



Channel Islands

CALIFORNIA STATE UNIVERSITY

OFFICE OF THE PRESIDENT

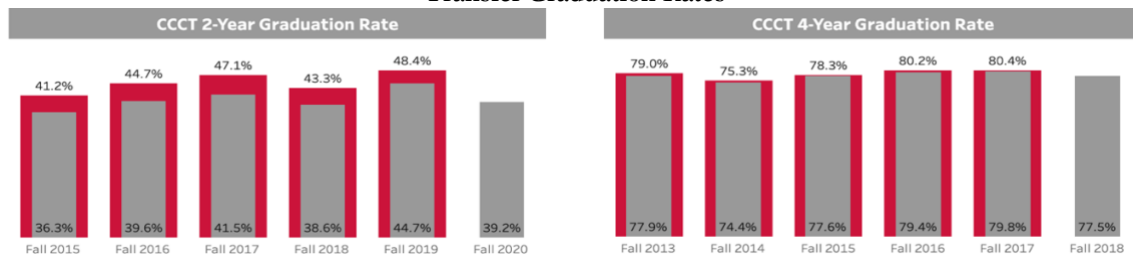
Institutional Progress Report 2021-22

President Richard Yao - Annual Conference August 24, 2022

1. **Progress on Campus GI2025 Goals, Including Eliminating Equity Gaps**

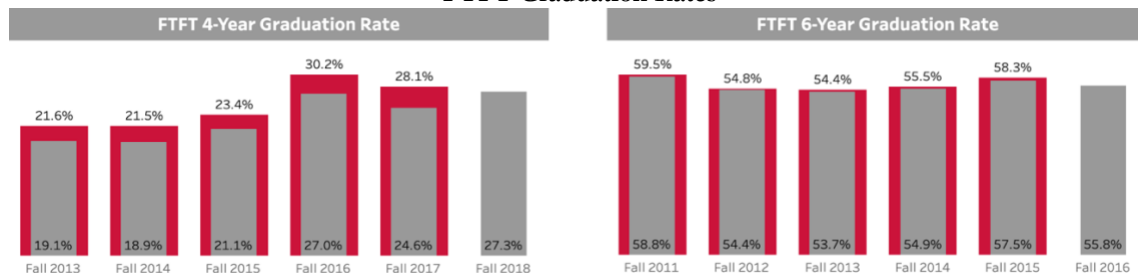
CSUCI is currently assessing the impact of COVID on our GI2025 progress. As we enter the 22-23 AY, we now have two years' worth of data to illustrate the impact on graduation rates and other student success metrics vital to improved persistence and timely degree completion. We are still determining what aspects of the data are more transient to recent cohorts versus those that we anticipate will have a longer-term impact on our students' success. Relatedly, the "stop-out" data we have gathered through our re-enrollment campaigns have been anecdotal in nature, and we are working to more systematically analyze this qualitative data to inform more targeted interventions moving forward.

Transfer Graduation Rates



- The preliminary 4-year spring graduation rate for the 2018 NT cohort is 77.5%, and we anticipate this figure to increase by approximately 1 percentage point when summer graduates are included. The 2.3% decrease from the 2017 cohort is disappointing when considering the steady increases that have occurred since the 2014 NT cohort. However, CSUCI will meet our 4-year transfer graduation target (78%) for the fourth straight year.
- The preliminary 2-year spring graduation rate for the 2020 cohort is 39.1%, which is a decline of 5.6 percentage points from the 2019 cohort. We expect to add an additional 4-5 percentage points once summer graduates are included. As such, we are likely to fall below our interim target of 48.5%. We had met our interim target for the 2019 cohort and were on pace to meet our overarching goal of 54%. We have not determined if this regression is isolated to the 2020 cohort in relation to COVID. However, we are examining the preliminary, real-time retention rate for the 2021 cohort to assess for any long-term patterns.

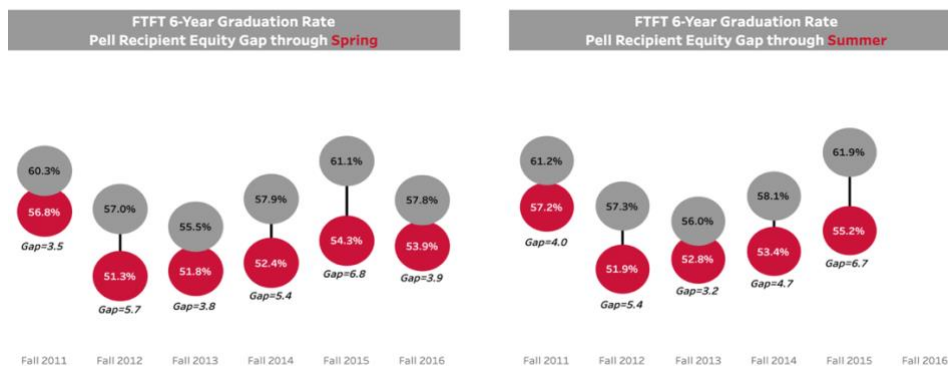
FTFT Graduation Rates



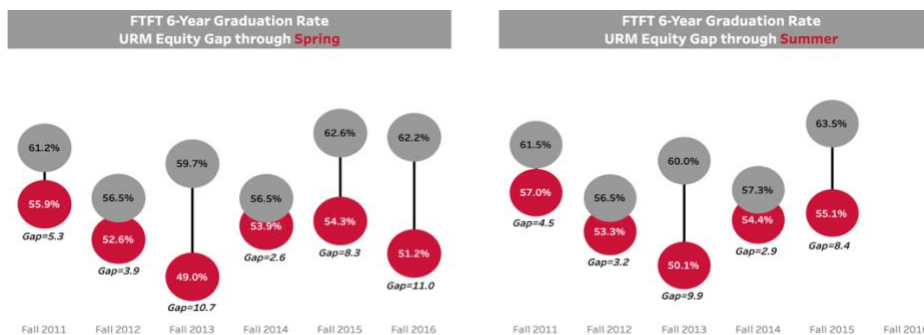
- The preliminary 4-year graduation rate through spring for the 2018 FTFT cohort is 27.3%, which is a 2.7% increase from the 2017 cohort. This preliminary figure is commensurate with our 2016 cohort, which had the highest 4-year graduation rate in our history. We expect to add approximately 2-3 percentage points when summer graduates are included. Despite these gains, we are likely to fall below our interim target of 34.5% and overall target of 40%.
- The preliminary 6-year graduation rate through spring for the 2016 cohort is 55.8%, which is a 1.7 percentage point decline from the 2015 cohort. Historically, summer graduates have contributed minimally to the spring figure (less than 1 percentage point). While this preliminary figure is still higher than earlier cohorts, we will likely fall below our interim target of 63.9% and overarching goal of 67%.

Equity Gaps

When examining our equity gaps, the Pell equity gap as measured through spring is 3.9% for the 2016 cohort, which is a decline from the 2015 and 2014 cohorts. This is a positive indicator, as the Pell equity gap had been stable and trending in the wrong direction. When summer graduates are included, we anticipate this to close slightly (less than 1 percentage point). The current figure exceeds our interim goal of 5.4% and puts us back on track for our overarching GI2025 target.



The URM equity gap as measured through spring is 11% for the Fall 2016 cohort. This is a 2.7 percentage point increase from the 2015 cohort. While the URM gap has historically been highly variable, we are substantially off our interim goal of 2.5%. We are continuing our efforts to disaggregate the data to get a better understanding of how specific student demographic student groups are faring and to examine various metrics associated with improved persistence. More specifically, we know that over half of our students who do not complete their degree requirements do not persist into their 2nd year (CSU Chancellor’s Office Equity Report, 2019). As such, we have placed specific emphasis on improving 1- and 2-year retention through various student success initiatives. Our intentional efforts have paid dividends, as our URM students have been on par with non-URM students on 1-year retention. We have also seen similar trends for 2-year retention, although the 2020 cohort is presenting with a 3.9% gap for our URM students.



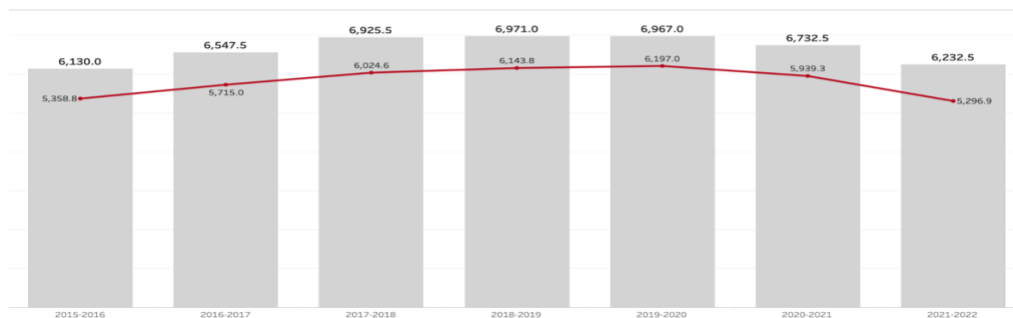
		Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
		All Students	All Students	All Students	All Students	All Students	All Students
Cohort (N)	Not URM	397	324	345	342	199	216
	URM	568	589	602	530	405	324
Persisted to 2nd Fall (%)	Not URM	81.9%	79.3%	74.2%	81.0%	81.9%	78.2%
	URM	78.5%	75.6%	78.4%	84.5%	81.5%	77.5%
Persisted to 3rd Fall (%)	Not URM	68.3%	66.0%	60.3%	70.2%	68.8%	
	URM	62.5%	64.3%	67.9%	71.9%	64.7%	

2. Campus Enrollment Management

Annualized Headcount and Full Time Equivalent

State Side Enrollment
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Program	2015-2016		2016-2017		2017-2018		Academic Year 2018-2019		2019-2020		2020-2021		2021-2022	
	Headcount Annualized	FTE	Headcount Annualized	FTE	Headcount Annualized	FTE	Headcount Annualized	FTE	Headcount Annualized	FTE	Headcount Annualized	FTE	Headcount Annualized	FTE
Undergraduate	5,879.00	5,170.78	6,273.00	5,502.30	6,689.50	5,849.77	6,740.50	5,957.22	6,741.00	5,998.33	6,489.00	5,707.42	6,005.00	5,080.32
Graduate	75.50	40.63	76.50	40.46	67.50	30.48	41.00	19.21	34.00	16.92	37.00	22.83	33.00	17.46
Credential	134.50	127.13	164.50	155.47	138.00	127.80	152.50	147.47	155.50	161.23	184.50	194.77	171.50	184.47
Postbaccalaureate Other	41.00	20.22	33.50	16.78	30.50	16.55	37.00	19.90	36.50	20.55	22.00	14.27	23.00	14.62
Grand Total	6,130.00	5,358.76	6,547.50	5,715.01	6,925.50	6,024.59	6,971.00	6,143.79	6,967.00	6,197.03	6,732.50	5,939.28	6,232.50	5,296.86



CSUCI experienced a 7.5% decrease in annualized headcount and an 11% decrease in FTES for 2021-2022. This decline was primarily attributable to a 13% decrease in New Transfer headcount and a 15% decrease in New Transfer FTES. In addition, we saw a 10% decrease in both headcount and FTES for our FTFT cohort. With regards to continuing undergraduates, we saw a 5.4% drop in headcount and 9% drop in FTES when compared to Fall 2020. Enrollment management is undoubtedly the top priority for our campus - in the immediate, intermediate, and long-term long-term planning for our university. We have prioritized resources for the enrollment of new students, but equally important is our continued focus on the persistence and retention of current students. We formed a Strategic Enrollment Management Steering Committee focusing on enrollment data, the student experience, student recruitment, and marketing and branding. This group will be working collaboratively with our GI2025 steering committee to ensure that our student success initiatives and progress on the equity priorities as outlined by the CO are in full alignment. In addition, we received a 75K grant from the ECMC to explore a dual admissions program with the four CC's in our service region; this work is underway with a pilot implementation target of Spring 2024, with a broader implementation for the Fall 2024 NT cohort.

3. Philanthropic Activity

In spite of the challenges associated with COVID and leadership changes for CSUCI, we have seen an [unprecedented level of philanthropic support](#) over the last two years. In 2020-21, we surpassed our goal of \$4M by more than \$16M – in large part to the \$15M Mackenzie Scott/Dan Jewett gift – totaling \$20,171,345. With this philanthropic momentum in mind, our goal for 2021-22 was \$16M, and we surpassed this target with a total of \$16,455,675 in philanthropic activity. This support is highlighted by a \$10.5M gift from the Martin V. and Martha K. Smith Foundation; a \$2.3M gift from Jeff Green, CEO of the Trade Desk; and \$1.5M from real estate developer Kennedy Wilson. As of June 30, 2022 the net total assets for our Foundation Board was \$56.1M.

Perhaps most importantly, with our data-informed philanthropic model in mind, we are utilizing our philanthropic support to address some of our most pressing student success needs. Specifically, we have developed a robust first year experience for the incoming 2022 FTFT cohort. We have allocated our philanthropic resources towards renewable scholarship assistance structured by our [comprehensive scholarship analyses from 2016-2020](#), which included regression modeling and propensity score matching methodology; an expanded 6-week, residential EOP summer bridge program, which includes completion 6 GE credits, peer-to-peer academic support, community building, and building navigational capital; two-year renewable housing grants for those with the most financial need, which are also tied to engagement with a living learning community; and embedding academic peer-to-peer supports in all A2 (composition rhetoric) and B4 (quantitative reasoning) courses for the 22-23 academic year.

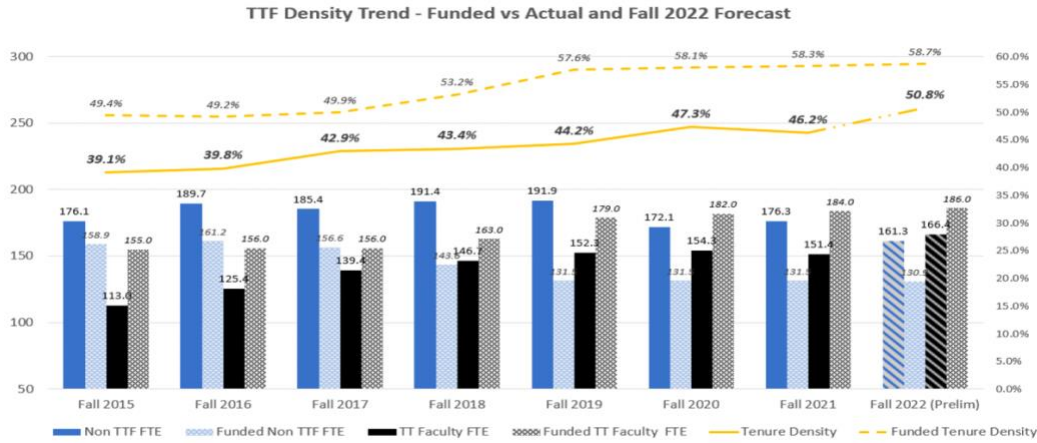
4. Progress in Addressing Student Basic Needs (e.g., food, housing, and technology)

While the literature on basic needs clearly demonstrates the increasing demand and need for basic needs programs on college campuses (as evidenced by basic needs being one of the primary recommendations of the GI 2025 Advisory Committee Report), there is little information examining the impact of basic needs programs on student success. This is a clear area of strength for CSUCI, and we have been able to demonstrate that students utilizing our basic needs programs are indeed staying enrolled (note: 1-year retention/graduation rates are preliminary).

Dolphin Pantry					Emergency Housing/Emergency Grants				
Academic Year	Semester	Count	1-term Retention or Graduation Rate	1-yr Retention or Graduation Rate	Academic Year	Semester	Count	1-term Retention or Graduation Rate	1-yr Retention or Graduation Rate
2021-22	Fall 2021	641	93.9%	83.6%	2021-22	Fall 2021	95	87.4%	68.4%
	Spring 2022	646	88.5%	N/A		Spring 2022	359	91.1%	N/A

In addition, during our virtual learning environment, we facilitated 796 hotspot checkouts, 1364 laptop checkouts, and we have 677 iPads currently loaned out as part of CSUCCESS. We are working towards a more rigorous assessment of the impact of technology and connectivity access on student retention, persistence, and other student success metrics, as well as a demographic breakdown and evaluation.

5. Tenure Density (TD) and Diversity of Faculty



As the above figure illustrates, our commitment to TD is evidenced by the steady growth in the number of budgeted TT positions since 2018. In 2021-22, two TT positions were budgeted to expand our Ethnic Studies academic programs. In addition, we successfully completed searches for 17 vacant TT positions, and these new TT faculty will be starting in the 2022-23 AY. For 2022-23, we have earmarked funding for two additional TT positions as part of our Charting Our Course academic strategic plan. Our preliminary projections for 2022-23 point to a significant improvement in our TD as a result of these recent hires and subsequent reduction of NTTF FTE.

Academic Affairs implemented the [Academic Senate policy on hiring tenure-track faculty](#) which was approved in 2020-21 and required “practices for all participants in the tenure-line hiring process to ensure greater diversity, equity, and inclusion in service of the University mission” (para. 2). The diversity of our faculty for 2021-22 is outlined in the below table, including a comparison of 2020-21 figures, as well as a breakdown of our incoming TT faculty who are starting in the 2022-23 AY.

2020-21 Faculty	AfrAm/Black	Asian	Hisp/Lat	Native Amer/Alaskan	Two+	Unknown	White	Female	Male	Nonbinary
All Fac	2.18%	7.64%	17.47%	0.44%	2.62%	3.93%	65.72%	60%	40%	Not Rptd
T-T	2.44%	8.54%	20.73%	Not Reported	1.22%	4.88%	62.20%	58%	42%	Not Rptd
Lecturer	2.04%	7.14%	15.65%	0.68%	3.40%	3.40%	67.69%	62%	38%	Not Rptd

2021-22 Faculty	Afr Am/Black	Asian	Hisp/Lat	Native Amer/Alaskan	Two +	Unknown	White	Female	Male	Nonbinary
All Fac	2.26%	8.37%	18.33%	0.45%	3.17%	3.85%	63.57%	59.60%	41.18%	0.0023%
T-T	2.60%	9.74%	23.38%	0.00%	1.95%	3.90%	58.44%	56.49%	43.06%	0.00%
Lecturer	2.08%	7.64%	15.63%	0.69%	3.82%	3.82%	66.32%	59.22%	39.93%	0.0035%

Incoming faculty for Fall 2022										
Fall 2022 Faculty	Afr Am/Black	Asian	Hisp/Lat	Native Amer/Alaskan	Two +	Unknown	White	Female	Male	Nonbinary
TT	15.00%	20.00%	25.00%	5.00%	0.00%	15.00%	20.00%	45.00%	50.00%	5.0000%

6. Presidential Cabinet and Staff Diversity

STAFF	Afr Am/Black	Asian	Hisp/Lat	Native Amer/Alaskan	Two +	Unknown	White	Female	Male	Nonbinary
FY 2021	2.72%	5.14%	44.14%	0.00%	1.63%	11.17%	35.42%	56.40%	43.60%	0.00%
FY 2022	3.68%	5.64%	48.28%	0.00%	2.94%	3.68%	35.78%	58.33%	41.42%	0.25%
ADMIN	Afr Am/Black	Asian	Hisp/Lat	Native Amer/Alaskan	Two +	Unknown	White	Female	Male	Nonbinary
FY 2021	4.76%	11.43%	20.95%	0.00%	0.95%	16.19%	45.71%	64.76%	35.24%	0.00%
FY 2022	6.14%	12.28%	25.44%	0.00%	0.88%	3.51%	51.75%	58.77%	41.23%	0.00%
VENTURA COUNTY	Afr Am/Black	Asian	Hisp/Lat	Native Amer/Alaskan	Two +	Unknown	White	Female	Male	Nonbinary
2020 Census	2.40%	8.20%	43.20%	1.90%	3.50%	0.00%	44.70%	50.50%	49.50%	Not reported

With leadership changes at the Cabinet level involving interim appointments, the breakdown for the 2021-22 AY is as follows:

- Race/Ethnicity: White (6), Asian (1)
- Sex: Female (4), Male (3)
- Sexuality: Heterosexual (6), LGBTQ+ (1)
- First Gen: No (4), Yes (3)