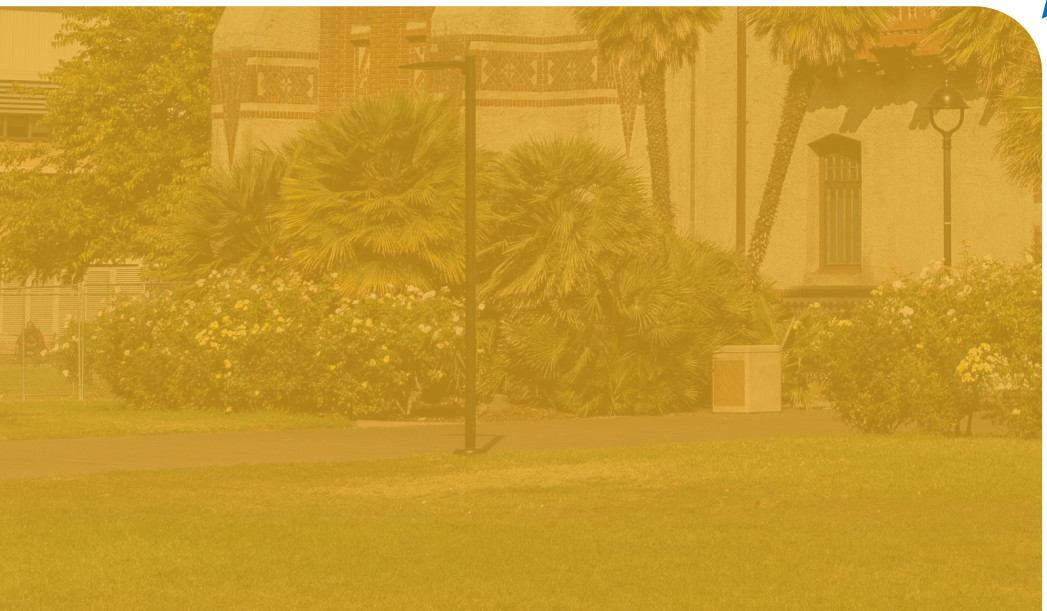


SJSU | ENROLLMENT MANAGEMENT

Annual Report 2026





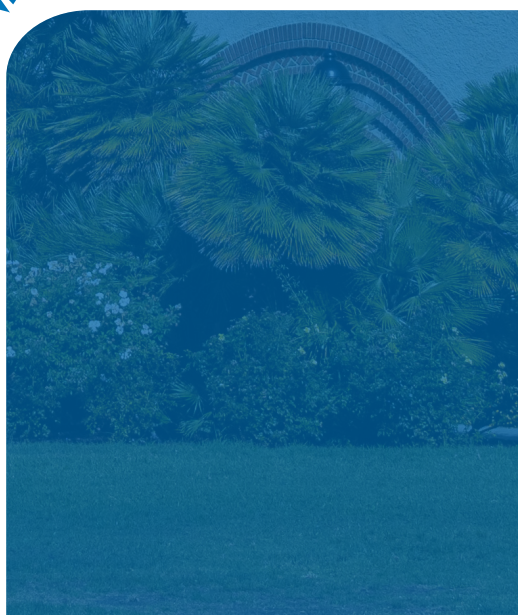




Photo taken July 2026

FORWARD TOGETHER

Enrollment Management plays an essential role in connecting students to San José State University and supporting them throughout their journey, from their first interest in SJSU through graduation. The work reflected in this report demonstrates the extraordinary commitment, expertise, and care our teams bring to that responsibility every day.

During 2025-26, Enrollment Management helped SJSU reach a historic high of 40,000 students across all enrollment verticals. At the same time, our teams expanded access, strengthened recruitment and enrollment pathways, implemented new technology, modernized critical systems, improved communications, delivered financial aid and scholarships to thousands of students, and created more seamless experiences across admissions, orientation, registration, academic records, and graduation.

Our Strategic Roadmap builds upon this foundation. We are working to establish a strong operational baseline, develop a unified and high-impact team, and create the systems, services, partnerships, and organizational capacity necessary to enroll and support 50,000 students. As we grow, we will remain grounded in what matters most: expanding opportunity, removing barriers, fostering belonging, and helping every student achieve their educational goals.

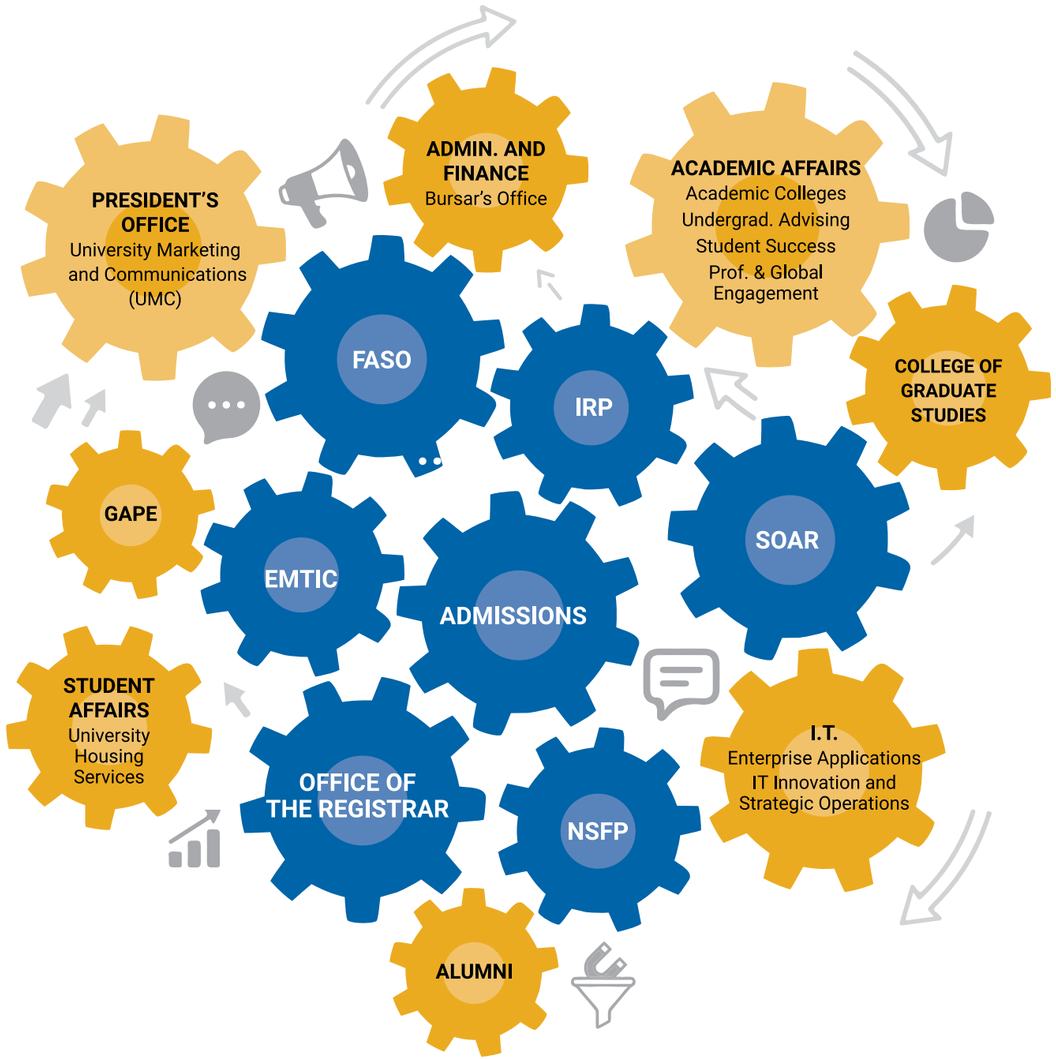
I am incredibly proud of what our Enrollment Management teams have accomplished and grateful for the campus partnerships that make this work possible. Together, we are building the future of enrollment at San José State University.

Andrew Wright

Senior Associate Vice President for Enrollment Management

OVERVIEW

Enrollment Management connects teams across the student journey, creating a seamless experience from recruitment through graduation. Through strong campus partnerships, we share expertise, data, and resources that advance student success and SJSU's broader mission.



UNDERGRADUATE ADMISSIONS (UGA)

Accomplishments

- **Title V Compliance:** Developed Business Process Guides (BPGs) for both First-Time First-Year (FTFY) and Transfer applicants, bringing SJSU into compliance with Title V.
- **Transfer Credit Workflow:** Developed a workflow in collaboration with the Office of the Registrar prioritizing transfer credit posting for admission-cleared students prior to orientation, thereby reducing processing bottlenecks.
- **Program Action/Action Reasons:** Created and canceled Program Action/Action Reasons to improve operational efficiency, streamline case management, and enhance overall admissions processing workflows.
- **Slate Applicant Communications:** Supported the design and automation of Slate communications based on program action reasons, enhancing applicant communication strategies.
- **Student-Athlete Eligibility:** Implemented an Eligibility Center process for official transcript collection for Prospective Student Athletes.
- **Residency Resource Consolidation:** Consolidated Residency webpages and OnBase queues between the Registrar's Office and Admissions to improve consistency and user experience.
- **Slate Forms & Workflows:** Designed the Application Withdrawal Form, Late Application Request, and Welcome Back SJSU Online processes in Slate.
- **Rescind Workflows:** Designed FTFY and Transfer Rescind workflows in Slate to enhance admissions decision management.
- **MFAS Implementation:** Supported MFAS implementation to facilitate CSU admissions review processes.
- **Document Automation:** Implemented Parchment document automation, reducing manual processing and streamlining transcript workflows.
- **SJSU Online Categorization:** Developed SJSU Online recruitment categories and student group assignments.
- **5 Points of Admission:** Successfully implemented the SJSU Online 5 Points of Admission.
- **Rural Nursing Program Launch:** Successfully implemented an inaugural online, summer-start Rural Nursing Program in partnership with De Anza College.
- **WUE Applicants Coding:** Developed coding processes for Western Undergraduate Exchange (WUE) applicants, including non-resident tuition coding.
- **Academic Terminology Update:** Led the transition from "Probation" to "Academic Notice" terminology.
- **PeopleSoft Welcome Back Functionality:** Utilized the Welcome Back functionality in PeopleSoft for SJSU Online applicants and Second Start students.
- **Second Start Program Launch:** Partnered with Undergraduate Education and the Office of the Registrar to successfully launch the Second Start Program.
- **Project Rebound Admissions:** Created an admissions review process for Project Rebound students, including specific coding to ensure MOU compliance.
- **International Student Services Alignment:** Successfully transitioned I-20 issuance responsibilities to ISSS, improving operational alignment and service delivery for international students.
- **IRP Communications Integration:** Integrated IRP communications into the Admissions Communication Plan.
- **Dual Enrollment & Early Start Transition:** Absorbed Dual Enrollment and Early Start programs from Undergraduate Education.
- **Cal State Apply Migration:** Transitioned the "Steps to College" application from Google Docs to Cal State Apply, reducing processing time and improving the end-user experience.

Admissions Accomplishment Data

ACCOMPLISHMENT	FALL '25	SPRING '26	ANNUAL
Applications Posted	60,728	6,721	67,449
Admits Evaluated	10,680	2,392	13,072
Appeals Processed	354	262	614
Residency Determined	4,155	590	4,745
Line-by-Line Completed			12,538
Documents Processed			77,801



ENROLLMENT MANAGEMENT TECHNICAL IMPLEMENTATION AND COMMUNICATION (EMTIC)

Accomplishments & Initiatives

- **Slate CRM Rollout:** Rolled out Slate CRM across Undergraduate Admissions, SOAR, and SJSU Online.
- **Cal State Apply Integration:** Automated the import of in-progress and completed applications; migrated communications previously housed in WebAdmit to Slate for enhanced visibility.
- **SAMI & Communication Plans:** Developed and implemented an integrated communication plan supporting recruitment, application, yield, and enrollment for incoming undergraduate students; worked with University Marketing and Communications (UMC) and IRP to implement an RFI form with international-specific content added in Year 2.
- **Event & Branding Support:** Supported event creation and maintenance for Enrollment Management operations and established unified design elements across the communication lifecycle.
- **PeopleSoft Integration & Data Extracts:** Managed vendor resources to support data extraction for Undergraduate, Graduate, Credential, and Extension programs.
- **WUE Implementation:** Created a public website and configured SJSU systems for the public-facing Western Undergraduate Exchange (WUE) / WICHE portal.
- **Advisor Request System (ARS):** Designed and developed a new Advisor Request System in PeopleSoft in close collaboration with the Office of the Registrar and Undergraduate Advising.
- **Annual First-Year Student Success (AFYSS):** Developed PeopleSoft and MyScheduler functionality to automate course identification and schedule pre-population for incoming first-time, first-year students (collaborating with Undergraduate Advising, Academic Scheduling, and the Provost's Office).
- **SAMI Operational Reporting Infrastructure:** Partnered with IT to build and enhance operational reports across Admissions and Financial Aid, including "Eligible, Not Enrolled", "Inadmissible Course Repeats", and "Provisional Admit List".
- **PeopleSoft Business Functionality Support:**
  - Automated posting of AP test score credit and created audit reports for Transfer Credit Evaluators.
  - Automated posting of ALEKS math placement scores.
  - Created recruitment categories with automated student assignment.
  - Automated student group assignments for foster youth and unhoused youth.
  - Automated cleanup and assignment of residency status values.
  - Implemented MFAS functionality in partnership with Undergraduate Admissions (UGA).
  - Executed a full cleanup of external organization data tables, implementing automated logic for creating international and non-California organization records.

EMTIC Accomplishments & Initiatives (continued)

- **Fraud Detection in Cal State Apply:** In partnership with IT, established processes to detect and resolve fraudulent applications in Cal State Apply and PeopleSoft, advancing an AI-driven solution.
- **Dual Enrollment & Document Automation:** In collaboration with UGA, implemented Cal State Apply functionality for the Dual Enrollment program and automated loading of DD-214 documents collected in Cal State Apply into OnBase.
- **NextGen Scholarship Platform:** Supported implementation of the NextGen scholarship platform in partnership with Financial Aid and Scholarship Office (FASO).
- **System Replacements (Chatbot & Telephony):** Led the replacement of Comm100 with the Gravyty Chatbot and transitioned from Cisco phone systems to Zoom Phones across EM and EMTIC.
- **Publications & Collateral Redesign:** Redesigned recruitment collateral and Financial Aid brochures, created Promise Program and Transfer Signing Days support materials, and custom Jibbitz charm promotional materials.



FINANCIAL AID AND SCHOLARSHIP OFFICE (FASO)

Technical Implementations & Improvements

- **FAFSA Simplification:** Implemented FAFSA simplification for the 2024–2025 and 2025–2026 academic years, integrating federal regulatory updates into internal procedures.
- **Scheduler Automation:** Increased job scheduler usage to 75% for nightly batch processing, expanding automated query execution.
- **Ellucian Platforms:** Implemented Ellucian Communication for centralized student notifications (Award and Document Request letters) and Ellucian Student Forms for verification workflows.
- **NextGen Scholarships:** Implemented NextGen to streamline campus scholarship selection and automatically update student award records.
- **Automated Summer Aid:** Automated summer packaging (including Summer Pell Grants) and eliminated manual paper application forms.
- **Middle Class Scholarship (MCS):** Established automated controls to prevent over-disbursement of MCS funds.
- **FVT/GE Reporting:** Completed federal Financial Value Transparency and Gainful Employment (FVT/GE) reporting per updated guidelines.
- **Meadow & Net Price Calculator:** Deployed Meadow's Net Price Calculator to provide prospective students with a modern, user-friendly cost estimation tool.
- **Chatbot & Efficiency Upgrades:** Integrated Gravyty chatbot with custom Q&A workflows, consolidated mass packaging plans for operational efficiency, and re-aligned user permissions for financial aid tables and Federal Tax Information (FTI).

Staffing & Operations

- Reallocated vacant positions within Financial Aid and EMTIC to hire a second IT Consultant (ITC).
- Hired a dedicated Special Session Coordinator.

FASO Accomplishments Data

ACCOMPLISHMENT	2024-2025 AY	2025-2026 AY
FAFSA ISIRs Processed	60,728	53,619
CADAA ISIRs Processed	770	886
Aid Disbursed	$347,503,351.03	$344,255,888.54
Scholarships Awarded	7,031	6,146



INTERNATIONAL RECRUITMENT AND PARTNERSHIPS (IRP)

Accomplishments & Initiatives

- **Strategic Recruitment Initiatives:** Led strategic international recruitment initiatives across primary, secondary, and emerging markets, aligning recruitment efforts with institutional enrollment priorities.
- **Geographic Diversity Expansion:** Expanded the geographic diversity of SJSU's international applicant pool, receiving applications from 107 countries for Fall 2026 and reducing reliance on limited source markets.
- **Targeted Outreach & Yield:** Executed targeted recruitment and yield strategies through in-country travel, virtual engagement, EducationUSA collaborations, high schools, universities, and international recruitment partners.
- **Adaptive Strategy Execution:** Adapted recruitment strategies in response to evolving visa policies, geopolitical developments, and changing enrollment trends to maintain strong prospective student engagement.
- **CSU Ranking Leadership:** Contributed to SJSU maintaining its #1 ranking among California State University campuses for international student enrollment.
- **Strategic Partnerships:** Added IDP Education as a strategic recruitment partner to expand institutional recruitment capacity in key international markets (contract pending final signatures, July 2026).
- **2+2 Partnership Development:** Built strong collaboration with SJSU's 2+2 partner institution in Taiwan, creating a framework scalable to other established markets such as South Korea and China.
- **CBSE Credit Transfer Launch:** Partnered with two CSU campuses, UGA, and the Central Board of Secondary Education (CBSE), India, to launch the CBSE credit transfer process for SJSU.
- **Southeast Asia Expansion:** Expanded visibility in Vietnam and Malaysia, laying the groundwork to establish an in-country Southeast Asia recruitment coordinator.
- **Slate CRM Contact Migration:** Migrated International Recruitment & Partnerships agency contacts into Slate CRM in collaboration with the DDS team for end-to-end applicant tracking.
- **Institutional & Community Engagement:** Partnered with College of San Mateo (recognized as its #1 transfer destination), international student associations (Indian and Chinese Student Associations), and hosted yield events and alumni gatherings in Taiwan and China.

IRP Accomplishments & Initiatives (continued)

- Collaborated with international student organizations, including the Indian and Chinese Student Associations, to develop and present joint webinars and information sessions, connecting admitted students with current students to strengthen engagement and support enrollment yield.
- Planned and supported international yield events, admitted student programs, and alumni gatherings in Taiwan and China in collaboration with IRP staff, alumni, and the Dean, strengthening student conversion and alumni engagement.
- Collaborated with Enrollment Management, Admissions, academic colleges, faculty, and university leadership to align international recruitment strategies with institutional priorities.
- Served as a subject matter expert on F-1 regulations, recruitment trends, and global mobility, providing guidance to campus partners, prospective students, and families.

IRP Distribution Data - F26

FRESHMEN	SOPHOMORE	JUNIOR	SENIOR	GRADUATE
944	65	561	56	1,690

Primary Recruiting & Partnership Regions

- **South Asia**
  - India
  - Bangladesh
  - Nepal
  - Sri Lanka
- **East Asia**
  - China
  - South Korea
  - Japan
  - Taiwan
- **Southeast Asia**
  - Vietnam
  - Indonesia
  - Malaysia
  - Thailand
  - Philippines
- **Latin America**
  - Brazil
  - Mexico
  - Colombia
- **Europe & Middle East**
  - Turkey
  - Germany
  - France
  - United Kingdom
  - Saudi Arabia
  - UAE

NEW STUDENT AND FAMILY PROGRAMS (NSFP)

Accomplishments & Initiatives

- **Orientation Participation Increase:** Increased orientation participation by approximately 14% in Summer 2025, serving nearly 8,200 first-time freshmen and transfer students on campus and over 9,600 new students annually.
- **UNVS 199 Curriculum Enhancement:** Expanded the UNVS 199 Orientation Leadership Studies curriculum to emphasize campus resources, peer-to-peer learning, and Microaggressions and Implicit Bias training.
- **Leadership Team Restructuring:** Restructured the student leadership team into year-round, project-based committees, expanding leadership and project management development.
- **Summer Melt Reduction:** Reduced Summer 2026 summer melt to approximately 9.1% through strategic Slate CRM communications, targeted outreach, and timely enrollment reminders.
- **Operational & Budget Efficiencies:** Decreased student assistant expenditures, cut promotional item and printing costs via digital resources, and achieved meal operation cost savings through competitive bidding and Dining Commons partnerships.
- **Financial Oversight & Compliance:** Enhanced tracking, reconciliation, and collection of veteran orientation fees to strengthen financial oversight and accountability.
- **Scaled Staffing & Programming:** Effectively scaled staffing, logistics, and programming to support record participation while providing a high-quality transition experience for new Spartans.

NSFP Highlights

SUMMER ORIENTATION
Successfully hosted multiple overnight Sparta Camp sessions for frosh and specialized single-day programs (SET) for transfer students through June and July 2026.

DIGITAL PRE-ORIENTATION
Spartan Link module to streamline fundamental academic advising and campus resource familiarity prior to arrival.

STUDENT LEADERSHIP
Trained and placed the 2026 Orientation & Transition Team (OATies) and Leadership Team to guide incoming students through their initial campus transition.



OFFICE OF THE REGISTRAR (OTR)

Scope Alignment & Personnel

- **Functional Realignment:** Absorbed Articulation, Transfer Credit Evaluation, Transfer Credit Rule-Writing, Academic Advisement Systems Analysis, and Degree Progress & Graduation Evaluation teams from Undergraduate Education, enhancing operational synergy.
- **MyProgress Curricular Exceptions:** Assumed oversight for all undergraduate MyProgress curricular exceptions processing, significantly reducing processing turnarounds and ensuring accurate degree progress tracking.

Major Projects & Initiatives

- **Advisor Request System (ARS):** Designed and launched a custom Advisor Request System in PeopleSoft, providing enhanced data analytics, reduced processing time, and superior functionality.
- **Batch Graduation Evaluation:** Implemented batch evaluation and degree awarding, reducing the time to post 80% of degrees from 1.5 months to 1 week, and adjudicating 98% of applications in under a month.
- **Proactive Progress Messaging:** Converted manual emails into automated nightly “On-Track/Off-Track” status notifications directly visible on students’ MyProgress reports.
- **Audit & Reporting Fixes:** Achieved a clean financial aid enrollment audit by redesigning NSC/NSLDS reporting data and submission cadences, reducing submission errors from ~5,000 to under 100.
- **Special Enrollment Expansion:** Re-opened SJSU to incoming special enrollment programs (Cross Enrollment, CSU Concurrent/Visitor) to increase non-matriculated enrollment and maximize course capacity.
- **Campus Updates:** Began hosting campus-wide Office of the Registrar semesterly updates, keeping the university community apprised of operational changes, system upgrades, and new initiatives.
- **Position Redesign & Retention:** Redesigned positions and reduced headcount to increase compensation and employee retention, creating overall cost savings for the University in benefit packages.
- **Certificate Progress Tracking:** Enabled students to declare their intent to pursue certificates and monitor their progress directly within MyProgress.
- **Automated Notifications:** Implemented timely automated communications for Degree Notifications, Academic Standing Notifications, Grade Changes through Self-Service, and SSN/Name NSC mismatches.
- **Second Start Program Collaboration:** Partnered with Undergraduate Admissions (UGA) and Undergraduate Advising (UAS) to successfully implement and launch the Second Start program.

Risk Mitigation & Compliance

- **FERPA Compliance & Policy:** Brought university-wide FERPA non-compliance to the Cabinet’s attention, researched CSU best practices, authored Presidential Directive 2025-01, and wrote and guided Academic Senate Policy F26-1 through the ISA committee and Senate.
- **Secure Correspondence:** Implemented 3C processes for official university OTR correspondence using official SJSU email addresses, replacing manual transmission to personal email accounts.
- **Grade Audit Proactivity:** Designed an auditing methodology for F/NC versus WU grades to proactively identify and mitigate potential compliance and academic risks.
- **Fraud Prevention & IT Security:** Identified emerging fraudulent record issues in Open University and engaged IT and the Chancellor’s Office to establish preventive security measures.

Student-Centered Practices

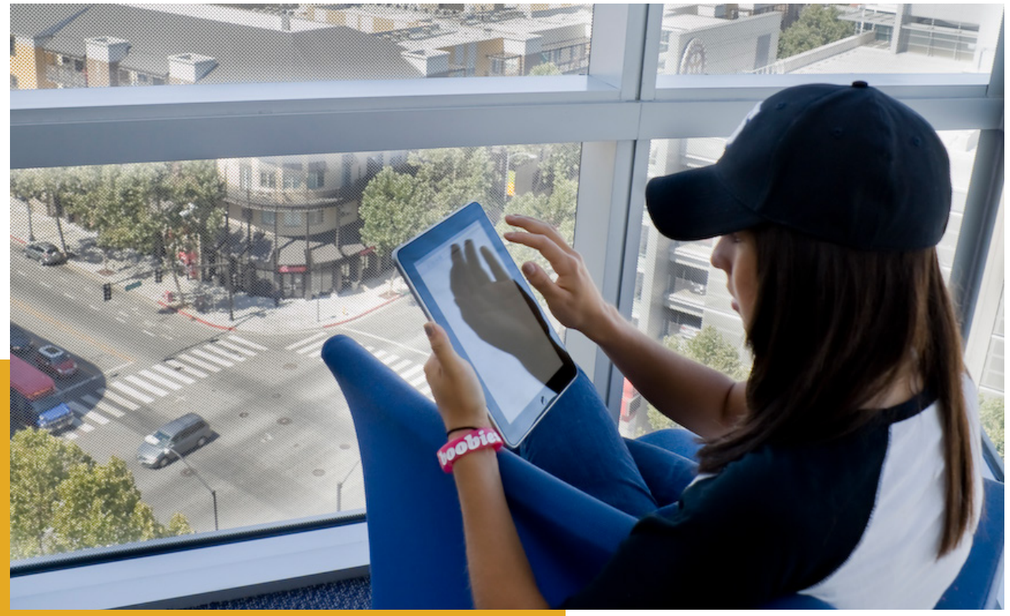
- **Retroactive Academic Standing:** Updated grade change and retroactive withdrawal evaluations to correct subsequent academic standing and honors recognition regardless of census date timing.
- **OTR Standards of Care:** Launched OTR Standards of Care to emphasize student-friendly interactions, including mandatory first-name email signatures and requiring first/last name lookups prior to requesting ID numbers.
- **Enhanced Services & Accessibility:** Added Live Chat hours to match Admissions, removed registration blackout days to ensure continuous semesterly enrollment, and eliminated official transcript blackout dates while adding “Hold for Grades” and “Hold for Degree” functionality.



SJSU ONLINE

Accomplishments

- **Program Portfolio Expansion:** Expanded degree offerings from 5 to 11 programs (adding Public Health, Public Relations, Communications, Healthcare Leadership, Business Administration, STS, and Psychology).
- **Enrollment & Application Goals:** Exceeded institutional application goals for every term start, hosting upwards of 50 annual recruitment events, open houses, and Cal State Apply webinars.
- **Staffing & Leadership Growth:** Onboarded 3 new Enrollment Counselors, hired an Assistant Director of Recruitment, and promoted two counselors to Enrollment Specialists.
- **Process Automation & CRM Tools:** Transitioned from manual Google Sheets to automated Slate workflows and portals, optimizing lead tracking and integration across Cal State Apply, SAMI, and PeopleSoft.
- **Cross-Departmental Collaboration:** Partnered with Career Center, AEC, Writing Center, Academic Programs, Admissions, and Marketing to integrate support services across the student lifecycle.
- **Third-Party Platform Integration:** Integrated Slate CRM portals, initiated Collegevine AI bot training for Spring 2027, and utilized Zoom call tracking/reporting to optimize outreach timelines.



STUDENT OUTREACH AND RECRUITMENT (SOAR)

Accomplishments

- **Event Optimization & Yield Focus:** Reallocated resources from low-yield travel to high-impact events including Funner Admitted Student Day, extended planning periods, and the SJSU Counselor Conference.
- **Regional District Partnerships:** Strengthened local school district outreach, establishing direct partner visits with Morgan Hill USD and Gilroy USD.
- **Staffing & Operations Realignment:** Appointed an Assistant Director of SOAR, replaced key Spartan East Side Promise, Welcome Center, and Early Assessment roles, and deployed Zoom Phones across all counselors and the Welcome Center.
- **Enhanced Campus Tours:** Redesigned campus tours to feature customized routes for Middle School, time-restricted visits, and VIP guests.



THE FUTURE

In 2025-26, San José State University reached a historic high of 40,000 students across all enrollment verticals. This milestone demonstrates the strength of SJSU's academic programs, the growing demand for a San José State education, and the collective work of our university community.

Our next goal is ambitious and clear: enroll and support 50,000 students across the university's full portfolio of enrollment opportunities. Achieving this goal will require more than growth alone. It will require coordinated enrollment strategy, expanded pathways, modern systems, integrated student services, strong campus partnerships, and the capacity to support students from initial interest through graduation.

SJSU Enrollment Management will support the university's path to 50,000 students through innovation, access, partnership, and an unwavering commitment to student success

- **INNOVATE AND SCALE WITH PURPOSE**
  Modernize technology, processes, data, and communications to create capacity and deliver a seamless enrollment experience.
- **EXPAND ACCESS AND OPPORTUNITY**
  Build new pathways, strengthen recruitment across all enrollment verticals, and remove barriers for the diverse students and communities SJSU serves.
- **BUILD THE FUTURE OF SJSU**
  Student centered: Design every process, from recruitment through graduation and beyond, around student success, belonging, and persistence.



SJSU Enrollment Management will redefine access, innovation, and student success.

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