



SACRAMENTO STATE
**STRATEGIC
ENROLLMENT**
MANAGEMENT PLAN

| 2022 - 2025



**SACRAMENTO
STATE**
Redefine the Possible

Accessibility Acknowledgment

Read the Accessible Strategic Enrollment Management Plan

The SEM plan for Sacramento State is comprised of four documents housed on the Enrollment Management and Student Services web site: csus.edu/student-affairs/enrollment-services

1. Enrollment Planning Brief
2. SEM Plan
3. SEM Action Plan
4. SEM Market Analysis

In addition, multiple SEM Reports are available on this page. Links to the university's GI 2025 Goals and progress to date, Sacramento State Presidential Imperatives, and the current Sacramento State Strategic Plan are provided in Appendix A.

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INTRODUCTION

Sacramento State is a comprehensive university serving the greater Sacramento region since 1947. Sacramento State's Mission Statement reads:

As California's capital university, we transform lives by preparing students for leadership, service, and success.

With record enrollment for Fall 2021 of 31,573, Sacramento State is the sixth largest university in the California State University System. The majority of students come from Northern California.

Most Students Are From the Sacramento Area

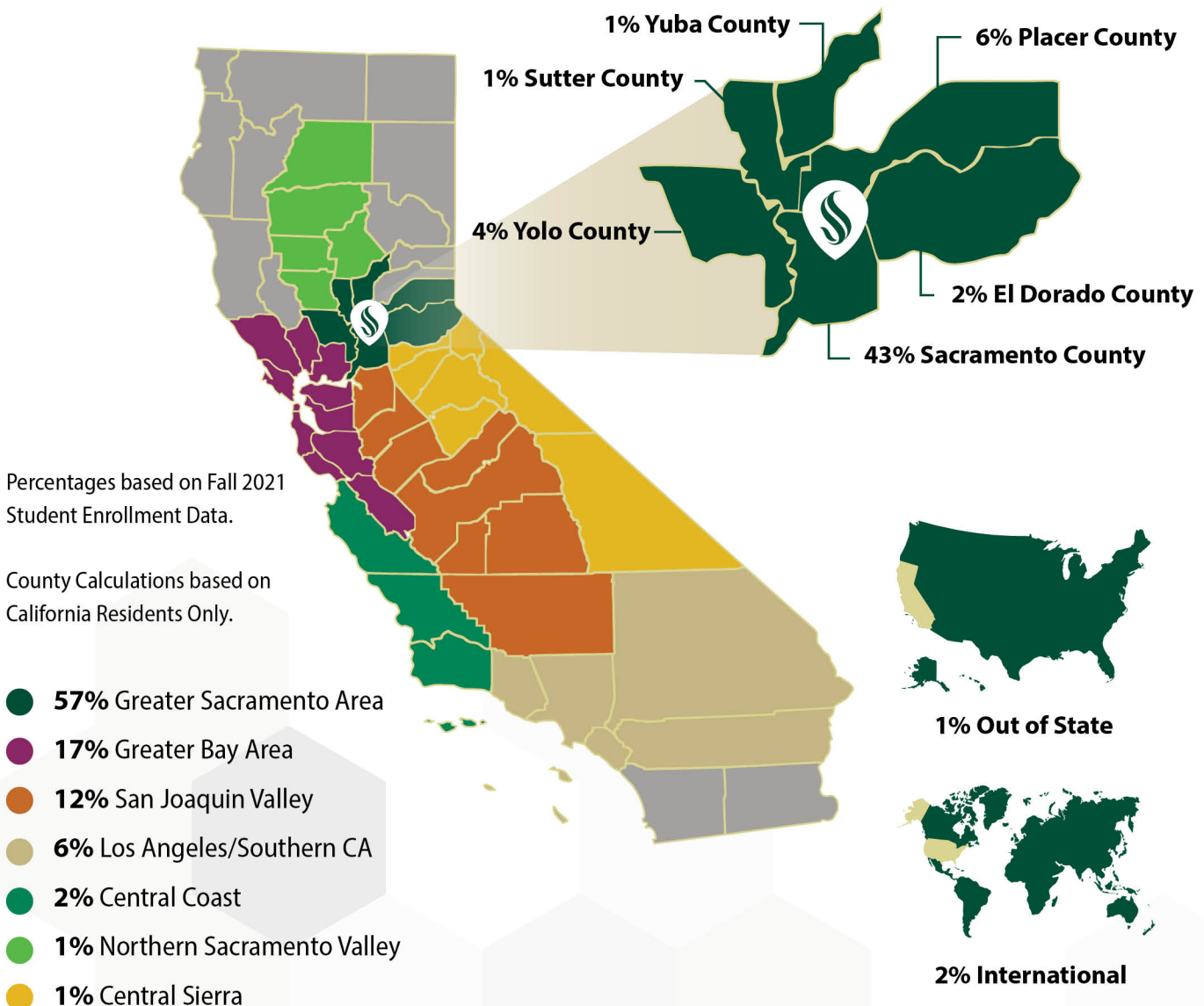


Figure 1: see Table 1.1 and 1.2 for full description

Sacramento State serves a diverse student body. Identified as the second most diverse university in the west by US News in 2020, Sacramento State is officially recognized as an Asian American Native American Pacific Islander Serving Institution (AANAPISI) and a Hispanic Serving Institution (HSI). For Fall 2021, the enrolled student population at California State University-Sacramento is 34.4% Hispanic or Latino, 26% White, 18.8% Asian, 6.11% Black or African American, 5.84% Two or More Races, 0.873% Native Hawaiian or Other Pacific Islanders, and 0.235% American Indian or Alaska Native.

Focused on student success, Sacramento State improved 2- and 4-year graduation rates by 187% since 2016. The university is positioned to exceed graduation goals by 2025. The university places emphasis on experiential learning through interactive courses, service learning, internships, and on- and off-campus student employment. There is a thriving campus life with 3,200 students living on-campus and another 5,000 to 6,000 students living within walking/biking distance to the university.

PROBLEM STATEMENT

We are in a period of increased competition for students. As is reflected below, the number of high school graduates in the state of California is projected to decline over the next several years. While graduate numbers will vary by year, the net loss over the next 25-year period will result in 80,000 fewer high school graduates in 2037 compared to 2022. Many California State University campuses are already struggling to meet their enrollment goals and the University of California System has established a goal of enrolling an additional 23,000 students in the next 8 years. In addition to the competition from within the state, a review of the Regional Admissions Counselors of California (RACC) website shows that at least 70 out of state schools have regional recruiters stationed in California. Because some schools have more than one recruiter in California, there are a total of 98 individual counselors from non-California schools physically located in California.

Beginning with the Spring 2022 semester cycle, Sac State has begun to witness a decline in new transfer enrollment. This aligns with the California Community Colleges who have also seen a decline in enrollment for the last couple of academic year cycles. The latest Sacramento State's enrollment trends have been less stable when compared to the previous semester prior to Spring 2022. Due to changes in the enrollment patterns during and post pandemic which impacted the ability to closely predict enrollment, Sac State realized that a robust and intentional strategic enrollment planning is needed in order to maintain enrollment stability and eventually grow enrollment again. Although recently Sacramento State is experiencing an increase of its First Year Student population, it is not enough to close the gap in new transfer enrollment and hedge what the future community college enrollment forecast. Action needs to happen in order to prevent further decline to the most vulnerable and underrepresented student populations.



Compounding the current enrollment decline, but not addressed in the market analysis, is an increasing retention gap for continuing students in the COVID-19 semesters. During the pandemic, new student during the COVID-19 semester did not continue their education the following semester compared to the previous semesters. The COVID-19 semesters consist of Spring 2020, Fall 2020, Spring 2021, Fall 2021, and Spring 2022.

Many external influences have impacted enrollment, retention, and student success at Sacramento State. Political polarization and unrest since the 2016 election impacted enrollment for international students, undocumented students, and student from mixed status families. The surge of discrimination and racially motivated violence in recent years has greatly affected our African American, Asian, Hispanic/Latinx, Native, and mixed-background students. Sexual harassment (Title IX), the Me-Too Movement, and attacks on LGBTQIA+ civil rights have created additional stress for students. The global COVID-19 pandemic has created economic and societal instability changing student enrollment patterns. Recent enrollment trends for the CSU are presented in Appendix B – Change in CSU Enrollment.

STRATEGIC ENROLLMENT MANAGEMENT CONTEXT

It is within this context that 2022-23 Strategic Enrollment Management (SEM) plan was created for Sacramento State. This SEM plan will form the foundation for future SEM plans for the next 3-5 years. The 2022–23 SEM plan will focus on the following:

INCREASING NEW AND CONTINUING ENROLLMENT

- a. Building the Prospect Pipeline and Yield for new First Year Students
- b. Stabilizing and Increasing new Transfers
- c. Exploring Opportunities for Post-Baccalaureate Students
- d. Increasing new International (all levels)

INCREASING UNDERGRADUATE RETENTION AND GRADUATION

- a. Increasing Retention by class year
- b. Maximizing Progression to Degree
- c. Increasing Graduation Rates by Cohort
- d. Placing Special Emphasis on Increasing Graduation Rates for BIPOC students

CLOSING EQUITY GAPS

- a. Pell vs. Non-Pell Students
- b. Sub-Groups of Students (disaggregated by ethnicity)

EXPANDING RECRUIT-BACK AND HORNET ATTAIN

- a. Recruit-Back students who stopped attending by cohort (Fall 2019, Fall 2020, Fall 2021, and Spring 2022)
- b. Explore re-Admission for students previously disqualified or dismissed (excluding expulsion or conduct related suspensions)
- c. Expand Hornet Attain, a program reaching out to students in the region who stopped attending prior to 2019 with earned units but no degree.

ENHANCING MARKETING AND COMMUNICATION STRATEGIES

- a. Develop enhanced and targeted marketing and communication campaigns for prospective and returning students
- b. Partner with academic colleges, alumni, and current students to develop multi-media communications to enhance recruitment and increase yield
- c. Explore external partners to extend marketing resources and increase tailored communications to prospective and returning students.

Specific action plans will be created for each enrollment area listed above and posted on the EMSS website. Progress on action plans will be tracked and reported regularly. Goals may also be added or changed by the Enrollment Management Committee based on direction from the Chancellor's Office or Sacramento State President. In collaboration with OIREP and IRT, reporting will occur on key dates as outlined in the Enrollment Plan for Headcount, Equity Gaps, Resident FTES / AUL, Retention and Progress to Degree.

The Enrollment Management Committee (Appendix A) will commission a smaller working group to provide analysis and predictive modeling on institutional data, the greater Sacramento region's demographic K-12 and community college projections, county residents' education attainment, and labor market forecasts. This environmental data will provide baseline information for future enrollment strategies and goals.

Additional factors currently influencing student enrollment decisions include:

- Decreasing California's statewide K–12 school enrollment and **dynamic changes in enrollment** in different parts of the state.
- Expectations/desire for in-person vs. on-line/remote classes. While most of our students appear to prefer in-person, there is still a substantial group looking for online instruction; especially students with health-related pandemic concerns or who are experiencing challenges getting to the physical campus.
- **National mental health crisis among college age students.** There has been an increasing need for support with mental health and emotional well-being for the past decade. This need has been greatly amplified by issues related to the pandemic.
- Challenging economic conditions for low-income students and their families (including high inflation and prices for necessities like food, gasoline, and rent)
- Increasing recruitment in the Sacramento region from **colleges and universities outside the area.**
- **The University of California System's new goals to increase enrollment** by 33,000 students.
- **Decreasing enrollment throughout the community college system** including Sac State's local feeder colleges.
- Continuing political and socio-economic instability (e.g., lack of immigration reform, pandemic-related impacts on student visas, wars in the Ukraine and political instability other areas around the world, etc.).

While Sacramento State's Fall enrollment increased Fall 2016 to Fall 2021, the influence of the factors listed above impacted enrollment for Fall 2022. The main factors decreasing fall enrollment were a decrease in students transferring from community colleges, and a reduction in continuing student retention will likely cause a slightly lower overall enrollment for Fall 2022. The goal of the Enrollment Action Plan associated with this SEM plan is to stabilize and then increase enrollment for 2023.

Student Headcount Fall 2016 to Fall 2022

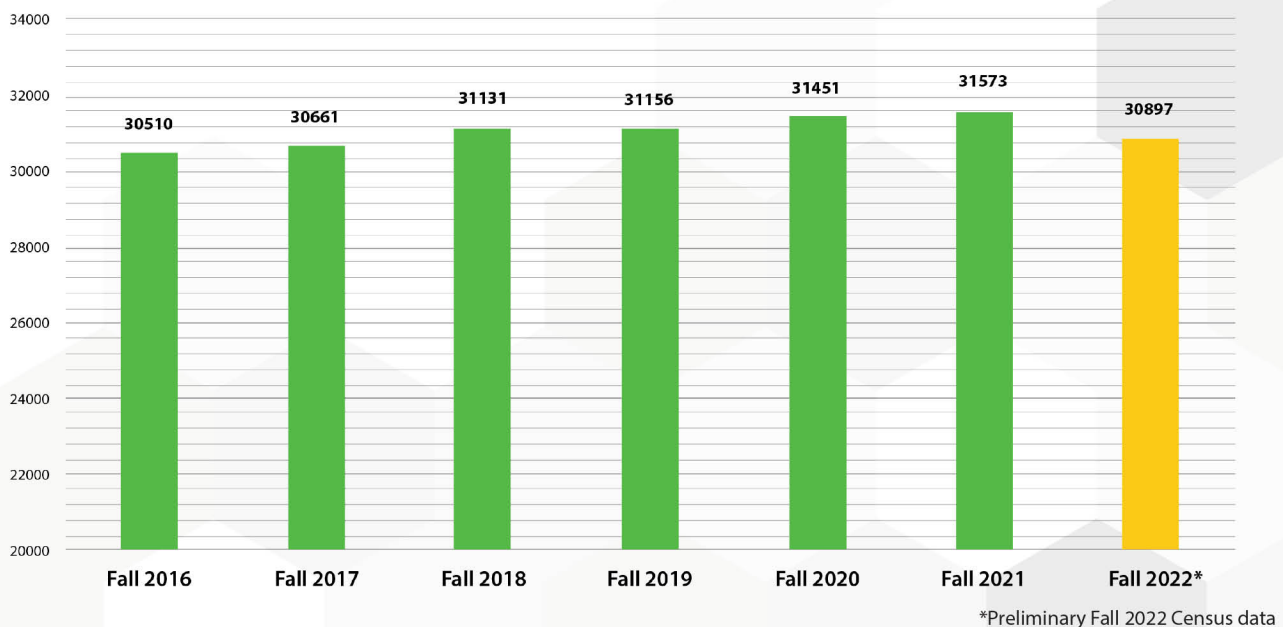


Figure 2: see Table 2 for full description

STRATEGIES AND INITIATIVES

Multiple strategies are being created and implemented to increase new students, returning students, and retention for Fall 2023. The strategies highlighted below may change or be expanded based on key indicators as we continue through each enrollment cycle.

NEW STUDENT RECRUITMENT STRATEGIES

Action Plans will include multiple outreach campaigns and comprehensive digital marketing approaches for increasing prospects and applicants. The items below provide a sample of the actions that will be considered each semester. The actual actions initiated will be included in each semester's specific Action Plan.

ADMISSION RECRUITMENT CAMPAIGNS

- Efforts related to the K-16 Regional Collaborative
- Establishing new target application, admission and enrollment goals by territory as defined by primary counties and high schools
- Establish target application, admission and enrollment goals by territory as defined by feeder community colleges
- Develop reporting tools that provide timely information about the status of the above
- Hire a new regional recruiter to be placed in Southern California
- Conduct a comprehensive review of enrollment-related webpages and redesign to make more user-friendly and marketing oriented
- Implement EAB's student marketing products for implementation to influence Fall 2023 enrollment
- Develop digital marketing campaigns for targeted recruitment territories in California for both transfer and first-year prospective students
- Develop integrated admission campaigns with the colleges

DUAL ENROLLMENT / ADMISSION GUARANTEE

- Participating in the CSU wide workgroup for Dual Admissions for the Fall 2024 semester
- Reviewing Dual Enrollment with the K-16 Regional Collaboration project
- Reviewing Dual Enrollment with the Placer Ranch partnership

OUTREACH CAMPAIGNS

- Continuing Student Retention Campaigns
- Continuing to Refine Enrollment Cancellation Campaigns
- Developing Pro-Active Strategies to support Student not meeting Satisfactory Academic Progress for Financial Aid

RECRUIT-BACK CAMPAIGNS

- Targeting Student who did not return to Sac State during the pandemic semesters (Fall 2020, Spring 2021, Fall 2021, Spring 2022, Fall 2022).
- Partnering with CCE on a long-term and wider reach of students via Hornet Attain

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PROJECT 1300

- Collaborate with Improve your Tomorrow (IYT) to develop Application, Admit and Enroll 1,300 young men of color from the 13 designated high schools by 2025
- Develop reporting tools to provide timely information about the status of progress toward our goals
- Establish strong collaboration between the Sac State Program Liaison and IYT project lead and IYT Mentors
- Provide a campus visit experience for IYT participants from the 13 designated high schools
- Provide one on one advising for students in the program prior to enrollment at Sac State

RETENTION WORKING GROUP

In Fall 2022 the Enrollment Management Committee will collaborate to form a Retention Working Group to identify strategies and initiatives to identify areas for improvement to increase retention. Areas currently being addressed or that may need exploration include:

EVALUATING ACADEMIC CHALLENGES AND OPPORTUNITIES

- Online vs. in-person course options
- Courses with high D, F, W rates
- Academic Support through SI, PAL, and Similar Programs
- Tutoring and Academic Support Centers
- Registration Tools (Hornet Launch, Degree Planning, Priority Registration, etc.)
- Registration Process Barriers and Holds

EMPLOYING FINANCIAL AID AND SCHOLARSHIPS

- Standards of Satisfactory Academic Progress
- Estimated Aid Packages
- Strategic Outreach to increase Scholarship Applications
- On-Campus Employment
- Financial Wellness
- Provost's Grants (Summer / Winter Intersession Grants)

LEVERAGING EQUITY AND AFFINITY PROGRAMMING

- Leveraging Equity & Affinity Centers and Programs
- Focusing on our EOP student success
- Programming for our First-Generation students
- Creating more services through our Parents & Families Program (with a focus on students with dependents)

INCREASING STUDENT ENGAGEMENT THROUGH

- Student Clubs & Organizations (Greek Life, Student Leadership, etc.)
- Residential Life and Residential Education
- Internships (on- and off-campus)
- Student Government & participation on University Committees
- Community Engagement & Volunteer Service Programs
- Student Leadership Initiatives



CREATING STUDENT WELLNESS INITIATIVES THROUGH

- Mental Health and Wellness Initiatives
- Physical Health (exercise, nutrition, relaxation)
- Crisis Assistance & Resource Education Support (CARES)
- Peer Health Education
- Club Sports & Recreational Sports
- Intercollegiate Athletics

GRADUATION INITIATIVE 2025

The Enrollment Management Committee will focus on new and existing strategies and initiatives related to Graduation Initiative 2025. Sacramento State's goals and progress to date are provided on the Enrollment Brief on the EMSS webpage and OIREP Reports. Links to the Graduation Initiative are provided in Appendix A of this document.

The university community has been working diligently to help our students achieve their graduation goals. The current 187% improvement in graduation rates since 2016 is evidence that the strategies associated with GI 2025 are working. There is, however, much more work to be done to close opportunity/equity gaps in graduation. GI 2025 will continue to be a main focus for the University and the Enrollment Management Committee will be actively involved in these efforts. Some of the current GI 2025 strategies include:

- Degree Completion Initiatives (Finish in Four & Through in Two)
- Digital Degree Planning and Advising
- Hornet Launch – Block Scheduling
- Integrated Advising throughout the University
- The On-Track Transfer Credit Evaluation Project
- Creation of a new Transfer Center
- Enhanced Curricular Coordination and Planning for Implementation of Hornet Launch and Degree Planners
- Reducing Administrative Barriers
- Evaluating High D, F, W Courses
- Recruit Back Initiatives for Students who Dropped or Stopped Out
- Initiatives and Programs targeted to better support Low-Income (PELL) Students
- Increasing the number of Scholarships and other Financial Resources for Students

PRIORITIZATION

Although the strategies highlighted in the SEM plan are all critical, limited resources require the University to prioritize key strategies. Thus, the Action Plan associated with this Strategic Enrollment Plan only focuses on goals and actions that can be accomplished in the coming year. Each year, Action Plans will be assessed and re-prioritized by the Enrollment Management Committee. Prioritizing Enrollment Strategies will also involve the IRT Prioritization Process and the Annual Budget Call.

ANTIRACISM IMPLEMENTATION CAMPUS PLAN

Sacramento State is dedicated to antiracism and fighting discrimination in all forms. We are committed to creating an environment that is welcoming to everyone. To that end, the University developed an **Antiracism and Inclusive Plan in 2020–21** (<https://www.csus.edu/diversity-inclusion/antiracism-inclusive-campus-plan.html>).

The Division of Inclusive Excellence is stewarding the implementation of the plan throughout the campus. Following the **Antiracism and Inclusion Campus Action Plan (AICP)** (<https://www.csus.edu/division-inclusive-excellence/antiracism-inclusion-action-plan-progress-tracker.html>), divisions, colleges, departments, and programs are creating specific action plans in their respective areas.

Sacramento State's Strategic Enrollment Management Plan and all associated activities, will instill the tenants of our Antiracism and Inclusive Plan in every initiative and strategy. All plans, actions, analysis, and reports will include antiracism and inclusion assessments and reporting.



SUMMARY

Sacramento State has consistently met and exceeded its annual Resident FTES Enrollment Target each year. To recapture the small decline in headcount for Fall 2022, the University must focus on comprehensive recruitment and retention plans. With increasing graduation rates, increased competition for new students, and lingering effects of the COVID-19 pandemic, Sacramento State can no longer depend on meeting enrollment targets by bringing in larger numbers of new undergraduate students from the Sacramento region. New recruitment and retention strategies in areas identified in this SEM plan, will be critical to the University's continued enrollment growth.

In addition, Sacramento State must develop strategies to help students with the increasing cost of living and competitive rental market in the Sacramento area. The University must invest in new digital marketing strategies, prospect tracking systems, and regional recruitment staff in targeted areas to expand our reach and increase brand awareness. New endeavors including the Placer Ranch Center and K-16 Regional Collaborative will offer new opportunities for the University in the next 3-7 years.

It is also critical that Sacramento State focuses on student retention and success. First and foremost, this can be done by creating a welcoming environment for all students, faculty, staff and administrators. Our students' wellbeing, sense of belonging, and feelings of inclusion and affinity to the campus are critical to their academic and personal success. We must be committed to intentionally creating positive student experiences and safe learning environments for our students following our **Hornet Honor Code** (https://www.csus.edu/diversity-inclusion/_internal/_documents/honor-code1.pdf) and Antiracism and Inclusive Campus Plan.

To take advantage of these opportunities and continue to provide the best possible education, services and support for our students, Sacramento State must make intentional investments in admissions for undergraduate, graduate, out-of-state and international students. By diversifying our recruitment markets, and developing new and innovative student retention strategies highlighting our academic programs, co-curricular activities, and campus life, Sacramento State will continue to meet and exceed enrollment goals.



APPENDIX A

Links to Additional Strategic Initiatives and Considerations Related to Enrollment Planning

1. ENROLLMENT MANAGEMENT ADVISORY COMMITTEE FOR 2022-23

The Enrollment Management Advisory Committee charge can be accessed on the **Enrollment Management and Student Services website** (<https://www.csus.edu/student-affairs/enrollment-services/>).

2. GI 2025, CLOSING THE GAP, AND EQUITY GOALS:

The California State University system has adopted a broad set of **Graduation, Closing the Gap and Educational Equity Goals** (<https://www.calstate.edu/csu-system/why-the-csu-matters/graduation-initiative-2025/Pages/default.aspx>).

3. SACRAMENTO STATE PRESIDENT'S IMPERATIVES:

Sacramento State has adopted five Presidential Imperatives (<https://www.csus.edu/president/mission-imperatives/>). Each imperative is connected to SEM for the university. The imperatives and are listed below:

1. Student Success
2. Diversity and Inclusion
3. Community Engagement – Anchor Initiative
4. Philanthropy
5. Public Safety

4. STRATEGIC PLANNING AT SACRAMENTO STATE:

The current plan can be accessed at the **Strategic & Planning Sac State Website** (<https://www.csus.edu/president/strategic-planning/>). The University has identified six strategic goals to pursue between 2022 and 2027.

STRATEGIC GOAL 1:

Elevate Student Learning and Success by Becoming a More Student-Ready University

STRATEGIC GOAL 2:

Build Innovative Teaching, Scholarly and Creative Activity Programs

STRATEGIC GOAL 3:

Enrich the Diversity and Equity of the University to Create a More Welcoming and Inclusive Community

STRATEGIC GOAL 4:

Ensure Resource Development and Stability that Promotes Sustainability

STRATEGIC GOAL 5:

Institutionalize Anchor University efforts and strengthen community engagement across the region

STRATEGIC GOAL 6:

Will develop and implement a comprehensive Wellness Strategic Plan that promotes student success and overall campus community well-being

APPENDIX B

Change in CSU Enrollment 2017 to 2021

Humboldt State and Sonoma State saw the California State University system's largest declines in total fall semester enrollment over the past five years. Sonoma State's enrollment dropped by 22.1%, or about 2,000 students.

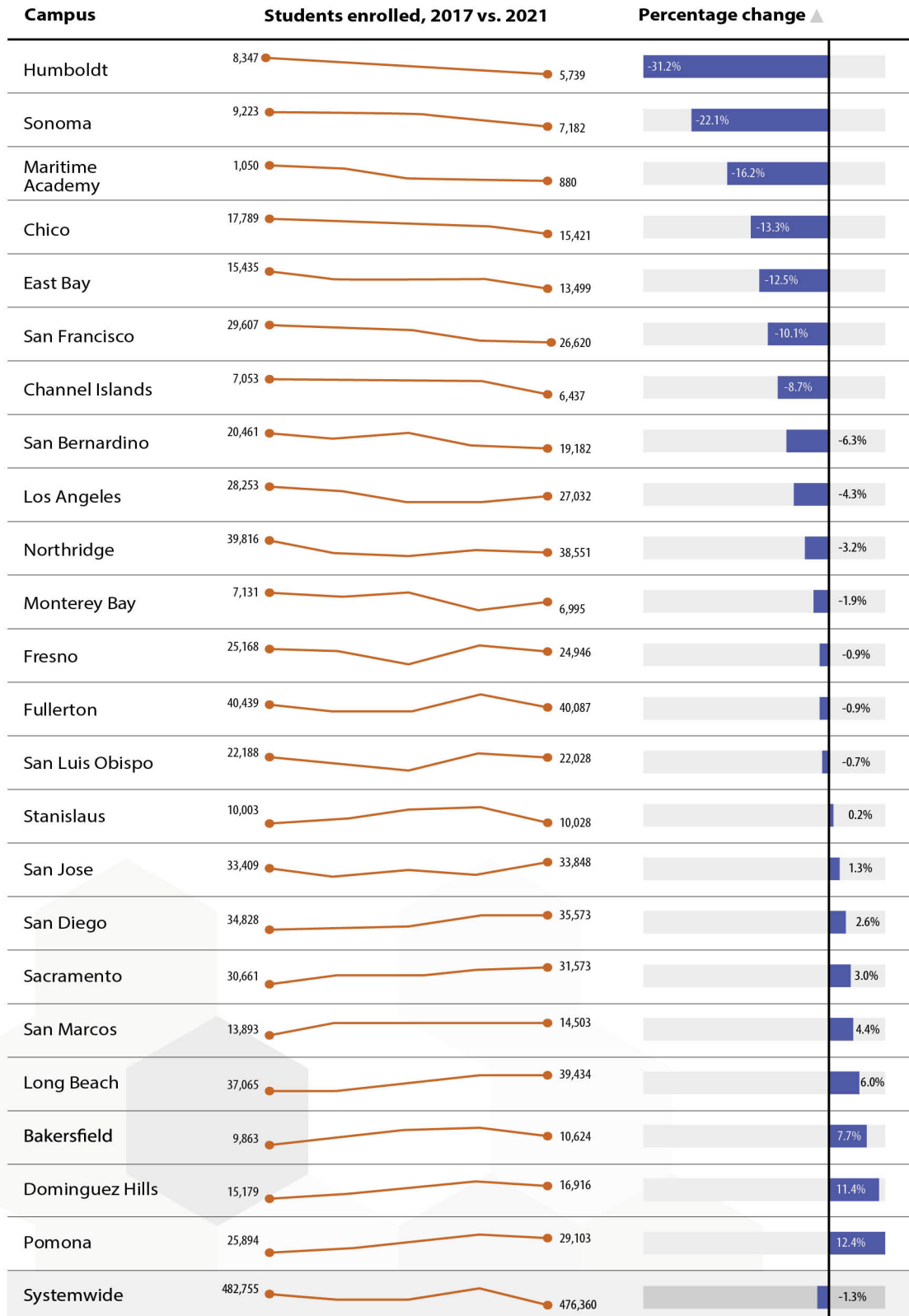


Figure 3: see Table 3.1 and 3.2 for full description

DATA TABLES

TABLE 1.1 (FIGURE 1) MAPS OF STUDENT ENROLLMENT

COUNTY	PERCENTAGE
Sacramento County	43%
Placer County	6%
Yolo County	4%
Sutter County	1%
Yuba County	1%

TABLE 1.2 (FIGURE 1) MAPS OF STUDENT ENROLLMENT

LOCATION	PERCENTAGE
Greater Sacramento Area	57%
Greater Bay Area	17%
San Joaquin Valley	12%
Los Angeles/Southern California	6%
Central Coast	2%
Out-of-State	1%
International	2%

**TABLE 2 (FIGURE 2: BAR GRAPH):
STUDENT HEADCOUNT FROM 2016 TO 2022**

SEMESTER/YEAR	HEADCOUNT
Fall 2016	30,510
Fall 2017	30,661
Fall 2018	31,131
Fall 2019	31,156
Fall 2020	31,451
Fall 2021	31,573
Fall 2022	31,000*

NOTE: * of 31,300 projected headcount in Fall 2022.

**TABLE 3.1 (FIGURE 3: APPENDIX B CHART):
CHANGE IN CSU ENROLLMENT 2017 VERSUS 2021**

CAMPUS	STUDENTS ENROLLED 2017	STUDENTS ENROLLED 2021	PERCENTAGE CHANGE
Humboldt	8,847	5,739	-31.2%
Sonoma	9,223	7,182	-22.1%
Maritime Academy	1,050	880	-16.2%
Chico	17,789	15,421	-13.3%
East Bay	15,435	13,499	-12.5%
San Francisco	29,607	26,620	-10.1%
Channel Islands	7,053	6,437	-8.7%
San Bernardino	20,461	19,182	-6.3%
Los Angeles	28,253	27,032	-4.3%
Northridge	39,816	38,551	-3.2%
Monterey Bay	7,131	6,995	-1.9%
Fresno	25,168	24,946	-0.9%
Fullerton	40,439	40,087	-0.9%
San Luis Obispo	22,188	22,028	-0.7%

**TABLE 3.2 (FIGURE 3: APPENDIX B CHART):
CHANGE IN CSU ENROLLMENT 2017 VERSUS 2021**

CAMPUS	STUDENTS ENROLLED 2017	STUDENTS ENROLLED 2021	PERCENTAGE CHANGE
Stanislaus	10,003	10,028	0.2%
San Jose	33,409	33,848	1.3%
San Diego	34,828	35,573	2.6%
Sacramento	30,661	31,573	3%
San Marcos	13,863	14,503	4.4%
Long Beach	37,065	39,434	6%
Bakersfield	9,863	10,624	7.7%
Dominguez Hills	15,179	16,916	11.4%
Pomona	25,894	29,103	12.4%
SYSTEMWIDE	482,755	476,360	-1.3%



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