

May 24, 2022

Ms. Girlie Hale  
President  
Teachers College of San Joaquin  
PO Box 213030  
Stockton, CA 95213-9030

Dear President Hale:

In its letter of May 29, 2020, the WSCUC Interim Report Committee requested that Teachers College of San Joaquin (TCSJ) prepare a progress report due March 1, 2022, describing the status of its strategic enrollment management plan. TCSJ was asked to submit enrollment projections for the next three-five years, strategies to attract and retain students, particularly underrepresented students, a description of the staffing, facilities, and financial support necessary to promote student success, and key performance indicators.

This letter confirms that Teachers College of San Joaquin has satisfactorily addressed the requirements of the Interim Report Committee. The progress report was clear, well-organized, comprehensive, and analytical, and showed the improvements that have been made at TCSJ since its last interaction with WSCUC.

**Enrollment projections.** TCSJ described the new CRM and SIS software to track, run reports, and establish trends in enrollment. From a total enrollment in 2021-22 of about 1300 students, TCSJ is projecting to grow 3%-5% by 2024-25. The college provided a detailed analysis of data and assumptions that led to the projections and estimates of increased revenue as a result of enrollment growth.

**Strategies to attract and retain students.** Various strategies are being used to recruit and enroll students, including enhanced marketing efforts, social media materials, student ambassador programs, open houses, on campus events, and connections with local organizations and community colleges.

**Resources to promote student success.** In terms of staffing, TCSJ has added three new positions in the last two years and has identified future staffing needs. The newly remodeled building has provided increased office space, classrooms, and meeting areas. Student financial support has been increased through philanthropy and state grant programs for teachers.

**Key Performance Indicators.** Four KPIs guide TCSJ's work: student headcount, size of program portfolio, success of recruitment and marketing, and net revenue per program. Goals, strategies, and metrics and outcomes have been developed for each KPI and were described in detail in the progress report.

**Reaffirmation of accreditation.** The next scheduled interactions with WSCUC are:

Offsite Review  
Accreditation Visit

Fall 2024  
Spring 2025

TCSJ's institutional report for reaffirmation of accreditation should describe progress in addressing the five recommendations from the June 30, 2017, Commission letter:

1. Strategic enrollment management (CFRs 3.4, 4.6)
2. Staffing resources (CFR 3.1)
3. Engagement of faculty in decision-making, program review, and shared governance (CFR 3.10)
4. Academic program review, with special attention to incorporating external review into the process (CFR 2.7)
5. Additional revenue streams (CFR 3.4)

Please contact me if you have any questions.

Sincerely,



Barbara Gross Davis, Ph.D.  
Vice President

Cc: Katherine Burns, ALO