



California State
University

Division Of
**STUDENT
AFFAIRS**

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ANNUAL REPORT 2022-2023



Division Of
**STUDENT
AFFAIRS**

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Academic Year Report Summary



Greetings,

In September 2022, I arrived to CSUCI, eager to connect to a new campus community and lead the Division of Student Affairs into a new generation as the campus was celebrating 20 years of existence. Our leadership team and division established our foundational premise:

The Division of Student Affairs, made up of 31 departments and programs, centers student experiences and focuses on helping students succeed. By incorporating high impact practices and holistic student approaches, we strive to positively enhance students' lives by creating a sense of belonging and attending to their holistic needs.

Our divisional team used my onboarding as the new Vice President to work with me to evaluate, assess, and initiate an array of processes and programs within the division. I am proud of our progress. Some highlights of divisional accomplishments and success I worked on in some capacity include but are not limited to:

Fall 2022

- Supported and led **Disability, Accommodations, & Support Services (DASS)** through immense staffing and student challenges throughout the onboarding of six new staff members, including a new Director of DASS.
- Established **MOU with CSU Northridge** for CSUCI students to receive free medical services to satisfy CSU compliance with SB24 (family planning services).
- Collaborated with the Dean of the Library to **expand our Basic Needs Services** to include hotspot rental free of charge to the student.
- Supported the vision to revamp our PATH program supporting former foster youth into **Dolphin Guardian Scholars (DGS)** to eliminate the deficit language within the program as well as align with the CSU collectively.
- Created the **Student Marketing Center** concept and space to establish an effective marketing and communication channel for students by students.
- Initiated and led the revamping of our **New Student Onboarding Process** across five departments in DSA and DAA which included: (1) earlier new student transcript

evaluations; (2) earlier financial aid award packaging; (3) summer advising and registration session separate of orientation; (4) transfer student registration two months earlier and first year registration two weeks later; (5) orientation for Fall 2023 moved to the week prior to the fall semester in August.

- Re-established partnership from the VPSA's office with the **Community Advocacy Coalition (CAC)** to provide support and resources between Ventura County and Black students at CSUCI.

- Led partnership with the VPSA's office and Admissions to establish and implement a **Black Student Recruitment & Retention plan**, which includes recruiting and yield events strategically focused on Black culture at CSUCI.

- Established the inaugural **Late Night Breakfast** as a cross-divisional program with 698 student attendees in order to build and enhance student affinity through campus traditions at CSUCI.

- Approved Educational Opportunity Program (EOP) to launch **an inaugural Transfer Student Cohort** for data collection and assessment of gap support EOP services can provide to this demographic.

- Established implementation team to develop official **Esports Program** co-sponsored by Information Technology Services & Student Affairs to launch Spring 2024.

- Launched **division-wide assessment and data analysis framework through EAB** where every DSA program will focus on various student learning outcomes and/or goals specific to institutional directions.

- Established the **Institutional Programming Collaborative (IPC)** to serve as a cross-divisional working group to centralize campus programs and events and simultaneously foster collaborative partnerships and sharing of fiscal resources.

- Hosted **monthly professional development workshops** and meeting for DSA from October through April for ongoing staff growth and training.

Spring 2023

- Reviewed and eliminated barriers within institutional protocols and procedures related to **Student Emergency Grants**, resulting in an increase in applications (52%), **increase in approval percentage (52% to 93%) and increase in award amount distributed (211%)** all from fall 2022 to spring 2023.

- Re-implemented on-campus **Emergency Housing Program** to support students basic need of access to campus courses and resources, resulting in a **decrease (51%) of students being emergency housed off-campus**.

- Initiated re-structure of **Affinity & Cultural Graduation Celebrations** to be coordinated centrally via commencement committee for institutional continuity and elevation of student access and support.

- Initiated and supported cross-divisional efforts for **Summer Melt Prevention 2023** as an effort to decrease melt of incoming students to CSUCI.

- Supported divisional leadership to review and obtain approval of updated **Death of a Student Policy**.

- Led framework, proposal and approval for the **creation of two new cultural centers (Black and Hispanic) and rebranding of the Multicultural Dream Center** to focus more on Social Justice, Equity and Inclusion outcomes to launch Fall 2023.

- Assessed divisional physical space needs to effectively serve students Basic Needs and approved changes to **expand the size of our Food Pantry in Spring 2024**.

- Co-led with University Advancement and Administrative Services the **assessment and protocol review of institutional events procedures** to aid in streamlining and prioritizing campuswide event approvals and assigned protocol structure for event implementation.

I would be remiss if I did not note that our divisional commitment and leadership among our staff were at the core of the success of these outcomes. Simultaneously, the support and buy-in from campus partners was immensely appreciated to help ensure our students had a robust academic year.

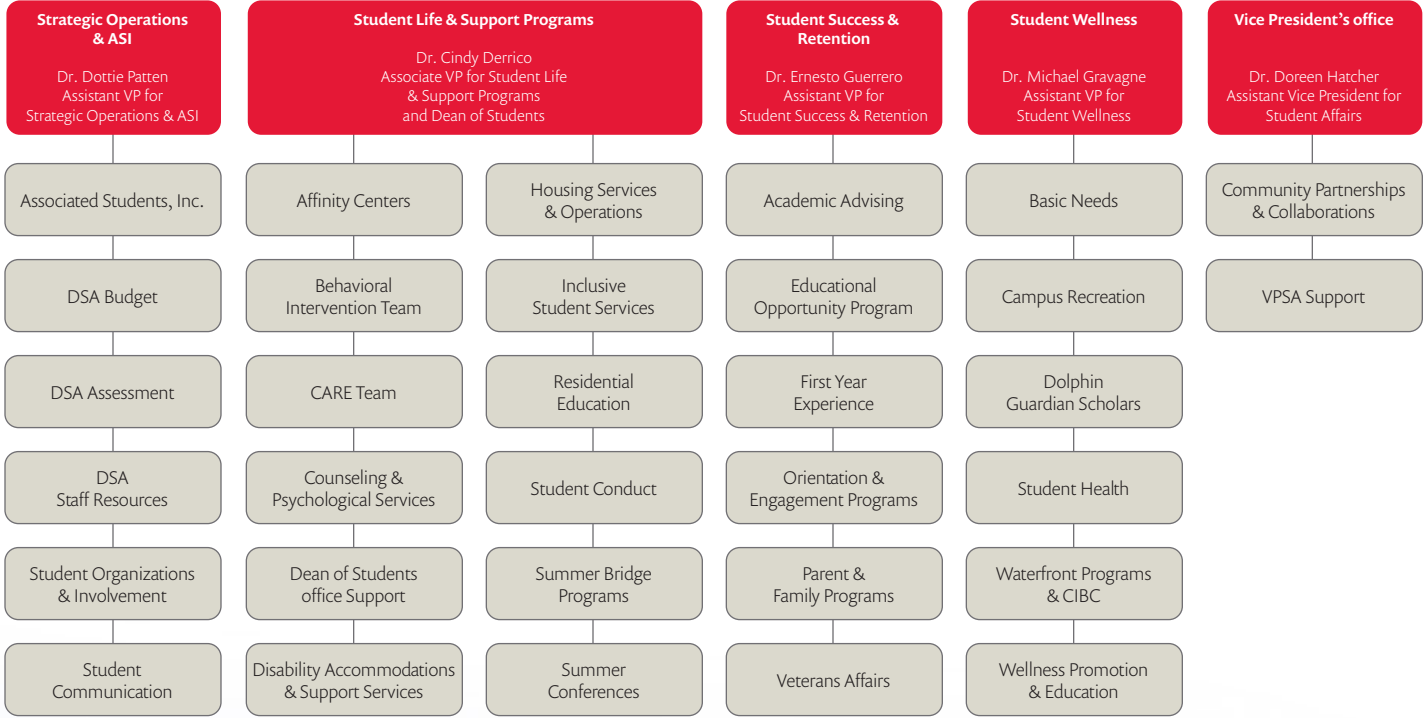
Our Division of Student Affairs is involved with every aspect of the college student experience, from supporting the recruitment and admissions process, to making data-informed decisions for the enhancement of our retention efforts, to celebrating with families as their students walk across the commencement stage. We are committed to the continuation of developing transformative initiatives for student success and persistence as we enter the 2023-2024 Academic Year.

Eboni Ford Turnbow, Ph.D.



Vice President for Student Affairs
CSU Channel Islands

The Division of Student Affairs Programmatic Organizational Chart



The Division of Student Affairs Purpose Statement and Core Values

Purpose Statement

Placing students at the center of their educational experience, the Division of Student Affairs (DSA) supports and enhances learning and development in and beyond the University community through quality co-curricular programs, services, activities, and facilities.

Core Values

Collaboration, Commitment, Diversity, Excellence, and Integrity





Associated Students, Inc. (ASI)

ASI Student Government was recognized by the Secretary of State and awarded the Most Creative Approach to Register Students to Vote Award for their Civic Engagement Carnival.

Student Organizations & Involvement (SOI) Joined ASI. The addition of SOI to ASI Programs has led to an improvement in how we serve Student Organizations overall. Reconsidering the distribution of responsibilities among staff and programs is an ongoing process in this effort.

Student Life & Support Programs

Counseling & Psychological Services (CAPS)

CAPS received full accreditation from the International Accreditation of Counseling Services (IACS) from February 2023-February 2031. As demands for accountability increase, professional peer review is vital. IACS accreditation indicates that a counseling center opened its doors to a team of counseling professionals who reviewed and certified that its services meet the highest established standards in the field. This recognized stamp of validation holds value for the center, the school, students and their parents. Achieving IACS accreditation means that CSUCI CAPS has demonstrated that they ensure the mental health care provided to students meets the gold standard for university counseling centers.

In fall 2021, CAPS hosted a cohort of Nursing students taking a Clinical Leadership course. They developed a proposal for a new Mental Health Peer Program for the clinic and presented it to campus leadership including President Yao. Broad support for creating the program was received, including being granted a large space (BTE 1808) for the new Mental Health Peer Program, which was officially launched in fall 2022 with six Psychology students who earned three units in a PSY492 Internship/Service Learning course. In spring 2023, there were five Psychology students who earned three units in the same course.

Disability Accommodations & Support Services (DASS)

DASS underwent successful recruitment of a Counselor, Alternative Media Specialist, and Note-taking Coordinator all hired to fill vacant positions prior to the end of fall 2022. The director was hired in April 2023, after the position had been vacant for over a year. With the Case Manager and Alternative Media Specialist hired in spring 2023.

DASS provides mentorship and guidance to Delta Alpha Pi (DAPI), which is an honor society for students with disabilities. Through rigorous recruiting and outreach efforts **membership grew from 19 members for the 22-23 AY to 65 members for the 23-24 AY.**



7.6%

Percentage increase in Housing occupancy for fall 2022 over fall 2021.

Dean of Students office (DOS)

Under the leadership of Dr. Kirsten Olson, and in response to President Yao's vision of an interconnected Case Management Team, a Case Management model was developed. This model has been presented to many of the CSU Trustees during their visits to the campus, and each of them have expressed strong support for the initiative. To round out this team, the newest Case Manager in DASS will join this effort in May 2023. This team has been meeting weekly in spring 2023, and their leadership and response to high level cases has supported a more comprehensive response to student needs.

Housing & Residential Education (HRE)

HRE remained adaptable amidst a global pandemic and reduced occupancy by adjusting our design capacity to include an increased number of singles in suite style and traditional residence hall accommodations to support student preference and increased revenue. At move in day, HRE saw an overall **occupancy increase in fall 2022 by 7.6% over fall 2021.**

Used residual funds remaining from Santa Rosa Village (SRV) Construction **(\$800,000+) to complete make critical upgrades.** Namely, a Pickle Ball

Campus Recreation enhanced their facilities, including a resurfaced the gym court, and repainted gym space.



court was added to the SRV, interior corridor chair rails/wall protections to prevent damage from moving bins or large objects that could damage the drywall, added/replaced all family room furniture due to peeling, replaced shower curtains with glass shower doors to support privacy and cleaning, and leveled out courtyard walkways to improve area safety. Finally, a dumpster enclosure was added to help contain garbage and improve aesthetics.

Inclusive Student Services (ISS)

Hosted the first Los Gritos Ceremony on campus as an innovative partnership between all divisions. This event brought forth **over 300 students, faculty, and staff in attendance.**

Student Success & Retention

Academic Advising

New Student Advising & Registration Sessions: Collaborated with Orientation & Engagement Programs (OEP), the Registrar’s Office, Student Systems, and the Educational Opportunity Program (EOP) to separate Advising & Registration

sessions from Orientation, allowing for a dedicated extended time with advisors to learn about degree requirements and student success tools (e.g., CARR, roadmaps, Advising Canvas course, etc.).

Academic Roadmaps: 2023-2024 academic four-year and two-year roadmaps for 26 academic programs were created in consultation with academic chairs and faculty advisors to provide students a clear pathway to graduation, which Student Systems is utilizing to build Degree Planners for the upcoming year, and the Guided Registration working group is using to inform course selection for first-year students.

Educational Opportunity Program (EOP)

Of the students who participated in the 2022 Summer Success Academy, **91% were retained** through the spring 2023 semester.

The Student Success Center has seen an **increase in its overall visits by 66%** since the previous AY.

Orientation & Engagement Programs (OEP)

The New Student Onboarding Experience is realigning the way a student is experiencing CSUCI from the moment they are recruited through their first year at CSUCI.

Orientation for new Dolphins will now take place in August. This shift will allow students to focus on some of the stressful transition pieces, like registering for classes, earlier in the summer.

Orientation content will focus on academic and institutional identity while addressing a strong sense of belonging and exploring the meaning of self-efficacy.

Veterans Affairs

In anticipation of rethinking how the Veterans Center operates and engages with students, worked with Student Systems to set up the Veterans Center as a Care Unit within Navigate. This will allow better tracking of student engagement with the Center and of appointment notes/summaries.

Student Wellness

Basic Needs & Dolphin Guardian Scholars (DGS)

A valuable partnership was established with the Ventura County Continuum of Care (CoC) and Conejo Free Clinic. This collaboration has increased our capacity to provide housing-related services to CSUCI students through additional funding. Additionally, we can now refer students to free dental and vision services offered by the Conejo Free Clinic. Our Basic Needs staff

have been trained in the county’s Homeless Management Information System (HMIS), enabling us to connect and refer transitional-aged youth to a wide range of community services more effectively.

Our first Future DGS Campus Visit Day was a resounding success, with **64 high school students and 17 community supporters attending the event.** This visit served as a comprehensive introduction to the caring community and resources that CSUCI offers to students who have experienced foster care or homelessness.

Campus Recreation

We have undertaken significant efforts to enhance our facilities to better cater to the needs of CSUCI students. Among the improvements, we have installed a large fan in the Fitness Center to promote better air circulation within the Recreation Center, resurfaced the court, and repainted the entire gym space. The results of these upgrades have been overwhelmingly positive,





with students expressing their appreciation for the improved conditions. Furthermore, we have several upcoming projects in the pipeline that will further elevate our facilities and the quality of services we provide to our students. These projects include a locker room renovation that will incorporate additional showers and an outdoor space plan that will increase our square footage and provide an enclosed area for outdoor workouts.

Wellness Promotion & Education (WPE)

WPE implemented new processes for presentation evaluations to include specific pre/post-tests for each workshop topic and a collection bank for student ID numbers using QR codes. WPE has successfully tracked both individual student engagement and anonymized knowledge scores for wellness workshops. These pre/post-test evaluation reports are shared among the student-led team inspiring discussions leading to program improvement.

Channel Islands Boating Center (CIBC)

In the spring semester (March-April), the CIBC experienced a significant increase in participation, **approximately 540 individuals taking part in our offerings (up from 241 in the fall semester)**. This surge in participation reflects the growing popularity and success of our programs, indicating a positive trend and increased awareness among students and community members.

Student Health Services (SHS)

Achieved compliance with Senate Bill 24, requiring CSU health clinics to offer medical abortion (MAB) services.

SHS established a memorandum of understanding (MOU) with California State University, Northridge (CSUN) to provide MAB services to CSUCI students. Under the MOU, our health center clinicians can refer students at CSUCI seeking MAB services to the health center at CSUN, in accordance with the reciprocity clause of Executive Order 943.

Compliance with this bill ensures that CSUCI students seeking MAB services can receive a referral to access these services at CSUN, following an initial consultation with our clinicians. This arrangement ensures that our students have access to high-quality medical services, regardless of their location or specific needs.

To ensure that students are aware of this valuable resource, SHS medical staff will educate students seeking dental and vision services on how to schedule an appointment with the Conejo Free Clinic. In addition, the SHS website has been updated to include information about the Conejo Free Clinic as a resource for dental and vision services, ensuring that students have access to all available healthcare options.

125%

Percentage increase in individual program visitors to the Channel Islands Boating Center (CIBC).

VPSA office

DSA Assessment

Initiated the expansion of EAB throughout the Division (expected launch fall 2023) as well as the development of a new Division of Student Affairs Dashboard – which has included departmental meetings, back-end coordination with Student Systems and EAB vendors, as well as working closely with Institutional Research to ensure data indicators are reflective of current departmental needs as well as continues to honor past data collection efforts.

DSA Budget

Provided financial and budgetary oversight for the Division of Student Affairs general fund budget, approximately \$8,800,000. Responsibly monitoring and planning the Division’s base budget – **allowing for a return of approximately \$1,200,000 at year-end** (this is optimal given the financial constraints the institution is in and the desire to return as much money as possible).

DSA Staff Resources

In collaboration with departmental leadership, facilitated the successful redesign of the Dolphin Pantry, SMC, and DOS office suite to make them more functional and accessible.

Student Communication

Planned and successfully launched the Student Marketing Center (SMC) in February of 2023. The launch included the hiring of (3) student assistants, a weekly email newsletter, multimedia promotional materials, and select large format materials. Additionally, the SMC worked with the Vice President for Student Affairs to promote the SMC to various campus partnerships, including the Provost, the Office of the President, and several other programs across campus.

Vice President for Student Affairs office

Development of the Cultural Affinity Centers led by VPSA, which will include: Latinx Student Center, Black Student Cultural Center, Social Justice, Equity, and Inclusion Center, and spaces for faculty engagement (set to launch fall 2023).

Launch of Late Night Breakfast as a new campus tradition, striving to create a greater sense of student belonging and engagement.





Associated Students, Inc. (ASI)

ASI is collaborating with the University on the Student Union Courtyard Expansion and secured a **contribution of \$175,000** from the University to support this projected \$575,000 project.

ASI continued its relationship with its ATM provider, Premier America Credit Union. The arrangement generates a **stipend of \$6,000** for the year which is significant benefits to Student Union operations when other vendors considered for the collaboration proposed charging ASI for the service.

Student Life & Support Programs

Disability Accommodations & Support Services (DASS)

A **donation of \$245,000** was made to CSUCI by the Martin V. Smith family in the name of Bruno Pozzi earlier this year to fund a DASS Case Manager for two years.

Dean of Students office (DOS)

The DOS office implemented the Housing Grant program authorized by President Yao for 2022 – 2024 **with an allocation of \$2,000,000**; a portion of Mackenzie Scott donation. This program required strong partnership with Admissions in recruitment season, Advancement in administering and truing up fund allocations, Academic Affairs in managing recruitment, placement, and communication of learning community assignment, and Financial Aid to ensure initial and ongoing eligibility.



Student Success & Retention

Academic Advising

Through GI 2025, Academic Advising was **awarded \$37,000** in October and subsequently hired three additional peer advisors who provided advising and peer support to first-year students, assisted with targeted advising efforts to increase retention.

Educational Opportunity Program (EOP)

CSUCI received the Supportive Pathways for First-Year Students grant in the amount of \$285,000 from the CSU Office of the Chancellor and additional funding from the University (\$281,826) to execute the Summer Success Academy in summer 2023 – **total received was \$566,826.**

Orientation & Engagement Programs (OEP)

OEP has a standing relationship with Ventura County Credit Union (VCCU) that equates to an **\$8,500 sponsorship**. This sponsorship pays for the online orientation platform serviced through Advantage Design Group. VCCU provides financial literacy content to be embedded within the platform. In addition to the funds, VCCU provides in-kind donations (promotional items) for both students and their families.



\$3.4 MILLION

The total amount of secured grants and donations for DSA programs and initiatives.

Basic Needs secured a VCCC Round 3 Grant of \$263,415 for emergency housing through 2026.

\$56,000

Secured through the CSU HSI Community Grant that serves Black student enrollment, retention, and persistence.



Center for Healthy Communities CalFresh Healthy Living Grant in the amount of **\$82,500** to facilitate Healthy Living program through April 2024.

Cove Bookstore Donation: **fifty (50) \$100** Gift Cards to support students in need.

Patagonia Donation in the amount of **\$1,000** for the DGS Program.

Wellness Promotion & Education (WPE)

WPE entered a partnership for the Food Smarts program to facilitate healthy eating workshops and linking students to CalFresh. This grant will fund student assistant/Wellness Peer Educator positions.

Channel Islands Boating Center (CIBC)

The Boating Center received three generous donations of sailboats this year from a local community member and a Yacht Club. These donations have enriched our sailing program by providing us with additional vessels to supplement our existing fleet. With these new sailboats, the program offers its participants a diverse range of vessels, enhancing their learning experience and allowing for the program to cater to different skill levels and preferences.

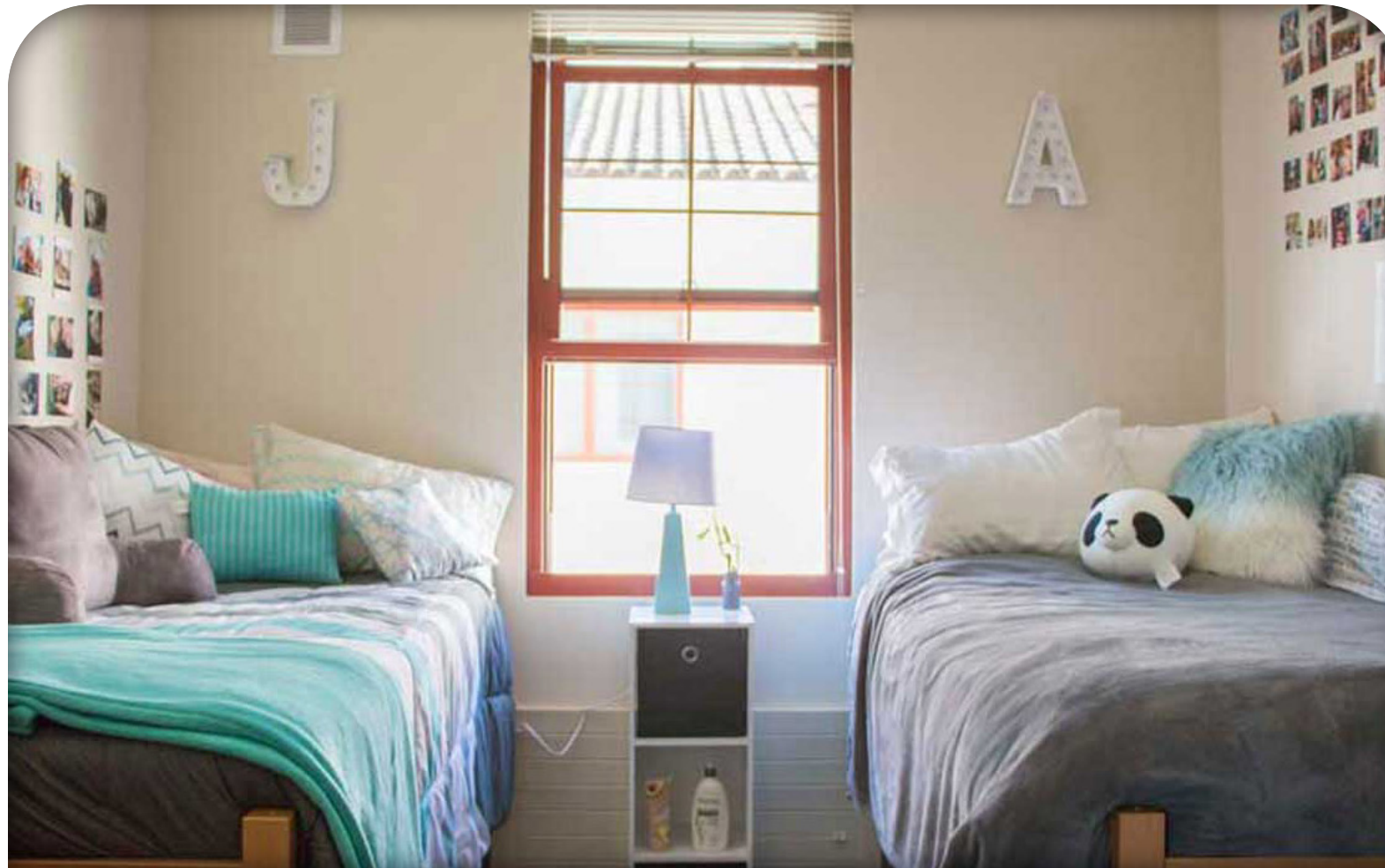
Student Wellness

Basic Needs & Dolphin Guardian Scholars

Basic Needs & DGS **received multiple grants** and donations this past year:

Ventura County Continuum of Care Round 3 Grant in the amount of **\$263,415** for emergency housing through 2026.

Ventura County Continuum of Care Round 4 Grant in the amount of **\$145,260** for homelessness prevention through 2027.



VPSA office

Vice President for Student Affairs office

Secured **\$56,000** through the CSU HSI Community Grant: Serving Black Students seeking to increase Black student enrollment, retention, and persistence; supports intentional and consistent student programming, provides opportunities for culturally responsive and inclusive training for DSA staff, as well as Black alumni engagement.

CSU Partnerships with Faith-Based Organizations in Ventura County awarded **\$20,000**.

Student Wellness secured \$263,415 from Ventura County for emergency housing through 2026.



Associated Students, Inc. (ASI)

ASI Graphics & Marketing

Delivered a high volume of quality marketing materials for all ASI Programs. The team worked on **181 designs spanning 35 projects**, including the development of 14 cohesive marketing campaigns that effectively conveyed the essence of their respective ASI Programs.

The CI View – Student News

The CI View booked over **60 ads** for an approximate total ad revenue of **\$2,500** for the 22-23 AY.

Student Success & Retention

Academic Advising

Advising efforts center on Dolphin Navigate to outreach students through emails or texts to invite them to utilize our services. This spring, 3418 appointments were created with 2287 distinct students and text reminders **increased appointment attendance to 83.2%**.

Student Health

Collaborated with WPE students to create social media content for SHS.

As a result of these efforts, SHS’s Instagram page (@ci_shs) has experienced substantial growth since February 2023. **The page has reached 609 (+95.1%) more accounts, engaged with 112 (+194%) more accounts, and gained 42 new followers compared to the fall semester.** These results demonstrate the impact of SHS’s collaboration with WPE and the Service-Learning students in effectively engaging with the campus community and promoting health and wellness initiatives.

VPSA office

Student Communication

Heading in to the 22-23 AY, the SMC had an established marketing/branding strategy using print and digital media. With the large-format printing capabilities absorbed by the SMC from C&PR in July 2022, every effort was made to seamlessly incorporate these offerings into regular services. Since then, the SMC has initiated a more expansive set of services that includes the weekly newsletter for students and campus partners. A significant investment



has also been made in all-weather signage for print media; additionally, the SMC continues to have a fruitful partnership with C&M to maintain the bulletin boards.

With the launch of the SMC, efforts have also been initiated to deliver content to students in various formats. This includes some initial efforts through the main CSUCI social accounts, digital signage, and more.

As for marketing metrics, the SMC publishes a weekly newsletter which has yielded **an open rate of 45%**, with an opportunity to expand that further with more personal content – including directly addressing a student by name, major, or both. Best efforts will be realized in this manner, and there exists a tremendous opportunity for us to make a more meaningful connection to the students.



“ *The CI View booked over 60 ads that generated \$2500 in revenue for the fiscal year.* ”



DSA employees approximately 300 students across all of our programs. Each of these positions provides students with the skill building and experiences they need to succeed post-graduation.



330

The total number of students the DSA employs in various programs across campus.



Among the dozens of collaborations that occurred throughout the Division of Student Affairs this past year, some highlights were:

ASI provided funding for campus partners to nine programs for a total allocation of \$189,740.

CAPS is currently working in collaboration with Studio Art Capstone students to create murals in the CAPS waiting room and clinical wing.

The creation of the Legacy Mural on the exterior of the Student Union Building – a partnership with the Center for Multicultural Engagement, the Division of Academic Affairs, Facilities Services, the local and campus community.

Academic Advising, EOP, and OEP partnering with DAA and BFA colleagues, developed the spring into Registration where students were able to meet with an advisor or campus partner to remove holds or to assist with course enrollment for the upcoming semester. Approximately 375 students were served by this program over the course of the spring semester.

At the request of the Office of the President and University Advancement, Staff Resources personnel served as a lead for signature campus events, including the Investiture of President Yao, CSUCI 20th Anniversary, and Commencement, offering support and direction for the preparation and execution of the ceremonies.

In collaboration with Coalition for Family Harmony, CAPS, offered Clinical & Advocacy services for students, faculty and staff regarding interpersonal violence.

The VPSA office Budget team collaborated with departments across the Division and institution to develop training materials to provide guidance with respect to ProCard reconciliation, requisition training, the student assistant hiring process, pulling financial reports, etc. These trainings and subsequent materials have assisted in the education and continued compliance among our staff with respect to campus budgetary processes.

Supporting college readiness for Black students in Ventura County, the VPSA office held monthly meetings with Community Advocacy Coalition board members, as well as provided support for focused collaborations pertaining to community events (e.g., Juneteenth and Super Sunday) and the support for local initiatives (e.g., Save our Democracy, 99Three Radio Station).

In partnership with California Lutheran University, CAPS offered clinical/practicum training for doctoral students in clinical psychology.

DOS, in collaboration with the California Faculty Association (CFA), facilitated a presentation and discussion on Managing Disruptive Students in the Classroom and overview of support available from DOS with 15 CSUCI CFA members.





Postgraduate Studies and Professional Conferences

DSA staff completed postgraduate studies and participated in professional conferences in 10 states. Additionally, through professional memberships, these same staff have ensured that CSU Channel Islands is well represented within the Higher Educational community.

- Five staff members received either certificates or advanced degrees.
- Staff of all levels attended approximately 30 conferences.



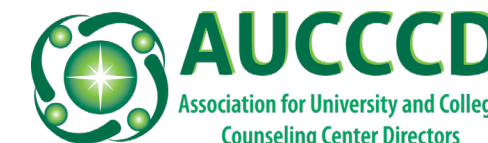
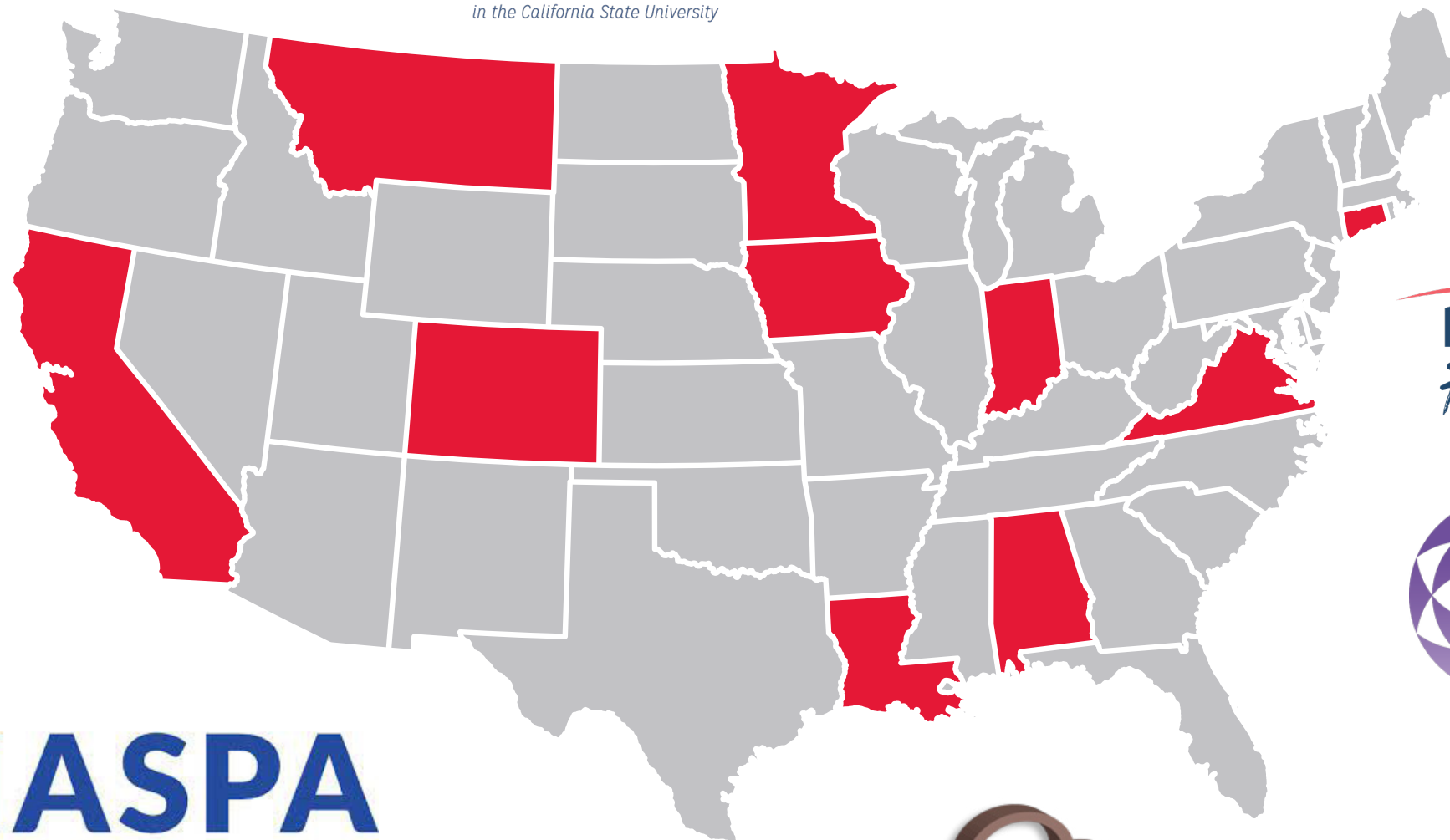
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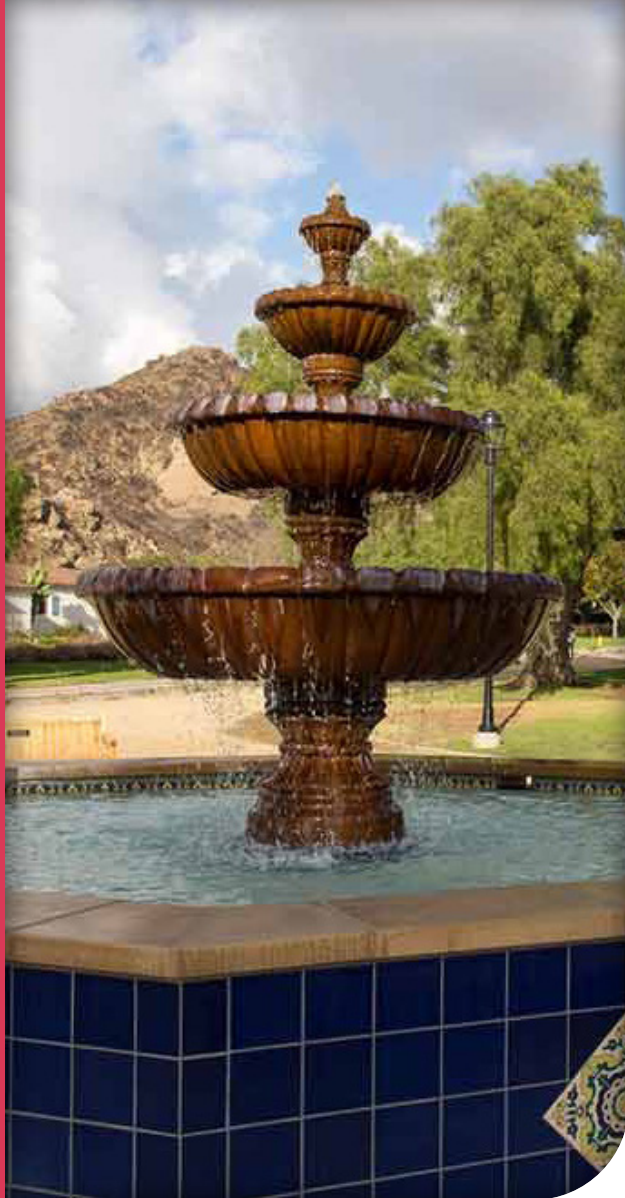


Advancing Campus Community



Student Success Network
in the California State University

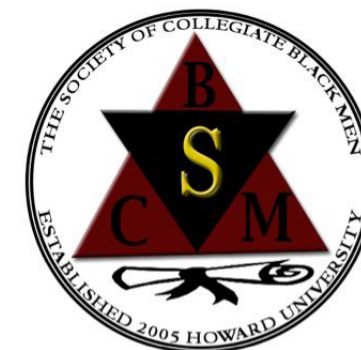




Professional & Campus Organizations, Honors and Awards

DSA staff are a dynamic group, represented in groups across the campus and the country. These include professional organizations, student clubs, and program awards.

- Three staff members published work in peer reviewed publications.
- 11 staff members serve in a leadership role within their respective professional organization.
- 11 staff members received recognition by a professional organization.
- 11 staff members served as an advisor to a recognized student club or organization.





- In its 20-year history, CSUCI has not served transfer students within EOP. However, despite previous challenges, the program has worked with Admissions & Recruitment, Statewide EOP Administrators, and other campus partners to create a timeline to launch these services with a pilot program in fall 2023, with a full launch planned for fall 2024.



- This past year, the Basic Needs department faced several challenges in keeping the pantry stocked given the limited space available for the pantry and storage. This coming year, the program looks forward to expanding its space which will prove valuable in the ability to increase available inventory and fresh produce.

- Due to the COVID-19 pandemic, many sports clubs faced challenges in resuming their operations, especially because most officers were new and did not have prior experience with their respective club operations and expectations. Moreover, recruitment proved to be a challenge, resulting in low participation and only three out of eight clubs, namely, sailing, volleyball, and baseball, traveling this year. However, this past year, the program identified emerging leaders in each club who are determined to strengthen recruitment efforts and operate their clubs at full capacity next year. This presents a positive outlook for the future.

- The Boating Center is thrilled to strengthen and expand our partnership with Oxnard College, Marine Education Center, and Aquarium. In previous years, the program facilitated trips for youth participants to visit the Center and gain valuable insights into marine science. Building on this successful collaboration, the aim is to broaden engagement with Oxnard College students by offering boating programs that provide opportunities for earning credit and establishing a meaningful connection with CSUCI.

- As the Vice President for Student Affairs continues to provide direction for the Division, the opportunities are endless for continued improvement in the realm of student engagement and creating a sense of belonging for students of all groups – of which, the creation of Student Affinity Centers will serve as a top priority.

- In an effort to better support incoming Dolphins and their families, an Institutional Programming Collaborative (IPC) has been created to ensure thoughtful and constant engagement to assist with the feeling of connectivity for these populations from the start.

- Historically, the Veterans Resource Center has not engaged in outreach to the Veteran Centers at the local Community Colleges. This coming year, efforts will be undertaken to develop these relationships, which will aim to support both the recruitment of potential CSUCI students, as well and create stronger ties with the local Community Colleges.



PARTNERSHIPS

Veterans Affairs will connect with local community colleges and military bases to reach potential CSUCI students.

The expansion of EOP Services to Transfer Students will launch a pilot program in fall 2023.



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