

Division of Student Affairs
CALIFORNIA STATE UNIVERSITY, CHICO
ENROLLMENT MANAGEMENT SERVICES
Annual Report 2018-2019



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 2019.

II. Accomplishments

- Met the 2018-19 Annualized Resident Full-Time Equivalent Students (FTES) funded target of 15,250:
 - Final Annualized Resident FTES was 15,633, +383 FTES or 2.5% over target.
 - University budget resident FTES goal of 15,700 was short -67 FTES or .4%, an important accomplishment given this goal was identified in July 2018, late in the fall 2018 enrollment cycle.
- The Governor's budget proposal in January 2019 included funded enrollment growth of 2%. Coordinated enrollment planning with Cabinet, University Budget, Institutional Research, and Admissions to consider moderate, mid-level, and aspirational growth scenarios. Also incorporated University budget needs given the expectation non-resident FTES was likely to decline for a third year largely due to international enrollment.
 - In early March consulted with Cabinet and Enrollment Management Advisory Committee (EMAC), deciding upon an aspirational enrollment goal of 4% growth, including ideal fall 2019 new student mix. Further considered the fall 2019 new student mix in consultation with the Vice President for Student Affairs (VPSA), EMS leadership, Graduate Studies, Office of International Education (OIE), and EMAC.
 - CSU preliminary budget was released in mid-March, and included our funded enrollment target of 15,479 or +229/1.5% over our 2018-19 target of 15,250. Revised the enrollment planning model and affirmed the aspirational goal above the funded target. Informed constituent groups of new undergraduate student goals: First-time Freshmen of 2,900 and Transfers of 1,800.
 - Up to the 5/1/19 intent to enroll and deposit deadline, all leading indicators were positive (e.g., Choose Chico attendance, housing applications, and orientation reservations). Post-5/1 First-time Freshman deposits ended up below expectations. Reset the enrollment planning scenario to the 15,479 or +1.5% funded FTES target and moderated the new First-time Freshman goal to 2,500. Informed constituent groups.
 - Chico State is currently on track to achieve fall 2019 enrollment goals, to open the admissions application cycle for new students for spring 2020, to meet the 2019-20 resident FTES funded enrollment target, and striving to exceed the target as much as possible to support University budget needs.
- 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 recruitment activities to increase out-of-state new undergraduate enrollment: Contracted with Hobsons Naviance name matching service to build prospective student base; participated in Western region college fairs; and expanded communications to WUE and all out-of-state prospects, applicants, and admits.
 - Supported international student recruitment, campus visit programs, and application technology platforms (e.g., Cal State Apply, PeopleSoft, Perceptive Content, and Salesforce/TargetX).
 - Expanded academic advising services for underrepresented students, in particular for students not

- o served by another student success support unit.
 - o Supported Hispanic Serving Institution (HSI) enrollment goals and student success initiatives:
 - Fall 2018 Hispanic student enrollment reached 33%.
 - Fall 2018 new First-time Freshmen (FTF) were 40% Hispanic and new Transfers were 28%.
 - Supported recruitment and retention programs with large Hispanic populations: EOP, Chico Student Success Center, MESA Engineering Program, and Chico STEM Connections Collaborative.
 - o Continued enrollment management collaboration with academic deans and departments:
 - Enhanced Chico Preview Day and Choose Chico events to further showcase colleges and majors.
 - Provided new spring and fall admissions application, admit, and intent to enroll estimated enrollment data by college and majors.
 - Supported new program impaction processes for Social Work and legislated changes to service area priority for Nursing, Recording Arts, and Social Work.
 - Collaborated on college-specific communications, campus tours, and recruitment events.
 - Collaborated with the provost, deans, and department chairs to implement business process changes: Grading timeline and communications; registration cycle shifts; unit limits during priority registration, and e-advising tools and projects.
- Supported Graduation Initiative (GI) 2025 goals and projects to improve retention and graduation rates:
 - o Served on the GI Steering Committee, Advisory Team, and Student Success Funding Team.
 - o For 2018-19, campus received new base funding of \$2.566M, with \$641,500 allocated to Student Affairs. Successfully advocated for EMS new base funding of \$155,386 to support: Academic Advising Program SSP IB First Year and Transition Advisor; Admissions \$10,000 operating expense for temporary staff assistance during summer orientation to support EO 1110/Academic Preparation placement; and Financial Aid and Scholarship Office \$73,750 to support purchase of CampusLogic financial services platform providing e-forms, e-signatures, and document upload for verification processing.
 - o Continued graduation outreach and advising to prompt and support students nearing graduation milestones. Provided graduation application fee waivers to 63 students.
 - o Implemented the state-mandated California Promise pledge program for new First-time Freshmen in select majors (Agricultural Business, Communication Sciences and Disorders, English, and Social Work) and continued supporting the Associate for Transfer Degree (ADT) pledge program.
 - o Fall 2019 implementation of EO 1110/Academic Preparation placement modifications and changes to the Early Start Program.
- Supported priority software implementations:
 - o Salesforce/TargetX Constituent Relationship Management (CRM) implementation in AAP in September 2018 and on-going Admissions roll-out.
 - o Perceptive Content/Intelligent Capture for Transcripts (ICT--using Optical Character Recognition) implementation is wrapping up with an imminent go-live.
 - o ASSIST Next Generation went live May 2019 and data clean-up is in progress.
 - o Supported the ongoing transition to a new data warehouse, data governance, and data analytics and reporting tools.
- Led leadership and staffing transitions in the Admissions Office and the Office of the Registrar: Managed two interim university registrars and permanent search and hire; managed interim director of admissions search to transition to permanent; and managed significant staffing activity to backfill interims; reclassify multiple positions; reorganize office sections; and fill vacancies due to promotions, transfers, retirements, and resignations.
- Western Association of Schools and College: Served on the following WASC committees: Steering, institutional writing, site visit preparation, and site visit sessions.
- Enrollment Management Advisory Committee: Supported expanded collaboration with campus partners including the Provost and VP Student Affairs; International Education and Global Engagement; and University Budget.
- Supported EMS departments in achieving key accomplishments:
 - o **Academic Advising Programs Accomplishments:**
 - Supported GI 2025 priority projects: CA Promise four-year pledge program implementation for four majors, including specialized academic advising; expanded outreach and support for

- historically under-served and at-risk students not in a formal support program; and ongoing EO 1110/ Academic Preparation implementation.
- Developed and implemented new student success programs, intrusive advising, and probation workshops.
- Expanded the scope of the University Advising Collaborative.
- Implemented and leveraged the new e-advising system, Salesforce/TargetX.
- Provided interim Office of the Registrar leadership for six months.
- **Financial Aid and Scholarship Office Accomplishments:**
 - Implemented CampusLogic for the 2019-20 academic year (parents and students who must submit documentation are now directed to CampusLogic to answer financial aid questions and upload/submit e-documents with e-signatures).
 - With the fall 2018 retirement of the programmer analyst who had been supporting FASO for decades, director guided the new IRES/Enterprise Applications programmer/analyst, assuming a business analyst role given his functional/technical expertise.
 - Revised financial aid awards for spring 2019 to accommodate cost of attendance increase (most students with the lowest Expected Family Contributions were awarded additional grants, usually from Student Learning Fee funds, to ensure the new fees were covered).
- **Office of Admissions Accomplishments:**
 - Managed significant leadership and staffing transitions.
 - Due to the Cal Sate Apply ongoing implementation, managed extensive business process changes and data clean-up.
 - Provided subject matter expertise to support the Perceptive Content/ICT ongoing implementation.
 - Implemented refinements to the EO 1110/Academic Preparation and Early Start Program.
 - Implemented critical new requirements for fall 2019 admission processing (e.g., redirection of unaccommodated CSU eligible applicants, new service-area priority for impacted programs).
 - Conducting extraordinary fall 2019 admitted student follow-up to improve enrolled rates.
- **Office of the Registrar Accomplishments:**
 - Supported GI 2025 priority projects: CA Promise four-year pledge program implementation, including 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.
 - Managed significant leadership and staffing transitions, and assumed student data ownership and security access approvals.
 - Managed significant business process changes for spring 2019 grading, fall 2019 unit limits during priority registration, and registration cycle shifts.

Diversity Efforts

Fall 2018 ethnic diversity student enrollment increased to 48.9%.

Ethnic Group

	Fall 2014		Fall 2015		Fall 2016		Fall 2017		Fall 2018	
	Count	Pct	Count	Pct	Count	Pct	Count	Pct	Count	Pct
Amer. Indian/ Alaskan Native	100	0.6%	98	0.6%	100	0.6%	96	0.5%	89	0.5%
Asian	971	5.6%	991	5.8%	982	5.6%	932	5.2%	953	5.4%
Black/ African Amer.	350	2.0%	403	2.3%	426	2.4%	443	2.5%	458	2.6%
Hispanic/ Latino	4,320	25.0%	4,811	27.9%	5,278	30.1%	5,632	31.7%	5,819	33.3%
Non-Resident Alien	819	4.7%	775	4.5%	691	3.9%	627	3.5%	557	3.2%
Pacific Islander	25	0.1%	26	0.2%	33	0.2%	34	0.2%	37	0.2%
White	8,465	49.0%	7,900	45.9%	7,720	44.0%	7,657	43.0%	7,503	42.9%
Two or More Races	843	4.9%	886	5.1%	936	5.3%	967	5.4%	910	5.2%
Unknown	1,394	8.1%	1,330	7.7%	1,391	7.9%	1,401	7.9%	1,162	6.6%
Grand Total	17,287	100.0%	17,220	100.0%	17,557	100.0%	17,789	100.0%	17,488	100.0%

Historically Underrepresented Groups

	Fall 2014		Fall 2015		Fall 2016		Fall 2017		Fall 2018	
	Count	Pct	Count	Pct	Count	Pct	Count	Pct	Count	Pct
Underrepresented Minority (URM)	4,770	27.6%	5,312	30.8%	5,804	33.1%	6,171	34.7%	6,366	36.4%
Non-Underrepresented Minority	12,517	72.4%	11,908	69.2%	11,753	66.9%	11,618	65.3%	11,122	63.6%
Grand Total	17,287	100.0%	17,220	100.0%	17,557	100.0%	17,789	100.0%	17,488	100.0%

Students of Color

	Fall 2014		Fall 2015		Fall 2016		Fall 2017		Fall 2018	
	Count	Pct	Count	Pct	Count	Pct	Count	Pct	Count	Pct
Students Of Color	6,891	39.9%	7,548	43.8%	8,091	46.1%	8,410	47.3%	8,553	48.9%
White	8,530	49.3%	7,965	46.3%	7,786	44.3%	7,731	43.5%	7,561	43.2%
Decline to State	1,866	10.8%	1,707	9.9%	1,680	9.6%	1,648	9.3%	1,374	7.9%
Grand Total	17,287	100.0%	17,220	100.0%	17,557	100.0%	17,789	100.0%	17,488	100.0%

- Expanded diversity student recruitment for the fall 2019 new student classes, with special focus on historically underserved and North State students; 57.6% of First-Time Freshmen intent to enroll submissions are from students of color and 48.4% from Transfers.
- Expanded student services with special focus on historically underserved students. Examples include: Enhanced Academic Advising Programs outreach and support programs for underserved and at-risk students not in a formal support program; continued support of new student orientation Spanish language programs and an off-site advising and registration program in the Coachella Valley; and Admissions enhanced recruitment of underserved students via collaboration with campus partners (e.g., Chico Student Success Center, EOP, and the HSI STEM Collaborative), and Community Based Organizations in the North State and throughout California.
- Supported participation of EMS staff in the Diversity Certificate Program.

III. Changes in Policies and Procedures

- Cal State Apply, CSU online admissions application via Liaison software, continued evolving for the spring and fall 2019 admission application cycles, requiring extensive business process redesign and data clean-up, and reconfiguration of integration in downstream IT systems (i.e., PeopleSoft, Perceptive Content, Salesforce/TargetX, and campus reporting systems).
- CSU admissions program impact legislation: Via IT systems and business process redesign, implemented critical new requirements for fall 2019 admission processing (e.g., redirection of unaccommodated CSU eligible applicants, new service-area priority for impacted programs).
- Implemented mandated refinements to EO 1110/Academic Preparation and the Early Start programs.

- California Promise Programs: Implemented legislated four-year graduation pledge program for new first-time freshman for four academic programs (Agricultural Business, Communication Sciences and Disorders, English, and Social Work) including specialized academic advising, priority registration, and cohort tracking.
- Collaborated with campus partners to implement new legislation: SB 967 Foster Youth tuition waiver; and AB 2248 Cal Grant recipients written notification at key milestones in the student cycle that award is limited to four academic years.
- General Education Writing curriculum updates required extensive Degree Audit and Smart Planner reconfiguration.

IV. 2018-2019 Resources Summary

Resource Allocations

Base allocations	5,099,398
Specific Use Funds Carryover Returned for 2018/19	133,793
Continuing Education Revenue Funds (CERF)	127,074
Revenue	173,612
Work Study	200,000
One-Time Allocations	
FASO PELL Grant	125,000
ADMS office space redesign	20,500
ADMS computer refresh and year-end deficit	39,095
CSU Chancellor's Office – FASO supplemental funding	16,300
North State Initiative	28,000
Intelligent Capture for Transcripts – Year 2	46,071
Customer Relationship Management (CRM) – Year 2	181,132
TargetX	170,000
REGS – VETS Veteran's Day event	2,000
Graduation Initiative 2025 One-Time	
Graduation application fee waiver Carryover for 18/19	8,282
Total	\$6,370,257

During 2018-2019, 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	22,600 <i>Student success</i>
Executive searches	6,000 <i>Student success</i>
Perceptive Content	24,000 <i>Student success</i>
Strategic enrollment/diversity (all EMS)	151,890 <i>Student success</i>
XAP / e-Transcript	7,500 <i>Student success</i>
TOTAL	\$211,990

Human Resources

Refer to the EMS organizational chart at <https://www.csuchico.edu/em/assets/documents/em-org-chart.pdf> for full details.

Summary of Staffing Changes in EMS During 2018-2019		
Academic Advising Programs	Recruitment	SSP IV
Academic Advising Programs	Reclassification	SSP II > SSP III (temp)
Academic Advising Programs	Recruitment	SSP IB - Emergency Hire
Academic Advising Programs	Title Change	Director > Assistant Vice President for University Advisement
Academic Advising Programs	Recruitment	SSP IA - Emergency Hire
Academic Advising Programs	Recruitment	SSP IB - NEW
Academic Advising Programs	Recruitment	ASC I
Academic Advising Programs	Recruitment	SSP IB
Office of Admissions	Recruitment	ADMIN III - Director
Office of Admissions	Recruitment	ASC I 10/12
Office of Admissions	Recruitment	ASC I
Office of Admissions	Reclassification	AA/S I E > AA/S II E
Office of Admissions	Recruitment	AA/S II E
Office of Admissions	Recruitment	ADMIN I – Assistant Director of Recruitment and Outreach
Office of Admissions	Recruitment	ADMIN I – Assistant Director of Communications and Campus Visits
Office of the Registrar	Recruitment	ADMIN III – University Registrar
Office of the Registrar	Recruitment	DP/GS II
Office of the Registrar	Recruitment	ADMIN I – Assistant Registrar for Systems
Office of the Registrar	Recruitment	AA/S I E
Office of the Registrar	Recruitment	AA/S I E
Office of the Registrar	Equity Increase	ADMIN I – Assistant Registrar
Office of the Registrar	Reassignment	AA/S I > ADMIN I – Assistant Registrar of Records, Registration, Communications, and Operations
Office of the Registrar	Reassignment	Interim University Registrar appointed

Facilities/Equipment

Ongoing Annual Software Licenses

- Hobsons Naviance/Intersect
- Perceptive Content
- Intelligent Capture for Transcripts (ICT) Perceptive Content (OCR populates PeopleSoft)
- XAP Corporation
- Customer Relationship Management (CRM)/Salesforce
- TargetX (value added vendor for Salesforce)

V. Program Assessment of Past Year

Program Objectives

- Met the 2018-19 Annualized Resident FTES funded target of 15,250: Final Annualized Resident FTES was 15,633, 383 FTES or 2.5% over target.

2018-2019 Headcount, FTES, and Target Assessment

Total Headcount by Fee Residency Status

	2014-15	2015-16	2016-17	2017-18	2018-19
California Resident	15,977	16,135	16,641	16,872	16,708
Domestic Non-Resident	188	191	185	158	139
International Non-Resident	705	607	472	391	331
Grand Total	16,870	16,933	17,298	17,421	17,177

Total FTES by Fee Residency Status

	2014-15	2015-16	2016-17	2017-18	2018-19
California Resident	14,998.2	15,080.6	15,484.1	15,785.2	15,633.5
Domestic Non-Resident	179.2	180.0	176.6	146.6	129.6
International Non-Resident	629.6	534.3	422.2	349.9	297.3
Grand Total	15,807.0	15,794.9	16,082.9	16,281.7	16,060.4

2018-19 Resident FTES Progress Toward Targets

CSU funded resident FTES target	15,250
2018-19 with spring 2019 census	<u>15,633</u>
Resident FTES above funded target	+383/2.5%
University budget resident FTES goal	15,700
2018-19 with spring 2019 census	<u>15,633</u>
Resident FTES below budget amount	-67/.4%

Enrollment Reports

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

Ongoing Assessment Efforts

- Monitor progress toward 2019-20 enrollment goals:
 - Daily headcount and FTES reports throughout registration cycles.
 - Monthly 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).
 - Periodic assessment of 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 2020-21 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: Support implementation of student success programs and reporting.

Chico State’s Progress Toward 2025 Targets:

Grad Initiative 2025 Measures	2017 Rate	2018 Rate	2025 Goal
Freshman 6-Year Graduation	65.5%	66.3%	74%
Freshman 4-Year Graduation	29.7%	29.3%	41%
Transfer 2-Year Graduation	32.3%	38.9%	43%
Transfer 4-Year Graduation	77.4%	78.6%	86%
Gap - Underrepresented Minority	9.3% points	7.4% points	0
Gap – Pell	8.4% points	8.8% points	0

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

V. Analysis

- Achieve 2019-20 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:
 - Ongoing implementation of Salesforce/TargetX to expand new student recruitment and orientation functionality; expand use of academic advising notes to all colleges/faculty advisors and the STAR Center; implement student success and retention functionality, early alerts and at-risk advising; and cross-campus

- student engagement collaboration.
 - Ongoing implementation of ImageNow/Perceptive Content ICT (Optical Character Recognition/OCR) for admission application incoming paper transcript processing.
 - Ongoing implementation of CampusLogic to support the e-verification process for financial aid awarding. Streamline PeopleSoft integration by automating file transfer and import back and forth.
 - Implement Ad Astra Scheduling Optimizer module to support coordination of Butte Hall remodel and classroom and office surge space transition beginning fall 2021.
 - Reinvigorate roll-out of the Smart Planner to students and advisors to encourage and support four-year degree planning.
 - Implement HighPoint Course Auditor and Packaging Evaluation.
 - Research 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 and out-of-state 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:
 - Partner with Academic Affairs to develop and implement a holistic advising structure that aligns with University-wide advisement priorities.
 - 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.
- Consider developing scholarship programs to support enrollment management goals, in particular for economically disadvantaged students, and to support student retention and graduation.

Program Objectives for Next Academic Year

- Meet the 2019-20 resident FTES funded target and plan for the 2020-21 resident FTES funded target to support university budget needs.
- Support GI 2025 team planning and project implementation to improve student persistence and graduation rates, including state mandated CA Promise pledge programs for new Associate Degree for Transfer students and First-time Freshmen; ongoing implementation of EO 1110 Academic Preparation and Placement and Early Start Program for First-time Freshmen; award Regional and Continuing Education winter and summer session grants to reduce time-to-degree; consider and remediate financial barriers that may impede student retention; and reengage non-returners with 100+ units to enroll for fall 2019.
- In alignment with the University Strategic Plan and Campus Master Plan, initiate the Strategic Enrollment Management 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:
 - Salesforce/Target X: Admissions expansion of recruitment communications; Academic Advising Programs expansion of functionality and roll-out to the STAR Center and college/department advisors; Orientation next phases of implementation; Office of the Registrar implementation of student support communications; and refinement of the cross-campus roll-out plan.
 - Perceptive Content/ICT: Finalize admission application transcript processes to support volume increases for the summer 2019 go-live.
 - Cal State Apply: Enhancements for spring and fall 2020 admission applications cycles.
 - Smart Planner: Expand promotion to increase student and faculty advisor use for four-year degree planning

- and data mining to improve course planning effectiveness.
- ASSIST Next Generation: Ongoing implementation and data clean-up.
- Ad Astra Scheduling Optimizer implementation.
- 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, to include supporting the STAR Center with an advisor-in-residence.
 - Co-lead the roll-out of Salesforce/TargetX to college/academic department advisors.
 - **Financial Aid and Scholarship Office Program Objectives:**
 - Hire the associate director for systems and compliance to assume functional roles previously accomplished by the retired IRES analyst/programmer and the director.
 - Streamline CampusLogic functionality and integration.
 - Implement remaining High Point products: Course Auditor and Packaging Evaluation.
 - **Office of Admissions Program Objectives:**
 - Complete office reorganizations and staffing transactions.
 - Implement technology: Salesforce/TargetX ongoing roll-out; 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).
 - Expand recruitment plans and strategies for new student target groups (e.g., diversity and out-of-state) with particular focus on using Salesforce/TargetX to enhance communication and engagement, and in turn, admit to enrolled yields. Continue to strengthen relationships with campus diversity partners.
 - **Office of the Registrar Program Objectives:**
 - Implement Salesforce/TargetX for student communications and engagement.
 - Implement Ad Astra Scheduling Optimizer to support the Butte Hall remodel.
 - Support GI 2025 priority projects: 2019-20 two- and four-year graduation rates increase; CA Promise pledge programs and priority registration; expand graduation advising to include reengaging inactive students nearing graduation; and expand Smart Planner adoption and use.
 - Collaborate with Information Resources and Institutional Research to implement new data warehouse concepts, governance, structures, security, and reporting/analytical tools.