

Program Review Update Dean's Summary Fall 2016

Dean/Administrator	Program Review Committee Reader(s)	SLO Committee Reader(s)
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Division/Area	Programs
Enrollment Services	Admissions & Records Financial Aid EOPS/CARE Veterans Program International Student Program Community Education

**Executive Summary:** Please describe the most important themes, trends, and developments in your division or area. Your summary should identify accomplishments, objectives and barriers to success. Your summary should be approximately 250-500 words in length.

Enrollment services continues to provide an exceptional amount of institutional support in meeting multiple new grant, Title V, and data requirements for Federal and State programs. The program review update is characterized by the need and desire of these programs to do more.

The programs within the Enrollment Services Division enhanced services provided to students by securing and strategically utilizing SSSP and Equity funds where appropriate and also by identifying and using outside funding sources to build program capacity in order to meet student needs. Program Coordinators became even more knowledgeable in expenditure guidelines and more adept at maximizing funding sources to support basic program goals and objectives:

- **Financial Aid** – used on-call hourly personnel to assist students at the front service area which allowed the financial aid advisors to process files for timely disbursement.
- **EOPS/CARE** – increased adjunct counseling hours to support approximately 275 students throughout the academic year.
- **Veterans Program** – offered adjunct counseling hours to support approximately 600 veterans throughout the academic year. Amazing work and high commendations on becoming a Veteran's Regional Center serving vets from over 42 cities.
- **A&R** – The hiring of the DegreeWorks Coordinator (May 2016) and two evaluators (one vacant position, one new position) will impact significantly the evaluation process and improve the ways that students will eventually be able to track their own progress toward degree/certificate/transfer completion. Implementation of Degree Works and support for counselors, evaluators, staff and students will lead to teaching students how to more independently navigate their registration and educational processes.

Each program continues to use data and student feedback in support revisions/updates to their specific program orientation activities and offerings. ISP, Veterans, EOPS, Financial Aid have implemented changes, based on student feedback, and look forward to evaluating their revised orientations and utilize the continuous feedback to improve the campus orientation process for students.

A major them continues to be the real sense of urgency program coordinators (EOPS, Financial Aid, Veterans, A&R) expressed over the limited staffing they have in place to balance compliance requirements while responding to increased student needs. For example, the EOPS program would be eligible for additional state funding if a certain headcount threshold is met (300); however, without funding from SSSP and Equity, or some operational source, the program cannot expand services. A permanent full-time counselor position is required in order to expand. The program has done exception work in a wide range of student support areas. Impressive work has been done to increase outreach and retention. Proactive work with Veteran's program, Degree Works trial and proactive plan for potential BOG Waiver impact on students represents the cooperation amongst the programs under the Dean of Enrollment Services.

Programs continue to demonstrate innovation in service enhancement and collaboration amongst the programs continues to be one of the signature strengths for this group of professionals. For example, the Veterans program is modeling its intervention strategies (mid-term progress reports) similar to what is offered through EOPS. The international student program is working toward developing and offering workshops that address cultural adjustment and building connections, modeled after these types of workshops given through the Veterans Program.

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Financial Aid continues to outreach to the local high schools but is limited in its capacity to offer workshops that address financial literacy, loan counseling, scholarship applications, and satisfactory academic progress standards to maintain financial aid eligibility. The program does not specifically provide financial literacy and/or financial aid or fafsa workshops due to limited staffing. Program focus has primarily been to serve students at the front window, process files and maintain compliance. Hopefully, with the approval of one financial aid position the program can begin to provide basic financial aid workshops that address general financial aid options, scholarship opportunities, and FAFSA completion.

Overall, position requests submitted through the Resource Allocation Committee included: 3 Financial Aid Advisors and 1 Veterans Benefits Specialist.

Operational budgets that adequately meet the needs for office supplies, on-going training, professional development, and technology will continue to be a critical need for each of the programs.

Programs are poised to utilize technology to provide services online. The Veterans Program has piloted "Zoom" technology and is offering online counseling services to veterans who reside in Tracy and Manteca (30% of veterans in the program reside in those cities).

A&R, ISP and Financial Aid have been trained in the use of Cranium Café software, which will allow them to provide services online to online only students, but also to students remotely. This technology will be implemented through pilot programs in 2017.

Community Education has demonstrated excellent effort in rebranding, seeking support, pursuing new initiatives amidst clearly identifiable obstacles. Community Ed implemented an upgrade to the entire look and feel of their Augusoft/Lumens registration system software and website. Community Education continues to right-size its program in light of heavy Community based learning alternatives throughout the Tri-Valley. As part of an IEPI grant, the program might have an opportunity to gauge community interest in the program through a survey offered by the College.

**Recommendations:** Please list your most important recommendations for planning in your division or area. Note any recommendations that are connected to our College's Planning Priorities or Educational Master Plan.

1. Continued and increased support for all Professional Development requested by Enrollment Services programs, in support of new hires and requested staff increases, as well as technology upgrades and implementations for each program. (Educational Master Plan: D. Organizational Effectiveness, #D3.)
2. Continued support for improving data collection and analysis for all programs with regard to effective continuous improvement of SAOs (EMP: D. Organizational Effectiveness, #D5) (College Planning Priority:

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Ongoing process development for SLO/SAO)

3. Operational budget integration of financial aid staff and functions (EMP: C. Supportive Organizational Resources, #C3, #C2)
4. Full Staffing and more space for the Veterans First Program and Regional Service Center. (EMP: Educational Excellence, #A1, A2, A3)
5. Continue to encourage and work towards collaboration amongst Enrollment Services programs to leverage best practices and resources. (EMP: C. Supportive Organizational Resources, #C2, D. Organizational Effectiveness, #D1, D2, D3, D4)
6. Expand college wide planning work that encompasses enrollment services each time a new and impactful external, internal, mandated or grant-related event happens on campus. (EMP: C. Supportive organizational resources, C1, C2, C3)
7. Clarify the direction for Community Education and consider links in the organization that can be supported by and support the program (EMP: Community Collaboration, B2, B3, B4, and D4, A2, A7, A1)
8. Full staffing of all Enrollment Services programs in support of current students and expansion of enrollment (EMP: A5, A2, A1, C2, C3)

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Please describe the most important themes, accomplishments and challenges for your division/area in each of the following categories. If a category does not apply to your division/area, or if that category was not discussed in your division/area's Program Review Updates, please write "Not Applicable."

<b>Category</b>	<b>Themes, Accomplishments and Challenges</b>
<b>Curriculum</b>	<p>Curriculum for these programs were characterized in the past year by innovation.</p> <p>Veteran's Program continues offer an English 1A cohort class. They intend to develop a course focused on transition, leadership, and advocacy.</p>
<b>SLOs/SAO Process</b>	<p>SAOs challenges for programs related to the effective writing of SAOs in order to gather useful data in support of assessing their effectiveness.</p> <p>A&amp;R will develop an SAO around the effectiveness of their website.</p> <p>EOPS/CARE did not assess SAOs last year but will write new ones this year.</p> <p>Related to their SAO, Community Education is improving their course evaluation process by offering more timely online evaluation request.</p>
<b>Pedagogy/ Teaching Methods (Not limited to Academic programs/areas)</b>	<p>Programs took student feedback into account to change orientation teaching methods.</p> <p>ISP will restructure its orientation in response to SAO results. Since students felt it was too long, ISP will shorten the initial orientation and offer more workshops during the semester.</p> <p>Similarly, the Veteran's First program is making its summer transition program, Operation Gateway, more hands-on based on SAO feedback.</p>

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<p><b>Learning Support (e.g. library, tutoring)</b></p>	<p>Programs collaborated with each other to provide support to students that was innovative, despite operational funding obstacles.</p> <p>EOPS/CARE purchased Myers-Briggs and Strong-Interest Inventory tests to support students who are “undecided” or who simply would like to explore different career/educational options. The EOPS/Care students sometimes need services that are over and above the needs of other students on campus, in order to be able to succeed. These types of initiatives on the part of the program coordinator can contribute to success and retention of these students. The program plans to start offering workshops for students to interpret the results for use in career counseling.</p> <p>ISP is increasing support for student success, including workshops for new students, community-building events, and specific workshops addressing cultural adjustment/transition.</p> <p>Early identification of students on probation (EOPS) to inform student of regulations related to Loss of BoG (fee waiver) and priority registration. Through collaboration, the Veterans Program is developing a similar type intervention (early alert system) but will modify to address the Veterans student population.</p> <p>The VRC provides some tutoring (by volunteer instructors). The program would like to expand this support through the use of Kisco Grant funds.</p>
<p><b>Services to Students (Not limited to Student Service programs/areas)</b></p>	<p>Trends related to so much more that could be done in service to students, if funding and staffing were at appropriate levels.</p> <p>A&amp;R must support increasing services across the college, such as Middle College, AJ Academy, Math Jam, Interventions, (probation clearance support).</p> <p>EOPS/CARE added 128 students in 15-16. One barrier to continued expansion is multiple measures assessment leading to more students placing into transfer-level classes, since EOPS students must have an initial basic skills placement.</p> <p>Increasing number of students in the Veterans First program, in part due to LPC's designation as a regional center. The program now serves over 600 students (unduplicated headcount). A major project was the collaboration with IR to clean up the Veterans data to accurately identify the number of veterans served.</p> <p>EOPS offered book grants (versus a book voucher) to allow students an opportunity to purchase their books from other sources.</p> <p>Veterans First would like mental health services for veterans.</p>

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<b>Staff Development</b>	<p>Professional Development for these groups was characterized by active, professional coordinators and the need for training for new staff and current staff on new and existing computer software.</p> <p>A&amp;R--DegreeWorks system coordinator will train counselors, staff and students on the system.</p> <p>Community Education Program Coordinator was elected as Vice President of the Statewide Association of Community and Continuing Education and will be the President of that organization in AY17-18.</p> <p>All program coordinators attended workshops and conferences that were important to remaining current on mandates and best practices for their programs.</p>

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<b>Human Resources</b>	<p>New staff were hired through SSSP funding and general operational budget hirings. But the trend is still towards the lack of staffing to keep up with growth, state mandates, and the need to expand services to students.</p> <p>A&amp;R hired a DegreeWorks system coordinator.</p> <p>A&amp;R had two classified positions approved.</p> <p>A&amp;R online service center needs more staffing to increase limited hours.</p> <p>Community Education is having trouble recruiting and retaining strong instructors. This trouble is due to the attrition of long-time, instructors and programs, and can also be attributed to hiring restrictions placed on the program related to Contract vs. Professional Specialist employees for these short term, often one day classes.</p> <p>EOPS/CARE hired two part-time counselors. They need increased staff and are concerned about turnover since many PT counselors leave to take FT positions. They would like to hire a FT counselor, perhaps using EOPS, 3SP and Equity funds.</p> <p>Financial aid has requested 3 new classified positions. They had to rely on on-call hourly support to serve students so that timely Processing of financial aid files and disbursement.</p> <p>Part-time veterans' counselor hired. Veterans First also needs a Veterans Benefits Specialist position. The Program is relying on on-call hourly to support this critical function. The program has requested the position through RAC – Approval will address HR issues and will ensure certification of benefits are processed accurately and documentation will meet compliance standards.</p> <p>Staffing issues were noted as obstacles for EOPS, Veterans, Financial Aid, and A&amp;R.</p>



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<p><b>Enrollment Management</b></p>	<p>Trend is that with more staffing, programs could do more to outreach and inreach to students and grow their programs.</p> <p>Community Education is leveraging their marketing piece to market the regular college to the Tr-Valley.</p> <p>EOPS plans to collaborate with the Veterans Program to increase the number of Veterans utilizing EOPS – this will strengthen Collaboration and intervention support.</p> <p>Veterans program has increased to over 600 (unduplicated head count).</p> <p>Financial Aid numbers are decreasing (Fafsas/Pells). This may be related to limited staffing to perform outreach and inreach efforts.</p> <p>ISP did preliminary research on utilizing agents for program enrollment growth.</p> <p>The language proficiency requirement (admission) continues to impact the program. Resources such as CollegeWeek Live and Hotcourses (focused on global marketing) were implemented in late Fall 2015 – too early to assess their impact on enrollment growth.</p>
<p><b>Community Relationships and Partnerships</b></p>	<p>Programs continued to act locally, statewide and globally on behalf of LPC students, despite obstacles.</p> <p>Community Ed coordinator was elected to be 2016-17 vice president and 2017-18 president of the statewide Association for Community and Continuing Education, the professional organization for fee-based and Non-credit education in the state's community colleges..</p> <p>Community Education must compete with other local educational resources (such as city recreation departments, libraries, senior centers, private companies) for students and instructors. But they also continue to have successful partnerships with Tri-Valley Haven and Tri-Valley Housing and Opportunity Center to provide low cost self defense</p> <p>International students cannot find affordable housing. They faced obstacles of global economy, world events, and federal restrictions that impacted their ability to recruit. Also, the state mandated that F-1 students are not eligible to have priority enrollment, and so this impacts grown in a competitive national market for these students.</p>

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	<p>Veterans First has been designated a regional center for the bay area. Their year was characterized by fundraising partnerships, Community awareness activities, and contributing to the development of Chabot College's veterans program.</p> <p>Veterans First received grants from Kisco and Safeway.</p>
<p><b>External Factors</b></p>	<p>All programs were affected to varying degrees by external factors.</p> <p>A&amp;R must support increased external mandates, such as the 3 core services for priority registration (part of 3SP), increased audit accountability from Title V, and federal mandates to report student majors and degrees.</p> <p>Financial Aid implemented the loss of Bog Waiver for students not having adequate success, as mandated by 3SP.</p> <p>EOPS/CARE is working with students who may be losing BOG wavers.</p> <p>New enforcement of English proficiency rules required proof of English proficiency for international students; this lowered the numbers of eligible students. Seventeen students could not enroll because they did not pass the proficiency test (and others did not bother trying to enroll because their English skills were not high enough). Those students who did meet the requirements decreased the average time to graduation because of greater preparedness.</p> <p>International students cannot get priority registration because Ed Code forbids it. Students may not be able to get the classes for their majors or GE, but will need to take non-necessary courses to maintain their student immigration status.</p> <p>ISP developed new recruitment strategies last year using one-time funds. Strategies included collaboration with College Week Live and Hot Courses. They will also increase social media presence and may also hire recruiters. Other colleges are using more aggressive recruitment strategies so LPC must do so as well to remain competitive.</p> <p>International affairs can affect ISP student numbers. Many students cannot afford to come due to economic situations. Studies indicate that Trump's presidency may be a discouraging factor for students to come to college in the U.S. '</p> <p>CARE has trouble recruiting eligible students to increase the program size.</p> <p>In financial aid, numbers of students filing a FAFSA application and numbers of students receiving Pell Grants and fee waivers have decreased.</p> <p>Chancellor's office will be using a budget model to allocate funds to EOPS/CARE. It may be 95% of last year's budget.</p>

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<p><b>Financial/ Budgetary</b></p>	<p>Financial and budgetary issues revolved this year around the need for operational support</p> <p>A&amp;R cannot be funded with 3SP money though it provides many 3SP-related services, so it needs to continue to be funded through the general fund. But it is not the only program that needs general fund/operational support in order to maintain growth and comply with state and federal mandates. Financial Aid and Veterans services also requested increases to operational funding.</p> <p>Financial Aid will need a dedicated source of funding to maintain online scholarship system. GetSAP and Financial Aid TV need a dedicated funding source as well.</p> <p>Veterans, Financial Aid and A&amp;R all would like to have more staff to replace necessary on-call hourly support.</p>
<p><b>Use of Technology (Instructional and Student Services)</b></p>	<p>Use of technology was characterized by upgrades to websites, and goals to improve and increase online services in all programs.</p> <p>A&amp;R--Degreeworks system coordinator is updating equivalency information and other information for all catalogue-listed degrees and Certificates from 2014-17. A&amp;R will keep website updated and update commonly used forms online. They will use SARS data to track student usage of online services. There is also a need in A&amp;R to track inquires and responses to inquiries in order to improve support to students. SAO results indicate that 77% of surveyed students felt comfortable using A&amp;R's online service center.</p> <p>Financial aid will switch to Banner. They also moved their scholarships to AwardSpring, a new scholarship software. Financial aid offered in-person SAP workshops; these will be converted to online this year. SAO results indicated that students are familiar with services after the current (face to face) workshops.</p> <p>Veterans First added counseling over the phone and online. This allows currently enlisted service members to contact a counselor. They would like to develop an online orientation for veterans.</p>
<p><b>Facilities, Supplies, and Equipment (Including Software)</b></p>	<p>A&amp;R needs more storage space for records and office supplies.</p> <p>Community Education needs a dedicated, accessible office and signage.</p> <p>EOPS/CARE would like to use an online case management system to reduce paper filings.</p> <p>EOPS/CARE will make use of the online counseling program Cranium Café.</p> <p>Financial Aid needs consistent funding source for GetSap and Financial Aid TV. They also need an online scholarship program, either a continuation of AwardSpring or a different program.</p>

	<p>Veteran's services received new facilities but will soon outgrow them; all office space is full and space for students is crowded. The center serves students from across the bay area, not just LPC students. Additional office space is needed for visiting officials/services such as VA healthcare representatives or congressional liaisons.</p>
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