

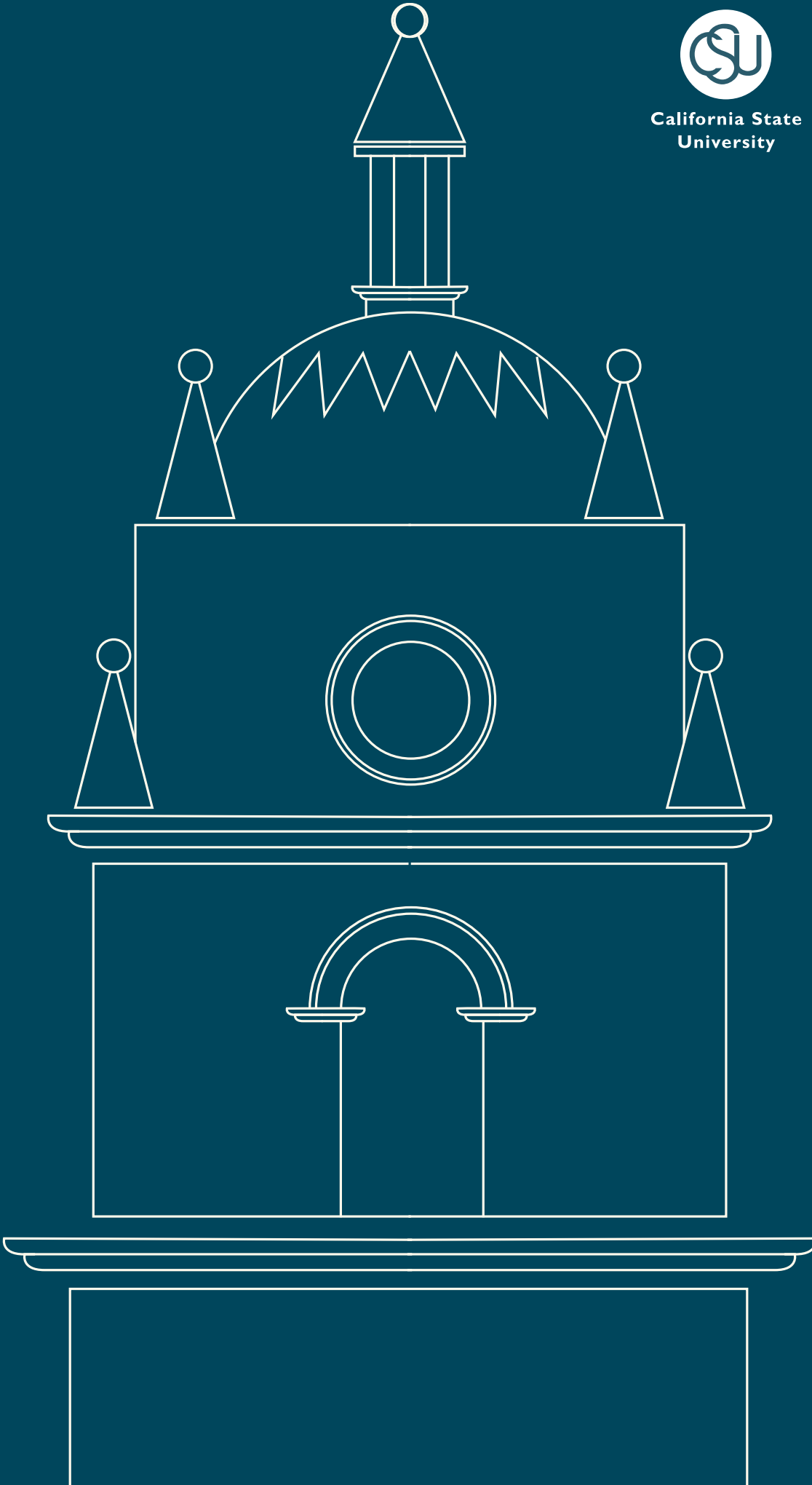


California State
University

Division Of
**STUDENT
AFFAIRS**

C H A N N E L
I S L A N D S

ANNUAL REPORT • 2025 - 2026





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The Division of Student Affairs (DSA) at Cal State Channel Islands continued to advance student success through innovative, student-centered services that promote belonging, well-being, engagement, and achievement. Guided by a commitment to equity, assessment, and continuous improvement, DSA strengthened support systems, expanded opportunities for student connection and leadership, and cultivated partnerships that enhanced the overall student experience. Through these efforts, DSA contributed to a campus environment where students were empowered to thrive academically, personally, and professionally.

A significant milestone during the 2025–2026 academic year was the transition of Enrollment Management (EM) into the division, joining Student Life & Support Programs (SLSP), Student Success & Retention (SSR), and Student Wellness (SW). This integration reflects a shared commitment to creating a more seamless and supportive student journey—from recruitment and admission through enrollment, engagement, persistence, graduation, and beyond. By aligning enrollment and student success efforts, the newly formed Division of Student Affairs & Enrollment Management (DSAEM) is better positioned to support students at every stage of their educational experience. As a result of the campus realignment, DSAEM also acquired Outreach, Dining Services, and Project Rebound while SSR programs shifted to other areas.

The accomplishments highlighted in this report demonstrate the collective impact of DSAEM departments during the 2025–2026 academic year. Together, these efforts strengthened student engagement, fostered well-being and belonging, and advanced institutional goals for student success, retention, and degree completion at Cal State Channel Islands.

Eboni Ford Turnbow, Ph.D.
Vice President for Student Affairs & Enrollment Management
CSU Channel Islands

FALL 2025

Fraternity & Sorority Life members nearly **doubled from 48 students in 2025 to 85 members** in 2026

The campus welcomed **more than 3,200 participants to our 2nd Annual Homecoming**, featuring comedian Frankie Quiñones and Anderson .Paak's community festival, ".Paak House."

Admissions & Recruitment **hosted 75 high school and 7 community college counselors** at two events designed to enhance engagement and build intentional relationships with our recruitment partners.

The Educational Opportunity Program (EOP) was presented with the **Region VI 2025 Innovative Program award** at the NASPA Western Regional Conference.

WPE successfully implemented the **NASPA Certified Peer Educator training module** for all Wellness Peer Educators.

The Dolphin Guardian Scholars program received the **2026 NASPA Excellence Bronze Award Winner** for the Athletics, Recreation, Counseling, Health, Wellness category.



SPRING 2026

The priority deadline for on-campus housing was moved up to April, resulting in **85% of residential students committing to on-campus living** for 2026-2027.

Enrollment Marketing designed branded **welcome kits for admitted students** to start creating affinity and a sense of belonging to Cal State Channel Islands.

A redesigned applicant onboarding experience was launched in Slate for Fall 2026, enabling us to **serve more than 11,000 applicants** and combine multiple functions, such as registration for Orientation and Admitted Dolphin Day, into one platform.

Nearly **100 participants attended the Community Xperience** (formerly Super Sunday) at the Oxnard Performing Arts Center, a collaborative event featuring Admissions & Recruitment, the Black Cultural Center, and Ventura County civic and faith-based organizations.

Over the course of five weeks, the new Fall Registration Campaign encouraged students to register for classes before they leave for summer break, assisting with class scheduling and retention efforts. Multi-channel marketing contributed to **undergraduate FTE enrollment increasing 6.7%** from Spring 2025.





Enrollment in the Dolphin Guardian Scholars (DGS) program increased by 16%.



CSU Student Success Framework



Student success extends beyond persistence and graduation. The California State University Student Success Framework calls on campuses to create personalized, equitable, and holistic experiences that prepare students to achieve academic excellence, career success, and life-long engagement with their communities. At CSU Channel Islands, the Division of Student Affairs & Enrollment Management advances this vision by delivering integrated services, cultivating inclusive learning environments, expanding leadership and experiential opportunities, and building lasting connections that support student success at every stage of the university journey. The accomplishments highlighted in this section demonstrate how these systemwide priorities are translated into measurable impact for CSUCI students.

Student-Centric Support:

Providing personalized and collective experiences within a supporting community

Integrated wellness services provided by **CAPS and WPE** addressed physical, mental, and social determinants of student success. Additionally, engagement in **Dolphin Guardian Scholars (DGS)** programs increased substantially, with completion rates rising from an average of 43% in 2024–25 to 66% in 2025–26.

The **Dean of Students Office** managed 548 CARE referrals and provided active case management support for 269 students through individualized outreach, resource coordination, follow-up support, and cross-campus intervention planning.

Academic support usage (study space, tutoring, faculty office hours) in the **Cultural Centers increased 281%** from 47 visits in 2024-2025 to 179 visits in 2025-2026. Student engagement also doubled from last year.

Students who met with **Academic Advising** achieved an 83.5% retention rate, outperforming non-advised students by 14.7 percentage points and exceeding the overall 2024 cohort retention rate by 3.5 percentage points.

DSAEM delivered coordinated, student-centered support that addressed students’ academic, personal, and social well-being through integrated wellness services, advising, case management, and culturally affirming engagement. Together, these efforts increased student engagement, expanded access to critical resources, and improved retention and persistence outcomes.

Accessible, Inclusive and Experiential Learning Environments:
Equipping students to achieve academic excellence, career success, and economic mobility

DASS accommodated an average of 400 students each semester with student registrations increasing steadily from 568 in Fall 2023 to 672 in Spring 2026, representing 13% of the student population.

ASI, Student Programming Board (SPB), and Student Union programs collectively engaged thousands of students through inclusive campus traditions, cultural celebrations, recreational programming, and student-led engagement opportunities.

Housing & Residential Education coordinated more than 49 educational, cultural, wellness, and community-building programs designed to strengthen connection and residential belonging. Programs such as Thank-Ful, Brew & Bloom, Kwanzaa Celebration, and Living Learning Community

initiatives fostered student development of peer relationships, cultural awareness, and holistic support networks.

The Student Marketing Center (SMC) provided experiential learning opportunities for 4 students, 3 of whom graduated as Studio Art majors. In addition to digital requests, the team produced 1410 posters printed free of charge to all campus partners.

Outdoor Adventures (OA) offered student assistant training at the Santa Rosa Islands Research Station. The 4-day, 3-night trip allowed a unique opportunity for the program to teach a wide variety of Leadership, Wilderness Medicine, and Risk Management topics.

Through intentional programming, student employment, residential education, and supportive services, students developed transferable skills, strengthened their sense of belonging, and advanced their academic, career, and social mobility goals



Curricular and Co-curricular Pathways:
Preparing students to thrive as engaged leaders and members of society

ASI supported more than 40 formal student leadership positions across student government, Student Programming Board, Student Union, student organizations, Fraternity & Sorority Life, marketing, and student media. Student leaders participated in statewide advocacy through CSSA and CHESS, represented students on university committees, and contributed directly to institutional decision-making.

Orientation leaders successfully supported Fall 2025 and Spring 2026 Orientation experiences serving more than 1,800 students through programming focused on transition support, campus resource awareness, peer connection, and student belonging.

Through leadership development, peer mentorship, shared governance, and student engagement opportunities, students gained the knowledge, skills, and experiences to thrive as engaged leaders and members of society.

Lifelong Relationships

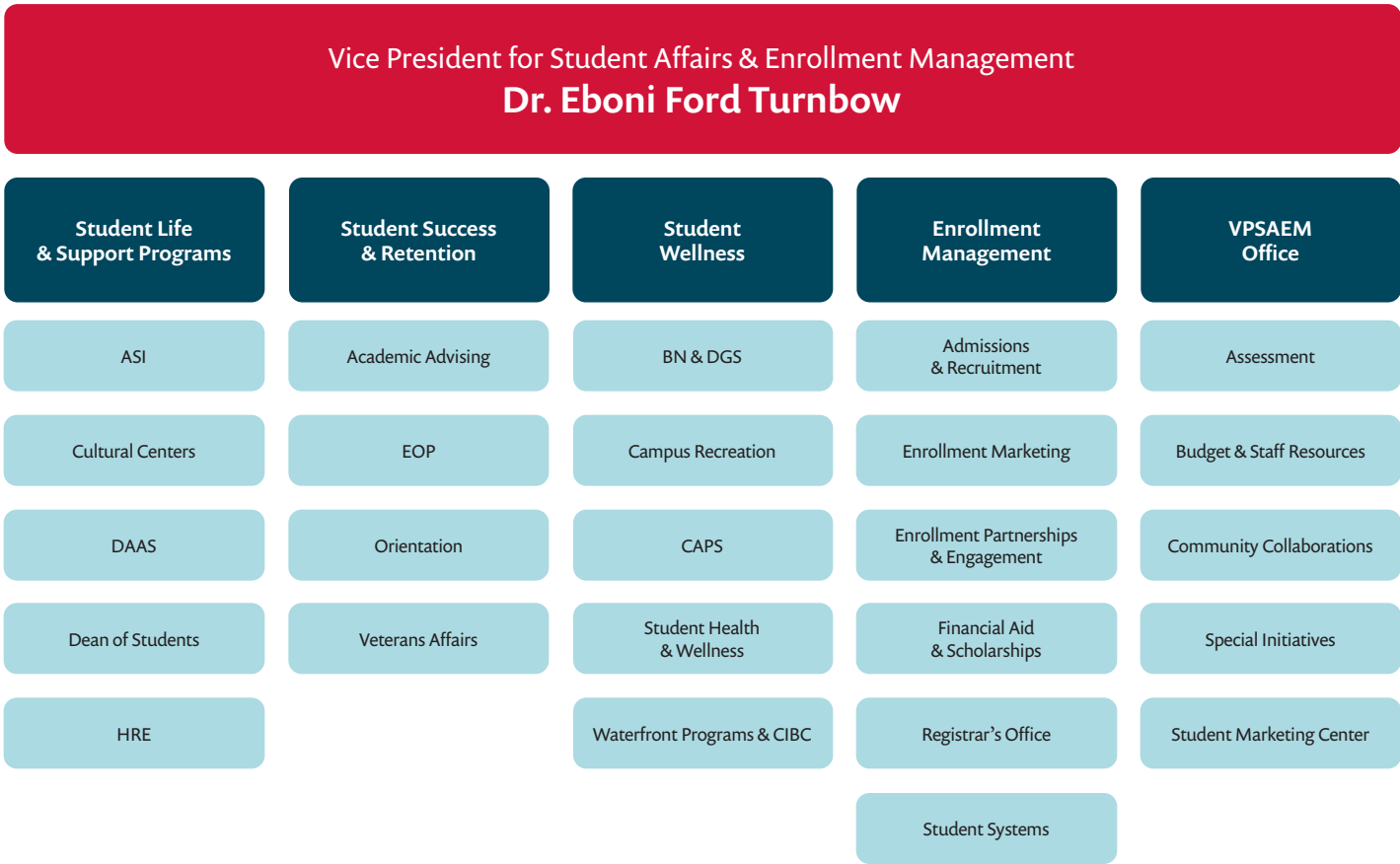
More than 3,200 alumni, community members, and families joined current students during the 2025 **Homecoming**, an increase of 11% since our inaugural event in 2024.

High-engagement programs like **Campus Recreation and OA** show strong positive persistence associations (up to 8–9 percentage points higher), suggesting that belonging and connection are key contributors to persistence.

These experiences strengthened institutional affinity, deepened students’ sense of belonging, and reinforced the lasting value of engagement as a contributor to student persistence and lifelong connection to Cal State Channel Islands.



Division of Student Affairs
& Enrollment Management
Programmatic Org. Chart 2025-2026



The Division of Student Affairs
& Enrollment Management
Purpose Statement and Core Values

– Purpose Statement & Values –

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

Collaboration • Commitment • Diversity • Excellence • Integrity

– 2026 Celebration of Excellence Honorees –

Pillar of Excellence: Airam Flores
Spirit of Excellence: Sarah Krashefski
Excellence in Collaboration: Academic Advising Team
Immersion Award for AI Innovation: Jett Marquez-Lawley

– Principles in Action –

We embrace Authenticity
We honor Family
We make a Difference
We lead through Service

STUDENT LIFE & SUPPORT PROGRAMS (SLSP)

Associated Students, Inc. (ASI)

ASI Student Government Senate passed a Resolution in Support of the **Changes to the CI ALERT System**.

Student Programming Board (SPB) **hosted 25+ events** across the fall and spring semesters, offering a diverse range of programs including large-scale traditions, cultural events, food-based programs, late-night activities, and creative workshops.

Fraternity & Sorority Life (FSL) formal recruitment participation increased from 23 students (Spring 2025) to 41 students (Fall 2025), resulting in 38 new members and a 100% bid acceptance rate.

Student Organizations & Involvement (SOI) **processed 738 officer workshops and agreement form submissions** as part of the 2025-2026 club registration process. Additionally, 78 clubs completed the registration process for Fall 2025, and 82 clubs completed the registration process for Spring 2026.



Cultural Centers

Academic support users increased from 24 students in 2024-2025 to 70 students, representing a 191% increase in students accessing academic support. Average academic support visits per student also increased from 1.96 visits last year to 2.56 visits.

Disability Accommodations & Support Services (DASS)

DASS participated in 68 outreach events during the academic year and connected with 1366 students, families, and community members through orientations, transfer fairs, campus events, and community partnerships.

Dean of Students (DOS) Office

During the 2025-2026 academic year, the CARE team **managed 548 referrals and engaged 269 students** in ongoing, active case management support services. Interventions included individualized action planning, referral coordination, follow-up support, and guided reflection conversations designed to increase student help-seeking behaviors and improve connection to campus resources.



Academic support in the Cultural Centers increased 191% from 24 to 70 students.

Housing & Residential Education (HRE)

Expanded intentional retention-focused outreach initiatives and moving the priority application deadline from May to April resulted in 560 physical room placements before summer break, locking in 55% of the expanded 1,012 projected occupancy. These outreach efforts contributed to approximately 85% of current residents selecting to return to campus housing for the 2026–2027 academic year, reinforcing the importance of early engagement and relationship-centered outreach.



STUDENT SUCCESS & RETENTION (SSR)

Academic Advising

Academic Advising **completed 2,203 scheduled advising appointments**, 4,311 drop-in advising interactions, and 9,073 front office student support interactions.

Educational Opportunity Program (EOP)

EOP students achieved a 96.5% semester retention rate compared to 93.8% of non-EOP students, and the Student Success Academy (SSA) hosted the **largest cohort—60 residential students and 20 commuter students**.

Orientation & Engagement Programs (OEP)

Fall 2025 and Spring 2026 Orientation programs **served more than 1,800 first-year students** through comprehensive onboarding experiences focused on academic preparedness, campus resource awareness, peer connection, and student belonging.

Veterans Affairs

During 2025-2026, the Veterans Resource Center (VRC) recorded 4,449 total visits with 826 unique student users and **served nearly 20% of the total campus population**.



EOP achieved a 96.5% semester retention rate compared to 93.8% of non-EOP students.

STUDENT WELLNESS (SW)

Basic Needs (BN) & Dolphin Guardian Scholars (DGS)

DGS program engagement increased 53% from last year based on 67% of students completing passes for attending events, workshops, and meetings. **DGS enrollment also increased by 16% since last academic year.**

Counseling and Psychological Services (CAPS)

The CAPS Mental Health Peers program achieved national recognition through acceptance to the Western Psychological Association Conference for a poster presentation examining the **impact of counseling center utilization on student outcomes**, including retention, persistence, and mental health improvement.

Campus Recreation (CR)

CR continued its upward trajectory in student engagement during 2025–2026. Total Rec Center usage increased from 15,882 to 16,217 check-ins, while the number of unique users grew from 1,132 to 1,635—an increase of approximately 44% over the

previous year. Intramural Sports transitioned to an open play model, maintaining engagement and increasing accessibility despite low league registration.

Channel Islands Boating Center (CIBC) and Outdoor Adventures (OA)

The CIBC started a **pilot Paddle Pass program** for participants to go paddling on their own outside of structured programs. The CIBC also offered a 3-day Small Boating Sailing certification class through US Sailing for local yacht clubs and community boating programs.

Student Health Services (SHS) and Wellness Promotion & Education

The annual flu shot clinic **administered 230 vaccines, a 48% increase from last year.** The new Wellness Fair, a “one-stop shop” for all wellness-related campus resources, was attended by 147 students in October. Each department provided their own activity, including the Basic Needs Farmers Market, the SHS Flu Shot Clinic, WPE’s Wellness Trivia, and Campus Recreation’s Outdoor Yoga.



The annual flu shot clinic administered 230 vaccines, a 48% increase from last year.

ENROLLMENT MANAGEMENT [EM]

Admissions & Recruitment (AR)

Outreach and yield efforts increased through Top 10 High School Visits and Scholarship Celebrations recognizing admitted students for their academic accomplishments while encouraging enrollment and matriculation for Fall 2026.

Enrollment Marketing

Enhancements to the Slate CRM platform included expanded communications workflows, improved query management, event registration and tracking capabilities, and continued development of the student portal experience.

Enrollment Partnerships & Engagement

A new collaborative approach between Enrollment Management and Academic Affairs embedded faculty coordination within the enrollment process. Key efforts focused on creating sustainable systems, improving communication and coordination, and **fostering long-term partnerships that enhance prospective student engagement** and support institutional enrollment goals.

Financial Aid & Scholarships

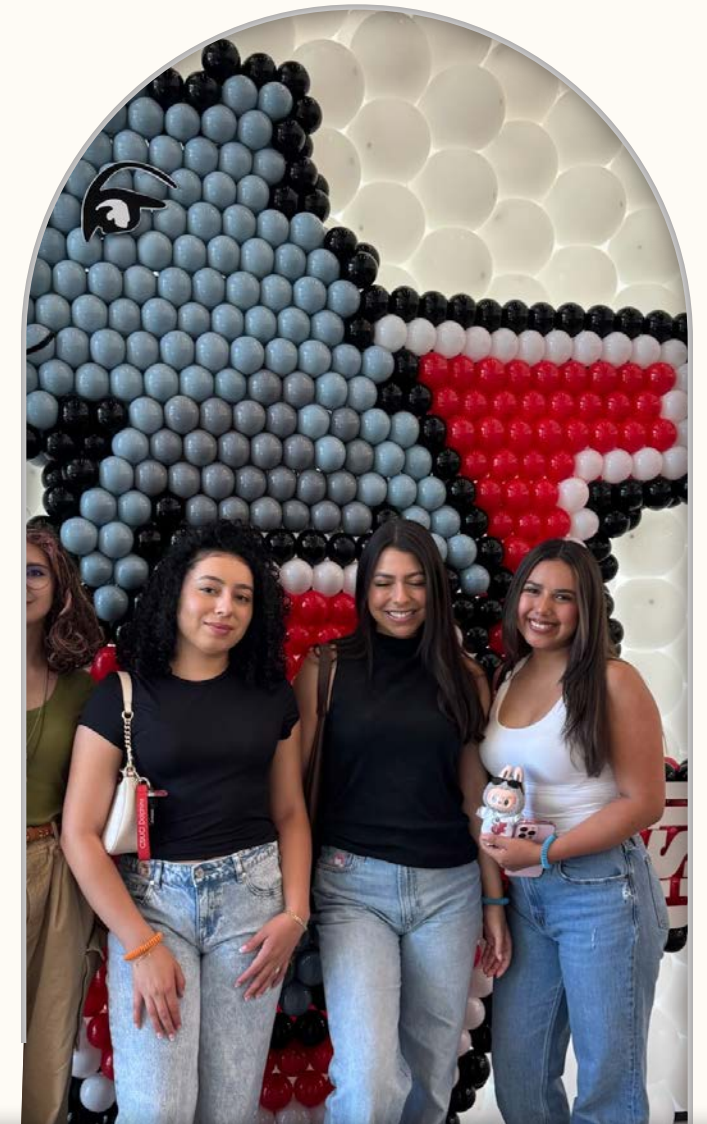
Front counter staff provided student-centered service to address 1,253 student inquiries, nearly half of which related to FAFSA or CADAA support. Additionally, more than 4,500 students received \$65.2 million in financial aid, scholarships, waivers, and work-study support during the 2025–2026 academic year.

Registrar's Office

The team processed over 3,100 student forms, responded to approximately 7,600 emails, processed 3,540 advisor requests & **1,400 Change of Major and Graduation Term requests**, verified 200 Cal Vet Fee Waivers, submitted 175–180 GI Bill certifications per term and maintained strong turnaround times, with most workflows completed within 1–3 business days and minimal backlog across major service areas.

Student Systems

The new Applicant Portal consolidated at least five previously separate onboarding functions, including Intent to Enroll, Orientation registration, Academic Advising and Course Registration sign-up, Learning Community selection, Admitted Dolphin Day registration, and document tracking—into a single platform.



The Financial Aid and Scholarships Office administered more than \$65.2 M in financial aid.

VPSAEM OFFICE

Budget & Staff Resources

The team provided financial and budgetary oversight for general fund budgets including legislative funds and fee-supported areas totaling nearly \$40M. Additionally, they supported the recruitment of 13 professional staff and administrator positions.

Student Marketing Center (SMC)

Partnerships have reached every division on campus. Although the majority (70%) of print and digital production was created for DSAEM, the SMC also processed requests for Academic Affairs (18%) and University Advancement (9%). The Corporate Games t-shirts featured artwork created by SMC interns who received a gold medal for their design, and the WAVE weekly newsletter continues to surpass industry standards with a 49% open rate.

Community Collaboration

Dr. BJ Snowden, Executive Director for the CSU Central Office for the Advancement of Black Student Success (COABSS), met with campus leadership and students to discuss campus culture and the integration of BSS into enrollment plan.

The Community Leaders Brunch featured keynotes from Dr. Snowden and Moorpark College President Sokenu. Expanded outreach efforts resulted in new connections with the Simi Valley police chief, director of the Ventura County Behavioral health, Moorpark College vice president and counselor for BSS, and leaders of Ventura County service organizations.

Nearly 100 guests attended the **Community Xperience (formerly Super Sunday) at the Oxnard Performing Arts Center**. Close to 25% of the participants were 22 years old or younger, thus emphasizing the importance of youth outreach while developing and cultivating relationships within the community.



SMC interns received a gold medal for designing the Corporate Games t-shirts.



STUDENT LIFE & SUPPORT PROGRAMS (SLSP)

BCC received Instructionally Related Activities (IRA) funding for the **Fall 2026 Island Immersion Program** hosted at the **Santa Rosa Island Research Station (SRIRS)**. The Pinkard Youth Institute provided \$9,000 to support the African American Enrichment Academy, a week-long residential program designed to empower and enrich the academic journey of African American high school students.

DASS was granted \$25,000 in MSFT funds for 2025-2026 to help cover the cost of alternative media student assistants. The DASS **case manager position** funded by the **Bruno Pozzi Family** was renewed in June 2025 with a pledge of \$140,000 (\$70,00/yr for 2 years)



STUDENT WELLNESS [SW]

The CIBC was awarded a \$61,674 grant from the Division of Boating & Waterways.

DGS received a \$12,000 **Foster Youth Engagement Grant** which was used to support 4 students in the DGS Summer Housing Program, award 4 students with an Academic Achievement Scholarship, and prepare care packages for orientation.

BN received \$10,000 from Bank of America.

VPSA OFFICE

The SMC received \$25K in MSFT funds to support the internship program.





STUDENT LIFE & SUPPORT PROGRAMS (SLSP)

The ASI Marketing Team created **2,014 distinct files** including 87 print projects, 86 Instagram designs, and 43 CI View Ads.

STUDENT SUCCESS & RETENTION (SSR)

Academic Advising **launched 26 targeted appointment campaigns** for students by major, undeclared status, pre-nursing interest, academic notice, first-year cohorts, and CA Promise. These efforts led to 489 students engaging directly through campaign invitations (189 for summer/fall and 253 for spring). During the academic year, 6,188 students visited the advising center: 2,213 unique students in the fall and 2,786 in the spring.

VPSAEM OFFICE

The VPSAEM Office assisted with the Student Fee Marketing Campaign developed by the Student Fee Advisory Committee (SFAC) to inform and engage the student body about the purpose and impact of Category II fees. The campaign included weekly emails and social media posts through the Student Marketing Center, in-person and virtual information sessions, various tabling events, and a student survey which achieved an 8.2% response rate. As a result, **SFAC proposed phased increases to several Category II fees effective January 2026.**





***DSA employs approximately 237 students across all of our programs.
Each of these positions provides students with skill building and experience
they need to succeed post-graduation.***

ASI Graphic Design Assistant

ASI Student Government President,
Vice President, Director

ASI Student Programming Board Event Lead,
Assistant, Mascot

ASI Student News Team

ASI Leadership & Involvement
Student Assistant

ASI Marketing Intern

Advising Peer Advisor

CAPS Mental Health Peers

DOS Student Assistant

Facilities & Logistics Lead

Financial Aid Peer Advisor

Basic Needs Ambassador

Basic Needs Garden Coordinator

Basic Needs Marketing Intern

Basic Needs Parenting Student Lead

Basic Needs Student Manager

Black Cultural Center Student Assistant

CIBC Student Assistant

DASS Student Front Office Assistant

DASS Alternative Media Student Assistant

Department of Veteran Affairs
Work Study Assistant

Dolphin Guardian Scholars Peer Advocate

Dolphin Guardian Scholars Student Assistant

Dolphin Guardian Scholars Student Panel

EOP Peer Mentor

Enrollment Marketing Student Assistant

HRE Desk Assistant

HRE Housing Administration Desk Assistant

HRE Marketing Assistant

HRE Office Operations Lead

HRE Resident Advisor

HRE Senior Community Advisor

HRE Student Assistant for
Keys & Administrative Tasks

OEP Student Assistant

Orientation Leader

Sail Club Coach

Sports Club Lead

Student Ambassador

Student Success Center Peer Mentor

Student Success Center Student Assistant

Student Organization & Involvement
Student Assistant

Student Union Student Supervisor, Service
Assistant, Graduate Assistant

University Committee Member

VPSA Office Student Assistant

Wellness Peer Educator



The Cultural Centers developed relationships with **8 faculty members and 10 campus partners to embed workshops and academic support services** in identity-affirming spaces.

Student Health Services (SHS) **partnered with the SMC** to promote workshop series, peer educator recruitment, and events like the annual Flu Shot Clinics.

Academic Advising & Course Registration was a **cross-divisional collaboration** between Registrar's Office, EOP, OEP, Veteran Affairs, DASS, Housing, Student Systems, Transportation & Parking, Dolphin Guardian Scholars, SASEI STEMos Juntos, Financial Aid, Admissions, Learning Communities, IT, and 26 academic programs.

Led through the DoS Office, the Behavioral Intervention Team (BIT) includes representatives from CAPS, DASS, EM Services, Title IX, Academic Affairs, CSUCI Legal Counsel, DOS, University Police, and HRE. The BIT Team, like the CARE Team, is a **multi-disciplinary and cross-divisional team** which examines behavioral concerns, primarily those related to students, which present a potential campus threat. BIT cases may require monitoring and/or intervention to promote the safety and well-being of campus community members or groups.

In addition to multiple orientation sessions, **OEP led or participated in more than 10 programs with campus partners**, including Homecoming, Weeks of Welcome, and Noche de Familia.

The Fall Registration Campaign—led by the Registrar's Office, SSR, and the VPSAEM Office—contributed to slight gains in advising appointments including a 23% increase in the removal of advising holds for chemistry compared to Spring 2025.

The Mental Health Peer Program (MHPP) plays an essential role in supporting CAPS services through ongoing advocacy, outreach, and student engagement. This year, the program **connected with approximately 1,270 students**, demonstrating a broad reach across the campus community.

The **VRC partnered with the CIBC and the Rec Center** to host programs like Therapy on the Water and the weekly basketball HORSE tournament.

A partnership with Admissions & Recruitment and the Oxnard Union High School District led to application workshops that averaged 5 new applications per school. Additionally, admissions recruiters attended 64 college fairs and conducted 49 appointment days at community colleges.



POSTGRADUATE STUDIES AND PROFESSIONAL CONFERENCES

CSU Channel Islands is well represented within the Higher Education community. This past year,

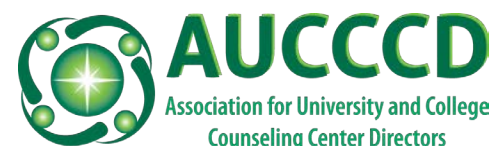
- 6 staff members received advanced degrees:
 - Emily Campagna, MA in Education
 - Maddy Hitchcock, MS in Counseling & College Student Personnel
 - Hailey Magana, MS in Higher Education Leadership
 - Criss Malta, MA in Education
 - Araseli Navarro, MA in Education
 - Joanna Rivas, MPA
- Staff of all levels attended **34 professional conferences or trainings**



Student Success Network
in the California State University



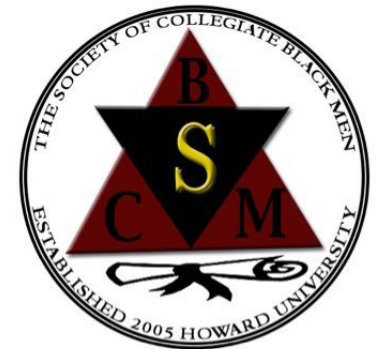
California Lutheran
UNIVERSITY



PROFESSIONAL AND 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:

- **5 staff members served in a leadership role** within their respective professional organizations
- **4 staff members received recognition** by a professional organization.
- **50 staff members served on CSUCI committees** whose work was not related to their respective position description.
- **5 staff members served as advisors** to a recognized student club or organization.



Artificial intelligence (AI) served as this year's theme, with the Division supporting professional learning through guest speakers, CSU AI workshops, the AI @CI speaker series, and other development opportunities designed to build staff knowledge, confidence, and practical application of emerging technologies. As part of this year's theme focusing on AI integration, DSAEM explored practical applications of artificial intelligence to improve operational effectiveness and student support. The examples below highlight how AI enhanced communication, data analysis, documentation, and administrative processes, enabling staff to devote more time to strategic initiatives and direct student engagement.

HRE developed SONAR to centralize housing information into a single AI-driven support platform capable of providing immediate responses to common student questions.

EOP created an **AI Chatbot (FINN) for the Summer Success Academy** to streamline communication, reduce repetitive inquiries, and improve student access to timeline information.

In partnership with the Department of Rehabilitation (DOR), DASS used AI tools to develop **outreach communications and scheduling templates resulting in 100% attendance** and completion rates for 25 student participants.

AI contributed to **CARE workflow organization, project planning, and process visualization**, helping streamline administrative tasks and increase capacity for proactive, student-centered support.

Basic Needs utilized AI to **organize and summarize** departmental datasets like more than 11,900 Dolphin Pantry visits, reducing staff time and manual analysis.

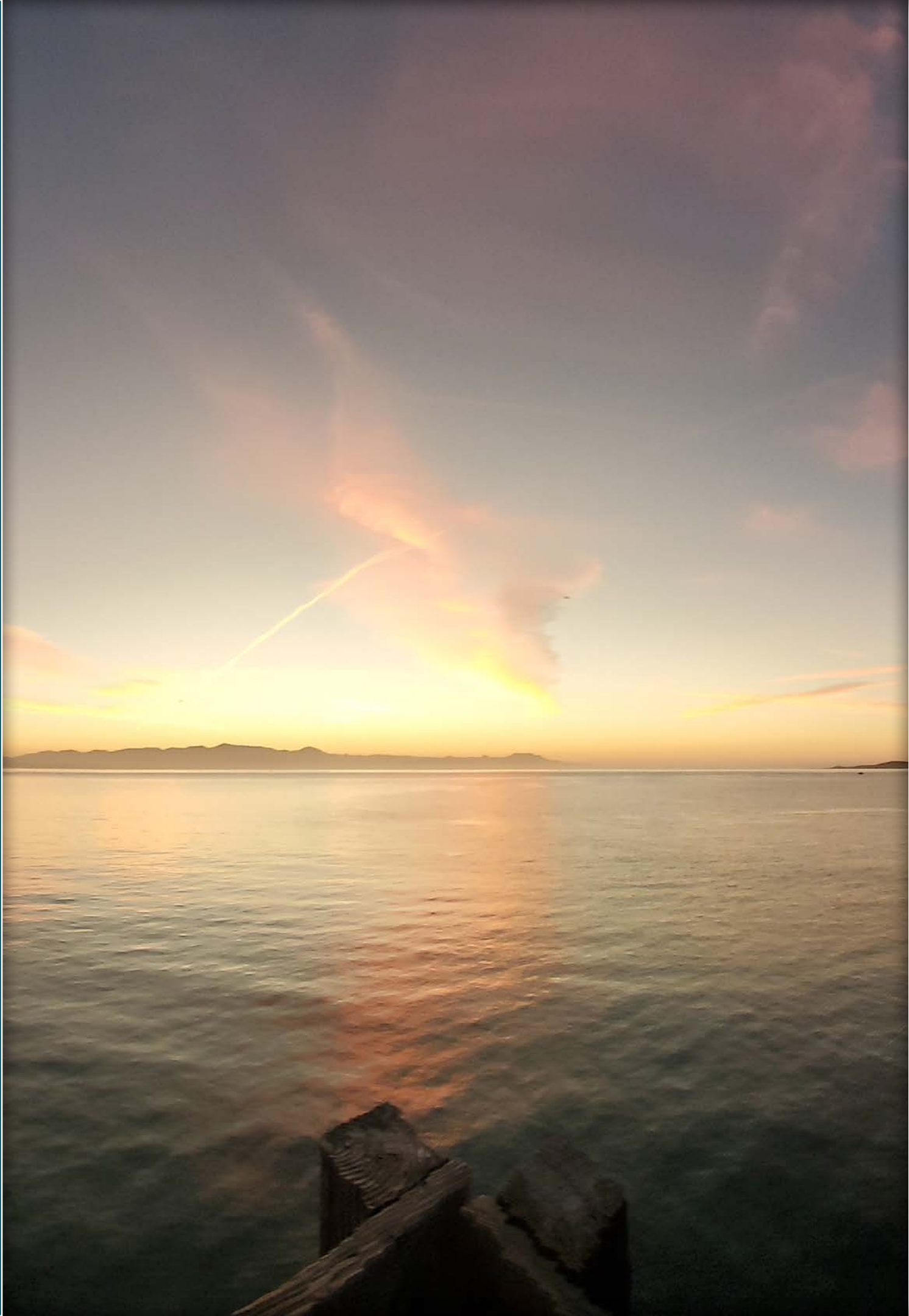
Outdoor Adventure Program **created AI generated scripts to standardize pre-trip safety briefings**, allowing leaders to focus more on gear checks and participant engagement.

CAPS clinicians used AI to support **note drafting, without including any identifying client information**, therefore improving workflow efficiency and supporting more timely completion of documentation.

SHS utilized Notebook LM to upload both datasets to reduce the amount of time spent on manual analysis. In addition, the output of this analysis was accurate in providing detailed metrics on both points of improvement and points of regression from our students.

To recognize innovation and encourage adoption of the annual theme, DSAEM established the inaugural Immersion Award. **The 2025–2026 award was presented to Jett Marquez-Lawley in recognition of AI innovation** that enhanced departmental effectiveness and student support.

DSAEM explored practical applications of AI to improve operational effectiveness and student support.



For the upcoming academic year, the Division of Student Affairs & Enrollment Management will focus on the following priorities:

- Operationalize the 2026–2030 Strategic Enrollment Management (SEM) Plan by:
- Aligning institutional priorities and establishing cross-divisional accountability for enrollment success.
 - Implementing data-informed decision-making through KPI dashboards and regular performance reviews.
 - Enhancing recruitment, onboarding, and yield strategies to improve enrollment outcomes and the student experience.

Improve data governance, systems integration, and assessment practices to improve reporting accuracy, support evidence-based decision-making, and advance student success across DSAEM.

Strengthen the Institutional Programming Collaborative (IPC) as the university’s central forum for coordinated event planning, fostering cross-divisional collaboration, maximizing student engagement opportunities, and minimizing scheduling conflicts and duplication of effort.

Enhance academic support services by integrating culturally affirming programming and relationship-centered engagement strategies that strengthen students’ connections to academic resources, support networks, and pathways to success.

Promote Social Mobility as a strategic priority by aligning programs, services, and professional development around practices that expand student opportunity, strengthen career readiness, and improve organizational effectiveness across DSAEM.

Vice President for Student Affairs & Enrollment Management • 2026-2027 Dr. Eboni Ford Turnbow			
Student Life & Support Programs	Student Wellness	Enrollment Management	VPSAEM Office
ASI	BN & DGS	Admissions & Recruitment	Assessment
Dining Services	Campus Recreation	Enrollment Marketing	Budget & Staff Resources
Cultural Centers	CAPS	Enrollment Access, Pathways & Engagement	Community Collaborations
DAAS	Student Health & Wellness	Financial Aid & Scholarships	Special Initiatives
Dean of Students	Waterfront Programs & CIBC	Enrollment Technology & Operational Data	Student Marketing Center