California State University San Marcos

Strategic Enrollment Plan

2025–2030

March 2, 2026

Created through a partnership between Academic Affairs, Student Affairs, Enrollment Management Services, Business and Financial Services, and Institutional Planning & Analysis

The evolution of this plan is detailed online at:

https://www.csusm.edu/ems/about/strategic-enrollment-plan.html

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In Fall 2023, under the leadership of President Dr. Ellen Neufeldt, the university began working on a new Strategic Enrollment Plan (SEP). Seeking input from faculty, staff, students, and stakeholders throughout the university community, the plan was developed over a three-year period. This plan outlines the current context for CSUSM enrollment in the region, state and as a national leader in Social Mobility.

This Strategic Enrollment Plan directly supports the University's Strategic Plan, The Power of CSUSM, and the Long-Range Academic Master Plan (LAMP). The SEP was developed through the dedicated efforts of Dr. Carl Kemnitz, Provost and Vice President for Academic Affairs, and Dr. Viridiana Diaz, Vice President for Student Affairs, in collaboration with campus leaders, faculty, and staff across all divisions of California State University San Marcos.

The SEP was reviewed, edited, and finalized by the University's E8 Team. E8 (enrollment eight) is a cross functional leadership team that includes the Provost and Vice President for Academic Affairs, Vice President for Student Affairs, Vice President for Finance and Administration, the Interim Chief Enrollment Officer, the Associate Vice President for Business and Finance, the President's Chief of Staff, and the Senior Director for Institutional Planning and Analysis.

The university wishes to express its gratitude to all members of the Situational Analysis Teams, Action Plan Teams, and Steering Committee whose insights, expertise, and commitment to student success made this plan possible. Their contributions are detailed in the appendices of this document.

A Living Document

The E8 Team also acknowledges that the Strategic Enrollment Plan (SEP) is a living document which should be reviewed and updated regularly. The California State University has recently launched a new Student Success Plan and is actively working on a systemwide Strategic Enrollment Management Framework (anticipated launch later in 2026). CSUSM's SEP will be reviewed and updated when the CSY's Systemwide Strategic Enrollment Framework is released.

Executive Summary

For nearly four decades, Cal State San Marcos (CSUSM) has served as a catalyst for educational access and social mobility in North San Diego County and the broader Southern California region, including Southwest Riverside and South Orange counties. The university's growth and resilience, particularly its ability to rebound from the enrollment challenges of the COVID-19 pandemic, affirms CSUSM's role as a mission-driven, student-centered institution.

Today, higher education is undergoing significant transformation. Shifting demographics, increased competition, evolving student expectations, and fiscal constraints at both the state and federal levels have created an urgent need for institutions to act strategically. In response, CSUSM has developed this Strategic Enrollment Plan (SEP) to guide the university's future efforts.

This plan is anchored in CSUSM's institutional mission and informed by key documents such as the university's strategic plan, The Power of CSUSM, and the Long-Range Academic Master Plan (LAMP). In addition, the CSUSM SEP aligns with the CSU's Strategic Plan, CSU Student Success Framework, and the forthcoming CSU Strategic Enrollment Framework. This plan is intentionally aligned with the student lifecycle framework, emphasizing a holistic, cross-divisional approach to enrollment planning that spans from outreach and recruitment to graduation and post-graduate engagement.

A New Era of Strategic Alignment

This SEP recognizes enrollment as a shared campus responsibility that requires integrated strategies, efficient resource use, and a clear understanding of CSUSM's identity in a competitive educational landscape. It represents a strategic shift in institutional mindset from outreach-oriented, short-term enrollment tactics to recruitment-oriented, proactive tactics and long-range planning.

This plan was developed over a two-year period through four distinct and strategic phases.

- Phase I (Fall 2023) centered on data analysis, during which cross-divisional teams collaborated to identify key performance indicators and ensure alignment with the Long-Range Academic Plan.
- Phase II (Fall 2023–Spring 2024) focused on developing actionable strategies that addressed priority areas such as First-Year and Transfer Student Success, Career Readiness, and graduate enrollment growth.
- Phase III (Fall 2024–Spring 2026) emphasized the finalization of core elements and the articulation of objectives closely aligned with institutional priorities and systems wide plans.
- Phase IV involves the ongoing, continuous assessment of initiatives and progress toward these core elements.

This work has been supported by three dedicated teams—Situational Analysis, Action Plans, and the Steering Committee—each composed of key stakeholders from across university divisions. Additional details regarding their roles and contributions can be found in the appendices.

Rather than relying solely on growth and new initiatives, the plan emphasizes refining existing practices, leveraging internal strengths, and intentionally building pathways that support student success at every phase. It is grounded in a realistic understanding of challenges and opportunities, informed by current and projected enrollment trends, and shaped by CSUSM's rich institutional history.

Strategic Framework and Core Elements

At the heart of the SEP is a Student Lifecycle Framework that is grounded in enrollment strategies across five core elements:

- **Enhancing University Identity & Image:** Elevate CSUSM's regional and institutional brand through storytelling, visibility, and consistent messaging that reflect our values and differentiators.
- **Outreach, Recruitment, & Admission:** Build intentional and equity-minded recruitment pipelines that broaden the university's reach, intentionally guide students through the enrollment funnel, improve yield to meet enrollment goals, and increase access for historically underserved populations.
- **Student Engagement, Retention, & Graduation:** Strengthen belonging, academic support, and wraparound services to promote persistence, address equity gaps, and increase timely degree completion.
- **Academic Planning for Student Success:** Align academic offerings with student needs and workforce demand while integrating advising, clear curriculum pathways, and support for students on academic notice.
- **Alumni, Community, & Industry Engagement:** Deepen partnerships with alumni, employers, and community organizations to support career readiness, post-graduation success, and lifelong engagement with CSUSM.

Each element includes key activities, ensuring that the strategies are actionable, measurable, and aligned with broader institutional goals.

Implementation and Institutional Commitment

Successful implementation of this plan will rely on collaborative leadership, data-informed decision-making, and campus-wide engagement. Enrollment is not the responsibility of a single office—it is the result of coordinated efforts across divisions, programs, and stakeholders. As previously mentioned, Phase 4 of this plan will prioritize ongoing evaluation and adjustments. Regular assessment, clear metrics, and transparent communication will be central to the plan's success. This is a living document—intended to evolve as the university grows, and as the higher education landscape continues to shift.

By connecting institutional identity, student success, and external partnerships in a cohesive strategy, the Strategic Enrollment Plan positions CSUSM for a sustainable and impactful future—one that honors its legacy while meeting the needs of the next generation of learners.

Introduction

Institutional History

Since its founding in 1989, Cal State San Marcos (CSUSM) has grown into a vibrant hub of opportunity, serving as both a regional anchor and an inclusive community for individuals and families striving to transform their lives through education. As the only public California State University in North San Diego, Southwest Riverside, and South Orange counties, CSUSM has firmly established itself as a national leader in social mobility and a trusted partner in advancing educational equity. With an unwavering commitment to student success, the university continues to empower students and support the surrounding communities by expanding access to high-quality, life-changing post-secondary opportunities.

CSUSM's growth can be tracked through its history from its early days as a satellite campus of San Diego State University in 1979 to its transformation into a thriving, independent institution marked by major physical expansion and the development of impactful initiatives. Founding President Dr. Bill Stacy laid the groundwork by establishing the university's academic foundation, assembling its first faculty, recruiting the initial student body, and overseeing the development of its physical campus. His successor, Dr. Alexander Gonzalez (1997–2003), continued this momentum by expanding facilities and launching the university's first athletics programs, adding a new dimension to campus life. Under the leadership of Dr. Karen S. Haynes (2003–2019), CSUSM experienced an unprecedented period of growth, averaging one new building per year.

Cal State San Marcos' fourth President, Dr. Ellen J. Neufeldt (2019–present), has set the university on a bold new course focused on prioritizing the institution's role as a national leader in social mobility, innovation, equity, and community engagement. Dr. Neufeldt has spearheaded initiatives such as the Innovation Hub, further cementing CSUSM's role as a forward-thinking institution committed to student success and regional impact. Under President Neufeldt's leadership, Cal State San Marcos has continued to evolve with a clear vision for the future. Major capital projects are underway that will not only expand the physical campus but also enhance the student experience and support academic growth.

One of the most significant developments is the Integrated Science and Engineering Building, a cutting-edge facility scheduled to begin construction in summer 2025 and open in fall 2027. This space will support collaborative learning, advanced research, and innovation across disciplines, positioning the university to meet increasing enrollment demands.

Under Dr. Neufeldt's leadership, CSUSM is poised to firmly establish itself as a truly residential campus. The recent additions of North Commons Residence Hall and Campus Way dining facility, combined with a historic $91 million in state funding to expand affordable housing, demonstrate a bold investment in student life. Plans for a new Student Recreation and Wellness Center—developed through an innovative public-private partnership—and the forthcoming expansion of student housing that will more than double current bed capacity, all underscore the university's deep commitment to fostering a vibrant, inclusive environment where students can flourish both academically and personally.

Signature programs and initiatives at the institution represent the areas where Cal State San Marcos truly thrives in its commitment to students and the broader community. These programs reflect the university's dedication to equity, inclusion, and innovation, while addressing critical regional and societal needs. Among the most impactful are ACE Scholars Services, a nationally recognized program that supports former foster youth in their pursuit of higher education and life success; the California Indian Culture and Sovereignty Center, which fosters respectful collaboration and research partnerships with tribal communities to preserve and promote Native culture and self-determination; and the Alliance, a distinctive, regionally focused initiative designed to expand college access and increase degree attainment for students in partner high schools and districts. Together, these programs exemplify CSUSM's mission to not only educate, but to uplift and empower the communities it serves.

Cal State San Marcos stands out as a young, innovative, and inclusive university with a deep commitment to student success and regional transformation. Nationally recognized for its impact on social mobility, CSUSM nationally ranked number 1 in the 2025 Social Mobility Index, reflecting its success in educating and graduating students from economically disadvantaged backgrounds into meaningful careers. In 2025, 54% of graduates were the first in their families to earn a college degree, highlighting the university's role in breaking barriers and expanding access to higher education. CSUSM's commitment to equity and inclusion has earned the prestigious HEED Award for diversity for 12 consecutive years. With 8 in 10 graduates remaining in the region, the university plays a vital role in strengthening the local workforce and economy, contributing more than $861 million annually to the region. These outcomes underscore CSUSM's growing reputation as a catalyst for opportunity and community advancement.

Enrollment Profiles

Over the past four decades, student enrollment has shown steady growth. Beginning with just 448 students in 1989, enrollment surpassed 10,000 students by Fall 2011. In the last 10 years, the university has seen nearly a 15% increase in its full-time equivalent student (FTES) enrollment and in Fall 2025, CSUSM enrolled more than 17,000 students[1]. While the global COVID-19 pandemic temporarily disrupted enrollment patterns, first-year student headcount has rebounded significantly since its low point in 2022. Interestingly, our self-supported programs experienced growth during the pandemic and assisted the campus in a return to growth by transitioning the master's in social work to state support in 2023.

Table 1: Total Headcount Enrollment at CSU San Marcos (State-Supported)

	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025
Undergraduate	13,912	13,807	13,938	13,839	12,847	13,244	13,929	14,622
Graduate	360	414	425	403	359	437	436	486
Postbaccalaureate	182	221	252	229	191	178	188	163
Transitory*	57	77	28	32	72	73	102	170
Total	**14,511**	**14,519**	**14,643**	**14,503**	**13,469**	**13,932**	**14,655**	**15,441**

*Transitory includes state-supported students not matriculated in CSUSM degree-seeking programs, including dual-enrolled high school students, exchange students from another university, and students matriculated at another CSU but taking a CSUSM class through the CSU Fully Online/CourseMatch program.

Table 2: Total Headcount Enrollment at CSU San Marcos (Self-Supported)

	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025
Undergraduate	641	680	810	806	688	704	703	750
Graduate	500	576	647	654	643	565	634	589
Postbaccalaureate	414	408	347	397	382	330	348	347
Total	**1,555**	**1,664**	**1,804**	**1,857**	**1,713**	**1,599**	**1,685**	**1,686**

[1] Officially reported enrollment includes students in state-supported and self-supported degree- or credential-seeking programs, as well as transitory state-supported students. Non-degree seeking students enrolled in self-support coursework are not reported in official university headcount or FTES.

Table 3: Total Full-Time Equivalent Students (FTES) at Cal State San Marcos

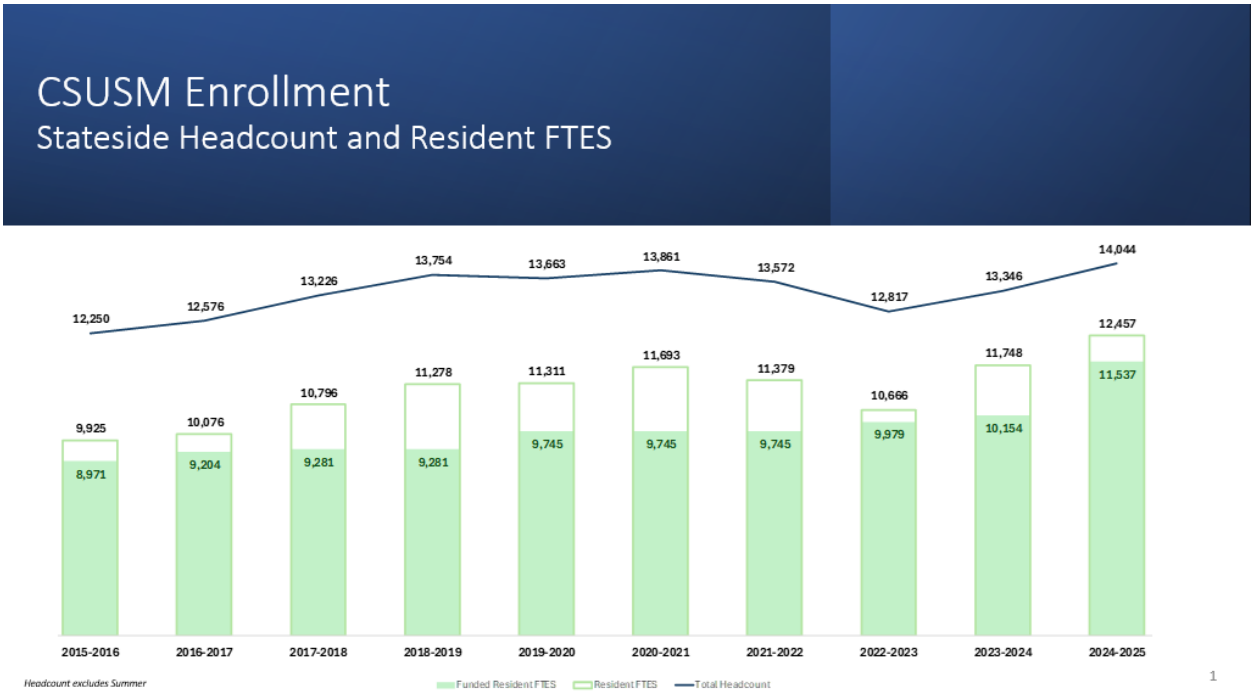


Table 4: Student Headcount by Race/Ethnicity (Percentages)

	IPEDS Data Fall 2025	Considering All Races/Ethnicities* Fall 2025
American Indian	0.3%	3.5%
Asian	8.6%	15.8%
Black or African American	4.2%	8.6%
Hispanic or Latinx	50.9%	50.9%
Pacific Islander	0.4%	1.5%
White	24.7%	47.0%
Two or more races	6.8%	27.5%

* Students counted in multiple categories, if applicable

When examining the profile of CSUSM students by race and ethnicity, notably, the university has been a majority historically underrepresented population institution for nearly a decade. Latino/a/e/x students have consistently comprised more than half of the student body. Additionally, students who identify with two or more races have grown modestly, with a nearly 2-percentage-point increase since 2019. Table 4 showcases the percentage of CSUSM Students by IPEDS Race/Ethnicity for the Fall of 2025.

While IPEDS data serves as a valuable tool for understanding demographic proportions, it has notable limitations to accurately identify the number of students within certain populations. These shortcomings arise from how students with multiple ethnic identities are categorized. For example, American Indian student representation is often underreported when students are also identified as Latine/a/o/x, with Latinidad defaulted as the primary identifier. At CSUSM, this can significantly reduce the reported

number of students who identify with more than two races/ethnicities. As a result, the university has explored alternative methods to ensure that this community is fully and accurately represented in our institutional data.

In addition to improving the identification of students who have multiple racial and ethnic identities, our institution is also committed to better accounting for military-affiliated students. This is a key population whose presence and contributions are often overlooked in traditional data sources. In the coming years, CSUSM will develop mechanisms to more effectively account for and support this group.

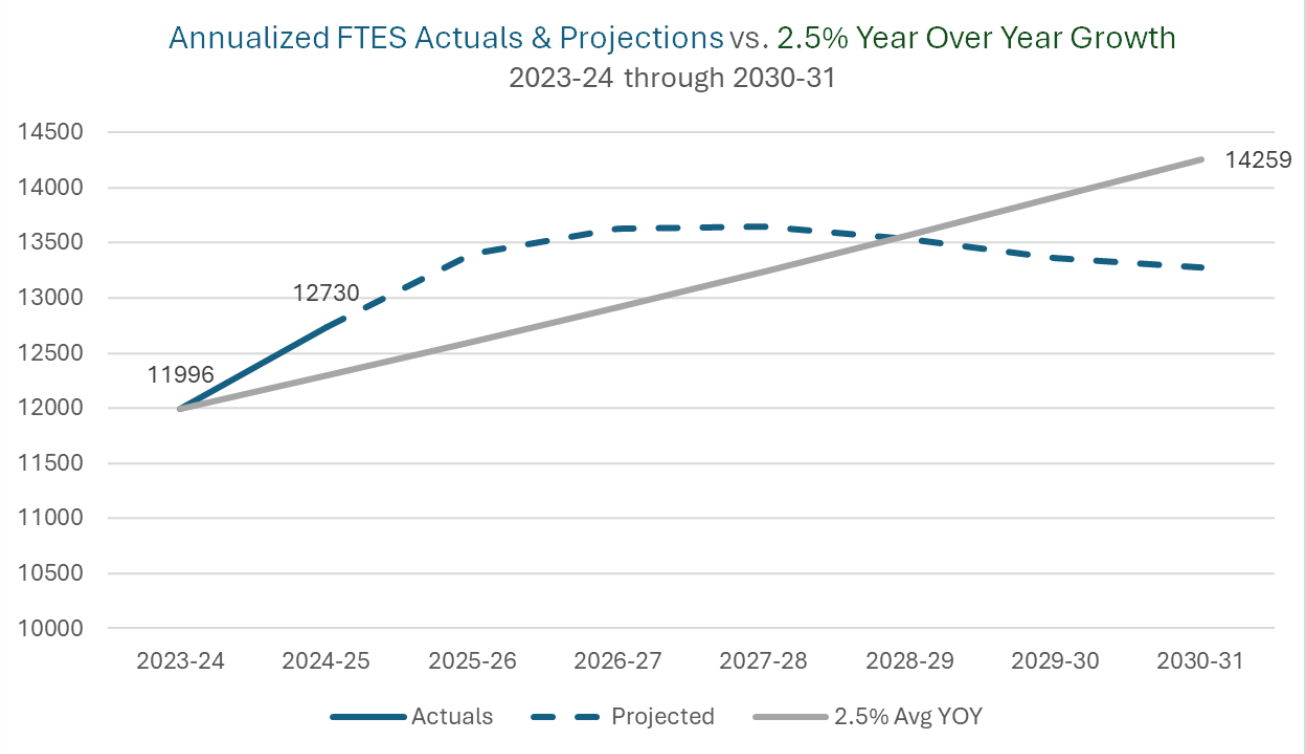
Beyond race and ethnicity, our student population reflects a rich, multidimensional diversity. Many of our traditionally aged students are also first-generation college students, often navigating higher education systems without the benefit of familial precedent. These intersecting identities can present unique challenges, and recognizing and addressing them is essential to fostering equitable student success.

Enrollment Projections

Enrollment projections for the university over the next five years are shaped by three key contextual realities: (1) a nationwide decline in the number of high school graduates, with an even sharper decline projected for California beginning in 2025; (2) increasing competition for the remaining students; and (3) rapidly changing attitudes toward college participation, including growing skepticism about the value of a college degree.

Chart 1 illustrates our stateside FTES actuals and projections from 2023–24 through 2030–31, alongside a comparison to a 2.5% year-over-year (YOY) growth goal. Based on enrollment patterns over the last three years, CSUSM anticipates reaching a peak around 2026–27. If current trends continue without strategic intervention, the institution could experience a gradual decline in enrollment through 2030–31. It is important to note that projections become increasingly less precise the further out the forecast, given the many variables and uncertainties that can impact enrollment trends.

Chart 1: Stateside FTES Actuals & Projections (2023–2024 through 2030–2031)



The blue line in the chart represents CSUSM's actual and projected enrollment based on maintaining the current market share and historical patterns. In contrast, the gray line shows a sustainable trajectory, reflecting a 2.5% average YOY growth rate from 2023–24, when Strategic Enrollment Planning efforts began. This target, discussed by our E8 Team, sets an ambitious but achievable goal: reaching more than 14,000 annualized FTES by 2030–31.

Closing the gap between our projected trajectory and the university's growth target will require intentional, focused, and proactive strategies. For traditional-age students, the challenge mirrors national trends: many of CSUSM's feeder high school districts are anticipating a decline in graduating seniors over the next decade. While this presents a demographic hurdle, it also opens the door to opportunity. One promising strategy is to increase the pool of CSU-eligible students. By deepening partnerships with local school districts, CSUSM can play a pivotal role in supporting more students to complete the required A–G coursework. This approach not only strengthens college readiness but also expands the number of high school graduates who are positioned to enroll at CSUSM.

As an example, Riverside County stands out as a promising region. While it is projected to experience only a modest decline of 4.4% in high school graduates over the next ten years, it also demonstrates relatively strong A–G completion rates, including local plans that are actively targeting improvement in this area. Taken together, these factors position Riverside County as a demographically resilient area and a strong pool of prospective students for CSUSM to engage.

Additionally, other key strategies to sustain enrollment will include enhancing current recruitment initiatives and expanding to new audiences, including adult learners, veterans and military-affiliated students, American Indian/Native students, returning students, and other specialized groups. Additionally, the institution will strengthen student retention programs, develop new academic offerings aligned with market needs, and deepen engagement with both prospective and current students. Together, these initiatives must bridge the gap between projected growth and our target enrollment to ensure the campus can sustain its investments in infrastructure and people.

By taking these steps, CSUSM can not only sustain but also enhance enrollment in the years ahead. The Core Elements of this strategic enrollment plan will outline how the university will organize and concentrate on our efforts to maintain progressive growth. The plan considers the larger context of the changing landscape of higher education within California and overall, the US.

Strategic Considerations

Over the next five years, Cal State San Marcos faces a dynamic and evolving higher education landscape marked by both significant challenges and promising opportunities. Shifting demographics at both the state and national levels, evolving public perceptions of the value of a college degree, the rapid emergence of artificial intelligence and other transformative technologies, and fiscal uncertainties in public funding all converge to shape our institutional future.

While these forces present clear challenges, they also create the opportunity and imperative innovation, adaptability, and leadership. As a student-centered and forward-looking university, CSUSM is uniquely positioned to turn these challenges into pathways for progress and innovation. The following key areas illustrate where these intersections occur:

Challenges

Declining Pool of College-Going Students and Increasing Competition

National demographic trends forecast a steady decline in the number of traditionally college-aged students over the next decade. This shrinking pool will intensify competition among institutions to recruit and retain students. In response, CSUSM must deepen its engagement with students earlier in their educational journeys particularly in K–12 systems while also expanding its reach to adult learners, graduate students, and those seeking upskilling or reskilling through certificate and professional programs.

Evolving Perceptions of Higher Education's Value

Increased scrutiny over the cost and return on investment of higher education is leading many students and families to question the necessity and value of a college degree. To address this, CSUSM must continue to present itself as a high-value, cost-effective institution—one where students are intentionally supported from day one through career exploration, academic planning, and guided pathways that lead to meaningful employment or advanced study. Our focus on social mobility has set the right context for this moment, ensuring that our programs have components of career readiness is the next necessary step to make our mission for students align with our institutional reality.

Meeting the Needs of the 21st-Century Student

Today's students are more diverse than ever—in age, background, responsibilities, and aspirations. To remain responsive, CSUSM must continue to advance a Universal Design Learning (UDL) framework that supports a wide range of learners. A particular focus must be placed on reengaging underserved audiences, especially considering declining college enrollments. This includes assessing curriculum as technology (AI) and industry/career outlooks evolve and providing students with access to high-impact, mission-driven fields such as Health, Education, Administration, and Literacy (HEAL) careers.

Budgetary Uncertainty at the State and Federal Levels

Volatile public funding environments make long-term planning increasingly difficult. CSUSM must be prepared to navigate budgetary fluctuations by strengthening fiscal resilience, pursuing diversified revenue streams, and advocating for stable, equitable funding for public higher education. One of the ways this can be addressed is by continuing our focus on student success by implementing scalable initiatives that intentionally target our academically vulnerable student populations.

Adapting to AI and Emerging Technologies

The rapid evolution of artificial intelligence is transforming industries and redefining workforce demands. As a result, CSUSM must adapt its curriculum, invest in faculty development, and build the necessary technological infrastructure to equip students with the skills, literacy, and ethical grounding required to thrive in an AI-enhanced world.

Strategic Opportunities

Advancing Our Leadership in Social Mobility

By strengthening strategic partnerships with industry, community organizations, and alumni networks, CSUSM can amplify its impact as a national leader in social mobility—providing equitable access to opportunity for students from historically underserved backgrounds.

Expanding Online and Hybrid Learning Models

Flexible program delivery—through high-quality online and hybrid formats—will allow CSUSM to better serve working adults, caregivers, military-affiliated learners, and other nontraditional students seeking educational advancement on their own terms.

Bridging the Gap Between Academia and Workforce Readiness

CSUSM can distinguish itself by more closely aligning academic programs with workforce needs. Embedding experiential learning, career readiness, and employer-informed curriculum design will ensure our graduates are well-prepared and competitive in the job market from day one.

Becoming a Regional Powerhouse for Educational Access and Impact

With its commitment to student success, regional collaboration, and inclusive excellence, CSUSM is poised to serve as a transformative force across Southern California. By doubling down on its mission to support both traditionally aged and nontraditional students, the university can continue to serve as a leading anchor institution for economic, social, and educational advancement in the region.

Building Data Integration Throughout the Student Life Cycle

Adequate technology that allows systems to communicate and integrate student data across key touchpoints in the lifecycle is a critical need for CSUSM to achieve its enrollment goals. By linking

insights from admissions, enrollment, advising, student support programs, and alumni engagement, CSUSM can more effectively identify student needs early, anticipate challenges, allocate resources efficiently, and deliver timely interventions. Thus, we must continue to work on leveraging Microsoft Dynamics to serve as a CRM for the entire student lifecycle. This holistic approach not only improves the enrollment experience but also strengthens retention, boosts graduation rates, and fosters long-term connections with the university.

Framework for Strategic Enrollment Plan

Connection to The Power of CSUSM and LAMP

The Strategic Enrollment Plan (SEP) at Cal State San Marcos is built within a comprehensive framework guided by two foundational documents: the Institutional Strategic Plan, The Power of CSUSM, and the Long-Range Academic Master Plan (LAMP). These guiding documents work in tandem to align institutional priorities with the university's vision for future growth, student success, and academic innovation.

In addition, The California State University has launched a new Student Success Framework and is creating a systemwide Strategic Enrollment Management (SEM) Framework (anticipated to launch later in 2026). The CSUSM SEP will continue to be updated when the new systemwide SEM framework is launched.

In 2022, under the leadership of President Dr. Ellen Neufeldt, the university launched The Power of CSUSM, its first institutional strategic plan in fifteen years. This bold initiative reaffirms CSUSM's aspiration to be a national leader in student success and the first-choice university for first-generation students. The plan reflects the university's mission to support student success across the entire lifecycle, ultimately preparing students to tackle the complex societal challenges of the 21st century.

Grounded in CSUSM's core values—intellectual engagement, student success, inclusive excellence, a culture of care, innovation, community engagement, stewardship of resources, and sustainability and climate justice—The Power of CSUSM outlines six strategic goals that define the university's direction. These goals are academic excellence, student success, diversity, equity, and inclusive excellence, a culture of care, community partnerships, and a distinctive institutional identity and reputation.

Complementing this strategic vision is the Long-Range Academic Master Plan (LAMP), which offers an academic roadmap to support the university's evolving mission and enrollment goals. LAMP's vision and ten pillars emphasize the need for academic programs that blend traditional teaching with applied, hands-on experiences. It acknowledges the importance of maintaining agility in academic programming to respond to changes across various societal levels.

The ten pillars include: providing applied experiences for all CSUSM students before graduation, increasing the number of online programs by 2026, integrating career readiness into all academic programs, serving as an anchor institution for CSU practitioner doctorates, focusing institutional resources on first-year initiatives that enhance student success, promoting institutional interdisciplinarity, positioning CSUSM as a global leader in social mobility research and its application, advancing academic program flexibility, and improving effective academic organizational structures.

Together, these two documents form the foundation of the Strategic Enrollment Plan, ensuring that institutional growth is both intentional and aligned with CSUSM's commitment to equity, access, and excellence. In particular, they encourage the institution to design student experiences and services through the lens of the student lifecycle framework. The following section expands the meaning and application of this framework.

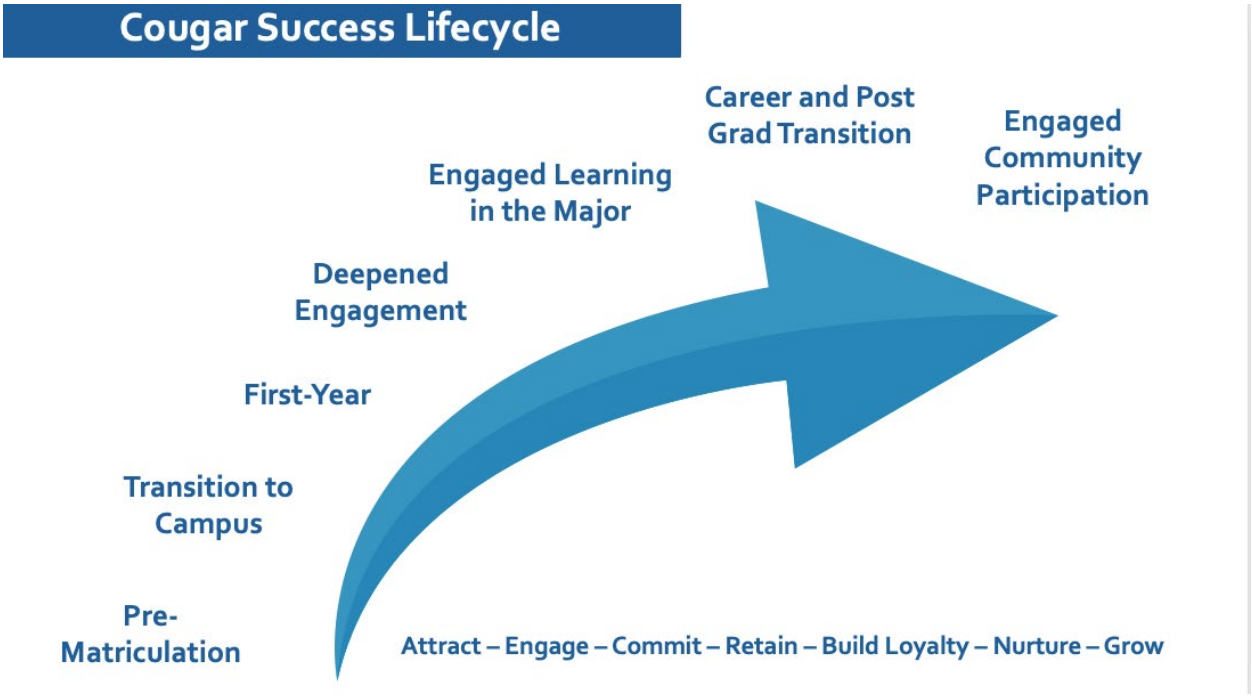
Student Life Cycle Framework and Cougar Life Cycle Committee (CLCC)

Rooted in educational, developmental, and organizational theories, the student lifecycle framework is a multidisciplinary conceptual framework. CSUSM leverages the framework to understand students in relation to their stage in the academic journey. The process facilitates the university's goal of providing timely, targeted support to optimize the overall student experience. This is achieved by aligning institutional resources with students' evolving needs. The approach emphasizes student engagement and integration, recognizes students' developmental shifts over time, and incorporates a systems-level view of institutional effectiveness. It draws on data-informed practices to identify key intervention points,

promotes cross-campus coordination, and acknowledges the broader ecological and relational contexts that shape student success.

The lifecycle framework encapsulates students' stages and university actions as a dynamic relationship that begins well before matriculation, when the institution seeks to attract and inspire prospective students. At CSUSM, this relationship must begin as early as elementary school presenting higher education as both attainable and meaningful. As students move through the K–12 pipeline and approach the decision point for college, the university engagement deepens through partnerships with high schools and communities to position our institution as the university of choice.

During the transition to campus, the university's role shifts to ensuring a seamless onboarding experience, supporting academic and social integration, and aligning services to ease students into the collegiate environment. Once enrolled, the institution provides ongoing support to retain and empower students through advising, coaching, community-building, and personalized interventions. As students deepen their connection to their chosen major and progress toward graduation, CSUSM fosters a sense of belonging and purpose, helping them not only finish strong but also prepare for meaningful careers and lifelong learning.



Ultimately, the goal is to create a cyclical, embedded relationship where the student is deeply connected to the institution, and the institution is meaningfully embedded in the lives of its students and alumni. This cycle moves through phases of attraction, engagement, commitment, retention, loyalty, and growth—nurturing students from early awareness through their university years to becoming alumni and giving back to their communities.

The framework is developed and implemented through the Cougar Life Cycle Committee (CLCC). With multiple subcommittees focusing on different phases of the lifecycle, the CLCC uses a cross-functional approach to examine current university policies and practices, explore new best practices, develop key milestones and metrics, and enhance student success at CSUSM.

Strategic Enrollment Plan: Core Elements

Five Core Elements form the foundation of CSUSM's Strategic Enrollment Plan. These Core Elements stem from items discussed in previous sections, in particular enrollment challenges and opportunities over the next five years. Each Element defines a key area where coordinated, student-centered strategies will strengthen enrollment, retention, and long-term student success.

Together, the Core Elements ensure that every stage of the student lifecycle, from pre-matriculation to graduation and beyond, is supported in intentional, measurable, and impactful ways. They reflect CSUSM's commitment to aligning resources, policies, and practices across divisions to create a cohesive, equity-driven experience that advances social mobility, regional vitality, and institutional excellence.

Through this framework, CSUSM is not simply responding to the changing landscape of higher education—the institution is reimagining how it serves students, positioning the university for sustained growth, innovation, and transformative impact.

Core Element 1: Enhancing University Identity and Image

Student Life Cycle Alignment: Pre-Matriculation, Transition to Campus, First-Year Engagement

CSUSM will develop and promote a strong, positive university identity that:

- Distinguishes the institution and
- Attracts prospective students, while it
- Fosters a sense of pride and loyalty among current students, alumni, and the campus community.

As a young and dynamic institution, CSUSM has a unique opportunity to shape a bold, distinctive identity that resonates with today's students and communities. A cohesive and compelling university image is essential for attracting prospective students, strengthening alumni pride, and expanding visibility as perceptions of the value of higher education continue to evolve.

Focus Areas

Efforts under this Core Element will:

- **Strengthen CSUSM's digital and physical presence,**
- **Enhance marketing and communications strategies**
- **Reinforce a consistent, student-centered narrative** across all outreach and engagement platforms.

These initiatives aim to:

- Increase regional and national visibility,
- Elevate institutional recognition
- Deepen emotional connection with CSUSM's diverse stakeholders.

Leveraging Marketing and Brand Management to Elevate Institutional Impact:

CSUSM is strategically leveraging high-impact marketing and Brand Management efforts including:

- Virtual tours and enhanced in-person tour experiences,
- Targeted digital campaigns and media placements,
- Student-centered social media and video storytelling across platforms,
- Redesigned website and Refreshed web content, and

- Integrated Cougar Experience messaging—to enhance our profile as a leader in access, equity, and student success.

Together these efforts will:

- Position CSUSM as a destination of opportunity and innovation
- Strengthen CSUSM's position as a destination of opportunity and innovation
- Amplify the university's distinct story across platforms that resonate with prospective students and their communities.

A list of strategies and activities related to enhancing university identity and image can be found in the Appendix.

Core Element 2: Early Outreach, Recruitment, and Admissions

Student Life Cycle Alignment: Pre-Matriculation, Transition to Campus

CSUSM will develop and implement a cohesive, student-centered approach to attract, support, and enroll a diverse student population, with an emphasis on equity, access, and a seamless enrollment experience.

As student expectations evolve, early, personalized, and coordinated engagement is essential to improving yield, ensuring students feel guided and supported from admission to enrollment, thereby sustaining CSUSM's growth, deepening regional impact, and advancing its leadership in social mobility and student success.

Focus Areas

Efforts under this Core Element include:

- **Expanding recruitment pipelines including dual enrollment partnerships with regional high school districts,**
- **Advancing equitable access** for historically underserved communities,
- **Broadening out-of-region, out-of-state,** and **international outreach,**
- **Enhancing yield** through **coordinated, student-centered recruitment/onboarding.**
- **Exploring new models of financial aid leveraging** to enhance affordability and financial literacy for students.

Together, these efforts build a comprehensive approach to attracting, enrolling, and supporting a diverse and talented student body.

Enhancing Yield and Coordinated Outreach/Onboarding:

Key initiatives include:

- Leveraging Microsoft Dynamics (CRM) to deliver customized communication flows
- Aligning major recruitment events, such as Discover CSUSM and Cougar Blue Day.
- Assigning Success Coaches earlier to incoming first-year students to provide personalized support from the point of admission through campus arrival and onboarding.

A list of strategies and activities related to outreach, recruitment, and admissions can be found in the Appendix.

Core Element 3: Student Engagement, Retention, and Graduation

Student Life Cycle Alignment: Transition to Campus, First-Year Engagement, Deepened Engagement, Career and Post-Grad Transition

CSUSM will identify and eliminate barriers and implement initiatives that promote student engagement, persistence, and success from enrollment through graduation, fostering a strong sense of belonging and lasting connection to the university community.

Persistent gaps in retention and graduation rates across race, income, and first-generation status highlight the need for strategies that foster belonging, promote early career development, and close opportunity gaps. By embedding career readiness and strengthening academic and social connections, CSUSM is empowering students to thrive during their time at the university and beyond.

Focus Areas

Efforts under this Core Element include:

- **Strengthening focus on enhancing first-year foundations**,
- **Deepening academic and social engagement,**
- **Closing achievement and opportunity gaps,**
- **Embedding career readiness throughout the student experience**
- **Fostering lifelong connections between students and CSUSM**.
- **Exploring new models of financial aid leveraging** and emergency assistance to enhance affordability and financial literacy for students with fewer financial resources or who experience unanticipated financial challenges during their academic career.

Career Readiness as a Foundation for Student Success:

CSUSM will prioritize career readiness by:

- Introducing career development during students' first year,
- Embedding internships (paid) and service-learning opportunities across the curriculum,
- Expanding hands-on and experiential learning for all students.

These efforts will prepare students early and consistently for life after graduation, empowering students to translate their education into meaningful careers and lifelong impact.

A list of strategies and activities related to student engagement, retention, and graduation can be found in the Appendix.

Core Element 4: Academic Planning for Student Success

Student Life Cycle Alignment: Transition to Campus, Deepened Engagement, Career and Post-Grad Transition

CSUSM will develop academic programs and flexible learning pathways that enhance curriculum development, strengthen faculty support, and align resource allocation with student needs and workforce demands. Through strategic academic planning, the university will expand educational access and create a sustainable academic roadmap to promote enrollment growth, student retention, and career readiness.

As student needs, workforce expectations, and societal demands continue to evolve, the Long-Range Academic Master Plan (LAMP) positions the university to innovate boldly by expanding access, aligning academic programs with career pathways, and strengthening CSUSM's leadership in regional vitality and lifelong learning.

Focus Areas

Efforts under this Core Element include:

- **Expanding access to high-demand programs,**
- **Embedding workforce readiness** throughout the curriculum,
- **Fostering innovative teaching and learning** practices,
- **Ensuring that academic offerings** remain responsive and future focused.

Fostering Innovation and Lifelong Learning through Extended Learning:

Extended Learning (EL) serves as a platform for:

- Piloting new degree and certificate programs that may transition into the permanent academic portfolio
- Academic innovation and expanded access.
- Expanding lifelong learning opportunities through regional partnerships,
- Enhancing access via programming at Camp Pendleton Temecula, and Chula Vista
- Offering flexible non-degree pathways that meet the evolving needs of students and the broader community.

A list of strategies and activities related to academic planning for student success can be found in the Appendix.

Core Element 5: Alumni, Community, and Industry Engagement

Student Life Cycle Alignment: Career and Post-Grad Transition, Engaged Community Participation

CSUSM will engage alumni, community members, and industry partners in meaningful ways to maintain strong relationships, nurture lifelong learning, and foster continued support and involvement with the university.

These partnerships are essential to expanding career pathways, advancing workforce development, and fostering long-term regional prosperity. Through strategic collaboration, CSUSM aims to strengthen connections that enhance student experiences and extend the university's impact across the region and beyond.

Focus Areas

Efforts under this Core Element include:

- **Expanding career and workforce development** partnerships
- **Deepening alumni and community engagement.**
- **Strengthening** CSUSM's role in regional and economic development
- **Emphasizing targeted collaboration**, CSUSM will open direct pathways to career success for students, foster lifelong university connections, and strengthen its broader role in regional and economic development.

Expanding Industry Partnerships to Support Career Pathways:

Among these priorities, CSUSM is emphasizing:

- Expanded collaboration with industry partners to create new career pathways, internship opportunities, and skill-building programs that prepare students for post-graduation success.
- Aligning academic preparation with real-world workforce needs
- Leveraging alumni and industry expertise to enhance student outcomes and drive regional innovation and prosperity.

Together, these efforts build a dynamic ecosystem that supports post-graduate success and regional innovation.

Closing Summary

The development of this Strategic Enrollment Plan marks a pivotal moment in CSUSM's evolution, capturing both the institution's current context and its vision for the future. Through deep reflection, rigorous analysis, and broad-based collaboration, this plan lays the foundation for a more intentional, inclusive, and sustainable approach to enrollment strategy.

Over the past three years, dozens of campus stakeholders have engaged in a thoughtful planning process that bridged academic planning, student affairs, community engagement, and institutional identity. What emerged was a shared understanding: enrollment is not a task confined to a single office or division—it is a university-wide priority that requires collective action, transparency, and alignment with our core mission and values.

The five Core Elements outlined in this plan are more than thematic categories; they are strategic priorities that align directly with CSUSM's commitment to equity, student success, and regional vitality. They emphasize the importance of supporting students throughout the entire lifecycle, from early outreach to post-graduate success, and recognize that every touchpoint along that journey matters.

Importantly, this plan is designed to be dynamic. As the higher education landscape continues to shift, CSUSM will need to remain agile and responsive to changing student needs, emerging technologies, and regional workforce demands. The Strategic Enrollment Plan is not a static document, but a living roadmap that will be continually revisited, assessed, and refined.

The road ahead will require focused leadership, sustained collaboration, and an unwavering commitment to our students and community. With this plan as our guide, CSUSM is well-positioned to strengthen enrollment, deepen student engagement, and expand our impact for years to come.

Appendix A: Core Elements – Representative Strategies & Activities

The following tables provide representative strategies and activities associated with each Core Element. These initiatives are organized by lead, implementation timeline, and notes where available. Leads are listed by title to ensure continuity as roles evolve over time. These charts will be updated as assignments are made and outcomes assessed. The charts are current as of 2/23/26 and will be updated periodically.

Core Element 1: Enhancing University Identity and Image			
Initiative/Program/Policy	**Lead(s)**	**Implementation**	**Notes**
Virtual tours	Director of Marketing	Spring 2026	In-Progress
Webpage updates	Senior Director of Communications and Marketing	2026–27	
Targeted marketing and digital campaigns	Senior Director of Communications and Marketing	2024–25	On-going
Promotion of institutional distinctions (e.g., HEED Award, HSI status, Seal of Excelencia, Social Mobility Index ranking)	Division of Academic Affairs and Student Affairs; Office of the President		On-going
Integrated Cougar Experience messaging	Senior Director of Student Life Cycle; Director of Strategic Marketing & Engagement; Director of Recruitment		On-going
Strengthening social media and digital storytelling	Senior Director of Communications and Marketing; Director of Recruitment	2026–27	

Core Element 2: Outreach, Recruitment, and Admissions			
Service Area			
Initiative/Program/Policy	**Lead(s)**	**Implementation**	**Notes**
Expand Alliance Memoranda of Understanding in K-12 schools	Chief Enrollment Officer; Chief Community Engagement Officer; Director of Recruitment		On-going
Expand Alliance Memoranda of Understanding in tribal nations and leverage tribal relations	Chief Enrollment Officer; Chief Community		

	Engagement Officer; Director of Recruitment		
Establish seamless admission Memorandum of Understanding with feeder community colleges	Chief Enrollment Officer; Director of Recruitment; Director of Admissions		
Explore new models of financial aid leveraging for prospective students and their families	Chief Enrollment Officer; Director of Financial Aid		
Combine offers of admission, estimated financial aid packages, scholarship, and if possible, housing applications	Director of Admissions; Director of Financial Aid & Scholarships; Housing		
Strengthen dual-enrollment offerings	Academic Deans, Senior Director of the Cougar Lifecycle, Associate Chief Enrollment Officer		
Expand offerings to Chula Vista, Camp Pendleton, and Temecula	Provost, Academic Deans, Chief Enrollment Officer		
Out-of-Region			
Initiative/Program/Policy	**Lead(s)**	**Implementation**	**Notes**
Targeted Recruitment South of the 56 corridors	Director of Recruitment		
Leverage the Western University Exchange (WUE) for specialized majors and athletics	Director of Recruitment		
Enhance international student recruitment	Executive Director of Global Programs and Services		
Championing Diversity & Equitable Access			
Initiative/Program/Policy	**Lead(s)**	**Implementation**	**Notes**
Tailored Recruitment and onboarding support for specialized populations: Adult Learners, American Indian/Native, APIDA, Black/African American, First-Generation, Former Foster Youth, Hispanic/Latinx, LGBTQIA+, Student Parents, Students with Disabilities, Veteran-affiliated	Chief Enrollment Officer, Chief Diversity Officer, Director of Recruitment and Outreach		
Leverage Second Start and California Reconnect to recruit and enroll returning students	Director of Recruitment and Outreach, Director of Admissions and Records		
Coordinated Recruitment			
Initiative/Program/Policy	**Lead(s)**	**Implementation**	**Notes**

Ensure collaboration from key campus partners for institutional events contributing to enrollment (e.g., College is for Me, Discover CSUSM, Cougar Blue Day, Orientation, Student Convocation)	Chief Enrollment Officer; Director of Recruitment		
Equip specialized programs (e.g., CAMP, EOP, ACE Scholars Services, TRIO SSS, etc.) and academic colleges/departments for general recruitment	VP for Student Affairs		
Increase Yield through Targeted Support			
Initiative/Program/Policy	**Lead(s)**	**Implementation**	**Notes**
Coordinate the implementation of Microsoft Dynamics for strategic communications across enrollment types/levels	Chief Enrollment Officer		On-Going
Coordinate full implementation of Dynamics for recruitment with customized communication flow by programs, student persona, and enrollment situations	Director of Recruitment; Senior Director of Communications and Marketing; Director of Digital Transformation		CSUSM will be adding a CRM Project Manager to continue to lead this initiative
First-time Freshmen: Optimize the traditional FTF enrollment funnel; Enhance communication post-admission to increase enrollment; Elevate commitment week; Increase onboarding support; Assign a Success Coach as soon as a student is admitted; Develop a roadmap to guide students from admission to their first day on campus; Reimagine First-Year Orientation	Chief Enrollment Officer; Director of Recruitment; Director of Digital Transformation; CRM Project Manager		
Transfer Students: Increase the number of applications; Explore services and transition support, including a transfer peer recruitment model; Reimagine Transfer Student Orientation	Chief Enrollment Officer; Director of Recruitment; Director of Admissions		
Graduate Students: Explore blended undergraduate and graduate programs; Examine the utilization of graduate and research assistantships, where appropriate	Provost, Dean of Graduate Studies, Academic Deans, Chief Enrollment Officer		

Core Element 3: Student Engagement, Retention, & Graduation			
Initiative/Program/Policy	**Lead(s)**	**Implementation**	**Notes**
Engage campus-wide workshops/focus groups to build a shared vision of a transformative Cougar Experience	Senior Director of the Cougar Life Cycle		
Leverage CSUSM's standing regarding social mobility in practical ways to inform the Cougar Experience	President's Advisory Team (PAT)		

Integrate the Cougar Experience into the student life cycle from recruitment through alumni	Senior Director of the Cougar Lifecycle		
Inventory policies and practices to identify barriers to student success (e.g., DFW, Holds, Academic Notice)	Senior Director of the Cougar Lifecycle		
Explore new models of financial aid leveraging for prospective students and their families	Chief Enrollment Officer; Director of Financial Aid		
First Year Foundations – Assignments In-Progress			
Initiative/Program/Policy	**Lead(s)**	**Implementation**	**Notes**
Re-imagine onboarding through a comprehensive orientation experience			
Pre-collegiate experiences for admitted students, including Cougar Scholar, which supports category 3 & 4 students			
Leverage the Early Academic Intervention system to support students			
Implement cross-divisional case management for students who have been referred by faculty in need of academic intervention during the semester			
First-year grading pilot policy (Credit/No Credit)			
Leverage University Academic Recovery Courses, including UNIV100, to support students who are on academic notice			
Ensure that first-year seminars support the transition of all first-year incoming students and offer a curriculum that supports lifelong learning and information literacy			
Introduce career development in the first year and engage students throughout their time at CSUSM			
Closing Gaps & Promoting Belonging – Assignments In-Progress			
Initiative/Program/Policy	**Lead(s)**	**Implementation**	**Notes**
Title IX & DHR Programming and Support Measures			
Cougar Care Network: Individualized case management; Cougar Care Mobile Cart; Referral system from all faculty; Centralized hub for general basic needs assessment and support			
Enhance health and counseling services for students			

Academic Neighborhoods			
APIDA Success Initiative			
Black Student Success Initiative			

Career Readiness – Assignments In-Progress			
Initiative/Program/Policy	**Lead(s)**	**Implementation**	**Notes**
Introduce career development in the first year and engage students throughout their time at CSUSM			
Embed internships, service-learning opportunities, and civic engagement during the second year and beyond			
Increase the number of lower division courses that include service learning			
Update the career support webpage to include videos and downloadable resources tailored for parents and students			
Promote a successful end to a student's academic career and a strong start to their professional lives			
Launch an initiative to track student success post-graduation (i.e., employment, graduate school, etc.)			

Core Element 4: Academic Planning for Student Success			
Extended Learning for Innovation & Lifelong Education – TBD with EL Dean			
Initiative/Program/Policy	**Lead(s)**	**Implementation**	**Notes**
Position Extended Learning (EL) as a stateside incubator, piloting new programs that can transition into formal state-supported offerings while supporting lifelong education and fostering enduring community connections			
Partner with Temecula community organizations to fund CSUSM programming			
Expand Camp Pendleton program offerings and increase articulation agreements and student support			
Document CSUSM's online growth plan and clarify resources for growth			
Allow enrollment in university courses on a flexible, non-degree basis to community members and non-matriculated students			

Leverage the Long-Range Academic Master Plan (LAMP)			
Initiative/Program/Policy	**Lead(s)**	**Implementation**	**Notes**
Align academic programs, faculty development, and resource allocation in support of student success from the first year through graduation			
Ensure that academic offerings meet student needs, foster growth, and support retention, contributing to overall enrollment and student success goals			
Increase program offerings and embed workforce readiness			
Introduce interdisciplinary degree programs based on identified student and market needs, as part of LAMP's academic vision			
Offer workshops for faculty to improve student engagement strategies and enhance teaching methods, directly aligned with the goals of LAMP			

Core Element 5: Alumni, Community, and Industry Engagement – TBD with VP for Advancement			
Initiative/Program/Policy	**Lead(s)**	**Implementation**	**Notes**
Offer opportunities for alumni to connect with current students, offering career guidance, networking, and mentorship			
Promote collaboration between alumni, current students, and community partners to contribute positively to the local area			
Integrate existing Presidential Advisory Groups into enrollment efforts: Coalition for Black and African American Excellence; Military Advisory Council; Native Advisory Council. Furthermore, launch additional advisory groups/councils, as appropriate			
Engage industry partners to create career pathways, internship opportunities, and skill-building programs that prepare students for success in the workforce and strengthen community and industry ties			

Appendix B: Strategic Enrollment Planning Phases

This appendix provides an expanded narrative of the four phases that shaped CSUSM's Strategic Enrollment Planning process. It offers additional context about the structure, sequencing, and engagement activities that guide the plan's development.

The development of CSUSM's Strategic Enrollment Plan is followed by a four-phase structure designed to foster collaboration, ensure alignment with institutional goals, and respond to the changing dynamics of higher education. The process engaged staff, faculty, and administrators across divisions and was closely aligned with institutional planning efforts such as the Long-Range Academic Master Plan (LAMP).

Phase I: Preparation and Data Analysis (Fall 2023)

The planning process began with a deep analysis of CSUSM's enrollment landscape. Cross-divisional teams assessed recruitment, retention, and enrollment trends across key student populations. This phase established the foundation for the plan, identifying performance indicators and strategic insights. Alignment with the LAMP Task Force ensured coherence between enrollment strategies and academic priorities.

Phase II: Action Plan Development (Fall 2023 – Spring 2024)

Informed by the insights from Phase I, cross-functional teams developed targeted strategies addressing priority areas such as student success, career readiness, and graduate enrollment. These proposals were prioritized and refined through an internal review process to ensure feasibility and alignment with institutional direction.

Phase III: Finalization of Core Elements and Objectives (Fall 2024 – Spring 2026)

This phase focused on synthesizing strategic themes into five Core Elements that serve as the anchors of the plan. Each Core Element is supported by measurable objectives tied to campus priorities. Engagement opportunities, including a campus forum and stakeholder consultations, ensured the plan reflects a wide range of perspectives.

Phase IV: Implementation and Continuous Improvement (Ongoing)

The final phase marks the transition from planning to implementation. Strategies developed during earlier phases will be operationalized, tracked, and assessed for impact. Ongoing evaluation will ensure responsiveness to student needs and continuous alignment with institutional goals.

Appendix C: Situational Analysis Teams

Purpose and Role

Cross-divisional teams were charged with conducting detailed reviews of key aspects of enrollment at CSUSM, including undergraduate, graduate, and international student recruitment, as well as first-year and transfer student retention. Known collectively as the Situational Analysis Teams, their primary goal was to define the current state of enrollment-related activities and identify key performance indicators to guide future planning.

Key Contributions

- Assessed undergraduate, graduate, and international recruitment efforts
- Evaluated student retention trends, particularly for first year and transfer students
- Identified opportunities and challenges within the existing enrollment infrastructure
- Reviewed academic program opportunities with the aim of aligning with enrollment trends
- Provided data-informed insights and recommendations specific to their focus areas

Collaborative Impact

Composed of professionals from across divisions, these teams brought critical expertise and institutional knowledge to the early stages of planning. Their collaborative analysis shaped the foundation of the Strategic Enrollment Plan, ensuring that future strategies were grounded in the realities and strengths of CSUSM. Their work reflected the power of cross-divisional engagement in tackling complex institutional priorities.

Members

Undergraduate Students Admission, Marketing, and Recruitment Team

- Matthew Escobar, Biological Sciences Department Chair
- Brooke Judkins, Associate Dean, Extended Learning
- Margaret Chantung, Chief Communications Officer
- Tasos Lazarides, Director, Digital Transformation
- Elisa Grant-Vallone, Associate Dean of Operations & Budget
- Sara Quinn, Director, University Student Union

Graduate Students Admission, Marketing, and Recruitment Team

- Blake Beecher, Department Chair, Social Work
- Merilyn Stuck, Lecturer, CoBA Management Information Systems
- Nam Nguyen, Graduate Studies and Research

International Students Admission, Marketing, and Recruitment Team

- Ben Cherry, Professor, CoBA Management
- Elvis Nshom, Associate Professor, CHABSS Communication and Media Studies
- Grant Parsons, Director, International Enrollment and Partnerships
- Floyd Lai, Director, Cross-Cultural Center

First-Year and Transfer Student Retention Team

- Jason Schreiber, AVP and Dean of Students
- Marnie Eldridge, Director, First-Year Programs
- Alison Scheer-Cohen, Associate Professor, CEHHS Speech-Language Pathology
- Theresa Suarez, Associate Professor, CHABSS Sociology
- Gail Cole-Avent, AVP, Student Life
- Maria Venegas Escobedo, Director of CAMP
- Shanelle Watkins, Coordinator, Black Student Success
- Bridget Blanshan, AVP, Student Affairs
- John Segoria, Director, Disability Support Services
- Jackie Trischman, Dean, CSTEM

Appendix D: Action Plan Teams

Purpose and Role

The Action Plan Teams developed focused, actionable strategies that addressed key enrollment priorities. Drawing from institutional data, stakeholder input, and the work of the Situational Analysis Teams, each group was charged with identifying opportunities and proposing interventions within a specific area of focus.

Key Contributions

- Developed targeted action plans aligned with strategic opportunities and institutional needs
- Proposed strategies to advance First-Year and Transfer Student Success, Career Readiness, and Graduate Enrollment Growth
- Addressed challenges and opportunities related to international recruitment, regional yield, and Extended Learning
- Recommended enhancements to marketing, coordinated outreach, and digital presence
- Presented proposals to the Steering Committee for review, refinement, and prioritization

Collaborative Impact

Each Action Plan Team was composed of cross-divisional stakeholders who brought expertise, creativity, and a shared commitment to student success. Their work was instrumental in shaping the Five Core Elements of this Strategic Enrollment Plan. By translating data and insights into clear strategic direction, these teams played a vital role in ensuring the plan's relevance, depth, and alignment with CSUSM's long-range goals.

Focus Areas Addressed by Action Plan Teams

- Career Readiness
- Coordinated Marketing Through Enhanced Web Presence
- Coordinated Outreach and Targeted Yield
- First-Year Student Success
- Graduate Enrollment Growth
- International Recruitment
- Out-of-Region and Out-of-Service Area Recruitment (including engagement with WUE)
- Structures to Support Enrollment Growth and Enhance the Impact of Extended Learning
- Transfer Student Success

Members

Out of Region and Out of Service Area (Includes WUE)

- Scott Hagg, AVP Enrollment Management Services
- Kheng Waiche, Assistant Director of Proficiency Services/Associate Director, Recruitment and Outreach
- Grant Parsons, Director of International Enrollment and Partnerships

International Recruitment

- Grant Parsons, Director of International Enrollment and Partnerships
- Godfrey Gibbison, Dean, Extended Learning

First-Year Foundations

- Marnie Eldridge, Director, First-Year Programs
- Maria Venegas Escobedo, Director, CAMP
- Yessenia Rico Zamora, Coordinator, New Student Programs
- Erika Vazquez, Success Coach
- Dawn Formo, Dean, Undergraduate Studies

Transfer Student Success

- Mary Oling-Sisay, Vice Provost, Planning and Academic Resources
- Scott Hagg, AVP Enrollment Management Services
- Dawn Formo, Dean, Undergraduate Studies

Structures to Support Enrollment Growth and Extended Learning

- Godfrey Gibbison, Dean, Extended Learning
- Brooke Judkins, Extended Learning Associate Dean for Student Success and Enrollment Management

Graduate Student Enrollment Growth

- Charles De Leone, Dean, Graduate Studies and Research
- Nam Nguyen, Graduate Studies Program Lead
- Godfrey Gibbison, Dean, Extended Learning

Coordinated Outreach and Targeted Yield Development

- Scott Hagg, AVP Enrollment Management Services
- Elizabeth Wright, Recruitment and Outreach Officer
- Charles De Leone, Dean, Graduate Studies and Research

Career Readiness

- Yasmine Farley, Director, Career Center
- Suzanne Hizer, Lecturer, CSTEM Biology
- Monica Gillie, Internships Program Coordinator
- Michelle Tillman, Director of Student Success, COBA

Coordinated Marketing – Web Presence

- Giselle Luevanos, Senior Director of Communications and Marketing
- Godfrey Gibbison, Dean, Extended Learning
- Scott Hagg, AVP Enrollment Management Services
- Charles De Leone, Dean, Graduate Studies and Research
- Nam Nguyen, Graduate Studies Program Lead

Appendix E: Steering Committee

Purpose and Role

The Steering Committee served as the primary advisory and prioritization body for the Strategic Enrollment Plan. Comprised of campus leaders and cross-divisional representatives, the committee was charged with reviewing the recommendations developed by the Action Plan Teams and ensuring alignment with CSUSM's strategic priorities and the Long-Range Academic Master Plan.

Key Contributions

- Reviewed and prioritized action plans presented by cross-functional teams
- Provided guidance on feasibility, resource alignment, and institutional readiness
- Ensured proposed strategies reflected a coordinated, student-centered approach
- Facilitated alignment with existing strategic initiatives and institutional goals

Collaborative Impact

The Steering Committee played a pivotal role in translating innovative ideas into institutionally grounded strategies. Through critical review, strategic advising, and shared leadership, the committee helped shape the final structure of the plan. As implementation begins, the Steering Committee will continue to serve as a key consultative body, offering insight and feedback to ensure the plan remains responsive and aligned with institutional priorities.

Members

- Carl Kemnitz, Provost & Vice President Academic Affairs, Project Co-Lead
- Viridiana Diaz, Vice President for Student Affairs, Project Co-Lead
- Bennett Cherry, Professor CoBA Management
- Mary Oling-Sisay, Vice Provost Planning and Academic Resources
- Rika Yoshii, Professor CSTEM Computer Science and Information Systems
- Scott Hagg, Associate Vice President Enrollment Management Services
- Cameron Stevenson, Senior Director Institutional Planning & Analysis
- Jason Schreiber, Associate Vice President & Dean of Students
- Marnie Eldridge, Director First-Year Programs
- Matthew Escobar, Professor CSTEM Biology
- Blake Beecher, Department Chair CEHHS Social Work
- Grant Parsons, Director of International Enrollment and Partnerships
- Godfrey Gibbison, Dean Extended Learning