

Strategic Enrollment Management Organization Draft Proposal

As of November 14, 2017

Purpose: Cal State East Bay's Strategic Enrollment Management (SEM) plan represents a systemic and integrated approach to support the University's goals related to recruiting, retaining, and graduating its students congruent with the policies and procedures of the Academic Senate of Cal State East Bay and guided by the California State University Trustees' Graduation Initiative 2025 and regional workforce needs.

It is intended to provide clear lines of communication and strategic approach for supporting our students from their application to their becoming an alum.

The organizational structures to implement the plan are as follows:

Strategic Enrollment Management Steering Committee
 Recruitment Subcommittee
 GI 2025 Success and Retention Subcommittee
 Academic Programs Subcommittee
 Finance Subcommittee
 Communication Subcommittee

The specific charter and purposes for committee memberships are as follows:

Enrollment Management Steering Committee:

All subcommittees report to this committee and all committee work products to be advanced for consideration for implementation must be endorsed by the SEM Steering Committee.

Purpose:

- Develops, implements and assesses ideas, strategies and actions related to the marketing, recruitment, retention and graduation of students
- Contributes *forward thinking*, advisory and provides oversight to the sub-committees
- Provides comprehensive, long-term planning (not short term changes) needed for strategic enrollment management outcomes
- Assures that clear enrollment goals are communicated broadly to the campus through periodic campus-wide enrollment updates and discussions
- Reports through Provost and Vice President of Student Affairs to President's Cabinet and President
- Provides oversight and alignment of CSUEB's Strategic Enrollment Management plan to CSU and University goals and resources

Membership Recommendations:

- Provost, Co-Chair and Co-Convener
- Vice President for Student Affairs, Co-Chair and Co-Convener
- Subcommittee chairs (Recruitment, Retention, Academic Programs, Finance, Communication)
- Director, Institutional Research, Analysis and Decision Support (IRADS)
- Chair, Academic Senate or Designee
- Faculty Member, at large

Recruitment Subcommittee:

Reports to Enrollment Management Steering Committee.

Charge: The development and implementation of an institutional strategic recruitment plan to include outreach and recruitment marketing to serve our regional, state-wide, domestic and international populations and to integrate the Chancellor's Office initiatives.

Goals and Objectives:

- Implement the institutional vision and plan to meet domestic and international student enrollment goals
- Create, implement and assess a comprehensive internal plan for communicating and marketing the achievements and stories of CSUEB students, faculty, staff, and alumni
- Coordinating with the Division of University Advancement, develop and implement a comprehensive external communication, marketing and/or branding aligned to our University mission and impact status
- Coordinating with the communication subcommittee, improve communications platforms for prospective students (Customer Relationship Management (CRM) software)
- Report on recruitment status and assessment results at regular intervals
- Make recommendations regarding annual enrollment targets consistent with enrollment trends and action plans to develop targets
- Recommend strategies and policies related to outreach and recruitment of first time freshmen and transfer students (including community college and K-12 partnerships), orientation, onboarding, and marketing
- Review recruitment communications and marketing materials. Coordinate with Communication Subcommittee
- Benchmark CSUEB's key enrollment indicators against peer institutions
- Make recommendations regarding student body composition including graduate/undergraduate, transfer/first year, domestic/international, state-support/self-support, resident/non-resident, among others.

Membership Recommendations:

- AVP of Enrollment Management, chair and convener

- Director of Athletics
- Associate Deans (3)
- Representative from IRADS
- Director of Admissions
- Director of Outreach
- Director of Financial Aid
- Executive Director of Student Equity and Success or designee
- Director of AACE
- Representative from University Advancement/University Communications
- Representative from Academic Senate
- Representative from Associated Students

GI 2025 Success and Retention Subcommittee:

Reports to Enrollment Management Steering Committee

Charge: Develop and implement systemic and sustainable strategies and practices that will increase student persistence congruent to support the policies and procedures of the CSUEB Academic Senate, the Graduation Initiative 2025 and CSUEB's strategic enrollment management goals in context of state legislation, CSU executive orders, semester conversion and regional needs.

Goals and Objectives:

- Work toward meeting our Graduation Initiative 2025 goals:

Freshmen 6-year Graduation Rate: 62%

Freshmen 4-year Graduation Rate: 35%

Transfer 2-year Graduation Rate: 49%

Transfer 4-year Graduation Rate: 83%

Gap – Underrepresented Minority: 0

Gap – Pell: 0

- Provide every enrolled student with the opportunity to participate in at least two high impact practices (HIP) before graduation
- Develop engagement targets to ensure matriculated students are able to access and participate in CSUEB sponsored co-curricular activities, events and programs
- Make recommendations for campus programs and improvements to support student success
- Make recommendations regarding strategic recruitment/retention targets to meet the institutional goals for composition of matriculated students. Investigate regional, state and national trends as well as action plans to develop strategies to meet these given targets

- Review and assess retention rates for students in targeted support cohorts such as EOP, GANAS, Sankofa, Athletics, etc.
- Coordinating with the communication subcommittee, improve communications platforms for continuing students (CRM)
- Make recommendations regarding policies related to retention, persistence and graduation including but not limited to:

Retention, Graduation and closing the Achievement Gap
 Progress to Degree, Time to Degree, Units to Degree
 Degree audit and other student success software packages
 Academic Programs & Policies
 Academic Advising & Career Education
 Student Engagement and other co-curricular activities
 Campus Housing
 Financial Aid

Membership Recommendations:

- Associate Provost for Student and Faculty Affairs, Co-Chair
- AVP Campus Life, Co-Chair
- Vice President of Student Affairs or designee
- Associate Deans (3)
- Representative, IRADS
- Associate Director, Athletics
- Director, AACE or designee
- Faculty Senate Representative
- Chair, CIC or designee
- Chair, CAPR or designee
- Director Financial Aid or designee

Academic Programs Subcommittee:

Reports to Enrollment Management Steering Committee

Charge: Continue to support, enhance and develop academic programs that culminate in degrees that are aligned with CSUEB's mission, while being responsive to regional, state and global workforce trends and needs.

Goals and Objectives:

- Recommend goals for faculty hiring and retention to ensure excellent, high qualified tenured and tenure-track faculty
- Enhance academic programs, certificates, institutes and centers that are responsive to student interest as well as workforce trends and needs

- Develop, enhance and assess the effective use of relevant and current instructional technologies and pedagogies, such that half of the faculty have used or piloted new technologies or pedagogies to improve student learning, engagement and success
- Benchmark current workforce demand data and assess students interest to inform future program decisions
- Recommendations related to supporting academic programs including but not limited to:

High Impact Practices

Academic Program Development

Academic Integrity

Two-year to Four-Year Partnerships

WASC and other accreditation outcomes

Membership Recommendations:

- Provost or designee, Chair
- Academic Senate Chair or designee
- Associate Provost (Operations)
- AVP, Enrollment Management or designee
- Representative from IRADS
- Deans (6)
- Representative, Advancement
- Chair, CIC or designee
- Chair, CAPR or designee
- Chair, FAC or designee
- Chair, ITAC or designee

Finance Subcommittee:

Reports to Enrollment Management Steering Committee

Charge: Develop, implement and continually assess multi-year strategies and plans that refine and optimize enrollment management goals of CSUEB resulting in appropriate financial aid resources and services that support the overall institutional strategic enrollment plan.

Goals and Objectives:

- Develop “tenure density” goals for overall percentage of excellent, high qualified tenured and tenure-track faculty
- Implement institutional vision and plans for domestic and international student targets
- Coordinating with the communication subcommittee, improve communications platforms for prospective and continuing students (CRM)
- Advance our Graduation Initiative 2025 goals

- Benchmark CSUEB's key financial indicators regarding enrollment management against comparable peer institutions
- Make recommendations for fiscal management strategies that support student retention (i.e., fee deadlines, financial aid holds, registration holds and disenrollment for nonpayment, etc.) based on regional and national enrollment trends
- Provide input for action plans that develop strategies to meet targets and budget as well as review criteria for these action plans
- Recommend student cohorts that are aligned with the budget and that include:

New Students vs. Continuing Students
 Freshmen vs. Transfer
 Domestic Non-Resident
 International (includes local international)
 Undergraduate vs. Graduate
 State-support vs. Self-support

Membership Recommendations:

- AVP Financial Services or designee, Chair
- Associate Provost (Operations)
- AVP, Enrollment Management or designee
- Director, Financial Aid or designee
- Director, Fiscal Services or designee
- Director, IRADS or designee
- Representative, CSUEB Foundation
- Representative, University Extension
- Chair, COBRA or designee
- Representative of ASI

Communication Subcommittee:

Reports to Enrollment Management Steering Committee

Charge: Develop, implement and continually assess communication strategies and actions to deliver coherent, targeted messages that provide prospective and continuing students with timely information and access to academic and support services.

Goals and Objectives:

- Assess, refine and design timely messages for student-centered website and print material platforms across the university
- Develop coordinated system that uses multiple platforms (social media, texts, CRM) to provide prospective and continuing students with timely messages that help guide them

through their journey from prospect to student to alum and direct them to key information or services

- Design and develop messages triggered by student performance and retention indicators to ensure “at risk” students have been identified and are given access to services to optimize their opportunity for success
- Coordinate with Advancement to ensure consistent “voice” and branding in messaging

Membership Recommendations:

- Chair, Recruitment subcommittee, co-chair
- Chair, Retention subcommittee co-chair
- Representative, Advancement/Communications
- Communication Coordinator, Student Affairs
- Communication Director, Academic Affairs
- Dean, Academic Programs & Services, or designee
- Director, AACE
- Director, SCAA
- Representative, ASI
- Representative, Academic Senate
- Representative, Financial Aid