Administrative Leadership Unit Review (ALUR) Template for FY 2022-23

Date: Click or tap to enter a date.

Division: ES

Division Dean/VP: Minnich

Program(s) within your division: Admissions and Records, Financial Aid, Veterans Resource Center, Outreach/ Recruitment.

I. **List the programs that fall within your Division.**

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

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 remotely during a national pandemic highlighted challenges for the Admissions and Records department. Just as students and staff settled into functioning in a remote service delivery environment, the district was planning the return to campus and in-person services.

- In August of 2021, the Admissions and Records Office returned to campus for in-person services. Simultaneously, the department was also moving and unpacking into a new space.
- During the Summer 2021 term, Admissions experienced a staffing turn-over of 3 Admissions Assistant III positions, resulting in the loss of all Veteran Certifying Officials. Admissions also received an additional staffing headcount of Assistant Registrar towards the end of the Fall 2021 term.
- The Student Success Link in the CRM was further developed, resulting in the launch of a process for Veteran students to upload documents. This process runs simultaneously with the previous document submission process until all challenges are worked out. The implementation of the Student Success Link also resulted in additional tasks, such as reconciling daily reports for Student and Program of Study inconsistencies.
- The challenges of producing and mailing degrees and certificates during remote service delivery prompted the research and adoption of an external vendor (Parchment) to produce, package and mail degrees and certificates. This is a major improvement, as students will be able to request real-time copies of their items once they are in the Parchment system. This service is due to launch during the Spring 2022 term.

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.

Two seasoned Financial Aid Techinicans resigned which has caused a shift in workload and training.

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 enroll to Skyline College.

Campus ambassadors are responsible for following-up with inquiries through phone calls; providing general college information and student support. Since implementation in fall 2019, outreach received 3,574 inquiries, conducted 1,604 recruitment calls, resulting in 844 applications.

The outreach team currently facilitates its' services both in-person and virtual; this includes college presentations, workshops and one-on-one student support. The team focused on reconnecting with stopped-out students from fall '20-summer '21; offering support to further encourage enrollment. Ambassadors conducted ~2200 direct phone calls.

Veterans Resource Center:

The modality of support shifted to allow for hybrid (virtual and in-person) service delivery. The Veterans Resource Center (VRC) integrated a zoom virtual space which serves as the platform for appointments, drop-ins, meetings and workshops/webinars.

VRC also hired a short-term temporary Office Assistant II position for the Spring 2022 semester who began in February 2022 to support in person service delivery.

III.   **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 emphasized by the pandemic doubles as the list of achievements for Admissions and Records:
   ▪ The shift between remote and in-person services - The district has allowed for a modified work schedule of both in-person and remote work schedules and the Admissions team has developed a fair and efficient staffing schedule.
   ▪ Communication – This is an issue in several areas of service:

- Conflicting and changing information regarding the pandemic and the impact on students, services, and staff; the safety and mental health issues of working in an uncertain environment; the need for clear and concise information in an unknown environment.
  - Information and exceptions from the State Chancellor's Office conflict with Federal Agencies such as Veterans Administration. The achievement here is that the Veteran groups across the campus have come together as one team to work out discrepancies and meet compliance requirements.
  - Increase in volume of email (inquiries) due to service delivery limitations – Admissions staff is developing a workflow tool that will organize inquiries for easier access and response, due to launch in the Spring 2022 term.
- Staffing turn-over – Admissions and Records produces exceptional candidates which accounts for the constant turn-over of staff. This creates a break in the consistency of service delivery as training is constantly needed. This also creates the opportunity to obtain new staff with fresh skills and perspectives to help improve services.
- The pandemic has prompted Admissions to shift from manual processing of Degrees and Certificates to obtaining an outside vendor.
- Implementation of the Student Success Link – Admissions and Records staff have been essential in the launch of this product. They participate in several areas of the launch, such as testing and use. The challenges have been the added volume of processes and reports generated by the implementation.

Financial Aid:

Over the past year, the financial aid office awarded over $10.2 million in financial awards to over 10,000 students while realizing substantial achievements, such as a Cohort Default Rate of zero percent. After launching our Ocelot texting tool, we have sent over 20 text campaigns to students in Fall 2021. The campaigns varied from submitting outstanding financial aid documents, applying for scholarships, and more. Lastly, the financial aid office had no findings in their 2020-2021 internal federal audit.

Financial aid also experienced major challenges over the past year, such as the pandemic transition from paper to online forms despite a 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 the office such as CRM forms and dual majors. Another great challenge has been fraud. We received 800 financial aid applications that were suspected 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 a college recruiter and eight part-time campus ambassadors overseeing all new student recruitment for the college. The campus ambassador program has grown significant this past year, having the most ambassador support compared to previous. It plans to continue to expand over the next year.

With the expansion of the campus ambassador program, office space is stretched thin making it challenging to accommodate all outreach personnel. The outreach office currently is in swing space with a total of four working stations; including the college recruiter's.

In response to the pandemic, outreach effectively transitioned most of its efforts online. In fall 2021, outreach returned in-person while maintaining virtual service of delivery. Outreach continues to develop and implement various online tools to support new students through successful matriculation using platforms such as formstack, calendly, youtube and sway.

The team supports over 500+ 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. A major challenge in supporting students through CLP has been the lack of engagement at the high schools. Given the current state of affairs, some high school sites aren't allowing partners/visitors on-site to conduct in-person presentations/workshops. Additionally, zoom sessions aren't heavily attended all of which has impacted the number of applications we receive.

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.

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.

IV. **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:

- Launch and transition to Parchment for degree and certificate production and delivery
- Launch and use of "Contact Admissions" email management tool
- Full transition to the Student Success Link for Veteran document upload and certification
- Improve the degree and certificate evaluation process and timeline

Financial Aid:

- Promote student understanding of financial aid resources, the application process, and importance of meeting application deadlines.
- Encourage student understanding of the Satisfactory Academic Progress (SAP) Policy.
- Use existing and new technology to connect with students and Skyline community.

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 a enrollment management plan and developing strategic outreach and recruitment efforts to increase overall college enrollment; particularly with Black/African-American, Latinx, Filipinx 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.

V. **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, 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.**

Order of Priority	Resource Request Title	Type	Program(s) Impacted	Amount $
1	Recruitment Assistant	Classified Professional FTE	Outreach & Recruitment	$95,000 (Sal. And ben.)
Describe how this request impacts program/division operations, and how it will further completion of the Division goals stated above.				
The 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 first-time African American/Black and Latinx students. While there has been measured improvement, operations have reached is its 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.				

Order of Priority	Resource Request Title	Type	Program(s) Impacted	Amount $
2	Campus Ambassadors	Student Assistants/ Workers	Outreach & Recruitment	$85,000 (Sal. And ben.)

Describe how this request impacts program/division operations, and how it will further completion of the Division goals stated above.
Campus ambassadors continue to be an integral component of the outreach team. The campus ambassador program is not only an opportunity for current students to get involved with activities on- and off-campuses but a way for the larger community to get expose to opportunities offered at the college. Campus ambassadors are essential in ensuring outreach's commitments are met; providing visibility at feeder high schools, attending local/community events and supporting campus tours. Campus ambassadors also support enrollment at the college assisting students with matriculation.

Order of Priority	Resource Request Title	Type	Program(s) Impacted	Amount $
3	Office Assistant II	Classified Professional FTE	Veterans Resource Center	$95,000 (Sal. And ben.)

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

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.				

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