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# Creating a Strategic Enrollment Culture

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# Agenda

1. Institutional Culture and Strategic Enrollment
2. Lessons Learned: Rogers State University
3. Lessons Learned: Pitt Community College
4. Lessons Learned: CSU San Marcos
5. Questions and Discussion



**“The University of the future is going to be a ballerina, an institution that learns to dance” – E. Gordon Gee, 2020**

# Institutional Culture and Enrollment Strategy

## The Sweet Spot



... find the sweet spots, find the opportunities, and move very quickly into those” (Carlson & Friga, 2020).

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# 70%

“Of universities have a multi-year SEP – less than half consider them to be of good or excellent quality” – RNL (2016)

# Lessons Learned

## RNL SEP Consultant Perspective

- If the institution does not have time to schedule the first 60 minute for three months – they will not be able to prioritize time for the SEP project.
- The current situation may be hard to unpack and there could be unpleasant discoveries under the layers.
  - “What is” - took a long time to evolve and will not be undone overnight – understand SURVIVAL.
- The organized bias does not keep pace with a changing environment.
- Planning paralysis is REAL – prioritize SEP and make all institutional planning intuitive and aligned.
- VPEN, VPSS, Provost and CFO are critical to successful SEP
- Take time to include broad perspectives and ensure that leadership communicates goals and progress.

# Institutional Culture and Enrollment Strategy

## Lessons Learned – Rogers State University

- Strategic Enrollment Steering Committee
  - Include senior leadership: administration, faculty and staff
  - Adds credibility to the entire process
- SWOT Teams
  - More is better than less
  - Include people from all over campus
  - Recruit specific people you want to be involved
  - Accept all volunteers
  - Encourage robust dialog
  - Keep the team focused on their assignment

# Rogers State University

*A case study for enrollment change*



# Institutional Culture and Enrollment Strategy

## Lessons Learned – Rogers State University

- Strategic Initiative Teams
  - SWOT teams will evolve into Strategic Initiative Teams
  - Turn focus to the future
  - Consider all suggestions
  - Focus on return on investment (ROI)
    - Low or no cost initiatives tend to be low-hanging fruit – Just Do It
    - Initiatives requiring significant resources should be measured against expected return
    - Low ROI initiatives can be tabled for future implementation
  - Assign ownership of initiatives to the appropriate departments/people



# Institutional Culture and Enrollment Strategy

## Lessons Learned – Rogers State University

- Biggest take-aways at Rogers State University
  - Praise the people – criticize the processes
  - Provide the needed tools for success
  - Report success and give credit where credit is due
  - Break it down – How do you eat an elephant?
  - Don't be afraid to critique and reconsider ideas and results (even your own ideas)
  - Make the process fun
  - If you haven't already, read *Who Moved My Cheese* by Dr. Spencer Johnson

# Pitt Community College

## Creating a SEP After an External Environment Change





**“A successful SEP project changes the way that the campus thinks, talks and acts regarding enrollment.”**

***RNL***

# Thinking, Talking & Acting

- We were:
  - Speaking different languages
  - Working in silos
  
- We learned:
  - To build trust
  - Shift resources
  - Align multiple initiatives and strategies

# **California State University – San Marcos**

Understanding institutional  
readiness for SEP



# Institutional Culture and Enrollment Strategy

## Cultural Barriers for CSU San Marcos

- Discovery: Cultural shift required to even **BEGIN** the SEP Conversation
- Reflection:
  - Lack of the pre-conversation.
    - What is enrollment management?
    - Why do institutions engage in Strategic Enrollment Planning?
    - How can SEP help CSU San Marcos?

# Critical Steps for SEP Success

## Lessons Learned – CSU San Marcos

- Include faculty and integrate their input into the SEP process
  - Throughout process there was an assumption that faculty are either not interested or would not understand
    - ROI – too business like and threatening
    - Fear of faculty rebellion
- Clearly communicate the goals of SEP
- Avoid parallel planning processes

The background of the image features a monochromatic blue gradient. Overlaid on this gradient are several interlocking gears of varying sizes and depths of focus. The gears are rendered in a lighter shade of blue, creating a sense of depth and mechanical complexity. The central focus is the word "Questions?" in a bold, dark blue, sans-serif font.

**Questions?**



# Our Panelists



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