



Administrative Leadership Unit Review (ALUR) Template for FY 2023-24

Date: 2/28/2023

Division: ES

Division Dean: Will Minnich

Please respond to the following prompts by clicking on the grey box:

I. List the programs that fall within your Division.

Admissions and Records, Financial Aid, Outreach/ Recruitment, Veterans Resource Center.

II. Briefly describe any major changes to the Division or Programs' purview and functions during the past year.

Admissions and Records:

The impact of operating during a national pandemic continues to highlight challenges for the Admissions and Records department through a positive lens, as we adjust our services to be flexible to function in both a virtual and in-person environment.

ADDITIONAL STAFF HEADCOUNT 1) Assistant Registrar- With the growth and expansion of services delivered by Admissions and Records, the Assistant Registrar provides technical support - assists and tests the implementation of projects, upgrades and initiatives; provides supervision and training to all Admissions staff; identifies and resolves technical problems within current systems. 2) Admissions Assistant III for CCAP/Promise Scholars.

CONTACT ADMISSONS SYSTEM Using "Smartsheet" software, Admissions created a system for students to submit inquiries, forms and documents. Staff can easily view, process and respond efficiently. The Smartsheet generates essential data for analyzing service delivery.

PARCHMENT Admissions and Records has contracted with Parchment to provide services to students beyond standard hours of operation:

- Degrees and Certificates: In addition to a paper version of the diploma, students receive access to a digital copy, which is available for download at any time. Replacement services are also provided.
- Outgoing transcripts: Transcripts can be accessed within 20 minutes (in most cases)

MIGRATION TO CRM

- K-12 COLLEGE CONNECTION COURSE REQUEST FORM IN THE CRM: Students can submit the form online, Form is routed to the high school designee and parent/guardian for digital approval via email, Approval of form generates automatic processes (coding and registration access)



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- VETERAN CERTIFICATION: Students are able to submit all forms and documents through the CRM's Student Success Link, Staff is able to access and process certifications through the CRM, Students can view their document submission status through the CRM/SSL
- FORMS: Currently transitioning all Admissions and Counseling forms to CRM/SSL format

COMMENCEMENT: In the past, the Commencement ceremony was held indoors, which limited the number of participants and their guests. During this last year, the ceremony was moved outdoors to accommodate the pandemic, which also provided the benefit of additional participants and guests.

Financial Aid:

The college notably received federal and state relief funds to allocate for student grants. While the change is a boon to students, it also significantly increased the workload for financial aid – not just in grant processing but also in constant reporting to agencies for transparency and accountability for the funds. The increased federal, state, board, and campus demands taxed financial aid's operational resources, creating a challenging scenario of meeting increased demand while maintaining peak efficiency.

Outreach/Recruitment:

Outreach continues its' involvement with the implementation of the CRM; in an effort to increase overall college enrollment with high school and first-time students. The College Recruiter participates regularly in district-wide CRM meetings to develop the on-boarding process for high school students participating in the concurrent enrollment program. The team supported ~1100 high school students enrolling to Skyline College through concurrent enrollment.

Campus ambassadors are responsible for following up with our college's inquiries by direct phone calls; providing general college information and connecting students with respective programs and departments. In the fall, the outreach office received 926 inquiries, and in the spring, 2,448, which lead to ~534 applications. Additionally, the team continues to engage with stopped-out students from 21-22; offering support to further encourage enrollment. Ambassadors conducted ~2200 phone calls to stopped-out students.

Veterans Resource Center:

The Veterans Resource Center (VRC) has experienced a transition of staffing. As of August 2022, the previous Program Service Coordinator transitioned into the role of Lead Veterans Counselor. As of November 2022, the VRC hired a new Program Service Coordinator. To provide support to our veteran students throughout staffing transitions, the VRC relied on Student Workers throughout Fall 2022, but it has been very challenging to find Student Workers to support the VRC. This in turn, has made it difficult to operate the VRC for students.

The Lead Veterans Counselor is a newly created position to provide additional academic support for veteran students and ensure that the pool of Veterans Counselors are abiding by the VA



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policy/procedural requirements. The Lead Veterans Counselor and VRC Program Services Coordinator will work closely together in order to establish an inclusive atmosphere that successfully transitions veterans to our campus, empowers them to adapt to the academic environment, engage in the campus community, and persist through graduation. For the first two weeks of the Spring 2023 semester, the VRC piloted an in-person, drop-in model to provide a range of support encompassing academic advising, reviewing VA Education Benefits requirements, and referrals to on-campus and off-campus resources.

- III. Review the Improvement Platform’s “General Information Summary” dashboard for program review completion and **note which programs within your division are (a) missing a CPR/PRU for their designated year, and are (b) scheduled for a CPR and/or PRU next year.**

Next review periods below.

Admissions and Records: CPR 24/25, PRU Fall 2027

Financial Aid: CPR 26/27, PRU Fall 2024

Outreach/ Recruitment: CPR 23/24, PRU Fall 2026

Veterans Resource Center: CPR 27/28, PRU Fall 2023

- IV. Review the Improvement Platform’s “Course SLO/ PSLO Assessment” dashboard for your division and **note progress on course SLO assessment (for instructional/ student service programs with courses) or program SLO assessment (for student services programs) for the current three-year cycle? Which programs may need your support, and how will you support them?**

All programs (A&R, FA, Outreach, and VRC) are up to date in completing their PSLO Assessment.

The area of support that all four departments require, is having appropriate resources (people and systems) to successfully execute on the required activities that are driven by Federal, State, SMCCCD Board of Trustees, and Skyline College initiatives. In my role I will continue to advocate at all levels for resources needed so the teams can successfully execute and support our students, staff, faculty.

- V. **Briefly describe the major challenges and achievements for your Division over the past year.**

Admissions and Records:

Admissions and Records is the one department that is the point of contact for every student, through every phase of their academic journey. The ability to overcome the list of service delivery challenges sometimes doubles as the list of achievements for Admissions and Records. The challenges faced by Admissions and Records over the last year have been:



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STAFFING TURN-OVER: Admissions and Records develops exceptional candidates which may account for the constant turn-over of staff. This creates a break in the consistency of service delivery as training is constantly needed. The application process has been impacted by the job environment created by the pandemic and has caused a delay in the hiring process.

CCCAPPLY: The number of fraudulent applications has increased, causing additional research that is time-consuming in the processing and uploading of applications. The problem queue has increased as well.

MANUAL PROCESSING FOR SPECIAL PROGRAMS: CCAP – High school and college calendars do not align, creating the need for manual registration (appx. 3,000 registrations) and final grade entry (appx. 1,000 grades). EdVance – New contracted program that required manual registration, residency resolution and processing of Excused Withdrawal.

MIGRATION TO THE CRM

- Problem with “Welcome” emails increased Admissions and Records inquiries that required resolution and additional response to students, as well as identifying the problem in the CRM
- Banner to CRM Sync Error Report Resolution: K-12 Unknown High school, Student application mismatch and program mismatch
- Forms Migration: Create pseudo-coding
- Veteran Certification: Migration to the CRM has unresolved issues

INTERNAL SYSTEM TECHNICAL ISSUES: Manual resolution of issues generated by system glitches, such as incorrect fee calculations and inaccurate grade mode set-up (to accommodate pandemic exceptions)

SUPPORTING STATE AND FEDERAL BILLS/INITIATIVES: Colleges are having to quickly adapt technology and services to the ever-changing Assembly and Senate Bills, which directly impact Admissions and Records (increasing services)

Achievements: The pandemic changed the expectations of students to have access to virtual services. Admissions and Records accommodated those expectations by making critical changes to the following:

- Admissions and Records obtained two new headcount positions: Assistant Registrar and an Admissions and Records Assistant III for both the CCAP and Promise Scholars programs. The Assistant Registrar possesses critical technical skills that support the implementation of new technology and the ARIII supports the rapid growth of the CCAP program.
- With the leadership of the Skyline College Admissions team, the district has launched phase one of the design and conversion of all forms to the CRM.
- Admissions enlisted the services of Parchment to improve the Degree and Certificate delivery process and outgoing transcript services
- By implementing Smartsheet technology, Admissions can now analyze the types and number of inquiries received in a specific service area, assign a team member to a specific



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category and track the response time to resolve an inquiry. This technology has improved the response time of services for students, staff and the public.

- Provided Zoom services to connect with students who need assistance with CCCApply
- Updated the Admissions website to reflect new legislative changes

Financial Aid:

Over the past year, the financial aid office awarded over \$12.9 million in financial awards to over 9,400 students while realizing substantial achievements, such as a Cohort Default Rate of zero percent. After launching our Ocelot texting tool, we have sent over 25 text campaigns to students in the past year. The campaigns varied from submitting outstanding financial aid documents, applying for scholarships, and more. Lastly, the financial aid office had no findings in their 2021-2022 internal federal audit.

Financial aid also experienced major challenges over the past year, such as the pandemic transition from paper to online forms despite continued manual processing. In addition, increased federal, state, board, and campus demands taxed financial aid's operational resources, creating a challenging scenario of meeting increased demand while maintaining peak efficiency. Financial aid also experienced the traditional structural challenges of federal, state, and local regulations that drive all office activity. Lastly, a dip in financial aid applications continues to pose an institutional challenge. The district has a few projects that added extra work to the office such as CRM forms, dual majors, and Senate Bill 893. Another great challenge has been fraud. We received 867 financial aid applications that were suspected of being fraudulent. This has forced us to create custom reports to flag suspected fraudulent students and place holds on their records.

Outreach/ Recruitment:

The outreach team is comprised of (1) full-time college recruiter and (8) part-time campus ambassadors managing new student recruitment efforts for the college. The campus ambassador program has grown significantly over the last few years, receiving more funding to support non-federal work study students and plans to continue expanding to support additional off-site activities and events.

Though the campus ambassador program continues to grow, the outreach office space still remains limited. The outreach office is currently in a swing space with (4) campus ambassador working stations, making it difficult to fully operate and work on different projects at the same time. Outreach continues to offer its' services both online and in-person. Many of the outreach-related activities including campus tours, fairs, workshops and presentations have returned face-to-face. The current outreach team has limitations with transportation making it difficult to commit and be at multiple locations at the same time.

The team supports over 600+ seniors transition to Skyline College through the Counseling Liaison Program (CLP). In collaboration with Skyline and high school counselors, matriculation steps are brought to the high schools. This includes application workshops, orientations, counseling appointments and registration support. There have been some challenges in



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coordinating this program at the high school sites due to transitions and vacancies in college and career centers that impacts overall student engagement.

This spring, the outreach team will be piloting a dedicated Priority Enrollment Program (PEP) Day for Jefferson High School at Skyline College. We intend to serve ~100 graduating seniors, bringing them on-campus and supporting them through matriculation in time for summer/fall registration. This event is exclusively for Jefferson High School students and based on the outcomes of this event, there may be an opportunity to expand a similar-type experience for other feeder high school sites.

Veterans Resource Center:

Challenges

Engagement and access to students in the in-person and virtual environment continues to be a challenge. The VRC has established a virtual presence via zoom, phone, website and email and continues to collaborate with colleagues on best practices to increase engagement and access to the VRC in the remote environment. This directly ties into our goals of increasing partnership activities and collaboration.

The lack of student assistants or an additional dedicated Office Assistant has made it difficult to operate the VRC, resulting in limited support for students.

Adapting to changing VA policy/ protocols is another challenge that our goals address below.

Accomplishments:

We are making significant progress of our goal to increase awareness and access to Veterans Center resources and support services. Over the past year:

- We designed tools for students, as well as faculty, staff, and administrators supporting veterans and the military-connected community, including an animated video series created in partnership with the SFVA Student Veteran Health Program and the office of Marketing, Communications and Public Relations.
- We re-designed the Veterans Resource Center website and designed and launched a faculty and staff veterans resource page and a district veterans site.
- We have tripled the amount of campus & community veterans support resources providing services in partnership with the VRC. The continued partnership with the San Francisco VA Student Veteran Health Program has allowed for collaboration on training materials and creation of virtual workshops and events for students.

VI. List and describe the major goals for your Division – What will the Division focus on achieving over the next 1-3 years? How do your Division goals align with the College’s [M-V-V](#) and [Education Master Plan](#)?



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Admissions and Records:

- Complete the migration of forms to the CRM
- Analyze and improve the “Contact Admissions” email management tool
- Fully transition to the Student Success Link for Veteran document upload and certification
- Improve the degree and certificate evaluation process and timeline

Financial Aid:

- Students will gain understanding of the requirements, rights and responsibilities, and repayment obligations associated with acquiring a federal student loan.

Outreach/ Recruitment:

- Strengthen collaboration with special programs such as Promise, EOPS, and TRiO to increase overall first-time student enrollment by highlighting financial and academic resources.
- Involvement in establishing an enrollment management plan and developing strategic outreach and recruitment efforts to increase overall college enrollment; particularly with adult students (25-50) who identify as Latinx, Filipinx, Asian and other underrepresented student populations.
- Strengthen community/high school partnerships to enhance intentional recruitment strategies.
- Involvement in enhancing the onboarding experience for high school students enrolling through the concurrent enrollment program while increasing first-time student enrollment through seamless transition.
- Expansion of the Campus Ambassador program to increase overall outreach & recruitment efforts for first-time, continuing and returning students.

Veterans Resource Center:

- Increase avenues and opportunities for faculty and staff to access training and resources related to support student veterans in the campus environment.
- Increase collaboration and enhance events, services and activities provided to student veterans through partnerships with campus and community support services/ agencies. Establish district wide steering committees with key stakeholders.
- Increase access and awareness to Veterans Resource Center and partner resources

These goals directly align to the College’s M-VV- and Education Master plan as they support the persistence and retention rates of disproportionately represented students in the veteran and military connected community.

- VII. **Using the boxes below, list the resource requests that the Division is moving forward for consideration. Please note that the resource requests should be in declining order of priority,**



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as indicated in the upper left corner of each box. For each resource request, describe how it connects with your Division goals, and the potential consequences of not securing the requested resource. In sum, please explain why filling this request should be a priority for the College. (To see a list of requests submitted by your programs, please follow the separate instructions for downloading from the Nuventive Platform.)

Order of Priority	Resource Request Title	Type	Program(s) Impacted	Amount \$
1	Recruitment Assistant (PSC)	Classified Professional FTE	Outreach & Recruitment	\$118,000 (Sal. And ben.)
<p>Describe how this request impacts program/division operations, and how it will further completion of the Division goals stated above.</p>				
<p>The Recruitment and onboarding of new students is a process that requires a combination of people and financial resources. Over the past six years we have retooled the operations of recruitment to maximize the very limited resources (1 college recruiter and part-time campus ambassadors) to impact new student recruitment from our high schools, especially disproportionately impacted students. While there has been measured improvement, operations have reached their optimization point. And with the significant decline in college enrollment, recruitment has been asked to help with continuing/new student recruitment in several areas (i.e. EOPS, Promise, TRiO, specific academic program, and more) however without additional human resources, recruitment will not be able to support those efforts. The outreach team will require more support with enrollment recovery. In the case of our categorical programs, a lower college student FTES means those programs receive fewer funding dollar despite our district being basic aid.</p>				

Order of Priority	Resource Request Title	Type	Program(s) Impacted	Amount \$
2	Office Assistant II	Classified Professional FTE	Veterans Resource Center	\$95,000 (Sal. And ben.)
<p>Describe how this request impacts program/division operations, and how it will further completion of the Division goals stated above.</p>				
<p>Given the new regulations and VA policy/procedural requirements as a result of the Isakson Roe legislature, a permanent OA II position is integral to support core center operations and services. This position is also necessary in order to keep in-person services open consistently for future terms and to support the goal of increased access and awareness to Veterans Resource Center and partner</p>				



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resources. With existing department funds, the VRC would be able to support this position for 8 years. SEE ATTACHED COST PROJECTIONS FOR AN OFFICE ASSISTANT II, specifically “Staffing costs” tab, rows 25 to 37.

Order of Priority	Resource Request Title	Type	Program(s) Impacted	Amount \$
3	Program Services Coordinator, Financial Aid Services	Classified Professional FTE	Financial Aid	\$118,000 (Sal. And ben.)

Describe how this request impacts program/division operations, and how it will further completion of the Division goals stated above.

Adding an additional coordinator will contribute toward our College and District priority towards student equity by making financial aid more accessible for students by using a case management approach. This position would also support the current and growing work load for our Financial Aid department, which is already working beyond capacity. Please note, all current activity it required by Federal, State, or Board policies/ regulations.

Order of Priority	Resource Request Title	Type	Program(s) Impacted	Amount \$
4		Choose an item.		

Describe how this request impacts program/division operations, and how it will further completion of the Division goals stated above.

Order of Priority	Resource Request Title	Type	Program(s) Impacted	Amount \$
5		Choose an item.		

Describe how this request impacts program/division operations, and how it will further completion of the Division goals stated above.



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If you have additional resource requests, please copy and paste new boxes below, and be sure to update the priority ranking.