

Division of Student Affairs

2008 In-depth Reviews

Enrollment Services

570 – Office of the Dean

571 – Enrollment Center

540 – Admissions and Recruitment

550 – Financial Aid

545 – Records and Registration

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Executive Summary

Enrollment Services is an integrative team that includes the Enrollment Center, the offices of the Dean, Admissions/Recruitment, Financial Aid, and Records/ Registration. Supporting the goal of the University to provide our multicultural regional and state population with access to excellence, the ES Team works collaboratively with stakeholders within the University and the community to recruit, enroll, retain, support and graduate a diverse student population.

The ES Team reaches out to our region personally through school visits, tours, and pre-admissions and financial aid counseling and electronically through MENTOR and email. Additional outreach to prospective students is through a variety of regional partnerships, by mail to select individuals or targeted groups, and by phone. Increased visibility resulted this year in 26% more applications than last year, and a commensurate increase in phone calls, tours, and counseling.

Once a student begins his or her academic journey, the Enrollment Services team supports over one-half of the growing population with financial resources and 100% of the population with records and registration processing. Last year the University experienced a 30% increase in graduates and this year 34% more students have applied to graduate than the year before.

In the last year, the demand on administrative systems has significantly exceeded staff ability to deliver admission decisions and graduation checks within appropriate timeframes. At peak time periods, the demands on the Enrollment Center, currently staffed by one full-time professional, have resulted in hundreds of dropped calls and long lines. To enable the area to provide adequate service long-term temporary help has been employed and staff members perennially work extended over-time and weekend hours.

While the area continues to move forward to use technology to make processes more efficient, accurate, and student-friendly these technological advances require a different kind of support. Staffing needs therefore are not entirely eliminated, but shifted to support innovations that require continuous updating to maintain accuracy.

Enrollment Services works collaboratively with every area of the University. Transfer agreements with local schools, registration at orientation, and the allocation of Federal Work Study to support community service learning are three examples of ES partnerships that support the University's mission. As the gateway into and the pathway beyond the University the ES Team undertakes the serious responsibility of appropriately growing this University while vigilantly maintaining its integrity. Evidence of this follows.

Introduction

Department Name: Dean's Office Enrollment Services (570)

Department Employee Titles and FTE: (2.0)

Dean of Enrollment (1.0)

Administrative Assistant to the Dean (1.0)

Department Goals and Objectives:

1. To recruit, enroll, retain and graduate a diverse student body at both the undergraduate and graduate levels.
 - 1.1. To encourage, support, and foster innovative programming that enhances the University's outreach and the student experience
 - 1.2. To support the county's P-16 initiative, strengthening the pipeline of college-ready students
 - 1.3. To facilitate graduation through innovative partnerships and by improving knowledge about eligibility
2. To encourage a learning community in and beyond the classroom that promotes academic excellence and personal development of students. Leadership participation and community involvement will be emphasized. Understanding and appreciating diversity will be embraced in order to prepare students for life after the university experience.
 - 2.1. To maximize the use of limited resources through collaboration and business practices that support productive innovations
 - 2.2. To develop collaborative programs with other areas of the University that enhance college eligibility and access for our regional students
3. To offer programs and services for students that enhance their quality of life at CSUCI. In addition, the Division of Student Affairs will offer programs and services that foster positive relationships between members of the campus and surrounding communities.
 - 3.1. To position the University to anticipate and prepare for global as well as regional change
4. To prepare students for life-long learning and ongoing personal development; provide opportunities for the learning and development of the whole person; and to continually evaluate and improve the quality of programs and services offered to students.
 - 4.1. To develop an environment in which staff and students flourish as they engage in life-long learning and continue to develop their strengths.
 - 4.2 To develop and implement assessment programs that will result in continuous improvement

Department History:

Enrollment Services began to integrate the "gateway" services of admissions, recruitment, financial aid, records, and registration under a dean's office in 2004. This organizational structure provides the ability to effectively allocate limited resources to fulfill the University's mission. Through collaboration at all levels of decision-making, the University has been able to maintain the integrity of the institution provide financial and registration support, graduate ever increasing numbers of students and consistently meet and exceed campus enrollment targets.

Responsibilities

What are the current responsibilities/services provided by the department?

Through active committee participation and leadership, community outreach, and research the Dean's Office is responsible for providing leadership for all aspects of student-centered admissions and retention programs. To

this end, the dean coordinates university-wide teams to assist in the development and execution of programmatic and territorial recruitment and retention plans for undergraduate, graduate, and international populations. The Dean's Office oversees three directors who, in turn, oversee the day to day operations of their respective areas. Providing the only administrative support staff to the area, the assistant to the dean provides some administrative support to all areas.

What responsibilities/services is the department not providing and why?

Until recently the Dean's office was significantly engaged in current operations, a constraint that limited the ability to build an optimal number of relationships, both internal and external.

How do you know that the department is effective in providing these services?

The Dean's Office regularly reviews action plans to measure progress towards stated goals, and alignment of strategies with the University's mission and goals as articulated in the strategic plan. These action plans form the basis for decision-making to ensure that appropriate resources allocated; however, if budgetary or environmental conditions make it necessary plans are altered to accommodate changing conditions. Every program provides continuous reporting that enables the dean to manage campus expectations. Every program includes a timeline and assessment component.

Are there less costly ways to provide these same services? If so, please describe them.

The area and the University could benefit from the implementation of a work flow system that would eliminate multiple copies of paperwork and improve access and accuracy. Prior to implementation of such a system, business practices would have to be analyzed to ensure short-term viability and long-term maintenance and savings.

If there are resource needs for the department to be successful beyond what is currently being done, what are those needs, and what are your plans to meet those needs?

Enrollment Services directors are currently collaborating on developing plans that would expand the use of scanning and include some Work Flow processes. Individual areas are working with IT to forecast and plan.

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| Campus Benefit |
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How do the departmental goals/objectives support the mission of the university?

The Dean's Office provides the structure that enables multi-level collaboration of enrollment services student success programs with constituents both inside and outside the University. Charged with the responsibility of upholding the integrity of the institution, providing an external "face" of the university, and working within the guidelines of shared governance, the Dean's Office coordinates the successful achievement of University goals related to enrolling, supporting and retaining a diverse population of students. .

What would happen if this department did not exist?

Prior to the current structure, each of the areas worked independently. Without the strong collaboration fostered through the Dean's Office leadership team, comprised of area directors, Enrollment Services would not be fully integrated into the University's strategic planning and decision-making process. Responsible for the management of enrollment and student success, the Dean's Office facilitates the collaboration of enrollment services with campus and community stakeholders to participate in strategic enrollment practices and the holistic education process to achieve expected goals. Without this collaboration, the University would be unable to strategically shape University enrollment to fulfill the campus mission and vision.

UPACC Strategic Priority

How did the department address the current year's Strategic Priorities?

Accessibility: Through collaboration with counsel, the Dean's Office initiated the rewriting of the appeals process to include a process by which students with documented disabilities could bypass the denial process and funnel their applications directly through the appeals process; initiated an innovative partnership between Financial Aid and the Center for Community Engagement; laid the groundwork for development of a "Degree in Three" pilot program that will enable qualified local high school students to matriculate to the University having completed most of their GE courses concurrent with their high school work. Additional collaborations with the Early Assessment Program, the Education Office, Marketing & Communication, the Office of Community Relations, the Dean of the Faculty and County Superintendent's Office have resulted in improved communications between these areas and the initiation of programs that serve the University's mission.

Administrative Systems: Last year the Dean's Office worked closely with IT to enhance the University's web access to scholarships; collaborated with the housing office to provide an interim solution that would enable access to and tracking of housing applications by qualified students; and initiated the use of Hobson's to act as a communication tool with prospective students.

Student Retention: Through EMSSC, the dean initiated development of a sub-committee charged with reviewing the University's data needs relative to understanding student retention at CSUCI. To augment the data available through the University's database, the Dean's Office gathered information from the National Student Clearinghouse (NSLC). As student success is the single largest contributor to a successful enrollment program, the Dean's Office integrates this topic in bi-monthly staff as well as EMSSC meetings and actively promotes the use of learning outcomes in transactional relationships.

Training and Development: In addition to providing monthly division training, regular directors' training, bi-annual reflective retreats, and conference and professional development opportunities for staff members, the Dean's Office implemented Strengths Quest, an asset based development program designed to assist employees in working collaboratively while recognizing and building on their talents.

How does the department intend to address the up-coming year's Strategic Priorities?

As the gateway of the University, student retention and success is the highest priority of the Dean's Office. To maximize the effective use of limited resources, the dean actively collaborates with stakeholders both within and outside the University. Each of the areas reporting to the dean touches students in their journey towards graduation and these processes are clearly delineated through the strategic and tactical planning process. Assessment is continuous and formalized once each semester to determine a program's effectiveness, and to make adjustments to the allocation of resources that may be deemed necessary. The dean's office uses NSLC data to track "leavers" and intends to work closely with IR to identify and rectify any retention problem areas that may be related to services provided directly by enrollment services or through partnerships with housing, disability accommodations, academic advising, student life, and cashing that might be enhanced to ensure the optimum flow of information to support students.

Introduction

Department Name: Enrollment Center (571)

Department Employee Titles and FTE: (1.0)

Customer Service Specialist (1.0)

Department Goals and Objectives:

1. To recruit, enroll, retain and graduate a diverse student body at both the undergraduate and graduate levels.
 - 1.1. To provide one-stop personal service for prospective and continuing students through the use best customer service practices; being available during office hours; and answering phone and email inquiries within 24 hours.
2. To encourage a learning community in and beyond the classroom that promotes academic excellence and personal development of students. Leadership participation and community involvement will be emphasized. Understanding and appreciating diversity will be embraced in order to prepare students for life after the university experience.
 - 2.1. To integrate learning outcomes into transactional processes that result in student self-reliance.
3. To offer programs and services for students that enhance their quality of life at CSUCI. In addition, the Division of Student Affairs will offer programs and services that foster positive relationships between members of the campus and surrounding communities.
 - 3.1. As the initial and on-going contact with the University, to act as a positive, knowledgeable resource that results in student learning and facilitating graduation.
4. To prepare students for life-long learning and ongoing personal development; provide opportunities for the learning and development of the whole person; and to continually evaluate and improve the quality of programs and services offered to students.
 - 4.1. To assess systems, processes, and feedback to continuously and measurably improve service.

Department History:

The Enrollment Center opened when the campus population was less than 2000 students. Staffed with one full-time professional, the volume of telephone calls, daily traffic, and email have increased commensurate with the campus's enrollment growth, currently at 3600 students.

Responsibilities

What are the current responsibilities/services provided by the department?

The Enrollment Center is the University's initial point of contact for students, parents, and community members and is the nexus of mail, email, and telephone communications for the University. In a six month period, staff will handle over 15,000 hard copy communications, thousands of email requests, and hundreds of phone calls. At peak periods, the Enrollment Center receives close to 200 phone calls each day.

What responsibilities/services is the department not providing and why?

With 26% more applications this year than last, a 30+% increase in the number of students applying for graduation, and a growth of financial aid commensurate with the University population's growth, the Enrollment Center has been unable to keep up with the daily flow of paperwork. At peak periods, the VoIP system indicates the center dropped dozens of phone calls, and despite extensive use of overtime email was left unanswered for several days. With only one full-time professional in the area, waiting lines for simple procedures can be long and, though entitled, the staff feel unable to take breaks of any kind. Except for the two weeks at the beginning of every semester, the Enrollment Center is open from 8:30 – 5:30 daily. As the campus

grows its evening population, it's likely that the campus will want to provide enrollment services to its night-time population.

How do you know that the department is effective in providing these services?

Weekly processing and email response dates are monitored, mail is date stamped, and all incoming mail is sorted in date order. Personnel are brought from other areas to accommodate peak periods. Recently staff initiated development of a "How are We Doing?" survey to allow students to respond to services immediately; this tool is scheduled to be implemented in spring '08.

Are there less costly ways to provide these same services? If so, please describe them.

Making services available on-line and a portal should improve access and processing. However, despite the integration of high tech, high touch will continue to be necessary as the University seeks to serve populations of students and their families who may be unfamiliar with higher education and have limited access to technology.

If there are resource needs for the department to be successful beyond what is currently being done, what are those needs, and what are your plans to meet those needs?

With a single professional assigned to the area, the Enrollment Center is critically short of personnel, limiting the area's ability to provide optimal service to students. In order to accommodate necessary breaks, the center is occasionally staffed solely by student assistants who, though well trained, do not have the depth and breadth of knowledge of full-time staff. The long-term plan is to add a cross-trained bilingual support position to the front counter, enabling the area to be staffed by at least one full-time professional during regular office hours.

Campus Benefit

How do the departmental goals/objectives support to the mission of the university?

Enrollment Center administrative systems and personnel provide access to the University by providing assistance and guidance to students as they navigate processes designed to support achievement of their educational goals. These systems are continuously assessed and improved to increase student access and satisfaction as well as productivity of personnel. The personal interaction, by phone, email, and in person is often used as an opportunity to teach a student how to be self-reliant, enhancing their likelihood of successful degree completion. The flow of a student's journey that results in admitting, graduating, and supporting him or her academically and financially begins at the front counter.

What would happen if this department did not exist?

Telephone calls alone would present a problem to the campus. During registration week last fall, the enrollment center answered calls as follows:

| Extension | Total Calls | Calls Answered | Percent Answered | Calls Unanswered | Percent Unanswered | Date |
|-----------|-------------|----------------|------------------|------------------|--------------------|-----------|
| 8500 | 182 | 164 | 90.1 | 18 | 9.90% | 8/27/2007 |
| 8500 | 195 | 178 | 91.3 | 17 | 8.70% | 8/28/2007 |
| 8500 | 183 | 162 | 88.5 | 21 | 11.50% | 8/29/2007 |
| 8500 | 154 | 136 | 88.3 | 18 | 11.70% | 8/30/2007 |
| 8500 | 100 | 93 | 93 | 7 | 7% | 8/31/2007 |
| 8500 | 12 | 11 | 91.7 | 1 | 8.30% | 9/1/2007 |
| 8500 | 2 | 2 | 100 | 0 | 0% | 9/2/2007 |
| 8500 | 12 | 11 | 91.7 | 1 | 8.30% | 9/3/2007 |
| 8500 | 135 | 130 | 96.3 | 5 | 3.70% | 9/4/2007 |
| 8500 | 134 | 109 | 81.3 | 25 | 18.70% | 9/5/2007 |
| 8500 | 112 | 109 | 97.3 | 3 | 2.70% | 9/6/2007 |
| 8500 | 94 | 93 | 98.9 | 1 | 1.10% | 9/7/2007 |
| | 1315 | 1198 | | 117 | | |

In addition to telephone calls, the Center handled over 1200 transactions including enrollment verifications, intent to enroll, student letters, and transcripts. Without the center directing and acting on these contacts, the campus community would have to initiate a phone tree and business practices that sent hard copy directly to the area. This would result in considerable cost and reduction of overall productivity.

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| UPACC Strategic Priority |
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How did the department address the current year's Strategic Priorities?

Accessibility: The Enrollment Center hired a full-time temporary bilingual support person to assist with providing accurate and timely information. Four computers, one equipped with Jaws is available in the center and staff members regularly assist students with learning how to navigate and answer their own questions.

Administrative Systems: Systems are constantly monitored, with improvements designed to improve efficiency, accuracy, and service implemented regularly to maximize use of available technology.

Student Retention: Through thoughtful, personal, timely "one stop" service the Enrollment Center seeks to provide a high level of student satisfaction with their University experience, resulting in enhanced retention.

Training and Development: To the extent that the Enrollment Counter should be able to answer 90% of the questions that come to the University, training is active and ongoing to ensure that FAQ manuals are updated and staff are aware of changes that have occurred relative to University structure, policies, or procedures.

How does the department intend to address the up-coming year's Strategic Priorities?

With the continued use of pro-active training and full-time temporary help, the Enrollment Center expects to support a high level of student retention and satisfaction by offering friendly, personal service that meets the needs of continuing students, faculty, and staff and addresses inquiries from a wide variety of prospective students and community members.

Introduction

Department Name: Admissions and Recruitment (540)

Department Employee Titles and FTE: (11.0)

Director of Admissions & Recruitment (1.0)

Associate Director of Admissions & Recruitment (1.0)

Coordinator of Early Recruitment (1.0)

Administrative Analyst (1.0)

Senior Recruitment Counselor (1.0)

Bilingual Recruitment Counselor (1.0)

Bilingual Recruitment Counselor (1.0)

Lead Admissions Specialist (1.0)

Graduate Admissions Specialist (1.0)

Admissions Evaluation Specialist (1.0)

Admissions Specialist (1.0)

Department Goals and Objectives:

1. To recruit, enroll, retain and graduate a diverse student body at both the undergraduate and graduate levels.
 - 1.1 As result of presentations and visits, prospective students will receive information that will assist them in successfully applying, being admitted, and enrolling at CSUCI.
 - 1.2 By visiting the campus and meeting with campus representatives, students will receive accurate information, campus exposure, and resources to make an informed decision to attend CSUCI.
 - 1.3 By attending presentations, students will receive information and services to be better prepared for college.
2. To encourage a learning community in and beyond the classroom that promotes academic excellence and personal development of students. Leadership participation and community involvement will be emphasized. Understanding and appreciating diversity will be embraced in order to prepare students for life after the university experience.
3. To offer programs and services for students that enhance their quality of life at CSUCI. In addition, the Division of Student Affairs will offer programs and services that foster positive relationships between members of the campus and surrounding communities.
4. To prepare students for life-long learning and ongoing personal development; provide opportunities for the learning and development of the whole person; and to continually evaluate and improve the quality of programs and services offered to students.

Department History:

2002: Recruitment branched off from Academic Advisement (Academic Affairs) and became a part of the Division of Student Affairs

2002: Admissions & Records became a part of Student Affairs

2004: Admissions, Records, Recruitment, and Financial Aid became Enrollment Services

2005: Admissions & Records was divided into Admissions & Recruitment and Records & Registration

2007: Admissions & Recruitment purchased Hobson's Enrollment Management Technology (EMT) Connect, online communication tool, which resulted in an Administrative Analyst maintaining electronic communication with prospective students and applicants. A Coordinator of Early Recruitment was brought on to provide programming geared toward 9th and 10th graders to create a greater college eligible applicant pool.

The Admissions & Recruitment office assists with the generation of this pool as well as the evaluation of it. Even when fully staffed, the office has not been able to meet the work load demands in an acceptable time frame.

In order to meet evaluation goals, temporary employment and Recruitment personnel have been utilized. In addition this year, the administration of the Entry Level Mathematics (ELM) and English Placement Test (EPT)

placement testing had been taken on by Admissions & Recruitment without additional personnel to assist with its implementation.

Responsibilities

What are the current responsibilities/services provided by the department?

Represent CSU Channel Islands at events/programs designed to generate a prospective applicant pool. Provide programs designed to increase college awareness and readiness to eventually contribute to the enrollment funnel.

Provide on-campus programming such as campus tours, group campus visits, Open House, Discover CI.

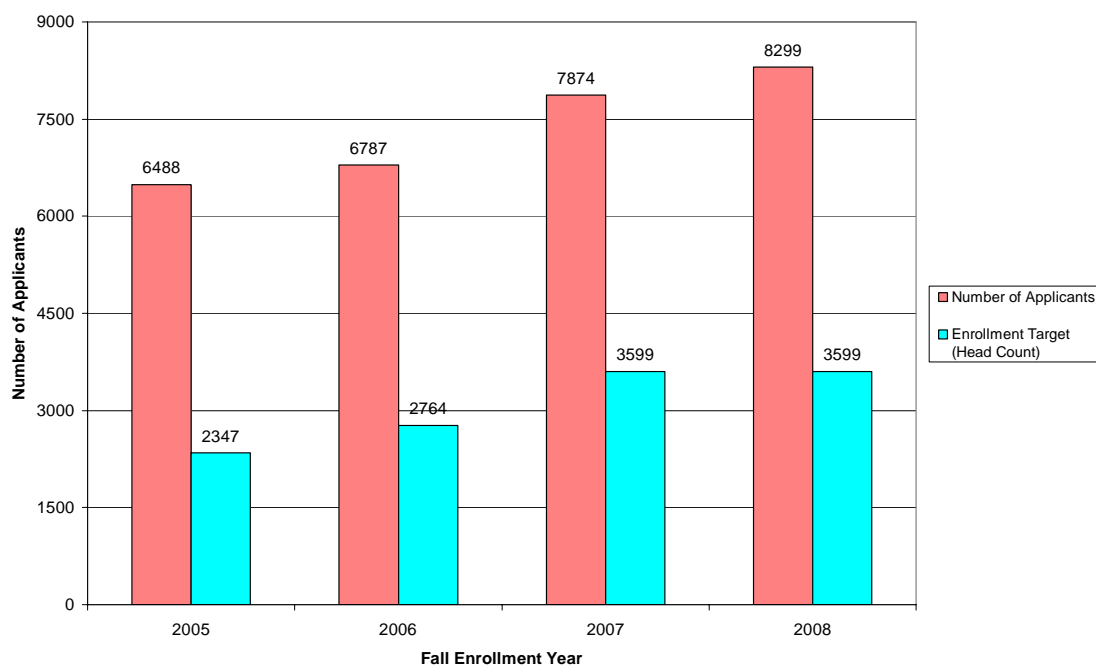
Answer inquiries regarding enrollment process.

Maintain Hobsons electronic communication tool.

Administer oversight of ELM/EPT testing.

Process incoming admissions application for all terms and evaluate for admission decisions.

Annual Comparision of Applications to Enrollment

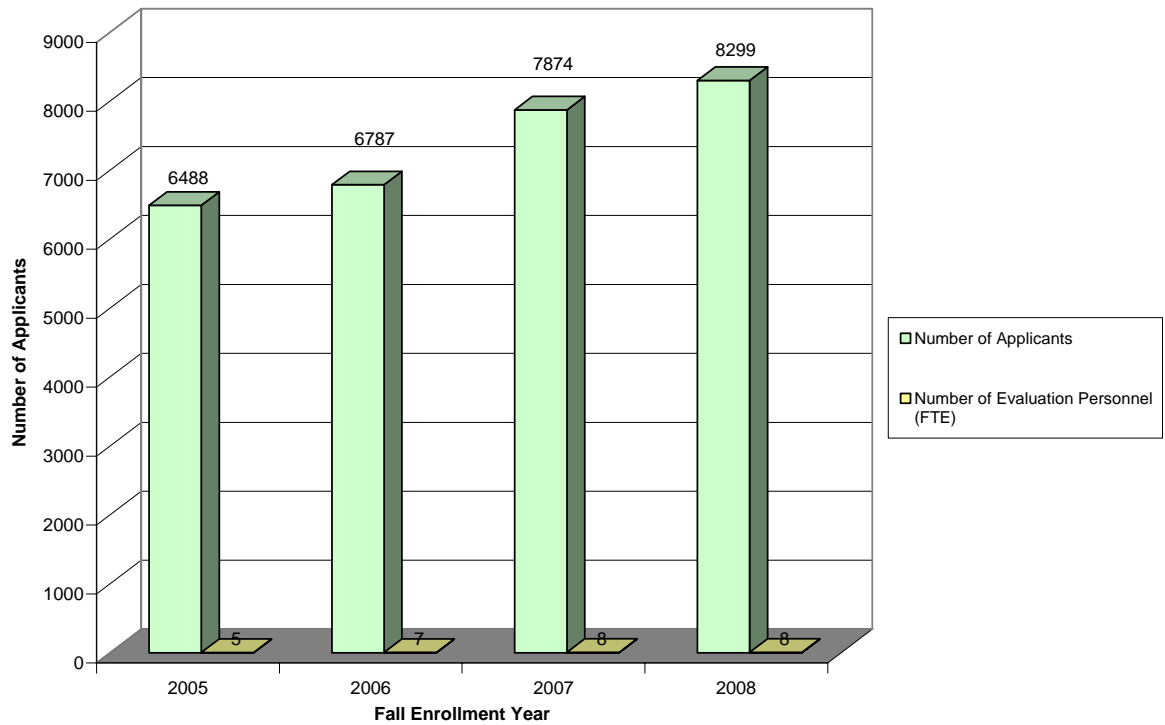


What responsibilities/services is the department not providing and why?

Due to staffing challenges, the office has been unable to accommodate the increased requests for visits to the campus from schools/organizations and increased visitors to the recruitment center. There is no permanent support staffing in the recruitment offices so phones are often not answered while twice daily tours are in progress. In addition, the full implementation of Early Recruitment programs has been halted due to the reassignment of personnel to coordinate the statewide counselor conference, assist with admissions evaluations, and administer the ELM/EPT. As Hobson's serves to inform students of their admission status, the increased number of responses and questions requires additional staffing to provide adequate response time for answers. Lastly, the volume of admissions applications to the university is 26% over last year and has grown to a level that the current staffing is unable to provide a response time that would match that of a more established campus. Temporary help has been brought in to ensure that evaluations are done, but not necessarily in a timely manner. As shown in the chart below, as the number of applications has increased the number of personnel to assist in evaluation has only slightly increased. As additional categories of students are accepted, such as lower

division nursing, international applicants, and stateside graduate applicants, staffing would need to include these applicants in their workload in addition to the current populations being processed.

Annual Comparison of Personnel vs. Number of Students



How do you know that the department is effective in providing these services?

Although the office has consistently achieved and exceeded enrollment targets, the services administered by the department have not been functioning at optimal levels. Assessment is used to examine work flow and establish timelines to achieve targeted goals. If targeted goals cannot be achieved in a given timeline, a restructuring of priorities is made to achieve the target in the allotted time.

Are there less costly ways to provide these same services? If so, please describe them.

Implementing automatic evaluation of freshman applicants who meet certain criteria will decrease the number of applications to be evaluated immediately, thus communicating with students in a timely manner. Successful implementation of the “auto admit” function would involve Information Technology’s assistance with the function analysis and implementation of this process in PeopleSoft.

If there are resource needs for the department to be successful beyond what is currently being done, what are those needs, and what are your plans to meet those needs?

Resources needed include adequate funding to employ additional personnel to assist with admissions evaluations, early recruitment, and the continued maintenance of Hobsons. The additional personnel will also allow time to develop and implement automatic evaluation for PeopleSoft. The director is currently working with Information Technology to provide feasibility and implementation guidance. Technology enhancements to the current scanning system will create electronic files rather than utilizing personnel and natural resources in the maintenance of a paper filing system. The scanning system has been delayed due to budgetary constraints.

Campus Benefit

How do the departmental goals/objectives support to the mission of the university?

The departmental goals/objectives support the mission of the university by providing programs and services to enroll the students that will carry out this mission. Admissions & Recruitment facilitates learning by providing programs to assist the community students in being prepared to enroll at CSUCI. Those programs can range from college readiness to assistance with the application process.

What would happen if this department did not exist?

This department is critical to the campus enrollment management plan. If this department was eliminated, there would be no processing of applications and recruiting of students, thus a negative effect on the campus reaching enrollment targets.

UPACC Strategic Priority

How did the department address the current year's Strategic Priorities?

Accessibility:

Admissions & Recruitment has partnered with Migrant Education to provide assistance toward the understanding of the CSU college admissions process. In addition, a revision to the Admissions Appeal Policy is being proposed to allow for inadmissible students to be considered for admission before being formally denied to the university. The Admissions & Recruitment office is actively partnering with financial aid to ensure that admissions systems do not arbitrarily exclude families with financial need.

Administrative Systems:

Collaborating with Information Technology, the implementation of the Hobson's communication tool has allowed for student's to receive instant updates on their admissions status.

Student Services:

Recruiting Outreach

Early recruitment programs, continued visitations to local area schools, and working with Migrant Education has assisted with increasing the number of college eligible students.

International Students

Collaborating with the Center for International Affairs, the Admissions & Recruitment staff is responsible for the processing of admission applications from these students.

Support Services:

Operation/maintenance for increased enrollment and events: Admissions continues to process and evaluate university applications and recruitment provides the necessary programs to eventually enroll these admits.

How does the department intend to address the up-coming year's Strategic Priorities?

Admissions & Recruitment is integral to the area of Student Retention and Success. Admissions will continue to evaluate admissions applications in order to enroll students. Student retention starts immediately when the student applies. Recruitment begins to recruit these students to retain their interest in considering CSUCI, which will eventually lead to enrolling and graduating. Programs that recruitment provides will be reviewed to ensure they continue to meet the office's objectives and recruit students who are an "optimal match" and will continue to succeed at CSUCI.

Introduction

Department Name: Financial Aid (550)

Department Employee Titles and FTE: (5.0)

Director of Financial Aid (1)

Assistant Director of Financial Aid Operations (1)

Senior Financial Aid Counselor (1)

Federal Work Study and Scholarship Coordinator (1)

Financial Aid Counselor (1)

Department Goals and Objectives:

1. To recruit, enroll, retain and graduate a diverse student body at both the undergraduate and graduate levels.
 - 1.1 The Financial Aid office's responsibility is to educate prospective, continuing and alumni students about their options in financing their education costs through application processing and effective counseling.
2. To encourage a learning community in and beyond the classroom that promotes academic excellence and personal development of students. Leadership participation and community involvement will be emphasized. Understanding and appreciating diversity will be embraced in order to prepare students for life after the university experience.
3. To offer programs and services for students that enhance their quality of life at CSUCI. In addition, the Division of Student Affairs will offer programs and services that foster positive relationships between members of the campus and surrounding communities.
 - 3.1 The Financial Aid office provides the service of functioning as a gateway to offer financial aid funding to prospective and current students at CSUCI.
4. To prepare students for life-long learning and ongoing personal development; provide opportunities for the learning and development of the whole person; and to continually evaluate and improve the quality of programs and services offered to students.

To create Financial Aid resource opportunities and educate our prospective and current students by assisting them in exploring their financial aid options. The Financial Aid department serves as the gateway to providing financial aid funding to prospective and current students at CSUCI.

Department History:

The Financial Aid department began processing files and offering financial aid awards when CSUCI began as a branch campus of California State University Northridge. In 2006, CSUCI qualified to operate under its own certification and Department of Education Title IV funding school code (039803). The office is completing its second consecutive academic year (fiscal year 07/08) with processing files and disbursing financial aid funding as a stand-alone institution. As enrollment and the percentage of students seeking financial aid increases, the funding levels will need to increase to provide adequate resources to the student body to assist with financing their education.

Responsibilities

What are the current responsibilities/services provided by the department?

The Financial Aid office provides financial aid counseling to all prospective and current students as well as alumni seeking information on financing options towards their educational costs. This counseling is provided through email, telephone, and in person. Our responsibility is to also process financial aid files to execute an

award letter in a timely manner to outline a student's eligibility for financial aid funding at CSUCI. The final responsibility is to ensure the financial aid funds are disbursed and distributed appropriately at the beginning of each term to assist students with education-related costs.

What responsibilities/services is the department not providing and why?

As the department is understaffed, the Financial Aid office is unable to provide enhanced online and technology-driven services to provide students with the ability to submit their paperwork electronically. Other services that the department is unable to provide include effectively informing students about outside scholarship opportunities and providing financial aid presentations to all of our high school constituents. In addition, the financial aid office cannot provide reporting to the University that would assist in managing enrollment in a way that achieves the University's mission related to diversity. While the office has managed to process files, reconcile federal and state funding to their respective entities accurately and in a timely manner, it has only been accomplished with the addition of one full-time temporary staff member and a contractual consultant through Io consulting firm.

How do you know that the department is effective in providing these services?

The main indicator for evaluating the effectiveness of the financial aid office is its staff's success in disbursing financial aid funds in a timely manner at the beginning of each semester. The attached chart, (Appendix 1) shows the continuous growth in the financial aid funding levels since the institution has opened.

As the chart shows, all programs have grown exponentially. Most recently in our Spring 2008 disbursement, there was a 20% growth in funding from the disbursements in Spring 2007.

The director meets weekly with the dean of enrollment to discuss the "action" and strategic plans detailing tasks and projects that will assist the University in meeting the needs of qualified students, especially those from "first time in college" families who are in the region.

Are there less costly ways to provide these same services? If so, please describe them.

The use of technology would assist in enhancing the financial aid department's services; however, there must be adequate staff to maintain the online and automated enhancements. The financial aid office is understaffed and critically under-funded for necessary operating costs.

If there are resource needs for the department to be successful beyond what is currently being done, what are those needs, and what are your plans to meet those needs?

Additional staff personnel are needed to keep pace with the enrollment goals and targets of the university. It is necessary to immediately hire one Financial Aid counselor to account for the increased work load on the present staff of four. The office has managed to stay consistent and timely with processing and daily business practices with the necessary assistance of a full-time temporary staff member who assists with Enrollment Services and Financial Aid. In addition, it has been necessary for the office to contract work with Financial Aid consultants to ensure timeliness and accuracy of financial aid file processing, reconciliation of federal and state funding as well as PeopleSoft system set up needs. It is also necessary to increase the overall budgetary resources towards normal, efficient operating costs for the financial aid department.

In order to enhance the materials that are provided to students concerning the office's services, the financial aid departmental budget must be increased to account for the necessary additional costs. In previous years, the financial aid department was able to seek sponsorship funding from its lending institution partners to accommodate printing documents, brochures and other important information for the student body. Because of recent new legislation, the office no longer has this support. The current departmental budget did not account for this additional funding necessary to provide students with important information concerning financial aid. The office currently is unable to provide pertinent collateral information to students about our financial aid process. As a result of the aforementioned information, the director plans to acquire these resources by providing the institution with data that supports the need for additional budgetary resources and staff personnel.

Campus Benefit

How do the departmental goals/objectives support to the mission of the university?

The primary focus in the Financial Aid department is to support the University goals of enrollment management and student success. The departmental goals involve providing financial resources to assist in funding a student's education-related costs at CSUCI. The office is charged with providing useful financial aid information and funding sources for CSUCI's prospective students to attract them to the University as well as the current student body to retain them at the University.

What would happen if this department did not exist?

If the Financial Aid office did not exist, the mission of CSUCI to provide access for educating a diverse student body would not be realized as prospective and continuing students would not have the means to apply for financial aid to finance their education. Counseling to students and families on qualifying for grants and scholarships, educating families of their fiscal management of loans, and providing assistance to students in their research from outside private scholarship opportunities would be unavailable. Specifically and more importantly, Federal and State grants, Institutional scholarships, Federal Work Study, and Federal and Private Educational Loans would not be available for students and families to use towards their educational costs. .

UPACC Strategic Priority

How did the department address the current year's Strategic Priorities?

Administrative Systems:

Last year, the Financial Aid office worked closely with Information Technology to improve the online scholarship application through the University's website. Enhancements include tracking students' progress through completion of the application, allowing the student to save and return as well as copy/paste responses to the application questions and an automated acknowledgment to the student upon submission of the application. These enhancements have proven very effective as the yield in scholarship applications has increased overall during this scholarship application period.

Student Retention:

The Financial Aid office maintains its commitment each semester to process and disburse financial aid monies to qualifying students ten days prior to the beginning of the term to assist in financing their education-related costs. This has proven very beneficial to enhance a student's experience at CSUCI so that financial concerns are a non-issue and they are able to concentrate on their education. A critical piece to alleviate stress for a student is to ensure that they have the funding necessary to pay for their education costs. By ensuring timely disbursements, the Financial Aid office has positively impacted the institution's retention rate.

Training and Development:

With the assistance of receiving supplemental professional development funding from the Chancellor's office, the financial aid staff was able to send its director to the national financial aid administrators' conference and its staff to various workshops and conferences within the state. The director has also supported and encouraged her staff to participate in facilitating and presenting on a variety of financial aid topics to internal and external constituents. To date for the 2007-08 academic year, the Financial Aid staff has conducted 19 presentations, participated in a number of events as part of our outreach to the community. The purpose of these presentations was the department's commitment to educate the campus as well as larger community about our financial aid resources and services available.

How does the department intend to address the up-coming year's Strategic Priorities?

Student retention and success represents one of the core objectives for the Financial Aid office. The constant focus to process paperwork in a timely manner, award and disburse funds to qualified students at the beginning

of the semester, as well as provide financial aid counseling to students and their families, allows the department to address the financial needs of the student body. Regular assessment and data analysis of the financial aid funding serves to provide and enhance the department's commitment to excellence in the office's daily business practices.

One of the goals in the Financial Aid office is to be proactive in counseling students prior to their decision to withdraw from the University. In a collaborative effort with the Records and Registration department, the director would like to identify students who may be in an Academic Probationary status to counsel them about the Financial Aid Satisfactory Academic Progress Policy and the implications of a withdrawal relative to their continued financial aid eligibility. An exit interview with the Financial Aid staff with all students whose intent is to withdraw or take an approved leave of absence would assist in outlining all options and consequences of their decision to them. In order to concentrate efforts towards increasing the registration yield, the Financial Aid office would also like to work with the Records and Registration office to identify students, both new and returning, who have not registered prior to the beginning of each semester to determine if financial resources were causing a barrier in preventing them in registering and to assist them with acquiring financial assistance to pay for their education needs.

Introduction

Department Name: Records and Registration (545)

Department Employee Titles and FTE: (9.0)

University Registrar (1)

Assistant Registrar (1)

Assistant Registrar for Student Information Systems (1)

Lead Records and Registration Specialist (1)

Academic Records Specialist (2)

Degree Audit System Specialist (1)

Document Imaging Specialist (2)

Department Goals and Objectives:

1. To recruit, enroll, retain and graduate a diverse student body at both the undergraduate and graduate levels.
 - 1.1. Improve direct communication with students by expanding of information provided and adding new channels for communication through use of technology
 - 1.2. Collaborate with Academic Advising to develop common business processes and improve communication
 - 1.3. Complete Implement CSU Remediation placement, tracking, and communication by the end of Fall 2007.
 - 1.4. Develop "paperless" procedures for various Records Office functions
2. To encourage a learning community in and beyond the classroom that promotes academic excellence and personal development of students. Leadership participation and community involvement will be emphasized. Understanding and appreciating diversity will be embraced in order to prepare students for life after the university experience.
 - 2.1. Improve Degree Progress Services for continuing students
 - 2.2. Provide transfer credit evaluation to all incoming transfer students by the end of their first term
 - 2.3. Introduce DPR to Graduate students and BSIT
3. To offer programs and services for students that enhance their quality of life at CSUCI. In addition, the Division of Student Affairs will offer programs and services that foster positive relationships between members of the campus and surrounding communities.
 - 3.1. Improve and expand information available to Veterans
 - 3.2. Provide FERPA information and training once per year to faculty, staff, students and parents
 - 3.3. Create, complete and publish training manual and setup guide for each business process in Records and Registration by June 30, 2008.

Department History:

In 2002, Records and Registration was reassigned to the division of Student Affairs, shortly after Admissions and Recruitment, and became Admissions and Records. In 2003, the "Enrollment Services" organization was formed, and by 2004, the dean was hired to provide leadership and coordination for Admissions and Records and Financial Aid. By 2005, Admission and Records was divided, separating its admission and registrar functions, thus Records and Registration came into being. The director of Admissions and Records then became the University Registrar. This evolution has allowed Records and Registration to focus on supporting and providing services for incoming, continuing students, alumni and former students. Records and Registration is organized in two functional areas: 1) Record, Registration and Evaluations, supervised by an Assistant Registrar; 2) Degree Audit, Transfer Credit Rules and Document Imaging, supervised by the Assistant Registrar for Student Information Systems.

Responsibilities

What are the current responsibilities/services provided by the department?

Records and Registration office has the following responsibilities and provides the following services: Registration of students in classes, including determination of eligibility to enroll, late registration and change of program (Add/Drop); Degree evaluation (Grad Check) and certification of completion of degree requirements, ordering diplomas; Evaluation of transfer credit; Processing, tracking, and routing of petitions and course substitution requests; Maintenance of academic and archival of records for all current and former students and alumni Providing enrollment verifications and official transcripts of record for current and former students and alumni; Maintenance of PeopleSoft Academic Advisement (degree audit) module; building and modifying requirements for new and updated curriculum, majors, minors, etc; Maintenance of the PeopleSoft Transfer Credit articulation rules; building rules for additional feeder institutions and maintaining rules due to changes in articulation agreements and CSUCI curriculum; Implementation and enforcement of CSU Remediation (Math only) requirements; and Campus resource for interpretation and enforcement of FERPA.

What responsibilities/services is the department not providing and why?

With the continuing enrollment growth experienced over the past several semesters, the demands placed on the staff of Records and Registration for various services, but most particularly degree evaluation (grad check) continue to outpace our ability to provide high quality and timely service.

Graduation Evaluation

The table below shows the actual number of degrees conferred for terms Spring 2003 through Summer 2007.

| | 2002-03 | 2003-04 | | | 2004-05 | | | 2005-06 | | | 2006-07 | | | 2007-08 | | | |
|----------------------------|---------|---------|-------|-------|---------|-------|-------|---------|-------|-------|---------|-------|-------|---------|-------|--------|-------|
| Number of Degree Conferred | Sp 03 | Su 03 | Fa 03 | Sp 04 | Su 04 | Fa 04 | Sp 05 | Su 05 | Fa 05 | Sp 06 | Su 06 | Fa 06 | Sp 07 | Su 07 | F 07* | Sp 08* | Total |
| Total Graduates | 2 | 1 | 19 | 122 | 14 | 105 | 227 | 43 | 160 | 230 | 78 | 181 | 387 | 26 | 397 | 501 | |
| Academic Year Totals | 2 | 142 | | | 346 | | | 433 | | | 646 | | | 924 | | | 2493 |

*Fall 2007 and Spring 2008 figures show candidates for graduation, actual number graduates will be less.

As the number of graduates has increased each academic year, the number of degree candidates, who require a degree check to be performed, has also increased. This is an even larger population, as it includes students who will not be completing their degree requirements for the term in which they have applied. The commitment made to students applying for graduation by the published deadline is that they will receive a degree check prior to the end of the add/drop period (third week) of the term in which they have applied to graduate. This allows them to make last minute changes to their schedules as needed to meet their degree requirements. Currently, it is not possible for Records and Registration to meet this commitment without having staff work overtime on weekends, restricting their availability to students by phone and in-person and without temporarily reassigning staff to this function. Currently, the Degree Audit System Specialist has been temporarily reassigned to support degree evaluation.

At the same time this process is underway, students who are candidates for Fall 2007 graduation are awaiting their final degree evaluation, certifying their completion of requirements or notifying them of any outstanding requirements. Additionally, these same staff members support registration activities for new students, process requests for official transcripts and provide services to students using veterans' benefits.

How do you know that the department is effective in providing these services?

The department sets objectives which support the mission of the University and of the Division of Student Affairs, driving key services offered in addition to our core business functions. Both annually and throughout the year, Records and Registration reviews and tracks progress made on achieving our objectives. Many objectives attempt to provide improved service and efficiency through the use of technology whenever possible.

Are there less costly ways to provide these same services? If so, please describe them.

Increased use of technology, where appropriate, is seen as a solution to many of the demands made of the department. Already, Records and Registration has made a commitment to implementing technology in the areas of Transfer Credit evaluation and Degree Audit. In 2006-07, the PeopleSoft degree audit module, called “Academic Advisement” was implemented. This necessitated the implementation of transfer credit articulation rules in PeopleSoft, so that students’ credit from other institutions would be available for use by the degree audit module. Further enhancements, developed by the CSU’s CMS development team, in collaboration with the campuses, have been implemented recently (Feb 2008) to make the student self-service version of the Academic Advisement more user friendly and readable. Two positions in Records and Registration are dedicated to the support and further implementation of technology; Assistant Registrar for Student Information Systems and the Degree Audit System Specialist.

Additional functionality could also be added to the existing Hershey Document Imaging system, in order to provide workflow and document routing to automate several labor-intensive processes related to tracking and processing petitions and course substitution requests. These are currently paper-based processes.

If there are resource needs for the department to be successful beyond what is currently being done, what are those needs, and what are your plans to meet those needs?

Although further automation and implementation of technology could assist Records and Registration to improve service and add efficiency to our core business processes, without additional staff to use these tools, we will be no further toward that goal. Staffing must keep pace with the enrollment growth that has occurred and is planned going forward. Therefore, two additional SSP I positions are needed. These positions would be implemented as Academic Records Specialists. These positions are the primary users of the degree audit and transfer credit automation already implemented, and directly support retention and student success.

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| Campus Benefit |
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How do the departmental goals/objectives support to the mission of the university?

In line with other departments within Enrollment Services, Records and Registration establishes objectives for meeting the goals of the Division of Student Affairs, which in turn, support the mission of the University. Our objectives primarily focus on retention and graduation of a diverse student body at both the undergraduate and graduate levels.

What would happen if this department did not exist?

After the faculty, the registrar is one of the oldest positions at a university. Records and Registration is “*THE* Registrar’s Office” at CSUCI, and is therefore central and critical to a multitude of functions and processes campus wide. Quite frankly, the University could not function without some unit somewhere on campus performing the duties, providing the services, safeguarding the information and, at the same time, providing access. Someone would have to be responsible for service to our current and former students and for upholding the integrity of our academic programs.

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| UPACC Strategic Priority |
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How did the department address the current year’s Strategic Priorities?

Accessibility, Administrative Systems and Student Retention:

In collaboration with Admission and Recruitment, Records and Registration has used technology in the form of Hershey Document Imaging system, to image incoming transcripts in order to reduce the flow of paper documents. This allows admission evaluators to make admission decisions based on electronic versions of

documents and reduces time spent handling physical paper. Additionally, through the use of optical character recognition (OCR), it facilitates the earlier loading of transfer course work into PeopleSoft, allowing the admission evaluators to perform transfer credit evaluation and post transfer credits in PeopleSoft prior to the student's matriculation.

Administrative Systems, Student Retention:

In 2007-08, Records and Registration has continued its collaboration with Information Technology, particularly with regard to on-going implementation of PeopleSoft 8.9. Records and Registration has played a lead role, both on campus and with the CSU's CMS Development Team, most recently with the implementation of the modifications to the Academic Advisement module in support of the Chancellor's Office Facilitating Graduation Initiative. This modification provides much easier readability for students to track their progress on meeting degree requirements.

Training and Development:

In addition to the Division of Student Affairs' two training programs, the Directors' Training Program and Staff Development Committee, both sponsored by the Vice President, Enrollment Services has two retreats per academic year that provide training opportunities. Further, opportunities to present at conferences and workshops, such as the Alliance conference (PeopleSoft/Oracle user group) and CMS (Common Management System) user groups have also been provided.

How does the department intend to address the up-coming year's Strategic Priorities?

In 2007-08, Records and Registration set four objectives and 10 strategies to support the DSA's goal to "recruit, enroll, retain and graduate a diverse student body at both the undergraduate and graduate levels," concentrating most particularly on retention and graduation.

Student retention and success are core to our basic function. Records and Registration will build on our prior initiatives around collaboration with Academic Advisement and enhanced channels of communication with students to provide the timely and informative information to students. Additionally, Records and Registration will collaborate with Financial Aid with regard to students receiving financial aid who are on academic probation and those seeking a leave of absence so that they are aware of any and all impact their status may have on their financial aid eligibility. Additionally, we will collaborate with Financial Aid when following up with continuing students who have not enrolled for financial reason to determine if financial aid might assist them in continuing their education.