



Date: 3/20/2026

Division: ES

Division Dean: Will Minnich

Please respond to the following prompts about AY 2025-26 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, International Student Program.

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

Admissions and Records:

The Admissions & Records (A&R) department has experienced a variety of positive and negative impacts in the past year due to many legislative changes, system and software upgrades, fraudulent applicants, and conversion of the forms in CRM. The department has made significant strides in enhancing its processes to better serve students, even in the face of unprecedented challenges.

SURGE OF FRAUDULENT APPLICATION:

After the pandemic, the Admissions & Records (A&R) office continued to provide services online. The shift in service delivery contributed to the surge in fraudulent applications. This issue has required innovative and proactive measures to safeguard the institution and its students.

Fraudulent applications, often involving stolen identities and impersonation of real students, have inundated Skyline College. Within SMCCCD, over 10,000 potentially fraudulent accounts were flagged at various stages of processing.

To combat this surge, the A&R office implemented a multi-pronged approach:

- A&R placed Identity Verification holds on flagged student accounts. These holds prevent fraudulent actors from registering for classes until they provide appropriate documentation to verify their identity.
- The CCCApply platform's spam filter was employed to suspend suspicious applications, redirecting them for further review by A&R staff. If applications were deemed fraudulent, they were blocked from advancing into Banner, the college's central database.
- These security measures resulted in a significant increase in student inquiries. Many students contacted the A&R office to check the status of their applications or to resolve Identity Verification holds. The department responded by streamlining processes, ensuring timely communication, and providing clear instructions to assist legitimate students in navigating the system.



Through these efforts, Skyline College A&R has not only safeguarded the institution but also underscored its ability to adapt to evolving challenges with professionalism and efficiency. The department's robust response highlights its dedication to protecting the integrity of the admissions process while continuing to prioritize student support.

MIGRATION TO CRM

The three campuses within the San Mateo County Community College District (SMCCCD), previously used inconsistent paper forms with varied review processes, creating confusion for students—particularly those enrolled at multiple colleges or balancing full-time jobs. Additionally, these forms required in-person submission, posing accessibility challenges. To address this, the forms were standardized across all campuses with consistent text and review processes and converted into fillable PDF formats. This change enabled students to submit forms remotely, streamlining the process and improving accessibility.

Currently, the Admissions & Records department is advancing this effort by transitioning all forms to the Student Success Link portal.

REGISTRATION FORMS:

Eight registration related forms have been converted into online forms through CRM. Students can submit all these registration forms electronically. Forms are routed to Instructors, Division Deans and other department staff for digital approvals via emails. This initiative aims to automate processes, enhance data security and privacy, reduce wait times, and create a more mobile-friendly experience for students.

WEBSMART 9 (STUDENT & STAFF PORTAL):

New version of the student and staff portal was implemented. This upgrade has been a significant transition.

GRADUATION APPLICATION:

A new online graduation application was introduced. Following its implementation, this new program barred students from applying for graduation, despite extensive testing. Hundreds of graduation applications had to be manually entered as a result of the overwhelming volume of inquiries.

Financial Aid:

Over the past year, the Financial Aid Office has experienced significant operational and regulatory change driven by federal FAFSA Simplification implementation, new state and federal aid mandates, and major system modernization projects. These changes have expanded the scope, complexity, and compliance responsibilities of the office.

Key functional shifts include:

- Implementation of the FAFSA Simplification Act and Student Aid Index (SAI) framework



- Preparation for Banner 9 Course-to-Program Applicability (CPOS) federal compliance requirements
- Expansion of institutional, state, and federal aid programs (Free College, Middle Class Scholarship, Gainful Employment, Financial Value Transparency)
- Integration of Banner, CRM forms, and AcademicWorks scholarship systems
- Increased fraud detection and eligibility verification processes
- New legislative mandates (e.g., AB 2458 student parent cost-of-attendance adjustments)

These changes significantly increased workload while requiring policy redesign, system configuration, and staff retraining. At the same time, the number of students receiving aid and total funds disbursed has steadily increased over the past three years, further expanding operational demand.

Outreach/Recruitment:

Outreach is heavily involved in various recruitment efforts to increase enrollment for K-12, first-time, and adult students. The College Recruiter currently serves as a main resource/co-lead for the Enrollment Strategies Committee (ESC). In addition to developing new strategies to better recruit students, the outreach office continues to maintain and enhance existing efforts utilizing similar resources.

The outreach team is composed of (1) full-time classified professional (College Recruiter) and (6-8) part-time campus ambassadors. The College Recruiter oversees and manages the outreach office's daily operations, which have significantly increased. Campus ambassadors are responsible for cold calling and following up with the college's:

- Request for Information (RFI) - inquiry request form
- You Belong Data - leads from current marketing efforts
- Enrollment Services Workshop and Campus Visit Request form - requests that relate to the college admission application, programs and services, tabling, and campus tour
- Matriculation Tasks List – first-time applicants needing to complete various enrollment steps
- Concurrent Enrollment – new/continuing high school students registering for college courses
- Stopped-out students – students no longer registered at Skyline College
- First-time applicants; not registered – recent applicants who have gone through successful matriculation, but have not registered for upcoming terms

These calls can range from ~5000 to ~10000/semester, many requiring individualized guidance and multiple follow-ups to ensure students are fully connected to Skyline College services and programs, placing significant demands on limited staff capacity.



Veterans Resource Center:

Over the past year, the Veterans Resource Center (VRC) has refined its operations to enhance support for our Veterans and Military-Connected Students through a structured, one-stop-shop model. The VRC team consists of (1) full-time Program Services Coordinator, (1) full-time Veterans Counselor, and (2-4) part-time student assistants, working collaboratively to foster an inclusive environment that supports veterans' academic and personal success.

Since Summer 2024, the VRC has implemented a Formstack and Google Sign-In (student email) check-in system to improve data tracking and assess service utilization. Last year alone, the Veterans Resource Center supported Veterans and Military-Connected Students through nearly 700 student visits. This system provides valuable insights into the volume and scope of services offered, which include study space, computer and printing access, academic counseling, and engagement with community partners such as the SFVA Student Veteran Health Program, Peninsula Vet Center, and San Mateo County Veterans Services Office. Additionally, students receive guidance on class registration, transcript requests, VA education benefits, certification status, and career or transfer planning. These enhancements strengthen the VRC's ability to address veterans' evolving needs and improve service delivery.

International Student Program:

We had a new permanent Program Services Coordinator (PSC) start in August 2025. However, they resigned in November 2025, and the position was then offered to the second finalist (then Retention Specialist) who accepted. The PSC was approved at the December board meeting. Due to low student numbers, President's Council did not approve of the running of the Retention Specialist position, and it is currently vacant until further notice. Thus, the office continues to function as a 2-person office.

- 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 & Records: CPR Sp. 2025, PRU Fa. 2027 & 2029, CPR Sp. 2032, PRU Fa. 2034 & 2036

Financial Aid: CPR Sp. 2027, PRU Fa. 2029 & 2031, CPR Sp. 2034, PRU Fa. 2036 & 2038

Outreach/ Recruitment: PRU Fa. 2026 & 2028, CPR Sp. 2031, PRU Fa. 2033 & 2035

Veterans Resource Center: CPR Sp. 2028, PRU Fa. 2030 & 2032, CPR Sp. 2035, PRU 2037 & 2039

International Student Program: CPR Sp. 2026, PRU Fa. 2027, CPR Sp. 2030, PRU Fa. 2032 & 2034



- 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, VRC, and ISP) are up to date in completing their PSLO Assessment.

The area of support that all five departments require is having appropriate resources (people and systems) to successfully execute 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 against the items mentioned in the ALUR and support our students, staff, and faculty.

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

Admissions and Records:

The Admissions & Records (A&R) department serves as the gateway to Skyline College, supporting students from the point of application through graduation and beyond. This department plays a crucial role in aligning with the college's mission of empowering and transforming a diverse global community of learners. A&R supports a broad range of students, including prospective, current, returning, alumni, and community members, by providing high quality services, being the lifelong point of contact, facilitating open access to educational opportunities, maintaining accurate student records, and providing critical support for students pursuing transfer, career training, and lifelong learning.

The challenges faced by Admissions and Records over the last year have been:

ADAPTABILITY TO LEGISLATIVE AND POLICY CHANGES:

The new Assembly Bills (ABs), Senate Bills (SBs), board policies, and college initiatives often introduce new mandates and priorities, necessitating swift action to implement projects and upgrade systems while maintaining regular operations.

These changes require the A&R office to recalibrate system setups, conduct rigorous testing of new processes, and ensure compliance with new regulations. Each adjustment involves significant coordination across departments, meticulous attention to detail, and timely execution to meet deadlines. Despite these challenges, the A&R office has consistently managed to balance the demands of these new implementations alongside its regular workload. The impacts on the A&R program underscore the department's resilience and adaptability in the face of external pressures. By leveraging lessons learned during the pandemic, embracing digital innovations, and maintaining a student-centered approach, the department has successfully navigated challenges while identifying opportunities for growth and improvement. Continued investment in staffing, technology, and process refinement will be critical to sustaining progress and meeting the evolving needs of students and stakeholders.

GAINFUL EMPLOYMENT REPORTING:

Gainful employment federal reporting regulation for Financial Aid recipients created significant work on Admissions & Records. There were inconsistencies in existing student data and degree/certificate program code setup. Also, there were technical challenges with the National Student Clearinghouse reporting system generated several months of research, communications to various departments and data cleanup work for Admissions & Records office.

CCCAPPLY:

After the pandemic, the Admissions & Records (A&R) office continued to provide services online. The shift in service delivery contributed to the surge in fraudulent applications. This issue has required innovative and proactive measures to safeguard the institution and its students.

Fraudulent applications, often involving stolen identities and impersonation of real students, have inundated Skyline College. Within SMCCCD, over 10,000 potentially fraudulent accounts were flagged at various stages of processing.

MIGRATION TO THE CRM:

There has been a significant challenge in processing of the SSL forms. Incorrect communications were sent to students due to software patches. The automation integrations were unstable which created long delays in registrations. In addition, this new approval process created confusions among the faculty. The online CRM forms create error reports which require manual interventions and student follow-ups in resolving. All these resulted in submission of numerous tickets to ITS in resolving the issues, hundreds of manual registrations and additional communications to students and faculty.

Admissions & Records is continuously working with ITS and CRM team to streamline and provide user-friendly experience to students and staff.

WEBSMART 9 (STUDENT & STAFF PORTAL):

While this upgrade aimed to provide security and support new functionalities, it led to numerous issues. Admissions & Records created step by step instructions to students and staff; provided one on one in-person and online support to students and faculty in navigating, registering and grade submissions.

GRADUATION APPLICATION:

This new program barred students from applying for graduation, despite extensive testing. Hundreds of graduation applications had to be manually entered as a result of the overwhelming volume of inquiries.

INTERNAL SYSTEM TECHNICAL ISSUES: Manual resolution of issues generated by system glitches, such as incorrect fee calculations and inaccurate grade mode set-up in courses.



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 average student inquiry response time has been reduced from five days to two days which is a significant improvement from 2022-2023 year.
- New staff have been hired and trained in the past year, which has helped the department to respond quickly and efficiently.
- Timely completion of degree and certificate evaluations ahead of deadlines, showcasing improvements in processing efficiency.
- Reconstructed the A&R webpage to provide immediate access to current information and legislation. This allows elimination of the waiting time for the students.
- Registration holds and errors webpage has been created to help students to resolve registration issues.
- Eight registration related forms have been converted into online forms through CRM. Students can submit all these registration forms electronically. Forms are routed to Instructors, Division Deans and other department staff for digital approvals via emails.
- Previously, the Admissions & Records department operated with only one main phone line. When multiple calls were received simultaneously, subsequent calls were routed directly to voicemail. This limitation, coupled with a significant increase in phone inquiries since COVID, caused delays in responding to student needs. Recognizing this issue as an equity gap and a barrier to student support, the department added a second phone line. This improvement has enhanced service efficiency, allowing the department to assist multiple students simultaneously and provide quicker responses to inquiries.

Financial Aid:

Challenges:

The Financial Aid Office continues to operate within a rapidly expanding regulatory and operational environment characterized by rising aid volume, system modernization, and staffing shortages.

Key challenges include:

- Regulatory expansion: Implementation of FAFSA Simplification, Gainful Employment, Financial Value Transparency, and new federal and state mandates
- System compliance projects: Banner CPOS implementation, Cost-of-Attendance configuration changes, and system integrations
- Workload growth: Increased number of aid recipients, programs, and reconciliation requirements
- Staffing gap: Current staffing remains below national NASFAA benchmarks, limiting capacity to meet compliance and service demands



- Fraud prevention workload: Significant rise in suspected fraudulent applications requiring manual review and monitoring
- Operational risk: Limited capacity for internal audits, proactive outreach, and process improvement due to compliance workload

Over the past three years, total aid disbursements increased approximately 20% and the number of students receiving aid increased 9%, while staffing levels did not keep pace.

These combined pressures create ongoing risk related to processing delays, compliance exposure, and reduced student service capacity.

Achievements:

Despite these challenges, the Financial Aid Office achieved several major accomplishments:

- Awarded over \$13.7 million in financial aid to more than 8,000 students
- Maintained a 0% Cohort Default Rate
- Successfully implemented new FAFSA Simplification system changes
- Completed Banner modernization work in preparation for federal regulatory changes
- Expanded institutional and state aid programs (Free College, Middle Class Scholarship, UCC, UFF)
- Passed federal and NASFAA Blue Icon compliance reviews with no findings
- Strengthened fraud detection reporting and monitoring processes

These achievements demonstrate the office's strong compliance culture and commitment to student access and success despite limited staffing and rising complexity.

Outreach/ Recruitment:

Challenges:

The outreach team has continued to operate with the same resources over the last year, with greater urgency to increase the college's enrollment while supporting various on-campus initiatives. The team is challenged by maintaining its new and existing outreach and recruitment activities. There's also been an increased demand for in-person presence at local community events and at the high schools, which often occur on similar days/times. Though the campus ambassador program has grown over the years, the ambassadors are all full-time students and work part-time. They are often between classes and working, and the college recruiter cannot rely on ambassadors to fully fulfill the campus's outreach commitments. Given that most outreach activities are in-person, the team faces transportation constraints, making it difficult to commit to and attend multiple locations simultaneously. Challenges persist in coordinating efforts across high schools due to transitions and vacancies in college and career centers, which are impacting overall student engagement.

Achievements:

Outreach supports the transition of 700+ students to Skyline College through the Priority Enrollment Program (PEP). In collaboration with Skyline and 7 high school sites, high schools



bring prospective new students for a one-day event to complete matriculation steps. An additional PEP day is established to invite remaining students from other high school partners to support matriculation steps. These events provided comprehensive support, including workshops, orientations, counseling appointments, and assistance with class registration, helping streamline the onboarding process and improve student readiness for enrollment.

Veterans Resource Center:

Challenges

Engagement, retention, and access for students in both in-person and virtual environments remain ongoing challenges for the Veterans Resource Center (VRC). While the VRC has established a virtual presence and continues to collaborate with colleagues on best practices to enhance outreach and accessibility, there is a growing need for comprehensive follow-up support for current and prospective students to align with retention and student success outcomes.

Another significant challenge is the lack of additional dedicated support staff, which has made it difficult to effectively manage daily center operations, outreach, referrals, and comprehensive follow-up services for the military-connected student population. The VRC relies on Student Workers to supplement services; however, their availability and capacity are limited as they work part-time, have limited access, and eventually graduate or transfer. Furthermore, the absence of additional permanent staff also presents challenges in preparing and adapting to changes in VA policy, protocols, legislatives and compliance, including AB-322: Veteran and California National Guard Supplemental Orientation Act of 2023 (launched Fall 2025), the California Community Colleges Chancellor's Office (CCCCO) Vision-Aligned Reporting (launched Fall 2025), and CCCCCO Vision 2030 Credit for Prior Learning.

Accomplishments:

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

- We redesigned the Veterans Resource Center website and the new student onboarding checklist.
- We continued to develop and contribute to the district-wide Veterans and Military-Connected Community Canvas Shell, providing a centralized location for staff, faculty, and students to view timely reminders and events.
- We continue to maintain 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 the creation of virtual workshops and events for students.

International Student Program:

Challenges:

The International Student Program (ISP) continues to function as a 2-person office as President's Council has put an indefinite hold on the hiring of a new Retention Specialist until ISP's student numbers increase.

We have received and are receiving a lower-than-normal number of applications for Spring 2026 and Fall 2026. This could be due in part to the travel ban (19 countries have a full ban, 20 countries have a partial ban), the current administration's stand on immigration, and the increased scrutiny and time needed to secure an F1 student visa.

	Admitted	Enrolled
Spring 2025	299	80
Fall 2025	174	36
Spring 2026	32	22
Fall 2026	8 (to date)	NA

The number of students switching from the F1 international student status to the Change of Status (Asylum) status (Total: 42, SP25: 29 and FL 25: 13) has dropped significantly for 2 reasons:

1. There is a full travel ban on persons from 19 countries, including Myanmar, our biggest student population, and a partial ban on 20 countries. They are no longer able to get students visas to come to the US to study.

2. There is an immigration processing pause on persons who are citizens of these 19 fully banned countries. If they have already filed for a status, it remains in process until the pause ends.

The processing pause is also impacting students who have maintained their F1 student status as the Optional Practical Training program, an F1 benefit that allows graduates to gain work experience in their field of study, is adjudicated by USCIS and processing for such students is also paused.

Accomplishments:

Despite lower than usual application submission rates, 22 out of 32 admissions enrolled at Skyline College for Spring 2026 (68.75% yield).

For students with GPAs under 2.0, we have scheduled regular bi-monthly meetings to check in and help them stay on track and all new students are scheduled for a 2-year student education plan, followed by a one-on-one student success checklist meeting with an ISP staff member to ensure that they have the tools to be a successful college student.

For field trip opportunities, we collaborated with the Center for Student Life and the Associated Students of Skyline College (ASSC) and have brought students to SPARK Social Food Truck, California Academy of Science, the movies, and Black Panther Party Museum. We will also watch a San Francisco Giants baseball game (April 8) and go to California's Great America (May 8). We are continuing to collaborate with the Transfer Center and will bring students to the University



of California (Berkeley) on March 6 where alumni students will give our current students a campus tour.

25 students successfully transferred to 4-year universities in Spring 2025 and Fall 2025. 14 transferred to CSUs (top destination was SFSU) and 7 transferred to UCs (Top destination - UCSD), and 4 transferred to private universities. We also had another 10 students complete their programs (graduate).

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](#)?

Admissions and Records:

- Complete the migration of forms to the CRM
- Analyze and improve the “Contact Admissions” email management tool
- Improve Veteran student communication

Financial Aid:

- Increase the number of continuing students who apply for financial aid and whose educational goal is to earn AA/AS and transfer to 4 year by 2%.
- Ensure full institutional compliance with federal and state financial aid regulations through policy updates, system configuration, and staff training.
- Align financial aid programs with institutional initiatives and student success priorities.
- Address workload and compliance risk by improving staffing levels, workflow efficiency, and performance monitoring.

Outreach/ Recruitment:

- Strengthen partnerships with signature programs such as Promise, EOPS, and TRiO to increase first-time student enrollment and retention by highlighting financial aid, academic support, and wraparound services that promote equitable access and student success.
- Advance strategic enrollment management efforts by developing targeted outreach and recruitment strategies to grow overall enrollment, with a particular focus on adult learners, in collaboration with MCPR and academic programs.
- Expand outreach to nontraditional students, including part-time students and adult learners, by promoting flexible course offerings, clear pathways to completion, and support services designed to meet the needs of students balancing work, family, and educational goals.
- Continue engagement in Early College Experience initiatives by participating in workgroups that streamline onboarding and strengthen connections to campus programs and resources for high school students transitioning through dual enrollment and middle college pathways.
- Strengthen community and high school partnerships to support intentional recruitment strategies, expand outreach networks, and maintain campus presence and brand awareness across the region.



- Explore centralized outreach and recruitment coordination to improve information-sharing, consistency, and collaboration across departments, increasing institutional effectiveness and aligning efforts

Veterans Resource Center:

- Strengthen outreach and retention strategies to support students from one term to the next by monitoring academic progress and tracking the frequency of student engagement and advising meetings.
- Increase avenues and opportunities for faculty and staff to access training and resources to support and increase awareness of student veterans on campus.
- 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.

These goals directly align with 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.

International Student Program:

- Work on increasing student enrollment by participating in all recruitment opportunities provided by the District International Education team.
- Continue to support students in their educational journeys by ensuring that they are aware of and know how to access support and resources available to them.
- Encourage staff to attend professional development opportunities at least once a year.
- Continue to work with ASSC and Student Life to run field trips for students to form and build strong bonds between their peers outside of the academic setting while also learning about American culture.

- VII. **Using the boxes below, list the resource requests for FY26-27 that the Division is moving forward for consideration. Please note that the resource requests should be in declining order of priority, 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 \$
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1	Assistant Director, Financial Aid	Managerial	Financial Aid	\$193,000 (Sal. And ben.)
Describe how this request impacts program/division operations, and how it will further completion of the Division goals stated above.				
The need for an Assistant Director of Financial Aid has become increasingly evident as our institution expands its financial aid offerings and navigates a growing landscape of federal and state regulations. With the introduction of new programs and scholarship opportunities, the demand for effective administration and oversight has surged. An Assistant Director would ensure that all financial aid programs are managed efficiently, while also helping to maintain compliance with complex regulations such as those set by the Department of Education and state funding agencies. Their role would provide essential support in overseeing the financial aid process, assisting with the growing volume of student applications, and ensuring that students receive timely and accurate financial support while adhering to all required guidelines.				

Order of Priority	Resource Request Title	Type	Program(s) Impacted	Amount \$
2	College Recruiter	Classified Professional FTE	Outreach & Recruitment	\$125,000 (Sal. And ben.)
Describe how this request impacts program/division operations, and how it will further completion of the Division goals stated above.				
Recruiting and onboarding new students requires substantial personnel and financial resources. Over the past six years, we have redesigned our recruitment operations to maximize our limited staffing—currently one college recruiter and part-time campus ambassadors—strengthening our outreach to local high schools, with a particular focus on disproportionately impacted students. While we have seen measurable improvement in high school recruitment, our operations have now reached their point of full optimization. In addition to our high school efforts, two developments have significantly increased the demands on Recruitment and Outreach. First, as we expand our focus to include adult learners, additional staffing will be essential to effectively support this broader recruitment scope. Second, internal programs such as EOPS, Promise, TRiO, and various academic departments continue to request recruitment assistance. Without increased human resources, the recruitment team will be unable to meet these growing internal and external demands.				



Order of Priority	Resource Request Title	Type	Program(s) Impacted	Amount \$
3	Retention Specialist	Classified Professional FTE	Veterans Resource Center	\$125,000 (Sal. And ben.)
Describe how this request impacts program/division operations, and how it will further completion of the Division goals stated above.				
The request for a permanent Retention Specialist will strengthen Veterans Resource Center operations by providing dedicated capacity to proactively support veteran and military-connected students from intake through completion. This position will focus on consistent outreach, term-to-term follow-up, early intervention, and progress monitoring, allowing the VRC to shift from primarily reactive services to a more intentional, retention-centered model. By tracking engagement data, coordinating academic check-ins, and collaborating with counseling, faculty, and campus and community partners, the Retention Specialist directly supports the continuity of support and improves student success and completion outcomes.				

Order of Priority	Resource Request Title	Type	Program(s) Impacted	Amount \$
Describe how this request impacts program/division operations, and how it will further completion of the Division goals stated above.				

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