

Enrollment Management “101”

Preamble—

The following outline presents a simplified guide to enrollment management tools authorized by the California State University system.

- The Appendix that follows provides more in-depth information
- Cal State San Marcos has a mandate to reduce “resident” FTE enrollment 6% in 2010-2011.
 - The CSU does not count nonresident and international enrollment in its campus targets

Applications management tools—

Prospective students apply for admission to a CSU campus, through CSU Mentor (csumentor.edu).

- Most apply to more than one institution; CSU’s systemwide average for first time freshmen is 4+ campuses and 3+ campuses for transfers
- On average, 17% of first time freshmen 33% of transfers who apply to CSUSM typically end up as enrolled students

Tools for increasing applications:

- Recruiting and outreach efforts to increase awareness about CSUSM
- Campus tours and other kinds of personal and/or electronic contacts

Tools for reducing applications:

- Clear messages about requirements, deadlines, impaction, local service area, and other restrictions
 - [CSUSM’s Admissions announcement \[See APPENDIX\]](#) dated September 23, 2009 (press release, sent to CSUSM, sent to school districts, CC counselors, and other outlets)
 - CSUSM’s Admissions website: www.csusm.edu/admissions
 - Campus-specific information presented on CSU Mentor website and at CSU Statewide Counselor Conferences:
 - First-year and transfer requirements
 - Deadlines and due dates
 - ’10-11 enrollment reduction mandate
 - Impaction and local service area information
 - Encouragement for prospective students to apply to several institutions, especially those outside of our local service area

Admissions management tools—

CSU campuses must accommodate all qualified applicants from their designated local service area who apply during the priority application period (October 1 through November 30) and who meet all other requirements and deadlines

- Exempt from this CSU policy are *fully impacted* campuses (whose every academic program is impacted), which are not required to accommodate local

service areas. Currently Cal Poly San Luis Obispo and San Diego State are the only fully impacted campuses.

Tools for increasing admissions:

- Universities may continue accepting applications after the priority application period in order to increase the initial pool of applicants
- Those who apply after the priority application period may be considered on a space available basis

Tools for decreasing admissions:

- Universities *close applications* as soon as it is estimated that sufficient applications have been received. As of December 1, 2009, CSUSM stopped accepting applications from first time freshman and transfer students for Fall 2010.
- Campuses *strictly enforce* requirements and deadlines for enrollment deposits, intents to enroll, receipt of transcripts, and so forth
- A [Local Service Area \(LSA\)](#) [See APPENDIX] may be used to restrict admissions geographically. CSUSM expects very little space available for applicants from outside of our LSA in 2010 admissions.
- [Impaction](#) [See APPENDIX] criteria may be used in the admission review process for otherwise qualified undergraduate students from outside of our LSA. Types of impaction include:
 - Systemwide Impaction (CSUSM is using systemwide impaction)
 - Program/Major (CSUSM has six impacted programs – Business Administration, Communication, Human Development, Kinesiology, Mass Media, and Nursing/Pre-Nursing)
 - Campus Impaction (FTF and/or Transfer levels) – CSUSM has not qualified for this tool
 - Full Impaction – Only Cal Poly SLO and SDSU are fully impacted

Enrollment Funnel--

- Enrollment Management offices use a tool they call the "enrollment funnel" to help predict future enrollment based on past experience.
- The "enrollment funnel" tracks the changing number of potential students for a given term from application status (the largest number) to admission status (smaller than application) to matriculation (the smallest number).
- The "yield rate," which an enrollment funnel helps to predict, is the percentage of students who actually matriculate (enroll) from the total of those who applied.
- CSUSM's Enrollment Management Services (EMS) frequently updates data for the funnel, and estimates the "yield" at each benchmark along the way
- Early yield estimates are more tentative; yield estimates closer to the start of the semester are more predictive of final enrollment
- Funnel benchmarks include:

- Applications (begin October 1)
- Admissions (Applications processed through winter and spring)
- Deadline for final, complete application information (February 1)
- Enrollment Deposit (\$150 due on or before May 1 for freshmen; June 1 for transfers)
- Intent to Enroll declaration (due on or before May 1 for freshmen; June 1 for transfers)
- Orientation reservation (typically available in late spring)
- Deadline for final transcript (July 15)
- Orientation attendance (throughout the summer)
- Prompt fee payment (late summer)

Enrollment data -- are regularly shared with:

- General electronic distribution list—President, vice presidents, associate vice presidents, deans, associate deans, directors, managers, academic senate chair and vice chair
- The Enrollment Planning Administrative Advisory Group (EPAAG) – a large campus-wide group comprised of staff and administrative representatives from academic colleges and the School of Nursing, Enrollment Management Services areas and other student affairs services, student financial services, the Office of Communications, Academic Programs, and others as appropriate
- Provost’s Enrollment Group (PEG)
 - Provost and Vice President for Academic Affairs, Emily Cutrer
 - President’s Chief of Staff and Director of Institutional Planning and Assessment, Matt Ceppi
 - Associate Vice President for Academic Programs, David Barsky
 - Associate Vice President for Enrollment Management Services, Darren Bush
 - Graduate Studies Dean, Gerardo Gonzalez
 - Extended Learning Dean and Associate Vice President for Community Engagement, Jan Jackson
 - College of Arts and Sciences Interim Dean, Victor Rocha
 - College of Business Administration Dean, Dennis Guseman
 - College of Education Dean, Mark Baldwin
 - School of Nursing Director, Judy Papenhausen
 - Academic Senate Chair, Janet McDaniel
 - Academic Senate Vice Chair, Rika Yoshii
 - Academic Affairs Resource and Operations Manager, Anthony Glasgow
- G-5 Enrollment Group
 - Provost and Vice President for Academic Affairs, Emily Cutrer
 - Vice President for Student Affairs, Pat Worden

- Associate Vice President for Business and Financial Services, Mary Hinchman
- Associate Vice President for Enrollment Management Services, Darren Bush
- President's Chief of Staff and Director of Institutional Planning and Assessment, Matt Ceppi

Other factors that affect final enrollment—

- Availability of classes (class schedule in which available seats = desired FTE)
- Temporary enrollment limits (such as the 13-unit limit used for 2009-2010 – link: www.csusm.edu/schedule/spring_2010/registration_information.html)
- Faculty decisions during the add-drop period
[http://lynx.csusm.edu/policies/procedure_online.asp?ID=240]
- Remediation (EO 665) [www.calstate.edu/EO/EO-665.pdf] and continuing student enrollment
- Disqualification and Reinstatement (EO 1038)
[<http://www.calstate.edu/eo/EO-1038.html>]
- Withdraw and course repeat policies (EO 1037)
[<http://www.calstate.edu/EO/EO-1037.html>]
- Summer session offered via Extended Learning (enrollment does not count towards resident FTES target)
- Graduation rate

APPENDIX

Admissions announcement (9/23/09)
Local service area designations
Impaction

Admissions announcement -- 9/23/2009 press release

The CSU fall 2010 priority application period begins October 1 and runs through November 30, 2009. This year, it is even more important for prospective students to follow and adhere to all admission deadlines and requirements.

As part of the California State University (CSU) system's adopted plan to address the significant reduction in state support, the system will reduce enrollment by 40,000 students over the next two years. For California State University San Marcos (CSUSM) the enrollment target has been reduced by six percent. This is a big blow to the University that has seen such tremendous growth and a setback to the region that CSUSM serves.

With the directive to reduce enrollment by six percent, CSUSM will have very limited space for fall 2010 admission. All applicants are strongly encouraged to apply for admission to multiple institutions.

CSUSM will accommodate new first-time freshman and upper-division transfer applicants from its local service area, defined as north of Highway 56 in San Diego County extending to southern Orange County and southwestern Riverside County. These applicants must apply during the CSU fall 2010 priority application period of October 1 through November 30, 2009, and must meet all CSU minimum admission requirements and all other University requirements and deadlines for fall 2010. All requirements and deadlines will be strictly enforced. In addition, the University is presently considering impaction status for several highly enrolled majors, and applicants for those majors, whether they come from our service area or not, will be subject to additional major requirements.

Prospective students from outside of CSUSM's local service area are welcome to apply for admission during the priority application period; however, CSU systemwide impaction will be utilized including higher admission criteria, waitlists, academic program impaction, and other options. These students will only be admitted if enrollment space is available after local service area applicants have been accommodated.

Additionally, CSUSM will continue to honor its "PACE Promise" with San Marcos Unified School District, and other memoranda of agreements for guaranteed admission to those students fulfilling the specified criteria and meeting deadline requirements.

Cal State San Marcos campus remains committed to serving as many students as possible and providing a quality education. While it is regretful that these decisions are being made, faced with the current budget situation and obligation to reduce enrollment next year, these are the action steps CSUSM must take.

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Local Service Area (LSA)

Cal State San Marcos's LSA is the geographic area north of highway 56 in San Diego county extending to southern Orange County and southwestern Riverside County that includes the school districts and community colleges listed below.

For Freshmen, the following school districts: **Orange County:** Capistrano Unified, Saddleback Valley Unified; **Riverside County:** Hemet Unified, Lake Elsinore Unified, Murrieta Valley Unified, Perris Union High School District, San Jacinto Unified, Temecula Valley Unified; **San Diego County:** Bonsall Union High School District,

Carlsbad Unified, Escondido Union High School District, Fallbrook Union High School District, Julian Union High School District, Oceanside Unified, Poway Unified, Ramona Unified, San Dieguito Union High School District, San Marcos Unified, Valley Center Pauma Unified, Vista Unified, Warner Unified and private or independent high schools within these boundaries.

For Transfers, three community colleges: Palomar; MiraCosta; Mt. San Jacinto

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Impaction

There are three main types of impaction employed to different degrees on the CSU campuses:

(1) Systemwide impaction: Systemwide impaction was declared by the Chancellor's Office in November 2008: (<http://www.calstate.edu/acadaff/codedmemos/AA-2008-48.pdf>)

CSU systemwide impaction allows all campuses to use tools such as the following for applicants from outside of their local service area: higher admission criteria, wait lists, academic program impaction, and other options. Applicants from outside of the local service area will only be considered *if enrollment space is available* after local service area applicants have been accommodated.

Additional tools authorized by the Chancellors Office:

- Require enrollment deposit where appropriate
- Require attendance at orientation
- Rescind the admission, and if necessary, the enrollment of applicants who do not meet the conditions and provisions of the offer of admission
- Disqualify as per Executive Order 1038 currently enrolled students who have not maintained adequate academic progress

CSUSM is using all of the above systemwide impaction criteria for 2010-11 admissions.

(2) Program/Major impaction: Some universities have declared impaction for certain majors. This does not restrict qualified students from being admitted to the university; it restricts their entry into certain majors. If they do not qualify for entry into an impacted major, they may elect another, non-impacted major. This enrollment management tool is used for the purpose of managing resources within particular majors, rather than for managing the university's overall enrollment.

Impacted majors at CSUSM:

Business Administration: Applicants admitted as "Pre-Business" and apply to

competitive process at Junior standing based upon GPA in pre-business core courses.
Communication: Applicants admitted as “Pre-Communication” and apply to competitive process for program options based upon GPA in major preparation courses.

Human Development: Applicants admitted as “Pre-Human Development” and apply to competitive process for program options based upon GPA in major preparation courses and additional criteria.

Kinesiology: Applicants admitted as “Pre-Kinesiology” and apply to competitive process for program options based upon GPA in major preparation courses.

Mass Media: Applicants admitted as “Pre-Mass Media” and apply to competitive process for program options based upon GPA in major preparation courses.

Nursing/Pre-Nursing (Basic Nursing Program): Applicants admitted to “Pre-Health Sciences” and must meet criteria during first year to be selected for “Pre-Nursing”. Second screening for upper division major occurs after completion of Nursing core classes based upon academic and non-academic factors.

Students who do not qualify for admission to the Nursing program will be encouraged to consider alternate non-impacted majors.

(3) Campus and full impaction:

- Two campuses are fully-impacted, in that ALL of their academic programs have been declared impacted: San Diego State University, and Cal Poly San Luis Obispo.
- Fully impacted universities may employ more rigorous admissions criteria to all undergraduate applicants, regardless of their geographic origin (local area or beyond).
- These two universities (CPSLO and SDSU) are allowed to use impaction criteria for both LSA and non-LSA applicant groups because all of their academic programs are fully impacted and students must be admitted both to the university and to a specific academic major.
- CSUSM is not fully impacted, so cannot use more rigorous admissions criteria for LSA applicants (but can for non-LSA applicants, under “systemwide impaction”).
- Campus impaction: A few campuses are impacted at only the first time freshmen or transfer level, but are not fully impacted because not all of their academic programs are impacted. These campuses must accommodate all qualified applicants from their local service areas.

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