Enrollment Services
2030 Strategic Plan
Mission
Transforming student lives by eliminating barriers, accelerating value, and strategic collaboration
Vision

Indispensable to UCR
Student Success

Employees seize ownership for innovation and pursue excellence at every opportunity

Services are delivered through the lens of the student journey

Recognized nationally for innovation and excellence

By 2030 will be generating 50 million dollars in additional annual revenue for UCR
Core Values

- **Others-Centered Service**
  - We will prioritize understanding the heart of the matter through asking questions and listening to understand.

- **Inclusive Collaboration**
  - We believe everyone should be seen, heard, valued, and empowered to succeed. We understand that hearing diverse perspectives fuels innovation, deepens connections between people, and makes us a strong organization.

- **Evidence-Based Achievement**
  - We actively assess the impact of our work through thoughtful metrics that are reviewed regularly in the context of our strategic priorities. We embrace failure as a mechanism to shape our future success.

- **Empowering Communication**
  - We promote respectful, courageous conversations and transparent exchange of information and ideas through building personal connections, listening, understanding and assumption of positive intent.

- **Transformative Innovation**
  - We commit to challenging the status quo through creative problem-solving, accepting risk, and experimenting boldly.

- **Uncompromising Integrity**
  - We hold ourselves personally and collectively responsible to do right in service to our student community and adhere to ethical principles in an environment of trust, respect, and transparency.
**Strategic Priority**

**Invest in Staff**

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Metric</th>
<th>Lead</th>
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</table>
| Determine the staffing needed to support a campus of 30,000 students that considers both how our work and student demands are continually evolving | 1. Staff to student ratios  
2. Resolution response time  
3. Staff time spent on departmental processes | CFAO   |
| Develop a professional development strategy that maximizes succession planning and ensures staff have the tools to perform their jobs well | 1. Staff receiving promotions within ES  
2. Staff engaged in professional development at minimum 2x per year | CFAO   |
| Develop an intentional professional pathway for individuals within the Enrollment Services organization, inclusive of considerations for staff who do not want a supervisory role | 1. Establishment of “mastery” level job classifications  
2. Job descriptions reviewed on an annual basis  
3. Org charts reflect intentional professional pathways | CFAO   |
| Advance a plan that prioritizes engagement, training, and regular updates that promotes collaboration among employees | 1. Employee retention  
2. Employee job satisfaction  
3. ES staff climate  
4. Cross departmental solution design | AVC-ES |
| Develop and deploy a thoughtful and engaging new employee orientation program | 1. Employee retention  
2. ES staff climate  
3. Connection to ES mission | AVC-ES |

**Campus Strategic Goal:** Investing in the success of the people who teach, research, work, learn, and live at UCR
## Strategic Priority

### Create a Seamless Student-Centered Experience

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Metric</th>
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<tbody>
<tr>
<td>Develop a centralized call center for student-facing functions that</td>
<td>1. Documented business plan that outlines goals</td>
<td>AVC-ES</td>
</tr>
<tr>
<td>maximizes the potential for problem resolution on the spot</td>
<td>2. Milestone document created</td>
<td></td>
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<tr>
<td></td>
<td>3. Reduction in student touch points</td>
<td></td>
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<tr>
<td></td>
<td>1. Awareness about HOSS services</td>
<td>AVC-ES</td>
</tr>
<tr>
<td></td>
<td>2. Number of required escalations to home department</td>
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<td></td>
<td>3. Appointment duration time</td>
<td></td>
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<tr>
<td></td>
<td>4. Non HOSS student referrals</td>
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<tr>
<td>Re-envision the purpose, mission, and vision of the Highlander One-Stop</td>
<td>1. Documented business plan that outlines goals</td>
<td>ES Marketing and Communications Manager</td>
</tr>
<tr>
<td>Shop to make certain it is a space that maximizes efficient and timely</td>
<td>2. Milestone document created</td>
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<tr>
<td>problem resolution for the UCR student community</td>
<td>3. Appointment duration time</td>
<td></td>
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<td></td>
<td>4. Non HOSS student referrals</td>
<td></td>
</tr>
<tr>
<td>Evaluate opportunities to unify incoming student communication channels</td>
<td>1. Documented business plan that outlines goals</td>
<td>ES Marketing and Communications Manager</td>
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<tr>
<td>into a streamlined interface that allows for outward communication to</td>
<td>2. Milestone document created</td>
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<tr>
<td>students and eliminates duplication of effort</td>
<td>3. Timeliness of information delivered to students</td>
<td></td>
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<tr>
<td>Develop a web presence that integrates business processes from the</td>
<td>1. Business processes to integrate identified</td>
<td>ES Marketing and Communications Manager</td>
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<tr>
<td>lens of the student, not the department</td>
<td>2. ES “Ask” page created</td>
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<tr>
<td></td>
<td>3. Reduction in student web traffic between ES sites</td>
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<tr>
<td>Utilize the continuing student CRM to develop a personalized and</td>
<td>1. Unified communication plan developed</td>
<td>ES Marketing and Communications Manager</td>
</tr>
<tr>
<td>automated communication plan to current students that maximizes the</td>
<td>2. Inventory of current student communications complete</td>
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<tr>
<td>opportunity to keep students on track with the critical administrative</td>
<td>3. Retention rates</td>
<td></td>
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<tr>
<td>processes needed to be completed in order to move through their academic</td>
<td>4. Improved student experience</td>
<td></td>
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<tr>
<td>journey</td>
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## Strategic Priority

Utilize real-time, relevant information that informs a student-centered experience

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| Look for opportunities to merge/eliminate redundant systems and bad data within the Enrollment Services organization | 1. Number of systems eliminated  
2. Data management review process implemented | AVC-ES  |
| Ensure staff are comfortable using and informed about the data available to them to successfully perform their work | 1. Increased staff awareness regarding where and how to pull and interpret information  
2. Number of “shadow data systems” reduced  
3. Number of meaningful dashboards created to inform work progress | AVC-ES  |
| Employ the use of data visualization tools to tell the Enrollment Services story to internal and external audiences | 1. Speed at which audiences understand information displayed  
2. Speed at which trends are recognized  
3. Awareness of ES story to internal/external audiences | AVC-ES  |
| Use data to mine for actionable intelligence that informs the Enrollment Services strategic priorities | 1. Identification of unanswered questions that best inform strategic priorities | AVC-ES  |

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## Increase Institutional Efficiency

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| With the aspiration to create a consistent student-experience, centralize appropriate administrative tasks into spaces within Enrollment Services that have the required expertise | 1. Number of tasks assessed for potential optimization  
2. Number of tasks optimized  
3. Time and money saved  
4. Efficiencies created | AVC-ES |
| Develop a mechanism to ensure Enrollment Services receives critical and regular updates from the academic community that enables staff to adjust processes, etc. that will best serve the UCR student community | 1. College updates are provided to ES leadership  
2. Processes adjusted as a result of information learned | AVC-ES |
| Provide regular updates to the campus community to ensure the staff across campus can serve the UCR student community with the best information available | 1. Campus awareness around ES process  
2. Improved student clarity around ES processes | AVC-ES |

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### Strategic Priority

**Advance a Strategic and Innovative Campus Framework for Setting, Fulfilling and Assessing Undergraduate Enrollment Goals**

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| Establish a campus Strategic Planning group that determines the following:  
**Optimum level of enrollment** the institution desires to realize in consideration of financial imperatives and organizational capacity conditions  
1) **Desired student profile** in consideration of UCR’s mission and mandate, as well as quality and access  
2) **Desired academic profile** in consideration of UCR’s student and industry needs, instructional and campus capacity, political pressures, and competitive context | 1. Planning group established  
2. Optimum level of enrollment determined  
3. Desired student profile determined and communicated broadly  
4. Desired academic profile determined and communicated broadly | AVC-ES |
| Increase new student entering domestic non-resident enrollment from the current state of 100 each year to 450 each year by 2030 | 1. Out of state enrollment funnel increased  
2. Out of state yield rate improved  
4. Diversification of pipeline  
5. Milestone increases realized | Director, Undergraduate Admissions |
| Increase Summer Session FTE 40% by 2030, realizing an increase of 620 new FTE | 1. Number of online offerings increased  
2. Awareness about Summer Sessions improved  
3. Course cancellations/full classes  
4. FTE milestone increases realized | Director, Summer Sessions |

**Campus Strategic Goal:** Building financial stability, resiliency, and sustainability