

# Enrollment Management Six Year Plan - Spring 2019

## Tim Allison

2019-03-13T22:56:56Z

Without question, we need more advisors and counselors on campus. We have a significant Transfer Student population and a significant First Gen population. These students have questions. They lack a family/community support system to answer questions that others may consider basic. They are blazing a trail for themselves and their family and need support to do that. Our current ratios need to be significantly improved for many reasons including equity, efforts to promote timely completion to degree and common sense.

## Teresa Potts

2019-03-08T20:07:47Z

Administering Title-IV and State aid programs is an institute-wide responsibility. The Compliance Officer position would be a valuable resource not only to the Financial Aid & Scholarships office, but to the institution as a whole by serving as the primary resource on federal, state and institutional statutory and regulatory authority, and state and University policy. The position would help mitigate risk and improve compliance practices by identifying areas of non-compliance and assist in the development of appropriate internal controls to ensure compliance with federal and state regulations, as well as University policies and procedures.

## Sonia Zuniga

2019-03-09T00:40:12Z

A Financial Aid Compliance Officer is a crucial necessity in any Financial Aid office. This position is required to ensure the Financial Aid & Scholarships office is complying with over 6,000 financial aid regulations placed by the Department of Education. If the Financial Aid & Scholarships office is not compliant with these regulations, it could result in audit findings, causing the university to pay large fines, and in extreme cases, taking away title IV aid eligibility from the institution and accreditation.

Since financial aid assistance is a key component to whether a student is able to attend the university, the Financial Aid & Scholarships office and the university need this position to provide the adequate resources to make sure we are compliant. Based on our student population, 81% of our students rely on some type of financial aid assistance to help finance their education. Having a dedicated person in this position will ensure that counselors have

the most up to date information to be able to fulfill their job rather than spending countless hours researching federal regulations making sure we are in compliance. This would allow counselors the ability to focus more in assisting and supporting students and ensuring we continue to meet all of their needs.

## **Maria Zendejas**

2019-03-09T00:46:20Z

The financial aid specialists have extremely important roles in our Financial Aid & Scholarships department. They are the primary front line staff that intake and help students and parents with reviewing, completing and submitting complete documents in an effort to remain in compliance. This position has made a significant impact in many of our areas such as: front line support in providing high-level customer service, allowing more collaborative team effort to enhance better practices and most importantly providing support and resources to our students, parents and campus community.

With our student population growth and over 81% of our students receiving financial aid, the only way we can continue to deliver and meet our students expectations is by maintaining the current pace we are at today. Staying at the current pace includes the SPT position that is currently temporary. As any temporary position, the employee is challenged with the insecurity of not being permanent and we as a department are challenged with the retention of a currently trained valuable employee. In my years of experience at CI and working in the Financial Aid & Scholarships office, I have experienced this departments roses and thorns and it is very clear that we need this position to become permanent.

This position is necessary for our continued success for both the students and department staff.

## **Luis Sanchez**

2019-03-09T03:36:28Z

I fully support the proposal to increase the number of full-time advisors to better serve our students.

## **Kristy Gonzalez**

2019-03-08T01:02:40Z

I wholeheartedly agree with my colleagues comments regarding Academic Advising. I understand the crucial role the Academic Advising Team plays within Enrollment

Management and our campus.

I also strongly support the proposals put forth by the Financial Aid & Scholarship Office. Specifically the Associate Director of Financial Aid Systems position. As a team of two, we manage to keep the Financial Aid system side of the house running smoothly for the 81% of our CI students that receive financial aid. However, it is not sustainable for us to continue with our current workload. As a Financial Aid System Analyst, our area is in need of day-to-day leadership and as described in the narrative without a point person to manage financial aid systems we will not be able to realize our full potential. This is especially true when it comes to GI 2025, this position would be able to assist with automating and continuing to improve our financial aid processes and as a result promote student success.

2019-03-08T23:24:39Z

As a former Student System employee, I can attest to the amazing work Ana Rosa Duran and her team are able to accomplish and with so little. Student System work often goes underappreciated, and in a climate of shrinking resources we must work smarter and leverage our technology. The Student Systems Office provides support to Enrollment Management, areas within our Academic Affairs division, and even across divisions. I completely agree with the Student Systems requests on receiving permanent technical positions in order to keep up with demand and achieve our GI 2025 goals.

**Blake Buller** 2019-03-09T01:33:37Z

I, too, would like to voice my agreement with and support for the requests made by Student Systems for funding for more Systems Analysts. This team accomplishes so much on a shoestring budget, which includes several temporary, grant-funded positions, but also has to deal with the accompanying employee turnover that is often a result of employing people in this type of position. This team could accomplish so much more with permanent, institutionalized positions that each focus on specific areas within Student Systems. Their work has been, and will be, vital in helping CI reach our GI 2025 goals.

**Kristen Dobson**

2019-03-09T00:42:53Z

I agree with the aforementioned reasons that Advising is under-staffed and I will include yet another reason. As a professional advisor in my fifth year now, I have had the pleasure of meeting with our colleagues at other campuses while attending conferences to collaborate and share our best practices in the advising field. While attending these events, I find that

there are certain high impact practices done by other campuses that aren't even possible for this campus with the current student to advisor ratio. Other campuses have the opportunity to reach all of their students on a deeper level and meet them where they are in their academic development because they have reasonable case loads. It is disheartening for me as a young professional that I must limit my time spent with each student in the interest of reaching as many students as possible. While I love my profession and look forward to coming to work every day, I wish I had the opportunity to conduct more outreach without the burnout of meeting the need of increasing numbers of students funneling through our office. We need more advising staff to serve our students properly.

## Kassidee Sattler

2019-03-07T23:29:44Z

Regarding the requests made by Academic Advising: It is imperative for the Graduation Advisor, as well as more Academic Advisors to be permanently funded in this area. This is essential to continue and further expand the vital support advisors offer students. The Advising team works miracles when it comes to on-the-spot degree and course recommendations, which often make all the difference in a student's academic career, such as reduced unnecessary units. With more support, they would have the ability to be more proactive and practical in reaching out to students as soon as warning signs appear. As a recent graduate at CSU Channel Islands, I can speak directly to the empowering advice I received, and the great necessity for more advisors.

2019-03-07T23:33:09Z

Regarding the requests made by the Registrars Office: The creation of a Registrar is essential to the progress of the campus. This role is necessary in order to:

- streamline processes regarding enrollment, registration, and students transfer credit maintenance,
- ensure Title V, CSU Executive Orders, and Senate Policy compliance, and
- implement policy for degree completion

It seems counter-intuitive to have a university with no Registrar.

Regarding the requests made by Student Systems: This team works wonders when it comes to programming and coding the many needs of CSUCI. With only temporary positions, they have successfully launched multiple enrollment online tools, collaborated with faculty and other campuses to implement those tools, and coded thousands of transfer credit rules. These temporary positions must be made permanent in order to continue the exemplary work currently being accomplished. With further leadership positions, this team would be able to achieve even more wish list items such as graduation support, veteran-specific support, Title IX accountability, California Promise implementation, and analyze academic preparation. I enthusiastically support their requests.

## Jessica Nicks

2019-03-07T22:42:42Z

From my experience working directly with the student population (and their parents), the number one question they will ask when considering whether they will enroll or continue to enroll at CSUCI is; *How much is this going to cost me?*

We all know that in this modern day, students need to be able to access their information when they want it and how they want it. We need to be able to deliver (better and faster) the information students require in order to commit to enrolling at CSUCI. Let's imagine a student who has one semester left until graduation, but they can't register because they have a financial hold. Or another student who is dropping out because they don't know if they will have enough financial aid to cover their costs. These are examples of students who would benefit from a more technologically advanced, efficient, and streamlined financial aid process.

A highly automated financial aid operation is possible by implementing software solutions and business process re-engineering with available resources. The new position of **Associate Director of Financial Aid Systems** would be responsible for planning, directing, and evaluating the systems support for a comprehensive student aid delivery system in support of the University Strategic Initiatives. This person would also nurture effective technical partnerships with key on-campus units (e.g. Information Technology Services, Admissions, Records & Registration, Financial Services, etc.), Federal and State contacts, and the CSU Chancellor's Office in support of strategic goals. I support a new position of Associate Director of Financial Aid Systems because it would mean an advancement in student success, and an advantage for the entire campus.

## Janet Rizzoli

2019-03-06T21:06:12Z

Academic Advising plays a critical role in the development of our students and fostering time-to-degree, therefore fully supporting GI 2025. Because of the impossible student/advisor ratio, they've changed to a dual model of advising, where faculty do the bulk of the major advising.

While faculty are the best at advising students regarding career goals and choosing appropriate major electives, academic advisors understand the overall picture of how major, GE, and graduation requirements integrate. This skill helps students choose the most expeditious path to graduation, allowing them to earn their degree and transition to the workplace where they can be productive members of society. It also helps many of them decrease student loan debt by eliminating possible additional semesters. I wholeheartedly support the Academic Advising budget request.

**Ernesto Guerrero** 2019-03-08T00:06:40Z

Thanks for the comment Janet. You bring up a good point about the dual model of advising and how faculty are best suited for helping mentor students on issues like career and graduate school questions, while professional academic advisors understand the bigger picture of how all their requirements integrate. I think this is a good time for the campus to discuss how to transition to professional advisors doing major advising.

Faculty advising is a model used primarily at universities with less than 6000 students. Professional advisors are more common at public master institutions, such as CSUCI. Such a shift would make major advising available year-round, Monday-Friday. This includes being available throughout the summer, which has been a long-standing concern of incoming transfer students who need major advising beyond just at Orientation. This shift would also standardize advising practices by coordinating training and retention efforts. Finally, professional major advising is considered a best practice in student success/retention research, especially when creating retention campaigns for targeted populations.

2019-03-09T03:52:29Z

CI has been without a Registrar for many years, expecting other staff/administrators to perform these tasks without the recognition and perhaps not, the compensation. Its time to remedy this situation. As we continue to grow, processes become more complex and workload becomes much greater. Having a Registrar will help CI continue to meet the needs of students without the inevitable CI burnout.

Evaluations is another area where too much is expected for so few staff members. Theyre routinely presented with transfer students from out-of-state or private schools that are impossible for my office to formally articulate. As a result, evaluators spend an inordinate amount of time researching transfer courses to determine CI equivalencies. Also, because all CA Community College articulation agreements are not coded into PeopleSoft, evaluators must manually place credit into the CARR. With the increasing number of transfer students, its critical to the mission of GI 2025 that evaluators be able to accommodate students with timely evaluations. I fully support this request for funding.

2019-03-09T04:07:13Z

Student Systems staff continue to amaze me with the amount of work they produce, but its overwhelming. Automation often increases, rather than decreases, workload as more systems such as Degree Planner are added. These systems benefit students greatly but are extremely

complicated, taking an enormous amount of skill and time to code, and then maintain.

My office is continually adding new transfer course equivalencies to the 115 community college articulation agreements. Without them coded in PeopleSoft, the system doesn't automatically place credit into the CARR, causing the evaluators to have to do so manually. It's my understanding that at present only the top 25 feeder schools are completely coded. Fully automating course equivalencies would save staff time, but it can't be done when staffing is constantly changing because of the long-standing practice of hiring temporary employees, with only a few permanent. The learning curve is great and it doesn't make fiscal sense to endure turnover because of the use of temporary money.

## Hannah Smit

2019-03-06T23:35:36Z

I concur w/ Ernesto. Our advisor to student ratio (1/1000) is extremely high compared to the national standard (1/300). When I joined the Academic Advising Office in 2015, the office had a staff of 8 (Director, 2 Asst Directors, 1 Office staff, and 4 Academic Advisors) serving an FTE of 5,349 students. Currently, we have an FTE of 6,136 students, yet we remained as a staff of 8, with one temporary-funded position. Our campus continues to grow, but the number of advisors remain stagnant. With the number of Academic Advisors that we currently have, our schedules are booked with back-to-back advising appointments, workshops, and other projects stemming from the assessment/evaluation of our advising processes/needs. CI's GI 2025 vision is to increase the graduation rate to 52%. In 2017, our graduation rate was at 42%. We support the campus' vision, however, without compromising the quality of our advising, additional permanent advising positions should be considered.

**Monica Rivas** 2019-03-08T02:13:01Z

I absolutely agree with all the comments shared by my colleagues of what a vital role Academic Advising plays in promoting student success, retention, and higher graduation rates by providing high quality, holistic services, in addition to providing effective guidance to students so that they can maximize their educational opportunities and make critical decisions about their educational, career, and life goals. We identify and recognize students' needs, factors, and institutional barriers that might hinder their academic progress, and share that information to stakeholders across campus to better serve our students. However, with our current advisor to student ratios, we are unable to reach out and serve all our students.

Every semester, we have a percentage of students who are placed on academic probation. We are able to collect data of those students, which show that the majority of students on academic probation have never met with an academic advisor. This past semester, 76% of the students on probation were first semester students, and 62% had not met with an advisor. We know by looking at our data, that we lose the most students at the end of the first year. If we had more advisors, we could implement mandatory advising, do more outreach, and identify students who are having academic difficulties or having difficulty adjusting before they end up on probation or leave.

Making our temporary advisor position permanent and hiring more academic and peer advisors is essential for the success of our students and to meet our GI 2025 goals.

**Eileen Ryding** 2019-03-08T18:31:22Z

Thank you Monica for mentioning some additional work done in advising. As an academic advisor myself, I see firsthand how academic probation appointments often involve multiple factors. When we see students holistically, we see the whole student and how their life experiences directly affect their time here at CI. When we talk with students in these appointments, we help identify academic barriers and ways to address those in a positive manner. We help them balance work and school, family life, personal challenges, and more, all in our sessions.

Additionally, with more permanent advisors, we would have resources to reach additional students who are struggling. Two examples of populations we could proactively address are: 1) We could reach more incoming students who are not quite college ready. And 2) it'd be great to work with faculty and majors to proactively support students who are struggling in their major courses, and provide outreach such as mid-semester check ins, before they potentially fail a class.

Overall, by having more advisors, we would have the resources to better support students on academic probation, as well as those in all types of student groups, thus making sure all have what they need to be able to successfully complete a degree here at CI.

**Ernesto Guerrero** 2019-03-08T23:06:02Z

Thank you for posting the data that backs up what we already knew was true on our campus anecdotally; more contact with academic advisors = greater success and shorter time to degree. This also corresponds to national data on academic advising utilization and overall student success. Our goal in the office is to be able to implement mandatory appointments for all incoming first-year students. If as a campus we moved towards professional major advising, I would extend that requirement to all incoming transfer students. The goals in GI 2025 are attainable if we take actions that are supported in the student success and retention literature like having a robust academic advising program.

**Ginger Reyes**

2019-03-16T04:01:39Z



In support of the Strategic Initiatives of Student Success creating clear curricular pathways 2.2 Improve timeliness of admissions and enrollment, the Registrar's Office needs the permanent staffing of *Transfer Credit Specialists* and the Admissions Office needs an *Admissions Evaluator*.

The purpose of the Transfer Credit Specialists are to provide an official evaluation of student's coursework to apply to their degree requirements. This ensures their CI Academic Requirement Report (CARR) is up to date. Incoming students to the university are no longer coming from a singular institution, but multiple institutions. This requires for a staff member to go through the student's record and place applicable credit. Without having an updated CARR and an official evaluation completed, it will not assist Academic Advising in providing current and accurate information to students. This could result in a delay in graduation.

An Admission Evaluator is needed because the volume of applications has increased to the University and the current staffing is no longer sustainable. The evaluators are used to review freshmen and transfer applications. Without a timely review of their applications, this will delay in initial admission decisions which could affect recruitment yield for enrollment. In addition, a delay in verifying provisional admissions of admitted students will affect the ability for the Records office to review transfer credit for students.

## Geoffrey Buhl

2019-03-13T16:15:16Z

We clearly need more advisors, and we should have a campus registrar.

## Ernesto Guerrero

2019-03-04T23:35:58Z

It is important to view the request from Academic Advising in light of the Campus Climate survey just released by the Presidents office. For the students who responded, academic advising was the campus service they reported using the most with 60% saying they used it occasionally or frequently. The next closest service was the Career Center with 40% using it occasionally or frequently. This means that advising was the only resource that was used by the majority of students.

To contrast this, access to academic advisors has not kept pace with national standards or our student population growth. As I describe more fully in the budget narrative in this forum, we currently have a 1000/1 student/advisor ratio. According to the National Academic Advising Association, the national mean for comparably sized universities is 300/1. The last time the Advising Office added a permanent FTE was in Fall 2008. At that time, the student enrollment was 3800. Therefore, even though the student body has nearly doubled in ten years, we have not added a single FTE to advising in that time. The result has been to go from a student/advisor ratio of 540/1 to 1000/1. The resulting lack of access to advisors is also an equity issue given the demographics of our student population (majority first generation and historically underrepresented groups). The students who need the most help have to compete for this scarce resource.

**Hung Dang** 2019-03-05T23:46:33Z

I absolutely agreed and support Ernesto's comment. We must do a better job supporting our students and GI 2025 with adequate advising staffing level from the point of entry to graduation. The response from students is loud and clear, advising center is a valuable resource and most frequently used by students. With the continued enrollment growth, the advising center cannot sustain with the current adviser/student ratio.

## **Edgar Martinez**

2019-03-09T01:01:58Z

Regarding the requests made by the Financial Aid & Scholarship Office: It is imperative for the Financial Aid Specialist position to become permanent in this upcoming budget. This position supports students by counseling and processing the students file in a timely manner. This alleviates unnecessary stress for students so that they can focus on graduating sooner. As a team of three, we have seen that our processing has been significantly shorten with the added help from this temporary position. Making this temporary position permanent will ensure that all students can progress to degree completion in a timely manner.

## **Clarissa Fargas**

2019-03-07T21:59:47Z

I support the request for the new Associate Director of Financial Aid Systems as this new associate director will be able to share his/her experience in developing and supporting a highly automated financial aid operation throughout an entire financial aid year. He/she will direct us how we can better assist the financial aid staff so they can have more time to meet with students for additional support or requests, process their financial aid faster and meet those demands as our population here in CI continues to expand.

The new associate director would help the systems team in directing how we can fully automate processing in our day-to-day tasks where it always required a lot of attention to detail and accuracy, reduce human error through automation of not only those that are done by batch processing, but any system processing that can be automated that are now being done by our subject matter experts in the Federal and State grant programs. The support of an associate director in Systems will be a huge help in improving our current processes as he/she will provide expertise in the technical aspect in developing solutions that overall benefits our office.

## Christopher Long

2019-03-15T18:24:18Z

The Student Systems Department plays an important role on campus here at CI as it provides back-end support for the Admissions, Advising, and Records offices. As a relatively small department, it handles many requests not only from the Admissions, Advising, and Records offices, but also requests from academic departments, faculty, as well as other areas. The Student Systems Department is responsible for ongoing maintenance for current systems, data requests, as well as building and implementing new systems for future programs and projects. As the campus has grown the department has relied on a handful of permanent and some temporary staff. There is a great need for more full time permanent analysts and additional staff to support the growing needs of the university.

## Blake Buller

2019-03-08T19:22:44Z

If any type of higher educational institution should have enough academic advisors to be in alignment with the student to academic advisor ratio recommended by the National Academic Advising Association (NACADA), it should be an institution like CI where such a high percentage (60%) of our students are first-generation and need additional assistance navigating the college-going process. As an institution, it's hypocritical of us to say we're committed to our students' success, but to limit their access to such a vital resource like academic advising because of a lack of commitment to funding new positions. Academic advisors' work is, and will continue to be, vital in helping us meet our GI 2025 Goals. Without more of them and the work they'll accomplish, I'm not sure we'll be successful in doing so. Thus, I adamantly agree with and support the request to institutionalize and fund more Academic Advisor positions here at CI.

**Ernesto Guerrero** 2019-03-08T23:23:09Z

Blake, thank you for your strong support of our proposals. As someone who once worked in our office, I know you appreciate the work we do and how we could do so much more if we were funded just enough to get us to national average in terms of student/advisor ratio. I agree that there is at least an inconsistency between our stated mission of being "student-centered" and yet not hiring a single advisor in ten years while our student population has doubled. When making decisions about how to best achieve the student success goals we have been charged with, a university, more than any other type of institution, should embrace what the student success research shows are best practices. Likewise, it should be listening to the professionals on campus who have the greatest expertise in these areas. This all points to a robust academic advising program that is empowered to enact campaigns and make decisions in student cases. It also points to having a clear curriculum with staffing and procedures to maintain that clarity.

**Sara Alcala** 2019-03-09T02:16:18Z

I wholeheartedly agree with all comments to support funding for additional advisors and front office admin. support for the Academic Advising Center. By adding additional advisors, the campus is investing in our students by providing more access and equitable opportunity to those who may otherwise not be able to meet with an already booked advisor. There needs to be a more robust build out of the center to keep up with the increase in student enrollment. Academic Advising is vital in guiding and supporting a timely and efficient degree plan. This is a necessary service for our undergraduates which will lead to better outcomes for our students in support of their academic success. By not increasing the number of advisors, we are doing a disservice to our students by not providing them with the academic support and guidance they seek and need.

2019-03-08T19:24:19Z

A University Registrar plays a key role on a college or university campus. Records and Registration has made do without one in the past, but CI is no longer a small university. Indeed, in recent years we have been recognized as the fastest growing college/university in the nation and we are now a solidly, mid-sized university. Its my understanding that Records & Registration was recently renamed to Registrars Office, so we now have a Registrars Office without actually having a University Registrar. Thus, we need this key role to be filled if we are to advance in this area moving forward. At the time Enrollment Management (EM) was moved from Student Affairs to Academic Affairs, which occurred sometime between 2012 and 2014, EM was promised this role would be filled, but to this point it has not been. Id like to see Academic Affairs finally make good on this promise.

As mentioned above, CI is an extremely fast-growing institution and one of the only non-impacted CSUs. Thus, we are receiving a larger number of student applicants every year. More applicants means more applications and transfer credit for staff to review and process, and more admitted students for staff to help graduate in a timely manner. Thus, I fully agree with and support EMs request for more Admissions Evaluators, Transfer Credit Specialists, and Graduation Evaluation Specialists.

## **Andrea Skinner**

2019-03-08T03:22:01Z

Academic Advising is crucial to student success, student retention and graduation rates. Our student to advisor rate in inhumane to the students and to the advisors. If CSUCI wants to

meet its 2025 goals it is imperative that we hire more academic advisors and equally important that we retain them at a higher rate.