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Enrollment Services
2030 Strategic Plan

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 excellent

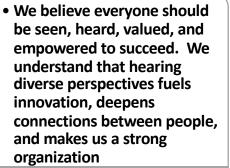**By 2030 will be generating 50 million dollars in additional annual revenue for UCR**

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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

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Invest in Staff

Initiative	Metric	Lead
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

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Create a Seamless Student-Centered Experience

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

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

Initiative	Metric	Lead
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

Initiative	Metric	Lead
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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Advance a Strategic and Innovative Campus Framework for Setting, Fulfilling and Assessing Undergraduate Enrollment Goals

Initiative	Metric	Lead
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

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