

LAS POSITAS COLLEGE

DEAN OF ENROLLMENT MANAGEMENT PROGRAM REVIEW SUMMARY

(Admissions & Records, Financial Aid, EOPS, Veterans, International Students, Community Education)

The Office of Enrollment Services supports the VPSS office and provides leadership and support to designated programs and services ensuring quality customer service while effectively maintaining compliance with rules and regulations inherent to each program. Furthermore, the Office ensures that goals identified by each program align with the overall mission of the College and the District. Central to this mission is the continued advocacy for program needs which are essential in fostering the growth and success of the programs as they continually meet the ever-changing needs of our diverse student population and campus community. The programs are committed to providing high-quality, customer-oriented, approachable, and accessible services that appropriately represent the College, its culture, and its mission.

The Mission of the Office of Enrollment Services is directly correlated with numerous aspects of the mission of the institution. The programs within Enrollment Services deliver quality services and resources in an accurate and timely manner thereby promoting student access and success (Goal 1: Teaching and Learning). The Office of Enrollment Services strives to be proactive in utilizing technology to foster a climate of discovery and creativity for staff and for students (Goal 10: Sustainability, Goal 6: Academic and Professional Excellence). The programs continually assess their services and service delivery to respond to the evolving needs of our students and campus community (Goal 3: Accountability, Goal 8: Communication and Infrastructure).

New Initiatives

A&R: Implement state mandated changes in the Student Success Act specifically related to registration enrollment priority. Develop SAOs addressing access and use of the Online Service Center and priority registration. Ongoing assessment of SAOs related to waitlist procedures and the ability for students to find important registration and course deadline dates online and in College publications.

EOPS: Increase the number of students who qualify for services, specifically the book voucher program. Assess the effectiveness of the program's New Student Orientation. Enhance student's understanding and use of services offered through EOPS such as priority registration. Develop and implement the delivery of workshops with other student services groups that address important topics such as Satisfactory Academic Progress to maintain eligibility for financial aid, EOPS, and priority registration.

FINANCIAL AID: The program will focus on compliance with state and federal regulations.

INTERNATIONAL STUDENTS: Investigate possibility of developing a language institute or bridge program for international students who do not meet the College's language proficiency requirement. Collaboration with Academic Services and ESL is essential to build a successful Language Institute and to comply with new USCIS mandates related to international student admission. Develop marketing/rebranding strategies and materials to promote the language institute and the International Student Program in general. Begin advocacy for International Student priority registration.

VETERANS: Provide internships and career services to veterans. Develop a one-stop shop for Veterans at the new Veterans Resource Center.

COMMUNITY EDUCATION: Develop an online evaluation process of courses offered through Community Education

NEW INITIATIVES TREND: The primary initiative for all programs is the implementation of the Student Success Act and a gained understanding of the implications on students. With the approval of a new District budget allocation model and with new USCIS requirements impacting international student conditional admission, the development of a Language Institute will be a key initiative for the ISP program (and ESL). The program's current policy of conditional admission for international students who do not meet the College's language proficiency requirement will no longer be approved by the Federal government. The new VRC will continue to highlight the LPC Veterans Program as a model program throughout the State. Programs continue to work hard in sustaining support services to promote the culture of "Students First" within the current limited staffing and funding allocation.

SAOs

A&R: Continue to use point of service surveys to determine how effectively students are able to utilize our online application and registration system, to navigate through the waitlist process, and to locate and understand A&R deadline dates. Admissions and Records has used SAO data to improve their program as seen in their comments in SAO #1 in section C-4-b. Future SAO plans for A&R are to assess SAOs #2-4 and to develop new SAOs related to SSA priority registration.

EOPS: 4 assessments were completed. Overall, the program found that while their assessments provided important data and positive feedback, SAOs required revision to better capture data needed to support/enhance program effectiveness. SAOs related to program eligibility, orientation, outreach, and services offered will be developed.

FINANCIAL AID: Most students continue to use online services effectively and apply for financial aid online. SAO#1 and SAO #2 may be reassessed to gauge student trends for online usage. The program will continue its efforts to orient students on the meaning of "satisfactory academic progress"--two surveys were given to students and approximately 90 percent of the students gained an understanding. 2 to 3 new SAOs will be created in 2014-15 that will assess student understanding of application requirements and progress standards that are designed to help students successfully reach their educational goals without going into considerable debt.

INTERNATIONAL STUDENTS: Overall, SAO data related to the program's extended orientation suggests international students have a greater awareness of college programs and services. Results also indicate more opportunities/activities need to be developed to better connect ISP students with other students. New SAOs addressing priority registration and language proficiency/student success analysis will be developed. Ongoing assessment of SAOs that did not assess well will have their activities modified.

VETERANS: Students attending the Operation Gateway extended orientation have benefited greatly and have demonstrated a better understanding and ability to access more program resources and services. The program activities continue to improve based on the SAO results. Program data demonstrates, student veterans and their dependents have been made more aware of resources available through the Veteran's First Program and through the community. Reassessments will be made of ongoing SAOs (SAO#1-Operation Gateway & SAO#2-Awareness of program and services offered) and initial assessments will be made of new SAOs created (priority registration and maintenance of benefits eligibility).

COMMUNITY EDUCATION: N/A

SAO Trend: The Student Satisfaction Survey provides limited data that is useful for program review. Consequently, programs will continue to rely on point of service surveys to gauge program effectiveness. The expertise of OIR will be critical in assisting program coordinators in developing surveys that truly measure

the quality of services provided. Facilitating and measuring student awareness of changes in the state and federal regulations is necessary and will continue to be a primary focus for all programs. Dedicating "time" for program coordinators to reflect and develop more meaningful SAOs to support program objectives is also important.

Student Data

A&R: An amazing statistic worth noting is that in a 2011-2012 survey, 93% of students who used A&R services were satisfied. Although, over 90% of our students utilize A&R online services (Class Web) at some point in a term, there are still a number of students who choose to complete their A&R transactions in person. A&R recently implemented the SARS system to track in-person transaction trends. The program will work with the Office of Institutional Research to develop survey questions designed to identify the specific needs of students for service improvement purposes.

EOPS: EOPS suffered a 40% cut to their budget. Most EOPS students are basic skills and need more support from tutoring and counseling. Counseling is extremely important, in terms of advising students to take appropriate classes early and to consistently track student's progress toward achieving their educational goal. The program needs to permanently hire a Director or Coordinator/Counselor, a CARE Counselor Assistant, and a part-time counselor.

FINANCIAL AID: More students are applying for financial aid. Based on the fall 2012 Student Survey, 38% of students responded to the questions about the Financial Aid program. Of those, 79% were satisfied with the service they received from the office. Student data reveals that increasing numbers of students are in need of obtaining financial resources in order to successfully pursue their educational goals. Financial Aid Office will continue to improve the quality of the services provided and staff must remain up-to-date with the latest state and federal regulations for financial aid to ensure accuracy and maximize financial assistance for students and ensure compliance.

INTERNATIONAL STUDENTS: Internal program data indicates 93% of continuing students registered during the first week of eligibility. 72% of international students test into English courses that are well below transferable levels which demonstrate the need for a Language Institute and/or Bridge program with ESL. Implement DegreeWorks to help staff track student progress on educational goals. ISP will work with OIR to capture data that will illustrate student success trends for ISP students.

VETERANS: Number of veterans has doubled between 2007 and 2011. Approximately 22 % of the veterans moved from part-time to full-time students because of federal law changes. Program also collects its own student data through point of service surveys. Work with OIR to develop more specific program data to reflect levels of success.

COMMUNITY EDUCATION: No student data packet for Community Education. Student data that is gathered by Community Education should be used to support the program. However, it should not be used to decide what resources are given to the Community Education program by the college, as it is fee-based.

Student Data Trend: With the implementation of SSA, students will need a system (ClassWeb) that provides them with status updates on program eligibility (EOPS, Financial Aid, Matriculation completion) and reports that outline progress towards their educational goals (DegreeWorks). Data needs to be more reflective of individual programs and the services they offer. Veterans, ISP, and EOPS had customized data packets that helped tremendously in program analysis. Similar data packets for A&R and Financial Aid that address more in-depth feedback on the services offered may be helpful to assess and improve current program services.

Staffing needs to be restored and increased to meet the numbers of students currently requiring program services.

Human Resources

A&R: The program needs additional staff to meet the demands of the mandated Student Success Act law. Restore 1 part-time permanent position (which was cut in 2011), add 2 full time classified and increase the part-time administrative assistant to the Dean of Enrollment Services to full-time. The program also needs funding for on-call hourly staff or student assistants to support the Online Service Center (No actual numbers given.)

EOPS: Permanently hire a Director or a Coordinator/Counselor (unfilled since 2011). 1 additional part time counselor would be required to serve students in the EOPS program adequately. Restore Care Counselor Assistant part-time position to provide directed services specifically to students in that program. Limited EOPS/CARE program growth potential without additional staff to support increased numbers. EOPS staff would need training on DegreeWorks, would continue work with ITS to develop a ClassWeb menu option that will help students stay informed about their academic progress and EOPS eligibility. In addition, training on SSA and its funding triggers will be essential to ensure compliance with SSA and possible additional funding through SSA to support EOPS/CARE student success.

FINANCIAL AID: Ongoing training and technical programming support is needed for Banner and for the continually changing federal and state financial aid regulations. There has been no time for consistent and pre-emptive upgrade training for the staff in Financial Aid. The number of students requesting financial aid is growing. The College has recently hired a full-time financial aid position (2013) but the program still needs additional technical support to ensure and maintain compliance, ensure banner is programmed properly with each year's annual upgrade to reflect and process regulatory changes and to keep the program successful.

INTERNATIONAL STUDENTS: Full-time Coordinator to facilitate the development of the language institute and/or bridge program and to implement several mandated requirements by the state and federal government. The program has requested a larger percentage of a dedicated counseling reassigned time. Training in new SSA regulations, English Proficiency requirements and DegreeWorks is also being requested.

VETERANS: The program is requesting one part-time classified position to support the VRC and certification of benefits. Program relies heavily on OIR for data to apply for grants. Access to timely data reports will help with student success measures and grant applications. However, due to current OIR capacity, access to data related to retention, course completion, transfer rates, and success rates is not readily available. The Veterans Program would like to support the OIR in request for additional research support. Furthermore, an academic counselor specifically for Veterans on a weekly part-time basis is extremely important for this growing student population with unique needs/challenges. Ongoing training and staff development for compliance with federal and state laws and for student assistants is essential.

COMMUNITY EDUCATION: More staffing could improve marketing and fiscal accounting practices. Staff development needs involve training in best practices, new policies for HR, fiscal reporting, fiscal processing, and marketing. Human resources can only be added as the fee-based program can afford to pay for them.

Human Resources Request: Staffing needs to be restored and increased to meet the numbers of students currently needing services, to maintain compliance with existing regulations, and to implement new state and federal mandated requirements. Additional training is needed for existing employees in customer service and in the new SSA requirements.

Technology Resources

A&R: Need further BANNER training as well as training in SARS, DegreeWorks, and eTranscriptCalifornia. Recommend hiring a Sun Guard consultant for Banner training to maximize system functionalities.

EOPS: N/A

FINANCIAL AID: New tools may be needed for outreach efforts to students and to continue to move to online forms and services.

INTERNATIONAL STUDENTS: Student print stations and workstations where students can access DegreeWorks and SARS.

VETERANS: 2 document scanners to maintain federal compliance

COMMUNITY EDUCATION: 1 need identified that could also help CTE programs which are also fee-based is a software component upgrade that could connect BANNER and Community Education's Lumens software, so that CTE fee-based programming could become easier.

Technology Request: Student services staff need ongoing Banner training to maximize knowledge of system functionalities. Students need access to workstations and print stations. The Online Service Center requires adequate staffing levels to ensure students can effectively navigate through our admission, registration, financial aid, and matriculation requirements. Utilizing Class-Web as an outreach tool to keep students informed on their progress towards meeting their educational goals and on their eligibility status (for EOPS, financial aid and priority registration). With this information students can better advocate for themselves with a greater understanding of what is required of them.

Facilities, Equipment, Supplies

A&R: Need 1 additional Photo ID machine and 4 additional BDMS scanners. Additional photo ID scanners

EOPS: DegreeWorks kiosks and print stations [no number is specified] convenient for students to access when EOPS is closed. Scanner to scan student records such as SEPs into the Banner Document Management System (BDMS)

FINANCIAL AID: Glass bulletin board for posting pertinent information and announcements.

INTERNATIONAL STUDENTS: BDMS document scanner is needed for federal documents.

VETERANS: Relocate to new facility (planned for 2014). Additional supplies, furniture and equipment will be required to operate a fully functional Veterans Resource Center. Funding is needed to maintain items such as paper, supplies, and copy machine maintenance.

COMMUNITY EDUCATION: The main trends appeared to be keeping costs of Community Education classes low and to expand marketing and outreach.

Facilities, Equipment, Supplies: Document scanners and an updated photo id machine are needed, along with DegreeWorks kiosks. Furniture, supplies, and equipment will be required for the VRC. Bulletin/Information Boards throughout 1600 would be helpful to enhance communication with our students.

Financial

A&R: Financial needs of the department have been addressed in the Human Resources and Technological Resources sections. Restore matriculation funding through the general fund so that department can operate effectively. A&R needs an adequate operating budget to meet SAOs effectively and also to meet the new SSA mandates.

EOPS: Restore Director and part-time CARE position. Increased staffing as mentioned above is the most important financial need.

FINANCIAL AID: Financial needs are addressed in the Human Resources area. The program needs an adequate operating budget for supplies, conferences, outreach efforts, NASFAA membership for the College, and on-going training to keep abreast of the ever changing rules and regulations. Resources are also needed to continually hire a Banner software consultant to ensure the financial aid program is set up properly with each upgrade and new fiscal year. Resources are also needed to move to an online scholarship application system to greatly improve efficiency and student participation.

Funding is also requested to continue Financial Aid TV which is part of the program's in reach and outreach efforts. Note: Funding (BFAP & 2%) that was used in the past to support the program has been redirected to fund the new financial aid specialist position and a reclassification request that were approved in 2013.

INTERNATIONAL STUDENTS: Funding will be necessary to research, design and implement a Language Institute/Bridge program. Funding for the development of marketing materials to promote the International Student Program and Language Institute will be required. In addition, the program is requesting funding for an ESL 9 course to support students in lower level ESL courses. The 1 unit ESL 9 course will help students in need of full-time status for SEVIS compliance. Amounts unknown.

VETERANS: Increase General Fund support for program operational costs. Currently ongoing fund raising efforts support the program with the exception of the Program Coordinator position.

COMMUNITY EDUCATION: Ongoing analysis of revenue and expenditures. Utilize marketing strategies to promote the College within the CommEd brochure as a way to enhance interest and revenue to the College.

Financial: Financial requests are focused for the most part on human resource needs as well as adequate level of funding for program operational costs.

Program Effectiveness:

A&R: 4 objectives were not completed due to the loss of web-master and budget cuts. 6 objectives have been completed or are ongoing. Objectives from the last program review deal with the promotion of online services, enhancing knowledge about the Zone, and the implementation of DegreeWorks. Future objectives are focused on SSA implementation, using enhanced communication to deliver deadline dates, and helping students navigate the waitlist process. 5 objectives appear to go through the RAC committee.

EOPS: Understanding and maintaining satisfactory academic progress is essential to the success of EOPS/CARE students in meeting their educational goals. 3 positions need to be hired. Orientations to EOPS/CARE programs continue. Increase number of students qualifying for book voucher program. Work to make sure EOPS/CARE students have priority registration and enhance their understanding on how to maintain their eligibility.

FINANCIAL AID: Objectives are becoming increasingly difficult to meet because of the increase in students and the limited staff to support the workload. Develop an online SAP workshop and create a new SAO to measure students understanding of satisfactory academic progress standards. Continue assessments. Develop ongoing workshops. Continue with point of service and online surveys to obtain student feedback on program services.

INTERNATIONAL STUDENTS: ISP will only have one year once the policies are in place to implement a language institute or summer bridge program. This is critical to address students with lower language proficiency scores and also to maintain the current student enrollment numbers whose revenue supports the general fund. SAOs not met were due to lack of human resources. Advocate for priority registration for ISP students to ensure students comply with full-time compliance. Develop a business plan that includes a proposal for a language institute and/or bridge program (development of language institute will be in collaboration with ESL).

VETERANS: Similar concerns as above in all areas of Student Services regarding complying with federal and state mandates. More veterans are expected due to downsizing of the military and lack of available jobs. 3 out of 4 SAOs were met because of workshops and successful marketing. 1 goal was not met was due to lack of general funds and staff. The Veterans Resource Center will provide veterans with a welcoming environment, readjustment counseling services, career placement, priority registration, and increased awareness of the program services. Goal is to develop a one-stop shop for veterans. However, a dedicated counselor and a part-time permanent support staff will be required to attain that goal. Increased marketing and outreach for veterans, internships with local businesses, and career placement opportunities can be realized more fully by hiring a part-time classified (RAC). Workshops for veterans will be developed using student data from OIR. Relocate veterans program to a new facility (2014).

COMMUNITY EDUCATION: Although personal enrichment is no longer part of the LPC mission, the value of these courses is immeasurable to our community. The Community Education program might use assistance from the institutional researcher, the technology department, and staff development to realize their objectives. However, funding for this help is not yet being earned by the program.

Summary and Recommendations:

A major theme throughout Program Review was the sense of urgency program coordinators expressed over the limited staffing they have in place to balance compliance requirements while responding to increased student needs within a “students first” culture. Each program used program review to identify additional staff as key to effectively respond to student and program needs – now and in the future. Technology – specifically utilizing and understanding Banner’s full range of functionality – will continue to be a critical resource for our staff and students. The implementation of the Student Success Act may finally allow initiatives such as DegreeWorks to be fully implemented. This will inevitably help students meet a core matriculation requirement (SEP) that ultimately affects their registration priority and also provides additional SSA College funding. Establishing a Banner User Group and dedicated funding for a Student Banner consultant would help programs maximize Banner functionality which in turn will streamline processes. This short-term investment can help address workload issues while the College works toward increasing staff to more appropriate levels.

Another important theme was the need for additional funding to support program growth. Programs are working hard to sustain current levels of service but it is evident that this mode of operation cannot continue without delays to processing of student files and decreased levels of customer service. The student data strongly suggests that programs such as A&R, Financial Aid, and Veterans will require not only additional

staff but an increase in operational funding to meet student and program needs. It is important to restore lost positions (budget cuts) but also to hire additional support to address the state, federal, and SSA mandates. EOPS categorical funding will support a Director and/or counselor/coordinator so approval to proceed with this position will serve to strengthen program continuity and future planning. With the new allocation model, the International Student Program can utilize the revenue generated through tuition and capital outlay fees to develop a proposal/initiative for a language institute that may bring additional international students (and revenue) to our College. Although, Community Education did not "fit" within the program review template, the program coordinator did a great job in outlining program needs, challenges and opportunities (i.e. developing a program for students with repeatability issues) and future decisions that need to be made regarding the program's viability. The program will continue to operate in "downsized" mode.

Another theme was the need for customized student data and the reliance on "point of service" student surveys to gather important student feedback. Developing meaningful SAOs presented a challenge for program coordinators. However, the program review process allowed program coordinators an opportunity to revisit the SAOs to ensure data collected actually addressed the defined SAO.

Recommendations:

Human Resources:

A&R

Restore permanent 20/hr position (presented to RAC)
Increase part-time evaluator to full-time (presented to RAC)
Increase Dean's part-time administrative assistant to full-time
Hire 2 new positions to address BDMS, SSA, Online Service Center and
DegreeWorks

EOPS

Restore EOPS Director position (categorical funding)
Restore part-time CARE position (categorical funding)
Hire Part-time counselor (categorical funding)

Financial Aid

Permanent position hired (Fall 2013)
Hire 2 new positions to address compliance requirements, system
upgrades, and increased number of financial aid students

ISP

Increase .75 Coordinator position to 1.0 (completed Fall 2013)
Increase counselor reassigned time to support international students and
program development

Veterans

Part-time certifying official to assist with benefits certification
and supervising the Veterans Resource Center
Dedicated counselor for Veterans

CommEd

Current program review template does not address resource needs for fee
based programs