

## Strategic Enrollment Plan Progress Report

### Outcomes

#### Enrollment and Revenue Goals: 2014-15 through 2018-19

In the context of the situational analysis, and with a guiding principle of developing initiatives that are in line with our mission and core competencies, the following goals were developed based on the likely impact of the selected strategies:

1. *Increase traditional UG enrollment from 2,415 in fall 2012 to 2,600 headcount by fall 2015. We will accomplish this within the boundaries of the conditional use permit by utilizing off-campus locations and a variety of delivery modalities.*

The university has significantly exceeded this target and that increased revenue has provided resources to aid in building the infrastructure needed for the new programs as well as the funds needed to launch programs. It is anticipated that the university will maintain a fall headcount of somewhere between 2650 and 2670 traditional undergraduates.

2. *Increase total annual graduate student credit hour production from 15,821 in 2012-13 to 25,855 in 2018-19. We will accomplish this through expansion of existing programs and the introduction of five new programs.*

The graduate student credit hours for spring 2013 were 5,563 compared to spring 2017 of 8,341.5 representing a growth from spring to spring of 49.9%. Over this same period of time the greatest growth has been in Business (47.9%) and Education (36.7%). While the university has been experiencing declines in STCM (-62.2%), Nursing (-34.2%), and Biology (-24.5%).

3. *Attract 573 total (headcount) non-traditional undergraduate students. We will accomplish this through the development launch (introduction) of six new programs in varied locations and modalities.*

Spring 2017 enrollment in these programs was 427 with two years to get to the desired 2018-19 levels. The key challenge moving forward is that PLNU will need to replace those who graduate AND continue to grow the total enrollment. Up to this point growth has been relatively easy since there have been few graduate to replace.

4. *Generate a minimum of \$4.1 million (net) toward closing the structural financial gap. We will accomplish this via the strategies contained in this plan.*

PLNU continues to remain in the black, though the sources of tuition revenue are different than initially anticipated (more traditional students). A process is currently underway to make use of our new financial system (Workday) to provide greater detail on the profit or loss for each new program and to compare that against initial projections (all business plans anticipated new programs initially losing money as the result of start-up costs).

5. *Develop the necessary expertise and infrastructure to support the preceding goals and new student populations.*

This is an area of growth for PLNU. The university has tried a few different structures for student support to find the most effective way to work with adult degree completion and graduate students. In the spring of 2017, after running these programs for two years, PLNU engaged a consultant to review the structures and business flows in these areas. That review has led to some organizational changes and the hiring of some additional staff. The university is continuing to adjust systems based on experience and input from students.

## **Residential Undergraduate Initiatives**

1. *Expand summer school from 3,087 (summer 2013) Student Credit Hours (SCHs) to 4,482 SCHs, generating approximately \$466,000 in additional annual operating income.*

The estimated SCH generated in the summer of 2017 is 3408.5 (as of the census date).

2. *Increase the number of new transfer students from approximately 140 to 228 annually. This strategy is expected to contribute approximately \$279,000 in additional annual operating income, which is derived from the discount rate differential between first-year and transfer students. This will also better utilize upper-division course capacity.*

The number of transfer students for the 2016-17 school year was 221. This was due to a larger than normal number of spring transfer students. The university is working to sustain this level.

3. *Expand freshman out-of-state enrollment from approximately 150 to 245 students. This strategy is expected to reduce annual operating income by approximately \$212,000 due to marketing and recruitment costs and the discount rate differential between these student populations. This strategy is necessary to mitigate an expected decline in California freshmen resulting from underlying demographic changes and to reduce dependence on Cal Grant funding. This strategy is necessary to support and maintain enrollment of approximately 2,600 traditional undergraduates.*

The university has been actively working to recruit out of state students in specific regions of the country. In the fall of 2013 there were 468 out-of-state students (18.3% of the student population) and in the fall of 2016 there were 510 out-of-state students (19.2% of the student population). Not all of the growth has been among freshman, however the increase has supported our overall growth in the size of the student population.

4. *Develop and implement an early-alert and intervention program for at-risk students in support of improved student retention. This strategy is necessary to support enrollment growth, an expected increase in first-generation students, and better utilization of upper-division course capacity. This strategy has nominal financial impact.*

PLNU has implemented the Educational Advisory Board's [Student Success Collaborative](#) tool to aid in advising students and identifying those students who are at risk. Faculty as well as staff in the Office of Records have received training on this system (additional training will be part of the Fall Faculty Workshop) and are making use of the tool in a variety of ways.

5. *Execute an in-state Hispanic recruitment initiative designed to increase the number of Hispanic students from 126 freshmen in 2013-14 to 140 in 2019-20. This strategy has nominal financial impact but will help to support achievement of the in-state enrollment goals.*

The fall 2017 cohort of first time freshmen contains 127 Hispanic students (20.1% of the first time freshmen). The fall transfer cohort contains 63 students of Hispanic origin (30.6% of the transfer students). Because San Diego has strong community colleges, it is a consistent pattern that our transfer student population is more diverse than our first time freshmen population. Consideration is being given to adjusting this target and the associated strategies to focus on the diversity of newly recruited students whether they are freshmen or transfers.

## **Graduate Program Initiatives**

Note that work is underway to compute ROI for each program. Adjustments needed to be made in how full-time faculty salary is allocated among multiple programs to obtain accurate computations. We expect that work to be completed before the WSCUC team arrives.

1. *Expand the 5th-year MBA program to a second cohort serving approximately 20 (total) recent graduates annually from both PLNU and other universities. This strategy is expected to generate approximately \$220,000 in additional annual operating income.*

The Daytime MBA (formally known as the 5th year MBA) is going into its fifth year this fall. In addition, the Fermanian School of Business recently launched online MBA (first cohort launched this spring with 12 students (as planned). As of early August 2017, the enrollment for fall 2017 looks like it will be quite similar to that of fall 2016. So the growth is not what was expected and we have not achieved having a second cohort of the Daytime MBA. This being analyzed.

2. *Launch an MS in kinesiology serving 35 recent graduates annually from both PLNU and other universities. This strategy is expected to generate approximately \$396,000 in additional annual operating income.*

The MS Kinesiology had a spring 2017 enrollment of 51 students (591 student credit hour). This has exceeded expectations and we are adding a new concentration in the MA in Wellness which will grow the program. In early August there were 84 admitted students, 68 of whom have paid deposits. In 2016 there were 70 students admitted with 50 deposits paid.

Cabinet and the SEP Sub-committee have reviewed and approved a 5<sup>th</sup>-year MA in Athletic Training to start in the next few years.

3. *Launch an online MA in strategic organizational leadership serving 130 students, including two on-ground cohorts in year five. This strategy is expected to generate approximately \$511,000 in additional annual operating income.*

Program launched in the spring 2015 and is currently running 65 students (411 SCH). As of early August, there were 38 students admitted and 28 had paid deposits. That is an increase from fall 2016 when 24 students were admitted and 17 had paid deposits.

4. *Launch a low-residency DNP program serving 38 students. This strategy is expected to generate approximately \$373,000 in additional annual operating income.*

DNP will launch in fall 2017. Since it is a two-year program, the number will be well less than 38 even with two starts (one per year). In early August 2017, there were 12 students admitted with 8 who had paid deposits.

5. *New Initiative: MA in Clinical Counseling:*

The original SEP plan did not include an MA in Clinical Counseling. This program was launched in the fall of 2016 and the spring 2017 enrollment was 22 students (183 SCH). As of early August 30 students have been admitted and 28 have paid deposits. In 2016 16 students had been admitted and 13 had paid deposits.

### **Undergraduate Degrees and Certificates for Adults**

Note that work is underway to compute ROI for each program. Adjustments needed to be made in how full-time faculty salary is allocated among multiple programs to obtain accurate computations. We expect that work to be completed before the WSCUC team arrives.

1. *Launch a RN to BSN adult degree completion program serving 57 students. This strategy is expected to generate approximately \$419,000 in additional annual operating income.*

The RN to BSN was launched in the summer of 2015. Spring 2017 enrollment was 176 students with the highest enrollment in Grossmont College (75).

2. *Launch a BA adult degree completion program in management and relational development serving 260 students annually. This strategy is expected to generate approximately \$1,200,000 in additional annual operating income.*

The ADC degree in Organizational Management had a spring 2017 enrollment of 96 students.

3. *Launch a BA adult degree completion program in teacher education with a fully embedded teaching credential serving 100 students annually. This strategy is expected to generate approximately \$350,000 in additional annual operating income.*

The ADC Integrated Studies degree with an Emphasis in Education experienced an enrollment of 22 students with 4 in Bakersfield and 18 in Mission Valley. This is not a traditional, cohort-based ADC program but rather the insertion of ADC students into existing credential coursework.

4. *Launch a BA adult degree completion program in computer information technology serving 44 students annually. This strategy is expected to generate approximately \$251,000 in additional annual operating income.*

Program launched in fall of 2016 with 11 students. Two more cohorts are scheduled to be fall 2017 and spring 2018. At which point there will be approximately 35-40 students in the program. If there is demand, there will be two spring cohort starts.

5. *Launch a five-course certificate in software engineering serving 36 students annually. This strategy is expected to generate approximately \$157,000 in additional annual operating income.*

This program was deferred to allow the academic unit to focus on the creation and expansion of the computer information technology program. It is anticipated that a minor in computer information technology leveraging existing coursework will be introduced sometime in 2018 and that may take the place of the certificate in software engineering.

6. *Launch an online BA adult degree completion program in criminal justice serving 74 students annually. This strategy is expected to generate approximately \$397,000 in additional annual operating income.*

Program launched in fall 2015 and in spring 2017 experienced enrollment of 59 students.

7. *New Initiative: Adult Degree Completion program in Child Development.*

Not in the original SEP list is the ADC program in Child Development. This program had grown quickly and had an enrollment of 62 students in spring 2017.

8. *New Initiative: Bachelors in Business Administration (offered on community college campuses).*

This program will launch on a single community college campus in the fall of 2017 and there appears to be significant demand for the program.

## **Infrastructure**

1. *Address the infrastructure needs to implement the preceding strategies, with a focus on:*
  - a. *Extended learning*
  - b. *Student support*
  - c. *Admissions*
  - d. *Records*
  - e. *Student financial services*
  - f. *Information technology services*
  - g. *Library*
  - h. *Marketing and recruitment*
  - i. *Online and hybrid course inventory.*

*These investments total approximately \$1,770,000 of expenses that mitigate a portion of the above operating revenue gains.*

All of these strategies have been undertaken and detailed analysis of the costs, which are in most cases incremental, is under way.