

Division of Student Affairs
CALIFORNIA STATE UNIVERSITY, CHICO
ENROLLMENT MANAGEMENT SERVICES
Annual Report 2017-2018



I. Mission Statement

The 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 efforts support both [California State University, Chico's mission](#) to be “committed to assist students in their search for knowledge and understanding and to prepare them with the attitudes, skills, and habits of lifelong learning in order to assume responsibility in a democratic community and to be useful members of a global society,” as well as the [Division of Student Affairs' mission](#) to “directly support the recruitment, retention, graduation, and satisfaction of California State University, Chico students by providing comprehensive and integrated student services programs for all students.”

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 that 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

Goals

- Meet the annualized resident Full-Time Equivalent Students (FTES) enrollment target set by the CSU Chancellor's Office. *(University Strategic Priority: 5; Student Affairs Goal: 1)*
- Implement the [Strategic Enrollment Management \(SEM\) Plan](#).
(University Strategic Priorities: 1, 3, 4, 5, and 8; Student Affairs Goals: 1, 2, and 3)
- Coordinate the recruitment, enrollment, retention, and graduation of a diverse, high-quality student population, necessary for the University to meet its enrollment and CSU Graduation Initiative 2025 goals. *(University Strategic Priorities: 1, 3, 4, and 8; Student Affairs Goals: 1, 2, and 3)*
- Enable the University to make decisions and facilitate accountability through the provision of records and data management services.
(University Strategic Priorities: 1, 3, and 5; Student Affairs Goals: 1 and 3)
- Support the goal achievement of EMS departments: Academic Advising Programs (AAP), Financial Aid and Scholarship Office (FASO), Office of Admissions (ADMS), and Office of the Registrar (REGS).
(University Strategic Priorities: 1, 2, 3, 4, 5, and 8; Student Affairs Goals: 1, 2, and 3)
- Date of last review: July 2018.

II. Accomplishments

- Met the 2017-18 Annualized Resident Full-Time Equivalent Students (FTES) funded target of 15,250:
 - Final Annualized Resident FTES was 15,785, +535 FTES or 3.5% over target.
- In January 2018 received a memo from the Chancellor's Office indicating 2018-19 funded enrollment targets would remain unchanged from 2017-18 levels. Coordinated cross-campus enrollment planning to meet the no-growth plan for the 2018-19 Annualized Resident FTES funded target of 15,250.
 - Included collaboration with Institutional Research (IR) to create multiple scenarios for consideration by Cabinet, Business and Finance, Enrollment Management Advisory Committee (EMAC), and the Provost's Academic Council.
 - Considered the new student mix in consultation with the Vice President for Student Affairs (VPSA), EMS leadership, Graduate Studies, Office of International Education (OIE), EMAC, and the University Budget Office.
 - Planned for the 2018-19 resident FTES of 15,250 and the fall 2018 new student mix of 91.2% undergraduate and 8.8% graduate, finalizing in March 2018.
 - Chico State is on track to achieve fall 2018 enrollment goals, to open the admissions application cycle for new students for spring 2019, and to meet the 2018-19 resident FTES funded enrollment target.
- Continued implementation of the [Strategic Enrollment Management \(SEM\) Plan](#):
 - Enhanced underrepresented student recruitment/outreach programs, in particular to first-generation and ethnically diverse California residents.
 - Implemented low- and no-cost recruitment activities to begin increasing out-of-state new undergraduate enrollment: enhanced out-of-state web presence, in particular to promote the Western Undergraduate Exchange (WUE) scholarship program; expanded Cappex/College Greenlight geo-region and major college matching service; and expanded communications to WUE and all out-of-state prospects, applicants, and admits.
 - Supported campus consideration of the International Student Recruitment Plan 2017-2023.
 - Expanded academic advising services for underrepresented students, in particular for students not served by another student success support unit.
 - Supported Hispanic Serving Institution (HSI) enrollment goals and student success initiatives:
 - Fall 2017 Hispanic student enrollment reached 32%.
 - New First-time Freshmen (FTF) were 38.5% Hispanic and new Transfers were 26.8% Hispanic.
 - EMS departments partnered with other student services offices to expand the Spanish language new student orientation program for parents.
 - Collaborated with the Chico STEM Connections Collaborative to develop a Cross-Enrollment Program with Yuba College beginning spring 2018 and to support academic advising.
 - Continued enrollment management collaboration with academic deans and departments:
 - Provided new spring and fall admissions application, admit, and intent to enroll estimated enrollment data by college and majors.

- Assisted Social Work with new program impact implementation for fall 2018.
- Partnered with deans and academic departments to enhance new student recruitment; implement special campus tours for prospective Humanities and Fine Arts majors; consider program impact and expanded use of e-advising tools.
- Supported Graduation Initiative (GI) 2025 goals and projects to improve retention and graduation rates:
 - Served on the GI 2025 team and attended the CSU GI 2025 Symposium: Student Success Through Innovation.
 - For 2017-18, campus received new base funding of \$2.9M, with \$705,400 allocated to Student Affairs. Successfully advocated for EMS new base funding of \$240,552 to support: Two new academic advisors; reclassification of three AAP positions to support graduation and equity initiatives and office management; base funding for the AAP intern program; and a REGS graduation coordinator to support pro-active communication and tracking of students nearing graduation.
 - Continued graduation outreach and advising to prompt and support students nearing four- and six-year milestone for FTF cohorts, and two- and three-year graduation milestones for Transfers cohorts. Provided graduation application waivers to 231 students.
 - Developed the state-mandated California Promise pledge program for new FTF in select majors (Agricultural Business, Communication Sciences and Disorders, English, and Social Work) beginning fall 2018, and continued supporting the Associate for Transfer Degree (ADT) pledge program.
 - Co-chaired the Graduation Initiative Team: Assisted in achieving current graduation rate goals, planning for 2025 goals, consideration of current and future student success strategies and programs, and planning for the Student Success Summit in January 2019.
 - Collaborated with Student Financial Services to consider creating a completion grant program.
 - Supported ongoing transition to a new data warehouse and data analytics and reporting tools.
 - Served on the Chancellor's Office GI 2025 Enrollment Management Workgroup, helping to provide policy implementation guidance on new approaches to enrollment management, including course scheduling incentives, summer school and intersession, and CSU Fully Online/CourseMatch.
 - Implemented EO 1110, the new CSU multiple measures program for new FTF English and math placement. This project required close collaboration by all EMS units with English and math departments to support new curriculum and multiple student services to support this significant business change (e.g., New Student Orientation, EOP, student success centers, and faculty advising).
- Supported successful software upgrades and implementations:
 - Cal State Apply, the new CSU admission application, was initially implemented with a limited release for the spring 2018 new student cycle and fully released for the fall 2018 cycle. This new platform required extensive PeopleSoft, Perceptive Content, business process redesign, and staff manual intervention, which collectively delayed fall 2018 application processing and new student admitting by a month. Estimating admit to enrolled yields for FTF and Transfer will drop by 1% due to the sweeping impacts.
 - PeopleSoft 9.2 upgrade and split from Human Resources required extensive functional testing and business process redesign between January and the June 2018 go-live.
 - Following Student Affairs investment in the TargetX/Salesforce Constituent Relationship Management (CRM) prospective and student success engagement system, implemented CRM in Admissions in March 2018, which included hiring a CRM coordinator in Admissions and a programmer/analyst in Application and Data Services; and the decommission of Hobsons Connect. Currently implementing CRM academic advising/student success center in AAP to replace Hobsons AgileGrad, with a September 2018 go-live.
 - Perceptive Content Intelligent Capture for Transcript (ICT, which uses Optical Character Recognition, OCR) module was purchased by Student Affairs. This bolt-on module will enhance admission application processing of transcripts to support volume increases with static staff levels. Implementation began with hiring an ICT coordinator in Admissions and a programmer/analyst in Enterprise Applications. Currently scoping the project with a late 2018 go-live.
 - Smart Planner: Expanded promotion to increase student use for four-year degree planning and data mining to improve course planning effectiveness.
 - AAP and REGS continued participation in the Blackboard Learn early-alert pilot program.
 - ASSIST Next Generation and Transfer Evaluation System: Planned to implement within the CSU time frame; project was delayed due to a vendor change with a go-live date pending.

- Campus data warehouse, data governance, and analytics/reporting projects were ongoing.
- Led leadership transitions: University registrar and director of admissions transitioned out in May and June 2018; interims were named and staff backfill needs were determined and are being implemented.
- Served on the Western Association of Schools and Colleges (WASC) Steering Committee and chaired the Academic Sustainability Essay Committee.
- Supported EMS departments in achieving key accomplishments:
 - **Academic Advising Programs Accomplishments:**
 - Supported GI 2025 priority projects: 2017-18 two- and four-year graduation rates increase; CA Promise pledge programs development and specialized academic advising; action-research second-to-third year retention program development intervention, in particular for probationary students; Blackboard Predict early alert system ongoing pilot; historically under-served advising for students not in a formal support program; and EO 1110 implementation.
 - Expanded the academic advising culture campus wide: Identified and promoted a shared mission, vision, and goals for academic advising; continued quarterly staff and faculty advisor meetings; and developed a collaborative university advisement model currently under consideration by campus leadership.
 - Conducted a Council for the Advancement of Standards in High Education (CAS) internal review.
 - **Financial Aid and Scholarship Office Accomplishments:**
 - Implemented earlier FAFSA application period and earlier income/tax information processing for the 2017-18 aid year
 - Implemented Summer PELL for 2018.
 - Implemented High Point PeopleSoft bolt-on functionality Message Center: Improved student communication platform is being used by FASO, Office of the Registrar, Academic Advising Programs, and Student Financials.
 - **Office of Admissions Accomplishments:**
 - Implemented Cal State Apply, new CSU online admissions application, and EO 1110, new multiple measures for English and math placement.
 - Launched redesigned and mobile-optimized website and new marketing materials for the fall 2018 new student cycle.
 - Implemented CRM and began planning for the Perceptive Content/ICT document imaging project.
 - **Office of the Registrar Accomplishments:**
 - Supported GI 2025 priority projects: 2017-18 two- and four-year graduation rates increase; CA Promise pledge program development, priority registration, and cohort tracking; enhanced graduation advising; and collaborated with Information Resources and Institutional Research to implement new data warehouse concepts, structures/governance, security, and reporting/analytical tools.
 - Due to the demolition of Siskiyou Hall, relocated Veterans Services office and Degree Audit staff; created a graduation advising center; and reviewed documents stored in the fault, resulting in document shredding and some off-site document storage.
 - Managed a successful transition to PeopleSoft 9.2, which included an overhaul of the transcript production process.

Diversity Efforts

Fall 2017 ethnic diversity student enrollment increased to 45.6%.

Fall Semester Enrollments by Ethnicity 2003 to 2017															
(Census Fall 2003 - Census Fall 2017)															
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
American Indian/Alaskan Native	200	205	179	172	183	171	148	133	124	116	102	100	98	100	96
Asian	703	730	757	817	887	900	809	801	819	909	907	979	989	982	932
Black/African American	274	283	303	330	329	386	350	313	290	302	296	356	402	426	443
Hispanic/Latino	1,549	1,632	1,717	1,873	2,067	2,094	2,290	2,389	2,718	3,192	3,618	4,353	4,805	5,277	5,631
Native Hawaiian/Pacific Islander	68	73	73	75	83	87	63	46	38	33	23	25	26	33	34
Two or More Races/Ethnicities							313	482	572	732	780	851	883	936	968
White	10,229	10,392	10,460	10,681	11,130	11,377	10,821	9,726	9,274	9,118	8,565	8,578	7,894	7,720	7,656
Nonresident Aliens	455	357	332	355	498	453	510	574	569	630	655	819	773	691	627
Decline to State	2,038	2,062	2,098	1,947	1,857	1,664	1,630	1,508	1,516	1,438	1,410	1,382	1,330	1,391	1,404
Total Enrollment	15,516	15,734	15,919	16,250	17,034	17,132	16,934	15,972	15,920	16,470	16,356	17,443	17,200	17,556	17,791
Students of Color	2,794	2,923	3,029	3,267	3,549	3,638	3,973	4,164	4,561	5,284	5,726	6,664	7,203	7,754	8,104
URM	2,023	2,120	2,199	2,375	2,579	2,651	2,788	2,835	3,132	3,610	4,016	4,809	5,305	5,803	6,170
Percent of Total Enrollment by Ethnicity															
	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017
American Indian/Alaskan Native	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Asian	5%	5%	5%	5%	5%	5%	5%	5%	5%	6%	6%	6%	6%	6%	5%
Black/African American	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Hispanic/Latino	10%	10%	11%	12%	12%	12%	14%	15%	17%	19%	22%	25%	28%	30%	32%
Native Hawaiian/Pacific Islander	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Two or More Races/Ethnicities	0%	0%	0%	0%	0%	0%	2%	3%	4%	4%	5%	5%	5%	5%	5%
White	66%	66%	66%	66%	65%	66%	64%	61%	58%	55%	52%	49%	46%	44%	43%
Nonresident Aliens	3%	2%	2%	2%	3%	3%	3%	4%	4%	4%	4%	5%	4%	4%	4%
Decline to State	13%	13%	13%	12%	11%	10%	10%	9%	10%	9%	9%	8%	8%	8%	8%
% Students of Color	18%	19%	19%	20%	21%	21%	23%	26%	29%	32%	35%	38.2%	41.9%	44.2%	45.6%
% URM	13%	13%	14%	15%	15%	15%	16%	18%	20%	22%	25%	28%	31%	33%	35%

- Expanded diversity student recruitment for the fall 2018 new student class, with special focus on historically underserved and North State students, resulting in 57.8% of intent to enroll submissions coming from students of color (SOC) First-Time Freshmen and 45.4% for SOC Transfers.
- Expanded student services with special focus on historically underserved students. Examples include: Enhanced AAP programs for first-generation students not in a formal support program, and continued support of new student orientation Spanish language programs and an off-site advising and registration program in the Coachella Valley; FASO staff collaborated with Student Affairs to create and staff a DREAM student support center; and ADMS enhanced recruitment of underserved students via collaboration with campus partners (e.g., Chico Student Success Center, EOP, the HSI STEM Collaborative, and student ethnic organization), and Community Based Organizations in the North State and throughout California.
- Supported participation of EMS staff in the Diversity Certificate Program and Diversity Summit.

III. Changes in Policies and Procedures

- Cal State Apply, CSU new online admissions application via the Liaison software system.
- California Promise Programs:
 - Effective fall 2018, mandated to provide a four-year graduation pledge program for new first-time freshman. Four academic programs (Agricultural Business, Communication Sciences and Disorders, English, and Social Work) were selected to begin the program.
- CSU EO 1110: Assessment of Academic Preparation and Placement in First-Year General Education Written Communication and Mathematics/Quantitative Reasoning Courses.
- Summer PELL grant.
- SB 1359: No- to low-cost books promotion in PeopleSoft.
- General Education Writing requirement curriculum update.

IV. 2017-2018 Resources Summary

Resource Allocations

Base allocations	4,607,623
Specific Use Funds Carryover Returned for 2017/18	202,487
Continuing Education Revenue Funds (CERF)	118,949
Revenue	168,830
Work Study	194,000
One-Time Allocations	
ADMS Evaluator I position	39,588
ADMS office space redesign	12,859
ADMS recruitment publication	12,000
CSU Chancellor's Office – FASO supplemental funding	13,300
CSU Chancellor's Office - Parent Institute for Quality Education	25,000
CSU Chancellor's Office – FASO Teach Grant	4,400
North State Initiative	28,000
Intelligent Capture for Transcripts – Year 1	328,289
Customer Relationship Management (CRM) – Year 1	307,740
FASO High Point software automation	127,833
REGS Siskiyou move project/records removal	121,171
REGS – VETS Veteran's Day event	2,000
Regional church partnership	5,000
Graduation Initiative 2025 One-Time	
"Pop-Up" graduation centers	2,150
Graduation application fee waiver	38,000
Total	6,359,219

During 2017-2018, 92% of all resources were reallocated to EMS departments to cover staffing (78% of total allocation) and support costs for services provided to students, faculty, staff, administrators, the Chancellor's Office, and the public.

Additional essential costs covered by the administrative budget included:

		FOCUS
Degree diplomas	24,800	<i>Student success</i>
Executive searches	2,584	<i>Student success</i>
Perceptive Content	21,640	<i>Student success</i>
Strategic enrollment/diversity (all EMS)	157,492	<i>Student success</i>
XAP / e-Transcript	7,500	<i>Student success</i>
TOTAL	\$214,016	

Human Resources

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

Summary of Staffing Changes in EMS During 2017-2018		
Academic Advising Programs	Reclassification	SSP III temp to perm
Academic Advising Programs	Reclassification	SSP IV
Academic Advising Programs	Reclassification	SSP IV
Academic Advising Programs	Reclassification	SSP II temp to perm
Academic Advising Programs	Reclassification	SSP II temp to perm
Academic Advising Programs	Reclassification	SSP II > III
Office of Admissions	Reclassification	Interim director appointed
Office of Admissions	Recruitment	AA/S II
Office of Admissions	Recruitment	ASC I
Office of Admissions	Recruitment	ASC I
Office of Admissions	Recruitment	ASC I
Office of Admissions	Recruitment	SSP II
Office of Admissions	Recruitment	SSP II
Office of Admissions	Reclassification	SSP II > SSP III (temp)
Office of Admissions	Reclassification	SSP II > SSP III (temp)
Office of Admissions	Recruitment	Evaluator I - Retired Annuitant (temp)
Office of Admissions	Recruitment	ASC I - Retired Annuitant (temp)
Financial Aid and Scholarship Office	Recruitment	SSP III
Financial Aid and Scholarship Office	In Range Progression	SSP III approved
Financial Aid and Scholarship Office	Recruitment	SSP IB
Office of the Registrar	Reclassification	Interim registrar appointed
Office of the Registrar	Reclassification	ASC I temp to perm
Office of the Registrar	Reclassification	ASA II temp to perm
Office of the Registrar	Recruitment	ASA II - Emergency hire
Office of the Registrar	Recruitment	ASC I – Retired Annuitant (temp)

Facilities/Equipment

Ongoing Annual Software Licenses

- Hobsons AgileGrad
- Perceptive Content
- XAP Corporation
- Customer Relationship Management (CRM) Target X/Salesforce
- Intelligent Capture for Transcripts (ICT) Perceptive Content
- High Point Financial Aid Automation and Message Center

V. Program Assessment of Past Year

Program Objectives

- Met the 2017-18 Annualized Resident FTES funded target of 15,250: Final Annualized Resident FTES was 15,785, 535 FTES or 3.5% over target.

2017-2018 Headcount and FTES

Academic Year	Semester	Year	All Students		Resident Students		Non-resident Students	
			Headcount	FTES	Headcount	FTES	Headcount	FTES
2017-2018	Summer	2017	99	54.0	99	54.0	0	0.0
2017-2018	Fall	2017	17,789	16,647.3	17,184	16,102.5	605	544.7
2017-2018	Spring	2018	16,953	15,862.1	16,461	15,413.8	492	448.3
2017-2018	Annualized		17,421	16,281.7	16,872	15,785.2	549	496.5

2017-18 Resident FTES Assessment:

2017-18 Resident FTES Funded Target: 15,250 (+53/.3% over the 2016-17 target of 15,197)

2017-18 Resident FTES Actual: 15,785

Percent of Target: +535/3.5%

- [Applications / Admits / Enrolled Data Reports](#)
- [Enrollment Reports:](#)
 - [Current Census Enrollment and FTES](#)
 - [Five Year Enrollment Summary](#)
 - [Undergraduate Student Demographics](#)
- [Persistence and Graduation](#)

Ongoing Assessment Efforts

- Monitor progress toward 2018-19 enrollment goals:
 - Daily headcount and FTES reports throughout registration cycles.
 - Weekly enrollment updates to Cabinet, Provost's Academic Council, and EMAC leadership.
 - Weekly assessment of undergraduate admission application processing and enrollment projections throughout new student cycles.
 - Periodic assessment of new student enrollment by ethnicity, academic majors, geographic region, quality factors, general education course needs, residency, and enrollment mix (e.g., undergraduate, graduate, international, out-of-state).
 - Headcount and FTES projections based on historical analysis and new student application, admit, intent to enroll, and enrolled yields; orientation reservations and program participation; housing applications; FTES multipliers and semester-to-semester continuation rates; graduation applications; and retention and graduation rates.
 - At enrollment milestones (e.g., registration cycles and census), assess progress toward annualized enrollment target and adjust enrollment plans as needed.
 - Based on CSU final budget allocation and University priorities, adjust targets and plans as needed.
- Develop 2019-20 enrollment planning scenarios for resident FTES funded target:
 - Assess California high school graduation rates, A-G course completion and demographic trends, University of CA and CSU resident enrollment trends, and national recruitment of CA and Western states students.
 - Analyze transfer student trends and CA feeder community college enrollments.
 - Consider admissions application, admit, intent to enroll, and enrollment yields to inform recruitment and admitting strategies.
 - Evaluate continuation and graduation rates, and student unit load.
 - Align enrollment goals with University and Student Affairs strategic priorities.

- 2025 CSU Graduation Initiative Team Goals: Assist with implementation of student success programs and reporting.

Metric	2025 Goal	Most Recent Rates	
		15-16	16-17
Freshman 4-Year Graduation	41%	28	29
Freshman 6-Year Graduation	74%	68	65
Transfer 2-Year Graduation	43%	33	32
Transfer 4-Year Graduation	86%	77	77
Gap - Underrepresented Minority	0	6	10
Gap – Pell	0	9	9

- Create new enrollment management reports:
 - Collaborate with Information Resources and Institutional Research to implement the new data warehouse/assessment platform and reporting tools to create new reports and benchmarks.
 - Research and analyze enrollment management assessment best practices.

V. Analysis

- Achieve 2018-19 enrollment targets using intentional data analytics: Assess admissions prospective student and admission application pools and enrollment yields; improve course scheduling efficiencies; expand use of degree-planning tools to support GI 2025; strengthen graduation advising; and impact the campus advising culture and programs to support the student success life cycle.
- All EMS programs and processes rely on technology to continue to serve more students with static staff levels. Software development needs and highlights include:
 - Implement TargetX/Salesforce CRM system to expand new student recruitment, implement student success center functionality, early alerts and at-risk advising, and cross-campus student engagement collaboration.
 - Implement ImageNow/Perceptive Content ICT (Optical Character Recognition/OCR) for admission application incoming paper transcript processing.
 - Continue Smart Planner advocacy to encourage and support four-year degree planning.
 - Explore software to improve the curriculum management and approval processes, and the online course catalog and schedule.
 - Develop enrollment analysis, reports, and dashboards: Expand analytics, predictive modeling, and response to student success and ad hoc data/report requests.
- Advocate for Increasing operating budgets to cover current expenditure level (significant annual one-time funding needed):
 - Expand new student recruitment and communications, particularly for diverse student markets.
 - Assess overall staff and budget levels to align with large public universities.
- Enhance collaboration with Academic Affairs to support existing programs and new initiatives:
 - Expand academic advising for historically underserved and at-risk students, and faculty advisor training and support.
 - Expand new student recruitment and enrollment management by majors and colleges; and international and out-of-state students.
 - Enhance course schedule development based on data analysis, consideration of a course scheduling policy, and use of Degree Audit and Smart Planner data to inform course planning.
 - Support the Western Association of Schools and Colleges (WASC) accreditation processes: Institutional Report due September 2018 and Site Visit March 2019.
- Consider developing a scholarship programs to support enrollment management goals, in particular for economically disadvantaged students, and to support student retention and graduation.

VI. Program Objectives for Next Academic Year

- Meet the 2018-19 resident FTES funded target and plan for the 2019-20 resident FTES funded target.
- Support GI 2025 team planning and project implementation to improve student persistence and graduation rates, including state mandated CA Promise pledge programs for new ADT students and FTF; ongoing implementation of EO 1110 Academic Preparation and Placement for FTF; ongoing consideration of a completion grant; awarding Regional and Continuing Education winter and summer session grants; development of 75+unit mandatory advising pilot program; implementation of the Student Success Summit in January 2019; and consideration of how to reengage non-returners with 100+ units.
- Serve on the WASC Steering Committee and assist as needed with finalizing the institutional report and the March 2019 site visit.
- With the update of the University Strategic Plan, initiate the SEM Plan update.
- Enhance diversity student recruitment and retention initiatives, including reducing the underrepresented minority retention and graduation rate gaps and developing an out-of-state recruitment plan.
- Support HSI student success initiatives and grant opportunities.
- Support priority software implementations:
 - CRM—Admissions expansion of recruitment communications; AAP implementation of the student success center; REGS implementation of student support communications; and consideration of a cross-campus licensing model and roll-out plan.
 - Perceptive Content/ICT—enhance admission application transcript processes to support volume increases; February 2019 go-live.
 - Cal State Apply—enhancements for spring and fall 2019 admission applications cycles.
 - Smart Planner—expand promotion to increase student use for four-year degree planning and data mining to improve course planning effectiveness.
 - Blackboard Predict (early alert) ongoing pilot.
 - ASSIST Next Generation and Transfer Evaluation System—implement within the CSU time frame.
 - Campus data warehouse, data governance, and analytics/reporting transitions.
- Support EMS departments to achieve their priority program objectives:
 - **Academic Advising Programs Program Objectives:**
 - Continue extending outreach and support for historically underserved and at risk students not being served by formal support programs.
 - Implement and leverage the new e-advising communication system (CRM/TargetX) to enhance academic advising outreach to students and campus partners, departmental data collection, and assess student and departmental learning outcomes.
 - GI 2025, Student Success, and University Advisement: Engage campus and CSU system wide partners in conversations surrounding student support, advising pedagogy, and explore institutional-specific strategies surrounding student success, persistence, and retention.
 - Further examine and respond to student support assessment survey data indicating a need to continue shifting advising pedagogy to a “culture of caring” that embraces concepts of emotional intelligence (i.e., several of the feedback comments mentioned phrasing such as “I felt like the advisor cared” or “the advisor really took the time to help me”).
 - **Financial Aid and Scholarship Office Program Objectives:**
 - Replace vacant ITC position with systems/technology manager to assume functional roles currently accomplished by IRES analyst/programmer, and the FASO associate director and director.
 - Continue effort to automate form data collection and document upload: a. Enable students/parents to submit data electronically and upload documents rather than mail, fax, or deliver them. b. Future goal is to collect and use data from e-forms and documents submitted to update the database and streamline file review.
 - Implement remaining High Point products: Course Auditor and Packaging Evaluation.
 - Revise financial aid awards as needed to accommodate cost of attendance increase for spring 2019: a. Increase awards as appropriate to match eligibility. b. Use student learning fee grant money to assist those most affected by the fee increase.

- **Office of Admissions Program Objectives:**
 - Support interim director and staffing realignment.
 - Implement new technology: CRM ongoing roll-out and data integration; ICT to enhance transcript processing; Cal State Apply enhancements; and new/redesigned work flow and/or business processes (e.g., Enrollment Confirmation Deposit, auto admit, and document management).
 - Develop and/or reset recruitment plans and strategies for new student target groups (e.g., diversity and out-of-state) with particular focus on using the CRM to enhance communication and engagement, and in turn, admit to enrolled yields. Strengthen relationships with campus diversity partners.
 - Successfully host CSU high school counselor conference in September 2018.
- **Office of the Registrar Program Objectives:**
 - Provide Office of the Registrar interim leadership and implement backfill staffing plan.
 - Sponsor and lead functional/technical projects: Username shift from alpha to numeric; PS projects; CRM implementation; and other projects yet to be identified.
 - Support GI 2025 priority projects: 2018-19 two- and four-year graduation rates increase; CA Promise pledge program and priority registration; and enhance graduation advising.
 - Collaborate with Information Resources and Institutional Research to implement new data warehouse concepts, governance, structures, security, and reporting/analytical tools.