

**Post Pandemic Steering Committee on Strategic Enrollment Management**  
**Sub-Committee for Student Recruitment & Pipeline Building**  
**Tuesday, October 26, 2021**  
**4:00 pm**

Committee Membership: T. Bonner (Chair), A. Gillespie, B. Haddock, S. McCambridge, S. Steele, C. Vickers, and J. Zhu; Absent: M. Davila-Guerra, D. Huizinga, L. Rubio, M. Springer, R. Tenczar

Additional Guests: R. Beech, M. Salge

**1. Welcome**

**a. Introductions**

R. Beech welcomed all to the meeting and committee members introduced themselves.

R. Beech shared that this group was brought together to as an extension to the Post Pandemic Steering Committee on Strategic Enrollment Management; this subcommittee will help focus on the area of Student Recruitment and Pipeline Building. As you know, Provost McMahan called together a number of Post Pandemic Committees at the end of last academic year to help CSUSB transitions out of the pandemic and look at how we can reshape CSUSB. The work of Strategic Enrollment Management is to allow us to look at the entire enrollment process across all types of students (undergraduate, graduate and international).

**2. Strategic Enrollment Management at CSUSB**

**a. Comprehensive, Inclusive, Extensive**

**b. Data driven Forecasting**

**c. Systems, structures and experiences**

Strategic Enrollment Management (SEM) Planning looks at how an institution brings a student in to CSUSB all the way through the pathway to graduation. In addition, SEM looks at an institution from a 15,000-30,000-foot view for all student types (undergraduate, graduate, international, non-traditional students) and how they move through our systems to ensure we're focusing on the student's needs.

The campus has been reactionary to enrollment challenges so this will allow us to be proactive. The changes to Colleges and Universities due to the pandemic is allowing us to reframing and look what CSUSB is doing as a whole and be forward thinking to be the best 2050 CSUSB possible.

The work of SEM is quite large, so the main committee (Post Pandemic Steering Committee on Strategic Enrollment Management) decided to create the following subcommittees:

- Student Recruitment and Pipeline Building – Tiffany Bonner, Chair

- Transition & Enrollment Support – Amy Bracerros and Brian Willess, Co-Chairs
- Systems, Structures and Supports for Retention – Lesley Davidson, Chair
- Financial Aid & Scholarships and Affordability – Diana Minor, Chair

### 3. Subcommittee work on Student Recruitment / Pipeline Building

#### a. Cross level focus – within and supported by CSU system structures

#### b. Thinking about the work at the biggest levels

#### c. Strategies / outcomes that move the whole of the campus forward

The work of this committee is to look at CSUSB from a 15,000-30,000-foot view focused on the student recruitment and the pipeline students take to get here and how we can enhance this bridge. The work in this group should be very aspirational and looking outside the box. You'll want to use the real life or six inch examples/challenges to pull them up and look at them as whole on a larger scale.

If we had unlimited resources, personnel and budget, what are the things we could do to make it easier for students to come to CSUSB; attract more students; or change the perception in the community.

There is not a task list for the committee; the people in this room are strategically placed so that all can share what is currently going on in each area. For example, things that Graduate Studies is doing can really impact what CAL SOAP is doing and we normally do not have the opportunity to talk about it. The work should grow organically in the space and outcomes could be very specific or not.

An example shared is that CSUSB struggles with our perception within the community; how do we communicate what we are into the pipeline space so students know what they are going to get and their expectations are being met? How do we also combat the community narrative?

Looking at the things that are affecting our pipeline and how do we make changes to put it in place to fix the issue. It's all about future setting for this committee; we're missed the boat for undergraduate application season for fall 2022 with application season in full swing right now. We'll be able to make some change for the fall 2023 undergraduate class and maybe the spring 2023 class.

Tanner Carollo, Interim Director of Institutional Research & Analytics will be a resources for campus data to all of the committees. CSUSB is also contracting with Ruffalo Noel Levitz, LLC (RNL), they conduct Strategic Enrollment Management consulting services for universities and they'll help develop a Strategic Enrollment Plan for CSUSB. The consultants will be able to join some of the committees to enhance our conversations.

Each of the subcommittee chairs will be joining the steering committee to help funnel information back and forth.

An interim report is due to the President and Provost in March/April 2022 regarding Strategic Enrollment Management. This will be draft for CSUSB as most Strategic Enrollment Planning processes take about 12-18 months.

**4. Questions and other items**

R. Beech will work with T. Bonner to share information, data and articles relevant to the committee. In addition, as you collaborate together and come across the need for information, feel free to reach out to R. Beech.

Ideally the committee will meet once a month; T. Bonner will reach out to you to schedule the next meeting. R. Beech will not be attending these meetings to allow the group to create a “think-tank” with this space; if you would like her to attend a meeting please let her know and she’ll be more than happy to participate when needed.

Please review the post pandemic committee website; the website has a number of resources for all committee members to review: <https://www.csusb.edu/post-pandemic>.

All meetings will need to have a note taker; these notes will be shared on the Post Pandemic websites to have fully transparency to the campus community.