New Campus Leaders

Jessica Lavariega Monforti, Ph.D.
Vice Provost

Mitzi Williams, MBA, MHRM
Executive Director of Human Resources

Matthew Zivot, Ph.D.
Director of Institutional Research,
Chief Data Officer
IFSA and AAPIA Speak Out for Ukraine

The International Faculty and Staff Association (IFSA) stands united in our support to the people of Ukraine, some of whom are also our colleagues here at CI. Both Ukraine and Russia are represented in our membership, and we stand united in solidarity against the senseless aggression toward a sovereign country and civilians. Our immediate work involves supporting members of our campus community, many of whom, and their families overseas are deeply impacted by the violence and trauma during these difficult hours.

Our Ukrainian colleague Dr. Alona Kryshchenko has put together the attached list of ways to send aid to Ukraine. She has asked to be listed as a contact person should anyone have questions: alona.kryshchenko@csuci.edu.

The Asian/Asian American Pacific Islanders Association (AAPIA) deplores the violence and aggressions against Ukraine. AAPIA stand in solidarity with the International Faculty and Staff Association (IFSA) and with Ukrainians and Russians who are suffering from this unacceptable war. AAPIA will work together with IFSA to uphold freedom, human rights, and peace in the region.

Help For Ukraine

Humanitarian Aid:
- UNICEF’s Emergency Response
- CARE Ukrainian Crisis Fund
- Sunflowers of Peace

Medical Aid:
- Novaukraine
- Doctors Without Borders
- United Help Ukraine
Our Work in Context
Enrollment Management
Immediate Challenges

- Graduation Initiative 2025
- Equity Gaps
- Mental Health and Basic Needs Supports
- Our Staffing And Tenure Density Needs
- Diversity, Equity, and Inclusion Work
- Strategic Budget Planning
- Communications and Marketing
- Impact of COVID
Enrollment Challenges

Annualized Enrollment 2021-2022:
5,297 FTES

Chancellor’s Office Funded FTES for CI:
6,135 FTES

FTES: full-time equivalent student
Enrollment Challenges

2024-2025 Goal:
5,830 FTES minimum

*FTES*: full-time equivalent student
FTES Growth Goals

2022-2023:
2.7% growth

2023-2025 and 2024-2025:
4% growth

FTES: full-time equivalent student
Applications and Admissions
Fall 2021 and Fall 2022 Admissions Summary

ADMITTED STUDENTS

NEW FRESHMAN

<table>
<thead>
<tr>
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<th>Fall 2021</th>
<th>Fall 2022</th>
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<td>7,215</td>
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NEW TRANSFER

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<tr>
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<th>Fall 2022</th>
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<tbody>
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<td>3,326</td>
<td>2,861</td>
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16%↑ increase in Admitted Freshman

14%↓ decrease in Admitted Transfers

As of: 2/28/22
https://oneci.csuci.edu/#/site/EnrollmentManagement/views/Fall2022AdmissionStatus/Fall2022UndergraduateAdmissionSummary
First-Time, Full-Time Student Retention

- Fall 2021 Half-Year Retention Rate: 93.5%
- Fall 2020 One-and-a-Half Year Retention Rate: 75.3%
- Fall 2019 Two-and-a-Half Year Retention Rate: 67.8%

https://oneci.csuci.edu/t/IRPEGuest/views/RetentionDashboard/CSUCIFreshmenandNewTransferRetention
Graduation Rate

2019 First-Time, Full-Time Two-and-a-Half Year Retention Rate

67.8%

67% 6-year Graduation Initiative 2025 goal
New Transfer Student Retention

Fall 2021 Half-Year Retention Rate
- Fall 2021-Spring 2022: 91.7%

Fall 2020 One Year Retention Rate
- Fall 2020-Fall 2021: 87.2%

Fall 2020 One-and-a-Half Year Retention Rate
- Fall 2020-Spring 2022: 78.4%

https://oneci.csuci.edu/t/IRPEGuest/views/RetentionDashboard/CSUCIFreshmenandNewTransferRetention
Eliminating Equity Gaps
URM and Non-URM Student Retention to First Spring

**URM Students**
- Fall 2020: 90.1% FTFT, 92.2% Transfer
- Fall 2021: 94.1% FTFT, 92.0% Transfer

**Non-URM Students**
- Fall 2020: 90.5% FTFT, 92.6% Transfer
- Fall 2021: 92.0% FTFT, 91.3% Transfer

**FTFT**: First-time, full-time students
**URM**: Underrepresented Minority students are Black/African-American, Native American/Indigenous, or Hispanic/Latina/o/x

Pell Eligible and Not Pell Eligible Student Retention to First Spring

**Pell Students**
- 91.2% FTFT
- 94.9% FTFT
- 92.6% Transfer
- 92.3% Transfer

**Non-Pell Students**
- 89.1% FTFT
- 92.3% FTFT
- 90.20% Transfer
- 91.1% Transfer

**FTFT:** First-time, full-time students

**Pell:** The Federal Pell Grant is available to students based on financial need.

[Link to Retention Dashboard]

https://oneci.csuci.edu/v/IRPEGuest/views/RetentionDashboard/CSUCIFreshmenandNewTransferRetention
Immediate

Intermediate

Long-Range

Action Plan for Enrollment Management
Identifying Metrics and Targets:

- Role of New Academic Programs to Drive New Enrollment
- Fall to Spring and Spring to Fall Retention Targets
- Specific Yield Targets for First-Time, Full-Time, and New Transfer Cohorts
- Decreasing the Ratio of Headcount to Full-Time Equivalent Students
- Increasing Average Number of Units Completed Per Semester
Equity Goals Priorities

- Re-enroll underserved students
- Equitable access to digital degree planners
- Expand credit opportunities in summer
- Reduce DFW rates and GPA gaps
- Eliminate administrative barriers
Immediate Enrollment Management Strategies
First Year Experiences to Address Pressing Needs

- Increasing Yield for Fall 2022
- Expanding Financial Support for Our Students
- Improving Year 1 to Year 2 Retention Through High Impact Practices
- Completion of Quantitative Reasoning and Composition/Rhetoric in First Year
- Decreasing DFW Rates and Increasing Unit Completion and Reaching Sophomore Status by Second Year

DFW: grade of D, F, or withdrawal
First Year Experience Initiatives:

- Expanded EOP Summer Bridge
- Renewable 4-Year Scholarships
- Subsidized Residential Housing
- Embedded Peer-to-Peer Support in A2 and B4 Courses
Inclusive Excellence Action Plan (IEAP)

- Provide Professional Development & Leadership Development for Racial & Social Justice
- Recruit, Hire, and Retain a Diverse Workforce
- Work Continuously Toward Realizing a Campus Culture of Inclusive Excellence
- Improve Data-Based Decision Making & Planning Processes
- Promote Inward- and Outward-Facing Advancement and Community & Government Relations Efforts for Racial & Social Justice
- Facilitate Student Access & Success
Strategic Initiatives-Inclusive Excellence Action Plan Awards

- Inclusive Excellence Micro-Course
- DEI Training for All Newly Hired and Existing Faculty and Staff
- Post-Graduate Outcomes Alumni Survey
- Courageous Conversations: Town Halls and CLC’s
- Mandatory Equity Advocate Training On All Hiring Committees
- Cultural Taxation Guide and Workshops
- Incentivized Funding to Curricular and Co-Curricular Programs for Retention and DEI
- Outreach and Recruitment of African American Students
- Block Enrollment, Summer Course Expansion, Increased Student Access
- Subsidized Summer Enrollment
- Build Leadership and Expertise to Guide Cross-Campus DEI Efforts

Total Awarded: $650,000

DEI: Diversity, Equity, & Inclusion
Intermediate Enrollment Management Strategies
Intermediate Strategies:

- Dual Admissions Pilot
  - $75k grant ECMC
  - First-year students enroll in local community colleges and CI

- Integrated Communication & Marketing Plan
  - Phase 1: Planning
  - Phase 2: Implementation
Integrated Communication & Marketing Plan

**Phase 1: Planning**
- Market Research & Brand Audit: '21-22
- Brand Positioning & Strategy: '22-23
- Website Audit & Strategy: '22-23
- Website Redesign: '22-23
- 20th Anniversary Brand Awareness Campaign: '22-23

**Phase 2: Implementation**
- Hire Professionals: '23-24
- Year-Round Brand Awareness Marketing Campaign: '23-24
- Enrollment Micro-Campaigns: '23-24
Long-Term Enrollment Management Strategies
Education Distinction Working Group

Mission Pillars Team

Academic Organizations Team

Academic Programs Development Teams

• Team 1: Humanities and Ethnic Studies
• Team 2: The Arts and The Region
• Team 3: Social Science Academic Programs
• Team 4: Lab and Health Sciences
• Team 5: Cross-Disciplinary Academic Programs
Priorities as President

- Bridging Institutional Values
- Improving Communication
- Shared Governance
- Graduation Initiative 2025
- Eliminating Equity Gaps
- Enrollment/Budget Management
Shared Governance
Shared Governance in the Budget Process:

- Expanded Membership of the Strategic Resource Planning Committee (SRPC)
- Established the SRPC as a Recommending Body to the President
- Emphasized Transparency in Budget Reporting and Review
Post-Graduate Outcomes
“For apart from inquiry, apart from the praxis, individuals cannot be truly human. Knowledge emerges only through invention and re-invention, through the restless, impatient, continuing, hopeful inquiry human beings pursue in the world, with the world, and with each other.”
