



SAN FRANCISCO  
STATE UNIVERSITY

2022–2027

# STRATEGIC ENROLLMENT MANAGEMENT PLAN



# TABLE OF CONTENTS

- 01** Executive Summary
- 02** Message from the President
- 03** Mission, Vision, Strategic Priorities & Values
- 04** Introspection
- 05** Campus Profile
- 14** Enrollment History and Comparisons
- 17** Linking Majors to Careers
- 22** Assumptions on Enrollment Projections
- 23** Framework
- 28** Framework Implementation
- 30** Appendix



# EXECUTIVE SUMMARY

## *Our Charge and Guiding Principles*

After 4 years of enrollment decline, SF State has recognized a need to work differently and creatively to turn the tides of enrollment at the undergraduate and graduate levels. This work has been guided by the Strategic Enrollment Advisory Committee (SEAC), which was created by President Lynn Mahoney in November 2019 with the following charge:

“ *this new advisory committee will work in the year ahead to analyze enrollment trends, assess the factors that drive them (such as area and state demographics, student needs and interests, and our own recruitment and retention efforts), and create an integrated, data-driven strategic enrollment plan that will identify and address challenges and opportunities in student recruitment and enrollment at every level: undergraduate and graduate; local-area, state-wide, out-of-state domestic and international. Drawing on external expertise and guidance as needed and utilizing shared governance and broad consultation, the Strategic Enrollment Advisory Committee should galvanize campus-wide action to build sustainable enrollment.* ”

SEAC's work culminated in a plan organized around five key anchors, but for this purpose we will refer to them as components as they align better to the identified areas of focus. These components will be discussed further in this plan:

1. **San Francisco State's Identity**
2. **Size and Mix of the Student Body**
3. **Retention**
4. **Academic Program Mix**
5. **Organizational Recruitment Capacity and Structure**

Through external review, cross-Cabinet area collaboration, and campus-wide consultation, we proudly present this Strategic Enrollment Management Plan (SEMP). Much of this work is underway; the current circumstances required us to take quick action beginning in 2021 while developing a formal long-term plan. Hence this report will examine and compare fall-to-fall data from 2017-2021. Our hope is that this plan is a dynamic framework that complements the evolving nature of the new enrollment realities and will guide the important work underway and ahead of us. Key stakeholders will be apprised of updates and progress towards milestones and have opportunities for engagement throughout the process. This will ensure transparency, accountability, and collaboration while applying a continuous improvement model to maintain a quality framework. The frequency and method for this approach will be determined at a later date.



# MESSAGE FROM THE PRESIDENT



Colleagues:

I am pleased to introduce to you San Francisco State's 2022-2027 Strategic Enrollment Management Plan. This plan addresses the need for us to recognize and address the changing demographics and workforce needs of our city, region, and state so we may work as one university to stabilize and maximize our enrollment. This work is critical to our University's goals and future.

Additionally, this plan supports our new Strategic Plan launched in August 2022 which confirms our mission, vision, and values and identifies six strategic priority areas around which we will prioritize our focus and budgeting.

A strategic enrollment management plan is more than just a roadmap for recruiting new students. It is just as critical to retain current students and support them on a successful path to graduation. It is vitally important that we as a university share the same values and beliefs in our approach to enrollment management. This work is everyone's responsibility. Each of us plays a role in making SF State a welcoming environment for students to learn and succeed.

Enrollment  
Management is  
Everyone's  
Responsibility.

We are all here to serve our students as they pursue an education that will transform their lives, their families, and their communities, and that should inform and inspire our work every day.

As you review this plan, I encourage you to find opportunities to even better support the important work it outlines.

A handwritten signature in cursive script, reading "Lynn".

Lynn Mahoney, Ph.D.  
President



# OUR MISSION, VISION, STRATEGIC PRIORITIES & VALUES

SF State's new University-wide strategic planning process began in September 2021. President Mahoney formed a Strategic Planning Committee (SPC) including representative faculty, staff, students, administrators, and alumni. The SPC sought feedback from the campus through various means and participated in exercises to create a new mission statement, establish values, and outline our strategic priorities. The plan was published in August 2022 as shown below.

The implementation of the plan began in the Fall 2022 semester. Six coordinating committees are driving implementation of the strategic priorities. The SEMP was created in light of the mission, priorities, and values outlined in this strategic plan. Enrollment management impacts each of the strategic priorities within the University-wide plan, which makes this framework critical to achieving our enrollment goals and our overall objectives.

**SAN FRANCISCO  
STATE UNIVERSITY**

### Our Mission

San Francisco State University educates and equips students to thrive in a global society. We deliver academic excellence by pursuing knowledge, inspiring creativity, supporting our diverse community and advancing social justice and positive change in the world.



### Our Vision

San Francisco State University aspires to be a great place to learn, teach, work, create and innovate. We will be a leader among public universities in advancing transformative change locally and globally.



### Our Strategic Priorities

- 1. Our Commitment: Educational Equity and Student Success**  
We strive to provide every student with transformative educational experiences that support their academic and future success.
- 2. Working with Purpose and Passion: An Improved Employee Experience**  
We strive to make our university a great place to work where everyone can meaningfully contribute to the success of our students and the SF State community.
- 3. SF State: Your University, Our University, One University**  
We strive to foster an inclusive community where all members – students, alumni, staff, faculty and administrators – are welcomed and valued.
- 4. The Academic Edge: Relevant Education and Pathways to Success**  
We strive to ensure holistic student learning that reflects our commitment to social justice, integrates liberal and professional education, and leads to rewarding careers.
- 5. Fiscal Sustainability: Transparency, Literacy and Shared Objectives**  
We strive to thoughtfully manage our resources and make strategic investments to implement a resilient, forward-looking financial model.
- 6. An Engaged Community Partner: A Leading Force for Good in the Bay Area**  
We strive to serve our communities by building strategic collaborations with a broad range of Bay Area partners and by modeling environmentally sustainable practices in the university's operations.

### Our Values

**INCLUSION  
AND BELONGING**

**LEARNING, CREATIVITY  
AND EXPLORATION**

**EQUITY  
AND JUSTICE**

**LOCAL AND  
GLOBAL ENGAGEMENT**

**EMPOWERMENT AND  
TRANSFORMATION**

# INTROSPECTION

## *Looking back to move forward: what we learned to help propel us into a sustainable future*

Strategic enrollment management (SEM) is an institution-wide responsibility that requires leadership and alliance to develop, implement, and sustain a framework for the university's overall enrollment plan. Such a plan should be designed to improve recruitment, retention, and student success. **A SEM plan envisions a sustainable enrollment pipeline through the development and implementation of data-informed strategies to support success at all stages of the student life cycle.**

To that end, in 2020, EAB conducted extensive interviews and had conversations held with key SF State stakeholders over a two-month period. This was the first step in SF State's strategic enrollment planning process; we conducted a review of current admissions, financial aid, and enrollment marketing practices to identify areas of opportunity. The second step was to leverage that analysis to inform the development of this comprehensive SEMP. EAB identified critical needs and provided specific tactical recommendations to address these needs, which are outlined in the [Enrollment Landscape and Opportunity Assessment](#).

Below are key points of the analysis for each EAB recommended five components.

### **San Francisco State's identity**

- Develop a distinct and compelling brand identity with consistent messaging that resonates with prospective students, current students, potential influencers, faculty, staff, alumni, and donors, etc.
- Develop a set of three or four key messages that inform any enrollment communications or marketing.

### **Size and mix of the student body**

- Establish realistic and achievable enrollment goals.
- Consider potential enrollment opportunities.
- Consider traditional university means to build a pipeline of qualified prospects (i.e. name buying, recruitment collaborations).

### **Retention**

- Retention is the most cost-effective means to increase enrollment thus identifying our retention strengths and weaknesses will inform our recruitment tactics.
- Articulate current retention strengths and weaknesses within the context of institutional goals to inform future recruitment/student mix strategy to ensure that enrollment teams are focused on "right fit" students best served by SF State.

### **Academic program mix**

- Investigate undergraduate and graduate academic program demand.
- Integrate the Academic Master Plan work as a component of the SEM plan to reflect that work already completed and underway.

### **Organizational recruitment capacity and structure**

- Consider new ways to foster aligned and collaborative work to maximize results.
- Establish accountability for the goals that are clearly defined and mutually agreed upon.



To successfully execute a Strategic Enrollment Management Plan, SF State used EAB's analysis and recommendations as the foundation of this plan while also grounding the work in SF State's strategic priorities. This will guide our thinking and the work ahead to ensure a holistic and student-centered approach as we drive change on campus, locally, and globally.

# Campus Profile

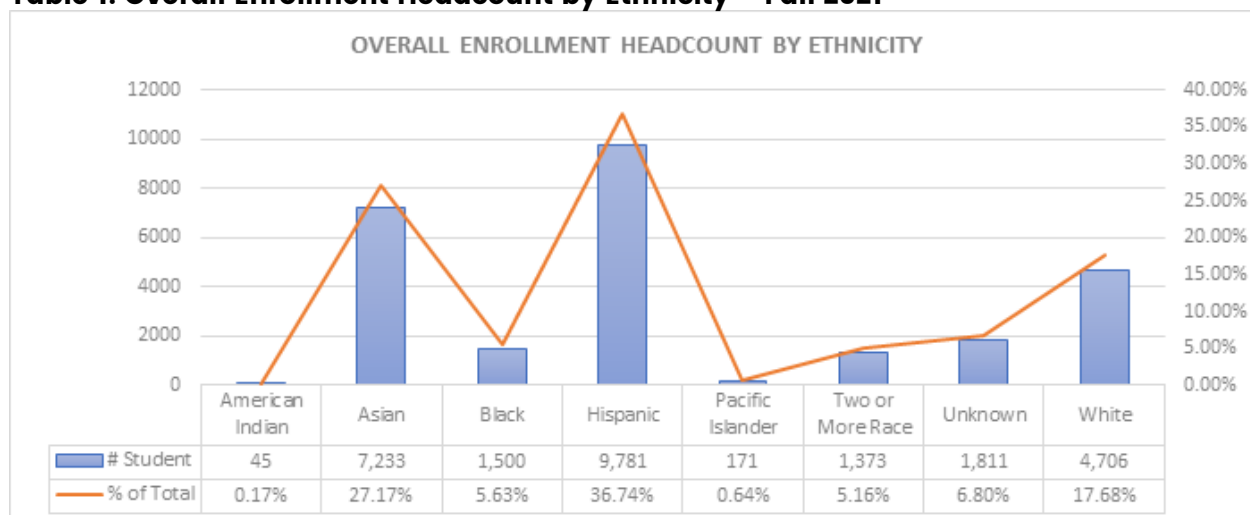
## Enrollment History, Changing Demographics, and Enrollment Impacts

San Francisco State University is a large public institution founded in 1899. It has a total enrollment of 26,620 (fall 2021), with 87.57% at the undergraduate level. Its setting is urban, and the campus size is 142 acres. At SF State, 11.5% of our students are residential and 88.5% are commuters, according to Fall 2021 census data.[1] Additionally, 71% of full-time undergraduates receive some form of need-based financial aid and 62% of students receive grant aid. SF State is celebrated for being among the top 25 most diverse universities according to USA Today, creating a rich student experience in-and-out of the classroom.

### Overall Enrollment Headcount

Table 1 depicts our Fall 2021 overall enrollment headcount by ethnicity showing the diversity of SF State's student body. We call out the dramatic growth in our Latinx student population over the last decade. In 2010, 18% of our students identified as Latinx, today almost 37% do—more than double. The number of Latinx students attending SF State is approaching their representation in the general population (40.2% of Californians identified as Latinx in 2021)[2] – as a result, President Mahoney has instituted a working group to establish a plan to achieve the Seal of Excelencia, identifying SF State as a model for Latinx student success.

**Table 1: Overall Enrollment Headcount by Ethnicity – Fall 2021**



Source: SF State, Office of Institutional Research

**71%**

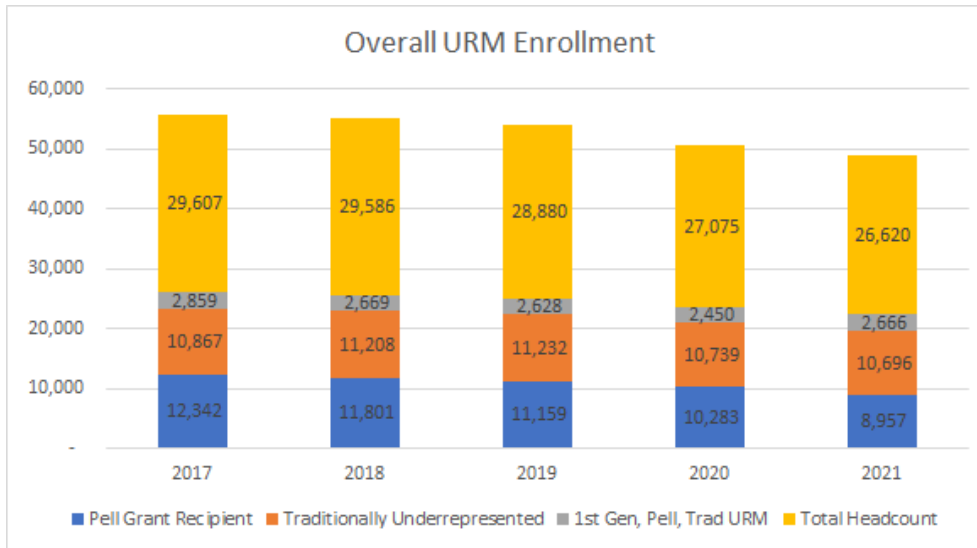
of full-time undergraduates receive some form of need-based financial aid and 62% of students receive grant aid.

[1] With the return to in-person education for AY 2021-22, student occupancy rates grew in Fall 2022 to 16% residential and 84% commuters, according to Fall 2022 census data.

[2] Lynn Mahoney, Ph.D. Latinx Student Success. 2022 September 29.

Adding to our diverse landscape is the strong representation of students from key demographics, including underrepresented groups, such as, first-generation, traditionally underrepresented, and Pell grant recipients in our student body, as shown in Table 2. **SF State proudly reflects the changing demographics of our nation and region**, allowing us to give all students a wide array of experiences, perspectives, backgrounds, and beliefs.

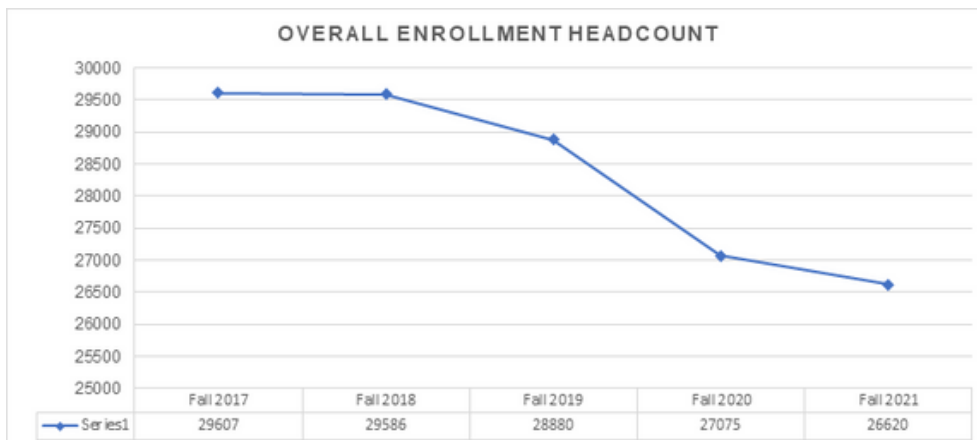
**Table 2: SF State Overall URM Enrollment – 2017–2021**



Source: California State University, Enrollment Dashboard.

While enrollment at SF State was already shrinking, we experienced a significant **enrollment decline starting in Fall 2019**. In Fall 2021, the overall enrollment headcount decline continued but not as dramatically, as shown in Table 3.

**Table 3: Overall Enrollment Headcount – Fall 2017–Fall 2021**



Source: SF State, Office of Institutional Research

## Fall 2019

marked the the start of an enrollment decline at SF State and nationwide since the pandemic.

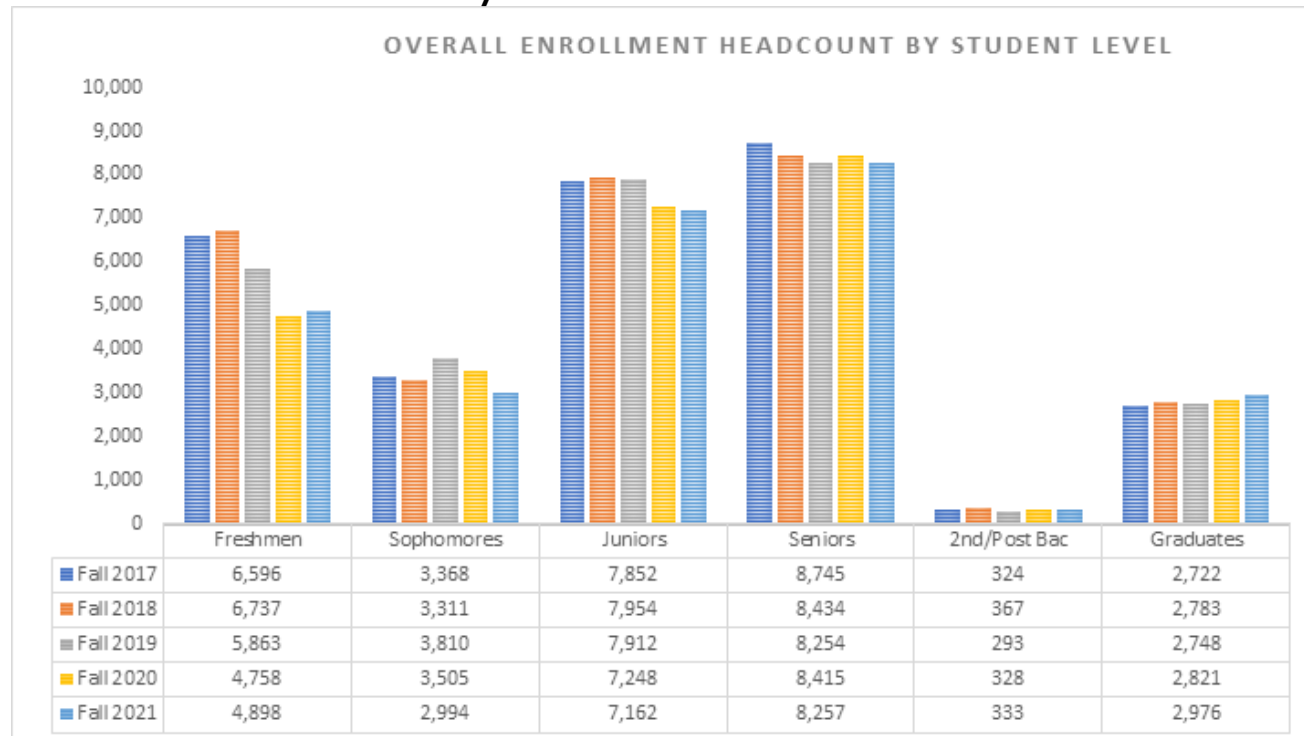
**10%**

*Decline in SF State overall enrollment headcount between Fall 2017 and Fall 2021.*



The biggest percentage change from Fall 2017 to 2021 was **first-time freshmen students**, with a **25.74% percentage decrease**, as shown in Table 4.

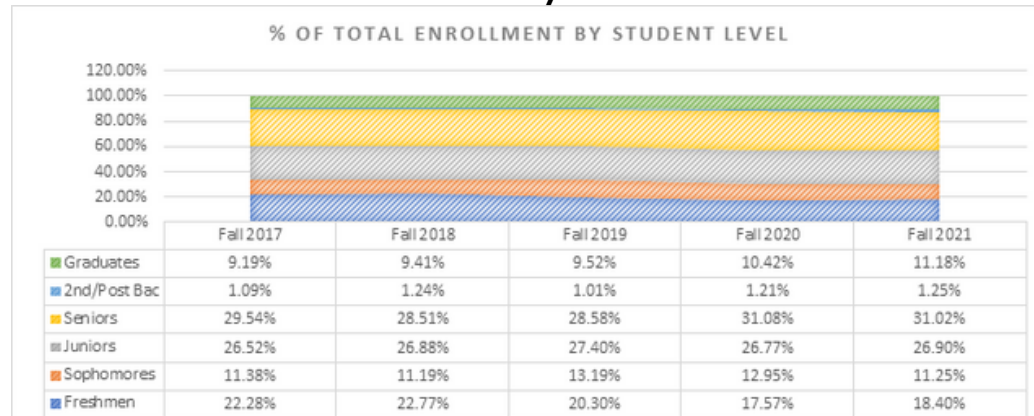
**Table 4: Enrollment Headcount by Student Level – Fall 2017–Fall 2021**



Source: SF State, Office of Institutional Research

The student level that **consistently represented the largest enrollment** group for the university remained **seniors**, with **juniors** among the second largest student level, as shown in Table 5.

**Table 5: Percent of Total Enrollment by Student Level – Fall 2017–Fall 2021**



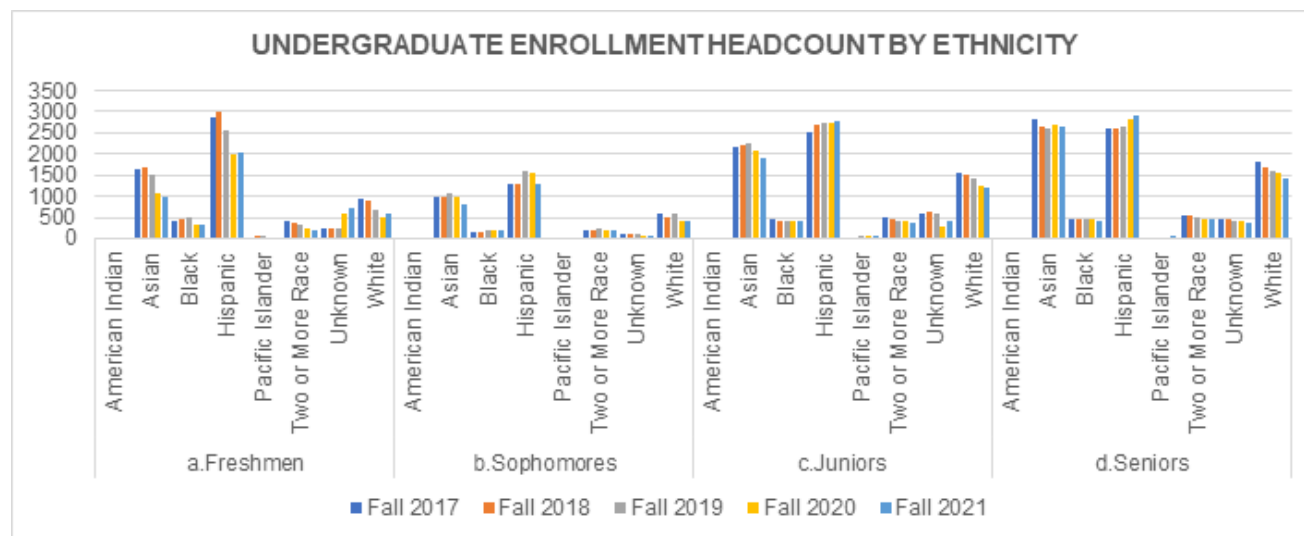
Source: SF State, Office of Institutional Research

## Seniors and Juniors

make up the largest enrollment groups for the university, with 31.02% and 26.90% respectively in Fall 2021.

There were some consistent themes in enrollment by ethnicity across all student levels during the last five years, including significant decreases for Asian and White students. There was also a significant decrease in first-time freshmen Latinx enrollment. Conversely, SF State experienced **significant growth of Latinx students at the junior and senior levels**, as shown in Table 6.

**Table 6: Undergraduate Enrollment Headcount by Ethnicity – Fall 2017–Fall 2021**



Source: SF State, Office of Institutional Research

**10.18%**

*Increase in junior  
Latinx student  
headcount  
between  
Fall 2017 and  
Fall 2021.*

**12.03%**

*Increase in senior  
Latinx student  
headcount  
between  
Fall 2017 and  
Fall 2021.*







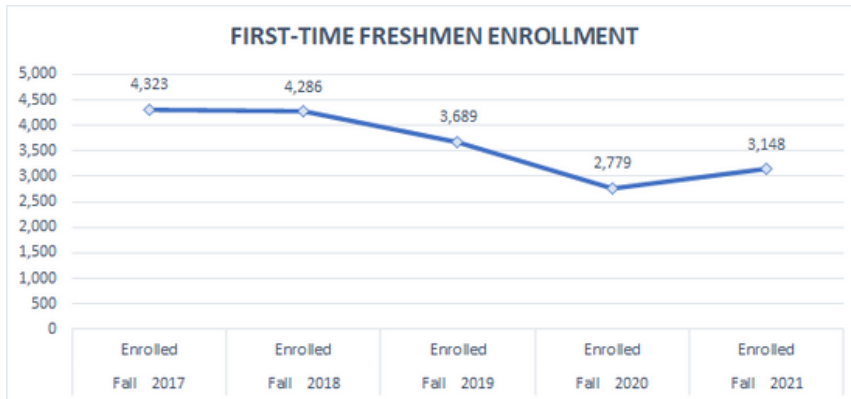
Like many public four-year universities, SF State is facing **enrollment uncertainty** due to the lingering implications of COVID-19, such as: student attitude and behavior towards virtual and in-person learning, the elimination of college readiness tests resulting in more underrepresented minority students applying to a broader mix of universities - including the University of California system - and the need for students to join the workforce earlier than expected due to financial obligations. The competition for students has increased dramatically due to these factors plus the impending decline in the number of high school graduates. **This demands higher education leaders to be savvy, agile, and strategic.**

Like overall enrollment headcount, excluding incoming graduate students, SF State's new student enrollment has declined over the last 5 years in all categories – first-time freshmen, transfers, and post-baccalaureate.



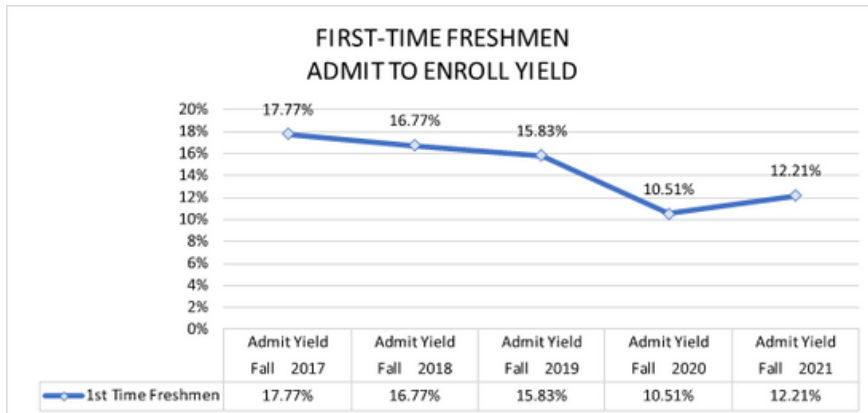
# FIRST-TIME FRESHMEN ENROLLMENT

**Table 7: New First-Time Freshmen Enrollment – Fall 2017–2021**



Source: SF State, Office of Institutional Research

**Table 8: New First-Time Freshmen Yield – Fall 2017–2021**



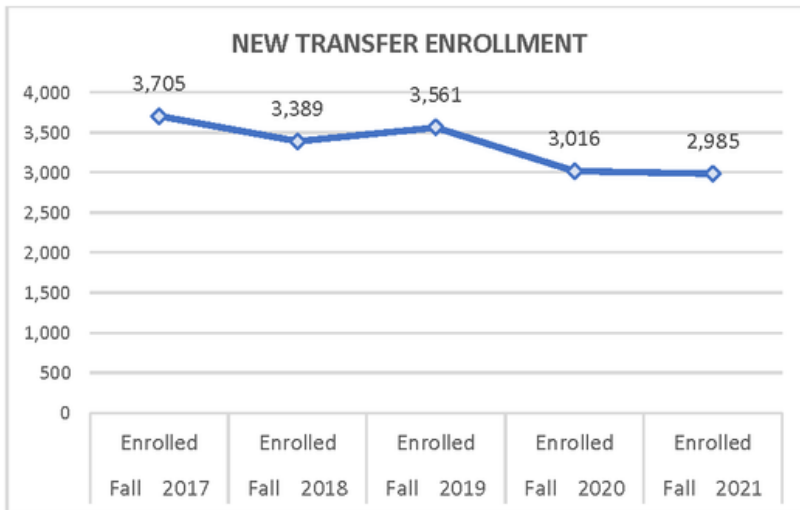
Source: SF State, Office of Institutional Research

Between Fall 2017 and Fall 2021, new first-time freshmen enrollment declined by 27%, translating to a 5.56-percentage point difference in admit-to-enroll yield, reflecting heightened competition, as shown in Tables 7 and 8. However, **there was an encouraging rebound in 2021.**



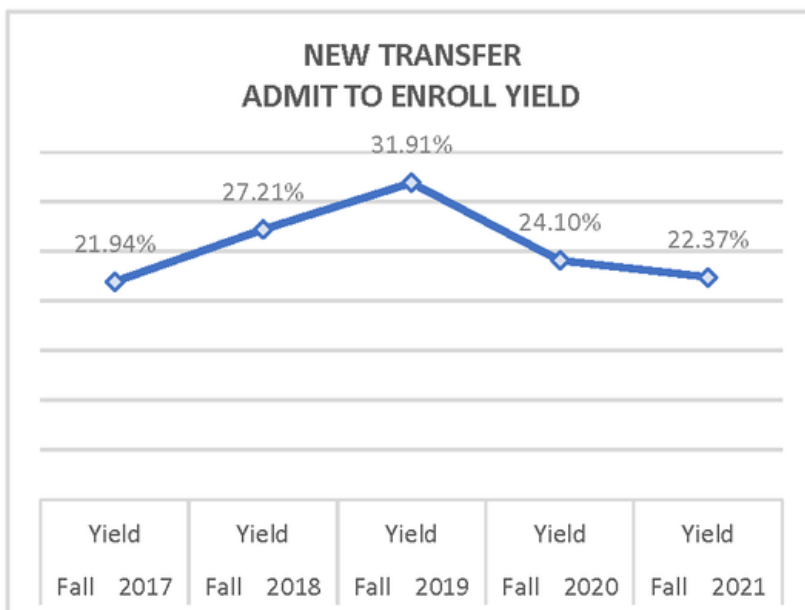
# TRANSFER ENROLLMENT

**Table 9: New Transfer Enrollment – Fall 2017–Fall 2021**



Source: SF State, Office of Institutional Research

**Table 10: New Transfer Yield – Fall 2017–2021**

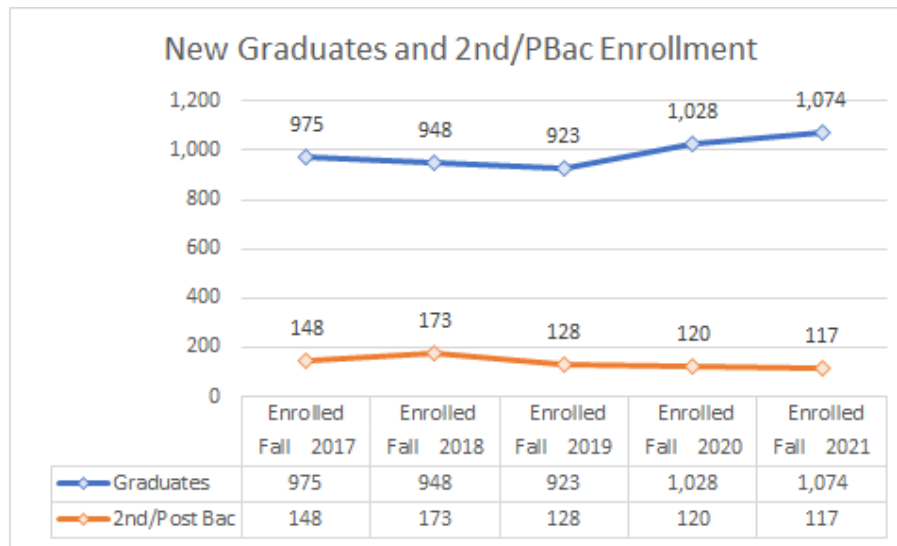


Source: SF State, Office of Institutional Research

Between Fall 2017 and Fall 2021, new transfer student enrollment declined by 19.43%, with an equally abrupt decline in the yield rate from pre-to-post pandemic, as shown in Tables 9 and 10.

# GRADUATE ENROLLMENT

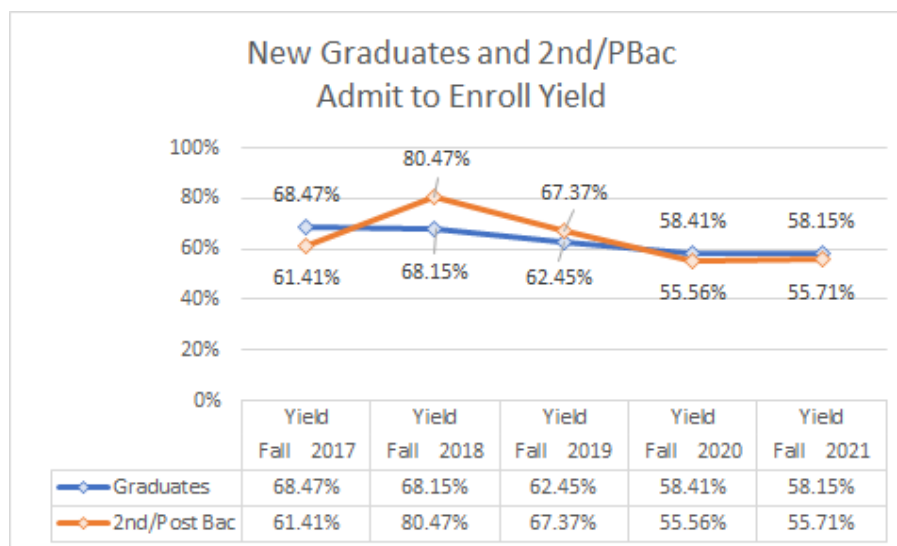
**Table 11: New Graduates and 2nd/PBac Enrollment – Fall 2017–2021**



Source: SF State, Office of Institutional Research

For new graduate enrollment, between Fall 2017 and Fall 2021, it **increased by 10%**; however, the yield rate decreased by 10.32 percentage points, as shown in Tables 11 and 12.

**Table 12: New Graduate and 2nd/PBac Yield – Fall 2017–2021**



Source: SF State, Office of Institutional Research



# WHAT'S AHEAD FOR CALIFORNIA

California will experience a **9% decline in the number of high school students between 2021 and 2032**, on top of a 4% drop since 2012. We know that California's community colleges suffered dramatic enrollment declines since the onset of the pandemic in 2020, thus decreasing the pipeline of transfer students.[3] **New data indicates that enrollment at California's community colleges has dropped to the lowest level in 30 years.**[4]

**Graduate enrollment has experienced relatively consistent growth, even before the pandemic.** It is also a market segment this is increasingly saturated with a surge in new graduate programs being offered across the nation. According to National Center for Education Statistics, graduate enrollment expanded by 2.4% in 2020 and 2.1% in 2021, compared to 0.2% growth projected during this period.[5]

The challenges, enrollment impacts, as well as the identified areas of opportunities for SF State frame and guide the implementation of a comprehensive strategic enrollment plan over the next five years. **The strategies we've adopted are expected to mitigate further enrollment declines and prepare for an increase in first-year enrollments.**

---

[3] Burke, Michael. "UC receives more freshman applicants, but fewer transfer students apply", EdSource, Feb. 2022, <https://edsources.org/updates/uc-receives-more-freshman-applicants-but-fewer-transfer-students-apply>. Accessed 29 August 2022.

[4] Burke, Michael, Willis, Daniel J, and Truong, Debbie. "California community colleges eye a different future amid pandemic disruption", EdSource and Los Angeles Times, Nov. 2022, <https://edsources.org/2022/california-community-colleges-eye-a-different-future-amid-pandemic-disruption/681483>. Accessed 1 December 2022.

[5] Wallenstein, Tess. "Here's what the institutions who grew grad enrollment in 2020-21 did right", EAB Blog, Feb. 2022, <https://eab.com/insights/blogs/adult-learner/institutions-grad-enrollment-2020-21/>. Accessed 7 December 2022.

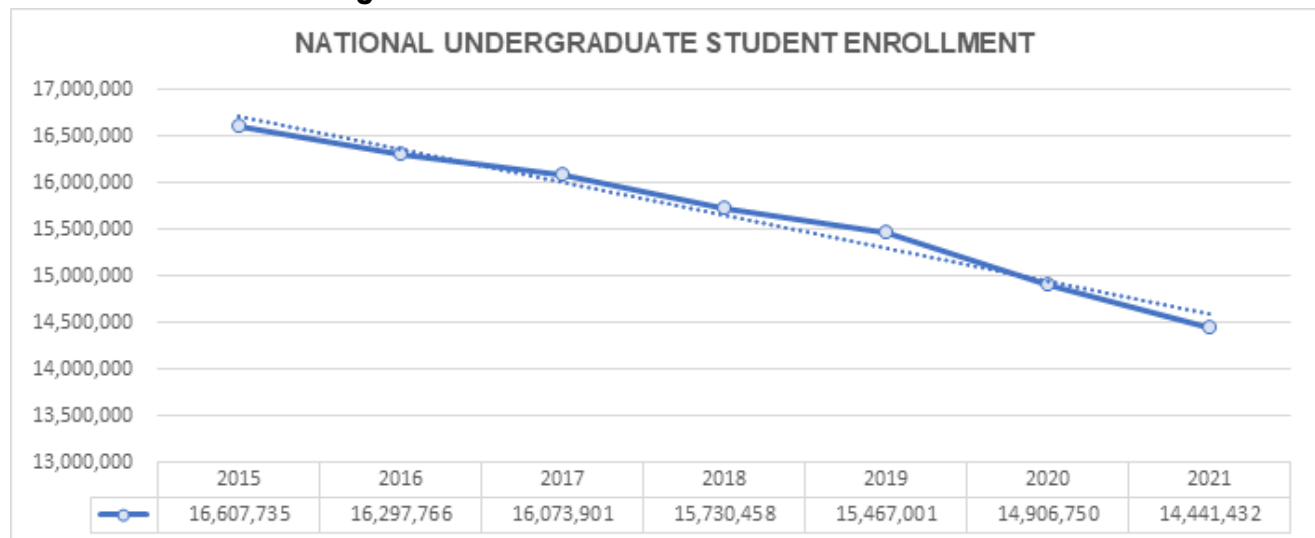


# SF State's Enrollment History and Comparisons

*How we measure up nationally, regionally, and locally*

Even prior to the pandemic, higher education was experiencing a downward trend in undergraduate student enrollment. However, the pandemic amplified the inequities in – access to and success in – higher education causing potential students to doubt college and rethink their goals. **Nationally, there was an overall decline of 13% in student enrollment from 2015 to 2021, as shown in Table 13.**

**Table 13: National Undergraduate Student Enrollment – 2015–2021**



Source: National Student Clearinghouse Research Center

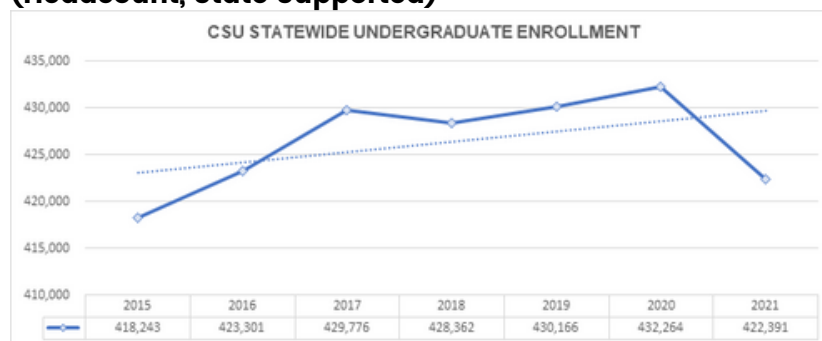




On a systemwide level, the CSU experienced .99% growth in student enrollment from 2015 to 2021, as shown in Table 14. A noticeable increase occurred in 2020, and the CSU's enrolled the largest system total student body in fall 2020.[6] The CSU's increased enrollment during this time countered the national trend for institutions of higher education, as shown in Table 13.

The Fall 2020 increase may be related to the system making an early announcement in May 2020 that fall classes would be virtual which allowed students to proactively make plans. The CSU system was the first in the country to make this decision and is one of the main reasons that enrollment increased or remained steady on many campuses.[7] But that trend did not persist as the CSU enrolled nearly 10,000 less students in Fall 2021.

**Table 14: CSU Statewide Undergraduate Enrollment (Headcount, State Supported)**

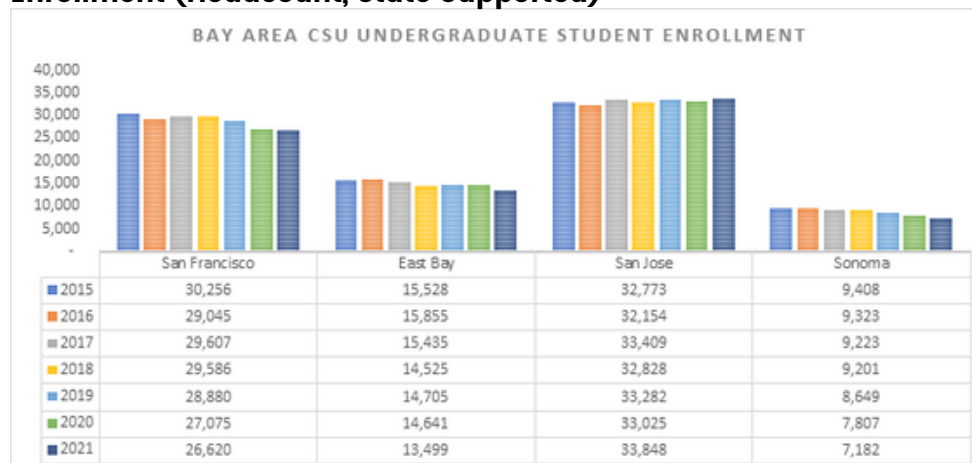


Source: California State University, Enrollment Dashboard



On a local level, this was not the case for many Northern California campuses, including in the Bay Area region where campuses experienced enrollment losses – SF State, Humboldt, and Sonoma among them. In the greater Bay Area, SF State experienced an overall decline of 12% in undergraduate enrollment from 2015 to 2021 as shown in Table 15, similar to East Bay which experienced a 13% decline. Sonoma State experienced the biggest overall decline of 24%. In contrast, San Jose State saw an overall 3% increase during this same period.

**Table 15: Bay Area CSU Undergraduate Student Enrollment (Headcount, State Supported)**



Source: California State University, Enrollment Dashboard

## SF State, Humboldt, and Sonoma

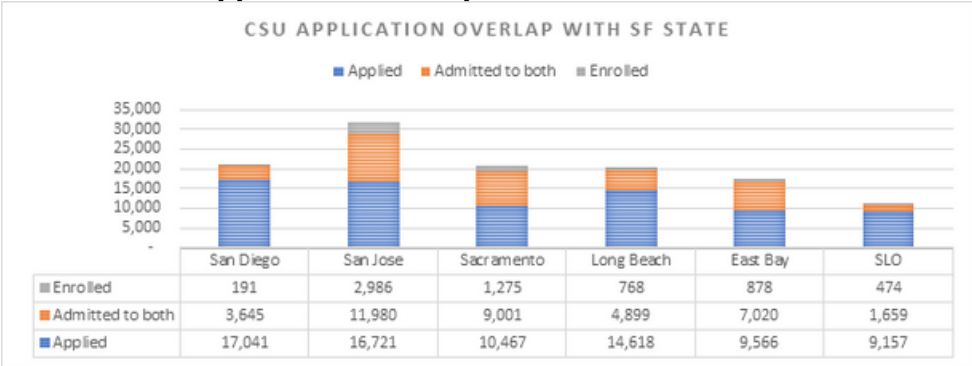
the Northern California CSU campuses hit the hardest with enrollment losses from Fall 2015 to Fall 2021.

[6] The CSU System News, California State University Enrollment Reaches All-Time High, Oct. 26, 2020

[7] Smith, Ashley A. More than half of California State University campuses saw enrollment gains this fall, despite pandemic, Ed Source, Oct. 2020. <https://edsources.org/2020/more-than-half-of-csu-campuses-saw-enrollment-gains-this-fall-despite-pandemic/642072>. Accessed 15 September 2022.

In addition to heightened competition and the impact of COVID on student interest and enrollment, there is also **competition between CSU campuses who have significant applicant overlap**. The top 3 campuses that SF State consistently shares application overlap with are **San Diego State, San Jose State, and Long Beach** as shown in Table 16. SF State's **largest overlap is with San Jose State** who yields 18% of those shared applicants.

**Table 16: CSU Application Overlap with SF State**



Source: California State University, Enrollment Dashboard

Like campuses nationwide, **SF State is facing mounting pressure internally and from the system to increase enrollment**. This pressure is the result of long-term enrollment effects, lingering impact from the pandemic, heightened competition within and outside the CSU system, and the shift in student behavior and beliefs about higher education. Each of these brings **challenges and opportunities which the plan is designed to address**.

## San Diego State, San Jose State, & Long Beach

The top 3 campuses with which SF State consistently shares application overlap.



# LINKING MAJORS TO CAREERS

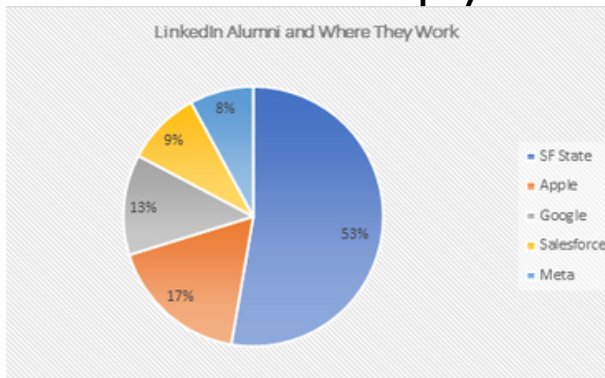
*Leading with Intentionality*



In order to sustain our status in the regional and global market, and provide the opportunity to grow and sharpen their hard and soft skills so they may enter the work force competitively and thrive long-term, **we must strategically align the students' career paths with the local workforce needs.** As outlined in component 4, Academic Program Mix, a subgroup of SEAC will begin to analyze college-level data to identify potential areas of growth based on capacity and then prioritize resources and initiatives.

According to SF Chamber of Commerce, the top key workforce sectors in San Francisco are: **IT and Software, Social and Digital Media, Life Sciences and Biotech, Environmental and Cleantech, and International Business.**

**Table 17: LinkedIn Alumni Employment**



SF State is consistently one of the top feeder schools for employers all over the Bay Area, including at the following companies, shown in Table 17, according to the San Francisco State University LinkedIn profile.[8] The office of Career & Leadership Development encourages recent SF State graduates to utilize LinkedIn to not only find where fellow alumni are working, but also to indicate their own employment for others to have as a resource. This is done through a First Destination Survey, where in the last survey cycle, 6% of the total 6,526 students surveyed submitted their employment information. Career and Leadership Development plans to share this information on their website with the goal of bringing more attention to the survey and garnering interest from students to participate.

[8] <https://www.linkedin.com/school/san-francisco-state-university/people/>.



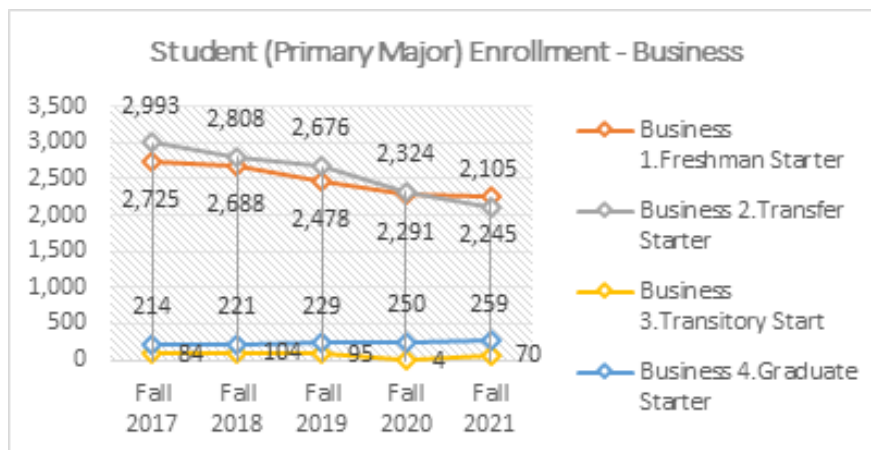
The **most sought-after majors at SF State** are as follows by student entry type.

Freshmen	Transfers	PBac/Grad
Computer Science	Computer Science	Creative Writing
Marketing	Psychology	Communicative Disorders
Cinema	Communication	Business Administration
Criminal Justice	Sociology	Social Work
Business	Marketing	Education

Source: SF State, Office of Institutional Research

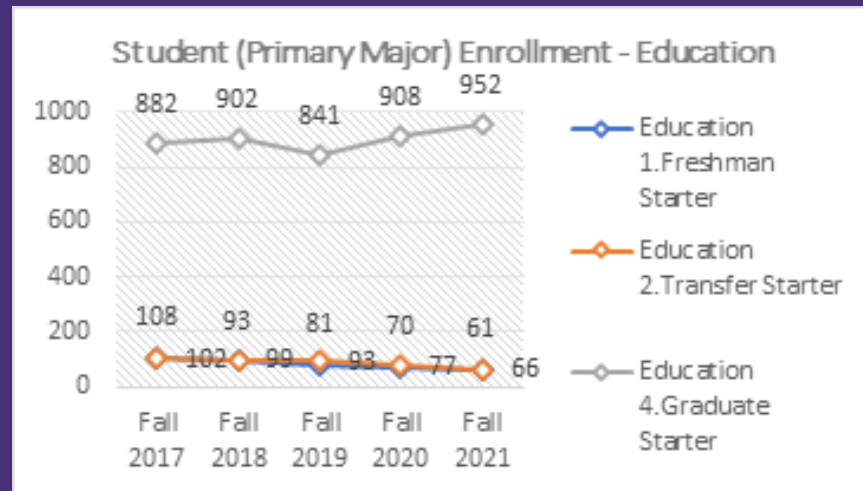
Additionally, in Tables 18-24, you will find SF State's **5-year student enrollment trends by college**, upon entry, to show **where some growth has occurred** by student type, as well as **areas where there may be opportunities to rebuild enrollment** in alignment to the regional workforce needs.

**Table 18: Student Enrollment - Business**

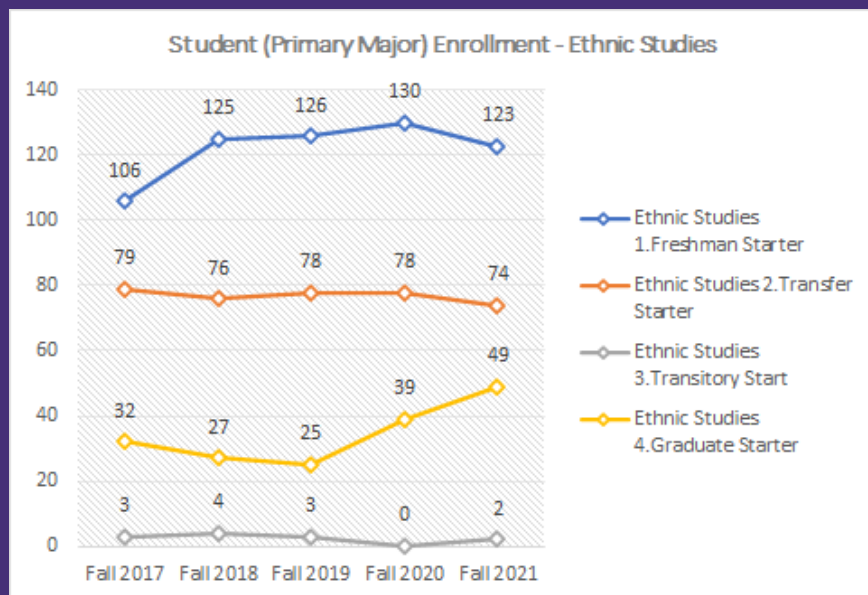




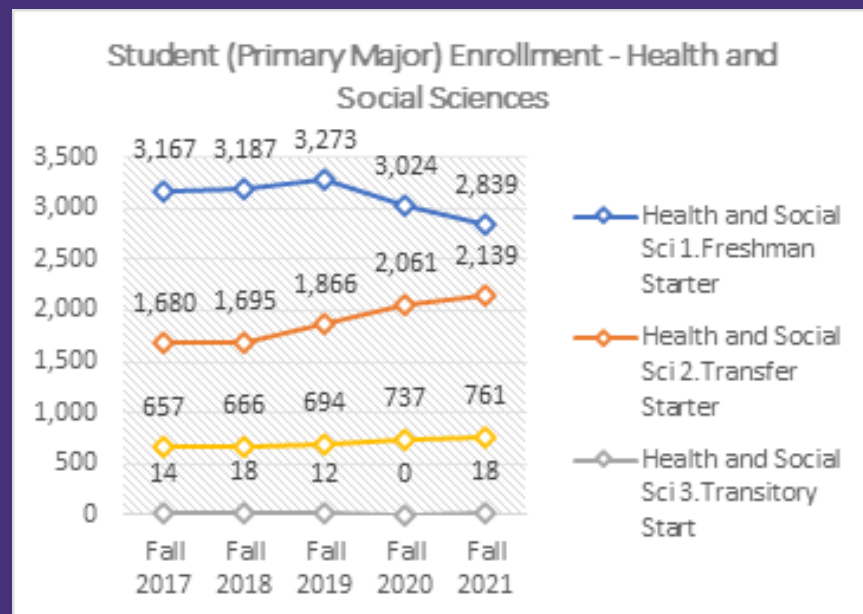
**Table 19: Student Enrollment – Education**



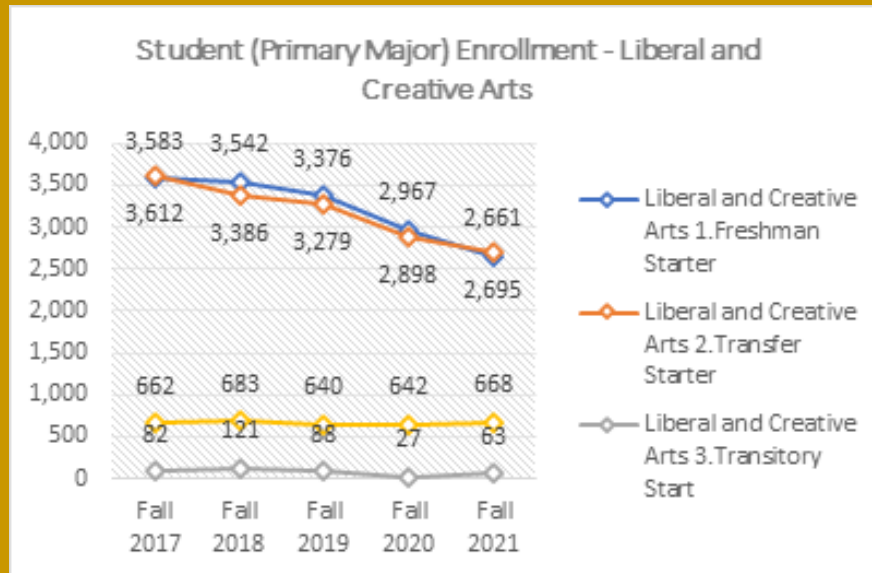
**Table 20: Student Enrollment – Ethnic Studies**



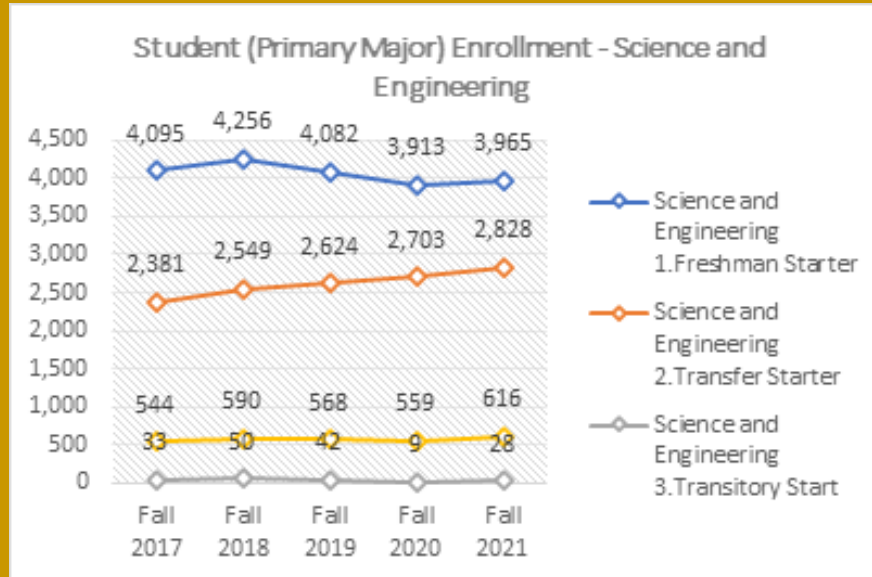
**Table 21: Student Enrollment – Health and Social Sciences**



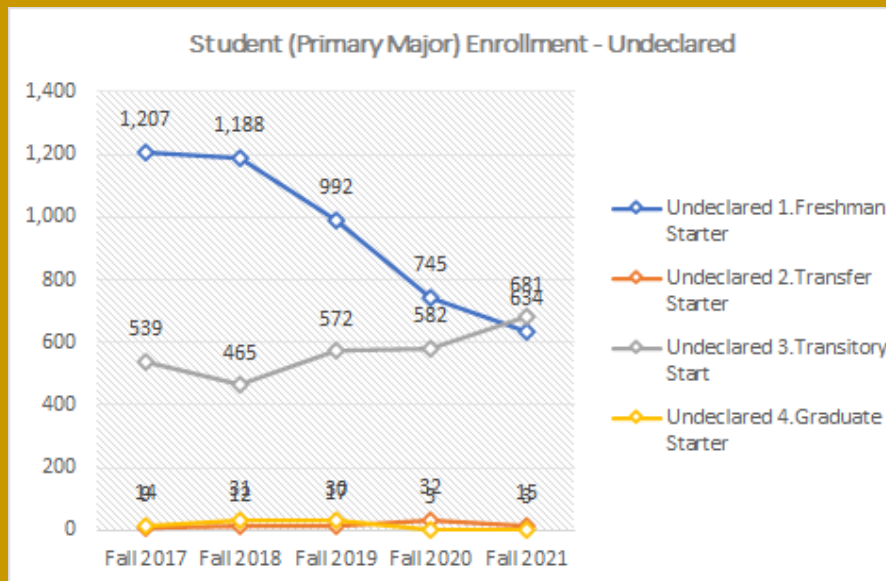
**Table 22: Student Enrollment – Liberal and Creative Arts**



**Table 23: Student Enrollment – Science and Engineering**



**Table 24: Student Enrollment – Undeclared**



Source: SF State, Office of Institutional Research



# EMPLOYMENT PROJECTIONS 2021-2031

According to the recently released Employment Projections – 2021-2031, **The U.S. economy is projected to add 8.3 million jobs from 2021 to 2031.** Total employment is projected to increase from 158.1 million to 166.5 million and grow 0.5 percent annually, which is slower than the 1.0 percent annual growth recorded over the 2011-21 decade.

**The leisure and hospitality sector is projected to experience the fastest employment growth of all sectors,** owing mostly to the low base point in 2021. **The healthcare and social assistance sector is projected to create the most jobs over the 2021-31 decade,** growing in tandem with the segment of the population that is aged 65 and over. This should, in turn, boost demand for various healthcare occupations, **especially those involved in caring for the elderly** and those expected to benefit from the increased prevalence of team-based healthcare.[9]

As we look to adapt to this new normal within higher education as it relates to enrollment processes and expectations, this is also a pivotal time to align those processes and the component strategies to the workforce development, to meet the needs of today's learners. This is where we see SF State thriving, by **linking learning and work in a more purposeful way to amplify our impact. This is yet another area where we intend to focus the next phase of discussions.**



[9] Bureau of Labor Statistics, U.S. Department of Labor, Economic News Release, Employment Projections: 2021-2031 Summary, on the Internet at <https://www.bls.gov/news.release/ecopro.nr0.htm>. Accessed 12 December 2022.



# SF State's Assumptions on Enrollment Projections

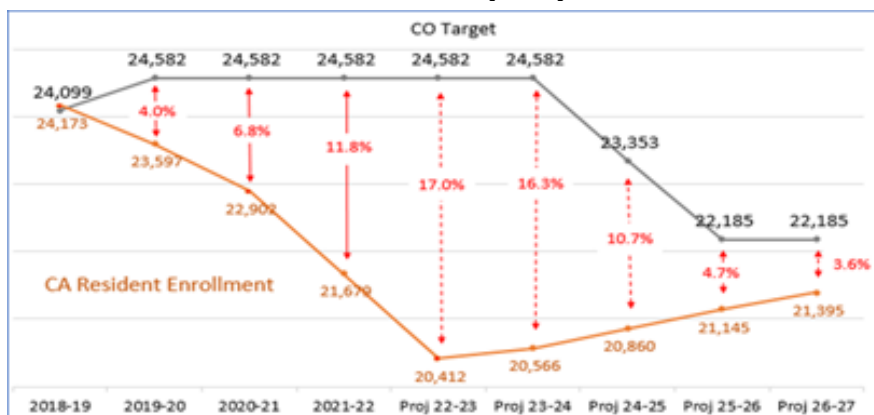
## *What's at Stake*

The CSU Chancellor's Office sets annual enrollment targets for resident full-time equivalent student (FTES). As an institution, we receive funding from two primary sources: the CSU and student tuition fee revenue. We have seen declining tuition fee revenue as our enrollment has shrunk; however, our funding from CSU has been based on our target and not our actual enrollment.

In Fall 2022, the CSU system missed its overall target by about 26,857 FTES (-7%). This has accelerated the reality of reduced allocations to under-enrolled CSUs and has created real urgency to tackle our enrollment challenges. It also has set in a reality that we must appropriately resize based on a realistic expectation of undergraduate, graduate, and non-resident (including international) students.

SF State's FY2022-2023 fall revenue projections depict that if we fail to meet the CO target of 24,582 FTES, (the standing target over the next 5 years), then we have the potential of encountering a 17% FTES deficit, as shown in Table 25, translating to an estimated \$25 million shortfall in state tuition fee revenue. Suppose we meet our projection targets over the next five years, we have the potential of gaining a 1% average rate for state tuition fee revenue, allowing us to recover an average of \$1.4 million each year, thus restoring our position and putting us back in an upward trend for revenue.

**Table 25: CA Resident Enrollment (FTES)**



Source: SF State, Office of Institutional Research

**7%**

*under target  
for overall  
systemwide FTE in  
Fall 2022.*

We will slowly regain traction on meeting our enrollment goals if we focus our energy on both new student recruitment and retention (as outlined in the respective reports available in the appendix). Educational equity and student success is the University's top strategic priority and this commitment not only represents our mission to provide access but to also ensure that we create pathways for success for all students.

To accomplish this, we will be transparent and accountable. Within this SEMP and the accompanying documents, we set clear goals for incoming student recruitment and retention. For example, our recruitment plan sets targets for each individual recruiter in the Office of Undergraduate Admissions and Recruitment. Similarly, overall goals are established by student level for retention. These metrics will allow for continual evaluation and adjustment as necessary to change our current trajectory.

# Strategic Enrollment Management Framework

## *The 5 Components to Support Enrollment Growth and Sustainability*

As we continue to implement and evolve our SEM Plan, it is important to note that it is strategic in nature, with high-level priorities and goals as identified by the SEAC. **SF State has embraced EAB's recommended five components, developing strategies, goals, and outcome metrics in alignment with and connected to the university's strategic plan.**

As we evaluated our current work in the five components **we learned that there are opportunities to reinforce and realign commitments, and to improve resource allocation and potential redistribution.** Additionally, we are well underway implementing EAB's recommendations and have identified and established tools to measure the success of this critical work as shown below.

### **Component 1: Brand Identity**

To maximize SF State's recognition in a competitive higher education landscape and build affinity early, we needed to establish a recognizable brand and strategic marketing campaign. This encompasses an application marketing campaign, strategic communication plan, website content strategy work, the creation of critical new positions and an improved social media presence. We understand this work to be evolving and have created an agile team committed to internal stakeholder buy-in with the goal of reaching new external audiences.

**Strategy:** Build a strategic marketing plan that drives the work, guides the resources, and establishes cohesiveness to increase efficiency and awareness.

**Goal:**

- allocate appropriate staff and financial resources to support efforts
- establish alignment between Undergraduate Admission and Recruitment (UGAR) and Strategic Marketing and Communication (SMC)

**Performance Measurement:**

- website traffic (e.g. all front door webpages for prospects and/or campaigns)
- branded search volume (organic branded search terms)
- mentions (news, social media, publications)
- overall revenue/leads increase (e.g. information forms return rate, digital yield campaigns results)
- social media engagement (track metrics such as likes, comments, shares, retweets, video views, and more)
- full-funnel attribution (track our prospects' entire journey to understand conversion rates)
- brand awareness/perception survey (ongoing, updated feedback on campaigns in the market and perceptions of university)

**Resource Allocation:**

- remain at 100% SMC staffing to provide Enrollment Management (EM) support to carry out campaign, creative, and website strategies
- continued SMC/EM budget allocation according to five-year current allocation. Budget to support ongoing market brand awareness and enrollment campaigns; yield campaigns; market research; website development, and special EM projects
- time for SMC to support SEM needs (to be adjusted as we continue to systematize processes)



## Component 2: Size and Mix

Understanding realistic enrollment projections help us plan for fiscal sustainability and appropriate resizing of institutional functions. Factors influencing our projections for the next five years include external enrollment competition, changing demographics, and evolving workforce demands. Developing projections that are based on shared assumptions will allow for proper planning and agility.

**Strategy:** Build a comprehensive student pipeline that fosters collaboration and a shared belief of numeric goals to drive incoming and continuing student enrollment.

### Goal:

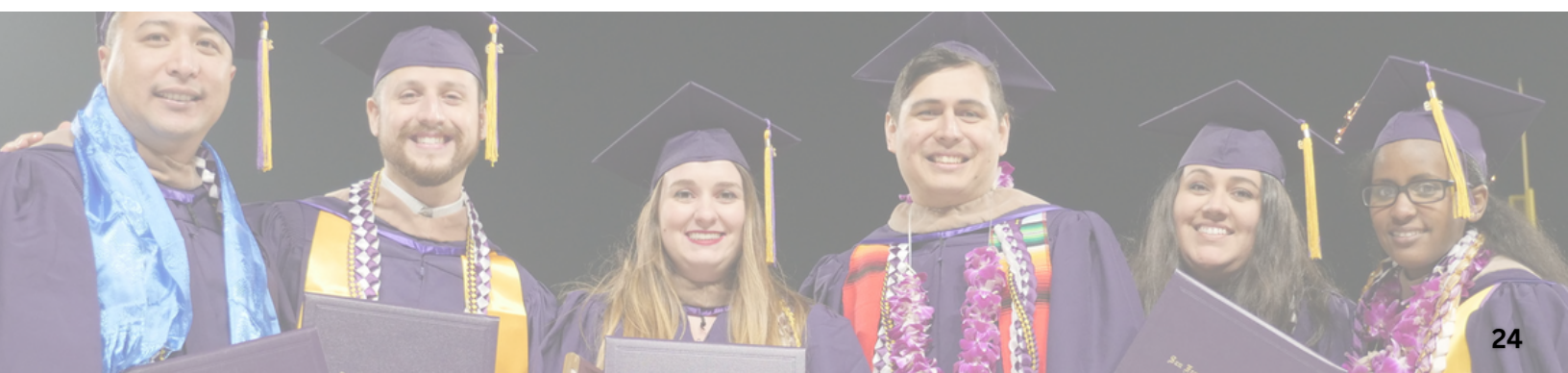
- build pipeline of prospects
- drive growth in programs that have higher demand
- accelerate internal application review and notification processes

### Performance Measurement:

- admission targets by # of apps, admits, AAOs, enrolled by term
- five-year projection from Institutional Research (IR), retention, incoming, and continuing student data (monitored and calculated week by week)
- incoming student assumption data Undergrad and Graduate (monitored and calculated by term)
- high school and transfer student name purchases and conversion rates (monitored and calculated annually)

### Resource Allocation:

- consistent Incoming Operations attendance and engagement
- continued IR collaboration and support at 100% staffing to carry out data needs
- Time from select subgroup members to analyze data by colleges/program to identify size, mix, and capacity to grow in high demand programs and programs in need of growth or attention in both undergrad and graduate







### Component 3: Retention

Retaining and ensuring the success is our number one strategic priority for the institution. It is also critical to stabilizing enrollment. We must constantly evaluate our opportunities for improvement and align our success strategies to meet those needs. This work includes removing barriers, streamlining processes, and sharing responsibility across all university units, as outlined in the detailed [University Retention Plan](#).

**Strategy:** Establish clear set targets for all student groups, identify student challenges, and opportunities to coordinate retention efforts.

**Goal:**

- set specific retention and graduation rate targets for each college
- address the housing issue as a major part of recruitment and retention plans
- create a work group focused on retention efforts
- integrate Student Success & Graduation Initiative 2025 into SEMP
- align course offerings with enrollment

**Performance Measurement:**

- retention and graduation rates by demographic categories
- outcomes of re-enrollment campaigns and retention of re-enrolled students
- reduced failure rates and grade gaps in high impact courses
- credit accumulation and average unit load by demographic categories
- increase number of students employed on campus
- increase number of Latinx and Black faculty
- monitor course offerings with enrollment (i.e. reduce low enrolled courses and increase seats in high demand majors)

**Resource Allocation:**

- consistent Retention Operations committee member attendance and engagement to support SEMP related decision making and to drive data driven conversations.
- funding aligned with goals and investment in technology to support communication with students





## Component 4: Academic Program Mix

Our academic offerings must align with prospective student interest and evolving workforce demands. It is important for us to constantly evaluate internal and external factors and align resources to meet enrollment goals. This will include sharing data, open conversations about modality, and creativity in meeting the demands of different types of students. A partnership between Academic Affairs and Enrollment Management is essential to determining the right mix of programs that provide opportunities for access and success.

**Strategy:** Utilize data to identify programs that have high demand or are more likely to lead students to their career.

**Goal:**

- integrate enrollment data in to decision making between Academic Affairs and EM
- align resources to help programs meet capacity
- market distinct programs with the most potential to maximize yield

**Performance Measurement:**

- impactation versus non-impactation comparison data and capacity
- enrollment in flagship programs, such as 4+1, and online degree completion programs
- enrollment demand by programs
- regional workforce data

**Resource Allocation:**

- consistent committee member attendance in both Incoming and Retention Operations and engagement to support SEM related decision making and drive data driven conversations
- continued IR collaboration and support at 100% staffing to carry out data needs
- time from select subgroup members to analyze data by colleges/program to identify size, mix, and capacity to grow in high demand programs and programs in need of growth or attention in both undergrad and graduate







## Component 5: Organizational Recruitment Capacity and Structure

Incoming student recruitment must be strategic and transparent across all student levels and recruitment teams. Accountability is a critical element of sound recruitment practice; clear goals must be articulated and tools need to exist to allow team members to measure their success and for leadership to determine priorities. At SF State many entities have recruitment responsibilities and a structure will be developed to ensure alignment and to reduce duplication. It is critical for our recruitment activities to be succinct and deliberate given the competitive landscape and need to cover a broad geographic territory.

**Strategy:** Establish a robust and comprehensive recruitment plan, transparency, and collaboration to improve enrollment strategies and outcomes.

**Goal:**

- establish a recruitment plan with accountability goals
- improve leadership, communication, and transparency among staff
- strengthen relationship between EM and Information Technology Services (ITS) to improve technologies
- develop a collaborative recruitment structure to align activities across undergraduate, graduate, international, and flagship support service programs

**Performance Measurement:**

- recruitment targets by territory aligned to admission targets
- development and use of recruitment tool box for all university staff tasked with recruitment
- development and implementation of onboarding and training program for new recruiters
- development and implementation of system to share best practices and recruitment methodologies

**Resource Allocation:**

- time for EM to develop and implement a recruitment tools
- time for EM to onboard and train existing and new EM and non-EM staff on SFSU recruitment practices
- time and funds (from respective departments) for staff to receive professional development training to stay up to date on recruitment information and practices
- implementation of technology solutions to drive efficiency and gain accountability tools





# Framework Implementation

## *Roadmap to Success*

Implementation of this plan will require commitment and collaboration. As President Mahoney noted in her opening, **achieving overall enrollment goals is a shared responsibility, and we are all stakeholders with integral roles to play.** SF State is a place where students thrive but their ability to access an SF State education and succeed once enrolled **requires us to work creatively and collectively across units with a central focus on student success.**

**Much of the work outlined in this plan is underway.** The following committees and work groups (shown below) will continue to lead coordination of activities detailed throughout the plan.

**The membership of these groups is intentionally inclusive of leadership, staff, faculty, students, and administrators** and the leadership overlaps to ensure that we are deliberate in our support of students throughout their full life cycle.

To that end, we have redesigned the enrollment funnel to reflect SF State milestones that define the student journey from prospect to enrollee.

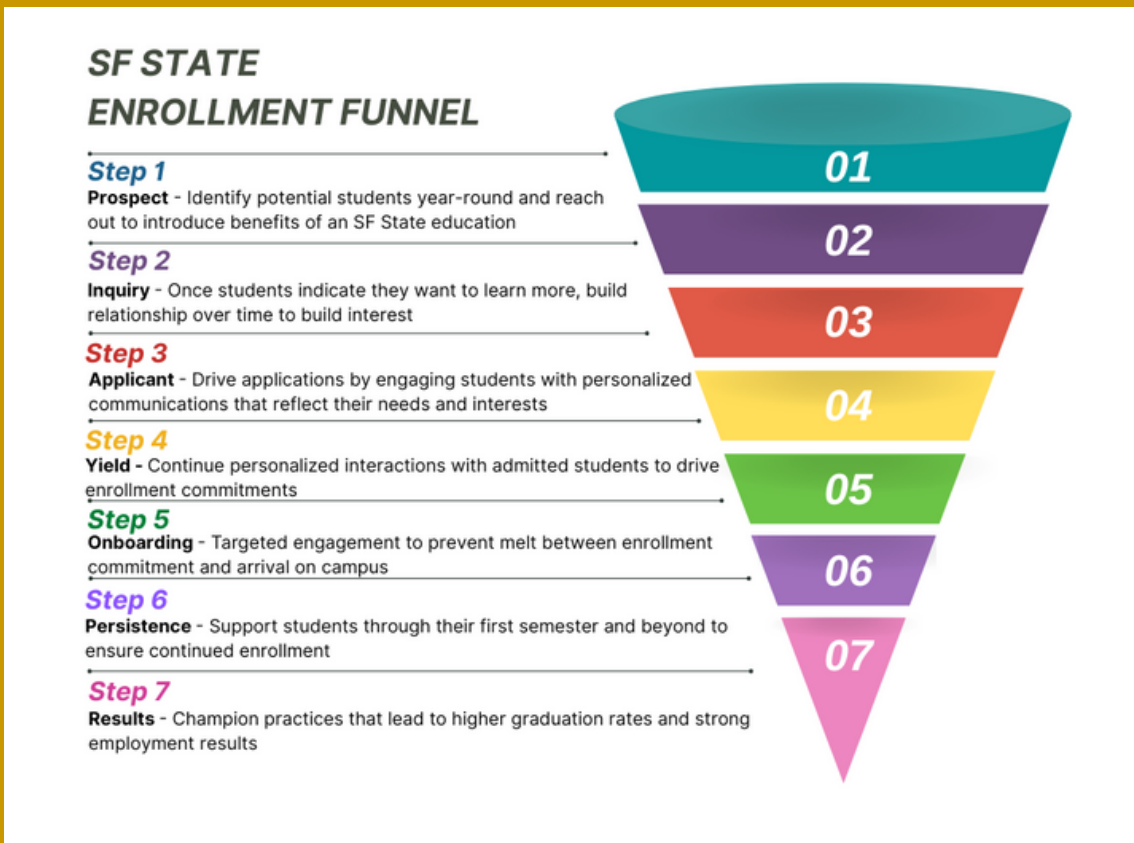
The enrollment funnel is a series of benchmarks that enrollment managers use to calculate progress against goals. For example, historic patterns provide insight into how many inquiries are required to produce the appropriate number of applicants and admits to meet enrollment goals. And, even though a student may commit to SF State, there is still work to be done to ensure that students do not “melt” prior to matriculation. The work to ensure strong enrollment results – including retention – requires collaboration and support across the campus community.

As addressed in Component 2, size and mix, we understand that **we must intentionally widen the top end of the funnel to achieve required enrollment and persistence goals.** This will happen by attracting more qualified prospects (those who are a good fit for SF State academic programs and able to succeed) and doing a better job communicating all of the opportunities and benefits of an SF State education. Once these students are admitted to SF State, **we must work more strategically and intentionally to increase the number of students accepting our offer and keeping them engaged until they arrive on campus.** Finally, **we will continue to increase our attention to and integration with re-enrollment, retention, and graduation.**



## ***SF State Enrollment Funnel***

This redesigned funnel model incorporates student persistence and post-graduation success to reflect the full lifecycle of enrollment to graduation and beyond. **With the strategies, tactics, and results proposed, we will continue to measure multiple metrics and iterate as necessary to improve results in SF State's enrollment funnel.**



**While much has been accomplished, there is more work to do.** This framework for strategic enrollment management will help us prioritize internal work priorities and investments to grow enrollment over the next five years. From there, we must build on our recruitment and retention gains, not losing focus on these important initiatives. **SF State is committed to a culture of innovation and improvement in order to meet our goals.**

# APPENDIX

## *Supporting Documents*

- 01** EAB's Enrollment Landscape and Opportunities Assessment
- 02** Undergraduate Recruitment Plan
- 03** University Retention Plan
- 04** SF State Institutional Research
- 05** Division of Graduate Studies Strategic Enrollment Plan