

1 **Cal State LA Academic Senate Resolution**
2 **On Addressing Operational Failures in Enrollment**
3 **Management through Structural Reassignment and Ongoing**
4 **Monitoring**
5
6

7 **Whereas**, California State University, Los Angeles (Cal State LA) is committed to
8 advancing student success, retention, equitable access, and a streamlined student
9 experience; and

10 **Whereas**, the Academic Senate holds primary responsibility for academic policy and
11 curriculum under the faculty’s shared governance role, and effective enrollment
12 management is inherently tied to these academic responsibilities; and

13 **Whereas**, enrollment management is fundamentally an academic function that must
14 align closely with faculty-led curriculum planning, academic policy, degree progression
15 goals, course scheduling, registration, and outreach; and

16 **Whereas**, the strategic coordination of course offerings, degree pathways, registration
17 and enrollment (including new and transfer student orientation), financial aid services,
18 transcript evaluation, and academic scheduling is central to student access,
19 persistence, and timely degree completion; and

20 **Whereas**, at the January 28, 2026 meeting of the CSU Board of Trustees, Executive
21 Vice Chancellor and Chief Financial Officer Patrick Lenze stated that placing Enrollment
22 Management within Academic Affairs or as a unit reporting directly to the President
23 represents “an encouraging best practice”; and

24 **Whereas**, Cal State LA currently houses Enrollment Management within the Division of
25 Student Affairs and Enrollment Management, including key operational units whose
26 work directly impacts academic progress and course offerings, Admissions and
27 Recruitment, the Office of Financial Aid and Scholarships, and the Office of the
28 University Registrar; and

29 **Whereas**, during the transfer of Enrollment Management to the Division of Student
30 Affairs, the Office of Enrollment Management Technology was reassigned to
31 Information Technology Services, further separating critical operational functions; and

32 **Whereas**, Enrollment Management’s Academic Services functions are directly
33 responsible for implementing curriculum by building and modifying courses, entering
34 and maintaining all curriculum changes approved through Curriculog in GET, producing
35 the annual University Catalog, managing the student degree planner, and supporting
36 academic scheduling processes; and

37 **Whereas**, Cal State LA has experienced ongoing enrollment pressures and declines
38 relative to systemwide trends, even as most CSU campuses experienced growth,
39 suggesting structural challenges in recruitment, retention, and enrollment support
40 services; and

41 **Whereas**, from January through July 2024, prior to implementation of the university
42 hiring freeze, requests to fill vacant Enrollment Management positions were not
43 approved due to impending budget concerns, placing the unit in prolonged operational
44 uncertainty; and

45 **Whereas**, the subsequent hiring freeze eliminated not only vacant positions but
46 removed those positions from the permanent structure and budget, resulting in the loss
47 of critical roles, including a Student Services Professional III, a Financial Aid Analyst,
48 and other specialized student support staff; and

49 **Whereas**, additional staffing losses, including the departure of the Pell Grant
50 Coordinator without authorization to refill the position, have significantly increased
51 workload pressures, reduced compliance capacity, and contributed to staff attrition due
52 to unsustainable stress; and

53 **Whereas**, the Enrollment Management budget has been subject to reduction pressures
54 within the Division of Student Affairs despite documented staffing losses, producing a
55 “do more with less” environment that has led to service degradation harmful to students
56 rather than improved efficiency; and

57 **Whereas**, the current budget model allows salary savings from vacant Enrollment
58 Management positions to revert to the Division rather than remain committed to
59 restoring staffing capacity, thereby incentivizing continued understaffing; and

60 **Whereas**, communication among interdependent units- including Financial Aid,
61 Enrollment Services, Admissions and Records, Scheduling, and Academic Advising-
62 has been significantly hampered; and

63 **Whereas**, timely and accurate financial aid processing is essential to enrollment,
64 retention, and census stability, and delays in aid disbursement or verification create
65 barriers to registration and persistence, particularly at Cal State LA, which serves a
66 predominantly Pell-eligible (over 63%) and first-generation (over 55%) student
67 population; and

68 **Whereas**, admissions and records processes have experienced significant delays,
69 including transcript evaluation backlogs that have delayed posting transfer credit and
70 document processing, thereby harming transfer students; and

71 **Whereas**, delays in transcript evaluation and prerequisite verification have resulted in
72 transfer students being admitted but subsequently dropped from courses because
73 earned credit is not reflected in the system, creating barriers to enrollment and
74 progression; and

75 **Whereas**, the Office of the Registrar currently operates without sufficient administrative
76 support, requiring managers to perform staff-level transactional work, thereby limiting
77 strategic oversight and operational effectiveness; and

78 **Whereas**, significant overtime has been approved to sustain minimum operations, yet
79 the unit remains behind in implementing second baccalaureate processes, updating the
80 degree planner to reflect Cal-GETC General Education implementation, and aligning
81 degree audits with updated credential requirements in the College of Education due to
82 inadequate staffing; and

83 **Whereas**, implementation of a new degree planner to replace an outdated and
84 inaccurate system has been delayed, undermining timely graduation planning for
85 students and advisors; and

86 **Whereas**, delays in processing curriculum changes, including course modifications,
87 new course proposals, and program revisions, undermine faculty governance, hinder
88 educational quality, impede innovation, complicate accreditation compliance, and
89 restrict student access to required courses; therefore, be it

90 **Resolved**, that the Academic Senate affirms that enrollment management, including the
91 planning and execution of course scheduling, registration, enrollment targets, and
92 coordination with financial aid and academic records, is fundamentally an academic
93 function and should be administratively housed either directly under the President or
94 within the Division of Academic Affairs; and be it further

95 **Resolved**, that the Academic Senate calls upon President Eanes to initiate a formal
96 administrative review and develop a transition plan to relocate Enrollment Management-
97 including Admissions and Recruitment, the Office of the Registrar, and the Office of
98 Financial Aid and Scholarships- from the Division of Student Affairs and Enrollment
99 Management to either (1) an independent unit reporting directly to the President or (2)
100 the Division of Academic Affairs under the Provost, in alignment with the Executive Vice
101 Chancellor and CFO Patrick Lenze's identification of a best practice; and be it further

102 **Resolved**, that this administrative review and transition plan include the realignment of
103 the Office of Enrollment Management Technology to the Enrollment Management unit;
104 and be it further

105 **Resolved**, that the transition plan establish clear and measurable service benchmarks,
106 including but not limited to: turnaround times for transcript orders and degree
107 verifications; financial aid processing timelines aligned with academic census dates;
108 responsiveness to curriculum submissions; published timelines for course proposal
109 processing; timely updates to the student degree planner and University Catalog; and
110 degree audits that reflect current academic requirements; and be it further

111 **Resolved**, that the Enrollment Management unit be provided a committed base budget
112 that retains salary savings from vacant positions for the purpose of restoring critical
113 staffing and preventing further operational degradation; and be it further

114 **Resolved**, that previously eliminated or unfilled critical positions, including financial aid
115 analysts, Pell coordination staff, transcript evaluation staff, curriculum implementation

116 staff, and Registrar administrative support, be formally reviewed for reinstatement as
117 part of the reorganization plan; and be it further

118 **Resolved**, that the Executive Director of Enrollment Services, or equivalent position,
119 provide at minimum monthly updates to Cabinet (when the President is present) and to
120 the Academic Senate regarding staffing levels, budget allocations, service metrics, and
121 progress toward restoring operational stability; and be it further

122 **Resolved**, that faculty governance bodies, including the Academic Senate Executive
123 Committee, the Educational Policy Committee, relevant college curriculum committees,
124 department chairs, and dean's offices, be meaningfully engaged in designing and
125 implementing the transition plan to ensure alignment with the academic mission, shared
126 governance principles, and improved student success outcomes; and be it further

127 **Resolved**, that the Senate Executive Committee receive a written progress report from
128 President Eanes within 90 days outlining actions taken, a proposed timeline for
129 implementation, and mechanisms for assessing service improvement.

130 **Resolved**, that copies of this resolution be transmitted to the President, Provost and
131 Vice President for Academic Affairs, Vice President for Student Affairs and Enrollment
132 Management, Vice President for Administration and Finance, Associated Students Inc.
133 at Cal State LA, college deans, Chancellor Garcia, the Chancellor's Office-Department
134 of Strategic Enrollment Management, U.S. Representative Jimmy Gomez (D-CA34), US
135 Senators Alex Padilla and Adam Schiff, Governor Gavin Newsom, the California
136 Assembly Committee on Higher Education, the California Senate Education Committee,
137 California Assemblymember Jessica Caloza (CA-52), and California Senator María
138 Elena Durazo (CA-26).

Rationale

Cal State LA has experienced ongoing enrollment declines, including severe problems with student retention, while the CSU system has experienced enrollment growth. This resolution addresses an ongoing structural failure that is directly harming students' academic progress at Cal State LA.

Enrollment Management (EM) is not simply an administrative service center. It operationalizes the curriculum. It determines whether students can register, whether transfer credit posts on time, whether prerequisites are verified accurately, the timeliness of financial aid disbursements, whether degree audits reflect current requirements, students' ability to accurately track their progress toward degree, faculty and academic advisor's ability to aid student success, and whether approved curriculum changes are implemented in GET and the course catalog for the intended Academic Year. These are core academic functions.

Over the past year and a half, EM has experienced significant staffing reductions and operational disruptions. Vacant positions were left unfilled prior to the hiring freeze and then permanently removed from the budget structure. Critical specialized roles, including financial aid analysts, student services professionals, and the Pell Grant Coordinator, were lost without replacement. Transcript evaluation capacity was diminished following the move of Enrollment Management Technology to ITS. Managers in the Registrar's Office now perform transactional staff work due to lack of support, which prevents them from ensuring the broader planning, success, and effective functioning of the entire office.

The consequences are not abstract:

- Transfer credit posting delays have created backlogs and erroneous drops for unmet prerequisites.
- Curriculum implementation in GET has lagged behind faculty governance approvals.
- An outdated degree planner has undermined advising and student planning.
- Financial aid processing strain disproportionately affects a campus where over 63% of students are Pell-eligible and over 55% are first-generation.
- Overtime has been used simply to maintain minimal operations, yet key processes remain behind.

These breakdowns are structural, not incidental. Enrollment Management is currently housed within Student Affairs, where vacancy savings revert to the Division level, and budget reductions are applied despite documented operational harm. This structure has incentivized understaffing and weakened coordination among admissions, financial aid, records, scheduling, and academic colleges and departments.

Faculty hold primary responsibility for curriculum and academic policy under shared governance principles. Because Enrollment Management implements and enforces

those policies, it must be structurally aligned with Academic Affairs. Without that alignment, curriculum governance is compromised, degree progress is obstructed, and our students suffer the consequences.

This resolution does not call for cosmetic reorganization. It calls for restoring accountability, stabilizing staffing, retaining vacancy funds to rebuild capacity, reuniting Enrollment Management Technology with the broader EM unit, establishing measurable service benchmarks, and requiring transparent reporting to President's Cabinet and the Academic Senate.

Reassigning Enrollment Management to Academic Affairs or under the Office of the President is necessary to:

- Align Cal State LA with an identified CSU best practice for enrollment management
- Protect students from unintentional, but preventable, administrative harm,
- Restore integrity to curriculum implementation and degree verification,
- Strengthen faculty governance authority, and
- Align enrollment operations with the academic mission of Cal State LA.

The status quo is not working to the direct harm of students. Structural alignment and prioritizing the remediation of operational failures are required.