

## Comprehensive Student Services Program Review Criteria- 2019/2020

### Note to Preparers:

Please complete this form that includes the Program Review criteria for the comprehensive student services program review. One of the major functions of Program Review is to ensure that all work units of Evergreen Valley College are aligned with its goals. The college's goals are set forth in its Mission and Strategic Initiatives, which are expressed in the narrative below.

College data- 3 years- is provided in this template. If you need additional program relevant data, please email the Dean of Research, Planning and Institutional Effectiveness.

Additional information, including a submission timeline (**Due December 1<sup>st</sup> for feedback**) and samples of recent Program Reviews, are available on the college website <http://www.evc.edu/discover-evc/institutional-effectiveness/program-review>. If you have any questions, please feel free to contact any member of EVC's Institutional Effectiveness Committee (IEC).

After your submission to IEC, members of the committee will provide feedback to assist you in preparing a final version. The review committee will consist of IEC members and an optional external reader of your choice. The review committee will make a recommendation and your Program Review will precede to College Council and the EVC President for his/her final approval. Completed/approved Program Reviews will be eligible to participate in resource allocation through the College Budget Committee.

### Evergreen Valley College's Mission:

With equity, opportunity and social justice as our guiding principles, Evergreen Valley College's mission is to empower and prepare students from diverse backgrounds to succeed academically, and to be civically responsible global citizens.

### Strategic Initiatives:

1. Student-Centered: We provide access to quality and efficient programs and services to ensure student success.  
Areas of focus are:
  - Access
  - Curriculum and programs
  - Services
2. Community Engagement: We will transform the college image and enhance partnerships with community, business and educational institutions.  
Areas of focus are:
  - Increase visibility
  - Develop strategic partnerships
  - Building campus community
3. Organizational Transformation: We create a trusting environment where everyone is valued and empowered.  
Areas of focus are:
  - Communication
  - Employee development
  - Transparent Infrastructure

**Department/Program Name: Admissions & Records**

**Year of Last Comprehensive Review: Spring 2017**

**Year of Last Mini Review, if applicable: N/A**

**Preparers' Name(s): Dean of Enrollment Services, Octavio G. Cruz Jr.**

**Area Dean: Octavio G. Cruz Jr.**

### **Overview of the Department/Program**

1. Provide a brief summary of your program, including program components, function and purpose. Please include a brief history and discuss any factors that have been important to the program's development.

#### **Mission Statement for the College**

With equity, opportunity and social justice as our guiding principles, Evergreen Valley College's mission is to empower and prepare students from diverse backgrounds to succeed academically and to be civically responsible global citizens. We meet our mission through a wide spectrum of educational experiences, flexible methodologies, and support services for our students. We offer associate degrees, associate degree for transfer, certificates, career technical education, transfer coursework, and basic skills education. **(Revisions approved by the SJECCD Board of Trustee October 13, 2015)**

#### **Mission Statement / Admissions & Records Program Description**

The Admissions and Records office at Evergreen Valley College is committed to providing an open-door admission policy aimed at promoting student access. With technology being the cornerstone of our daily operations, we strive to deliver efficient, accurate, and timely access and support services to our diverse student population. We are steadfast in our approach to helping students navigate the enrolment process, while maintaining strict compliance in all areas of Title 5 rules and regulations.

#### **Summary of Department**

The Admissions and Records Office at Evergreen Valley College provides comprehensive services to prospective and continuing students. These services include in person and online modalities aimed at delivering streamlined support services focused on assisting students with applying for admission, registering for coursework, options for paying fees, and ultimately facilitating the graduation process. Although the Admission and Records Office often serves as the primary point of contact for most students, the department makes a concerted effort to work collaboratively with other departments on campus to promote retention and student success.

2. Please provide an update on the program's progress in achieving the goals (3 years) set during the last comprehensive program review.

#### **Admissions and Records 3 Year Plan (2016-19) – Prior Year Goals**

The Admission and Records Office developed a series of large scale goals since the last program review that was completed in the spring of 2017. These goals included initiatives that focused on removing barriers for students, promoting access and student success, compliance with title 5 regulations, compliance with State mandates and initiatives, promoting technology, and streamlining the delivery of services to students. Below you will find a comprehensive list of goals and corresponding accomplishments that occurred during over the course of a three year

period from 2017 to 2019.

**Year 1-3**

PROJECT	TIMELINE	TIMELINE	STATUS
New Open CCC – Apply Deployment	Fall 2017	Fall 2017	Completed
Promise Cohort Registration & Fee Payments	Summer 2017	Fall 2017	Completed
Credentials Online Transcript Ordering	Spring 2018	Spring 2018	Completed
VTA ECO Pass Deployment	Fall 2017	Fall 2017	Completed
AB288 Dual Enrollment Project – Santa Teresa High School	Summer 2017 - 2019	Summer 2017 - 2019	Completed
AB288 Dual Enrollment Project - Evergreen High School	Summer 2017 - 2019	Summer 2017 - 2019	Completed
AB288 Dual Enrollment Project – Oak Grove High School	Summer 2017 - 2019	Summer 2017 - 2019	Completed
Accel Middle College – Priority Registration	Fall 2017 - 2019	Fall 2017-2019	Completed
College Connection Academy – Priority Registration	Fall 2017 - 2019	Fall 2017-2019	Completed
AB705 Compliance	Fall 2019	Fall 2019	Completed
MyPath Deployment – Guided Pathways Initiative	Fall 2019	Fall 2019	Completed
Paperless Roster Initiative	Fall/Spring 2019	Fall/Spring 2019	Completed
Automated Priority Registration	Fall 2018	Fall 2018	Completed
Centralized Prerequisite Clearance	Summer 2019	Summer 2019	Completed
R40 online permission based registration	Spring 2020	Spring 2020	In Progress
Centralized ADT Graduation Petition Process – E-Verifications	Spring 2018	Spring 2018	Completed
SLO – Graduation Petition Survey	Winter 2018 - 2019	Winter 2018 -2019	Completed
High School Transcript – Document Imaging Conversion Square 9	Summer 2019	Summer 2019	Completed
Academic Renewal Policy & Procedure	Fall 2017	Fall 2017	Completed
High School Dual Enrollment Dedicated Webpage	Summer 2018	Summer 2018	Completed

3. Please state any recent accomplishments for your program and show how it contributes to the College's mission and success.

- New Open CCC – Apply Deployment – Student Access
- Promise Cohort Registration & Fee Payments - Community Engagement Success
- Credentials Online Transcript Ordering - Student Access
- VTA ECO Pass Deployment - Community Engagement Success
- AB288 Dual Enrollment Project – Santa Teresa High School - Enrollment Growth Success
- AB288 Dual Enrollment Project - Evergreen High School - Enrollment Growth Success
- AB288 Dual Enrollment Project – Oak Grove High School - Enrollment Growth Success
- Accel Middle College – Priority Registration - Enrollment Growth Success
- College Connection Academy – Priority Registration - Enrollment Growth Success
- AB705 Compliance- Student Access
- MyPath Deployment – Guided Pathways Initiative - Student Access
- Paperless Roster Initiative - Community Engagement Success
- Automated Priority Registration - Student Access
- Centralized Prerequisite Clearance - Student Access
- R40 online permission based registration - Student Access
- Centralized ADT Graduation Petition Process – E-Verifications - Student Access
- SLO – Graduation Petition Survey - Student Access
- High School Transcript – Document Imaging Conversion Square 9 – Student Access
- Academic Renewal Policy & Procedure – Student Access
- Collaboration with new Director of Marketing - Community Engagement Success
- New Days at the Green Model Development – Student Access
- High School Dual / Concurrent Enrollment dedicated webpage - Student Access

4. Please describe where you would like your program to be three years from now (program goals) and how these support the college mission, strategic initiatives and student success.

The future of the Admission & Records Office is highly dependent on the utilization of technology to deliver services to students in a self-service environment. As technology continues to evolve, more and more students will come to expect phone based services to apply for admissions and review their academic records. Although the Admissions & Records Office has made significant progress in the deployment of College and State led initiatives, it is critical that a prioritization of projects exist to avoid initiative fatigue amongst staff. Furthermore, by developing and adhering to a priority list, the quality of each project should significantly improve, and students should benefit from a smoother deployment of service based technology. Admissions and Records will need to (1) partner with our newly established Director of Marketing to develop targeted communications with students aimed at increasing student enrollment. Although some preliminary email communication work has been done to target prospective students, more work will need to be coordinated to standardize a full scale marketing and communication plan that involves driving student

enrollment towards enrolling via the Admissions & Records Office. The expansion and use of the (2) AB288 dual enrollment initiative will continue to play a pivotal role for the Admissions & Records Office. In order to continue to grow enrollment via dual or concurrent enrollment, the A&R Office will need to establish clear priorities and deadlines aimed at streamlining the enrollment process for students. These existing partnerships will continue to be the foundation of future dual enrollment agreements with other local area high schools. The final goal for the Admissions & Records will be to move towards the design and deployment of a (3) self-service degree audit module with a functional articulation table to account for external credit. This initiative will require identifying key personnel in each of the service areas to serve as point persons for the project.

5. Describe current program staffing by listing the current number of positions currently in the program. If the position is vacant, please indicate the vacancy.

Position type	Number of positions
Full time Administrator – Dean of Enrollment Services	1
Full time Classified – Senior Division Administrative Asst.	1
Full time Classified – A&R Lead Coordinator	1
Full time Classified – A&R Coordinator II	1
Full time Classified – A&R Technician	3
Full time Classified – A&R Assistant	1
Full Time Classified – Evaluations Specialist	1
Full Time Classified – Evaluations Specialist, Senior	1
Hourly Support	1

### A. Program Quality

1. Describe the impact of the program’s service offerings to the students and the campus.

The Admissions and Records Office serves as the central transactional hub for the College. It is the primary mechanism that students utilize to facilitate the application and registration process each semester. On a yearly basis, the Admissions and Records team works with prospective, continuing, and returning students to navigate the enrollment process and promote students access, while maintaining compliance to Title5 regulations. In addition, the A&R Office works with local service area high schools to facilitate admission and registration activities related to dual enrollment, concurrent enrollment, and middle college. With a student headcount of approximately 9500 students, the A&R Office bares the responsibility of providing the servicing needs of the entire student population on a semester by semester basis. Finally, the A&R Office is responsible for the timely coordination of 300 faculty that teach over 900 sections of coursework each semester.

2. Describe recent local, State and/or Federal changes that significantly impact the services to students.

The adoption of the AB705 initiative in many ways impacted the delivery of services to students. From an Admission and Records perspective, this necessitated the need to collect high school transcripts from every prospective

incoming high school students. Furthermore, it significantly impacted the algorithm that was developed for the placement of students into English and Math courses at Evergreen Valley College. As a College, we utilized specific grade point average data indicators to establish a student's ability to enroll into certain levels of English and Math coursework. Although the success rates from the AB705 will not be readily available until after fall 2019, the Admissions and Records program remains committed in gathering and imaging high school transcripts for the use of multiple measure assessment with prospective students and for widespread utilization by counseling faculty.

3. If applicable, describe a change in specific program compliance requirement with state, federal or accreditation agencies and how your program shifted their processes to ensure compliance.

The fact that Evergreen Valley College has taken definitive steps to reaffirm its accreditation status has reestablished our relationships with local service area high schools. This consistent positive messaging of being fully accredited has put to rest many of the concerns by community members that coursework taken at Evergreen Valley College would not be eligible for transfer or utilized for credit by other institutions of high education. In prior years, the accreditation standing of the College adversely affected the ability to recruit, admit, and retain prospective students to Evergreen Valley College.

4. Describe how the program measures success.
  - a. For example, tracking and improvement in the number of educational plans completed for students.

The Admissions and Records program measures success by three primary metrics. First, the number of prospective students that apply for admission from our target high schools. Second, the number of students that complete the registration process and achieve priority registration in future terms. Students completing the student success mandates of orientation, assessment, and completion of an abbreviated educational plan accomplish this level of attainment. Third, of the number of students that apply and register how many of these students actually reach the level of eligibility or transfer, certificate completion, or degree completion. Over the past three years, data has indicated that continuing students are indeed reaching completion evidenced by the incremental increase in students completing degrees and certificates at Evergreen Valley College.

5. Please review program information reported in MIS and shared with the community through the website, catalog, schedule of classes, brochures, etc. Is the program information accurate and consistent? What actions does your program take to ensure accuracy and consistency?

The Admissions and Records Office works with Student Success (Counseling) and Academic Affairs to ensure that programmatic information regarding degrees and certificates remains accurate for students and high school partners. As one of the first interactions with students, Admissions and Records relies heavily on coordination and development of information on the campus website and academic discipline information contained within the Open – CCCApply portal. Our goal in the coming year will be to develop meta majors separated by categories to focus the student's decision to pick their major, as it relates to their career of choice.

6. Describe how the program addresses the needs of the diverse student body, including students with disabilities and providing services by alternative delivery methods (for distance education students).

The Admissions and Records Office has been intentional over the past three years to provide services to students

from our diverse student population. In 2017, a full time bilingual Vietnamese technician was hired to service students at the front counter. In 2019, a full time bilingual Spanish assistant was hired to service students at the front counter. The Admissions and Records Office has taken intentional measures over the past three years to secure diverse staff to accommodate its diverse student population. This is a great use to the department in that nearly 45% of the student population is Vietnamese, and 45% of the student population is Latino.

7. Describe the communication within the program, with the students served and with other departments including Academic Affairs. What is working well and what can be improved?

Communication amongst the Admissions and Records area occurs at several levels. First, the Dean of Enrollment Services serves as the primary point of contact amongst the College's leadership team. On a weekly basis, the Dean of Enrollment provides guidance, strategy, and compliance advice for matters related to the admission, registration, and retention of new and returning students. This often includes the development of coursework and registration prioritization for dual enrolment and concurrent enrollment courses at the high school level. Second, the Dean of Enrollment Services and Admissions & Records Coordinators meet on a weekly basis to discuss the overall design, focus, and new initiatives that may have the potential to impact the Admissions and Records program. Finally, monthly staff meetings provides comprehensive communication prior to the start of the semester. Over the past three years, enrollment and customer service has steadily grown because of the efforts put forth by the Admissions and Records team.

## B. Program Access

- How many students received program services between F15– F18? Use the table below to review the demographics of students served and how these compare to campus demographics.

### 1. Student Demographics- Headcount (average F15-F18)

Program Total Headcount			Headcount & Pct of Total	
<b>Gender</b>	<b>Headcount</b>	<b>Pct of Total</b>	<b>EVC</b>	
Female			4483	54.3%
Male			3746	45.3%
No Value Entered			32	0.3%
<b>Age</b>	<b>Headcount</b>	<b>Pct of Total</b>	<b>EVC</b>	
17 & Below			361	4.3%
18-24			5070	61.4%
25-39			1949	23.6%
40 & Over			871	10.5%
Unknown			9	0.1%
<b>Race/Ethnicity (IPEDS Classification)</b>	<b>Headcount</b>	<b>Pct of Total</b>	<b>EVC</b>	
American Indian			51	0.5%
Asian			3475	40.3%
Black or African American			224	2.3%
Hawaiian/Pacific Islander			38	0.4%
Hispanic			3463	39.1%
Two or More Races			239	2.7%
Unknown			806	8.4%
White			583	6.2%

- Based on the **students served** and Pct change year to year, is the program growing or declining? If so, what do you attribute these changes to and what changes will the program implement to address them?

The average student demographic headcount from F15-F18 clearly indicates that the Admissions and Records program continues to service its core demographic of new and continuing students. With nearly 80% of the student population comprised of Vietnamese and Latino students, the Admission and Records Office is well prepared to service this particular student demographic with two full time bilingual staff at the front counter. Furthermore, the growth of students under the age of 17 reflects Admissions and Records commitment to facilitating the processing of admission and registration documents associated with dual and concurrent enrollment. This aspect of enrollment growth will continue to expand as more and more high schools make agreements to offer dual enrollment coursework.

b. Are there any gaps in the students served compared to the college demographics?

In the coming years, State initiatives will further allow colleges to disaggregate the race and ethnicity data to provide a more comprehensive representation of our student population. This data will need to be collected during the initial admission application process for prospective students. Hence, the Admissions and Records team will need to work closely with ITSS and Institutional Researchers to ensure data integrity amongst students completing the admission application.

c. Based on your findings, what interventions can the program implement to address any gaps in services?

Admissions and Records will need to move towards the elimination of the paper based admission application process. Students that apply via Open CCC-Apply provide a more definitive set of responses upon submission of their application for admission to the College. This direct intervention or change should provide “cleaner” data, while limiting opportunities for the student applicants to leave the information blank.

### C: Curriculum- If applicable

1. Identify any updates to curriculum since the last comprehensive program review, including any new programs and indicate the six year timeline for scheduled course outline revision.

N/A

2. Identify all the courses offered in the program and describe how these courses remain relevant in the discipline and real life experiences for students. Please include the list or diagram (program major sheet) of the courses reflecting course sequencing in the major and how often the courses within the program have been offered.

N/A

3. Identify and describe innovative strategies or pedagogy your department/program developed/offered to maximize student learning and success. How did they impact student learning and success?

N/A

4. Discuss plans for future curricular development and/or program (degrees & certificates included) modification.

N/A

5. Describe how your program is articulated with High School Districts, and/or other four year institutions. (Include articulation agreements, CID, ADTs...)

N/A

6. If external accreditation or certification is required, please state the certifying agency and status of the program.

N/A

## **PART C: Student Learning Outcomes and Assessment**

1. List the Program SLOs, and how they relate to the GE/ILOs (<http://www.evc.edu/discover-evc/student-learning-outcomes-%28slos%29> ).

The Admissions and Records Office focused its efforts on Student Learning Outcome # 4 for the 2016 – 2017 and 2017-2018 academic year to assess the graduation petition process experience for students that achieved completion. SLO#4 relates to three primary ILOs noted below:

- Communication
- Inquiry and Reasoning
- Information Competency

\*Attached you will find the survey data from the 2016-17 and 2017-18 years.

2. Since your last program review, summarize SLO assessment activities and results. Please include dialogue regarding SLO assessment results with division/department/college colleagues and/or GE areas. Provide evidence of the dialogue (i.e. department meeting minutes or division meeting minutes...)

In the fall of 2018, the Admissions and Records Office shared critical survey data with the Dean of Counseling in order to gain counselor insight into the graduation petition process. Attached you will find a series of emails that document the feedback collected by counselors regarding the overall process.

\*Attached you will find the individual counselor response to the survey data.

3. What plans for improvement or changes have been implemented to your program as a result of SLO assessment? Please share one or two success stories about the impacts of SLO assessment on student learning.

The survey data and counselor feedback resulted in the implementation of a centralized model for the processing of ADT degrees in the 2017-2018 academic year. Subsequently, the College received an award from the Campaign for College Opportunity for increasing the number of ADT degrees awarded from the prior year. The increase resulted in a 55% improvement.

\*Attached is the article from the Campaign for College Opportunity

## **PART D: Faculty and Staff**

1. List current faculty and staff members in the program, areas of expertise, and describe how the positions contribute to the success of the program.

**List of Outreach and Recruitment Staff and Titles**

- Octavio Cruz, Dean of Enrollment Services
- Vacant - Senior Division Administrative Asst.
- Tiffani Lam – Admissions and Records Lead Coordinator
- Franchesca Griffin – A&R Coordinator II
- Amisha Thoi – A&R Technician
- Vacant – A&R Technician
- Vacant – A&R Technician
- Anali Dimas – A&R Assistant
- Vacant – Evaluations Specialist
- Youfen Chang – Evaluations Specialist, Senior
- Seasonal Hourly Support

2. List major professional development activities completed by faculty and staff over the last six years. In particular with regards to students success, equity, distance education, SLO assessment, guided pathways and/or innovative teaching/learning strategies. Please also discuss department orientation/mentoring of new and adjunct faculty.

Staff Professional Development Activities						
	2017	2018	2019	2020	2021	2022
Octavio Cruz	CACCRAO, AB705 Guided Pathways	CACCRAO, UC Counselor Conf.	CACCRAO, CSSO AB705 Guided Pathways Early Alert			
Tiffani Lam	Guided Pathways AB705 Early Alert Waves – Veterans	Guided Pathways AB705 Waves – Veterans Early Alert	Guided Pathways AB705 Waves – Veterans Early Alert			
Franchesca Griffin	CACCRAO,	CACCRAO,	CACCRAO,			
Youfen Chang	Degree Audit TES Training UC Counselor Conf.	Degree Audit TES Training UC Counselor Conf.	Degree Audit TES Training UC Counselor Conf.			

## PART E: Budget Planning

1. With your Dean, review the department Fund 10 budget and discuss the adequacy of the budget in meeting the program's needs.

In reviewing the departmental budget of the Admissions and Records program, it is evident that sufficient funding exists to run the day-to-day operational needs of the department. The utilization of technology has created an environment where staff are working smarter, not harder to achieve programmatic goals. However, one of the key areas that would benefit from a redesign or infusion of funding is the degree audit initiative, aimed at developing a working articulation table that accurately accounts for external coursework from other institutions. This would allow for the timely forecasting, review, and clearing of degrees and certificates. The College's current model is more reactive than proactive, Thus, missing opportunities to identify and clear degrees in a more efficient manner.

2. Identify an external (fund 17) funding the department/program receives, and describe its primary use.

Over the past three years, the Admissions and Records Office has relied heavily on salary savings and hourly support to manage the day-to-day operations. In the coming year, the goal will be to solidify permanent staffing for the long-term success of the department. Staff in the Admissions and Records Office are reaching the level of fatigue due to the significant turnover of staff that has occurred over the past three years. With that said, prior A&R staff left the department for career advancement in higher-level positions within the College.

## PART F: Technology and Equipment

1. Review the current department technology and equipment needed and assess program adequacy. List any changes to technology of equipment needs since the last program review.

Admissions and Records Technology Needs:

- Computer Replacement – STAR Registration Center
- Translation equipment
- Microsoft Surface 2 in 1 notebooks
- Remote Access – GOTOMYPC
- Marketing Materials
- Mobile Print Stations = First week of class

## PART G: Additional Information

Please provide any other pertinent information about the program that these questions did not give you an

opportunity to address.

**None**

**PART H: Future Needs and Resource Allocation Request:**

Based on the areas noted below, please indicate any unmet needs for the program to maintain or build over the next two years. Please provide rationale on how the request connects back to SLO/PLO assessment, strategic initiatives or student success. If no additional requests are needed in any of the areas, put N/A.

<p>Faculty and staffing requests</p> <p><b>Degree Audit Analyst (1.0 FTE)Range 120</b></p> <p><b>Evaluation Specialist (1.0 FTE)Range 82</b></p>	<p>Ongoing Budget Needs:</p> <p><b>\$80,094 (salary)</b></p> <p><b>\$54,902 (salary))</b></p> <p>One-time Expenditure:</p>	<p>Request linked to:</p> <p><b>SLO/PLO #:</b></p> <p>Strategic Initiatives (student centered, organizational transformation, community engagement):</p> <p><b>Improving Student success rates:</b></p> <p><b>Achievement of program set standard for student success:</b></p>
<p>Facilities</p>	<p>Ongoing Budget Needs:</p> <p>One-time Expenditure:</p>	<p>Request linked to:</p> <p><b>SLO/PLO #:</b></p> <p>Strategic Initiatives (student centered, organizational transformation, community engagement):</p> <p>Improving Student success rates:</p> <p>Achievement of program set standard for student success:</p>
<p>Technology</p> <p><b>Microsoft Surface 2 in 1 notebooks (3 total units)</b></p>	<p>Ongoing Budget Needs:</p> <p><b>\$6,000 (total cost)</b></p> <p>One-time Expenditure:</p>	<p>Request linked to:</p> <p><b>SLO/PLO #:</b></p> <p><b>Strategic Initiatives (student centered, organizational transformation, community engagement):</b></p> <p>Improving Student success rates:</p> <p>Achievement of program set standard for student success:</p>
<p>Equipment/Supplies</p>	<p>Ongoing Budget Needs:</p> <p>One-time Expenditure:</p>	<p>Request linked to:</p> <p><b>SLO/PLO #:</b></p> <p>Strategic Initiatives (student centered, organizational transformation, community engagement):</p> <p>Improving Student success rates:</p> <p>Achievement of program set standard for student success:</p>