

**Post Pandemic Steering Committee on Strategic Enrollment Management**  
**Thursday, May 13, 2021**

<https://csusb.zoom.us/j/84374872383?pwd=WmZOZ05VSDBKaWFoUThJN05sbHpyUT09>

**Committee Membership:** I. Banuelos, R. Beech (Chair), P. Bungard, D. Chen, D. Chester, L. Davidson-Boyd, D. Freer, D. Graham, B. Haddock, D. Huizinga, T. Karmanova, G. King, M. Lopez-Wagner, S. McMahan, P. Olivérez, D. Ramos, L. Rose, M. Springer, R. Tenczar, E. Vogelsang, J. Zhu; *Absent: L. Davidson-Boyd, G. King*

**1. Welcome**

**a. Focus of this Post-Pandemic Committee and why this is critical now**

R. Beech welcomed the group and informed the group this kick off meeting to allow the committee to craft and rethinking Enrollment Management at CSUSB and allow the committee to think strategically about enrollment at CSUSB and Universities nationally. We'll review the pipeline driven from kindergarten and throughout the K-12 system, Community Colleges, post-graduate and through careers.

**2. What is Strategic Enrollment Management**

**a. Comprehensive, Inclusive, Extensive**

**b. Data driven Forecasting**

**c. Systems, structures and experiences**

R. Beech shared with the committee that Strategic Enrollment Management (SEM) is a combination of the systems, structures and experiences that propels individuals to and throughout CSUSB. We'll explore the best practices of SEM from a national perspective to set a plan for CSUSB.

R. Beech asked the group to share what they'd like to learn or see from this committee:

- D. Freer reminded the group this a post-pandemic group for future thinking. He'd like to see how we can re-establish the faith in a college degree and how do we convince families and people overall that this is still the right path.
- L. Rose shared over the past 35 years in higher education, he has witnessed many changes and how the value of a degree has decreased. L. Rose looks forward to gaining more knowledge about what direction should his College go and what does the community want from his College; in addition, what programs at both campuses should be offered, departments and disciplines. Looking forwards to a campus plan for enrollment and individual college plans.
- D. Chester shared that she's eager to learn about SEM but her expertise is if we bring in the students, she'll take care of the revenue and keep us on track with what we can do with that revenue and keep us successful.

- D. Graham shared that she's been having a lot of conversations about students and how important developing pipelines programs at the time of interest through alumni is for an institution. She also shared that this committee can help us not work in silos and feel connected across the campus.
- T. Karmanova shared three points:
  - Ensuring we're increasing the value of the American degrees and American higher educations, especially for CSUSB. T. Karmanova shared that international students look at rankings and we need to articulate the value of what our program(s) will give them as an international student.
  - What is the strategic direction when recruiting students and what is the value of CSUSB, each College and programs.
  - Look at expanding access to the degrees to self-support programs
- J. Zhu would like to have this group help define what is the Palm Desert student, especially since the campus is different in so many ways. This would help current students' market to prospective students that this is a wonderful place with valuable resources. In addition, J. Zhu would like to grow the academic programs at the Palm Desert Campus and increase networking with the local area Community Colleges to increase enrollment.
- D. Ramos shared she's excited to learn throughout the process of SEM. Being online the past year has helped her merge the gap with the Palm Desert Campus and wants to ensure this continues. She eager to share her perspective as a student and how it can help other students.
- D. Chen brought to the attention free tuition is offered at California Community Colleges so we need to develop ways to help the transfer students transfer over in a timely manner. Working closely with Community College Counselors and Faculty to speak to students to highlight our programs, majors and careers opportunities. In addition, we need to provide more support for the Palm Desert Campus faculty members and students; look at opportunities how we can televise or offer more online programs to those students. D. Chen also mentioned that in her experience with Transfer Counselors, some are still working off of CSUSB's quarter transfer requirements as opposed to our new semester transfer requirements.
- D. Huizinga shared that it's not just the value but the *relevance* of our degree programs. She's like for CSUSB to move away from *re-active* enrollment practices to *pro-active* for enrollment practices for undergraduate and graduate programs.
- R. Beech summarized that everything everyone mentioned is part of SEM; some changes can be immediate and some take more planning. We'll take hiatus in summer and we'll reconvene back in the fall.

### **3. Ideas for managing this huge task**

#### **a. Subcommittee proposal – areas we need to get on the same page about**

- i. **Student Recruitment / Pipeline Building**
- ii. **Transition and Enrollment Supports**  
Includes Orientation, Coyote First Step, Summer Bridge/Transition Programs and how the Office of the Registrar connects with each program
- iii. **Systems, Structures and Supports for Retention**  
Includes Financial Aid and Scholarships, Office of the Registrar and Advising
- iv. **Financial Aid and Scholarships / Affordability**

R. Beech discussed the need to create subcommittees from this committee with possible other members from the campus to help delve into some of the areas above. A couple other committees were suggested:

- Career Readiness / Post-Grad Readiness / Next Steps from CSUSB
- Reputation and Marketing

D. Graham wants to be mindful of not duplicating efforts with this committee and the DEI subcommittees.

It was also shared that CSUSB needs to be a “transfer forward institution” especially since tuition is free at California Community Colleges and with the Biden administration the possibility of this expanding throughout the nation.

**b. Cross level focus – within and supported by CSU system structures**

**4. Preparation for the fall / launching CSUSB Strategic Enrollment Planning Process**

**a. AACRAO Guide to Strategic Enrollment Management**

**b. College Board Future of Enrollment Leadership**

Both resources were mailed to you to review at your leisure; we’ll review both when we return to meetings in fall.

**c. *The Agile College: How Institutions Successfully Navigate Demographic Changes*, Nathan Grawe 2021**

**i. [Inside Higher Education Article](#)**

This book was not included as it’s quite large. The article discusses the book; if you are interested R. Beech has a copy she can share or we could purchase a couple to create a resource library for the committee. In addition, R. Beech will share more resources from AACRAO and NACAC for you to review at times.

**5. Questions and other items**

S. McMahan shared with the group the following site with the other Post-Pandemic committees and well as resources available to review: <https://www.csusb.edu/post-pandemic>