
The art & science of enrollment management

September 2025

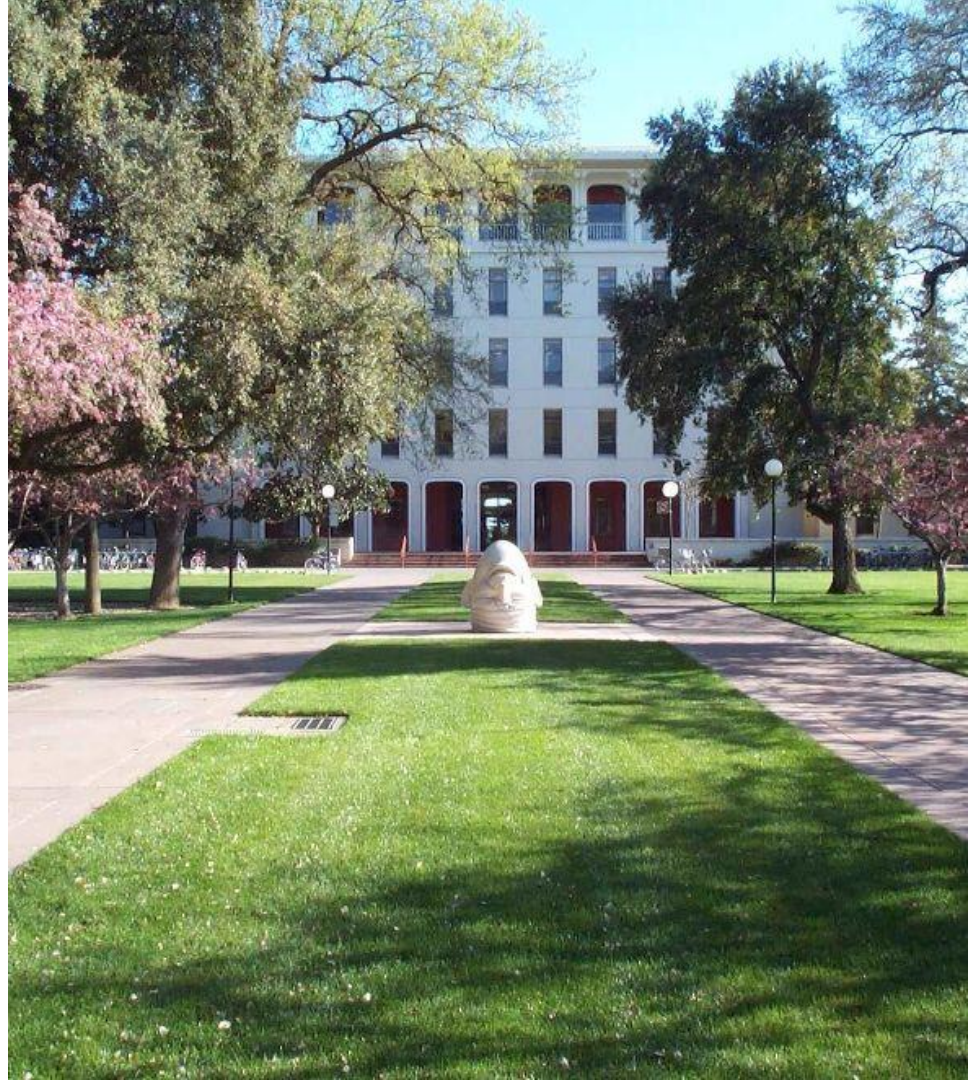
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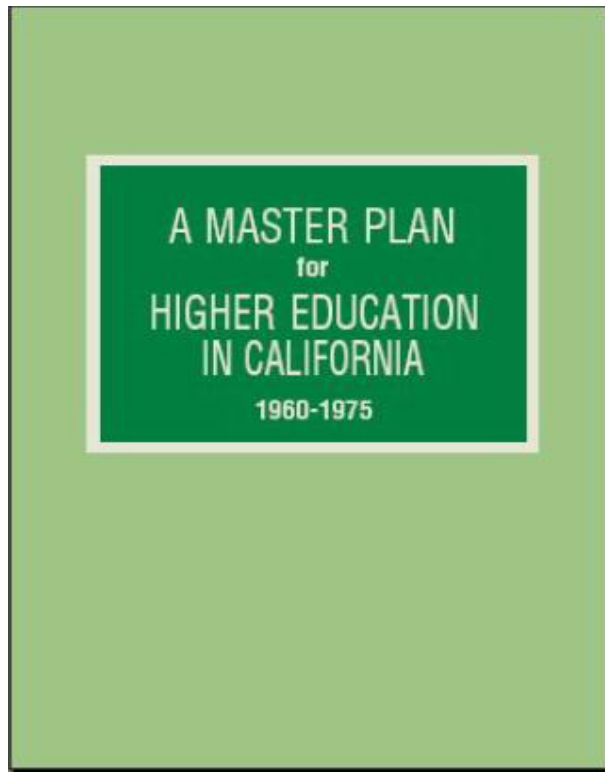
WELCOME

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



AFFIRMS STATE'S COMMITMENT TO:

- Access
- Affordability
- Equity
- Quality



Differentiation of functions

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

Why 2 to 1?

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	
First-year	20		20	40 percent lower division
Sophomore		20	20	
Junior	10	20	30	60 percent upper division
Senior		30	30	

State governance

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

Governor releases
Budget
for next
FY

Hearings &
Negotiations

Governor
releases
Revised
Budget
for next
FY

State
Budget
approved

Advocacy for future years

January - February - March - April - May - June - July - August - September - October - November - December

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

OP and
Campuses
agree to
enrollment
targets

Selection

OP and Campuses track progress toward targets

Fall enroll
census

OP and campuses begin
planning for next cycle

UC (systemwide & campus-level)

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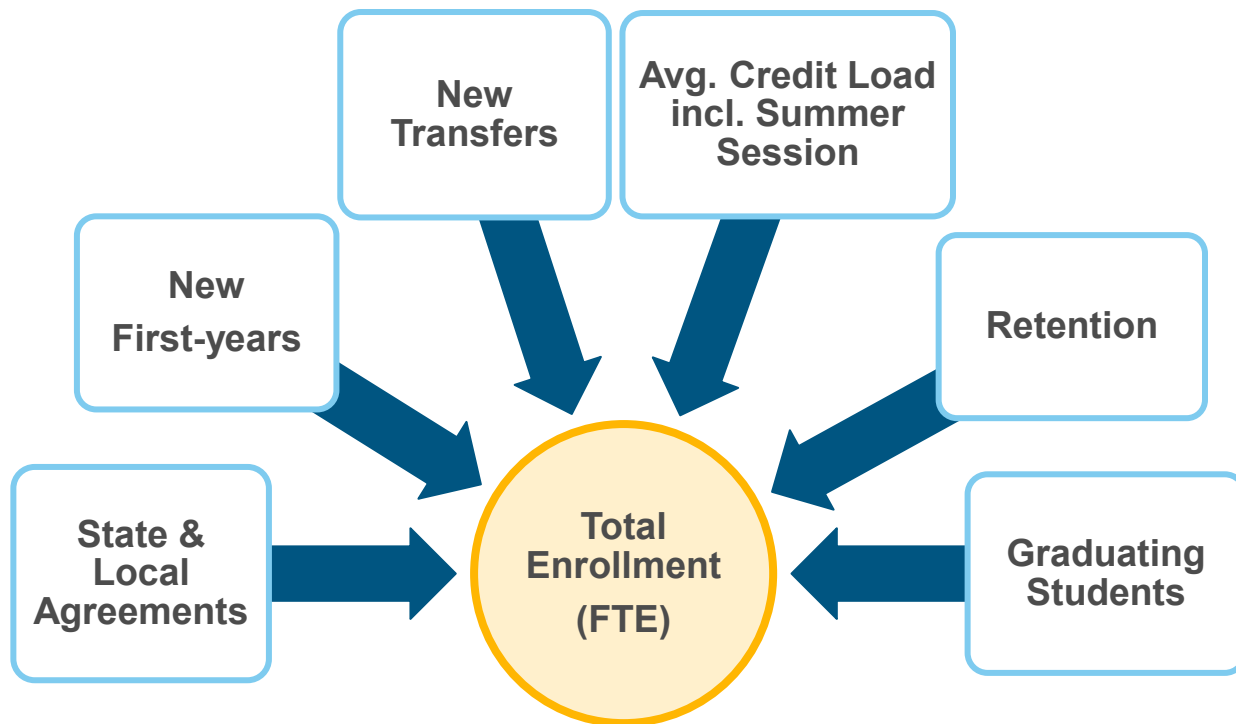
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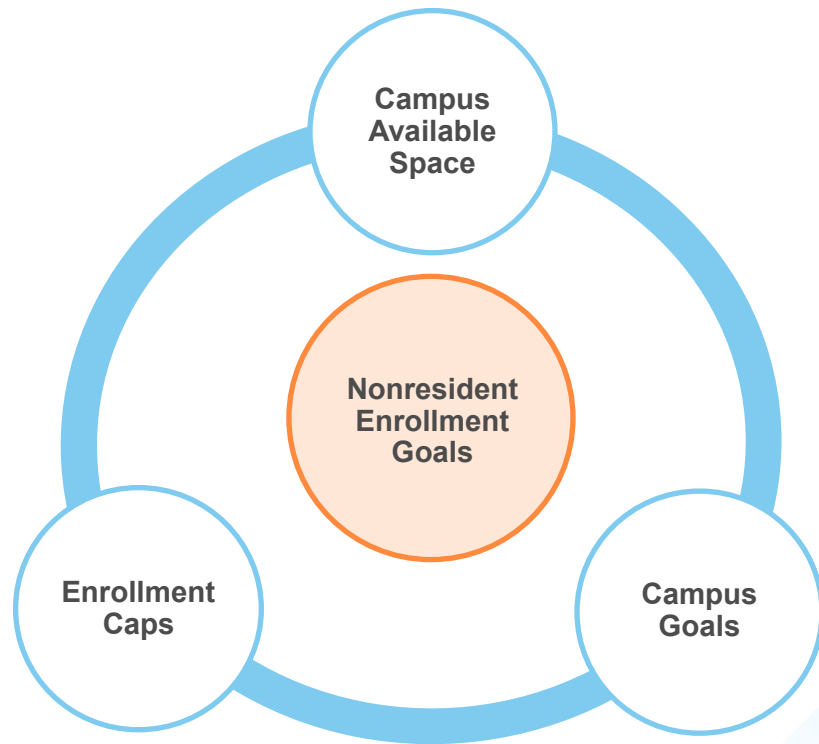
What is Enrollment Management?



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



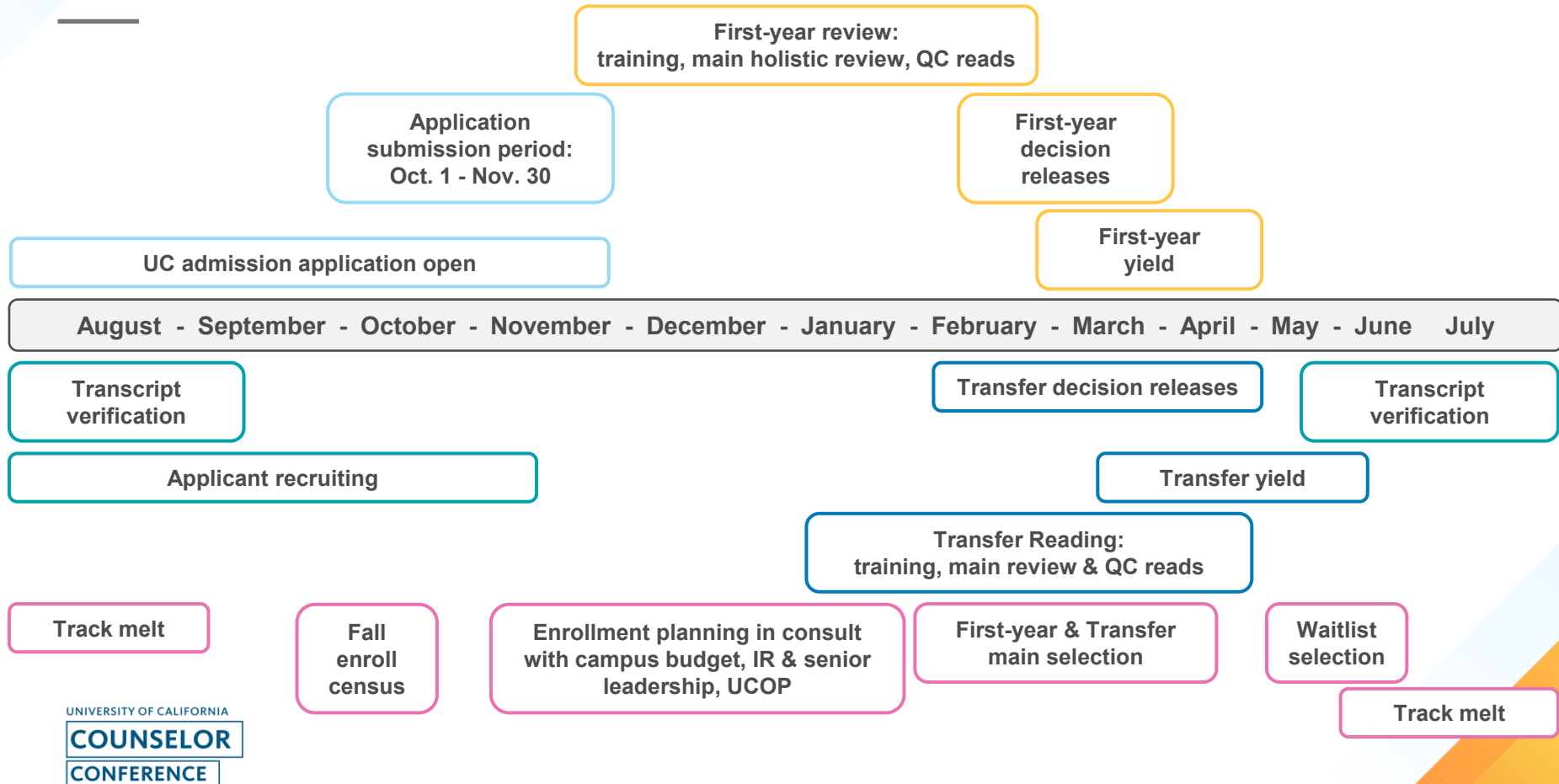
New Student Enrollment Planning Process



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Admissions timeline



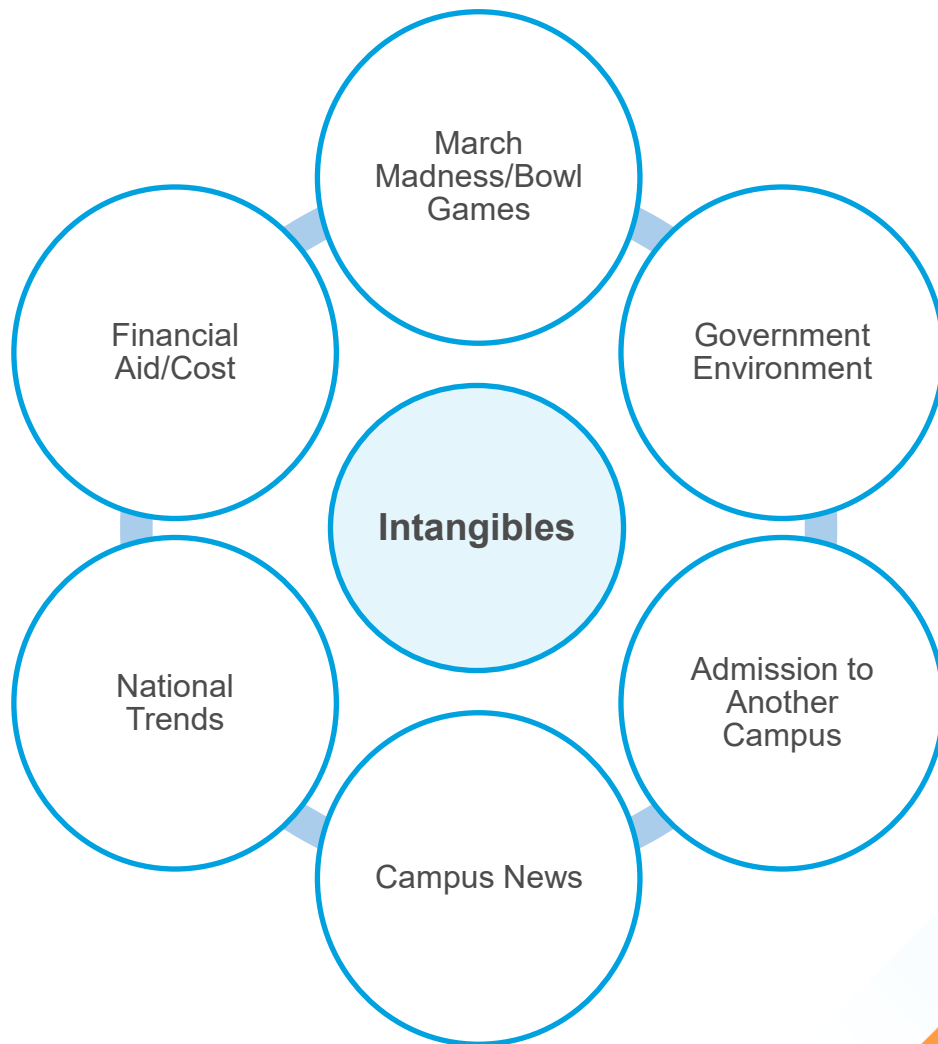
The background of the slide features numerous colorful origami cranes in various shades including red, blue, yellow, purple, and white. They are strung together and hang from the ceiling, creating a festive and artistic atmosphere. The lighting is warm, and the cranes are densely packed in some areas, while others are more spread out.

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?

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

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Thank you