

Office of Admissions and Records Mission

As the official "Office of Student Records" for students enrolling at the University and the only office authorized to issue official transcripts, certify the enrollment of students, the awarding of degrees and other matters of records, the Office of Admissions and Records has an important mission in the operation of the Division of Student Affairs. To this end, the Office of Admissions and Records supports the mission and goal of the Division of Student Affairs by maintaining timely and accurate records on admissions, enrollment, and academic progress and accomplishments of its students, while maintaining the privacy and security of those records.

The Office of Admissions and Records places service to students and faculty among its top priorities, recognizing these persons as the Office's primary constituency. This Office serves as a primary information source for students and actively seeks ways to effectively communicate and inform students regarding university policy and procedure.

The Office of Recruitment strives to enlist a quality undergraduate and graduate student body, that includes representations of first generation and under-represented students.

Office of Recruitment Mission

Recruitment personnel:

- Provide information about CSUCI to local schools and community
- Conduct educational presentations to a variety of student groups of all ages
- Act as liaison between the community and CSUCI
- Provide pre-admission counseling to prospective students

Overview

Organization

During the 2002-2003 academic year, the Office of Admissions and Records experienced many changes, both internally and externally. The Admissions and Recruitment functions were transitioned to the Division of Student Affairs. In October, 2002, the Records/Registration function followed and the three functions were organized as the Office of Admissions and Records. Internally, staff and functions are split between Recruitment, as one unit, and Admissions and Records, as another.

Activities

As the recruiting drive continues, efforts were made to recruit the class of 2003. During the months of March and April, recruitment staff members did follow-up visits to over fifteen high schools in the Ventura County area. In addition, the recruitment staff continued to visit the community colleges. However due to budget and better time management, recruitment was limited to the local feeder community colleges- Moorpark College, Oxnard College, Ventura College, and Santa Barbara City College. As an added service, recruitment held "Instant Admission" days at the local junior colleges. Prospective students had the opportunity to bring their completed CSU Application and official transcripts to the junior college and find out whether or not they were admissible. These were conducted at least once a month. As a result over fifty students were able to find out if they were admissible or had their general questions answered. To complement the "Instant Admission," recruitment also held "Instant Admission Fridays" at the Channel Islands campus. The office specified a set of time to "instantly admit" students provided they met the minimum admissions requirements. We admitted 165 students on the Fridays.

From January through May 2003, staff from the Office of Recruitment visited over 50 schools, accounting for more than 5000 student contacts. In addition, over 15 schools brought groups of prospective students to the Channel Islands campus for a presentation on admission to the University and a campus tour. Recruitment staff conducted over 281 guided campus tours during the months of July 2002 through May 2003 resulting in over 3000 people visiting the Channel Islands campus.

Other services which the recruitment staff conducted were pre-admissions counseling appointments. This allowed students to meet with a counselor one on one to receive information on admission requirements and major requirement overviews. For the Spring 2003 term, recruitment staff had met with over 500 prospective students.

Previously in the mid-year assessment, applications were still being accepted for the Fall Semester 2003. However on May 1, 2003, CSU Channel Islands closed to all undergraduate applicants. To announce this closure, a global email was sent to all prospective students and the Office of Admissions and Records worked with IT to post an announcement of closure on the university's website.

In addition to personally contacting many students through high school and community college visits, the recruitment office responds within 48 hours to requests for information. Each response was personalized so that the prospective students received a general information sheet, a fact sheet

relevant to his or her prospective major, and information regarding how to apply online via CSU Mentor.

When students were admitted to the university, a four-part communication plan was implemented. Student received four different letters; one from the President, Financial Aid Office, Student Affairs, and CHAPs. The President's letter was sent via first class mail while the other three were sent via email. In the spring term, mailings were separated between local students and students from outside the service area. This was due to our lack of on-campus housing and budget. It was not cost effective to send correspondence to students who lived outside of the Ventura and Los Angeles counties if they were not going to be able to secure housing. In all over 3,700 letters were sent out to students.

In order to determine the yield expectation of our first first-time freshmen class, the University implemented an "Intent to Enroll" process. Admitted applicants were requested to positively indicate their intent to enroll by paying a \$100 enrollment deposit. This deposit was applied to the student's registration fees for the Fall Semester 2003.

To ensure maximum return on the Intent to Enroll, the communication center was utilized to follow up with prospective students. Phone calls were made to admitted applicants to remind them of the Intent to Enroll. Phone calls were limited to the admitted applicants of Ventura County, once again due to the lack of housing effecting non-local students decision to attend CSU Channel Islands. In all over 300 phone calls were made to the admitted students of Ventura County. Of the students who decided not to attend the university we were able to obtain qualitative results of why students chose other universities (see below). This will help in the strategic marketing and recruiting of the university.

General perception of the Intent to Enroll and associated deposit were mixed. While the majority of the Enrollment Management and Student Success Committee were in agreement with the process, the Faculty was generally opposed to the concept, citing both the large volume of applications received and the institutional mission of serving traditionally underserved communities. The feeling was that the \$100 deposit was an obstacle to the latter, in spite of the fact that a deferral was available. Of the 225 respondents to the Intent to Enroll, only 8 requested deferral of the deposit.

During the Spring Semester 2003, the University began the first phase of implementation of the Common Management System student system ("CMS" aka PeopleSoft Student Administration). A fast-track methodology was employed by the campus and the consulting firm IO Consulting. The campus

went "live" on the new system in June, 2003, and prepared for its first registration scheduled for July 7, 2003.

Registration is entirely by "self-service", that is, students registering for classes over the web. Future phases include implementation of Student Financials and Financial Aid. For the interim, interfaces have been implemented from PeopleSoft Student Administration to current student accounts receivable and financial aid systems.

Service Highlights/Accomplishments

The following is a summary of activities completed during the 2002-2003 academic year:

- Over 3600 applications for admission were process for Fall 2003
- Over 2190 applications were processed for first-time freshmen
- Two students were graduated as of May 2003
- Fall 2002, Spring 2003 and Fall 2003 Schedules of Classes were published and made available on the campus web site
- The 2003-2004 University Catalog was published and made available on the campus web site
- Fall 2002 and Spring 2003 grades were processed and over 1500 Official Transcripts were sent to students
- Hired an Evaluator I
- Secured an Interim Director of Admissions & Records
- Completed first phase of PeopleSoft Student Administration implementation and prepared for first self-service (web) registration for Fall 2003
- Began a re-organization of Admissions and Records to better utilize existing positions through consolidation of processing areas and cross-training

Statistical Information/Grants

Enrolled Students

- Fall 2002 Headcount 599
- Spring 2003 Headcount 914
- Retention rate 85%

Applications (Received, admitted)

- Fall 2003 First-Time Freshmen 2195, 1330
- Fall 2003 Upper Division Transfer 1213, 360
- Fall 2003 Postbaccalaureate 199, 125

Instant Admission Days

- Admitted 165 students on Instant Admission Fridays

Recruitment (1/03 - 5/03)

- Visited 50 schools, accounting for more than 5000 student contacts.
- 15 schools brought groups of prospective students to campus.
- Staff conducted over 281 campus tours from 7/02 to 5/03, accounting for more than 3000 visitors to the Channel Islands campus.
- Staff met individually with over 500 prospective students.

Communications Plan (1/03 - 5/03)

- A four-part communication plan resulted in over 3700 letters to applicants

Intent to Enroll

- Fall 2003 Intent to Enroll for First-Time Freshmen 225

Follow up phones calls made to admitted First-Time Freshmen applicants

Local Area Follow Up by phone - Total Pool: 360

Total Contacted: 303

Total Not Contacted: (No Answer, Disconnected Phone) 57

Will Attend (Sent in Intent Deposit as result of phone call) 123

Left Message 90

Will Attend Other Institution 90

Another CSU Campus 36

UC Campus 22

Community College 14

Private Institution 11

Unknown Other Institution 7

Institutional Effectiveness/Assessment

The Admissions and Recruitment functions have participated in a Council for the Advancement of Standards in Higher Education self-evaluation during the 2002-2003 academic year. Results of that study will be used to drive program changes for 2003-2004.

The same CAS self-evaluation will be conducted with regard to the Registrar (Records/Registration) functions of Admissions and Records.

These evaluations are the initial step in a comprehensive program review for the department.

Challenges**Leadership**

The Office of Admissions and Records for some time dealt with a lack of consistent leadership. The original Director of Admissions and Records elected to retire in December 2002. After two searches for a permanent director were unsuccessful, the Director of Budget, Operations and Auxiliary Services for the Division of Student Affairs served as acting director until May, 2003. At that time, an interim director was identified and appointed for a one year term. This finally brought leadership to the Office of Admissions and Records, Office of Recruitment. Administrative issues during the calendar year continued to be staffing for an evolving organizational chart.

Staffing

Challenges to the Office of Admissions and Records will always be staffing. With a likely steady increase of the number of applications to the university, the number of staff required will need to increase. With the PeopleSoft implementation, staff members are being tasked with additional training and document verification in addition to their normal duties.

Business Processes/Procedures

Additional challenges are centered around business processes within the Office of Admissions and Records. No formal business procedures were developed initially, but were addressed on an informal, on-going basis which changed over time and dependant on the situation. Addressing these essential internal business processes was quite challenging for the campus, given both the lack of consistent leadership and the

implementation of PeopleSoft Student Administration system. The latter has, however, brought to light the specific areas which must be address and has provided a frame work which around which these processes will be developed and documented over the next year.

University Policy

In addition to the lack of internal business processes with in Admissions and Records is the absence and/or weakness of University Policy in many areas of the campus. Of particular import to Admissions and Records is academic policy. Although revised and more complete in the latest University Catalog, several precise, campus-specific policies still need to be developed.

Goals/Objectives 2003/04

- Continue Recruitment objectives consistent with mission
- Establish and document business processes related to Admission and Registrar functions
- Develop a program of continuous training for Admissions and Records staff
- Continue implementation of remaining, critical functionality of PeopleSoft student administration (Admissions, Recruitment, 3C's communication) and assist other areas of the campus with implementation and/ or integration into existing functionality within PeopleSoft Student Administration (Student Financials, Financial Aid, Extended Education, CHAPs, etc)
- Strengthen the relationship with various constituencies within the Division of Academic Affairs and forge new lines of communication to better serve students, faculty and the general public

Summary

The Office of Admissions and Records has experience a tremendous amount of change during the past year. Although this change has not been without some cost in terms of staff morale and leadership, the staff have, nonetheless, worked tirelessly to meet the expectations of the University and to accommodate applicants and students.

Going forward, the Office of Admissions and Records should experience more stability due to new leadership. Additionally, business practices will be strengthened and processes developed with an eye toward efficiency and equity.

Major challenges and threats come from both the state budget situation in 2003-2004 fiscal year and the institution's lack of candidacy status with WASC.