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# The art & science of enrollment management

September 2025

UNIVERSITY OF CALIFORNIA

COUNSELOR

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## Overview

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### WELCOME

- Mission of UC & shared governance
- Enrollment planning
- What is enrollment management?
- Modeling and predicting yield
- Waitlist strategy

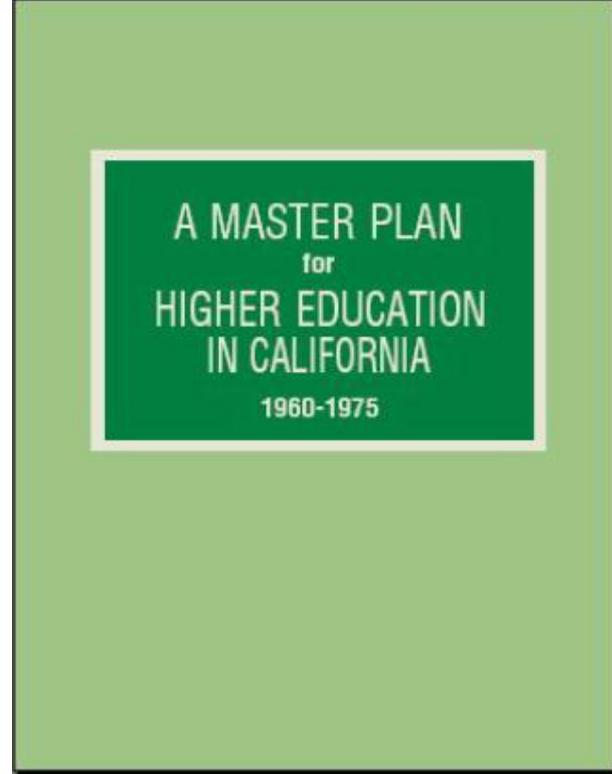


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**AFFIRMS STATE'S COMMITMENT TO:**

- Access
- Affordability
- Equity
- Quality



## Differentiation of functions

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### UC

- Primary academic research institution
- Undergraduate, graduate & professional education
- Offers doctoral degrees
- Sole authority for instruction in law, medicine, dentistry and veterinary medicine

### CSU

- Undergraduate, graduate & professional education through the Master's degree
- Teacher education
- Faculty research consistent with primary mission of instruction
- Doctorates jointly w/UC or independent institutions
- Doctor of Education (Ed.D.)
- Professional & applied doctoral programs (Nursing, PT)

### CCC

- Academic & vocational instruction – first 2 years of undergraduate education
- Remedial instruction
- ESL courses
- Adult noncredit instruction
- Workforce training
- Community service courses
- Authorization to offer bachelor's degrees that do not overlap with CSU and UC (2021)

### FIRST-YEAR STUDENTS

- CCCs are open access
- CSUs to select from among the top one-third (33.3%) of high school graduates
- UCs to select from among the top one-eighth (12.5%) of high school graduates

### TRANSFER STUDENTS

- UC and CSU are to establish a lower division to upper division ratio of 40:60 to provide transfer opportunities to the upper division for CCC students
- CCC students are given priority in the transfer admissions process

### THE TRANSFER FUNCTION

- 60 percent (or more) upper division (junior and senior level) and 40 percent (or less) lower division (first-year and sophomore level)
- Assumes all students proceed to their degrees over 4 years
- 60:40 ratio achieved if UC enrolls 1 resident transfer for every 2 resident first-years
- One third of baccalaureate degrees awarded to transfers

	New	Continuing	Total	
<b>First-year</b>	20		<b>20</b>	40 percent lower division
<b>Sophomore</b>		20	<b>20</b>	
<b>Junior</b>	10	20	<b>30</b>	60 percent upper division
<b>Senior</b>		30	<b>30</b>	

## State governance

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In 1879, UC became a public trust with the power to operate and control itself as a constitutional corporation apart from the executive, legislative and judicial branches of government.

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## GOVERNANCE

The University of California is a ten-campus public system of higher education that is governed by a 26-member Board of Regents, as established in Article IX, section 9 of the California State Constitution.

## GOVERNING DOCUMENTS (REGENTS POLICIES)

- **2102:** Policy on Undergraduate Admissions
- **2109:** Policy on Nonresident Student Enrollment
- **2110:** Policy on Augmented Review
- **2201:** Policy on University of California Admissions Practices and on Participation of Regents and Elected Officials in Individual Admissions Decisions
- **2202:** Policy Barring Development Considerations from Influencing Admissions Decisions

### GOVERNANCE

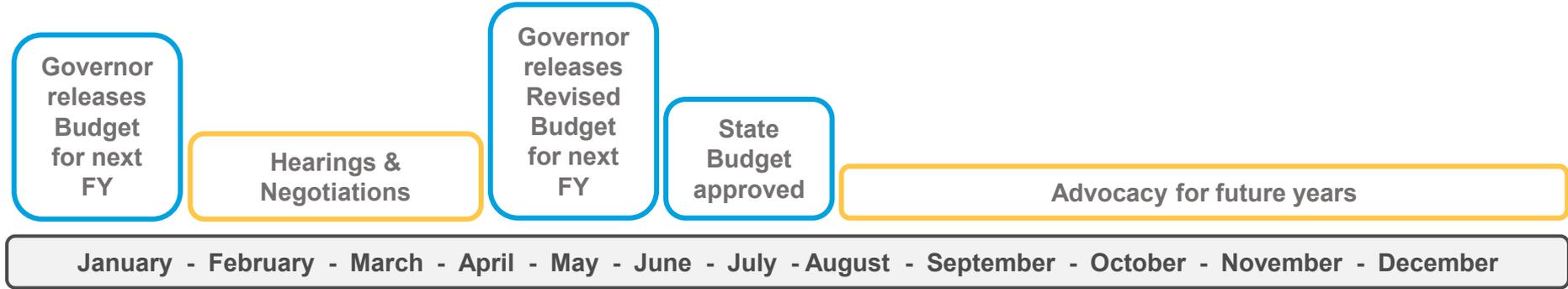
UC faculty in the Academic Senate carry out shared-governance responsibilities established by The Regents. The Senate is empowered by UC's governing body, the Board of Regents, to exercise direct control over academic matters of central importance to the University – to determine academic policy, **set conditions for admission** and the granting of degrees, authorize and supervise courses and curricula; and to advise the administration on faculty appointments, promotions and budgets.

### COMMITTEES

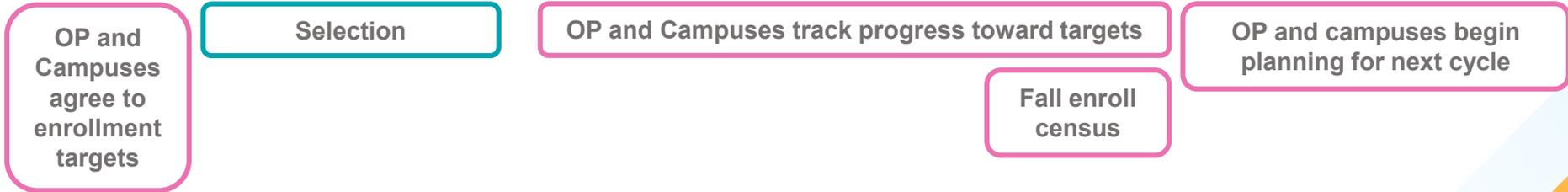
- Board of Admissions and Relations with Schools (BOARS)
- Educational Policy (UCEP)
- Preparatory Education (UCOPE)
- Intersegmental Committee of the Academic Senate (ICAS)
- Affirmative Action, Diversity, and Equity (UCAADE)
- Academic Council (COUNCIL)

# UC enrollment & budget planning timeline

## State-level



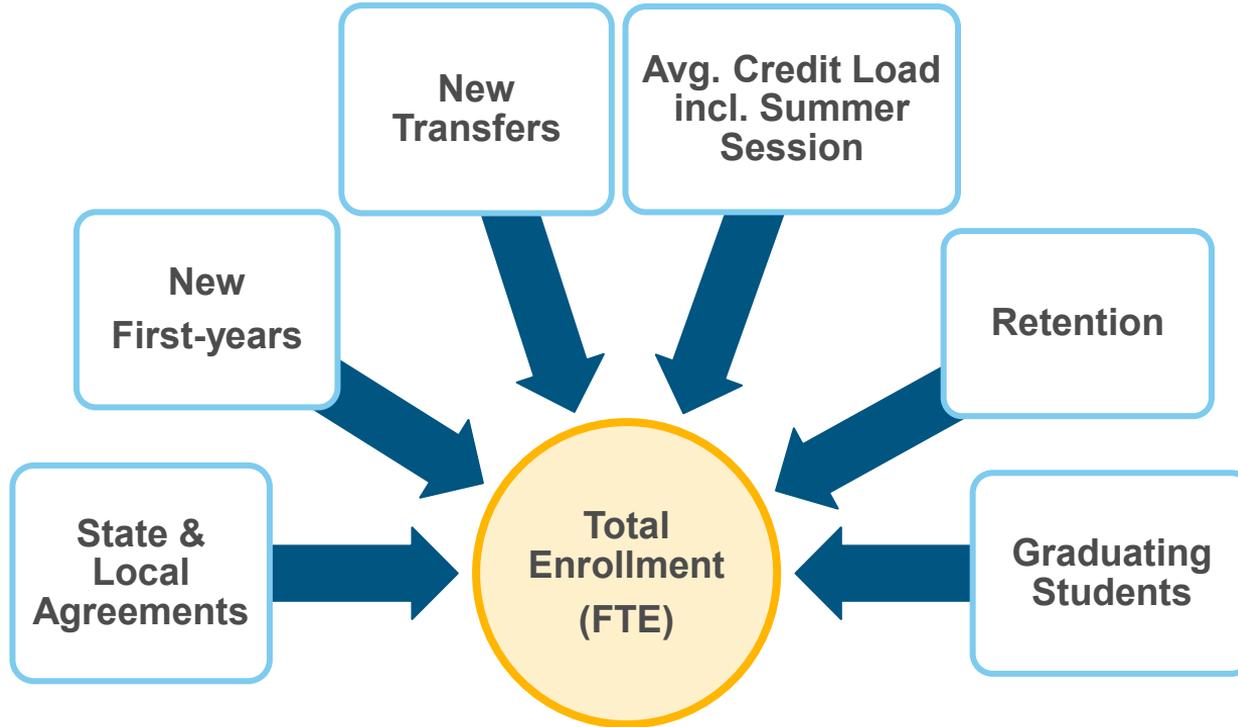
## Multi-Year Enrollment planning in consult with campus budget outlook, IR & senior leadership, UCOP



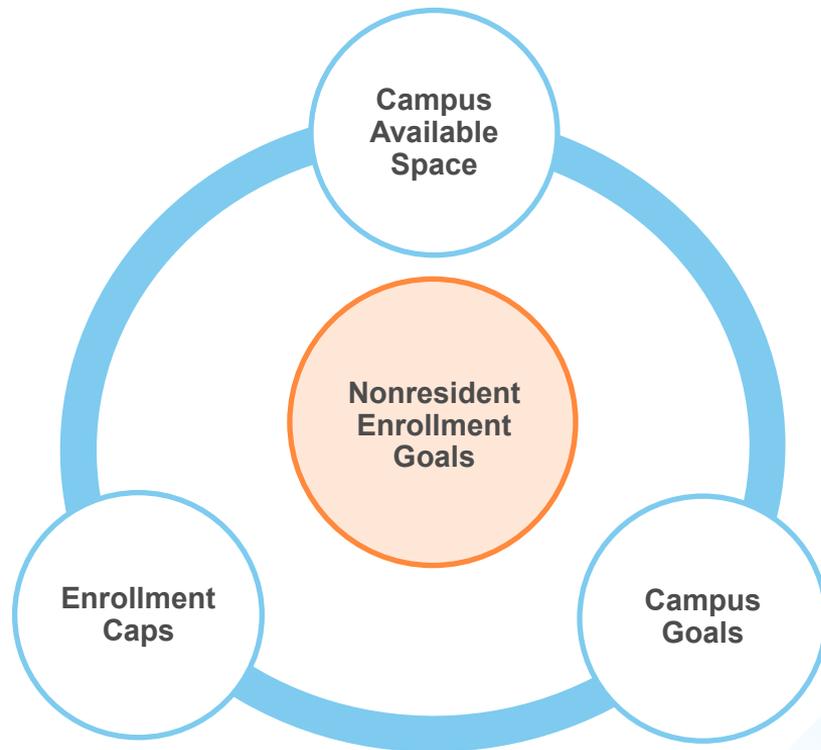
# What is Enrollment Management?



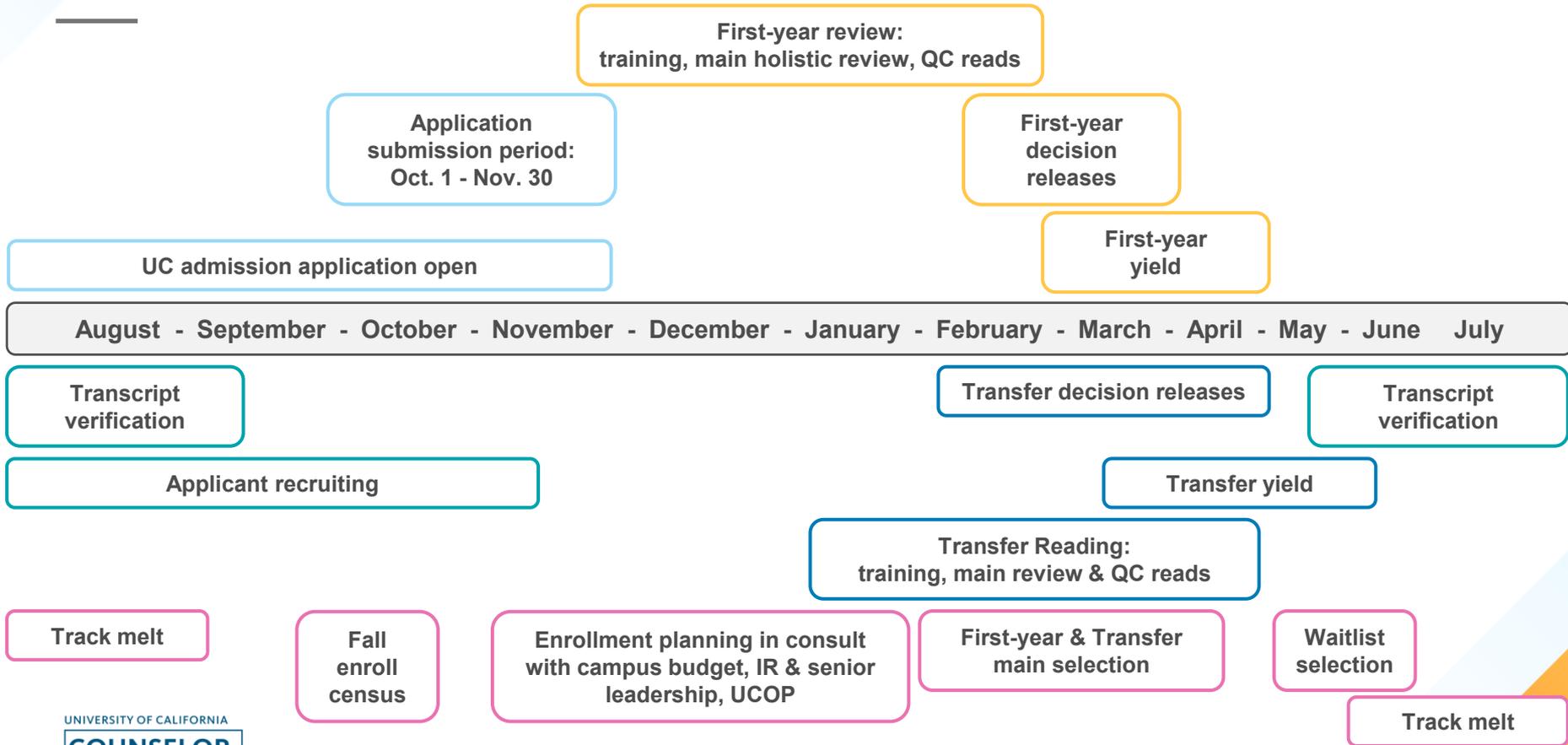
## Factors contributing to undergraduate enrollment (year-over-year)



## New Student Enrollment Planning Process



## Admissions timeline





# Modeling & predicting yield

### FACTORS THAT IMPACT YIELD

- Academic profile
  - GPA, courses, rigor, exam scores, etc.
- Academic interest
  - STEM vs. humanities
  - Engineering programs
  - Specialty majors (e.g., art, dance, etc.)
- Geographic location
- Socioeconomic status

**FACTORS THAT IMPACT YIELD**



**What purposes do waitlists serve?**

**How do campuses determine the size of their waitlists?**

**How do campuses determine the number/institutional needs for waitlist offers?**

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**“Not everything that can be counted counts, and not everything that counts can be counted.” – Probably not Einstein**

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# Thank you