

Cal Poly Humboldt.



Preliminary Strategic Enrollment Management Plan
2022-2027

Preliminary Strategic Enrollment Management Plan Fall 2022

The Preliminary Strategic Enrollment Management (SEM) Plan	3
SEM Plan Summary of Outcomes and Objectives	4
Recruitment: Expanding the pipeline and increasing yield	4
Retention: Creating a student-ready campus	5



The Preliminary Strategic Enrollment Management (SEM) Plan

This Preliminary Strategic Enrollment Management (SEM) plan sets outcomes and objectives that will create sustainable and appropriate enrollment for Cal Poly Humboldt over the next five years while also supporting our efforts to reach our Graduation Initiative 2025 goals. This plan sets measurable dimensions from which targets will be refined in the upcoming February 1, 2023 report in terms of recruiting and retaining California-resident students while maintaining current efforts to recruit and welcome out-of-state and out-of-country students to Humboldt's diverse community.

As part of the Polytechnic implementation, Cal Poly Humboldt has articulated a clear path forward to meet California State University's funded target of 7,603 Annual Resident FTES in Academic Year 2025-26. The keystone for this plan is our polytechnic status and the new academic programs that support that proposal.

Predicting a doubling of enrollment growth within seven years, expected fall headcount will increase from 5,562 students (Fall 2021) to 11,007 students (Fall 2028). We plan on reaching our target Annual Resident FTES in the 2025-2026 academic year as shown in the lower section of the Headcount and FTES Projections table.

Headcount and FTES Projections																
Fall Headcount	Fall 15	Fall 16	Fall 17	Fall 18	Fall 19	Fall 20	Fall 21	Fall 22	Fall 23	Fall 24	Fall 25	Fall 26	Fall 27	Fall 28	Fall 29	Fall 30
New 2023							0	0	460	856	1,232	1,528	1,711	1,814	1,850	1,873
New 2026												270	502	719	886	977
New 2029															250	465
STEM+	5,096	4,993	4,909	4,594	4,188	3,910	3,394	3,598	4,029	4,513	4,964	5,113	5,266	5,372	5,479	5,589
Non-STEM	3,694	3,510	3,438	3,180	2,795	2,521	2,168	2,276	2,459	2,655	2,868	2,954	3,042	3,103	3,165	3,229
Total	8,790	8,503	8,347	7,774	6,983	6,431	5,562	5,874	6,948	8,024	9,064	9,864	10,521	11,007	11,630	12,132
Annual FTES	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Actual Annual Resident FTES		7,307	7,194	6,678	6,002	5,294	4,706	4,983	5,894	6,806	7,689	8,368	8,925	9,338	9,866	10,292
CSU Target Annual Resident FTES		7,603	7,603	7,603	7,603	7,603	7,603	7,603	7,603	7,603	7,603					
Difference		-296	-409	-925	-1,601	-2,309	-2,897	-2,620	-1,709	-797	86					

Note: Cal Poly Humboldt will meet the CSU FTES target of 7,603 Annual Resident FTES in Academic Year 2025-26.

Our enrollment growth is intrinsically tied to our transition to a Polytechnic institution. A comprehensive Polytechnic implementation process is underway, with seven implementation teams addressing the areas of, 1) Budget, Finance & Reporting; 2) Communications; 3) Curriculum & Academic Programming; 4) Enrollment & Growth Management; 5) Facilities; 6) Inclusive Student Success (GI 2025); and 7) Technology & Infrastructure). These teams are actively leading different elements of the implementation process, and the campus has been working diligently to identify resource needs to accelerate our polytechnic transformation and successfully launch 12 new academic programs by Fall 2023 (8 Bachelor's, 1 Master's, and 3 certificates).

Highlights of our initial year polytechnic investments and progress include:

- All of our new polytechnic Bachelor's and Master's degree programs launching in Fall 2023 have received formal approval from the Chancellor's Office
- To date, we have filled 12 new faculty positions directly connected to our new polytechnic programs, with three additional recruitments still active
- 55% of all new faculty hires are BIPOC, reflecting success with our faculty diversification initiatives such as cluster hiring
- Fall 2022 total enrollment is currently up 5% over Fall 2021 and new student enrollment is up almost 35%, on pace with our prospectus targeted 2022 growth
- We are making strong progress in a comprehensive rebranding effort, with a set of branding guidelines currently being finalized. Additional work in the coming months will include a full update of the University's web presence, updated student recruitment materials, extensive paid and earned media efforts, social media outreach, and more. Activation of the brand will be a multi-year effort with a focus on broadly reintroducing our institution as a polytechnic.
- We are leveraging \$3.3 million for academic program lab/space renovations to support current renovations to Jenkins Hall and to bring temporary modulars to campus for surge capacity to support faculty and staff growth until our polytechnic funded new facilities and renovations are complete.

This Preliminary SEM plan highlights just some of the initiatives and efforts we have been undertaking and continue to push forward in the areas of recruitment and retention.



Preliminary SEM Plan Summary of Outcomes and Objectives

To ensure adequate attention to each topic, we have divided our strategy into recruitment strategies and retention strategies.

Recruitment Goal: Expanding the Pipeline and Increasing Yield

Outcome	Objective	Objective Measures
1. Increase awareness of Humboldt brand and interest from prospective students	1.1 Acquire and nurture strategic prospect lists for both transfer and first-year students	1.1 Increase the number of prospects year over year through 2029. Measured outcomes through analytic tools found within the current suite of digital tools implemented by Enrollment Management <ul style="list-style-type: none"> • Dashboard Report of Prospect Pool • Event Management Reports • Communication Engagement Reports
	1.2 Enhance early outreach efforts to first-year prospects in grades before 11th grade and transfer students in their first-year of community college.	1.2 Increase the number of prospects within the campus CRM beyond high school seniors and community college students to engage with early outreach efforts.
	1.3 Partner with a higher education marketing agency to rebrand the University with a focus revamping marketing materials and digital assets.	1.3 Identify locations and mediums to position branded marketing, based on data.
	1.4 Focus recruitment efforts on the schools, regions, and tribal communities that produce enrolled and retained students, with an emphasis on enrolling students who reflect the diversity of the State of California.	1.4(a) Expand Humboldt First recruitment efforts each year, beyond the scholarship offering, to include expanding student populations and identified programming. 1.4(b) Identify potential regional partners and develop sustainable relationships through agreed memorandums of understanding (TRIO Programs, School Districts, Community College Programs, Community-Based Programs) 1.4(c) Increase the number of BIPOC students to align Humboldt enrollment proportionally with the diverse student enrollment of the CSU
	1.5 Strengthen partnerships with feeder community colleges through 2+2 pathways and increased recruitment presence.	1.5(a) Increase prospective students from community college partners 1.5(b) Develop mapping between identified CC partners and existing Associate Degree for Transfer (ADT) pathways as well as non-ADT pathways. Build 2+2 roadmaps for top pathways, identifying applicable non-ADT pathways for curriculum not available at the sending institution.
2. Increase the number of prospective students who choose to apply	2.1. Increase application support through direct digital and in-person outreach in identified regions to support application completion rates.	2.1 Increase conversion rate from prospect to applicant for students participating in application support resources and analyze effectiveness.
	2.2 Develop and utilize prospect/applicant conversion dashboards to identify academic programs and regions of opportunity	2.2 Increased application rates in identified programs and regions.
	2.3 Expand outreach to prospective students addressing key needs/questions that are hindering the desire or ability to apply	2.3 Overall increase in conversion from prospect to applicant.

Recruitment Goal: Expanding the Pipeline and Increasing Yield (Continued)

Outcome	Objective	Objective Measures
3. Increase percentage of applicants who choose to confirm & enroll at Humboldt	3.1 Enhance the tailored multi-channel communication plan for applicants to address key factors impacting student choice to accept admission (e.g. basic needs, relocation, financial aid, housing, missing documents, transfer credit/time to degree).	3.1 Monitor and increase engagement with applicant communications, including caseload applicant management to support student's transition from applicant to confirmed status.
	3.2 Expand digital marketing strategy to nurture applicants through the admissions process, including social media, website updates, closed social networking & textbot messaging.	3.2 Measure the reach of various marketing campaigns through website and platform analytics.
	3.3 Utilizing analytics and review of best practices, strategically focus resources on process improvement initiatives and programming that positively impact student yield rates (particularly for students with financial aid, transfer credit and housing needs).	3.3(a) Collaborate with campus partners for sustainable peer (student-to-student), staff, and faculty call and/or postcard campaigns to admitted students and track confirmation rates. 3.3(b) Implement systems changes necessary to provide preliminary degree audit and transfer credit evaluation updates for applicants who provide official transcripts to make informed decisions to confirm admission.
	3.4 Reinvestment in key yield events: California Admitted Student Receptions (early spring semester) and Spring Preview	3.4 Increase participation in these events. Increase confirmation rate for event participants.
	3.5 Continue and advance efforts to orient prospective students from large, urban areas to Humboldt's rural, small city context including the historical and current racial and socioeconomic context of the campus and surrounding community in order to allow for a successful transition to college and the community.	3.5 Increase the number of First Generation and URM students enrolling.
	3.6 Increase integration of cultural centers and student life organizations engaged with applicants earlier, setting a foundation of a sense of belonging and caring.	3.6 Increased participation in cultural center and student life activities and programming

Retention Goal: Creating a student-ready campus

Outcome	Objective	Objective Measures
5. The basic needs of students have been addressed	5.1 Continue to enhance basic needs infrastructure . Maintain campaigns to link existing campus and community resources, staff, and online skills modules. Dedicate ongoing funding for food purchases for distribution through the campus pantry.	5.1 (a) Hire Basic Needs Coordinator and provide student assistant funding, ongoing. (hired Fall 2022, ongoing) 5.1 (b) Build out and assess campaign outreach efforts.
	5.2 Continue working with local communities, campus stakeholders, and using data to inform decisions, continue to explore, develop, and implement policies and practices to increase equitable access to affordable housing for students.	5.2 (a) Increase the number of available beds for on-campus housing for new first-year and transfer students 5.2 (b) Establish Hotel Voucher Program and emergency housing placements with ongoing funding. 5.2 (c) Increase the number of available beds for alternative residential housing for continuing students
	5.3 Broaden capacity in student access to critical services through hiring of additional Mental Health Clinicians with special focus on serving the BIPOC student population	5.3 Increase BIPOC student participation in Mental Health services. Improve BIPOC student retention
	5.4 Increase opportunities for student employment and build awareness of current internships, fellowships, etc.	5.4 Increase total number of students employed or engaged in internship & service learning opportunities each year through 2029

Retention Goal: Creating a student-ready campus (Continued)

Outcome	Objective	Objective Measures
6. Advising structures, systems, and major entry pathways meet the needs of students	6.1 Increase the capacity and number of additional professional advisors to reduce the Student to Professional Advisor Ratio (to 200:1), including professional advisors in programs that serve special populations (El Centro, Umoja Center)	6.1 Increase first term, one-year and two-year retention of first-time full-time undergraduate students, closing equity gaps for Pell, first-generation & URM students
	6.2 Provide ongoing funding for faculty to support 3 Advising Fellows to assist in continuity of advising structures across the institution with focus on: advisor training program, evaluating academic probation, and transfer student advising	6.2(a) Develop, implement, and assess a sustainable advisor training program across the university 6.2(b) Reduce academic probation and disqualification rate of first-time full-time undergraduates at end of their first-term and first-year 6.2(c) Increase the two-year graduation rate for transfer students
	6.3 Increase access and utilization rates with degree audit & degree planning tools by students and advisors to identify clear roadmaps to graduation	6.3(a) Increase student use of degree planning tools and maintain high utilization (goal: 90%) 6.3(b) Establish a data-informed, student-centered process to create upcoming class schedules based on historical/projected data, student plan demand, and key stakeholders to inform course offerings
	6.4 Identify, develop and implement an e-advising system to support collaborative and holistic advising across campus, including early alert	6.4(a) Gather requirements from stakeholders and identify e-advising system to meet campus needs 6.4(b) Establish early alert systems and processes
7. Support systems have been created to meet the academic and social needs of students and retain students	7.1 By Fall 2023, expand the high impact practice of implementing first-year student learning communities rooted in place (Place Based Learning Communities, PBLCs), to all first-year students via a block-enrollment, opt-out model. Embed transitional curriculum to enhance student's first-year experience.	7.1 Increase the first-term and one-year retention rates of first-time full-time undergraduates who participated in PBLC/SLC and ongoing as new programs come online.
	7.2 Enhance support and onboarding of low-income and first-generation science students through hiring EOP STEM/Outreach position and expanding EOP Summer Bridge to provide a 1-week pre-enrollment Science Experience.	7.2 Increase retention and graduation rates of EOP STEM cohort.
	7.3 Expand academic support services to improve success rates of English & Math Category 3 & 4 students during their first year.	7.3 Increase completion of general education English & Math courses in the first year. Increase first-term and one-year retention rates of first-time full-time undergraduates
	7.4 Implement, assess, adjust and sustain academic and support services that are responsive to the diverse experiences and needs of transfer students .	7.4(a) Increase the two-year and 4-year graduation rates of URM transfer students 7.4(b) Transfer Admissions Coordinator role to support community college partnerships, pathways, and provide leadership and support to Transfer Student Ambassadors (peer ambassadors working with incoming and recent transfer students).
	7.5 Enhance and build out communication campaigns for returning and continuing students around registration, advising and graduation (emails, texts, and text-bot campaigns). Monitor analytics of the campaign and enrollment trends to make adjustments in real-time.	7.5(a) Increase the percentage of continuing eligible students who successfully enroll in classes during the early registration period. 7.5(b) Increase the four-year and six-year graduation rates, and close equity gap of URM first-time full-time undergraduate students 7.5(c) Target and increase percentage of students who return and re-enroll after stopping out within the last two years

Retention Goal: Creating a student-ready campus (Continued)

Outcome	Objective	Objective Measures
<p>8. Foster meaningful, inclusive student success throughout the institution</p>	<p>8.1 Prioritize student life and student engagement activities to foster a meaningful sense of belonging, combat homesickness, and create a connection to place/the region</p>	<p>8.1 Develop new research methodologies to assess student sense of belonging</p>
	<p>8.2 Support, implement and assess faculty-led curricular redesign through formal and informal training programs, professional development, and one-time funding opportunities, to improve student success in classes with historically high equity gaps and/or DFW rates.</p>	<p>8.2 Identify, monitor, and improve student outcomes in high-enrollment, high-DFW courses with the largest equity gaps.</p>
	<p>8.3 Continue weaving the Integrated Assessment and Planning (IAP) initiative throughout the structure of institutional planning and assessment to align with budgetary sustainability goals and create a continuous cycle of assessment, planning and implementation.</p>	<p>8.3 Implement phases 3 & 4 of IAP as part of the campus-wide strategic plan</p>