



Growing Enrollment in a Challenging Environment: An Imperative for Cleveland State

Summary of Conclusions and Recommendations from the Strategic Enrollment Management Task Force

July, 2015

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Enrollment Management Task Force
August, 2015**

In August, 2014, President Ronald Berkman chartered a Strategic Enrollment Management Task Force, comprised of administrative and faculty leaders from across the campus, to develop Cleveland State University's first strategic enrollment management plan. The Task Force's work was prompted by demographic trends projecting a continuing decline in the number of high school graduates across the six-county area from which most CSU students are drawn. Indeed, from 2010 through 2014, the Northeast Ohio high school population declined by about 2,000 students. Thanks to many initiatives, CSU recorded impressive enrollment growth of 12% over that period, which outperformed the competitive marketplace. However, an unexpected decline of about 2% in

students can be achieved. An additional three scenarios—“Three Roads to 19,000”—illustrate how the University can achieve a more aggressive goal of enrolling 19,000 students by 2020.

Driving Recruitment and Retention through Six Student Segments

The second Task Force proposal is to achieve our specific enrollment targets by focusing on six identified segments of the CSU student body:

- Making use of “big data” and predictive analytics that will give CSU a more sophisticated understanding of the results produced by both new and existing student retention initiatives
- Aggressively implementing Degree Mapping to give both students and their advisors the tools to monitor students’ progress towards degree completion and to make corrections when they have gone off course

2. *Transfer Students* – A substantial number of CSU students (about 50%) have transferred from another institution. Roughly 60% of these transfer students (27% of the entire CSU student body) come from the Tri-C, Lakeland, and Lorain County community colleges. A key objective will be to achieve total transfer enrollment of 5,600 students per year through 2020. This will be challenging given declining community college enrollments. However, the Task Force believes CSU can obtain a greater market share of transfer students from the three institutions above by creating

4. Summer Students – A little more than 10% of total University student credit hours are derived from the summer semester. As a result of the 2012 withdrawal of Pell Grants for summer study and other factors, however, summer student credit hours have been steadily declining. The Task Force recommends that this decline be arrested by stabilizing summer credit hours at 41,000 for Summer 2016, and then increasing them to at least 43,000 by 2020. A Summer Semester Working Group convened by the Provost is assessing summer strategies and will finalize recommendations and a Summer 2016 action plan by September 2015.

5. International Students – A significant student segment for CSU is international students (both graduate and undergraduate), which has grown by roughly 120 students annually since 2009. This segment is particularly important because international students pay tuition at the higher “out of state” rate. The Task Force recommends that CSU increase international enrollment by 50 students annually so that enrollment grows from 1,594 in Fall 2014 to 1,850 by 2020. Strategies for achieving this increase will include:

- Increasing the number of government-sponsored students to 600 by 2020
- Expanding utilization of agents and uncapping agent commissions
- Building the University’s presence and brand recognition in key countries including China, Brazil, India and the Middle East
- Creating a pipeline from CSU’s English as a Second Language (ESL) program
- Expanding visits of and build stronger relationships with international faculty

As with other student segments, retention is a critical element in managing international student enrollment. Thus, the Task Force believes it is essential to evaluate the sufficiency and effectiveness of acclimation and support programs for international students.

