

2018 Administrative Leadership Unit Review of Enrollment Services Division

I.A. Profile: Unit Purpose

What is the purpose of the unit and how does it contribute to the mission of Skyline College?

Narrative

The purpose of Enrollment Services is to support students so they can successfully get in, get through, and complete their program on time at Skyline College. At a high level we...

- Recruit students.
- Support students in applying and registering for classes.
- Process student records and financial aid in accordance with all local, state, and federal regulations.
- Confer all degree and certificates.
- Process all student financial aid.
- Educate students on how to obtain various financial resources to support their education as well as how to manage those resources to complete their education program.
- Provide dedicated support for Veterans from application to graduation.
- And much more

Enrollment Services directly supports Skyline College's Mission as without the services provided by Enrollment Services no student would be able to enter Skyline College, register for class, or complete their program.

I.B. Profile: Programs

Which programs or functions are contained within the unit?

Narrative

- Admissions & Records
- Financial Aid
- Outreach/ Recruitment
- Veterans Resource Center

I.C. Profile: Service Area Outcomes

List the current service area outcomes for the unit.

Narrative**Admissions & Records:**

1. High school students in the Concurrent Enrollment Program will be able to successfully complete the admissions process.
2. Students will be able to self-assess their degree/certificate progress.
3. Students are able to successfully navigate and resolve registration conflicts.

Financial Aid:

1. Identify Financial Aid Resources: Students will be able to identify financial aid resources for which they may qualify, submit applications and meet deadlines.
2. Satisfactory Academic Progress Policy: Students who receive financial aid will demonstrate knowledge and understanding of the Satisfactory Academic Progress "SAP" Policy for financial aid purposes.
3. Students will gain understanding of the requirements, rights and responsibilities, and repayment obligations associated with acquiring a federal student loan.

Outreach/ Recruitment:

1. After interacting with the Outreach Office, prospective students will learn about the available Skyline College resources and the steps for successful matriculation.
2. Through strategic recruitment efforts, we will see an increase of student enrollment from targeted feeder schools.

Veterans Resource Center:

1. Student veterans who access the Veterans Resource Center will persist from Fall to Spring.

II.A. Analysis: Unit Effectiveness

Review data related to the administrative unit and assess the unit's effectiveness at meeting its described purpose. Data should include, but is not limited to, the CPRs/APPs submitted within the last year by programs within the administrative unit.

Describe the unit's effectiveness including identification of achievements and/or areas in which further effort is needed. Comment on progress made towards previously established unit objectives.

Narrative

Admissions & Records:

Outgoing Transcripts:

The SMCCCD has contracted out with Credentials Services to provide Official Academic Transcripts to students. This conversion has required some fairly intensive training for all Admissions staff, however the reward is that we are able to provide students with a service that is available all days and hours of the week.

All Admissions Forms:

Admissions and Records has been successful in converting all of our paper forms to an online, fillable and ADA compliant version, which are currently available on the college website. Our ultimate goal is to have the forms then follow a workflow, where they will be submitted online, the form will "land" in the responsible staff's work queue and will be processed and recorded to the student record, without ever being printed on a piece of paper. As we are still in the beginning phase of this goal, most of the forms that are now available online as "fillable", but must still be printed and submitted to Admissions and Records. We are, however, making progress, as in the College Connection Concurrent Enrollment Course Request Form.

College Connection Concurrent Enrollment Course Request Form:

This form has been the "pilot" and the first successful workflow process for Admissions and Records. Students are now able to upload their Course Request Form, with all permissions to attend college included, through their WEBSMART student portal. By submitting through the portal, the system recognizes who they are and pre-populates their workflow with their personal information. Once they submit their request, the form is loaded into a queue that is accessed by Admissions staff. Once it is approved, messaging goes out to the student regarding the registration process, pertinent codes are applied to the student profile and the form is automatically indexed to the student's permanent record. Due to the success of the workflow for Concurrent Enrollment, Admissions and Records is eager to convert other processes to a workflow model. This will

support enrollment growth, however it will require supporting technology and training opportunities for staff.

Admissions is looking forward to implementing the next big workflow project (which is currently in the final stages of development)...the online submission of Degree and Certificate applications. This is a very large project and when implemented, will provide huge rewards. Much like the Concurrent process, students will access the form through the student portal, which will recognize the student and populate their request. This process will encourage students to use the Degreeworks Degree Audit system and will generate data used for evaluation, eligibility and commencement.

Financial Aid:

The Financial Aid Office will meet this year's strategic priorities by continuing to improve upon its services by:

- Participating in the Skyline College Promise Scholarship- implementing application process, working with ITS to set up Banner coding, creating outreach emails to students meeting eligibility, extracting expenditure reports, etc.
- Default Management (purchase of Borrower Connect in 1516, notifying students on delinquency payments, and starting 1718 participating in the Experimental Direct Loan Counseling sessions)
- Business Process Analysis (BPA) - Participated in the Foundations BPA (2017) to better serve our Scholarship students, identifying manual process and replacing with automation, identifying overlap in workloads.
- Improving upon Student Learning Outcomes (SLO).
- Collaborating more with SparkPoint on Financial Wellness - determining how to better outreach to our students to encourage them to apply for Public Benefits and incorporating Financial Wellness into the 1718 In Person Loan Counseling.
- Promoting awareness of Financial Aid programs and resources.
- Providing fully disclosed consumer information on our website so that student can make informed decisions.
- Monitoring the successful completion rate of our student population while maintaining fiscal and regulatory integrity of Federal and State funded programs.

Outreach/ Recruitment:

We largely have met this year's strategic priorities in two areas, Student Services and Comprehensive Community Connection. Some examples are:

- Counselor Liaison Program - this program was implemented across 5 schools within our feeder schools. We hope to expand this program through the PREP program across 10 schools eventually.
- Concurrent enrollment - during the 2016-2017 school year, we hosted three concurrent enrollment information sessions. The attendance between all of the information sessions resulted in over 200 attendees. We hope to continue to have these sessions in the future.
- High school outreach programs - the PREP program is an example of a full HS outreach program. With dedicated funding to support the PREP program, we hope to see this program implemented across our local school districts in order to better support our students and families.
- PEP days - PEP Days were restructured this year to provide an opportunity for peer leadership, ease counseling stress, provide additional support for new students, and really engage new students regarding the topics that they most need assistance with. In the future there will be an opportunity to engage parents as well.
- Matriculation Process (SSSP) - in working with the counseling department, students that participate in the Counselor Liaison Program or PEP were thoroughly tracked to ensure completion of the SSSP steps. Through consistent follow up, students were much more likely to complete their SSSP steps and enroll in their recommended classes.

Veterans Resource Center:

Technology/ Equipment:

- Three student computers were replaced with new computers and a fourth student computer was added with desk and partition.
- Fax/copier was added.

Peer Mentor Program:

- Volunteers from Student Veterans of America chapter were secured and paired up with new students as a basic preliminary run.
- Will assess lessons learned after Spring 2017 semester.
- Identified need for peer mentor lead to assist with program implementation.

Unified Veterans Forms:

- Worked with counterparts across three district campuses to identify create unified VACA and VCR forms used by veterans.
- Currently working with counseling to assess need for Veteran specific SEP modeled after American River College.

Outreach/ In-reach:

- Increased student assistant outreach across campus (working on ability to track on SARS Grid).
- Provided faculty/staff training resources (suicide prevention for veterans and veterans counseling training). Still working on more trainings and exploring the possibility of online training modules/ videos.
- Increased awareness and exposure of Skyline College VRC in the veteran support community (i.e. with community support organizations and 4-year colleges).
- Continued work on creating more opportunities for veterans counselors and certifying officials to interact with students at VRC.
- Created more opportunities for community veterans support agencies to have a presence on campus and/or at the VRC (Veterans Resource Event, SM County Veteran Service Office and SFVA Medical Center on campus on a continual basis).

Data Collection:

- Established data collection method and baseline reports to support PSLO data assessment methods.
- Gained access to SARS Grid. Need to continue to identify how this access can support student assistants and student veterans.

II.B. Analysis: Progress on Outcomes

Describe the progress on service area outcomes, conclusions drawn, and expected use of results.

Narrative

Admissions & Records:

1. High school students in the Concurrent Enrollment Program will be able to successfully complete the admissions process.
 - a. The Concurrently application has made into an electronic application process, only taking student minutes to complete. Students can now access and submit their concurrent application online, 24/7/ 365.
2. Students will be able to self-assess their degree/certificate progress.
 - a. This will be an ongoing Outcome objective as we enhance our technology and transcript evaluation process. It's currently difficult for student to determine, on their own, where they stand in terms of requirements to complete their program.
3. Students are able to successfully navigate and resolve registration conflicts.
 - a. We are beginning to see the reduction of inquiries from students who have registration conflicts. Over the past year we've streamlined our phone tree and have been enhancing our website to make it easier for students to get the information they need to help themselves. Over the next year we'll be making more enhancements to our website, launching a self-help tool "Funnelback", and upgrading our Banner registration platform. These three enhancements will make significant strides in enabling students to successfully navigate and resolve registration conflicts.

Financial Aid:

1. Identify Financial Aid Resources: Students will be able to identify financial aid resources for which they may qualify, submit applications and meet deadlines.
 - a. Over this past year we've been able to increase the number of workshops for students, increased the amount of federal and state grants awarded, and have increase scholarship recipients to a record high.
2. Satisfactory Academic Progress Policy: Students who receive financial aid will demonstrate knowledge and understanding of the Satisfactory Academic Progress "SAP" Policy for financial aid purposes.

- a. We have increase the number of SAP workshops and have dedicated individual support for student who are not meeting SAP. Both of these efforts have resulted in more student being able to persist in their program.
3. Students will gain understanding of the requirements, rights and responsibilities, and repayment obligations associated with acquiring a federal student loan.
 - a. We have provided workshops to student who wish to take out federal students loans. In addition Skyline has been selected to part of State wide initiative to better student students who decide to pursue federal student loans. This is a new initiative and will take root in academic year 17/18.

Outreach/ Recruitment:

1. After interacting with the Outreach Office, prospective students will learn about the available Skyline College resources and the steps for successful matriculation.
 - a. We have regularly surveyed students after Outreach events, resulting in student being able to successfully articulation the matriculation process.
2. Through strategic recruitment efforts, we will see an increase of student enrollment from targeted feeder schools.
 - a. Over this past year we have initiated several activities to increase our enrollment from targeted feeder schools; counselor training sessions, targeted marketing, tabling, and special events. This resulted in an increase enrollment in the first year, but we are expecting to see a greater jump in 17/18.

Veterans Resource Center:

1. Student veterans who access the Veterans Resource Center will persist from Fall to Spring.
 - a. Data collection is in its first year. Sign in computer has been established for 2 semesters now. Baseline methods to collect and assess data in support of PSLO have been created with the PRIE office and needs to be compiled after Spring 2017 semester has finished.

II.C. Analysis: Unit Environment

Describe key factors and changes impacting the unit such as college initiatives, industry needs, regulatory changes, state mandates, grant requirements, personnel changes, demand for classes/services, and other issues.

Narrative

Admissions & Records:

The SMCCCD will soon migrate to a new version of the BANNER student system. In the past, as we worked our way through the BANNER upgrades, the changes have been minimal and have required minor training for staff. The new version of BANNER (XE) is a major overhaul of the current format and will be a substantial change from our current environment. This conversion, if and when it is applied, will require intense training for staff. District ITS is currently studying the impact this new version will have on the SMCCCD and has been keeping Admissions and Records informed of the steps as we work toward implementation.

Enrollment trends always have an impact on the services provided by Admissions and Records. As enrollment grows, services grow exponentially. The office must always look towards streamlining services and advances in technology to support growth, while utilizing existing staff. We are bound by the rules and regulations set by the California Community Colleges State Chancellor's Office and the state and federal government and must always maintain the integrity of academic records while remaining in compliance. This sometimes creates a challenge and a contradiction, as we cannot develop or acquire the supporting technology fast enough, which has the potential to impact the workload of the existing staff as we work towards improvements.

Financial Aid:

The economic downturn in California is not expected to improve significantly in the near future. The upcoming years will most likely continue to see increased need for financial aid, institutional aid and processing. A new full time Financial Aid Technician is needed to keep up with the following demands based on all of the following:

- Full-Time Incentive Grant (new 1516) and continues to grow. In addition, constant reporting to the CCCCO is required to spend down the grant and new funding is issued.
- Skyline College Promise Scholarship (new 1617) The Financial Aid Department was fully instrumental in the development of the application process and set up, working with District Finance to create fund codes, ITS to create awarding and outreach to students utilizing Banner and AcademicWorks. During the 1718 aid year, we switched over to NoviSurvey as part of the application process and need to work with PRIE

to develop an extract of specific information from Banner to determine eligibility for students. Financial Aid will then notify Cashiers of eligible recipients to post award SKP2 to student account. There are still manual processes and we will need to become fully automated and need to search for software that is fully integrated with Banner in order to sustainable if the populations are to grow.

In addition, The Financial Aid Office has been impacted due to the implementation of Program Integrity rules. These new Federal and State regulations have added increased responsibilities such as, but not limited to:

- Pell Lifetime Eligibility
- Satisfactory Academic Progress (SAP)
- California Dream Act Application
- Direct Loan Eligibility (SULA)
- Loss of BOGFW/Priority Enrollment (new 1617)-appeal process needs to be reviewed with Counseling and A&R soon.

Other items that can impact serving students are:

- BS in Respiratory Care Program-manual processes and as the cohort populations increases, not sustainable.
- Significant challenge in managing existing staff to keep up the demands in reviewing eligibility for new grants and scholarships, while keeping up with their regular workload.
- Lead Financial Aid Technician faces challenges in keeping up with working the daily reports
- California Dream Act Application
- Direct Loan Eligibility (SULA)
- Loss of BOGFW/Priority Enrollment (new 1617)
- Additional Scholarships - Skyline College Promise Scholarship/KASP/more External Scholarships/Crestmoor Scholarship

Outreach/ Recruitment:

With a limited Outreach Budget, we were only able to hire students under Federal Work Study. If we opened the eligibility to Non-FWS students there could be a greater amount of quality candidates to select from. Also, by not relying on FWS funds, students could be hired to work during summer breaks which would be helpful for appropriate training, support of the Information Desk, and additional professional development.

Local economic factors resulting in a demographic change in neighborhood impacts the ability to recruit specific populations (ie. African-American students)

Many colleges and universities open Fall applications in the Fall. By not having our Fall application open until the Spring, we potentially miss out on capturing students during the busiest high school application time period. If the Fall application was open in the Fall we might be able to capture more high performing students directly from high school to participate in transfer bound programs such as the Honors Transfer Program, the new Accelerated Engineering program (utilizing the Fabrication Lab), etc. Identifying potential adult learners is also a challenge for Outreach. Adult learners have a variety of reasons why they attend college or return to college "later in life." Because there is often not one centralized location for adult learners, identifying them and conducting traditional outreach activities with them is a challenge.

Veterans Resource Center:

Space/ Facilities:

- Furnishings in the Veterans Resource Center are becoming antiquated. There is a significant noticeable decrease this Spring 2017 semester in the appearance and functionality of the couches and study chairs in the lounge area of the VRC. There is a need for updated, clean and functioning chairs/couches in the lounge area to promote an inviting, welcome, warm environment and increase access to the Veterans Resource Center.
- There is a growing need for private office space for coordinator and community partners to have sensitive private conversations with student veterans in the Veterans Resource Center. This will help promote access to support resources on and off campus, and provide additional support towards student veterans' ability to persist to complete their educational goals.

Technology:

- Over the past year we have established partnerships with the SF VA Medical Center and San Mateo County Veterans Service Office. This has resulted in representatives from SF VA Medical Center on campus once a week and the SMCVSO on campus once a month. Both entities need to use the VRC laptop that has become outdated and impacts their ability to sufficiently do their job. There is a need for a new laptop to support their efforts.

Peer Support:

- Student Veterans of American chapter has been established on campus in January 2017. Serves as the voice of student veterans with a purpose of advocacy and community integration. Student veteran leaders are providing vital feedback to the VRC to enhance the services we provide.

- There is a voiced need from students for more peer-to-peer support and integration of student workers into mentors. This will not only help students persist, but will also support outreach/in-reach efforts to grow awareness of and access to VRC.

Recruitment/ Outreach Initiatives:

- As we see the number of veterans using and accessing the center increasing, we desire to reach more veterans and their family members to help increase their access to college and support retention and persistence of educational goals with the veteran and military affiliated population.

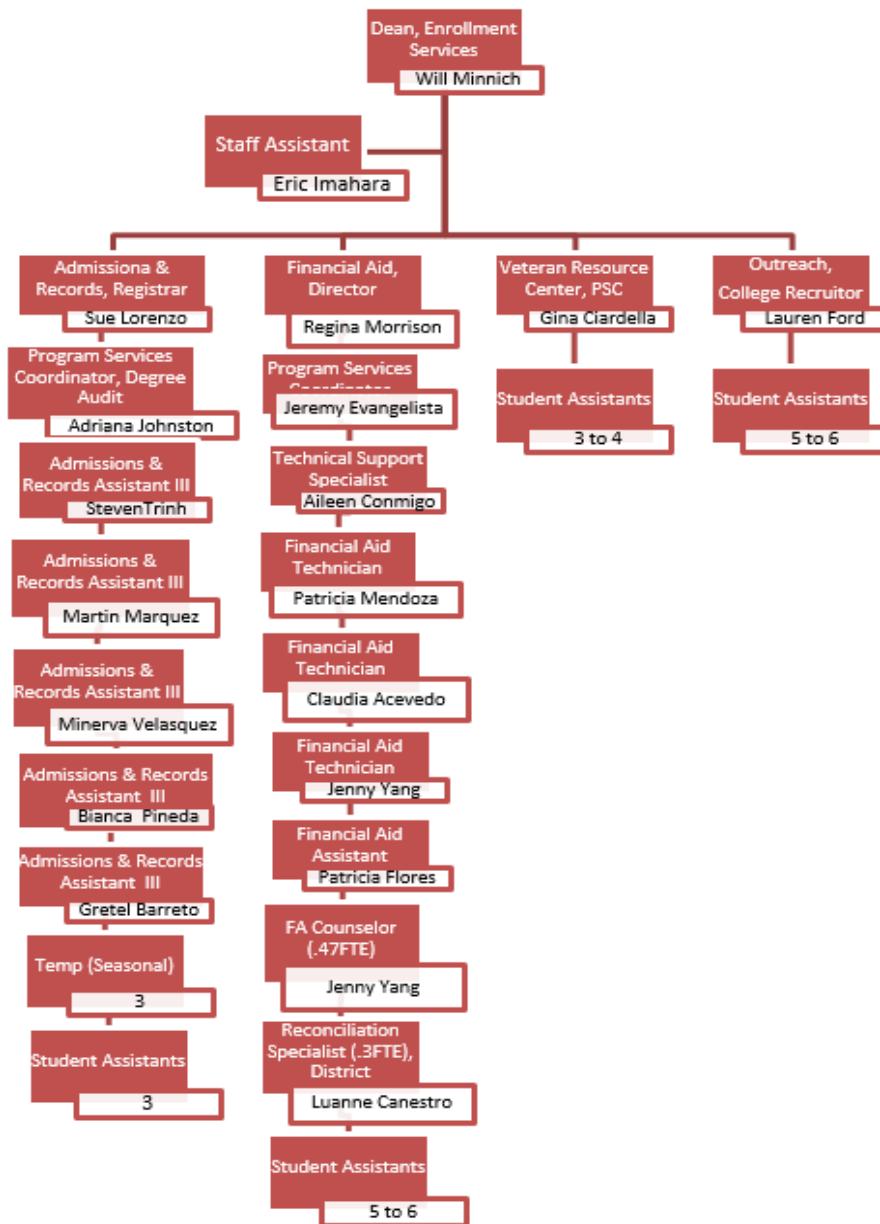
II.D. Analysis: Unit Personnel

Describe the current staffing structure of the unit and how it aligns with achieving the purpose of the unit. Attach the current organizational chart (an image of the org chart can be inserted in the box). Provide staffing FTE by category (FT/PT faculty, permanent staff, temporary staff, student workers, administrators).

HINT: To display the information in a table, it is easiest to create the table in Word and paste into the narrative box.

Narrative

Enrollment Services



III.A. Reflection: Considering Key Findings

Consider the previous analysis, identify unit strengths, challenges, opportunities, concerns, and areas in which further research is needed. Describe how the conclusions drawn can be used to improve the unit's effectiveness in order to promote student learning and achievement.

Narrative

Strengths:

- Staff. The current team under Enrollment Services is very strong.
- A&R is starting to move student and staff process from paper to electronic.
- Outreach/ recruitment has been restructure to grow enrollment in targeting areas.
- Outreach/ recruitment has gained a strong foot hold both on and off campus
- Financial Aid services have been a corner stone of success and continue to grow, gaining state recognition.
- Veteran's services has enhanced services significantly, also gaining local, regional, and state recognition.

Challenges:

- Scaling services is difficult.
- Difficult for students to navigate Enrollment Services systems on their own
- VA processes are cumbersome and very outdated, for both student and staff
- Significant amount of local, state, and federal reporting. All in different systems that are not very efficient to use, taking up much staff time to complete.
- Getting ALL faculty to submit attendance, census, and grades on time.

Opportunities:

- The building blocks for Enrollment Services are being established with some of them already in motion (all mentioned in APP's and this ALUR). We need to keep the "fly wheel" going in all four departments, if we do, we are going to see some great student results!

Concerns:

- Technology upgrades are a huge need to scale the work to support students in all areas in Enrollment Services, as well as to empower students. If this work does not continue to move forward at good pace it will jeopardize all of our work and motivation to reach our goals.

Further research needed:

- We have several new learning outcomes with various measures. We need to give them a bit more time before we start measuring and analyzing results. However, this data will be critical as we examine our initiatives toward our objectives.

III.B. Reflection: Synergy

Based on the CPRs/APPs for programs within the unit, identify any potential areas of synergy across unit and program activities that may not be easily recognized from within individual programs.

Narrative

All of the programs/ departments in Enrollment Services communicate well together, given our current systems and practices. There would be a tremendous opportunity for synergies with the implementation of a Customer Relationship Management (CRM) tool, such as Salesforce.

III.C. Reflection: Aspirations

Describe the aspirations of the unit. What is the preferred future of the unit? What long-term results does the unit want to achieve? Strategically thinking about the next 2-5 years, how can resources be leveraged and programs work together to achieve those long-term results?

Narrative

The departments in Enrollment Services would like to operate much more efficiently so that they can have a much greater impact on student success. Most of the needs are connected to enhanced technology;

Admissions & Records

- Modernize processes for both staff and Students, empowering each entity to succeed with very few hurdles. This would also allow services to scale. Some examples are CRM, enhanced online work flows, smooth application process, ability for Students to easily get answers to their questions, and for student to easily know what course work they need to complete their program.

Financial Aid

- Modernize processes were possible. While this is difficult given the local, state, and federal regulations to must be adhered to, there is opportunity to modernize for staff and students. One area to focus on is online work flow for students when submitting financial aid paper work.

Outreach/ Recruitment

- Enhance service for recruitment in prospective students with the use of technology. A CRM will allow Skyline to proactively recruit students into its programs and to remain connected with them from inquiry to graduation.

Veterans Resource Center

- You'll be catching a theme at this point:). Continue to modernize the center and services for our Veteran students. Use the CRM to better connect with Veterans and connect them to individualized services that will help them achieve their educational goals.

IV.A. Strategy for Unit Enhancement: Action Plan and Resource Requests

Based on the reflection, develop an annual action plan with related resource requests. No narrative response will be entered in this section, but the objectives you create will be printed automatically in the ALUR report under this item.

(1) To begin, click on PLANNING at the top of the page, then CREATE A NEW OBJECTIVE. To view previously created objectives, click PLANNING at the top of the page, then VIEW MY OBJECTIVE.

(2) IMPORTANT! Make sure to associate each objective to this standard in the ALUR and link each objective to one or more institutional goals.

Need help? Contact the PRIE Office for further instructions.

Narrative

All objectives are contained within each department under Enrollment Services.