

ANNUAL REPORT 2024-2025 AY

ORGANIZATIONAL EFFECTIVENESS
CALIFORNIA STATE UNIVERSITY CHANNEL ISLANDS





EXECUTIVE SUMMARY

In 2024-25, the Organizational Effectiveness (OE) unit played a central role in advancing Cal State Channel Islands' strategic priorities by tackling systemic inefficiencies, strengthening cross-divisional partnerships, and leading high-impact initiatives. The unit's repositioning into the Office of the President elevated its visibility and neutrality, enabling OE to address institutional challenges with authority. Major accomplishments include contributing to a comprehensive redesign of new student onboarding, supporting campus-wide exploration of artificial intelligence (AI) as a strategic initiative, and highlighting over \$300,000 in documented annual savings through the *Excellence in Efficiency Award*. Collectively, these efforts demonstrate OE's value as both a driver of immediate improvements and a catalyst for long-term institutional transformation.



OE UNIT HIGHLIGHTS

INSTITUTIONAL POSITIONING & NEUTRALITY

- Transitioned from the Division of Business & Financial Affairs (BFA) to the Office of the President (OTP), enhancing authority and neutrality in addressing divisional and institutional challenges.
- Established OE as a trusted campuswide resource for organizational change and process improvement.

PRIORITIZATION FOR IMPACT

- Directed limited resources to projects with long-term strategic benefit, rather than low-yield activities.
- Emphasized scalable, systemic solutions over temporary fixes.

OE UNIT HIGHLIGHTS (CONT.)

TRANSFORMING NEW STUDENT ONBOARDING

- In partnership with Best Practice Solutions (BPS), OE led a full-scale redesign of the new student onboarding process to support enrollment management, CSUCI's top institutional priority.
- Reduced over 25+ fragmented steps (with 45+ clicks) to a streamlined sequence of 6-7 tasks, delivered through a single, centralized landing page.
- Early key performance indicators (KPIs) reflect promising results:
 - +4% increase in first-year student intent to enroll.
 - + 8% increase in transfer student intent to enroll.
 - +3% and +4% increases in advising and course registration, respectively.
 - Ventura County student engagement grew significantly (+11% first-year, +9% transfers).
- These improvements are laying the structural foundation for a student-centered onboarding model aligned with industry best practices and designed to maximize yield and minimize melt.

AI AT CSUCI

- OE played a key role in shaping CSUCI's first campus-wide AI initiative in collaboration with Teaching & Learning Innovations (TLI), Academic Affairs leadership, and Information Technology Services (ITS).
- Facilitated a comprehensive proposal that ensured alignment with presidential priorities and broad campus engagement, rather than isolated departmental pilots.
- Core objectives include:
 - Integrating AI into academic curriculum to prepare students with ethical and workforce-ready skills.
 - Leveraging AI to expand faculty/staff/administrator capacity amid budget and workforce reductions.
 - Exploring AI's effectiveness in predictive analytics to improve institutional planning.
- The proposal was approved and resourced for 'Year 2' (2025-26 AY), positioning CSUCI as a forward-looking leader in higher education AI integration.

CROSS-DIVISIONAL PARTNERSHIPS

- Built and strengthened alliances with Academic Affairs, Student Affairs, ITS, and Enrollment Management.
- Fostered shared capacity and continuity, enabling collaborative solutions to long-standing challenges.

CAMPUSWIDE EFFICIENCY PROJECTS

*Projects noted below are for the 2023-24 and 2024-25 academic years.
Total documented savings: over \$300,000 annually.*

\$70K

ADMISSIONS & ITS - AUTOMATED APPEAL DENIAL PROCESS

Reduced turnaround from one week to less than two days and has resulted in an annual savings of \$70k to the University.

\$10K

THREAT MANAGEMENT TRAINING

In-House certification for threat management resulting in \$10k in savings to the University.

\$42K

EXTENDED UNIVERSITY CLASS SCHEDULING (AIRTABLE)

Centralized scheduling system resulting in \$42k in savings to the University.

\$37K

CENTRALIZED ADMINISTRATIVE SUPPORT REQUEST FORM

Automated service request form created in University Advancement resulting in \$37k in savings to the University.

\$104K

STUDENT UTILIZATION TRACKING

Automated data upload resulting in \$104k in savings to the University.

\$61K

PROCUREMENT SERVICE CATALOG

Streamlined contracts workflow resulting in \$61k in savings to the University.

\$21K

AIRTABLE WORKFLOW FOR MSFT/IRA FUNDS

Automated manual process resulting in \$21k in savings to the University.

\$38K

AIRTABLE MARKETING WORKFLOW

Automated project management resulting in \$38k in savings to the University.

LOOKING AHEAD

ADVANCE AI STRATEGY

Implement Cal State Channel Islands' AI initiative, ensuring ethical use, curriculum integration, and workforce readiness.

POSITION OE AS A STRATEGIC RESOURCE

Embed OE more fully into divisional planning and campus strategy.

GROW THE EFFICIENCY CULTURE

Scale solutions to address campus-wide challenges, even amid limited staffing.

INCREASE EXECUTIVE CLARITY & FEEDBACK LOOPS

Establish regular Cabinet-level engagement to align OE efforts with institutional priorities.

EXPAND OE'S SCOPE & IMPACT

Broaden the reach of campus efficiency initiatives within units and encourage innovation and institutional savings at all levels.





KEY TAKEAWAYS

- OE is advancing CSUCI's highest priorities: enrollment management, fiscal sustainability, and innovation.
- Structural changes (onboarding, efficiency initiatives) are already producing measurable results.
- Strategic Initiatives (e.g., AI at CI) are positioning CSUCI for long-term competitiveness in higher education.

CONTACT US

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