

**SAN JOSE STATE UNIVERSITY  
ONE WASHINGTON SQUARE  
SAN JOSE, CA 95192**

**S10-4, Policy Recommendation, Guiding Principles for Enrollment Management**

**Legislative History:**

At its meeting of April 19, 2010, the Academic Senate approved the following policy recommendation presented by Senator McClory for the Executive Committee.

**Action by University President:    Approved by President Jon Whitmore**

**Date:    April 28, 2010**

**Policy Recommendation  
Guiding Principles for Enrollment Management**

WHEREAS: SJSU is committed to providing high quality education to students.

WHEREAS: Universities must have plans to manage resources to enable them to serve students and meet their mission.

WHEREAS: The CSU requires each campus to "develop and adopt a strategic, long-range enrollment management plan that addresses student outreach, recruitment, admission, retention, graduation, and qualitative measures of student success" (*The California State University Enrollment Policy and Practices (9/19/02)*)

WHEREAS: The goal of CSU enrollment management policies "is to preserve CSU's mission to provide access to all first-time freshman and upper-division transfer students who meet CSU's admission eligibility requirements within the constraints of campus capacity and budgeted resources (*The California State University Enrollment Policy and Practices (9/19/02)*).

WHEREAS: President Whitmore formed an Enrollment Advisory Committee to assist the campus with the creation of enrollment management principles, goals and plans, with such committee consisting of individuals from Student Affairs and Academic Affairs selected with guidance from the Senate Executive Committee.

WHEREAS: The President's Enrollment Advisory Committee developed a set of guiding principles for enrollment management at SJSU and presented it to the Senate Executive Committee for appropriate action such that the principles can be known and followed throughout the campus.

WHEREAS: Faculty in the CSU and SJSU have a significant role in determining and supporting principles of enrollment management.

RESOLVED: That the Academic Senate adopts the attached document: "Principles for Enrollment Management at SJSU."

RESOLVED: That the attached set of principles be posted to the Senate webpage and made available to the campus community through the President's Office.

Approved: March 8, 2010

Present: Kaufman, Najjar, Phillips, Heiden, McClory, Von Till, Meldal, Gleixner, Lee, Baker, Lessow-Hurley, Selter

Absent: Backer, Roldan, Whitmore

Vote: 4-0-8

Financial Impact: None

Workload Impact: None

Rationale: The work of the President's Enrollment Advisory Committee is relevant to all campus programs and activities. To guide all activities including establishing goals for enrollment management, the committee developed a set of principles to guide enrollment management at SJSU. To enable effective enrollment management practices at SJSU in line with its mission and that of the CSU, the guiding principles should be widely known across campus and have the endorsement of the Academic Senate.

# Guiding Principles for Enrollment Management at SJSU

March 2, 2010

## Introduction

The purpose of enrollment management planning and implementation at San José State University (SJSU) is to preserve SJSU's mission to provide access to students who meet CSU's admission eligibility requirements and to retain students and graduate them in a timely manner within the constraints of campus capacity and budgeted resources.

Enrollment management at SJSU involves a process that the institution uses to control efficiently the size and characteristics of the student body. Enrollment management is an institution-wide, systematic, comprehensive, research-driven activity shaped through strategic planning that encompasses the following parameters:

SJSU being a university of choice; providing appropriate programs and processes for recruitment, transition to college, and progress to degree; and graduating students who are prepared for lifelong learning.

The SJSU Strategic Enrollment Plan analyzes current and past practices in a variety of areas affecting enrollment management. It is viewed as a living document, requiring an annual review and update to reflect the current environment (e.g., demographic, economic, fiscal and political). The plan is developed in consultation with the President's Enrollment Advisory Committee. It is shared broadly for additional feedback with the campus community, the Board of Directors of Associated Students, the Tower Foundation Board, the members of the Silicon Valley Higher Education Roundtable, and the Superintendents of Schools in Santa Clara County. To the extent that policy issues are identified, these are referred to the campus governance process for review, consultation and recommendation.

SJSU reaffirms the principles pertaining to access adopted by the Trustees in March 2000 and later clarified in September 2002: 1) upper-division California Community College transfers who are California residents have the highest priority for admission, 2) all CSU-eligible freshmen who are California residents are accommodated somewhere in the system, 3) all CSU-eligible students who are California residents are guaranteed admission to at least one local CSU campus, and 4) campuses must maintain a balanced program and achieve diversity as admissions priorities are implemented.

## Principles

The intent of the following guiding principles is to ensure and enable thoughtful decision-making on all enrollment management decisions.

1. SJSU is committed to The California State University Enrollment Management Policy and Practices (rev. 9/19/02).

*Rationale:* To preserve CSU's mission, it is the intent of the CSU that campus EM plans comply with and follow the CSU Enrollment Policy and Practice. The CSU plan should be used as the outlines that address equal education opportunities, enrollment priorities, retention, graduation, qualitative measures of student success, and other enrollment management initiatives.

2. SJSU is committed to both access and quality as both are central to its mission as a comprehensive regional university.

*Rationale:* To align with the goals of CSU enrollment management policies and the Master Plan for Higher Education, SJSU will provide access to all qualified students within the constraints of campus capacity and resources. California residents with the capacity and motivation to benefit from postsecondary education should have the opportunity to enroll in a public four-year institution.

3. SJSU's use of alternative revenue sources for enrollment must comport with our campus culture and be consistent with the principles articulated in this document.

*Rationale:* Enrollment management plans at SJSU should accommodate student demand within the constraints of campus capacity and resources.

4. SJSU's mission, values and history affirm that a quality learning environment is one rich in diversity of thought, culture, ethnicity, religious expression, sexual orientation and gender expression, citizenship/country of origin, Veteran's status, among others, in line with SJSU's commitment to a campus climate that values diversity and equal opportunity (University Policy S01-13).

*Rationale:* Enrollment management plans should be made with the recognition of the important role of diversity and equal opportunity in assuring a quality learning environment.

5. SJSU recruits, admits and enrolls undergraduate and graduate students who meet the eligibility requirements determined by CSU and campus budget and enrollment parameters.

*Rationale:* It is recognized that financial and other resource limitations may necessitate modifications in eligibility requirements for specific programs or majors at SJSU that exceed the minimal CSU qualification standards for enrollment.

6. SJSU recognizes the unique needs of Silicon Valley's global community for high quality graduate education.

*Rationale:* The Silicon Valley global workforce is one with a high need for graduate education. Thus, graduate programs at SJSU are likely to be larger than at sister campuses. Enrollment management decisions must consider the importance of graduate education of the community we serve and the need for SJSU to maintain high quality programs.

7. SJSU is committed to creating conditions that maximize a student's ability to reach his or her educational goals, and to have meaningful academic experiences leading to graduation in a timely manner.

*Rationale:* In accordance with The California State University Enrollment Management Policy and Practices (rev. 9/19/02), SJSU is committed to providing students with timely review of transcripts, access to effective advising at the university and program level, a schedule of classes that will allow timely progress towards degree, as well as student services and appropriate co-curricular activities.

8. SJSU's recruitment and marketing are guided by and responsive to academic planning as well as the changing needs of prospective students.

*Rationale:* SJSU is the primary provider of employees for the Silicon Valley job market. As such, SJSU is committed to both ongoing modification of curricula to reflect demand and effective program planning as outlined in university policy.

9. SJSU is committed to participation in regional consortia and other agreements whenever feasible to meet campus and system enrollment goals.

*Rationale:* As an institution, we recognize that SJSU does not exist in isolation, but within an education continuum in the region and the state. Consequently, SJSU must work with regional partners such as (but not limited to) high schools, community colleges, and sister CSU campuses to develop and maintain practices that facilitate consistent enrollment management for the University and for the CSU system.

10. SJSU is committed to a physical infrastructure that supports enrollment management needs.

*Rationale:* Enrollment management plans must incorporate the assumption that programs and activities have varying needs for infrastructure (such as science labs and computers). Maintenance and changes to the physical infrastructure must be consistent with enrollment management requirements.

11. SJSU is committed to the required use of a decision-making structure that includes all units involved in enrollment management decisions and that supports shared governance and intra-campus collaboration.

*Rationale:* Enrollment management must be supported by a management structure that enables effective decision-making. Employees need to know with whom they should consult on any matter that affects any aspect of enrollment management and be required to utilize that infrastructure. New decision-making structures should not be created unless the President or Senate Executive Committee determines that it is warranted.