

Program Review Update Dean's Summary Fall 2015

Dean/Administrator	Program Review Committee Reader(s)	SLO Committee Reader(s)
Sylvia Rodriguez	Jill Carbone	John Ruys

Division/Area	Programs
Enrollment Services	Admissions & Records Financial Aid EOPS/CARE Veterans 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.

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, innovative and accessible services that appropriately represent the College, its culture, and its mission.

Each program within Enrollment Services completed an annual Program Planning Update (PPU) in Fall 2015 which reflected on the activities accomplished during AY 2014-2015. This executive summary will hopefully enhance greater understanding of program needs to more effectively respond to student, institutional, budget, and planning requirements.

Themes, Trends, and Developments

Programs continued to focus on SSSP implementation to ensure processes are in compliance with funding priorities and guidelines. Programs are more knowledgeable in defining services that meet compliance requirements and therefore are more adept in maximizing available funding sources (SSSP and Equity) to support program initiatives. However, due to the strict SSSP funding criteria there are programs – such as A&R and Financial Aid – that will continue to rely heavily on the general fund for position requests and operational budgets.

Programs continue to demonstrate innovation in developing intervention strategies and modifying existing services to support student success.

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Programs noted success in their SAO development and progress in sustaining a continuous cycle of assessment, evaluation, and improvement of services provided to students. Collegial meetings of the programs under the DES benefit SAO progress through brainstorming on innovative ideas for service improvement and collaborating effectively on implementation strategies.

A major theme throughout the program updates 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. Additional classified support is needed throughout Enrollment Services.

Another important theme is the need for an appropriate level of operational 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, decreased levels of customer service, and stalled innovative strategies that support student success/completion rates.

The Veterans Program is truly becoming a regional center and is recognized Statewide for exemplary Veterans Services. Currently the program serves close to 500 student veterans from approximately 51 cities throughout the Bay area.

ISP is in the first year of their 3-year Marketing and Rebranding Plan. The language proficiency requirement had a significant impact on enrollments (the decrease in the number of lower level ESL learners accepted into the program was an expected outcome). Program focus was on researching best practices and new technologies to support program/college efforts to increase enrollment and to establish stronger recruitment connections within the global community. One-time Innovation funds were approved to hire a consultant with social media/marketing expertise and also to invest in new software systems to expand the College's global presence in a competitive market.

Financial Aid – Implemented a new STARS Online Scholarship software system that has effectively streamlined the application and committee review process. This program will continue to grow as students seek various sources of funding to help support their educational needs. In the very near future – there will need to be discussion on where scholarships as a program belongs in the organizational structure of the College. It is becoming increasingly difficult for the Financial Aid Director to balance her workload and to oversee/sustain a scholarship program that requires more dedicated time and commitment to better serve our students.

EOPS/CARE was fully restored from the previous devastating 40% cut in 2009. With the restored funding, the program expects to increase their headcount and hire additional staff to support the number of EOPS/CARE students that will be accepted now into the program. It is important to note, that the Chancellor's office will run a new funding formula to determine the EOPS allocations throughout the State. A higher headcount this year could mean additional dollars next year.

Community Education continues to right-size its program in light of heavy Community based learning alternatives throughout the Tri-Valley. The Coordinator continues to explore ways to integrate into the college itself more effectively and is participating in the IEPI process to improve program design and assess its place in the organization of the college.

A&R – The SSSP mandate has had a significant, positive impact on the program as it relates to evaluations and DegreeWorks. However, the program continues to struggle with limited staffing to support other critical functions such as registration, admissions, front-line support and timely response to phone calls and emails.

Technology – specifically utilizing and understanding Banner's full range of functionality – will continue to be a critical resource for our staff and students. Program coordinators participated in a District Banner workshop that was an

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excellent forum to share issues/concerns/future direction. 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.

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. Research and invest in technologies that will streamline processes and address "service gaps" students are currently experiencing due to inadequate staffing levels.
2. Assess the impact of enrollment targets on classified professional workloads and on each program's capacity to respond to students in a professional, knowledgeable and timely manner.
3. Operational budgets that adequately meet the needs for on-going training, professional development, supplies, and technology.
4. Additional classified professional support in key areas such as Admissions & Records and Financial Aid is critical. These front-line programs have a tremendous influence on a student's first impression and experience with the College.
5. Provide professional development opportunities to tap into the "inner spirit" of faculty and staff as they strive to build programs and services through innovation, collaboration, and with students always in the forefront.
6. Staffing priority recommendations are listed in the Human Resources section.

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."

Category	Themes, Accomplishments and Challenges
Curriculum	<p>Community Education lost two key long term programs (Fall2015) and continues work in defining new courses and a life-learning program that aligns with community interests and does not compete with local parks/recreation offerings.</p> <p>EOPS and Veterans: Preliminary research on curriculum that may be helpful for special populations (summer bridge program, Boots to Books course to help with transition)</p>
SLOs/SAO	<p>Many of the program SAOs addressed using online resources in support of students. In addition, the programs identified developing follow-up services and earlier intervention services for students.</p> <p>Programs in this area are experiencing an increased number of students. This is stretching the ability of those programs to meet student need. As with other student services areas, programs in this area are in the process of developing or implementing online services. In addition, multiple programs mentioned the need for increased outreach to inform students about their responsibilities when using campus services. The increased number of students and the increased use of online services all suggest an increased need for staff. Almost all programs in this area reported a need for additional staffing.</p>

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<p>Pedagogy/ Teaching Methods (Not limited to Academic programs/areas)</p>	<p>EOPS/CARE, ISP, Veterans, Financial Aid – Program specific <i>orientations</i> are used to 1) emphasize key requirements to maintain eligibility 2) enhance students' awareness of various college programs and services 3) establish connections to key support programs and personnel. SAOs that specifically address program orientation outcomes have been invaluable in modifying/enhancing this important support service.</p> <p>SAP – (Satisfactory Academic Progress orientation) – Financial Aid offers this workshop to help students gain understanding of the path needed to regain and maintain financial aid eligibility.</p> <p>A&R – Continues to work toward increasing access to the Online Service Center to encourage students to use online services as the primary method for registration, payments, transcript/verification requests, etc.</p> <p>Veterans Program – Continues to explore cohort learning communities to support student veteran success in the classroom and in their transition from military to civilian life. The English 1A (Engineering Tech Program) cohort proved to be a very successful model to learn from for possible future cohort opportunities.</p>
<p>Learning Support (e.g. library, tutoring)</p>	<p>EOPS – Developed a report/system to track students with a 2.5 gpa (and below) who may be in need of support. This progress check serves two primary purposes: (1) an earlier intervention if a student's GPA is dropping and/or (2) reinforces the progress and success of those students with GPAs that are moving up.</p> <p>Veterans – Implemented subject support services for student veterans in the Math and Science majors (using volunteers).The Veterans program also plans to develop an early alert system/mid-term progress report to identify student veterans at-risk academically and/or who may be experiencing transition issues. Plans are in the works to possibly schedule mandatory one-on-one appointments and/or group workshops for student veterans under a 2.0 gpa.</p> <p>ISP – Developed a student mentoring program – Global Ambassador program (GAP) – to support students in their transition to the College and local community.</p> <p>A&R – DegreeWorks implementation to support counselors, evaluators, and students.</p>

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<p>Services to Students (Not limited to Student Service programs/areas)</p>	<p>Theme – Programs continue to modify services based on state mandates (A&R, Financial Aid, Veterans, EOPS/CARE) and/or federal regulations that apply to international education (ISP) and Financial Aid. In addition, ongoing assessment/evaluation of SAOs continues to provide valuable student feedback on services provided.</p> <p>A&R and Financial Aid: SULA mandates required a significant “clean-up” of the College’s outdated list of majors, degrees, and certificate. Inaccurate reporting of students’ majors and estimated time of completion could jeopardize the College’s Title IV eligibility. The project required extensive research and collaboration with ITS, A&R, Financial Aid, and Chabot College. Ongoing workload issue.</p> <p>A&R –Growth of many LPC programs - such as Middle College, Veteran’s Post 911 registration/certification processes, Online Service Center and regulatory reporting changes – such as the Student Clearinghouse and Gainful employment - require timely response and ongoing support.</p> <p>Financial Aid: Changes due to state mandated loss of BOG eligibility requires advance student notification to inform them of the changes and implications on their eligibility. Financial Aid will work with ITS to ensure Banner re-programming meets compliance requirements. In addition, a BOGW student appeal process must be implemented to be effective after Spring 2016 grade processing has been completed. Implementation of the STARS online scholarship program has led to an increase in scholarship applications.</p> <p>ISP: The Global Ambassador Program has enabled ISP to provide further support and guidance to new students in several ways such as providing peer to peer mentoring which will foster a strong community among international students.</p> <p>VFP: Increased ongoing communication has helped to promote awareness and utilization of services and programs provided by the Veterans Resource Center. Increased services for employment and careers by partnering with the Employment Development Department (on-site representative – twice a month).</p> <p>Community Education – Fee-based credit/mix class pilot is designed to allow students to participate in practice oriented classes after repeatability is exhausted. Roll- out is currently on hold, awaiting guidelines to be completed at the State Chancellor’s office level. The State Chancellor’s office has asked the ACCE (LPC Community Education Program Coordinator sits on the Board) to revise and update the overall Community Services Guidelines, and also update and finalize the fee/based guidelines. Analysis of the pilot so far also suggest that this program will benefit certain students, but will not provide a significant income stream to Community Education.</p>

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<p>Enrollment Management</p>	<p>ISP - Enforcing the language proficiency requirement for International Students has impacted the program. The ISP developed a 3-year marketing/rebranding plan which includes enrollment and revenue targets. The Language Institute mentioned in program review is no longer an option as federal regulations would require a separate approval process and the College would need to expand ESL course offerings to allow F-1 students a full-time course load.</p> <p>ISP – As a recruitment strategy, the program will begin advocating for priority registration for its students.</p> <p>EOPS/CARE – Restored funding will allow the program to serve more students and provide the needed services to support retention and success.</p>				
<p>Human Resources</p>	<p>Theme: EOPS/CARE, A&R, Financial Aid and Veterans expressed concern that program objectives are becoming increasingly difficult to meet because of the increase in students served and the limited staff to support the workload.</p> <p>A&R: The Admissions & Records Office has been short-staffed form many years. For example, the Online Service Center (OSC) is not adequately staffed to be an effective and responsive service. Additionally, the reassignment of an evaluator to the Assessment Center has had a significant impact on evaluation/graduation processing timeliness and overall office coverage.</p> <p>EOPS/CARE: Restored funding from previous 40% cut may require hiring additional temporary and/or permanent staff to meet the increased number of students served as well as program goals and objectives. EOPS/CARE has only 2 full-time employees (1 counselor/coordinator, 1 Counseling Assistant) to meet program mandates and to support over 200 students within the specified EOPS/CARE guidelines.</p> <p>FA: The Financial Aid Office remains very understaffed. Lack of adequate staffing has prevented the program from developing and implementing full comprehensive services.</p> <p>VFP: One full-time coordinator is stretched thin with the program at its maximum capacity and still growing. It is becoming increasingly difficult to continue the momentum that has been established without additional staffing. New staff would allow for developing strategies to support student success, collecting supporting data, developing new services, such as employment/careers for Veterans and more programs for dependents/spouses of Veterans.</p> <table border="1" data-bbox="354 1518 1528 1852"> <tr> <td data-bbox="354 1518 667 1730">A&R</td> <td data-bbox="667 1518 1528 1730"> <ul style="list-style-type: none"> • Evaluator(s) to support SSSP mandate and DegreeWorks implementation • 2 new positions to address Online Service Center • DegreeWorks Coordinator • Administrative Assistant (part-time to full-time) </td> </tr> <tr> <td data-bbox="354 1730 667 1852">EOPS</td> <td data-bbox="667 1730 1528 1852"> <ul style="list-style-type: none"> • Restore part-time CARE Counselor Assistant II position (categorical funding) • Hire Part-time counselor (categorical funding – SSSP or Equity) </td> </tr> </table>	A&R	<ul style="list-style-type: none"> • Evaluator(s) to support SSSP mandate and DegreeWorks implementation • 2 new positions to address Online Service Center • DegreeWorks Coordinator • Administrative Assistant (part-time to full-time) 	EOPS	<ul style="list-style-type: none"> • Restore part-time CARE Counselor Assistant II position (categorical funding) • Hire Part-time counselor (categorical funding – SSSP or Equity)
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<p>SSSP funding for a part-time certifying benefits specialist was approved late Fall 2015. A permanent position is needed to support program growth and to allow the Veterans Coordinator to focus efforts on programming, intervention strategies, outreach, new services and student success.</p> <p>This past year SSSP funding was key to moving the DegreeWorks implementation forward! Additional funding was secured to help support the Online Service Center. An additional evaluator was also submitted through RAC and approved!</p>							
<p>Financial/ Budgetary</p>	<p>Themes: Programs expressed the need for adequate operating budgets for supplies, conferences, outreach efforts, and ongoing training.</p> <p>A&R and Financial Aid: Impacted by SSSP funding guidelines. Programs will continue to rely on general fund for their programs.</p> <p>EOPS/CARE: Restored funding with expectation to serve more students. Program has more flexibility to “qualify” for SSSP and Equity funding to augment services</p> <p>ISP: Targeted marketing and recruitment strategies will require up-front investment for products/services that will hopefully increase enrollments.</p> <p>Veterans Program: “funding and staffing continue to be the main issues”.</p>						
<p>Technology</p>	<p>Themes: Programs advocate strongly for the use of technology to streamline processes and to enhance services to students.</p> <p>Technology – <i>specifically utilizing and understanding Banner’s full range of functionality</i> – will continue to be a critical resource for our staff and students. Program coordinators participated in a District Banner workshop that was an excellent forum to share issues/concerns/future direction. 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.</p> <p>DegreeWorks implementation – A Degree Audit System that will help to inform our students of their degree/certificate/transfer progress which will help to increase completion rates and student success.</p> <p>Course Articulation Software (Phase II DegreeWorks implementation)</p> <p>Website assessment and redesign for specific programs (A&R, ISP, Veterans, Financial Aid).</p> <p>E-portfolio program (EOPS & DSPS)</p> <p>Document scanning system (Veterans, EOPS, ISP)</p> <p>Continued augmentation of the EOPS Blackboard course. Hopefully expand concept to other programs such as ISP and Veterans.</p> <p>STARS Online Scholarship Program</p>						

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	<p>Financial Aid TV and Get SAP modules Constant Contact for ISP recruitment and follow-up Community Education has implemented, assessed and revised online student evaluations through Google Forms.</p>
Facilities, Equipment and Supplies	<p>VFP: Relocation to a larger facility that can accommodate more students, services, and have appropriate space dedicated for community and veterans organizations.</p>