I. Mission and Values Statements

Enrollment Management Services’ (EMS) mission is to:

Coordinate the recruitment, enrollment, retention, and graduation of a diverse, high-quality student population, necessary for the University to meet its goals. EMS enables the University to make decisions and facilitates accountability through the provision of records and data management services.

EMS values are centered on outstanding service to students and the campus community. We are accountable for what we do and responsive to change. We are educational leaders for innovative enrollment management which is inclusive and respects and honors diversity of experience and thought.

EMS Values:

Service to Students and the Campus Community
• Excellence in both quality and spirit of service
• Student-centered policies and practices that foster achievement and progress to degree

Diversity and Equity
• Standards and practices which are equitable for all
• Intentional outreach

Communication and Collaboration
• Collaboration with internal and external partners
• Facilitation of communication with students

Integrity and Accountability
• Integrity and the principles of truth and honesty. We will be equitable, ethical, and professional.
• Efficient and effective use of resources. We accept the responsibility of the public’s trust and are accountable for our actions.
• Accountability through the practice of evidence-driven decision-making.

Innovation
• Responsive, creative, and adaptable thinking
• Leveraging technology to improve services

Staff Development
• Professional growth and achievement
• Recognition and celebration of outstanding performance
II. Accomplishments

- Met the 2013-14 Annualized Resident full-time equivalent students (FTES) target of 14,363
  - Final Annualized Resident FTES was 14,423; 60 FTES or .42% over target.
- Coordinated cross-campus enrollment planning to meet the 2014-15 Annualized Resident FTES target of 14,563
  - Included collaboration with Institutional Research (IR) to create multiple scenarios for consideration by Cabinet, Council of Academic Deans (CAD), and the Enrollment Management Advisory Committee (EMAC).
  - Considered the new student mix in consultation with the VP for Student Affairs, EMS leadership, Graduate Studies, Office of International Education, and EMAC.
  - Growth of 200 resident FTES and a new student mix of 90% undergraduate and 10% graduate was finalized in February 2014.
  - Chico State is on track to achieve our fall 2014 Resident FTES goal, to open for new students for spring 2015, and cumulatively to meet our 2014-15 target.
- Managed the reorganization of EMS from Academic Affairs to Student Affairs
  - Represented EMS offices in reorganization discussions, advocating for key office alignment to support student success
  - Managed staff and budget impacts
  - Communicated impacts and details to EMS staff
  - Assimilated into Student Affairs leadership teams
  - Initiated intentional, ongoing collaboration with Academic Affairs
  - Collaborated with Application Development and Technical Services to realign and reorganize within Information Resources
  - Collaborated with Educational Talent Search to realign and reorganize within Educational Opportunity Program
  - Collaborated with Chico Student Success Center to realign and reorganize within Undergraduate Education
- Began implementation of the Strategic Enrollment Management (SEM) Plan
  - In addition to meeting and planning for annual enrollment targets, established an EMAC subcommittee to review the SEM Plan’s six dimensions, relative to the current operating environment, and began to identify implementation plans
  - Served on the Integrated Marketing work group
- Responded to the Chancellor’s Office (CO) request for new and expanded enrollment reports, including for student success programs funded by the CO
  - Created and led working group to identify programming needs for new reports, monitored programming progress, and report due dates
  - Represented the University at the CO reporting summit in May 2014
- Contributed to AIM for 4, Take 2, and Graduation Initiative Team (GIT) student success and retention programs and ad hoc teams, with critical focus on underrepresented minority (URM) student retention and graduation progress
  - First-time freshmen block scheduling pilot for fall 2014
    - course scheduling policy and planning efficiencies
    - advocated for additional general education course sections to reduce course scheduling bottlenecks to impact time-to-degree
- Developed the EMS staff community via semestrially all-staff trainings
  - Attended office all-staff meetings once a semester
  - Created and published the bi-annual EMS e-newsletter
- Supported Academic Advising Programs, Office of Admissions, and the Office of the Registrar in achieving their top three accomplishments.
**Academic Advising Programs**

1. Expanded URM academic advising programs (details noted in diversity plan accomplishments).
2. Developed training and support programs for faculty advisors:
   - Monthly advisors bulletins
   - Training documents for Pathway Coordinators
   - Faculty advising directory
   - New faculty trainings
   - Presentations at the Center for Excellence in Learning and Teaching (CELT)
   - Chair Task Group on academic advising
   - Redesign of the faculty and staff advising website.
3. Supported the GIT and AIM for 4/Take 2 academic advising initiatives
   - Analyzed Degree Progress Report (DPR) data to assess general education progress for continuing students and course needs for new students
   - Created an advising program to support Associate Degree for Transfer students
   - Monitored and managed Super Senior processes
   - Imbedded AIM for 4 and Take 2 messaging in orientation programs to encourage timely graduation and promote university academic expectations.

**Office of Admissions**

1. New student contributions to achieve the 2013-14 resident target and fall 2014 outreach, recruitment, and application processing to support progress toward the 2014-15 resident target.
2. Increased diversity of fall 2014 applicant, admit, and intent to enroll student cohorts to all-time highs.

**Office of the Registrar**

1. Auto-graduated thousands of students for fall 2013 and spring 2014 using PeopleSoft Degree Audit, speeding diploma receipt, and reducing manual processing.
2. Implemented online final exam scheduling in PeopleSoft, improving communication with students and faculty.
3. Implemented Student Exchange and Visitor Information System (SEVIS) batch processing in PeopleSoft, improving communication with prospective international students and more streamlined reporting to US Immigration and Customs Enforcement (ICE).

- Supported EMS major software implementation projects
  - Smart Planner
  - Ad Astra Platinum Analytics
  - CMS development for CourseMatch
  - Hobsons Agile Advisor/Grad

- Diversity plan accomplishments
  - Reinvigorated diversity student recruitment for the fall 2014 new student class, with special focus on URM and North State students, resulting in 56.4% of intent to enroll submissions coming from students of color.
  - Expanded academic advising services to underrepresented students
    - Paraprofessional training for Raising Educational Achievement in Collaborative Hubs (REACH) staff and workshops for REACH students
    - Academic advising imbedded in EOP Summer Bridge
    - Spanish-speaking parent orientation sessions and on-the-road orientation sessions for Coachella Valley and Inglewood partnership students
Mandatory advising for PATH scholars
General education and advising presentations for MEP students
Received Student Learning Fee funding for a 2014-15 underrepresented pilot
advising program
Sponsored Safe Zone training for all EMS staff and student employees
Supported staff participation in the diversity certificate program

III. Changes in Policies and Procedures

- EMS Reorganization:
  - Reporting line changed from Academic Affairs to Student Affairs
  - Educational Talent Search (ETS) was realigned with Educational Opportunity Program (EOP)
    within the Division of Student Affairs
  - Application Development and Technical Support (ADTS) was realigned with Information
    Resources within the Division of Academic Affairs
  - Chico Student Success Center (CSSC) was realigned with Undergraduate Education within the
    Division of Academic Affairs
- Finalized campus approval of the Strategic Enrollment Management (SEM) Plan.
- Implemented CO expanded reporting requirements to enhance retention and graduation rate progress and
to monitor funded high-impact student success programs—REACH, expanded EOP Summer Bridge, and
U-Course.

IV. 2013-2014 Resources Summary

**BUDGET RESOURCES**

<table>
<thead>
<tr>
<th>Base allocations</th>
<th>$3,669,919</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carryover Funds Returned</td>
<td>178,058</td>
</tr>
<tr>
<td>CERF</td>
<td>111,403</td>
</tr>
<tr>
<td>Revenues</td>
<td>155,000</td>
</tr>
<tr>
<td>Work Study</td>
<td>109,000</td>
</tr>
<tr>
<td>One Time Allocations:</td>
<td></td>
</tr>
<tr>
<td>AdAstra Platinum Analytics</td>
<td>138,000</td>
</tr>
<tr>
<td>PIQE*</td>
<td>25,000</td>
</tr>
<tr>
<td>Scholarships**</td>
<td>70,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$4,456,380</td>
</tr>
</tbody>
</table>

During 2013-2014, almost ninety percent of all resources were reallocated to EMS departments to cover staffing and
services provided to students, faculty, staff, administrators, the CO, as well as the public. Essential administrative costs
included:

**FOCUS**

<table>
<thead>
<tr>
<th>AdAstra Platinum Analytics</th>
<th>138,000</th>
<th>Student success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diplomas</td>
<td>25,691</td>
<td>Student success</td>
</tr>
<tr>
<td>PIQE*</td>
<td>25,000</td>
<td>Student success</td>
</tr>
<tr>
<td>Scholarships**</td>
<td>70,000</td>
<td>Student success</td>
</tr>
<tr>
<td>Strategic Enrollment/Diversity</td>
<td>43,900</td>
<td>Student success</td>
</tr>
</tbody>
</table>

* The Parent Institute for Quality Education (PIQE) was funded by the CO (pass through funding).
** Academic/Performance Scholarships ($60,000) was funded by Advancement scholarship funding. An additional
  $10,000 was provided by Academic Affairs for Educational Talent Search scholarships.
PERSONNEL RESOURCES

Refer to the EMS organizational chart at http://www.csuchico.edu/em/documents/EMSOrgChart.pdf for full details on staffing.

<table>
<thead>
<tr>
<th>Summary of Staffing Changes During 2013-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Advising Programs</td>
</tr>
<tr>
<td>Classification Review</td>
</tr>
<tr>
<td>One reclassification approved</td>
</tr>
<tr>
<td>Academic Advising Programs</td>
</tr>
<tr>
<td>Permanent Status</td>
</tr>
<tr>
<td>One status change approved</td>
</tr>
<tr>
<td>Academic Advising Programs</td>
</tr>
<tr>
<td>Recruitment</td>
</tr>
<tr>
<td>One MPP hired</td>
</tr>
<tr>
<td>Academic Advising Programs</td>
</tr>
<tr>
<td>Recruitment</td>
</tr>
<tr>
<td>One staff hired</td>
</tr>
<tr>
<td>Academic Advising Programs</td>
</tr>
<tr>
<td>Recruitment</td>
</tr>
<tr>
<td>One Retired Annuitant hired</td>
</tr>
<tr>
<td>Office of Admissions</td>
</tr>
<tr>
<td>In Range Progressions</td>
</tr>
<tr>
<td>Five staff IRPs approved</td>
</tr>
<tr>
<td>Office of Admissions</td>
</tr>
<tr>
<td>Recruitments</td>
</tr>
<tr>
<td>Two staff hired</td>
</tr>
<tr>
<td>Office of Admissions</td>
</tr>
<tr>
<td>Recruitment</td>
</tr>
<tr>
<td>One temp staff hired</td>
</tr>
<tr>
<td>Office of Admissions</td>
</tr>
<tr>
<td>Recruitment</td>
</tr>
<tr>
<td>MPP search in progress</td>
</tr>
<tr>
<td>Office of the Registrar</td>
</tr>
<tr>
<td>Recruitment</td>
</tr>
<tr>
<td>One MPP hired</td>
</tr>
<tr>
<td>Office of the Registrar</td>
</tr>
<tr>
<td>Recruitments</td>
</tr>
<tr>
<td>Two staff hired</td>
</tr>
<tr>
<td>Office of the Registrar</td>
</tr>
<tr>
<td>Recruitment</td>
</tr>
<tr>
<td>One Retired Annuitant hired</td>
</tr>
<tr>
<td>Office of the Registrar</td>
</tr>
<tr>
<td>Recruitment</td>
</tr>
<tr>
<td>One temp staff hired</td>
</tr>
<tr>
<td>Office of the Registrar</td>
</tr>
<tr>
<td>Recruitment</td>
</tr>
<tr>
<td>Four staff hires in progress</td>
</tr>
<tr>
<td>Office of Veteran's Affairs</td>
</tr>
<tr>
<td>Classification Review</td>
</tr>
<tr>
<td>One reclassification approved</td>
</tr>
<tr>
<td>Summer Orientation</td>
</tr>
<tr>
<td>Recruitment</td>
</tr>
<tr>
<td>One staff hired</td>
</tr>
</tbody>
</table>

FACILITY/EQUIPMENT/SOFTWARE RESOURCES

New Software Licenses
- AdAstra Platinum Analytics
- Hobsons Agile Advisor/Grad

Ongoing Annual Software Licenses
- Hobsons Agile Grad and Advisor
- CASHNet Marketing License
- ImageNow
- XAP Corporation
V. Program Evaluation for Past Year

- Met the 2013-14 Annualized Resident FTES target of 14,363: Final Annualized Resident FTES was 14,423, 60 FTES or .42% over target.

<table>
<thead>
<tr>
<th>2013-14 Annualized FTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Year Semester</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>2013-2014 Summer</td>
</tr>
<tr>
<td>2013-2014 Fall</td>
</tr>
<tr>
<td>2013-2014 Spring</td>
</tr>
<tr>
<td>2013-2014 Annualized</td>
</tr>
<tr>
<td>2013-2014 Targets</td>
</tr>
<tr>
<td>Percent of Target</td>
</tr>
</tbody>
</table>

VI. Ongoing Assessment Efforts

- Applications / Admits / Enrolled Data Reports: http://cypress.csuchico.edu/dw/services/viewReport.aspx?report=Institutional%20Research/College%20and%20Department%20Reports/Apps_Admits_Enrolled
- Enrollment Reports: http://ir.csuchico.edu/ERSDB_Reports/Enrollments/Default.aspx
  - Undergraduate Student Demographics
  - Five Year Enrollment Summary
  - Course Enrollments and FTES
  - Census FTES and Headcount by Academic Year
- Persistence and Graduation: http://ir.csuchico.edu/ERSDB_Reports/PersistenceAndGraduation/Default.aspx

- Monitor progress toward 2014-15 enrollment goals
  - Daily headcount and FTES reports
  - Periodic assessment of new student enrollment by ethnicity, academic majors, geographic representation, general education course needs, and enrollment mix
  - Headcount and FTES projections based on historical analysis and new student application, admit, and enrolled yields; and retention and graduation rates.
- Develop 2015-16 enrollment planning scenarios for resident FTES target
  - Assess California (CA) high school graduation rates and demographic trends
  - Analyze transfer student trends and feeder community college enrollments
  - Consider admissions no-show, Preview Day, and Choose Chico survey results, along with the Student-View marketing analysis, to inform recruitment strategy
  - Evaluate continuation and graduation rates
  - Align with university’s strategic priorities
- Research and analyze enrollment management assessment best practices and develop new reports and benchmarks.
- Support CO reporting requirements, including development of new reports to track student success projects and expanded retention and graduation rate monitoring.
• Support specialized reporting for the GIT and progress toward reducing gaps for URM students.
• Support EMS offices’ assessment efforts.

VII. Analysis: What actions need to occur to move the program to the “next level”?

• Expand data analysis resources to support ad hoc assessment of operational data
  o creation of various enrollment projects and reports, for example enrollment predictive modeling
  o develop additional enrollment reports
  o Respond to CO ongoing and ad hoc data requests
• Increase admissions operating expenses to cover current expenses (significant one-time funding needed annually), extend market reach, expand outreach and recruitment programs and communications, penetrate diversity student markets, and assess staffing needs to align with national cost of recruiting benchmarks for large public universities.
• Support the implementation of a university integrated marketing campaign and brand identification program. A recent survey of CA seniors suggested that Chico State’s market position has declined in 2014 and is positioned below the favorability line on the market position matrix, suggesting that improving image is the highest priority. Further, survey results indicate that academic strength and distance from home are the most significant barriers to CA residents considering Chico State.
• Increase advising staffing to improve support to URM and international students, and to train and support faculty academic advisors.
• Expand technology support in the Office of the Registrar, including consideration of new software and process automation.
• Software development, acquisition, and implementation
  o ImageNow OCR for paper transcripts
  o E-transcript receipt and translation into PeopleSoft
  o Enrollment reporting and dashboards
  o Platforms for online catalog, course schedule, and mobile apps
  o Hobsons Radius Student Lifecycle Management (SLM), which includes texting communication functionality and complements communications for Agile Advisor/Grad
• Expand technical staffing to maintain current systems and integration
  o Rewrite existing, outdated and dying programs and reports (e.g., CRA, various Academic Advising web applications)
  o Support new system implementations
• Enhance collaboration with Academic Affairs to support existing programs and new initiatives
  o Expand academic advising for URM and international students, and faculty advisor training and support
  o Expand new student recruitment and enrollment management by majors and colleges
  o Enhance course schedule development based on data analysis and creation and adoption of a course scheduling policy
  o Strengthen support for CourseMatch, Early Start, and RCE
  o Create forums for cooperation and communication beyond the Council of Academic Deans
• Development of a scholarship program to support enrollment management goals, in particular for economically disadvantaged students, and to support student retention.


• Meet the 2014-15 resident FTES target and plan for the 2015-16 resident FTES target.
• Expand implementation of the SEM Plan by identifying priority goals and actions, creating project plans, and publishing an annual report card promoting results and assessing impacts.
• Support additional Student Affairs reorganization goals.
• Support current and emerging CO report requests, and overall readiness for transitioning to a performance-based funding model.
• Enhance diversity student recruitment and retention efforts, including reducing the URM retention and graduation rate gaps. Research the process to become a Hispanic Serving Institution to support the university’s progress.
• Engage in a best practices consultation and consider resulting recommendations.
• Support successful software implementations
  o Smart Planner
  o Platinum Analytics
  o ASSIST Next Generation and Transfer Evaluation System
  o New mobile app platform
  o Grade upload into Blackboard Learn
  o Wildcat Action Center
  o Hobsons Agile Advisor/Grad
  o E-transcripts (receiving and sending)
  o Follett textbook import into PeopleSoft
  o ImageNow enhancements to increase application processing efficiency and solve emerging tracking needs

• Support Academic Advising Programs, Admissions, and the Office of the Registrar to achieve additional top goals, beyond above listings.
  o **Academic Advising Programs:**
    ▪ Examine the structure and share of orientation programs; continue to expand faculty advising support services
    ▪ Expand services to URM and international students
  o **Office of Admissions:**
    ▪ Support implementation of integrated marketing and branding campaign
    ▪ Support and develop the North State Initiative
  o **Office of the Registrar:**
    ▪ CourseMatch CMS modification
    ▪ Explore software for event management and the online course catalog.