an institutions reaches its enrollment and graduation goals

Core Principles of SEM

- Establish clear enrollment goals

- Promote student success

- Determining, achieving and maintaining optimum enrollment

- Enable delivery of effective academic programs

- Enabling financial planning

- Increasing organizational efficiency

- Improving service levels

Trends Impacting Enrollment

- National birth dearth in 2008
  - Birth rates nationwide have not recovered – this impacts the incoming class of 2025 and beyond

- High school graduation rates are increasing
  - A-G rates are increasing in California

- Tens of thousands of students with A-G requirements will not be admitted to a CSU / UC

- Competition amongst the CSU & UC for top applicants

- California is the MOST competitive recruitment market in the US

CSUSB WE DEFINE THE Future

A Global Pandemic's Impact

- Immediate impact
  - Access, opportunity, pre-college success

- The importance of the personal economy in decision making
  - The scarcity of resources / opportunity
  - Job loss and the new family breadwinner

- The shifting nature of the conversation around higher education

- Demonstrating value, creating connection

- Burnout & Compassion Fatigue
  - Students, faculty, staff and our communities

CSUSB WE DEFINE THE *Future*

SEM Requires Institution-Wide Commitment

- Everyone must be on board
  - Cabinet, Deans, Administrative Leadership, Faculty, Staff and Students
  - Cross divisional and cross level

- Everyone is an institutional ambassador
  - Every interaction is a recruitment opportunity

- Responsive to institutional priorities in execution of the practice and policy of strategic enrollment management

CSUSB WE DEFINE THE *future*

Alignment with Campus Goals

- Reflected in the CSUSB Strategic Plan as Student Success
  - Mission and Vision Driven Planning
  - Academic Affairs Divisional Objective on SEM

- To be thinking about incoming students we must be thinking about retention and graduation

- SEM is not just about the units of 'Enrollment Management'
  - Best practices to be shared across the institution
  - Work toward being the best 2050 institution we can be

CSUSB WE DEFINE THE *Future*

Student Centered Enrollment Management

■ Student experience must occupy the center of the planning

   – Look for the potential impact of practice, process or policy

   – Outcomes must be a starting point

   – Holistic in nature, individual in execution

■ Emphasize the idea of best fit & building community

   – Institutional match – build the connection from student to university

   – Academic / goals match

   – Help students to understand how CSUSB will guide them to their degree

      • Access is critical but success is the reason why

CSUSB's Path to SEM

- Aligning the work of those shouldering primary responsibility for enrollment management units
  - Enrollment Management
  - Graduate Admissions
  - International Admissions
  - Undergraduate Studies
  - Academic Programs
  - Student Success & Educational Equity
  - Student Engagement & Student Support Programs

CSUSB WE DEFINE THE *Future*

CSUSB's Path to SEM (continued)

■ Identifying the Guiding Documents

– CSUSB Strategic Plan

– Graduation Initiative 2025

– WASC Accreditation Process

– ACE Internationalization Lab

– CSUSB Branding Guidelines

– Division, Department, and College goals and priorities

– AACARO, College Board, RNL, NACAC and other SEM resources

Establishing SEM at CSUSB

- **Gather data across all campus segments**
  - Determine what we are doing, what works and what does not
  - Student, department, resource and technology data

- **Look for Key Performance / Enrollment Indicators**
  - Must be locally focused
  - Reflective of CSU and institutional peers

- **SWOT analysis**
  - What are the unique factors that impact CSUSB enrollment
  - What is in our control and what are external pressures

Goals and Outcomes of SEM

- To be determined - but there are things to keep in mind
  - Create a shared definition of Enrollment Management
  - Deep understanding of the context
  - Start doing & stop doing lists

- Need to be ready to
  - Give up things that have 'always been done this way'
  - Be collaborative not competitive
  - Let go of territory to ally for new perspectives
  - Identify new experts
  - Use best practice & context to move forward

CSUSB WE DEFINE THE *Future*

Institutional Engagement in SEM

- Institution wide commitment

- SEM Committee will focus on a whole campus plan

- Who will be involved
  - Enrollment management leadership & staffs
  - Academic leadership & College designees
  - Faculty & Faculty Senate
  - Students & Associated Students Incorporated
  - Staff & Staff Council
  - Institutional Research & Information Technology
  - Strategic Communications & Advancement
  - Student Affairs

SEM Work

- This committee is both Steering and Planning

- Subcommittee work to get to details
  - Student Recruitment / Pipeline Building
  - Transition and Enrollment Supports
  - Systems, Structures and Supports for Retention
  - Financial Aid and Scholarships / Affordability