

Enrollment Management

Senate Budget Committee

September 23, 2026



Cal Poly
Pomona



The Division of Enrollment Management advances the educational mission of the university by providing leadership for the university's enrollment planning and management efforts and a broad array of services and programs that promote the recruitment, matriculation, financial support, and academic success of students.

Outreach, Recruitment, & Educational Partnerships

Office of Admissions

Financial Aid & Scholarships

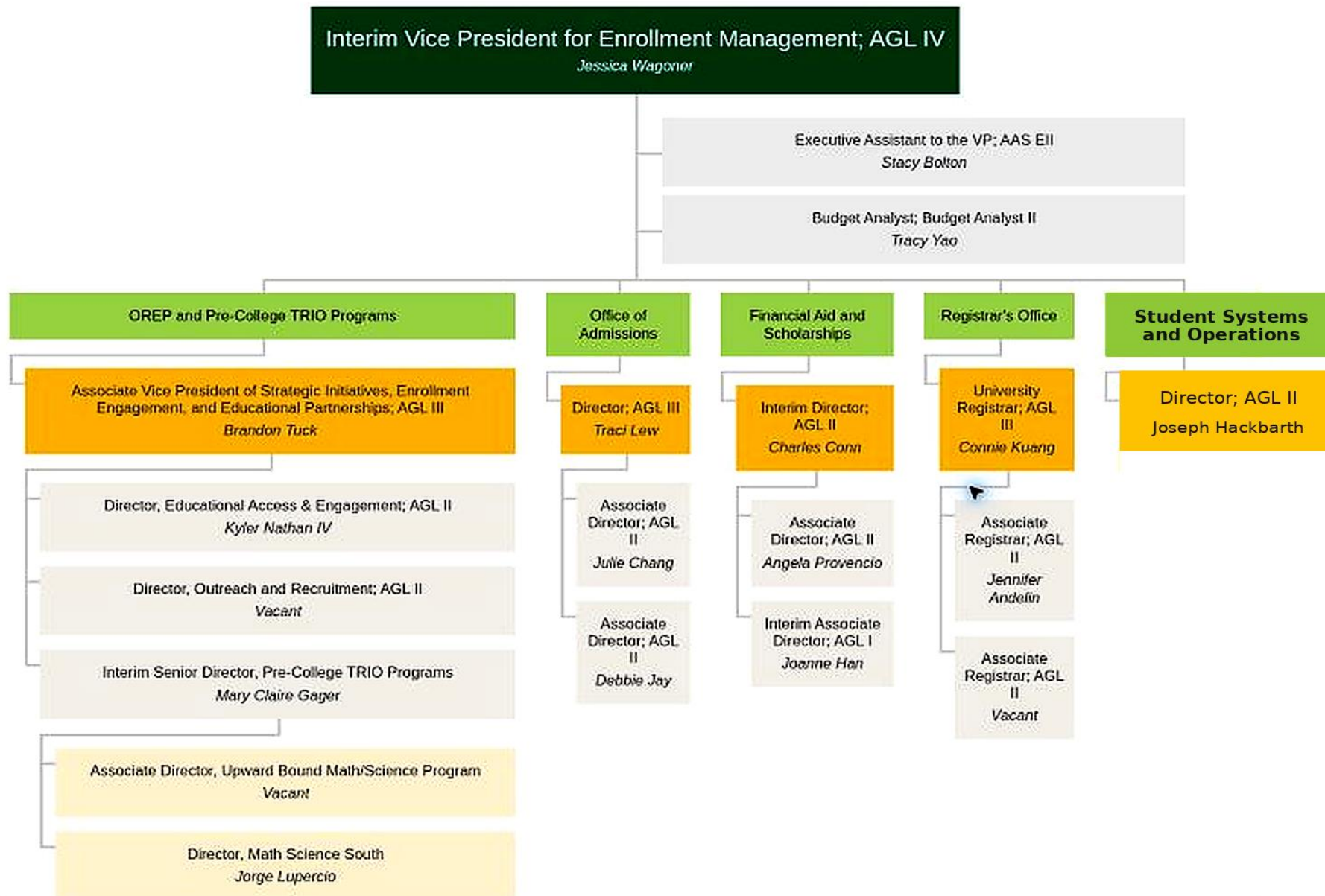
Registrar's Office

Pre-College TRIO Programs

Student Systems & Operations



Enrollment Management Organizational Chart





Enrollment Management Leadership



Jessica Wagoner

Interim Vice President for
Enrollment Management



Brandon Tuck

Associate Vice President of
Strategic Initiatives, Enrollment
Engagement, and Educational
Partnerships



Traci Lew

Director, Office of Admissions



Charles Conn

Interim Director, Financial Aid and
Scholarships



Connie Kuang

University Registrar, Registrar's Office



Mary Claire Gager

Interim Senior Director, Pre-College TRIO
Programs, Upward Bound Classic Program



Joseph Hackbarth

Director, Student Systems and Operations



Enrollment Management Department Functions

OREP

- Recruits prospective students
- Provides pre-admission advising
- Conducts campus tours and recruitment events
- Engages schools, colleges, counselors, and families
- Develops educational partnerships and MOUs
- Manages dual admission agreements and transfer pathways
- Supports prospective and admitted students
- Promotes CPP programs and opportunities

Admissions

- Reviews and evaluates admission applications
- Collaborates with academic colleges to determine enrollment targets
- Provides admission information to applicants, admitted students, and families
- Evaluates transfer credit
- Maintains admission enrollment reporting
- Determines residency

Financial Aid

- Delivers financial aid to more than 70% of CPP students
- Processes FAFSA and California Dream Act applications
- Provides financial literacy and debt-management workshops
- Manages the Federal Work-Study program
- Ensures compliance with federal, state, and local regulations

Registrar's

- Maintains accurate student records, degree posting, and transcript processing
- Oversees student registration and academic performance monitoring
- Manages transfer credit rules
- Produces the Degree Progress Report (DPR)
- Maintains articulation
- Processes petitions and student status requests
- Manages FERPA and reporting

TRIO

- Operates Upward Bound and Educational Talent Search programs
- Provides college preparation programming for high school students
- Provides in-person tutoring at school sites
- Conducts Saturday Academies at Cal Poly Pomona
- Provides individual academic advising
- Conducts annual parent development workshops
- Operates a six-week summer residential program at Cal Poly Pomona

Student Systems

- Supports PeopleSoft Campus Solutions and related systems
- Supports Enrollment Management data and technology needs
- Develops Tableau dashboards for strategic enrollment
- Provides faculty workload reporting
- Supports Enrollment Management websites and communications
- Fulfills data requests for campus partners



Enrollment Management Budget



FY 2026–27 Budget & Resources Snapshot

\$8.95M Total Division budget funded from the general fund*

Personnel

~\$8.12M*

~89% of budget · 112 active MPP & Staff positions, some vacancies to be filled

Operating (O&E)

~\$0.83M*

~3% of total budget – recurring software
~6% of total budget – other O&E

Student Assistants

~53

Current division need but is not a funded line-item as part of the \$8.28 million at this time.
~\$578K/year in wages, net of FWS. Includes summer.

*Note: Total Division budget as shared on September 11 by Budget and Planning Analysis. Final budget is anticipated to load in October. **Does not include Outreach**, the newest department at this time.



Reorganization Impact

Moved Intact

4 state-side Departments: The Registrar's Office, The Office of Financial Aid, The Office of Admissions, and Student Systems & Operations came into the Division with both personnel and operating budgets carried over from their prior structure.

*TRIO is funded separately from DOE grants.

Outreach: The Newest Department

Personnel moved (\$706K). The operating budget did not — down from ~\$266K–\$437K under previous one-time allocations/adjustments.

*RISE is a new department but funding carries-forward each year from the Chancellor's Office.

Recurring

Base salaries — the stable, ongoing core of the budget.

One-Time Funding

All required events (Explore CPP in Fall & BroncoBound in Spring) are considered one-time funding on an annual basis.



Campus Budget for Enrollment Target





Budget Process

- **State of California Revenue**
- **California State University (CSU) Budget Process**
 - ✓ *Board of Trustees Budget Request to the State of California*
 - ✓ *Governor's Proposed Budget Release January 2021*
 - ✓ *Governor's May Revise*
 - ✓ *June Fiscal Year Budget Signed Into Law & Takes Effect July 1st*
- **California State University**
 - ✓ *Legislative Mandates*
 - ✓ **Campus Allocations**
- **Cal Poly Pomona**
 - ✓ *Planning Efforts from September of Current Fiscal Year to Prepare for Upcoming New Fiscal Year*
 - ✓ **Enrollment Target is provided to CPP from CSU Chancellor's Office (once or often twice per CY)**



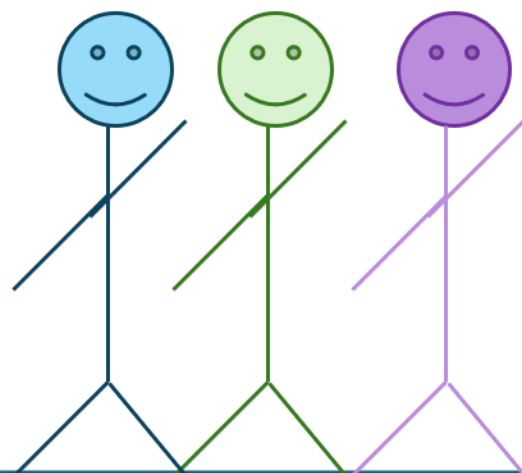
CY 2026-27 CSU Budget Allocation to CPP includes:

- ✓ Over-enrollment & Enrollment Growth Funding
- ✓ \$4.1M for 422 FTES resident enrollment growth
 - ✓ 6% BOT-approved tuition increase



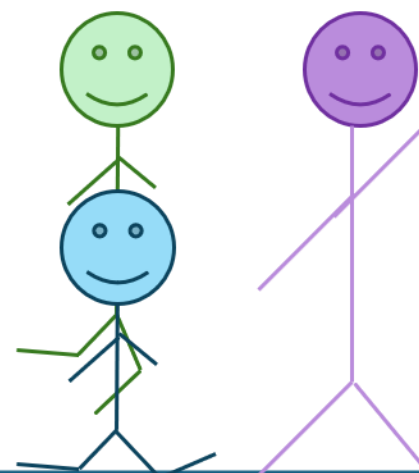
Two Ways to Measure Enrollment

Headcount



Headcount = 3

Full-Time Equivalent
Student (FTES)



FTES = 2

Undergraduate & Credential Students	1 FTES = 15 units
Master's and Doctoral Students	1 FTES = 12 units



CPP Received Additional Resident FTES Allocation for CY 2026–27

The CSU allocated additional resident FTES permanent funding to Cal Poly Pomona for CY 2026–27

- In November 2025, **285 resident FTES** were allocated for over-enrollment (backfill)
- In June 2026, an additional **422 resident FTES** were allocated for enrollment growth (year-over-year growth)
- Increases CPP's 2026–27 resident FTES target to 21,460

This reflects CPP's enrollment momentum and positions the university for additional state-funded enrollment growth aligned with CSU priorities.



CY 2026-27 Enrollment Plan





Enrollment	2026-27	Updated 2026-27
	422 FTES Growth plus 285 FTES backfill	
COLLEGE YEAR		
CSU Resident CY Funded FTES Target	21,460	21,460
CSU Resident CY FTES Expectation	23,815	23,815
ALL FTES (RESIDENT + NON-RESIDENT)		
Summer	787	776
Fall	25,058	24,706
Spring	23,183	23,099
(a) CY Total FTES	24,514	24,290
(b) CY Non-Resident FTES	483	476
(a) – (b) CY Resident FTES	24,032	23,815
Resident Over Funded FTES Target	12.0%	11.0%
Resident Over CSU FTES Expectation	0.9%	0.00%
NEW STUDENT ENROLLMENT TARGETS	2026-27	2026-27
New First-Time Freshmen	4,350	4,262
New Fall Transfers	2,676	2,484
New Spring Transfers	550	880
HEADCOUNT	2026-27	2026-27
Summer State-Side Headcount	2,522	2,495
Summer Total Headcount	5,044	4,990
Fall Total Headcount	28,201	27,781
Spring Total Headcount	26,419	26,338
College Year Headcount	28,571	28,307



How Enrollment Targets Changed

Fall 2026 and Spring 2027 target adjustments.



Targets changed in stages: the 422 FTES allocation was received in late June, just before the Spring 2027 application opened early in July. As a result, the initial spring target was not adjusted until after the fall shortfall.

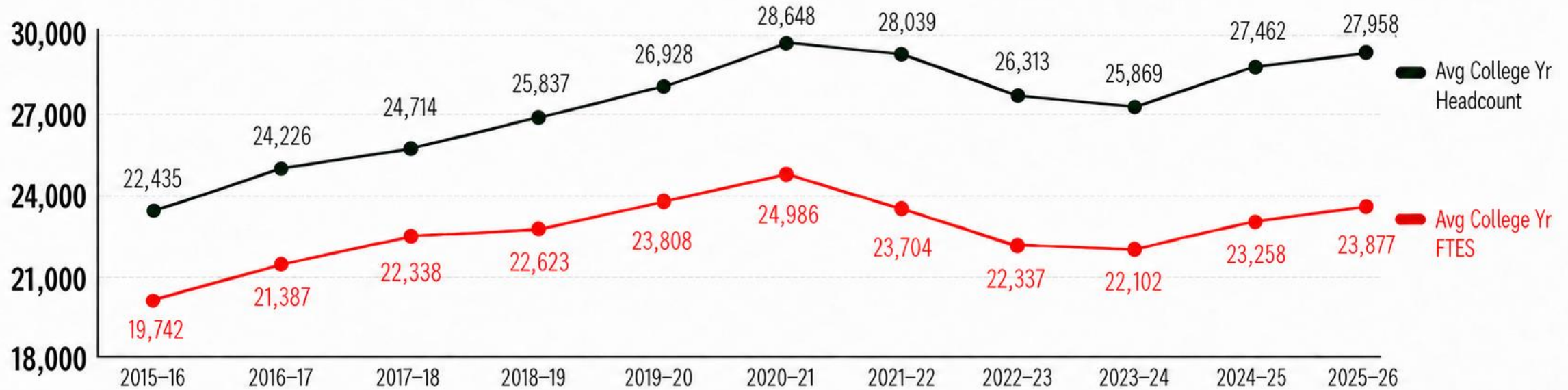


Enrollment Challenges



Cal Poly Pomona Enrollment Trends

College Year Average Headcount and FTES (2015-16 to 2025-26)



CY 2026-27 ENROLLMENT GOALS

28,307

College Year
Headcount Goal

24,290

Total FTES
Enrollment Goal

23,815

CY FTES Goal
(Resident FTES)

FALL 2026 NEW STUDENTS

4,262

First-Time
Freshmen

2,484

New
Transfers

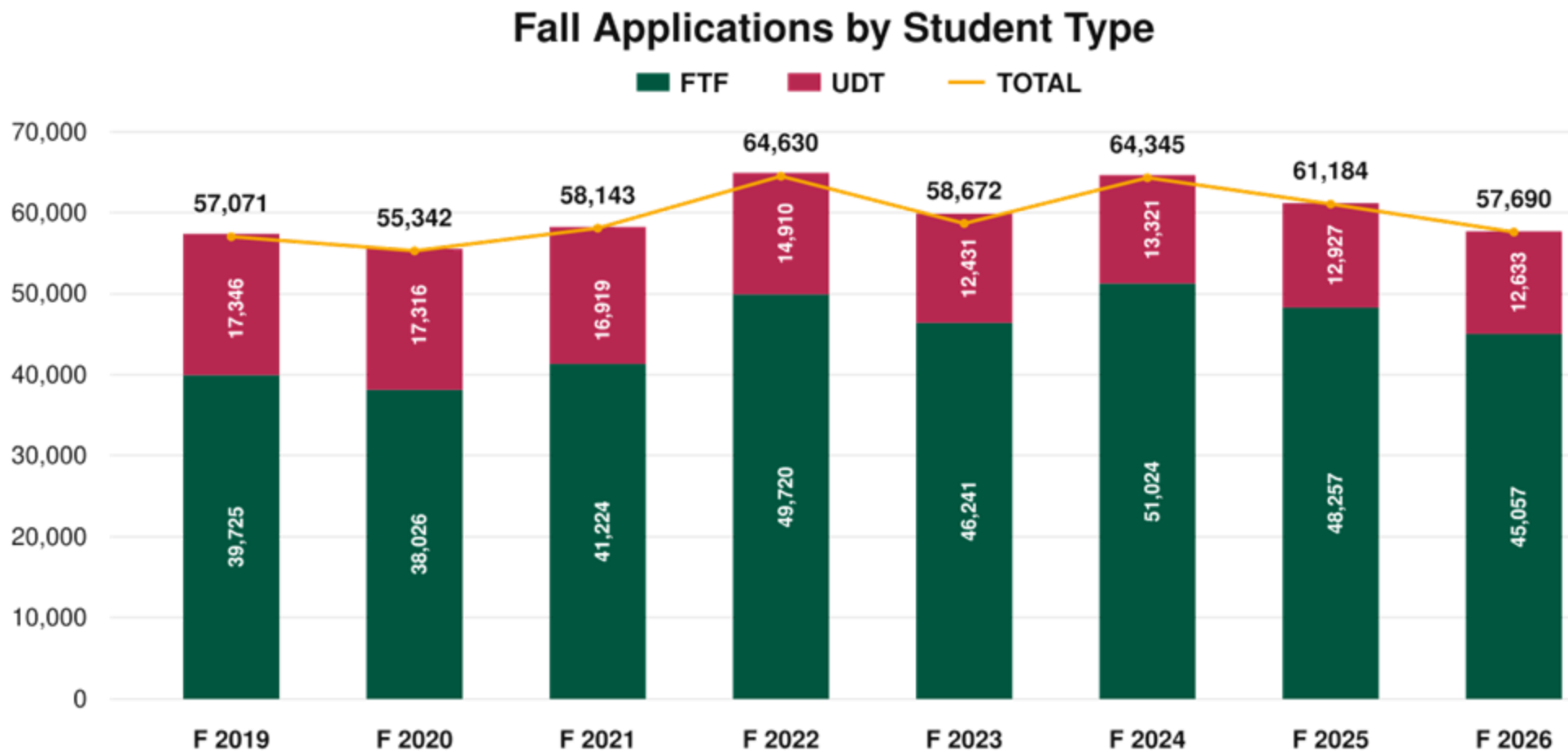
SPRING 2027 NEW STUDENT ENROLLMENT GOAL

880

New
Transfers



CPP Undergraduate Application Trends

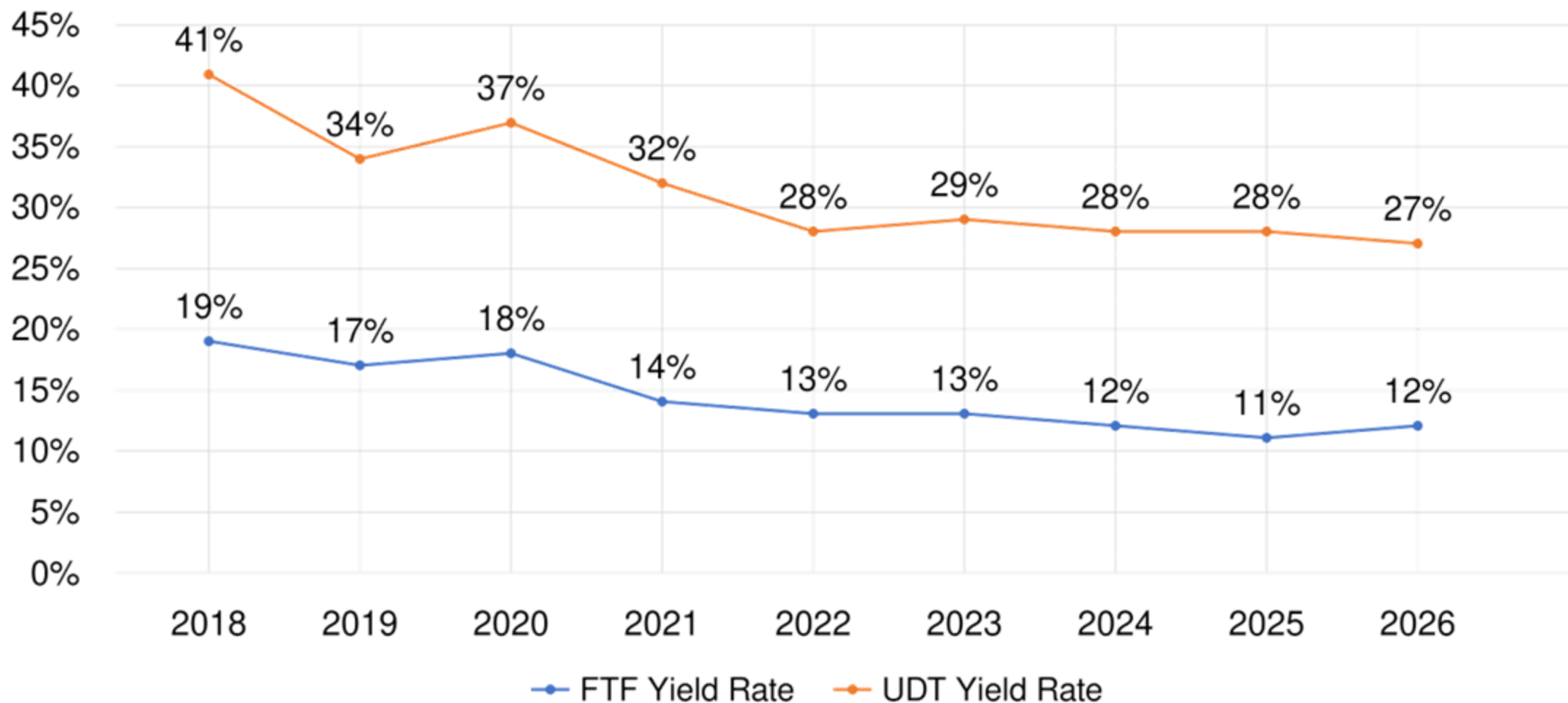


- CPP still receives more undergraduate admission applications than we can accommodate, with the most from First-Time Freshmen (FTF).
- With fewer Transfer student applications in recent years, we are challenged to enroll a record number of FTF students.
- Over 60% of the students apply to our top 10 majors.



CPP Declining Enrollment Yield Rates

Admit to Enroll Yield Rates 2018–2026





Explore CPP 2026

Saturday, October 24 | 9:00a.m. – 3:00p.m.

Explore CPP is Growing

Explore CPP

	Total Registered [Students]	Prospective Students [Attended]	Transfer Admits [Attended]	Estimated Guests	Total Attendance [Actual]	Yes, to CPP! at Event
2023	1,150	604	125	1,282	1,641	
2024	1,151	658	62	952	1,610	
2025	1,508	658	277	1,579	2,523	11.9%

In 2025, Explore CPP drew 2,523 attendees, including 277 admitted transfer students, and 11.9% said “Yes to CPP” at the event.

The 2026 six-hour, two-audience format is not directly comparable to prior years.



Event Updates

Explore CPP 2026

Saturday, October 24, 2026 | 9:00a.m.–3:00p.m.

Transfer Experience 10:00a.m.-1:00p.m.
Early Bird activities begin at 9:00a.m.

Freshmen Experience 12:00p.m.-3:00p.m.
Early Bird activities from 11:00a.m.

Resource Fair 11:00a.m.-3:00p.m.
Open to all guests

New for 2026 Dedicated programs for each audience, Presidential welcomes, **OTSA**, expanded financial aid support, **guided campus tours**, discounted PumpkinFest tickets, **and more**

Estimated Attendance 1,750 Total | 750 Students



How Colleges Strengthen Recruitment

Explore CPP

Staff the college showcase from 11:00a.m. to 3:00p.m. and welcome all our visitors.

Share Outreach Invitations

Submit visit requests through the Internal Outreach Request form so OREP can coordinate coverage and follow-up.

Join Signature Events

Seven campus partners joined OREP at the Latino College Expo.

Contribute Faculty Voices

Join us for counselor events, pathway conversations, and academic tours.



OREP Staffing

16 positions

13 state-funded | 2 grant-funded | 1 vacant

4 field recruiters

- 3 outreach counselors and 1 transfer counselor
 - Covering 100+ college fairs, statewide counselor conferences, school visits, open houses, and On-the-Spot Admission events

New Leadership

Matt Walsh joins as Director of Outreach and Recruitment on October 1

Student Support

Bronco Explorers support tours, events, and other areas of outreach



How OREP is Funded

Recurring
Salaries only

Requested Each Year to Operate

Recruitment operations, including travel, printed materials, memberships, and fairs (\$267,000)

Requested Each Year for Institutional Events

Signature events and core recruitment operations that recur annually as institutional commitments, yet each must be requested and negotiated as a new expense every year.

The Rising Cost of Events

	2024	2025	2026
Explore CPP Cost	\$53,056	\$60,147	\$102,621 (projected)
Cost per Attendee	\$33	\$24	To be determined

Cost Drivers for 2026

- Explore CPP funding request was \$70,000, which is against a projected 2026 cost of \$102,621
 - Two-audience format, adding \$29,550
 - Higher attendance
 - Rising campus service chargebacks, now about one-third of the event budget
 - Inflation

FY 2026-27 Funding Request

Investment	Estimated Annual Cost
BroncoBound	\$150,000-\$170,000
ExploreCPP	\$70,000
Additional events (CTE Day, OTSA, and transfer academies)	\$105,000
Materials, swag, and partnership resources	\$67,000
Meals for middle school visits	\$45,000-\$50,000
Counselor engagement	\$25,000

Capacity Needs Going Forward

- Recurring funding for signature events
- Staffing support
- Funding grant positions beyond the grant term
- Predictable operating support



Questions

