



SAN FRANCISCO
STATE UNIVERSITY

San Francisco State University

Enrollment Landscape and Opportunity Assessment

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EAB Enrollment Services

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Overview of the Strategic Enrollment Planning Process

In November of 2019, President Lynn Mahoney charged the Strategic Enrollment Advisory Committee (SEAC) with developing an integrated, data-driven strategic enrollment plan. The plan's intended outcome is to enable San Francisco State University to build a sustainable enrollment over the foreseeable future, one that reflects both the values and the aspirations of the university. The SEAC committee membership reflects San Francisco State's strong commitment to shared governance. To further the work of the committee, EAB Enrollment Services was engaged through a competitive RFP process to support the SEAC in their efforts.

There are two important steps in the SEAC's enrollment planning process. The first is a review of current admissions, financial aid, and enrollment marketing practices to identify areas of opportunity. The second will be to leverage that analysis to inform the development of a comprehensive Strategic Enrollment Management (SEM) Plan.

This report concludes the first stage of the SEM planning process. The EAB team of seven consultants (see Appendix A) conducted extensive interviews and conversations with key San Francisco State stakeholders over a two-month period. These conversations provided deep insight into how the university approaches recruitment and the profound concerns about declining enrollment and its impact on the community. The understanding we gained about internal processes overlaid with EAB's extensive knowledge of best practices is the foundation of our recommendations to you. The team also reviewed and analyzed data, analyses, and primary documents provided by San Francisco State and used proprietary EAB data sources to identify opportunities.

Before detailing our findings and recommendations, the EAB team would like to acknowledge the extraordinary level of collaboration and transparency exhibited in our conversations with members of the San Francisco State community. Understanding the current state of the union as a precursor to developing a SEM Plan requires asking difficult questions and having honest dialog. The EAB team is very grateful for the candor, thoughtfulness, and deep commitment to the institution that we discerned throughout the process. (A complete list of San Francisco State participants may be found in Appendix B).

As we share our observations and many recommendations, we also want to honor the exceptional work that occurs at San Francisco State every day. When focusing on needs and opportunities, it is easy to lose sight of what is good and what is working. It was very clear to the EAB team that the San Francisco State community is passionate about its mission and its students. Our hope is that our work together will enable San Francisco State to develop a Strategic Enrollment Management Plan that increases enrollment and sustains the university into the future. What San Francisco State stands for, and its role in the Bay area, truly matters.

Executive Summary

As San Francisco State plans for their desired future state and thinks through the most efficient ways to achieve enrollment success in a time of constrained resources, this report is designed to serve as a roadmap. In this first stage of the strategic enrollment planning process, the EAB team identified some critical needs and makes specific tactical recommendations to address them. During our evaluation of the university's current state, we were struck by some consistent observations made by many and crossing most functional areas. Before delving into our actionable recommendations, we want to highlight these cross-cutting themes which you will see reflected in many of our recommendations.

Vision and Leadership

We commend President Mahoney and the San Francisco State leadership team for acknowledging the need for a comprehensive SEM Plan and for undertaking the hard work of developing a plan. Similarly, the high-level SEAC membership sends a strong message to the campus community that enrollment is an institution-wide

responsibility. Continued high-level attention will be required to prioritize investment in enrollment success even as San Francisco state makes difficult internal financial decisions.

A recurring thread in our discussions was the desire for clear and compelling enrollment leadership. We found that across functional areas there was not a shared understanding of institutional direction, let alone institutional enrollment goals. Setting clear priorities and establishing specific goals, from new student enrollment to retention and graduation goals, will be a critical component of the SEM Plan.

There is also a need to identify—and empower—leaders in key areas that contribute to San Francisco State’s enrollment success, specifically in admissions, financial aid, and strategic marketing. Clarity around roles and responsibilities—who serves as the lead in each of these functions—is necessary to create a culture of accountability. These leaders should also be coached to serve as champions for enrollment strategy and activities within the division and across campus.

The San Francisco State Brand

Higher education has become highly competitive. To stand out in a crowded market with challenging demographics, San Francisco State needs to develop a distinct and compelling brand identity. We consistently heard across areas that there is not a clear and agreed upon brand platform. In order to articulate what San Francisco State stands for to the outside world (and specifically through the recruitment process), the internal community must first agree on a definition of who and what the university is and what it aspires to be. While we heard some common features, there is no unified expression of the brand.

Establishing a coherent and credible brand platform is inevitably tied to institutional vision and leadership. To be effective, a brand platform must be authentic to the character and culture of the institution and persuasive, telling a story to which internal and external constituencies attach. To be effective in enrollment marketing, that brand must be so deeply ingrained in the institutional culture that there is no disconnect between what marketing materials say about the institution and what they experience on campus. This means strong buy-in from all internal audiences, from the enrollment management and marketing staff to faculty and academic leaders.

Organizational Structures and Orientation

A common topic in our discovery process was the proliferation of recruiting activity across campus. We recognize that many of these ad-hoc efforts resulted from ineffective (or non-existent) admissions outreach; academic departments and programs undertook recruiting activities to fill the void. EAB appreciates the entrepreneurial spirit reflected here, but these uncoordinated and sometimes at cross-purposes efforts led to further confusion about the San Francisco State brand identity.

The question of de-centralized *versus* centralized organization and execution of the many activities that feed enrollment success surfaced across student types (undergraduate, graduate, international, transfer, adult, etc.) and in marketing communications. San Francisco State is experiencing painful budget reductions, and we recognize that these financial constraints have essentially called the question by reducing the workforce in ways that necessitate centralization. Simply changing structures does not change culture. Many of the areas and programs engaging in admissions activities have been operating independently for some time. Attending to change management will be crucial moving forward as will clear evidence that the admissions team is recruiting effectively for all programs

Similarly, the orientation and focus of some key departments should be reimaged. The current outreach and admissions process is transactional, not relational. The San Francisco State admissions team must evolve into a comprehensive recruiting operation that seeks qualified inquiries and effectively communicates San Francisco State’s value proposition to woo prospective students from inquiry to application, from admitted student to enrolled. Similarly, the approach to financial aid is more focused on regulatory compliance than strategic effectiveness and a means to make possible a San Francisco State education. The marketing team operational plan currently favors earned media placements over strategic marketing communications and messaging.

Success moving forward will depend upon collaborative change management and the institution's capacity to build a sense of shared enterprise.

Staffing and Vacancies

San Francisco State has many advantages of location, but the local employment market is not one of them. We consistently heard—and saw—challenges with staffing and vacancies across the admissions, financial aid, and marketing departments. We recognize that the challenge of hiring and retaining talent in a very expensive and competitive market is not unique to the enrollment and marketing functions; they apply to faculty, leadership, and other staff as well. Nevertheless, persistent staffing vacancies have taken a toll on enrollment and recruitment effectiveness. Rebuilding staffs and creating continuity is an important component of the SEM planning process and will require thoughtful choices about how many positions are required in a redesigned recruitment shop.

San Francisco State is already addressing this critical issue. Several important hires have been made, and other vital searches are nearing completion. The university is to be commended for moving forward to fill these important positions and prioritizing enrollment success during incredibly challenging financial circumstances. The progress already made bodes well for the SEM planning process.

Budgets

These are extraordinary fiscal times, especially with regard to state support for public higher education. Public institutions are increasingly tuition dependent, resembling private institutions in many ways (but with far less flexibility). We suspect that no area of the university would report that they are wholly satisfied with their existing budget. In fact, participants shared consistent frustration about ongoing limited human and financial resources that existed well in advance of the current budget crisis. San Francisco State appears to have a historic pattern of adding programs and activities without a long-term plan to cover operational costs and staffing support. We believe that this transpired as part of a deep commitment to provide opportunities that support students, but the challenges that staff face to keep things going on a shoestring has now reached crisis proportions. Retrenchment is extremely difficult, and we acknowledge that. At the same time, given the current financial exigency, we encourage the San Francisco State team to prioritize where future investments will be made versus funding everything at a starvation level.

Beyond concerns about adequate financial resources to accomplish the task, we heard consistent confusion about budgets in general. Whose budgets pay for which efforts? How big is our budget (non-managers)? How is our departmental budget allocated? How much money is available to fund a program I'm planning? How have funds been spent in the past? Because enrollment (especially recruitment) spans multiple areas, clarity, and transparency about budget resources and who is responsible for what is critical.

Internal Collaboration and Communication

Many of the areas involved in recruitment and enrollment describe themselves as siloed. While this is, unfortunately, quite common in higher education, some of the afore-mentioned issues exacerbate the challenges that siloes present. Effective enrollment management requires collaboration, and there can be no collaboration without strong internal communication.

Clearly articulated communications that reflect institution mission and priorities must be aligned vertically and horizontally across the university. This is where the themes discussed above come together. San Francisco State's leadership, perhaps using the SEM Plan as a foundation, must convey a clear vision and compelling brand identity for the future. This vision then informs your internal priorities and resource allocations. It will be up to leadership to build consensus around the vision through strong and consistent internal communication. That shared vision must then be effectively operationalized across campus to support the enrollment effort.

Setting Priorities

SEM planning is a daunting process. In the body of our report, we detail an extensive but not exhaustive list of recommendations. We seek to delineate between short-term and longer-term initiatives. Many of the cross-cutting themes appear in the context of specific operations or functions.

We recognize that there will not be sufficient bandwidth to tackle all these recommendations simultaneously. Some will be dependent on successfully addressing other priorities first; others will be interdependent across functional areas; still others will be responsibility of leaders within a given department. There are, however, three broad recommendations that we suggest can help guide the SEAC's work.

First, the admissions and financial aid shops must develop fundamental tactical and operational practices that are requisite for effective enrollment management. This effort should build on the significant process and operational improvements initiated by Tom Enders. Our recommendations will help define what these standard best practices look like.

Second, specific goals need to be set that will inform enrollment efforts moving forward. For new students, these goals should address all student types: first time freshmen; transfers; graduate students; international students; and potentially online students. For continuing students, specific retention and graduation rate targets for all student types as well as by college will be informed by the work underway in your Graduation Initiative 2025. Continuing students are a major component of any institution's enrollment picture and will be accounted for in your SEM Plan.

Third, work to define a clear and compelling brand for San Francisco State should begin as soon as possible. This process must include key stakeholders from across the university community and will take time to complete. Having a well-defined brand platform is critical not only to the enrollment effort but to all aspects of the university, from advancement to government relations to talent acquisition.

Findings and Recommendations

In this section, the EAB team provides its observations and findings, as well as a series of specific recommendations, organized thematically. The list of recommended action steps is robust but by no means exhaustive. Knowing that human and financial resources are constrained, we have prioritized recommended steps to be addressed in the short term and those that may be longer-term in nature.

Enrollment Landscape and Opportunity Analysis

Observations and Findings

Through our conversations, it was clear that there is no overarching strategy and tactics that San Francisco State utilizes to recruit students, including specific targets for various recruitment territories. The market is far too challenging to approach without a clear plan. The university will be most successful when it has clearly identified whom you are seeking, how you will assist them with financial aid and housing, and implements a focused recruitment plan.

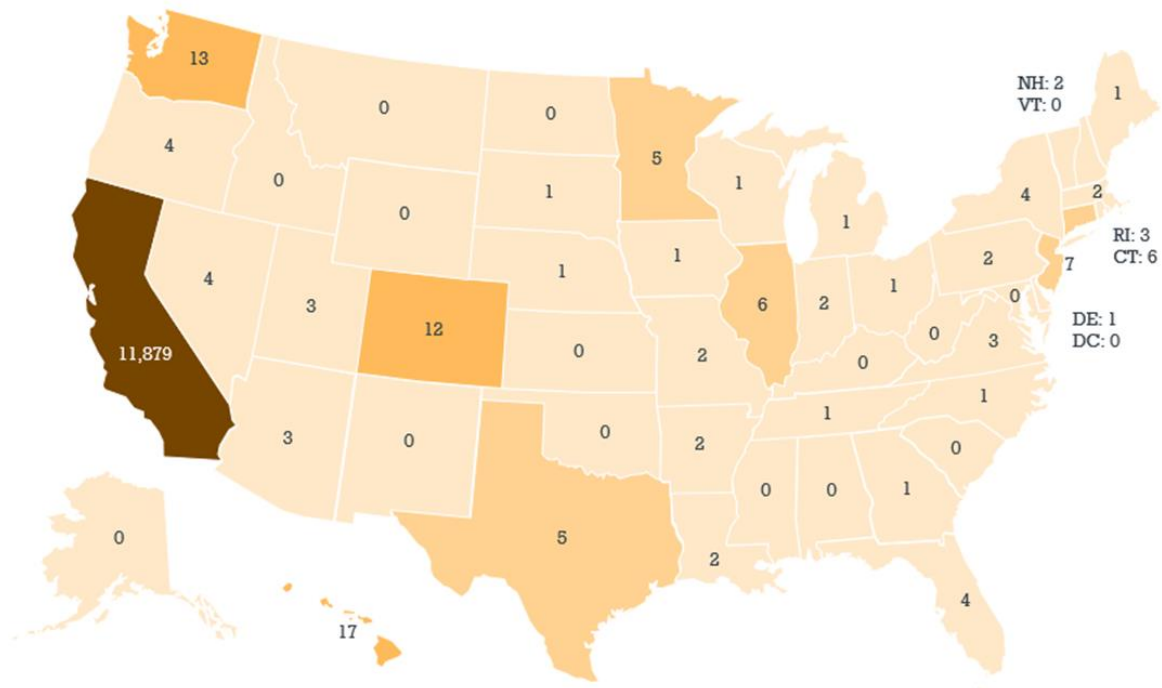
EAB recommends focusing on California because 90+% of your students are state residents. As the WICHE table illustrates, the number of California high school seniors will decline 9% between 2021 and 2032. And this is on top of a 4% drop since 2012. However, since San Francisco State has not yet executed a comprehensive recruiting plan it is possible to mitigate further enrollment declines and increase first-year enrollments once such a plan is in place.

**Western Interstate Commission on Higher Education Projections
CALIFORNIA**

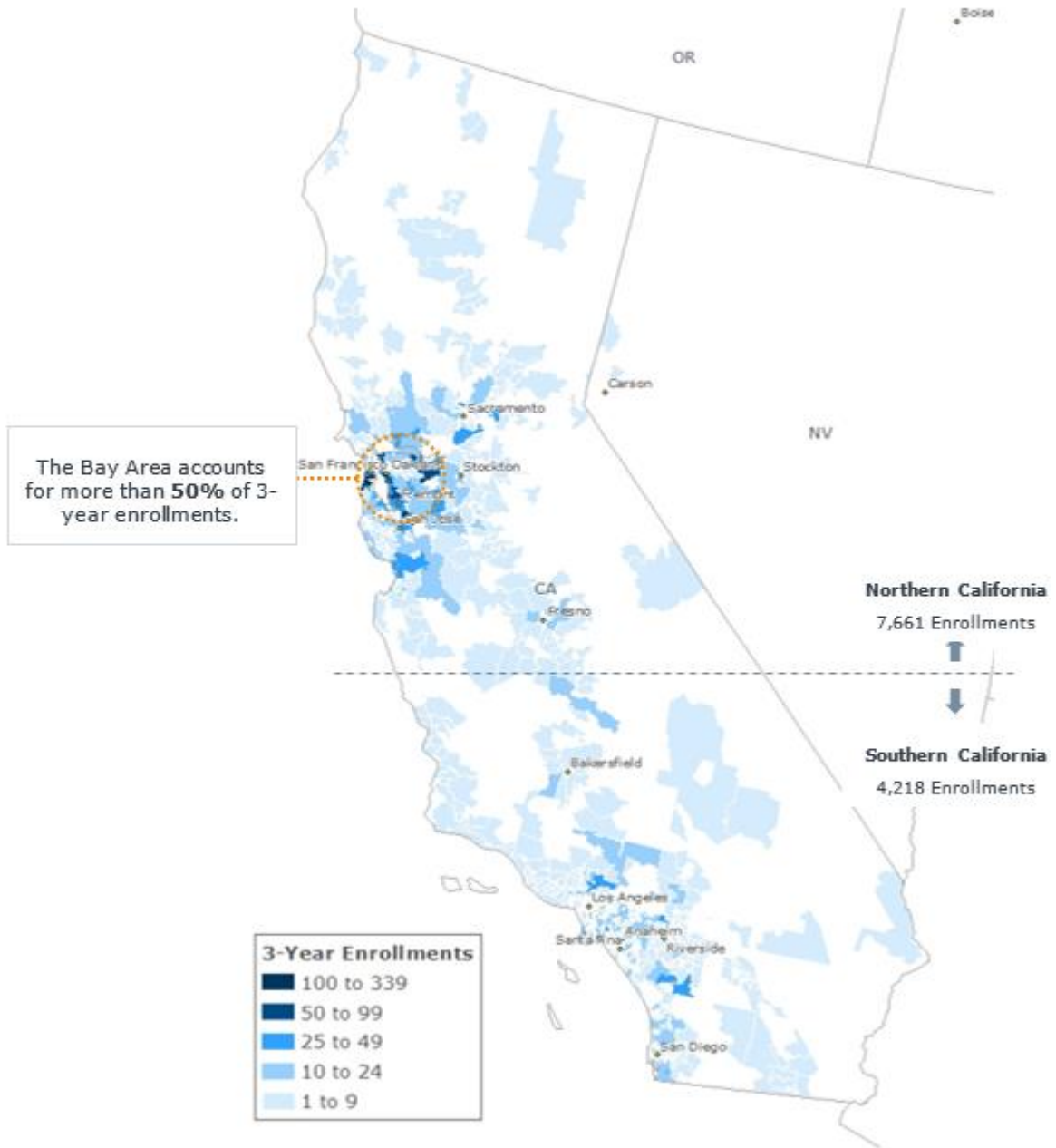
	School Year	GRAND TOTAL	PRIVATE SCHOOLS TOTAL*	PUBLIC SCHOOLS TOTAL	Hispanic	Non-Hispanic			
					Alone, or Any Race	White	Black	American Indian/Alaska Native	Asian/Pacific Islander (Combined)
Projections of High School Graduates	2011-12	453,078	34,414	418,664	193,516	133,271	29,230	3,250	59,397
	2012-13	455,854	33,729	422,125	198,993	131,369	28,335	3,137	60,291
	2013-14	449,202	32,418	416,784	199,242	126,688	26,963	2,981	58,839
	2014-15	440,016	32,177	407,839	198,524	120,789	25,727	2,809	57,324
	2015-16	434,112	30,625	403,487	199,027	118,286	25,018	2,717	55,346
	2016-17	425,864	29,749	396,115	195,763	115,709	23,894	2,490	55,017
	2017-18	435,365	29,014	406,351	204,335	114,545	23,539	2,472	57,894
	2018-19	431,009	27,871	403,138	205,566	111,883	23,042	2,272	56,137
	2019-20	427,665	26,759	400,906	206,555	110,060	22,001	2,268	55,505
	2020-21	434,526	26,472	408,054	210,573	111,762	21,719	2,156	57,127
	2021-22	434,103	25,551	408,552	213,065	110,570	21,057	2,113	56,765
	2022-23	437,192	24,560	412,632	220,216	108,709	20,742	1,999	55,453
	2023-24	448,839	26,936	421,903	228,376	109,035	20,971	1,993	55,418
	2024-25	431,016	27,111	403,906	218,862	104,573	19,912	1,902	52,431
	2025-26	432,388	26,165	406,223	219,016	102,625	21,274	2,124	56,428
	2026-27	414,426	24,812	389,614	206,723	99,721	20,715	2,021	55,592
	2027-28	400,749	23,990	376,759	196,902	99,297	20,066	1,973	53,110
	2028-29	393,429	23,774	369,655	190,536	94,821	19,181	1,820	51,669
	2029-30	393,374	23,851	369,523	185,900	93,379	18,858	1,832	56,499
	2030-31	387,456	23,384	364,071	181,629	93,992	18,646	1,880	56,665
2031-32	394,117	23,749	370,368	181,050	94,548	18,255	1,820	62,081	

EAB developed heat maps to illustrate first-year enrollment patterns for the last three years. These are guides to identify priority recruiting markets in the immediate term (see recommendations below).

First-time undergraduate fall enrollments 2017, 2018 & 2019



Concentration of California Enrollments 2017, 2018 & 2019



First-time Undergraduates Historical Overview 2017, 2018 & 2019

Northern California

Entry Year	Applications	Admits	Enrolls	% Enrolled
2017	17,346	12,396	2,547	20.5%
2018	18,653	13,710	2,680	19.5%
2019	18,289	12,522	2,434	19.4%
<i>Year Over Year</i>	-2.0%	-8.7%	-9.2%	-

Southern California

Entry Year	Applications	Admits	Enrolls	% Enrolled
2017	15,247	10,923	1,628	14.9%
2018	15,009	11,113	1,471	13.2%
2019	14,490	10,015	1,119	11.2%
<i>Year Over Year</i>	-3.5%	-9.9%	-23.9%	

This data demonstrates the strategic efficiency of focusing on proximal students first; they are much more likely to enroll which produces a higher return on recruiting investments.

San Francisco State's primary competitors, the schools to whom you lose the most admitted students, are listed below. The CSU's are heavily represented which is to be expected. Tracking enrollment patterns over time allows you to monitor where you are gaining against competitors and where you are declining. This list further helps the admissions staff understand who you are really competing against.

National Clearinghouse Data 2017-2019

Students Admitted to San Francisco State Enrolling Elsewhere

School	2017 Count	2017 %	2018 Count	2018 %	2019 Count	2019 %
San Jose State University	3287	5.63%	2677	5.20%	2905	5.80%
California State University - Sacramento	1185	2.03%	1246	2.42%	1426	2.85%
California State University - East Bay	1249	2.14%	1397	2.71%	1318	2.63%
San Diego State University	1207	2.07%	1137	2.21%	1042	2.08%
California State University - Long Beach	1288	2.21%	967	1.88%	1025	2.05%
University of California - Davis	911	1.56%	976	1.90%	950	1.90%
University of California - Santa Cruz	984	1.69%	984	1.91%	933	1.86%
University of California - Berkeley	754	1.29%	806	1.57%	867	1.73%
California State University - Northridge	1228	2.10%	783	1.52%	804	1.61%
City College of San Francisco	952	1.63%	992	1.93%	778	1.55%
University of California - Riverside	796	1.36%	649	1.26%	751	1.50%
California State University - Fullerton	1320	2.26%	620	1.20%	698	1.39%
Sonoma State University	633	1.08%	703	1.37%	597	1.19%
California State University - Chico	702	1.20%	653	1.27%	595	1.19%
Santa Monica College	487	0.83%	459	0.89%	589	1.18%
University of California - San Diego	654	1.12%	558	1.08%	576	1.15%
University of California - Irvine	705	1.21%	469	0.91%	551	1.10%
De Anza College	611	1.05%	634	1.23%	544	1.09%
California State Polytechnic	841	1.44%	547	1.06%	542	1.08%
Diablo Valley College	585	1.00%	553	1.07%	520	1.04%
University of San Francisco	638	1.09%	575	1.12%	514	1.03%
University of California - Santa Barbara	701	1.20%	641	1.24%	514	1.03%

San Francisco State's greatest opportunity to increase enrollment is to improve your recruitment strategy and execution, not in the development of new, distant markets. In assessing market opportunity, we suggest taking a stepwise approach.

Recommendations

- **Focus first on your primary, six-county service area:** San Francisco State must first ensure that it is fully saturating its closest and most productive markets. All too often institutions assume that students and families closest to campus “know” them and neglect to engage them actively. It appears that San Francisco State has not used a systematic approach to cultivate every feeder high school and community college in the service area or strategized how to increase the base of feeder institutions. (Lists of current feeder high schools and community colleges appear in Appendix C). Identifying all prospective students who meet your desired standards and engaging both them and their parents through a comprehensive recruitment plan (described in the following section) provides the best opportunity to improve enrollment outcomes. **Short term recommendation.**
- **Identify a secondary market in the areas proximal to the six counties:** Using EAB's maps of historical enrollment activity shared above, San Francisco State should identify the next most productive territories in which to recruit. As before, a comprehensive recruitment plan is needed. **Short term recommendation.**
- **Broaden your recruiting strategy to include other Northern California counties:** Using historical data, identify areas where San Francisco State has had past success in recruiting students. **Longer-term recommendation.**
- **Extend recruitment into Southern California:** Students from Southern California have been a meaningful portion of entering freshman classes. However, limited housing options coupled with the high cost of living off campus has created retention and student success issues. Establishing goals for this territory must address these constraints. **Longer-term recommendation.**
- **Use historical data to identify the most productive markets for graduate recruitment:** The pathways to graduate and professional programs are far different than for traditional undergraduate students; location matters less. However, analyzing historical data, by geography (Appendix D), program, and previous institution will help inform a robust graduate recruitment plan. **Longer-term recommendation.**

Brand and Institutional Identity

Observations and Findings

While our primary focus in assessing the marketing efforts at San Francisco State was on enrollment marketing, it quickly became clear that there are issues and concerns that extend beyond enrollment. The university as a whole does not have a cohesive marketing approach, let alone a strategic one. Further, many participants commented that San Francisco State lacks a strong and clearly articulated brand.

“Brand” is a term that is used widely and loosely. There are dozens of definitions available, some less helpful than others. Perhaps appropriate in this context, a brand is “not what you say you are; it is what they say you are.” Of course, the goal of marketing—and enrollment recruiting—is to build affinity, to encourage others to see the institution as we want it to be perceived. To do so, a brand must be compelling and believable. It also must be well articulated and rigorously communicated.

Most encouraging in our conversations about San Francisco State's brand identity and lack of marketing focus was acknowledgement of the challenges and openness to change. One participant commented “the university is hungry for advice.” It is hard to overstate the importance of this openness to the important

work that lies ahead. What follows are key opportunities and a series of recommendations for actions needed to move San Francisco State forward.

Recommendations

Organization, Leadership, and Planning

- **Establish leadership:** Success filling the associate vice president for strategic marketing position is crucial. This new team member will need to provide *marketing* leadership to support the relatively new vice president for advancement, who has a clear-eyed understanding of the marketing challenges facing San Francisco State. The job description for the position is well-crafted. The associate vice president will need to be both a brand manager and a brand champion. While the current staff say marketing “owns” the brand, few others on campus would likely agree. **Short term recommendation.**
- **Set a clear direction for the marketing effort:** The current marketing and communications department is focused on media relations and earned placements rather than strategic integrated marketing. Creating positions for crisis communications and media relations in the president’s office or shifting current staff resources should help. Right now, the team’s efforts should focus on strategy for marketing communications that support enrollment. The goals for earned media efforts need to align with an overall brand strategy. **Short term recommendation.**
- **Decide on a centralized or decentralized model:** Current communication efforts are largely decentralized, with the marketing department serving as a fulfillment shop rather than originators and owners of the university-wide marketing strategy. Various areas across the university have tried to fill perceived gaps through their own marketing efforts, leading to further confusion and lack of brand clarity. Given the heightened focus on brand strategy and marketing outreach to support enrollment, and acknowledging present resource limitations, centralization is more efficient. This recommendation comes with clear understanding that the marketing team must be recognized as owning the effort and provide excellent service to stakeholders across campus. **Longer-term recommendation.**
- **Create a clear process for developing San Francisco State’s brand:** There is currently no coherent brand platform for the university. Participants shared deeply held beliefs about San Francisco State’s hallmark features: the commitment to social justice and activism; groundbreaking work in ethnic studies; research and the creation of knowledge; student access; your role as “the city’s university.” However, these beliefs do not cohere into a compelling brand identity that is readily articulated and easily assimilated. **Short term recommendation.**
- **Align brand development with specific goals:** The process must be informed by San Francisco State’s overarching goals, but especially with regards to enrollment. Is access a top priority? Who are the students that San Francisco State serves best? What about the academic profile of entering students? The demographic profile? Is San Francisco State a local, statewide, regional, national, or international institution? Defining these goals leads to establishing priorities for key audiences: undergraduate students; graduate students; international students; donors; alumni; government officials; etc. **Longer-term recommendation.**
- **Test the proposed brand:** The proposed brand platform should be tested for credibility with key stakeholders. Is it authentic? Believable? Too aspirational? Appealing? It should also be compared to San Francisco State’s set of competitors. Does it clearly differentiate San Francisco State? Does another institution currently “own” the positioning that this brand seeks to establish? **Longer-term recommendation.**

Staffing and Budget

- **Address staff vacancies:** As with other areas, the marketing department has suffered from staff vacancies. Given the San Francisco market, it is challenging to be competitive in hiring and there also appear to be challenges with staff turnover. One participant commented that “the university has a way of grinding you down.” Yet the same person stated that those who stay are deeply loyal: “people don’t want to give up on the university.” Building that loyalty and affinity will be key to retaining good staff. **Ongoing recommendation.**
- **Identify and assess what is currently being spent on marketing institution-wide:** There was not a lot of clarity about the overall commitment of funds to the university’s marketing efforts. Most areas, including the marketing department, indicated that they had no specific budget to support formal marketing activities, including production or printing costs. To the extent that budget for marketing exists, it appears to be decentralized, either by choice or because individual units have reallocated their funds for their own perceived marketing needs. The first step is to get a handle on the real current investment in marketing across the campus, then to assess its effectiveness. Our suspicion is that the total is inadequate for the needs of an institution such as San Francisco State. We also recognize that this will likely be a charged process in a highly budget constrained environment. **Short term recommendation.**
- **Evaluate staffing levels that support the marketing effort:** Staffing vacancies make it difficult to step back and evaluate whether the marketing function is appropriately staffed, both in organizational structure as well as in FTE. As reflected earlier, there needs to be clarity about the direction of San Francisco State’s marketing effort. Shifting to a more proactive strategic marketing orientation from a PR communication and earned media emphasis has staffing implications. Similarly, channels such as the university’s .edu site are more important than ever. Is San Francisco State sufficiently resourced to support the web? **Longer-term recommendation.**
- **Carefully align budget needs with university goals:** The position description for the associate vice president for strategic marketing nicely captures the broad goals of the university’s marketing initiatives: brand awareness; recruitment of students (freshmen, transfers, graduate, and international); donor development; and government relations. None of these can be ignored, and it is tempting to assign them equal weight. But in a highly budget constrained world, difficult decisions need to be made as well as distinctions between the “nice-to-haves” (such as neighborhood pole banners) and the “have-to-haves” (such as an aggressive marketing campaign to drive enrollments). **Longer-term recommendation.**

Enrollment Marketing

- **Establish leadership and accountability in both areas:** The relationship between enrollment management and marketing appears to have been siloed for a considerable time. While marketing needs to take a lead role in developing a strategic integrated marketing approach, it is also clear that enrollment management needs to take ownership of recruitment marketing. Establishing clear roles and responsibilities in each area is necessary before there can be true collaboration. **Short term recommendation.**
- **Establish priorities and expectations:** There appears to be an “order fulfillment” view of marketing’s role; one marketing staff member suggested that enrollment management “sees us as just an open shop for them.” On the enrollment side, there is a perception that marketing is “too busy” with other projects to provide them support. The leads in each area must work together to clearly articulate the goals of their efforts and what is “doable” given budget and staffing constraints. **Longer-term recommendation.**
- **Evaluate how well the university’s website supports enrollment management needs:** While a university’s .edu site must serve a wide range of audiences and goals, among the most important is recruitment of students. In a pandemic world where many traditional face-to-face recruitment activities, such as high school visits and college fairs, are not possible this fall, San Francisco State’s website takes on even greater importance. If search engine optimization and

user experience audits have not been recently conducted, they should be executed as soon as possible. **Longer-term recommendation.**

Communications Planning

- **Assess the communications needs at each stage of the enrollment funnel:** We could not document a thoughtful approach to communicating with prospective undergraduate students and parents at each phase of the enrollment cycle. Instead, communications are transactional relative to the prospect's next step: apply and commit. One participant described this as working "backwards through the funnel." Graduate recruiting has built a communication flow that is personal and persuasive which we applaud. We recommend that the journey from prospective to enrolled student be considered (or reviewed) and documented for each enrollment audience: freshmen; transfers; adult students; graduate students; and international students. **Short term recommendation.**
- **Develop a robust and coordinated enrollment communications plan:** San Francisco State needs a detailed communications plan that engages prospective students throughout the enrollment funnel. For example, in the undergraduate arena, there needs to be a plan for targeting and engaging high school sophomores and juniors to get them to express interest in San Francisco State; targeting students in their senior year to drive application activity; communicating with applicants to ensure they complete their applications and file their FAFSAs; engaging students who have been admitted to drive yield and prevent melt; and making the matriculation process as user-friendly and engaging as possible. The last phase will require commitment and coordination across the university: financial aid; housing; orientation; advising; registration; student billing; etc. **Short term recommendation.**
- **Evaluate the channel mix used to engage prospective students:** Today's Gen Z digital natives are more distracted than previous generations of prospective students. The journey to becoming a college student is far less linear and involves far many more communications channels than in the past. Legacy means of communications such as paper mailings and emails remain very important, but a digital presence, from .edu sites to social media to paid search, are increasingly required to engage these prospective students. San Francisco State should evaluate the mix of channels it is currently using to determine how best to adjust the enrollment communications strategy. **Longer-term recommendation.**

Undergraduate Recruitment

Observations and Findings

We interviewed the admission staff to assess San Francisco State University's current recruitment operation and activity. The staff are thoughtful, engaged and committed to student success. At the same time, they are frustrated by episodic and inconsistent leadership, a dearth of training and an ongoing lack of human and financial resources to recruit a class each year. As one staff member put it, "San Francisco State has more siloes and less transparency than my previous institutions." While many of the staff expressed frustration about their current working conditions, new leadership at the most senior level, including President Mahoney, Thomas Enders and Ms. Camille Rieck-Armstrong, is causing many staff members to feel that better days are ahead.

Staff expressed concern about communication within the division. It seems as if they are waiting for someone to lay out a vision for Enrollment Management at San Francisco State University. Our sense is that the vision is there, or at least emerging from leadership, it just needs to be translated to the staff.

Persistent staff vacancies have clearly taken a toll. Staff noted the role that inconsistent leadership and a lack of transparency played a role in the decisions by many former staff members to move on to new professional opportunities. As one individual we interviewed noted, leadership is characterized by

micromanagement and inconsistency. This was a theme we heard again and again, regardless of the broader experience of the staff member or length of time at the University.

Many current procedures seem cumbersome and far too hands on. Another staff member noted that transcript processing was a “mess” and very manual. As an example, the handoff of prospective students from the Outreach Specialists to the Admission Counselors seems to be overly complicated.

Lack of training appears to be a significant issue. New staff members noted that when they were hired, there were no formal training processes or manuals that they could access. More senior staff reported that the size of the Enrollment Management operation had been cut by 50% over the past five years, and that numerous positions had been moved out of recruitment to other areas of the division by the previous Vice President.

Staff also reported challenges with the University’s SIS, People Soft, and the previous enrollment CRM from Hobson’s. The decision to implement the Liaison CRM is an exciting opportunity if appropriate training and support are part of the “go live” process. Staff reported that there is limited expertise with each system within the office and that certain basic functionalities are not in place.

There is clearly a disconnect between the enrollment and marketing offices. Staff felt that their marketing colleagues were pulled in many directions and that enrollment marketing was not an institutional priority. Staff expressed frustration that the university’s reputation has declined over the years. As one commented, “we are becoming known as being the backup school to the backup school.”

Another of the consistent refrains was frustration over limited financial and human resources. The staff do not feel that the budgeting process is transparent. If they come forth with an idea, the default response is that there is no money available. The staff noted that since Tom Enders arrived, the budgeting process has improved.

We are surprised at the minimal number of student workers employed throughout the division. Staff reported that there are ten Student Ambassadors who handle tours and presentations. Reference was made to students assisting with clerical duties in the past, but it was noted that most of those student worker positions had been eliminated because of budget cuts. We note that, from San Francisco State’s FISAP, that the University received a \$1.3 million allocation of Federal Work Study funds this year. Greater utilization of student workers is a missed opportunity.

San Francisco State has not been strategic or intentional in developing robust enrollment pipeline. As far as we could tell, the university has not utilized Student Search, the process of purchasing the names and contact information for students currently enrolled in high school. In an increasingly competitive marketplace, most colleges and universities have a comprehensive plan for purchasing those names and have developed a comprehensive communications plan for maintaining contact with students throughout their high school career. Schools of similar size to San Francisco State purchase 250,000 or more names to develop a robust inquiry pool

Similarly, outreach to high school guidance counselors to keep them informed is critical, especially from high schools that traditionally send students to San Francisco State. Although the staff has made high school visits in the past, it does not sound like those visits are part of a strategic recruitment plan.

When student prospect names are secured through high school visits and college fairs, it will be critical to establish a communications plan for these students that extends beyond today’s “you should apply.” Several staff members reported returning from college fairs with completed inquiry cards that were never entered in the data base. That is wasted time and money.

We were also surprised to learn that efforts to get prospective students, especially those admitted to the institution, to visit campus are limited. The staff members assigned to coordinate these efforts were energetic and enthusiastic but reported that the spaces available for welcoming students and parents are limited in number and size. These constraints dictate the number of students and parents who can be accommodated at any one time.

While most colleges and universities have a full slate of open houses and visit program for prospective and admitted students, San Francisco State offers a limited number of options. The program formerly called Sneak Preview, and renamed Gator Days for the fall 2020 cycle, is held once each spring for admitted students. Staff also noted a program focused on local African American students known as Super Sundays, which is coordinated through the Chancellors office. Options for working families and visitors traveling from a greater distance will need to be expanded as your prospect numbers increase. Similarly, there appeared to be little attention to yield communications and events for admitted students.

Recommendations

Organization, Leadership, and Planning

- **Create a culture of open communication:** Leadership needs to be more transparent and keep lines of communication with the staff open. Senior staff should join staff meetings on a regular basis. *Ongoing recommendation.*
- **Address staff training needs:** Consider establishing a basic training process as quickly as possible. Some staff could benefit from a basic “Admissions 101” training course. Identify the basic training needs for technology (SIS, CRM, etc.) and partner with IT to provide. Consider establishing a mentoring system for new staff. Leverage low- or no-cost staff development opportunities such as webinars and virtual conferences. *Short term recommendation.*
- **Conduct a thorough review of admissions operations:** Some processes are needlessly manual and inefficient. In some cases, this is a result of technology needs; in others, it is a result of organizational decisions. The handoffs between the Outreach staff and Admissions Counselors is ineffective. Many of these issues can be addressed without additional resources. *Short term recommendation.*
- **Assess organizational structure and position duties:** Outreach staff and counselors are siloed in their roles and the staff operates by function rather than as a team driving toward the same goals. Modern admission shops use admission counselors to recruit students, encourage them to apply, communicate how San Francisco State is a great college fit, and support the yield process through arrival on campus. There is a separate team responsible for admission operations, getting application data uploaded and admission decisions communicated. Consider reimagining the San Francisco State in this way and assign territories and recruiting goals to the redefined admissions counselors. *Short term recommendation.*
- **Use student workers:** Consider leveraging student workers—especially those funded through College Work Study—to perform manual tasks, ease bottlenecks and free up time for the professional staff to implement a true recruiting model. *Short term recommendation.*

Staffing and Budget

- **Address staff vacancies:** We understand that the Director of Admissions position has been filled. This is an important step in addressing the leadership needs within the office. The new director should assess staffing needs and develop a plan to reach full staffing levels after a careful assessment of staff duties and potential reorganization. Consider leveraging Work Study students to fill in where appropriate. *Ongoing recommendation.*
- **Evaluate the adequacy of the admissions and recruitment budget:** We had some difficulty interpreting the admissions operating budget and its use within enrollment management. New leadership needs to determine how much was spent on what activities and assess the efficacy of those activities. That knowledge is the foundation for setting future operational priorities and identifying any additional budget support required. *Short term recommendation.*

- **Create transparency around the budget process:** There was confusion about just what the budget was and how it was being allocated. Greater transparency would go a long way in getting staff buy in. *Longer-term recommendation.*
- **Empower staff through budget:** Where possible, provide staff with control of the dollars allocated for their areas of responsibility. Oversight will be needed, and accountability required, but this is an important staff development tool. *Longer-term recommendation.*

IT and Technology Support

- **Establish a stronger relationship with IT:** In a centralized IT model, it is important to identify staff both within IT and enrollment management who have the lead responsibility for interfacing between the areas. Defining who to go to for what will help alleviate some of the concerns expressed by the staff. *Short term recommendation.*
- **Assess the hardware and technology needs of the office:** Even in a post-pandemic world, remote work is likely here to stay. When outreach staff return to travel, they must have access to the technology needed to stay connected. While this clearly has budget implications, addressing these needs impacts productivity and staff morale. *Short term recommendation.*

Recruitment Plan

- **Establish enrollment goals, institutionally and at the territory level:** Staff needs to have a clear understanding of the institution's overall goals and how their territories contribute to those goals. Goals should identify all key metrics: headcount; diversity; academic profile; etc. *Short term recommendation.*
- **Create a recruitment plan for each staff member and territory:** Once goals are established, a concise, written recruitment plan should be developed that details the strategies and tactics that will be employed to reach those goals as well as metrics that define how progress will be measured. *Short term recommendation.*
- **Develop a targeted search campaign:** In a hyper-competitive market, and with rising percentages of first-generation students, San Francisco State needs to begin recruitment by engaging students—and their parents—in the sophomore and junior years. Depending only on the halo effect of the Cal State system will not bring San Francisco State the “right-fit” students it needs to flourish financially or otherwise. *Short term recommendation.*
- **Evaluate a targeted application marketing campaign:** San Francisco State has significant application volume. Given the lack of intentionality in the university's recruitment efforts, many of those applications are likely the result of the Cal State system's shared application. Without a history of engagement prior to applications, it is virtually impossible to determine which students have “actively” chosen to apply to San Francisco State and which have simply “also” applied. Launching your own application marketing campaign vs. being the passive receptor of applications allows you to inflect more of your destiny. *Longer-term recommendation.*
- **Engage high school counselors:** Counselors can play an important role as prospective students develop their list of potential colleges and universities. Blogs and electronic newsletters are inexpensive ways of communicating with counselors and educating them about the value of a San Francisco State education. Counselor events, such as breakfasts or workshops, are typical means of connecting with counselors. Even in a pandemic world, these events can be held virtually and at low cost. *Short term recommendation.*
- **Enhance the campus visit experience:** Auditing all aspects of the campus visit experience is an important step in ensuring that prospective students and their families have a welcoming and informative experience. This is true for both in-person and virtual campus tours and information sessions. For on-campus tours, having a designated Welcome Center helps to anchor the experience. *Short term to longer-term recommendation.*

Communications Planning

- **Develop and implement a comprehensive communications plan:** A detailed communications plan should be developed for each stage of the enrollment funnel: inquiry stage (typically sophomores and juniors); applicant stage (seniors); admitted students; enrolling students. The plan should include a mix of channels: print and mail; email; social media and digital advertising. The communication flow should be developed and ready to implement when the Liaison CRM goes live in December. **Short term recommendation.**
- **Develop communications plans for key influencers:** A similarly robust communications plan should be developed for parents of prospective students as well as high school guidance counselors. **Longer-term recommendation.**
- **Review the current communications flow for admitted students:** There are many touch points once a student has been admitted: Admissions, Bursar, Residential Life, Financial Aid, etc. The communications sequence—its timing and content—should be reviewed for consistency and tone. **Short term recommendation.**

Yield and matriculation

- **Document the student journey through to enrollment:** It is important to understand all the steps a student must take after being admitted until he or she enrolls. Evaluate how user friendly and coherent the process is. How are the steps being presented? What offices are involved in communicating with the admitted student? Are there processes or policies that serve as barriers for entry, especially for first-generation and high need students? **Short term recommendation.**
- **Celebrate the student's admission:** Yield and orientation events, whether in person or virtual, should have a clear celebratory tone. While there is often important business to be conducted during the event, students and families should come away feeling validated in their choice of San Francisco State. **Short term recommendation.**
- **Involve the campus:** The entire campus community should be invested during the yield and orientation phase: faculty, key administrative offices, current students, senior administrators, and alums. Use the exigent budget situation to build a campus culture of recruitment where every person believes she/he plays a role in enrollment success. **Short term recommendation.**

Graduate Recruitment

Observations and Findings

To assess graduate recruitment and marketing, we conducted interviews with staff from the Division of Graduate Studies and College of Business. We encountered a team dedicated to ensuring the mission of San Francisco State University. The Division of Graduate Studies is tasked with campus wide recruitment for new graduate students and supporting continuing students. Multiple departments across the university are involved in marketing and recruitment: Domestic and International Admissions, Student Services, GradStop, Advising and Program Graduate Coordinators.

- The admissions team is responsible for handling graduate prospects, processing graduate applications, aiding international students, and assisting the Colleges in admitting and converting admitted student.
- The Student Services team supports current graduate students with curriculum plans, degree evaluation, thesis formatting, advancement to candidacy processing and research showcase events.

- GradStop handles walk-in students, and hosts admission workshops in collaboration with advising staff. The workshops help prospective students explore programs, navigate the application process, craft personal statement, and write a compelling resume.

Due to varied levels of staffing and how resources are utilized within the Colleges, there are varying degrees of inquiry cultivation across the 90+ graduate degree and certificate programs. EAB also observed mixed recruitment efforts and application review procedures. At present, there is no common set of work processes that would enable sharing back-end resources. The Colleges would also benefit from a comprehensive over-arching graduate recruitment strategy including purchased names and outreach to local corporations.

Dean Clavier and members of the Division of Graduate Studies have developed positive relationships with faculty who are willing to support graduate recruitment and collaborate on new initiatives. San Francisco State has shifted mindset from “why are we doing graduate recruitment?” to “how can we do graduate recruitment better?” There is still significant work to be done establishing a coordinated recruitment approach with the offices of financial aid, registrar, and academic departments to improve recruitment and conversion efforts. Speed to decision is also critical as EAB has identified that more than 50% of the time, a prospective adult learner student will enroll at the first school to accept them.

The graduate team expressed concern about providing excellent customer service to graduate students who are part-time or enrolled at the downtown campus. The building where graduate studies is located keeps standard university hours so the team cannot offer evening appointments for prospective students. In our conversation with the graduate enrollment staff, we did not find a shared vision or understanding of enrollment goals. They indicated that in the absence of clearly defined enrollment goals, they operate under the assumption that they are to enroll more students than the prior year.

The processing staff handles data entry, re-calculates GPAs, responds to student inquiries, and proactively contacts prospective students throughout the enrollment funnel. Work study students help answer phones, support admission operations and staff GradStop during peak season. In a time of constrained financial resources, graduate recruitment staffing levels should derive from a strategic assessment of optimal graduate student enrollment and potential growth opportunities.

Staff at the graduate level, like undergrad, expressed frustration at the lack of professional development and growth opportunities. They understand that the university has limited resources but would love to have the opportunity to attend NAGAP or other graduate associations conferences every 2-3 years.

The Graduate Studies staff uses Hobsons CRM to send out communications to prospective students. Staff received very little notice of the university’s decision to end the Hobsons partnership and they are concerned about how they will deploy their messages until the new CRM is live. The team also creates promotional materials and maintains the graduate web pages. The Division’s marketing efforts will benefit from greater integration with the university’s overall marketing efforts. Once fully aligned, EAB recommends building a comprehensive graduate promotion strategy and a robust multi-modal communication plan that supports funnel conversion. An effective graduate communication plan should complement outreach activities to create a continuous stream of touch points including emails, text messages, social media content and relevant web links. Particular attention should be paid to proactively address prospective graduate student concerns around affordability, flexibility and return on education.

Data management is difficult due to antiquated systems, limited IT support and manual processes in the absence of automated and integrated systems. Current systems are not integrated so the team is unable to track lead and activity conversions to determine efficacy. The team is using Liaison to manage electronic file review but is concerned about IT support for data integration and the transition to the Liaison CRM. Establishing a collaborative relationship with the IT team to support graduate (and undergraduate) recruiting is necessary to bring new systems online and automate more processes.

Recommendations

Organization, Leadership and Planning

- **Establish realistic and achievable graduate enrollment goals:** Given a significant decline in graduate enrollment, San Francisco State needs a data-informed approach to the question of how to align its graduate enrollments with actual demand: which graduate programs demonstrate sustained demand, and which do not? what is the right distribution of graduate and undergraduate enrollments, academic offerings, and resources to support them? What changes is the campus willing to undertake in order to align its graduate programs with demonstrated demand? *Short term recommendation.*
- **Integrate graduate back-end operations for efficiency:** Although the individual programs need specific communication plans and recruitment activities, there is opportunity to process documents and applications centrally. This is efficient and better utilizes available staff and IT resources. *Mid-term recommendation.*
- **Engage representatives of the Division of Graduate Studies and the Colleges to collaborate on CRM and technology needs:** Because much of graduate recruitment is decentralized, all of the recruiting staff need to understand available technology options and to discuss training needs. *Mid- to longer-term recommendation.*
- **Create a culture of evidence through robust tracking of enrollment results and accountability against goals:** Once you establish goals, it is important to track progress and measure effectiveness. This requires having the right tools and a shared understanding of key metrics. *Longer-term recommendation.*
- **Increase partnership with Marketing & Communications in branding and graduate promotion, communication outreach, and website enhancements:** To ensure a consistent presentation of San Francisco State's brand, greater collaboration between marketing and the graduate programs is needed. *Mid- to longer-term recommendation.*
- **Deepen relationship between Graduate Studies and other areas key to graduate enrollment success:** Graduate students have different needs than traditional undergraduates. More collaboration between areas such as registrar, financial aid, IT, advancement, and facilities services would be beneficial. *Ongoing recommendation.*

Staffing and Budget

- **Assess staffing capacity and needs:** EAB recommends reviewing current staffing levels and responsibilities in light of long-term declines in graduate enrollment and constrained resources. Is there a staff reorganization that combines back-end processes to free up time for additional recruiting activity? *Short term recommendation.*
- **Set future graduate enrollment goals in line with realistic assessment of market demand.** Establish an expected return on investment if additional resources are allocated. Conduct regular reviews to benchmark enrollments and realign staffing and budgets as necessary. *Mid-term recommendation.*
- **Use students to support recruitment:** Investigate creating graduate assistantship positions to provide long-term enrollment support. Use work study students for outreach and to handle routine office tasks. *Mid-term recommendation.*
- **Participate in professional development webinars:** Many organizations including NAGAP, Council of Graduate Schools (CGS), EAB, RNL, The Chronicle of Higher Education, and Graduate Management Admission Council (GMAC) offer free or low-cost staff development training to build capacity. *Short term recommendation.*

IT and Analytics Support

- **Collaborate with Institutional Analytics to develop enrollment reports:** Effective recruiting requires solid data tracking lead sources, conversion rates and recruitment activities. *Mid-term recommendation.*
- **Automate remaining manual document uploads and clean up applicant data inaccuracies:** The goal is efficiency that reflects staffing levels and shifts staff time from data entry to recruiting activity. *Mid-term recommendation.*

Recruitment Plan

- **Establish realistic enrollment goals by program informed by market analysis:** segmented by new and continuing students. *Short term recommendation.*
- **Increase recruitment outreach:** Increase the graduate prospect pool by engaging current students and recent graduates; remarket to previous applicants with incomplete files; consider paid search and enhance SEO; consider marketing to GMAT/GRE test-takers; and post frequently on social media sites like Facebook and LinkedIn. *Short to mid-term recommendation.*
- **Develop corporate partnerships and engage community groups like the Chamber of Commerce to expand recruitment paths:** Utilize current employer engagement information collected by the Office of Career Services & Leadership Development (CSLD) and College/University Advisory Board members to identify potential corporate partners. *Mid-term recommendation.*
- **Offer more opportunities to engage potential students:** offer summer application workshops as early promotion; and increase frequency of virtual and in-person information sessions. *Short-term recommendation.*
- **Speed up the process:** personal contact with every new inquiry within 24 hours; process admission documents and review transcripts within 48-72 hours; reduce application review and notification timeframe to 2-4 weeks from completion. *Mid-term recommendation.*
- **Create a tool kit of enrollment best practices and program differentiators for graduate coordinators, faculty, and staff:** to enhance outreach and conversion across the graduate programs. *Mid-term recommendation.*

Communications Planning

- **Collaborate with the new Associate VP of Marketing and Communications to develop a consistent and compelling communication plan for all stages of the enrollment funnel:** the goal is a 90 day communication plan to drive spring and fall enrollment, and a 365 day plan for longer cultivation. *Short term recommendation.*
- **Implement the comprehensive communication plan:** Use emails, phone calls, text messages, letters, postcards, and personal notes to connect with inquiries, applicants and admitted students. *Mid-term recommendation.*
- **Increase graduate school value promotion and student success stories:** across all platforms. *Mid-term recommendation.*

Yield and Matriculation

- **Host multiple Grad Preview yield events and graduate course “test run” opportunities throughout the year:** Yield programs should showcase faculty excellence, the current student experience and alumni success stories. Continue to offer virtual and in-person events to increase accessibility. *Short-term recommendation.*

- **Improve graduate recruiting web presence:** Create a dynamic, user-friendly admitted student webpage with recorded virtual event sessions that convey the distinctiveness of the San Francisco State University graduate experience. Promote outcomes and showcase research and graduate student accomplishments. *Mid-term recommendation.*
- **Develop an assessment tool to evaluate yield activities:** Use student feedback to inform future activities and program improvements. *Long-term recommendation.*
- **Benchmark individual program orientation strategy and execution:** Ensure that each graduate program is hosting events for enrolling students to build affinity and reduce melt. *Long-term recommendation.*

Financial Aid

Observations and Findings

The absence of leadership prior to Tom Enders' involvement has severely limited the impact of financial aid on San Francisco State's recent enrollment efforts. The financial aid team shares the broader community's commitment to support student success. However, given the constraints on time, they feel unable to fully engage in student support. More important, financial aid has been viewed transactionally, not strategically. While the San Francisco State University Financial Aid team is proficient in their individual tasks, they do not carry a shared understanding of institutional aid policy or philosophy, nor is there common knowledge of national financial aid philosophy. Further, the Financial Aid team describes their tasks as entirely distinct from the recruitment team. There is no perceived or real collaboration at any point in the enrollment process.

Financial aid staff are stretched thin. Many of their processes were manual prior to the pandemic. Transitioning to remote work has led to some new automation with the accompanying learning curve and culture shift. Existing gaps in staffing heighten an already intense workload and staff report working well beyond the typical workday to keep up with expectations.

The staff appears to be eager for leadership and direction. They have responded to Tom Enders' involvement and made several encouraging improvements to business processes. They stand ready to be a more integral part of the enrollment management effort.

Recommendations

Organization, Leadership, and Planning

- **Fill the Director of Financial Aid position:** We understand that the search to fill this vital position will be relaunched. Getting a permanent leader in place will be the first step to making improvements. *Short term recommendation.*
- **Continue transparency with current leadership:** Because the staff is hungry for leadership and direction, active engagement with current leadership will be vital to bridging the gap until a permanent director is on board. *Short term recommendation.*
- **Clarify roles and responsibilities:** To whom should staff go for which questions? Who is making which decisions? How are those decisions being communicated to the staff? *Short term recommendation.*
- **Commit to ongoing transparency and internal communication:** Leadership needs to provide staff with frequent updates. Staff needs to understand the ways in which leadership is advocating for the office's needs. Establishing a framework for decision-making will improve staff morale. *Ongoing recommendation.*

Staffing and Budget

- **Assess staffing needs:** The new director will need to assess the adequacy of staffing for the operation. Job descriptions and responsibilities should be evaluated in the light of the SEM Plan and enrollment expectations. **Mid- to Longer-term recommendation.**
- **Modify hours to consolidate phone time:** Staff work schedules should be modified so that phone shifts do not occur every day for each staff member. **Short term recommendation.**
- **Track data on phone traffic, hold times, and topics discussed:** Better understanding the nature and volume of phone calls to the office should identify targets for reduction. Frequently asked topics may be addressed through improved content on the web. **Short term recommendation.**
- **Train paid student workers to respond to emails and phone calls:** Well-trained student workers are an invaluable resource that can free up staff time for other critical duties. **Mid-term recommendation.**
- **Cross train staff:** Financial aid will always be a high-volume operation. Cross training provides protection against staff turnover and vacancies. **Longer-term recommendation.**
- **Support staff development:** Staff would benefit tremendously from additional staff development opportunities. Webinars from higher education firms and organizations will provide valuable regional and national perspectives that help staff view financial aid through a strategic lens. **Short term recommendation.**

IT and Technology Support

- **Assess technology needs during periods of remote work:** Do staff have access to the technology they need to perform their duties from home? **Short term recommendation.**
- **Adjust staffing for mail pick up and processing:** Financial aid is still dependent on paper documents. During the pandemic, provisions need to be made to accommodate mail pick up and processing. **Short term recommendation.**
- **Train all staff on the mechanics of a financial aid award:** Each staff member (including admissions recruiters) should have a basic understanding of how—and why—aid is awarded at San Francisco State. **Short term recommendation.**
- **Educate staff on the university's aid policies:** Staff should understand not just what San Francisco State's aid policy is but how it was developed. **Mid-term recommendation.**
- **Provide systems training broadly to staff:** Staff need to be comfortable with the systems they use in their daily work. Even those staff who do not directly interface with administrative systems will benefit from understanding how those systems shape their work. **Longer-term recommendation.**

Collaboration with Admissions

- **Introduce the financial aid and admissions teams to one another:** Each area should understand the importance and value of the other area to the shared enrollment management effort. **Short term recommendation.**
- **Commit to regular all-staff meetings with the two areas:** Small group work provides opportunity for organic collaboration. **Mid-term recommendation.**
- **Cross train staffs on the basics of recruitment and enrollment management:** Both teams should understand how their efforts affect the other area and how their individual roles support overarching enrollment objectives. They should develop a shared language, for example, around affordability and access. This understanding will facilitate greater collaboration. **Longer-term recommendation.**

- **Improve financial aid award timing:** San Francisco State should operationalize its commitment to present aid awards at the point of admission. *Ongoing recommendation.*

Communications Planning

- **Audit all existing content pertaining to financial aid:** Information exists on many platforms—the web, print, email, etc.—and has many authors. This content should be reviewed for accuracy, tone, and effectiveness. *Mid-term recommendation.*
- **Provide marketing support:** Communications and marketing are not required skills for financial aid staff. Marketing and communications should assist Financial Aid in the review and audit of existing materials and assist in the development of a robust communications plan that links Financial Aid to messaging about the value and affordability of a San Francisco State education. Each Financial Aid staff member needs a brand-aligned elevator speech on those topics. *Mid- to Longer-term recommendation.*
- **EAB resource:** Pricing and Aid Communications (web-based roadmap with links to specific documents): <https://eab.com/research/enrollment/roadmaps/clearly-communicate-price-and-financial-aid/>

Launching Undergraduate Post Admission Yield Events

Executive Summary

While it was clear from our conversations with the admissions staff that individual counselors are working hard individually to yield admitted students, there is currently no strategic yield plan in place. Super Sundays and Gator Days are commendable efforts that should be the foundation of a comprehensive set of opportunities to engage admitted students and parents. The Gator Days schedule was so extensive that it may have overwhelmed students. EAB applauds the San Francisco State community for such significant campus support of yield efforts. To make the programs more impactful, we recommend reorganizing the program for simplicity and clarity. Undergraduate and graduate programs should be separated to focus the message.

Observations & Findings

The admissions staff did not feel that they had authority and resources to execute effective yield events. They will need to develop and execute productive yield events in collaboration with others to persuade departments to forgo their individual efforts.

Recommendations

- **Inventory all current yield programs:** Understand who is doing what to create new efficiencies and increase collaboration. *Short term recommendation.*
- **Yield management and budget:** Pull together all campus yield event planners for collaborative planning and to assign role responsibility. The admissions team should own this effort and be accountable for event planning, the schedule and execution. Review the current budget to ensure that the available funds are allocated effectively. (Sample schedule in Appendix E). *Short term recommendation.*
- **Celebrate student decisions:** When students commit to San Francisco State during these events, develop a means to celebrate this important choice to become a member of your community. A custom t-shirt designed for this use (only) works because swag is always welcome. *Short term recommendation.*

- **The program should center around San Francisco State’s value proposition:** Take advantage of your audience to reinforce the compelling reasons that students should choose you. *Mid-term recommendation.*
- **Create an internal feedback loop:** Track the deposit rate of students who attend yield programs and share that information across campus so that everyone begins to develop ownership for enrollment success. *Mid-term recommendation.*
- **Offer in-person and virtual programs:** Leverage what you have learned about engaging students virtually due to COVID. Whether in-person or digitally, the goal is an exceptional visit experience that gives each student and family strong insight into their future on your campus. Virtual Programs should feature shorter sessions, be spread over several days, and recorded for asynchronous use. Virtual attendance supports students without the time or resources to be physically present on campus. *Mid-term recommendation.*
- **Create a dynamic, user-friendly admitted student webpage:** Enable all admitted students to access virtual yield sessions and other student experience resources so that they will better understand the San Francisco State experience. *Mid-term recommendation.*
- **Create and implement a yield program survey instrument:** Find out how students and families assess your programs and use their feedback as a continuous improvement loop. Consider offering an incentive such as a bookstore gift card raffle or Amazon card to increase response rate. (Sample appears in Appendix F). *Mid-term recommendation.*
- **Use Social media to support yield efforts:** Create student and parent groups, post videos, student/alumni/faculty/staff highlights, student activities and contests to engage admitted students. *Mid-term recommendation.*
- **Personal communication:** Enlist faculty, staff, and current students to send hand-written notes to top admits who have not deposited. *Mid-term recommendation*

Launching Graduate Post Admission Yield Events

Executive Summary

The Graduate Studies Division hosts a university-wide Graduate Preview Day for admitted students. Preview Days went from two to one per year due to low attendance and budget. The Colleges also host individual yield events for their admitted students. Unfortunately, the Division of Graduate Studies has not been able to track yield rates of those participating to determine if the events are effective in driving enrollments.

Observations & Findings

There are various degrees of involvement from faculty in the yield events. Space and budget constraints impact the team’s ability to execute high caliber experiences. Consolidating efforts and budgets, plus developing a mechanism to track results, will ensure consistent yield efforts for all graduate programs. In a time of constrained resources, the ability to calculate return on investment and focus on yield activities that work is critical.

Recommendations

- **Early planning:** establish the dates, schedule of events and a comprehensive communication strategy to increase participation in open houses, interview days and preview days. Update the FAQ for admitted students. (Sample event schedule in Appendix G). *Short term recommendation.*
- **Increase yield event promotion:** use email, text, and print invitations. *Short term recommendation.*

- **Offer in-person and virtual programs:** Leverage what you have learned about engaging students virtually due to COVID. Whether in-person or digitally, the goal is an exceptional experience that gives each student strong insight into the program and how it helps them achieve their professional goals. Virtual Programs should feature shorter sessions and be recorded for asynchronous use. Virtual attendance supports students without the time or resources to be physically present on campus. *Mid-term recommendation.*
- **Create a dynamic, user-friendly admitted student webpage:** with recorded virtual event sessions that convey the distinct San Francisco State graduate experience. Promote outcomes and showcase research and graduate student accomplishments. *Mid-term recommendation.*
- **Involve stakeholder departments in all yield events:** Admitted students want to interact with engaging faculty committed to their success, current student, alumni, and key administrative staff. Staff from the Office of Student Financial Aid (OSFA), Student Life & Events Center (SLEC), and the Office of Career Services & Leadership Development (CSLD) are important contributors to yield event success. *Short term recommendation.*
- **Create and implement a yield program survey instrument:** Find out how attendees assess your programs and make improvements as necessary. (Sample questions in Appendix F). *Mid-term recommendation.*
- **Leverage social media:** Build social media campaigns to support yield efforts. Use student assistance to post videos, student/alumni/faculty/staff highlights, student outcomes/research that will engage admitted graduate students. *Mid-term recommendation.*
- **Robust post-event outreach:** Reach out to admitted students who have not deposited via phone and personal notes to inquire if they are ready to commit to San Francisco State University. *Short term recommendation.*
- **Reduce melt:** All graduate departments should host orientation events for deposited and registered students to maintain the commitment to enroll. *Short term recommendation.*

Welcoming and Onboarding New Students

Observations and Findings

Due to COVID-19, San Francisco State adapted its traditional face-to-face orientation programs to virtual events which undoubtedly created some challenges. One of the principal goals of a good orientation program is to deepen new student affinity and sense of belonging—and build excitement. This is extremely difficult to do in a Zoom virtual environment. San Francisco State appears to have effectively thought these challenges. Virtual break out groups, facilitated by orientation leaders, allowed new students to engage with fellow new students. College-based academic advising workshops provided an overview of academic requirements as well as an understanding of the registration process. Flexible remote advising “drop-ins” gave provided students the opportunity to discuss further their course selection questions one-to-one. Opportunities for further engagement were available during weekly Wednesday webinars. Through the First Year Experience students also had access to a calendar of ongoing new student events in the fall.

We reviewed the communications provided to new students about the orientation program, including reminder notifications. Much of the focus is transactional and procedural; this is also true of the New Student Orientation website content. There was also a fair amount of jargon, terms such as METRO, AB540/DREAM, EOP, Developmental Studies, that would likely not be familiar to students nor to their families. Presumably, students who are in those programs received separate communications, but the terms are not understandable nor relevant to others who lack that context. There was very little explanation of the value of the program, of how the student would benefit from attending. Speaking to the value of the experience is especially important given that the orientation program is not a requirement for registration.

Further, it is unclear if any area “owns” the responsibility for the overall onboarding process. After a student is admitted, there are many touchpoints from different offices: housing, financial aid, orientation, etc. After registration there are more contacts, including billing, parking, etc. While there are important business functions involved in each of these touchpoints, it is equally important to have a consistent, welcoming, and even celebratory tone.

Recommendations

- **Carefully evaluate the efficacy of this year’s virtual program:** There is still uncertainty as to how long the pandemic will affect our modes of delivery. Even if in-person programs are offered for fall 21, it is likely that elements of the virtual program could and should be incorporated into a “hybrid” orientation program in the future. A working group representing admissions, financial aid, academic advising, student life, orientation, billing, etc.) should review any student evaluations of the program as well as survey orientation leaders and other participating staff to determine what did—and didn’t—work.
- **Consider making orientation mandatory:** While “mandatory” can have negative connotations, orientation is a key component of a new student’s onboarding process. Making orientation “optional” potentially sends a message that it is not important. At a minimum, explain what students will gain if they participate in such a way that doing so adds demonstrable value to their transition.
- **Create a comprehensive communication plan for the new student onboarding process:** A working group comprised of all departments that need to communicate with admitted students should document the process from the student perspective and review existing communications. Who sends what material to admitted students? When? With what goal? Document the student’s experience in receiving these communications and consider parent communications as well. The tone should be personal and welcoming, even if the topics are mundane and administrative. A detailed communications plan, documenting which area is responsible for communication and timing, should be developed, implemented, and reviewed annually.
- **Develop a “melt” communications strategy:** Even after a student registers for the fall, they are at risk for “melting,” *i.e.*, dropping out before the start of classes. This is truer today than ever, with the effects of the pandemic and with NACAC’s recent change in policies. There appear to be opportunities for continued student engagement over the summer—the weekly Wednesday orientation webinars—but it is unclear how proactively these are promoted. A schedule of regular communications to both students and parents, focused on the excitement of the coming semester, should be developed.

Communications and Marketing Strategies to improve Strategic Enrollment Efforts

Observations and Findings

Once San Francisco State has identified a unified brand platform, recruiters at the undergraduate and graduate level must develop targeted outreach to prospective students and their parents as appropriate. At the graduate level, these efforts are currently localized in the colleges and programs. Consolidating common recruiting efforts will improve efficiency and efficacy across the board. Developing and implementing targeted recruitment campaigns is critical to enrollment success.

Recommendations

- **Implement an inquiry generation campaign to create early engagement with prospective students:** Targeted marketing campaigns that persuade high school sophomores and juniors—and their families—to express interest in San Francisco State will enable the

university to develop a multi-year cultivation dialog. Because San Francisco State does not yet own a well-developed brand identity, there is little awareness of its strengths and distinctions, even in its closest markets. San Francisco State does not want to be known as “just” another Cal State campus. Starting the conversation with students and families well before the senior year will enable the university to cultivate relationships that yield enrollments.

- **Consider a targeted application campaign:** In part because the university participates in the Cal State system application, the university receives a large volume of applications. Because the system application is a “common” application, we suspect San Francisco State is often “one of many” schools selected by students. A targeted campaign to inquirers as well as recent senior test takers (who are often from under-represented populations) creates an opportunity to market San Francisco State specifically and create greater intentionality among applicants.
- **Develop targeted graduate campaigns:** Similarly, campaigns that target inquirers, prior incomplete applicants, admits who did not enroll, recent alumni, seniors at San Francisco State, and GRE test takers could increase interest in the university’s breadth of graduate programs and drive incremental enrollments.
- **Make campaigns integrated and multi-channel:** Today’s students, both freshmen and adult, are difficult to engage. Recruitment campaigns must be both consistent and persistent and must utilize multiple channels. Direct mail is most effective when used in conjunction with email campaigns and digital advertising. San Francisco State should consider using paid search, especially at the graduate level, to increase awareness and drive enrollments.
- **Evaluate the sfsu.edu site:** Websites were critically important in the enrollment process even before the pandemic; they are more heavily leaned on by prospective students today than ever. San Francisco State should conduct a thorough search engine optimization (SEO) audit to determine the current state of its website. How easy is content to find within the site? How many broken links create navigational problems? How is San Francisco State appearing in search results? A comprehensive audit can surface areas for quick wins in strengthening the site without requiring a total redesign.

Next Steps and Timeline

This report concludes the first stage of our engagement with San Francisco State, understanding your current enrollment state and providing specific recommendations for improvement. Once the SEAC has time to digest our observations and recommendations, we will move into stage two and develop the Strategic Enrollment Management (SEM) Plan.

It is important to note that the SEM plan will truly be strategic in nature, with high-level priorities and goals as identified by the SEAC. EAB recommends five anchors.

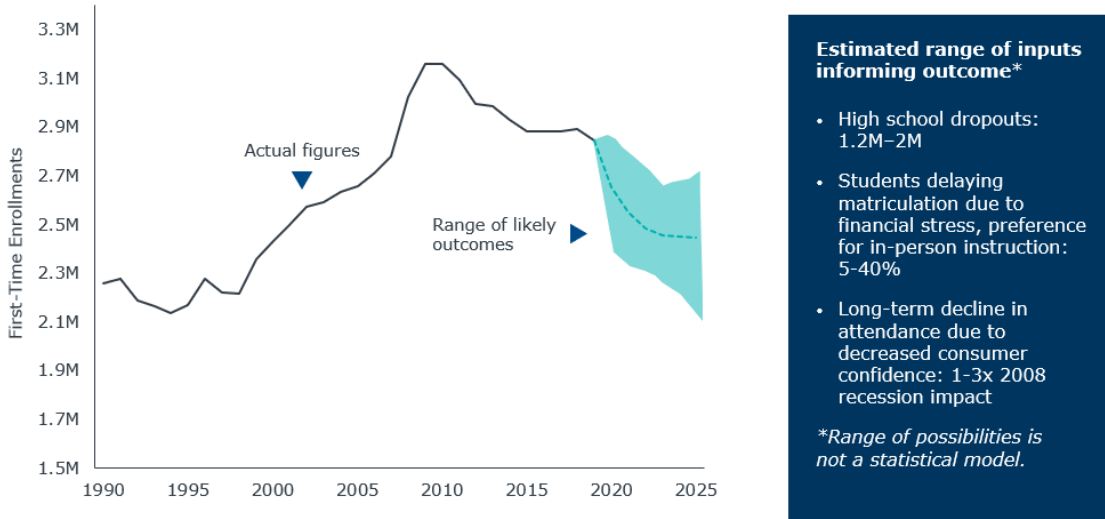
- **San Francisco State’s identity** – The compelling and consistent message that resonates with prospective students, current students, potential influencers, faculty, staff, alumni, and donors etc. As detailed earlier in the report, the first step toward enrollment success is developing a clear and compelling brand platform. A small set—three or four—key messages should consistently inform any enrollment communications or marketing. Recruitment efforts will substantially benefit from a clear and consistent message that is authentic to the lived experience and supported by the campus community. While the enrollment management team plays the lead role in recruiting students, the entire campus plays a critical supporting role as brand ambassadors. EAB applauds the SEAC for understanding and supporting this important foundational work whose import extends far beyond enrollment.
- **Size and mix of the student body** – Key questions to be addressed in the SEM plan include what is our overall goal in this new budget reality? Do we stabilize and grow if state funds are available? What is our “right-size”? And what is the mix of students both from a ‘desired profile’ and a ‘realistic’ profile

based on the demographics and competition (freshmen, transfer, grad, international, ethnicity, self-support, etc.).

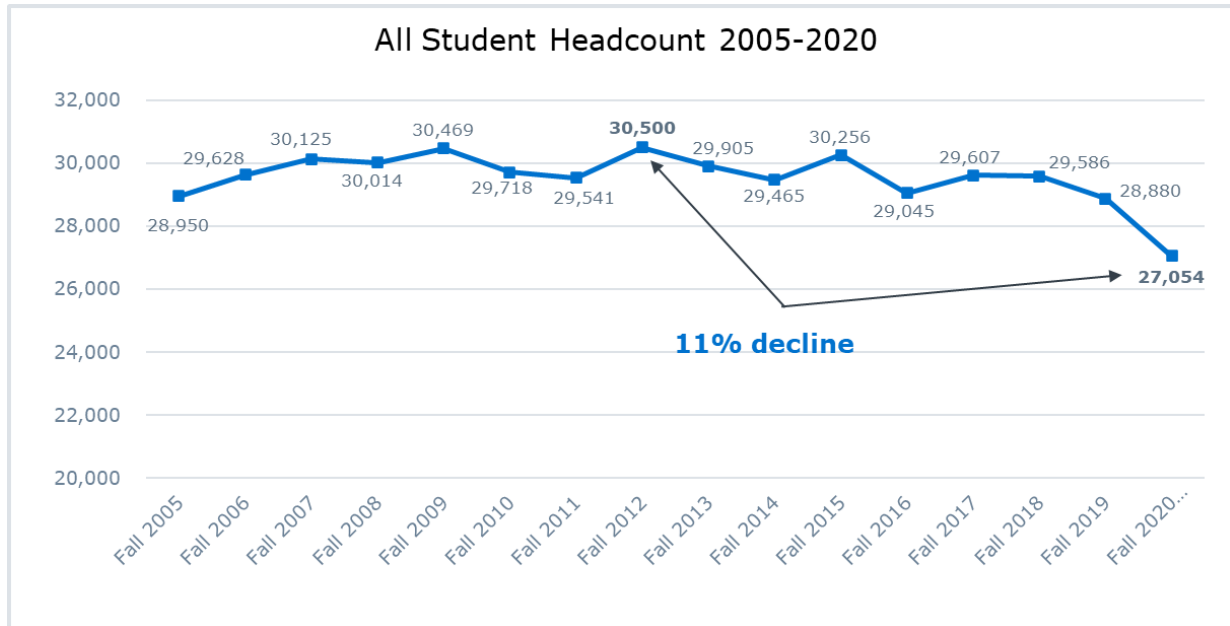
Although EAB cannot predict the future, we can identify potential enrollment opportunities for the SEAC to consider as it addresses size and mix of the student body. For example, see this chart which illustrates the national cone of uncertainty when considering future enrollments.

The Demographic Cliff Is Already Here

Number of first-time enrollment at 2-year and 4-year institutions, 1990–2025¹

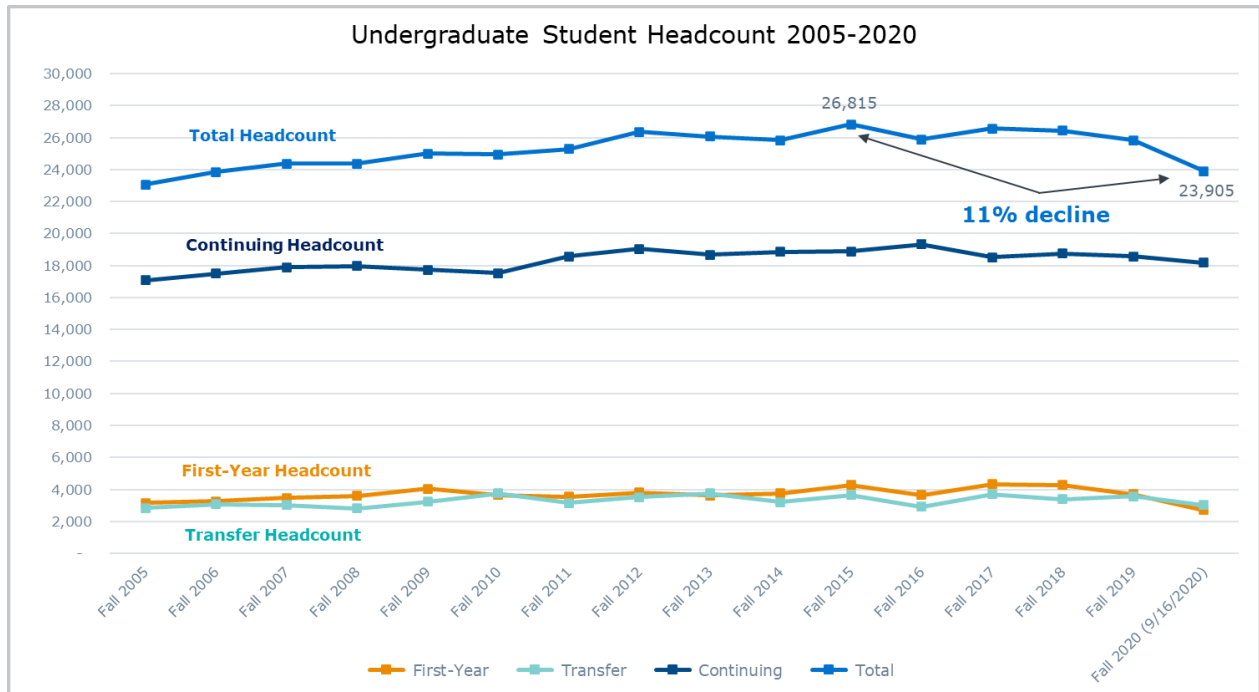


The following detail fifteen-year enrollments for San Francisco State by student type.



As illustrated in the chart below, San Francisco State’s first-year and transfer enrollments are relatively stable over time with some fluctuation. The average first-year enrollment from 2005 to present is 3,676; the average transfer headcount is 3,292. These numbers were achieved without the kind of intentional marketing communication and recruiting plans detailed in this report. Even with the declining number of high school graduates in California, EAB believes that San Francisco State can achieve new first-year

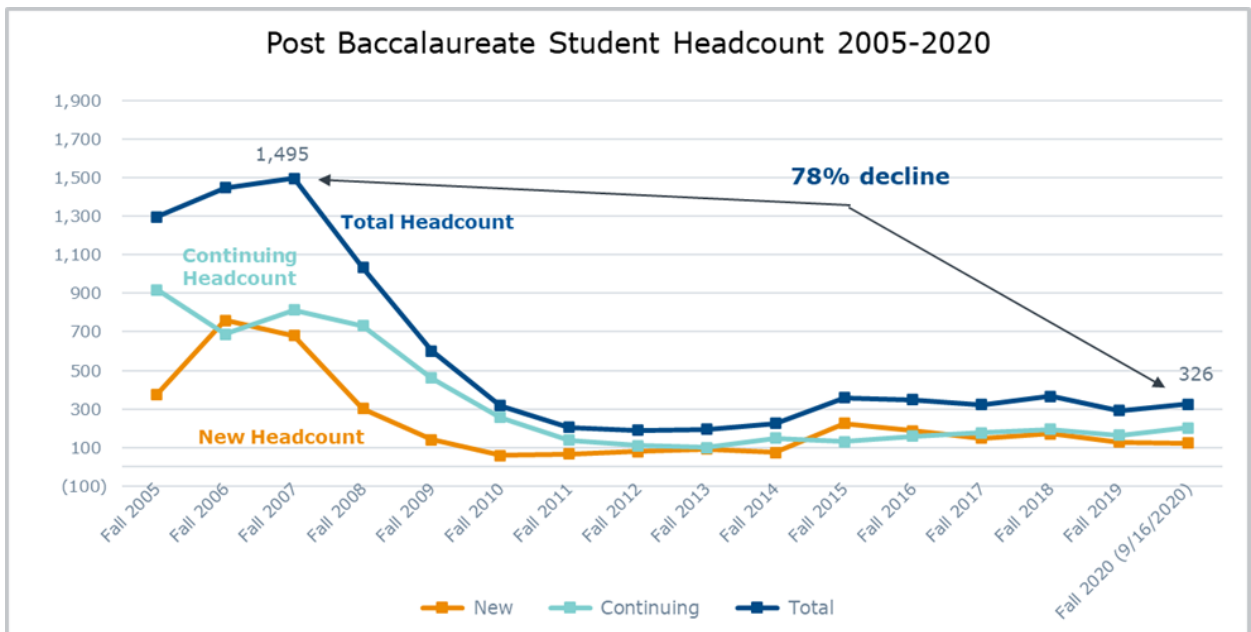
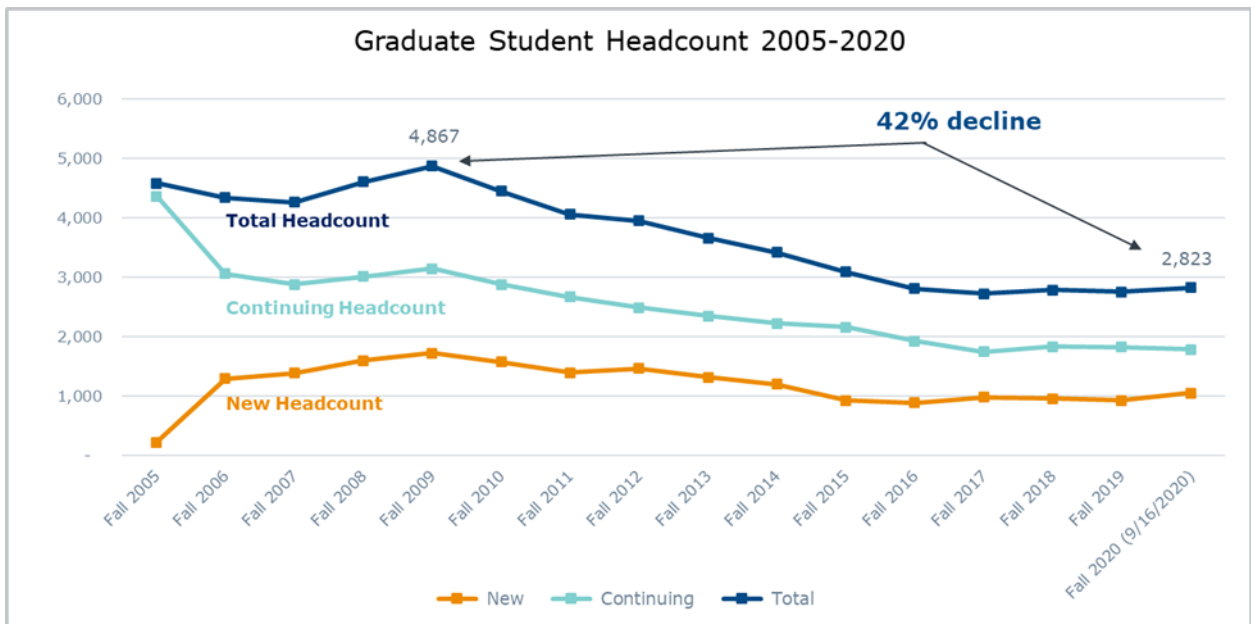
enrollments of 3,500 and potentially more as marketing to early high school students yields results over time. A realistic goal is 3,400-3,600 per year.



To build a pipeline of qualified prospects, EAB recommends (when your CRM is up and running) buying the names of PSAT and SAT takers and marketing to them. We believe some of your CSU competitors are already doing so which gives them a significant competitive advantage. As example, there are currently 40,000 names of qualified high school seniors in your six-county service area: 55,000 more names in the rest of Northern California, and 35,000 in Southern California. In a typical year, impactful marketing to these students will increase your admit pool and enrollment potential. Marketing to seniors typically augments name purchases and marketing to sophomore and juniors in high school. These are your most productive investments because San Francisco State has a longer window to build affinity with students and parents. Investing in prospective student names and wooing them with a strong marketing campaign is a high priority to increase new-student enrollment.

EAB sees similar potential in the transfer market; concentrated and coordinated recruiting at feeder community colleges combined with building stronger recruiting pipelines at schools that should be sending more students to San Francisco State will drive higher numbers. The goal may be in the range of 3,200-3,500 new transfers each year. Beyond strengthening relationships with feeder institutions, San Francisco State may wish to consider purchasing the names of highly qualified transfer students through Phi Theta Kappa (PTK), the community college academic honor society. Communicating your value proposition to these strong candidates as part of the larger transfer marketing campaign will fuel larger transfer student classes.

As the charts below illustrate, graduate and post baccalaureate student headcounts declined significantly over the 15-year period studied. Herein lies a strategic question for the SEAC: what level of priority to you assign to these two groups of students? Assuming that post baccalaureate students are not a recruiting priority and somewhat serendipitous in enrollment level, EAB focused on graduate students. If the faculty and administrative support for the graduate programs remains at the same level today serving 2,832 students as when there were 4,867 students, the graduate programs are disproportionately resourced.



The graduate market is highly competitive; it is possible to increase enrollments but primarily through online instruction (IPEDS data tracks 7% growth online and 2% decline in face-to-face graduate programs from 2013-2018). Growing enrollment will require moving programs to fully on-line delivery or hybrid instruction. Multi-discipline programs, psychology and government/non-profit programs typically grow during a recession although whether that occurs in the COVID recession remains to be seen. Engineering and computer science should see slow, incremental growth. Health sciences demand is anticipated to remain level; the business and education declines are not expected to rebound. As San Francisco State defines the future state of graduate education, the programs should increase recruiting collaboration to leverage available resources and accelerate internal application review and notification processes.

- **Retention** – San Francisco State’s GI2025 committee is already hard at work and wrapping that initiative into the SEM plan will revitalize current efforts. Increasing retention is an important piece of achieving San Francisco State’s mission and fortuitously is also the most cost-efficient means to increase enrollment. Articulating current retention strengths and weaknesses within the context of institutional goals will also inform future recruitment/student mix strategy to ensure that the enrollment team is focused on “right fit” students best served by San Francisco State.

- **Academic program mix** – Today’s students and families are eminently practical when choosing their undergraduate or graduate school. Recent EAB surveys of students indicate that they are most concerned about total cost of attendance and completing a major that will lead to their desired career. Offering academic programs that meet strong student demand is a key enrollment driver. EAB recommends that San Francisco State take advantage of the opportunity to investigate undergraduate and graduate academic program demand through the Global Research Partnership already in place.

EAB applauds the work of the Academic Master Plan steering committee for the work already completed. In fact, the Academic Master plan draft foreshadowed several of the recommendations in this report: increased collaboration and integrated planning across campus; greater transparency and communication; and to examine, retool and innovate undergraduate and graduate recruiting. We particularly appreciate the statement that San Francisco State “support and develop academic programs that balance liberal education and professional development in order to prepare students for careers, personal growth, and engaged citizenship in their chosen communities.” EAB recommends that Academic Master Plan work be integrated as a component of the SEM plan. Defining the character of the academic core and how San Francisco State ensures high levels of engagement and growth for students at every step of their academic journey is an important element of enrollment success.

- **Organizational capacity and structure** – Budget constraints and staff stretched very thin necessitate reviewing overall capacity and structure. The siloed nature of operations at San Francisco State is a historic construct that does not serve the institution well in the present environment. Culture is the most difficult thing to change, yet EAB is hopeful that the community’s strong commitment to keeping students at the center will foster new patterns of communication and collaboration to grow. Once the SEM plan is created, EAB recommends that San Francisco State establish accountability for the goals that are set to arrive at a clearly defined and mutually agreed upon destination. Success requires that resources, structures, and ways of working be aligned to maximize results.

EAB looks forward to the second stage of this project which is supporting the SEAC as they use this information as the foundation of San Francisco State’s SEM plan.

Appendix

Appendix A: EAB Consultants



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*Vice President of Consulting
 and Dean of Enrollment
 Management*



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*Senior Consultant and
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*Senior Consultant and
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Appendix B: San Francisco State University Participants

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Beth Hellwig, *Interim VP of Student Affairs & Enrollment Management*
Tom Enders, *Special Assistant to the President*
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Teddy Albinak, *Senate Chair*
Dwayne Banks, *Vice Provost of Academic Resources*
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Carmen Domingo, *Dean, College of Sciences & Engineering*
Maria Martinez, *Associate VP for Enrollment*
Jay Orendorff, *Associate VP for Business Operations*
Jason Porth, *Vice President for University Enterprises*
Sophie Clavier, *Dean, Graduate Studies*
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Sutee Sujitparapitaya, *Associate Provost Institutional Analytics, Academic Planning & Development*
Lori Beth Way, *Vice Provost of Academic Programs*
Jeff Wilson, *Interim VP & Chief Financial Officer for Administration and Finance*
Yenbo Wu, *Associate VP for International Education*

Leadership

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Tom Enders, *Special Assistant to the President*
Jeff Jackanicz, *VP for Advancement*
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Patsy Guezmir, *Admissions Counselor*
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Grace Kwan, *Admissions Counselor*
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Ivanuet Ruvalcaba, *Admissions Counselor One Stop Students Center*

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Claudia Padilla, *International Admissions Counselor*

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OUTREACH

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Colette Cowan, *Outreach Specialist*

Tony Flores, *Transfer Outreach Specialist*

Shanice Robinson, *Campus Visits and Tour Specialist*

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Kim Alterra, *Associate Dean overseeing Advising*

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Michael Scott, *AVP of Research and Sponsorships*

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Paul Asper, *Graphic Designer*
Kent Bravo, *Media Relations*
Jamie Oppenheim, *Digital Content*
Patrick Monaham, *Science Content*
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Pete Coe, *Financial Aid Counselor*
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Anna Fung, *Financial Aid Business Analyst*
Mabel Chan, *Financial Aid Counselor for Scholarship*
Linda Her, *Financial Aid Counselor*
Dennis Santos, *Financial Aid Counselor*
Jasmin Siguenza, *Financial Aid Counselor*
Meagan Gospe, *Financial Aid Counselor*
Alene Amadooni, *Financial Aid Counselor*
Socorro Corpuz, *Senior Financial Aid Counselor*
Carolo La Rosa, *Financial Aid Counselor, One Stop*

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Jasmine J. Flores, *Associate Director of Events & Continuing Student Services, Graduate Studies*

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Katrina Echon, *Associate Director of Admissions & Academic Services*
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Teddy Albinak, *Senate Chair*
Jackson Wilson, *Vice Chair*
Kim Schwartz, *Secretary*
Genie Stowers, *Chair Academic Policies*
Ellen Hines, *Curriculum Review*
David Olsher, *Chair Student Affairs Committee*
Cindy Wilczak, *At Large Member*
Darlene Yee, *Gerontology*

Residence Life

Jeny Patino, *Housing Management*
David Rourke, *Residence Life*

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Alondra Garcia, *ASI VP of Facilities & Services*
Tonee Sherrill, *ASI Executive Director*
Beth Hellwig, *VP for Student Affairs & Enrollment Management*

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Brittany Cameron, *Women's Soccer Coach*
Natasha Smith, *Women's Basketball Coach*
Jason Welch, *Wrestling Coach*
Tony Schifano, *Baseball Coach*

Appendix C: San Francisco State University High School and Transfer Feeder Schools

2018-2019 Feeder High Schools

	2018 Applied	2018 Admitted	2018 Enrolled	2019 Applied	2019 Admitted	2019 Enrolled
Abraham Lincoln High	271	71	71	252	196	101
George Washington High	252	63	63	218	185	71
Galileo Academy of Science/Technology	244	86	86	216	143	70
Balboa High	137	41	41	139	112	55
Lowell High	263	40	40	255	192	46
Mission High	184	45	45	159	85	42
Burton Academic High	125	49	49	111	100	38
Jefferson High	73	21	21	74	62	33
Westmoor High	123	47	47	90	69	31
James Logan High	183	25	25	171	117	26
Arroyo High	111	11	11	140	113	25
El Camino High	123	45	45	113	83	25
Richmond High	92	28	28	110	79	24
Wallenberg Traditional high	73	24	24	81	63	24
Leadership High	39	18	18	55	41	23
S.F. International High	42	17	17	56	38	23
Oakland Technical High	113	21	21	118	79	21
Berkeley High	193	24	24	161	111	20
Immaculate Conception Academy	56	23	23	85	43	19
Milpitas High	173	17	17	148	100	19
Alameda High	102	10	10	105	78	17
Oceana High	56	23	23	47	35	17
San Leandro High	151	26	26	111	82	17
Capuchino High	99	32	32	85	55	16
Pittsburgh Senior High	107	22	22	107	86	13
Gateway High	71	25	25	53	33	12

2018-2019 Feeder Colleges

	2018 Applied	2018 Admitted	2018 Enrolled	2019 Applied	2019 Admitted	2019 Enrolled
City College of San Francisco	810	685	402	1064	817	568
Skyline College	524	445	252	549	436	290
Diablo Valley College	798	659	214	795	560	206
College of San Mateo	479	394	175	417	317	167
De Anza Community College	966	759	140	859	540	117
Chabot College	297	243	66	353	236	90
Laney College	178	136	51	238	193	85
Berkeley City College	189	152	64	196	146	77
Los Medanos Colege	288	253	77	240	163	74
Foothill College	348	265	65	400	259	68
Santa Rosa Junior College	316	254	68	297	209	67
Contra Costa College	191	166	55	211	142	66
College of Marin	152	126	41	162	116	65
Canada College	165	134	48	172	129	53
Las Positas College	280	221	48	250	159	50
Ohlone College	308	245	59	327	211	47
Santa Barbara City College	267	208	44	260	179	45
Pasadena City College	210	176	37	279	186	43
Santa Monica College	280	215	38	310	186	41
West Valley College	213	170	31	237	155	36
Cabrillo College	155	139	32	197	137	35
Napa Valley College	158	138	32	131	85	33
Solano Community College	145	115	35	156	109	30

Appendix D: Regional and National Demographic Data

- [WICHE Chart](#)
- [State Outlook – California](#)
- [California State Demand Profile](#)

Appendix E: Sample First-Year/Transfer Student Yield Event Schedule

Admitted Student Sneak Preview Days (late March/early April)

Check-in	7:30-8:45 am
Opening Welcome Event	8:45-9:15 am
Campus Tours (optional)	9:30-3:30 pm
Residence Hall Tours (optional)	9:30-3:30 pm
Academic Program Sessions	9:30-10:30 am
Money Matters Financial Aid Workshop	10:45-11:45 am
(individual financial aid counseling appointments offered throughout the day)	
Lunch and Activities Fair including these groups:	12:00-1:15 pm
<ul style="list-style-type: none">• Student clubs and activities• Athletics and Intramurals• Career Services and Leadership• Study Abroad• Faculty by program and Dean of the College• Service Learning• Financial Aid• Student Services• Disability Services and Resources• EOP Services• Dream Resources• International Student Services• Veterans Services• Student Wellness• Tutoring and Academic Support Services• One Stop Shop	
Scholarship Luncheon/Dinner for Special program cultivation	12:00-1:30 pm
Study Abroad Session	1:30-2:30 pm
Transfer Student Services	1:30-2:30 pm
Academic Program Sessions (repeat)	1:30-2:30 pm

Weekly Mini Admitted Student Day Visits (offered in February, March, and April):

Host: Current Student

- Campus Tour
- Financial aid and financing options review
- Sit in on a class
- Meet with an Academic Advisor (optional)
- Overnight option for top recruits

Appendix F: Yield Event Attendee Survey

These questions may be adapted for each program by adding or deleting questions related to specific activities.

It was a pleasure to have you join us for the San Francisco State University Sneak Preview Day. We would love to get your thoughts and reactions to your visit experience. Please take a few minutes to share your feedback so that we can continue to make enhancements to serve students interested in learning more about the San Francisco State University community. We value your candid response.

I am:

- Admitted student Parent/Guardian

1. How did you feel about the information leading up to the event, timeliness of invite and confirmation?
- Arrived too early Arrived too late
 Arrived at about the right time Don't remember receiving information

2. How did you find the check-in process?

- Excellent Good Fair Poor N/A

3. What tours did you take?

- Campus Tour Academic Building Tour
 Residence Hall Tour I did not tour

Campus Tour Excellent Good Fair Poor N/A

Residence Hall Tour Excellent Good Fair Poor N/A

Academic Building Tour Excellent Good Fair Poor N/A

4. Welcome Session

- Excellent Good Fair Poor N/A

5. Academic Program Session

- Excellent Good Fair Poor N/A

6. Financial Aid Workshop/Individual Sessions with Financial Aid Counselor

- Excellent Good Fair Poor N/A

7. Activities Fair

- Excellent Good Fair Poor N/A

8. After attending Sneak Preview Days, where does San Francisco State fit into your future?

- Unsure My first choice, but I need more information
 One of many schools I am considering (please provide your preferred contact method and we'll reach out to help)
 One of my top 3 choices I will enroll

9. Is there any information you hoped to get during Sneak Preview that was not provided? If so, tell us what you would like to know and the best way to reach you.

10. What can we do to improve future visit events?

11. Overall reaction to Sneak Preview

- Excellent Good Fair Poor N/A

Appendix G: Sample Graduate Yield Events Program

Admitted Student Sneak Preview Days (late March/early April)

Check-in	7:30-8:45 am
Graduate School Welcome	8:45-9:15 am
Academic Program Overview Session	9:30-10:30 am
Advising and Academic Support Session	10:45-11:45 am
Financial Aid and Fellowship Opportunities Workshop Lunch Session	12:00-1:00 pm
Career Services Session (optional)	1:00-2:00 pm
Individual Sessions with Financial Aid Counselor (optional)	1:00-3:00 pm
Research Opportunities Session (optional)	1:00-2:00 pm
International Student Services (optional)	1:00-2:00 pm
Campus Tours	1:00 pm-3:00 p.m.
Academic Building/Library Services Tour	1:00 pm-3:00 p.m.

Virtual Undergraduate and Graduate Workshops (offered year-round)

Undergraduate Focused

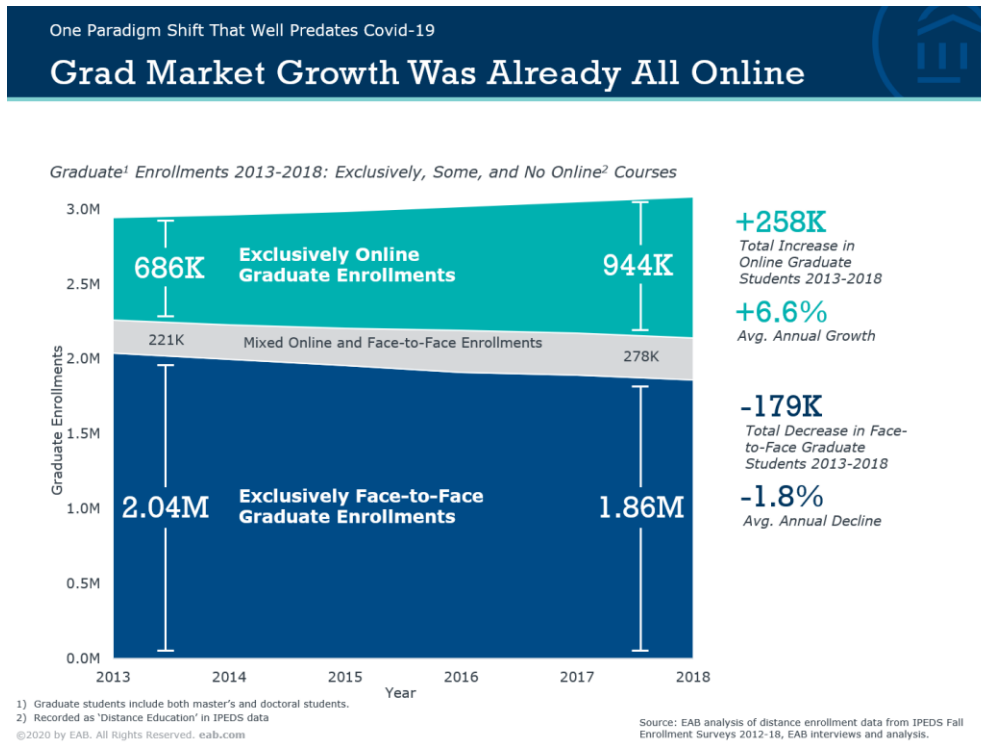
- Money Matters
- Parent Tips for Student Success
- Student Housing Tours
- 1st Year College Experience
- Dream Resource/EOP
- First Year Student Next Steps
- Transfer Student Next Steps
- Study Abroad 101

Graduate Focused

- Graduate Program Exploration
- Impressive Graduate School Application
- Cover Letter and Resume Development
- Graduate Fellowships for Study in the US
- Starting Your Graduate Journey at San Francisco State University
- Jumpstart Your Career
- How to Negotiate Your Salary
- Perfecting Your Interview
- Research Opportunities
- How to Network
- Graduate Writing

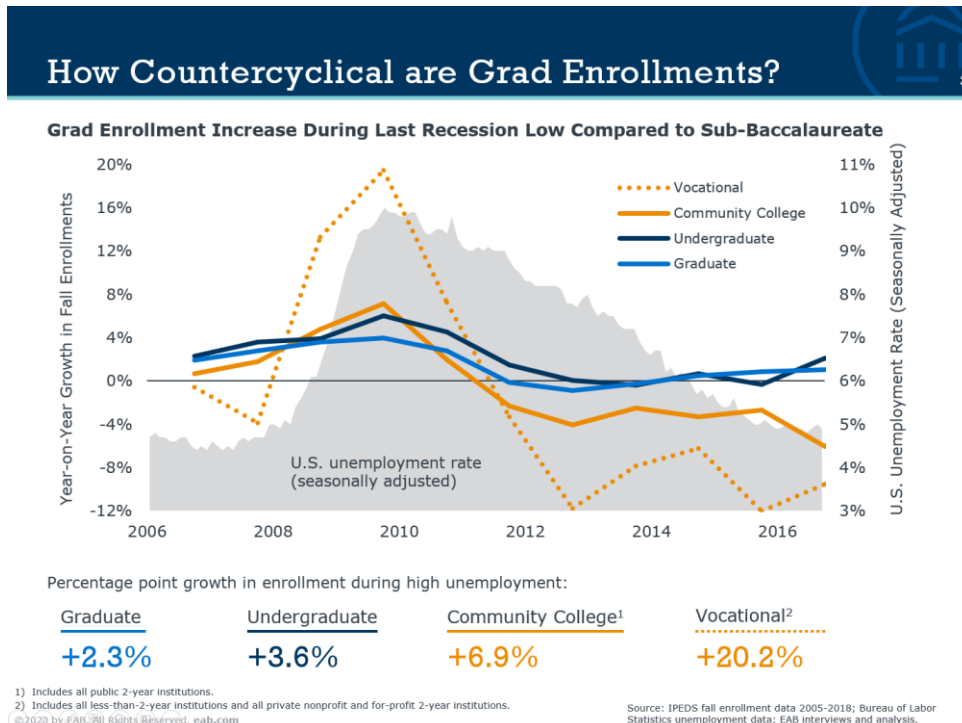
Appendix H: Online Graduate Market Growth Potential

Prior to this recession, growth in graduate programs was primarily in online enrollments. While online enrollments increased by 6.6% during 2013-2018, face to face declined, -1.8%



Appendix I: Graduate Enrollment Growth and Unemployment

During the last recession, graduate programs growth was minimal compared to undergraduate and vocational enrollments.



Appendix J: Graduate Enrollment Growth by Field

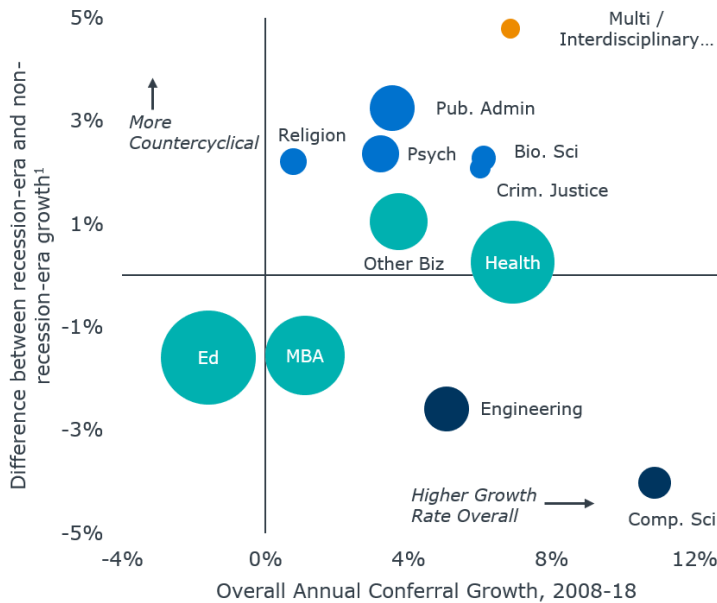
The countercyclical enrollment boost will be distributed unevenly across academic fields. Programs that are multidisciplinary in nature or have stable career outcomes will be the fast-growing degrees. Engineering and Computer Science will continue to grow at a slower pace while Education and MBA programs will not see any growth opportunities.

Countercyclical Boost Uneven Across Fields

3

Fields Best Positioned to Grow are Mostly Small, Few in STEM

Overall 10-year Growth Trend and Countercyclical Growth in Master's and Professional Doctorate Conferrals



The Multidisciplinary Moment?

Interdisciplinary grad degrees fast-growing and among most countercyclical

A Turn Toward Stable Careers

Growth in fields related to government and nonprofit jobs, but will these remain stable in current crisis?

No Boost for Big Fields

Education, MBA growth slowed. Almost no recession impact on health, non-MBA business.

Slowdown in STEM?

Engineering, computer science fast-growing overall but grew more slowly during 2008 recession

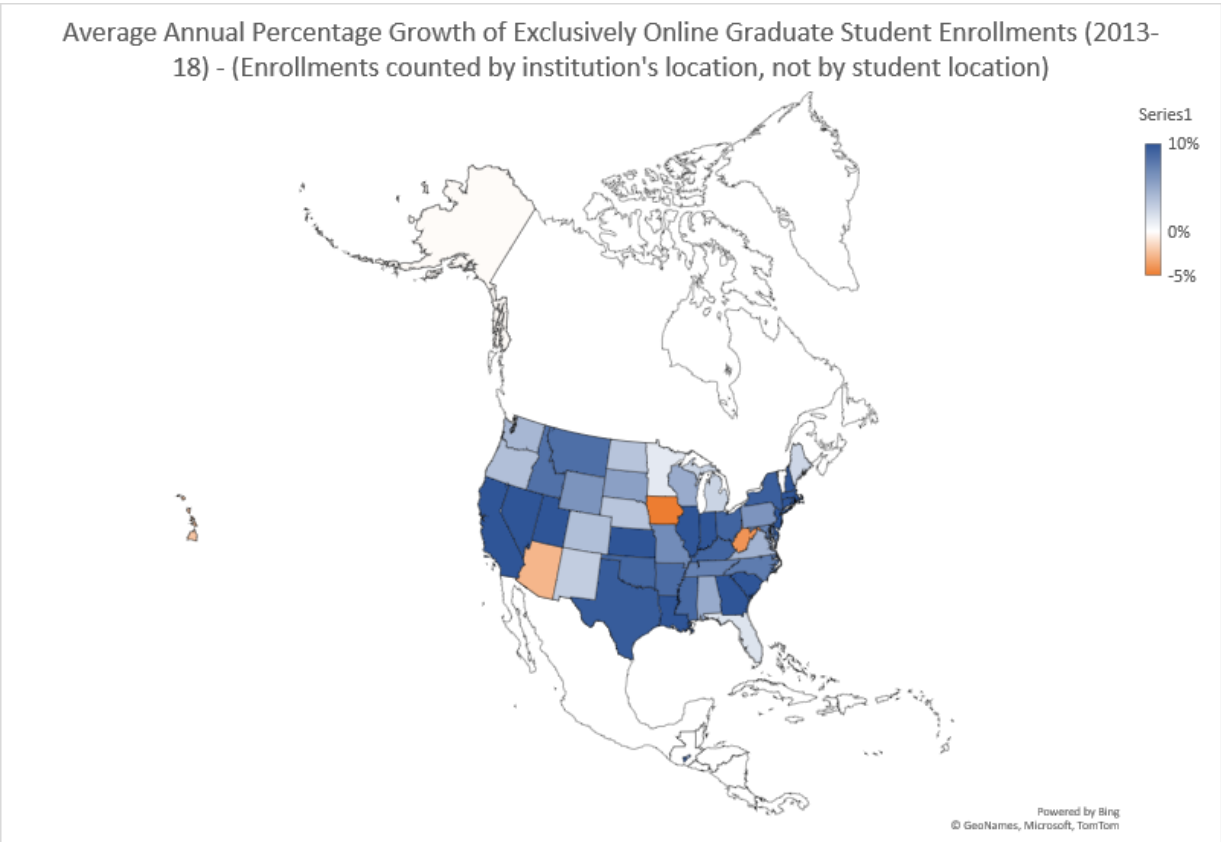
1) Difference in conferral growth rate in 2011-13 (recession-era) and the average of 2008-10 and 2014-2016 (non-recession-era)
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Source: IPEDS conferrals 2008-2018; Bureau of Labor Statistics Unemployment Data; EAB interviews and analysis.

Appendix K: Graduate Enrollment Growth by Modality

These are the National trends by state of graduate enrollment growth and/or decline in total enrollment by modality. The State of California grew 17% in online enrollments, 12% in hybrid and declined -1% in face-to-face instruction.

State	Avg. Annual Growth of Grad Enrollments by Modality (2013-2018)			Total Change in Grad Enrollments by Modality (2013-2018)		
	Exclusively Online	Online/In-Person	Face-to-Face	Exclusively Online	Online/In-Person	Face-to-Face
RI	34%	5%	1%	920	80	270
SC	23%	8%	-4%	4,445	883	-4,369
UT	22%	9%	-2%	21,993	823	-1,227
LA	20%	-2%	-3%	6,628	-301	-3,874
DC	20%	31%	-3%	6,938	1,767	-5,044
NH	19%	-6%	-3%	12,680	-369	-1,410
GA	18%	11%	-3%	15,264	3,202	-6,839
CA	17%	12%	-1%	36,840	11,595	-11,570
DE	16%	9%	-6%	1,781	515	-2,464
NJ	14%	10%	-3%	5,026	2,408	-7,035
IL	12%	0%	-3%	18,299	257	-15,476
MA	11%	5%	-1%	10,944	2,382	-3,997
IN	11%	3%	-1%	9,886	640	-2,592
KS	11%	-1%	-3%	4,698	-267	-2,383
CT	11%	17%	-1%	2,226	1,543	-1,623
NV	10%	6%	-1%	558	261	-257
TX	10%	-6%	0%	19,132	-6,974	1,652
NY	9%	4%	-1%	9,214	3,896	-5,730
OH	9%	6%	-4%	7,727	2,867	-12,068
KY	9%	32%	-3%	6,833	11,654	-3,142
OK	9%	0%	-4%	2,306	38	-3,739
MS	9%	3%	-6%	2,372	268	-4,291
AR	9%	-2%	-1%	2,936	-291	-727
MT	8%	-10%	3%	415	-298	565
ID	8%	2%	-3%	1,006	92	-798
NC	8%	5%	-1%	5,586	1,720	-3,798
TN	7%	6%	-3%	3,198	1,785	-4,257
MD	7%	3%	-3%	8,074	770	-5,419
MO	7%	1%	-4%	6,542	377	-9,725
WY	6%	22%	-8%	194	269	-672
PA	6%	13%	-1%	8,768	6,813	-6,568
SD	6%	13%	-5%	707	480	-1,002
AL	5%	10%	-3%	5,338	1,728	-2,802
WI	5%	10%	-3%	1,867	1,515	-4,365
VA	4%	2%	-2%	9,284	530	-5,228
WA	4%	8%	0%	713	807	15
CO	4%	12%	-2%	3,908	2,587	-3,895
OR	4%	3%	-1%	1,199	318	-1,352
ND	3%	0%	-1%	481	-17	-222
NE	3%	9%	-2%	1,732	833	-1,451
NM	3%	5%	-4%	505	415	-1,882
MI	3%	-2%	-2%	1,896	-544	-6,803
ME	2%	8%	-3%	437	235	-685
FL	2%	-1%	-2%	2,941	-342	-6,199
MN	1%	7%	-4%	4,956	1,536	-6,186
VT	0%	30%	-1%	13	225	-217
AK	0%	-4%	-11%	-9	-88	-505
HI	-2%	-8%	-6%	-88	-276	-1,891
AZ	-3%	-7%	-2%	-10,574	-1,455	-2,526
WV	-4%	12%	-3%	-2,763	600	-1,456
IA	-8%	-2%	-2%	-8,183	-235	-1,654



Appendix L: Graduate Enrollment Growth by Sector

Here is the average graduate enrollment growth by sector. Public Institutions grew 10% in exclusively online, 3% for hybrid and decline -2% in face-to-face enrollments.

Sector	Avg. Annual Growth of Grad Enrollments by Modality (2013-2018)			Total Change in Grad Enrollments by Modality (2013-2018)		
	Exclusively Online	Online/In-Person	Face-to-Face	Exclusively Online	Online/In-Person	Face-to-Face
Public	10%	3%	-2%	141,905	19,945	-80,821
Private, Non-Profit	9%	8%	-2%	128,776	39,795	-75,753
Private, For-Profit	-1%	-5%	-12%	-12,245	-2,800	-22,556

Appendix M: EAB Resources to Guide Communication Efforts

- [Enrollment Agility Whitepaper](#)
- [Gen Z Mindset](#)
- [Leveraging EAB's Testing and Research Agenda](#)
- [Making Your Digital Ads Count](#)
- [2020 Parent Survey](#)
- [Perfecting Parent Engagement](#)
- [Recruiting the Digital Native](#)
- [Student Communications in the Evolving Digital Era](#)
- [Ten Practices for Improved Yield Communications](#)
- [Graduate and Adult New Blueprint for Growth](#)