Vice Presidents' Administrative Leadership Unit Review (ALUR) FY 21-22

Danni Redding Lapuz, Interim Vice President of Instruction
Dr. Newin Orante, Vice President of Student Services

Strategic Planning and Allocation of Resources Committee (SPARC)

September 28, 2021

Vice President of Instruction
Administrative Leadership Unit Review (ALUR)
FY 21-22

Academic Support & Learning Technologies (ASLT):

Business, Education, and Professional Programs Division (BEPP):

Global Learning Programs & Services Division (GLPS)

Kinesiology, Athletics, & Dance Division (KAD):

Language Arts Division (LAD):

Strategic Partnerships & Workforce Development Division (SPWD):

Social Science & Creative Arts Division (SSCA):

Science, Technology, Engineering & Math Division (STEM):

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VPI ALUR FY 21-22

Academic Support & Learning Technologies (ASLT):

- Library
- Learning Center
- Media Services
- Center for Transformative Teaching & Learning

Business, Education, and Professional Programs Division (BEPP):

- Accounting
- Automotive Technology
- Business & Computer Management
- Cosmetology
- Wellness
- Education/Child Development
- Hospitality Tourism & Management
- Management
- Real Estate
- Child Development Center
- BAEC

Global Learning Programs & Services Division (GLPS):

- International Student Program
- Study Abroad
- International Business
- Umoja-ASTEP
- CIPHER

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Kinesiology, Athletics, & Dance Division (KAD):

- Kinesiology
- Athletics
- Dance

Language Arts Division (LAD):

- ESOL
- English
- Communication Studies
- Journalism
- World Languages

Strategic Partnerships & Workforce Development Division (SPWD):

- Dual Enrollment/K-12
- Middle College
- Adult Education/ Transitions
- Strong Workforce
- Carl Perkins Program
- COOP-Work Experience
- Career Readiness/Job Placement
- WMLA (Women's Mentoring & Leadership Academy)
- Workforce and Economic Development
- Short-Term Workforce Training Programs

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Social Science & Creative Arts Division (SSCA):

- Administration of Justice
- Anthropology
- Art: Studio Arts
- Art History
- Digital Media & Design
- Drama
- Economics
- Ethnic Studies
- Film
- Geography
- History
- Interdisciplinary Studies
- International Studies
- Music
- Paralegal Studies
- Philosophy
- Political Science
- Psychology
- Social Justice Studies
- Social Science
- Sociology

Campus-Wide Programming:

- Honors Transfer Program
- Kababayan Learning Community
- Project Change

Performance & Exhibition Facilities/Programming:

- Theater
- Art Gallery

Science, Technology, Engineering & Math Division (STEM):

- Allied Health
- Anesthesia Technology
- Biology
- Biotechnology
- Central Services Technology
- Chemistry
- Computer Science
- Earth Sciences (Geology, Environmental Science, Oceanography)
- Emergency Medical Technology
- Mathematics
- Network Engineering
- Natural Science
- Physics
- Respiratory Care (Associates + Bachelors)
- Surgical Technology

STEM Facilities/Programming:

- STEM Center
- Fabrication Lab

Learning Communities:

- Engineering Tech Scholars
- Biology Chemistry Scholars
- Data Science Pathways
- First Year Experience

Sustainability:

- Energize Colleges
- BLITZ
- Sustainability Pathways

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Changes:

- Moves: Middle College & WMLA moved from LAD to SPWD
- New Discipline: Ethnic Studies

Challenges:

- Shift to remote modalities in response to COVID
- Impacts to teaching/learning in online format
- Providing online instructional support and programming
- Adapting Hard-To-Convert Courses: kits, on-campus adaptations, new software, equipment loans
- Study Abroad and International Student Program Impacts
- The emotional and physical toll on employees and students
- Steep Enrollment Declines and course cancellations
- Changes to Short-Term Temporary hiring

Achievements (1 of 3):

- **Curriculum Committee** approved DE Addendum for nearly all courses that were offered remotely during COVID
- **CTTL – Center for Transformative Teaching & Learning** trained nearly all FT and PT faculty through the QOTL – Quality Online Teaching & Learning Training for the shift to online and remote education
- **BEPP CTE Programs (AUTO and COSM)** successfully adapted kits and hands-on experiences and brought back on-campus instruction prior to a vaccine, maintaining safety and no COVID transmissions.
- **BAEC** partnered with the San Bruno Foundation and offered small business recovery assistance and coaching to local businesses impacted by COVID
- **Dual Enrollment** added an additional 1500 enrollments (total 3638); created 1500 student kits, hosted over 600 student on-boarding sessions, and provided equity focused teaching practices monthly meetings for dual enrollment faculty
- **Career Readiness & Job Placement** provided workshops, trainings, and online support for job seekers throughout the pandemic to assist those who lost employment or were in need of employment opportunities
- **Study Abroad** adapted to COVID with the virtual global internship program, which they will maintain
- **International Student Program** shifted their programming and services to remote online education and continued to build the GOL (Global Online Learning) model for students studying at our colleges from their home counties.
- **Skyline Athletic Teams** transitioned back to campus following rigorous testing protocols and regulations from the CCCAA – Coast Athletic Conference
- **Early Childhood Education Program** received foundation funding and is developing an apprenticeship program with plans to apply for larger grant support; the CDC is also open this semester to serve children and families

Achievements (2 of 3):

- **Social Sciences** launched the 1st annual uSOAR – Undergraduate Symposium of Academic Research virtually, highlighting both students and faculty research

- **Psychology Department** hosted their newly created *Psychology Careers Speaker Series* and opened the new chapter of *Psi Beta National Honor Society* in Psychology

- **The Creative Arts** team adapted performances/exhibitions to online format with virtual Spring Musical: *Urinetown*, virtual Drama Showcase, virtual Art Gallery Exhibitions, Soundscape Vocal Jazz music videos and developed new virtual programming including the *Voices of Transformation* Film Festival and *Behind the Curtain* DocuSeries

- **Art & Music Department:** Ceramics and Photography provided student kits, camera check-outs, kiln firing and photographic film processing pick-up/drop off services to maintain student access during COVID shelter-in-place. Music assembled equipment kits for faculty to teach instruments/vocal remotely and checked out instruments and recording kits to students.

- **Library/Learning Center:** provided instructional support services remotely with online tutoring, SI, embedded librarians, peer mentors, and library research support with online resources

- **ITS/ASLT/Media Services/Library:** collaborated to ensure that faculty/staff/students who needed technology devices and hotspots were able to check them out during COVID

- **Forensics Team** was able to continue their training and compete in virtual tournaments

- **Journalism** Department, Skyline View, and the Viewpoint Magazine continued their work through online modalities, and resumed the Skyline View podcast

Achievements (3 of 3):

- **STEM Faculty and Lab Coordinators** created and distributed over 1000 lab kits to students each semester to ensure that Physics, Chemistry, Biology, and Engineering courses provided an experiential hands-on learning experience while teaching remotely

- **Science in Action Lecture Series** brought close to 30 local scientists to Skyline College to introduce students to various STEM paths with 40-50 attendees each week

- **The STEM Division** partnered with **Strategic Partnerships and Workforce Development Division** through the development of several certificates (Artificial Intelligence, Data Science, Electronics) and pathways to respond to industry needs as well as enhanced Dual Enrollment offerings with local high school partners.

- **Sustainability initiatives** expanded through 5 additional internships, 15+ additional sustainability focused lessons developed across campus, and 6 additional classes across the college contextualized sustainability as part of the GE thematic pathway in Sustainability

- **STEM Peer Mentors** implemented through STEM Center and through PIF grant to provide individualized support for students and professional development for students.

- **STEM Pals Program** implemented through PIF funding and in collaboration with SPWD to bring STEM college mentors to middle school age girls in the local community at the age when girls tend to lose confidence in their math and science abilities in an effort to introduce them to role model female science students

- **Physics Department** were awarded Department of Energy Grant creating new partnerships with SLAC and Stanford University, providing 12 paid traineeships for students to work in our Fab Lab and then train at Stanford/ SLAC facilities
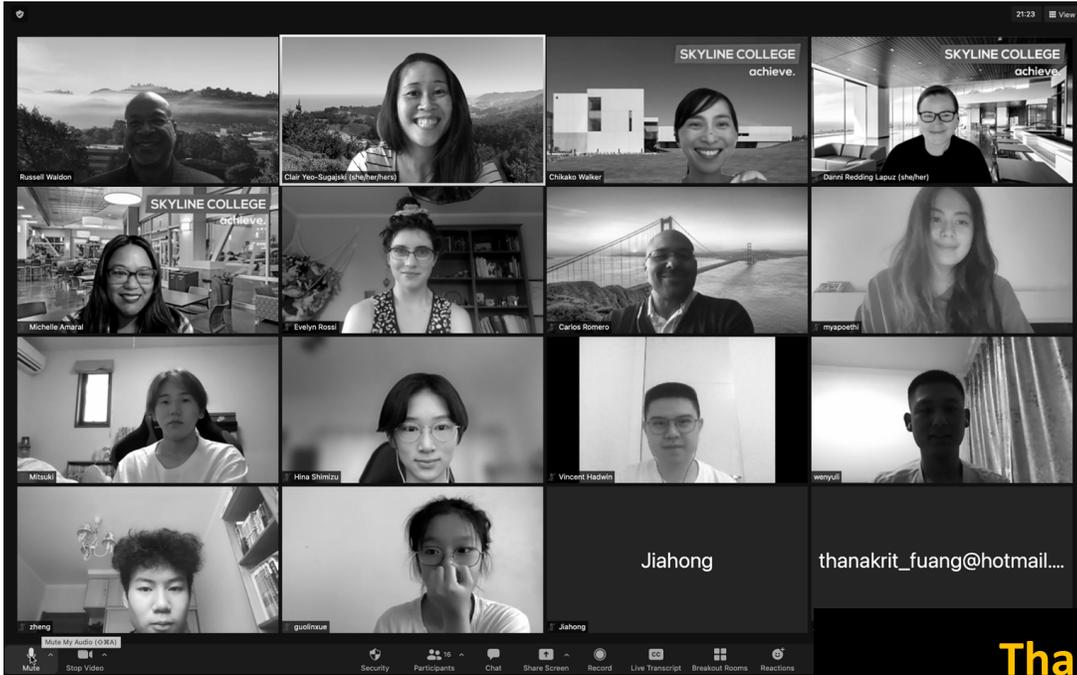
Thank you
To our entire campus community

GOAL 1. **Equitable and Anti-racist Institution** (Strategic Goals 1, 2, 4, 5 & 7)**:**
- Ethnic Studies
- Equity and Anti-racist Professional Development
- Data-driven Integrated Planning
- Assessment: Comprehensive Redesign and Equity Audit
- People's College Initiative

GOAL 2. **Teaching & Learning** (Strategic Goals 1, 2, 3, 4, 5, 6 & 7)**:**
- Expand ZTC/OER
- QOTL 2.0 & Professional Development (HyFLEX Pedagogies)
- Culturally Relevant & Affirming Curriculum
- Cultivation of Democratic & Civic Mindset

GOAL 3. **Student Success & Completion** (Strategic Goals 1, 2, 3, 4, 5, 6 & 7)**:**
- Online Degree Paths
- Building Department Course-Offering Plans (FT and PT students)
- Online & On-Campus Instructional Support
- Basic Needs Support: Bridge Instruction & Services
- Building Community & Partnerships (Internal and External)

GOAL 4. **Technology & Learning Spaces** (Strategic Goals 1, 2, 3, 4, 6 & 7)**:**
- Active Learning and HyFLEX Classrooms; Zoom Rooms
- Laptop Conversion Project & Student Access to Technology
- Software

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VP ALUR FY 21-22

RESOURCE TYPE	Total
Personnel Requests (Classified, Admin, Student Assistants)	$977,349
Equipment Requests	$561,000
Budget Augmentation	$209,433
Capital Improvement Project (CIP) Requests	$927,832
Direct Student Aid	$14,000
TOTAL	$2,689,614

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Vice Presidents of Student Services
Administrative Leadership Unit Review (ALUR)
FY 21-22

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VPSS ALUR for FY21-22

Three Divisions and Respective Program Services:

Enrollment Services:
- Admissions & Records
- Financial Aid
- Veterans Resources Center
- Recruitment and Outreach

Counseling Services:
- General Counseling
- Career Counseling
- Dream Center
- Personal Counseling
- Health Services
- Promise Scholars Program
- Transfer Center
- Assessment
- SparkPoint

Student Equity and Support:
- EOPS/CARE
- CalWORKs
- TRiO
- EAC
- Intercultural Center
- Comprehensive Redesign

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Covid, Pandemic and Recovery

Technology During the Pandemic

- <mark>Pivoting to remote services</mark> was a harsh realization the Skyline College Student Services was not initially well equipped to transition to full or predominantly virtual support operation and services
- The quick turnaround to deploy hardware (i.e. desktops, monitors, laptops, etc.) for personnel to carry out basic operations and function, as well as <mark>adapting to new software</mark> tools presented a steep learning curve.

Communications During the Pandemic

- Communications as a vital component of any operations was relegated to zoom, emails and telephone. It became apparent that when in-person interaction opportunities were not possible, <mark>it had a vital impact on efficiency in communications and operations, and services</mark>. For instance, the convenience to troubleshoot a student matter, and referring students to colleagues and other programs became a complex and required more time (i.e. student reaching out, connecting with colleague or program, scheduling zoom meetings for connection, etc).

Covid, Pandemic and Recovery cont.

Services During the Pandemic

- Modality of Services from in-person to remote, then to hybrid offering of services presented challenges. Given our collective inexperience functioning and operating within Covid conditions, exacerbated by the challenges mentioned about, made the delivery of services cumbersome and less focused. From pre-pandemic experience of walking to a brick-and- mortar building/office, now required our students to navigate the virtual world of Student Services. While it might appear to be simple, it is imperative to comprehend the complexity attributed to the technology gap in creating access and fluency to serve and be served.

- Another layer of complexity, is the ability to provide a personal and high touch service to students and our community. While not everyone thrives and holds the competencies in navigating the virtual world, high touch support for students, especially our disproportionately impacted students (i.e. immigrant, foster youth, Veterans, students with varying abilities/disabilities, first-generation, low-income, immuno-compromised, etc.) could have contributed to the disengagement and eventual stop-out.

Covid, Pandemic and Recovery cont.

Well-Being of Students and Personnel

- As we collectively experienced and navigated the pandemic, it was clear that our new realities affected many of us in ways we did not expect or prepare for. While many where experiencing anxieties given their personal experiences with Covid (i.e. illness, death, caring of elderly, childcare, fear), as a college we were also dealing with uncertainties of capacities around scheduling of courses and work, operations and services. Overall, in varying levels, the pandemic elevated anxiousness, and trauma.

In addition to the complexities brought forth by the Covid Pandemic, there are also challenges that pre-existed and continue to pose a challenge. Although not exhaustive, highlighted below are Student Services program specific changes and challenges.

Pacific Heights, Bldg. 19

- Given the construction and improvements to Bldg. 2, many units of Students Services are in a swing operation to Bldg. 19. The transition occurred immediately after shelter in place order. Many of our Student Services programs and colleagues have not operated in their new temporary home, which made it more challenging given the pandemic and return to campus efforts.

Admission and Records

- External changes have impacted the delivery of services specifically in the conferral of Degrees and Certificates and Veteran Services. Universities have applied more severe transfer restrictions that have put a strain on evaluation and processing time (i.e. articulation, deadlines, etc). Staff are under pressure to deliver results in a shorter amount of time. The transfer restrictions happen during peak service periods. All Admissions staff must be pulled from other peak services to support with meeting conferral deadlines. For Veteran students the impact has been severe: School Certifying Officials struggle with adapting (Covid 19) exceptions provided by the State Chancellor's Office to rigid, inflexible Federal regulations.

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Financial Aid

- The college notably receiving additional federal and state relief type funds to allocate for student grants. While the change is a boon to students, it significantly increased the workload for financial aid – not just in grant processing but also in constant reporting to various funding agencies, including our District in the interest of accountability for the funds. As an institution, the additional funding did not translate as increased processing that require time and human resource bandwidth.
- Financial aid fraud is contributing to concerns resulting in students being "flagged" for verification. This is having an impact on enrollment and equity, as well as in verification workload and processing.

EOPS and TRiO

- EOPS and TRiO are experiencing a decline in student participants which translates to less students served, as well as the viability of the program moving forward. Such programs rely on eligible student participants to maintain State and Federal categorical funding to continue serving particular segments of our student population; low-income and/or first generation.
- The conditions experienced are both attributed to (1) diminished students enrollment, even prior to the pandemic, and (2) proliferation of programs and unclear relationships and synergy between/across programs.

Counseling

- The restructuring of the counseling department in alignment with the meta major framework, is a major change and challenge. Additionally, multiple programs across the division have needed to contend with budget challenges in order to maintain and pivot around the delivery of personal, general, Promise Scholars Program, and learning communities counseling.

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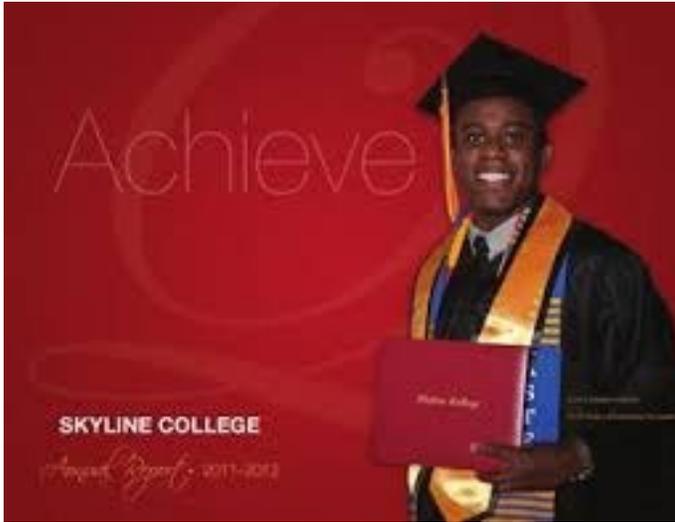
Admission and Records

- Admissions and Records is the one department that is the point of contact for every student, through every phase of their academic journey. Despite the complexity and challenges, A&R manages to process 11,000 incoming applications annually. School Certifying Officials certify over 400 Veterans so that they may receive benefits from the VA. Thousands of High School Admissions Eligibility requests are processed. Over 1,400 Degrees and Certificates are awarded. Over 600 transfer students are accommodated and over 35,000 Transcript Requests are processed.

Counseling

- We significantly increased our capacity in personal counseling by developing and implementing our Associate post graduate intern program and have since hired our 2nd Full-time counselor. In addition, we finalized our partnership with TimelyMD and recently launched services which now allows us to provide 24/7 mental health support to our students. This increase in capacity and new partnership allows us to be more responsive to student needs especially considering the increased demand over the recent years.

- Transitioned to meta major counseling model and implemented to scale in Spring 21. All students are now with connected to a 1) signature program (EOPS,TRiO, PSP) 2) a Learning community or 3) meta major counseling team. This model seeks to develop in depth relationships with students that supports them from point of entry to completion.

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Financial Aid

- Over the past year, the financial aid office awarded $9.5 million in financial awards to over 10,000 students while realizing substantial achievements, such as a Cohort Default Rate of zero percent. In addition, the financial office conducted 152 virtual outreach and in-reach events since Spring 2020 while managing 308 grants and scholarship. In the spirit of cultivating a robust online presence to reach students, financial aid posted SMCCD Scholarship videos and managed a Financial Aid YouTube channel.

Intercultural Center and Intergroup Dialogue Initiatives

- IGD is a model based on having difficult dialogues around race and gender issues, as well as intersectionality. Students, Administrators, Faculty, and Classified Professionals will all have access to this model. The idea is to share our narratives and historical perspectives in order to create empathy and build solidarity in the community.

SparkPoint

- We launched the Drive Through Community Market offsetting over 2 million in grocery costs to over 900 families weekly.

Veterans

- We have seen steady growth during a time when overall enrollment is low. There has been approximately 225% growth in the Veteran Population at Skyline College since 2015, and we are now at 400 students. This is a result of the work we have been doing at the Veterans Resource Center to increase awareness and access to resources and support services.

Recruitment/ Outreach

- Outreach developed and implemented various online tools to support new students with enrollment steps using platforms such as Formstack, Calendly, YouTube and SWAY to centralize admissions information for first-time students and collect student data. Through ongoing and new strategic recruitment efforts, fall 2020 applications increase 196% in comparison to fall 2019.

The outreach team supports over 500+ local graduating seniors bridge to Skyline College through the Counseling Liaison Program (CLP) every academic year. In collaboration with the high school counselors and administrative teams, on-site workshops are established to support students through full matriculation for priority registration. CLP includes, assistance in completing Skyline College's admissions application, facilitation of the new student orientation, assess English/Math placements, and dedicated counseling appointments. CLP continues to operate virtually and is in its' second iteration in providing remote services.
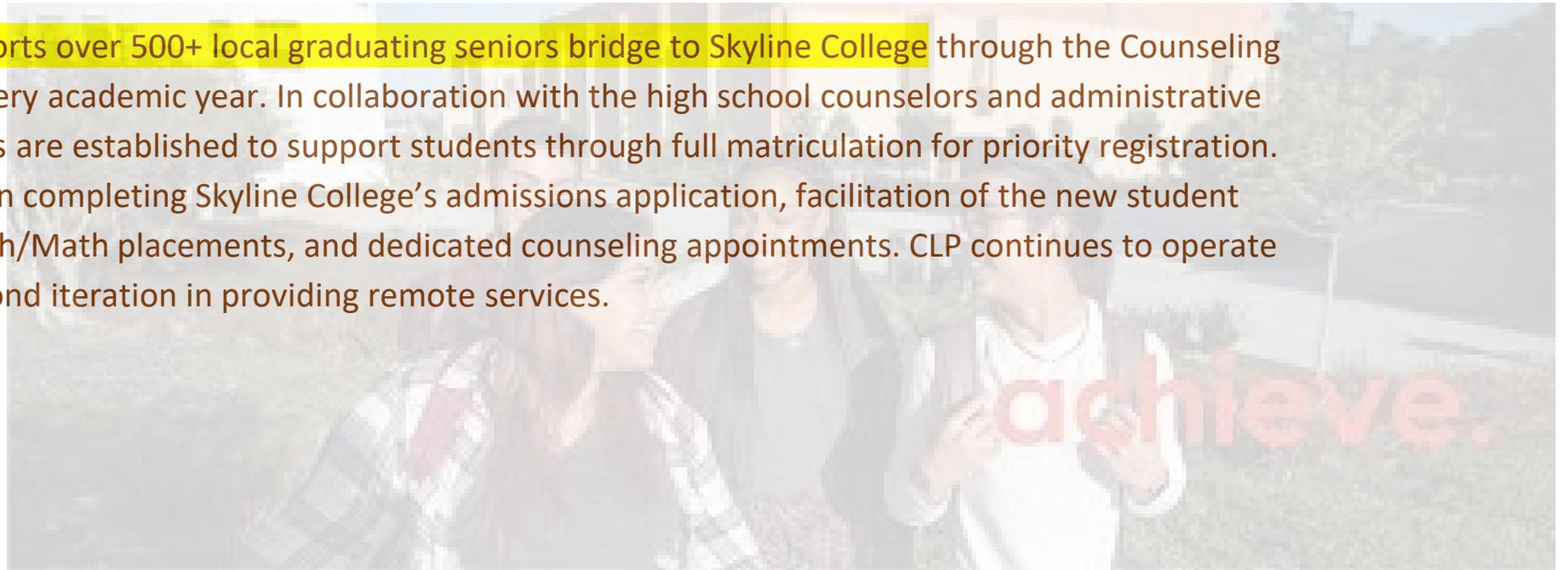
Informed and in alignment with the vision for the People's College Initiative, presented below are the goals of the VPSS.

Goal #1:   Evaluation of Student Services' impact on **equity and social justice** outcomes.

Goal #2:   Continued planning and development of a comprehensive and effective **recovery and return to campus plan**.

Goal #3:   Assessment of Student Services **human resource structure and capacity** to address existing demands, as well as planning for **anticipated internal and external mandates.**

Goal #4:   Development of the Student Services **Strategic Commitments and alignment of budget resources** and allocation.

Goal #5:   Collaborate in developing opportunities of **reflection and forward planning** of what Student Services can imagine it to be.

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VPSS ALUR for FY21-22

Student Services Deans ALUR Resource Requests:

RESOURCE TYPE	TOTAL
Personnel* (i.e. A&R, SparkPoint, Counseling, etc.)	$1,145,821
Supplies and Materials	$31,500
Contract (i.e. Intern Program, Legal Clinic, HBCU, etc.)	$35,500
Capital Improvement Projects (i.e. equipment, technology, etc.)	$500
Direct Student Aid	$22,100
TOTAL	$1,239,921

*All Counseling Faculty positions will go through FTEFAC Prioritization Process

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