Administrative Leadership Unit Review (ALUR) Template for FY 2021-22

Date: 4/20/2021

Division: ES

Division Dean/VP: Minnich

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

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

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

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

Admission and Records
Prior to the Pandemic of 2020, most services provided by Admissions and Records were delivered in-person, or through the paper and/or online submission of forms and documents and were resolved right away. With the immediate transition to providing remote, online services, it was clear that technological solutions were lacking. The Admissions and Records department had to quickly adapt by first providing all staff with (functioning) laptops and access to the student information system, then provide corresponding services to match and accommodate the technology available to students. This change quadrupled processing time, even though it accelerated the goal of realizing a paperless environment.

Another change was in communication. Prior to the pandemic, communication was either in-person, on the phone or by email and was manageable. Issues could be resolved right away. With the loss of in-person assistance and phones, communication between students, faculty, staff and all external agencies completely transitioned to email, the response time was increased, expectations were not met, and it continues to be unsustainable.

Other, 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. 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.

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 various agencies in the interest of transparency and accountability for the funds.

Another change is related to the pandemic. The switch to remote work fundamentally impacted processing of student financial aid and communication with students. The process of submitting student documents also switched to a paperless format, creating a host of challenges for students and staff alike.

<u>Veterans</u>
The modality of support shifted to allow for virtual 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.

<u>Recruitment/ Outreach</u>
Outreach has been involved in phases 1 and 2 of the CRM implementation; increasing the team's overall recruitment efforts. As a goal to encourage enrollment, the team's responsible for following-up with individual inquires through direct phone calls to provide general college information and/or satisfy student requests. Since implementation of the Request for Information (RFI) forms in Dec 2019, outreach received 1,931 RFIs, conducted 804 recruitment calls and receive 564 college applications resulting in a 29% inquiry-to-app conversion rate.

Additionally, in coordination with Marketing and the Counseling departments, the College Recruiter has created and supported the development of strategic messaging for first-time/K-12 students. This continues to remain as ongoing work to streamline communication and engagement with students to successfully matriculate to Skyline College.

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

<u>Admission and Records</u>
Admissions and Records is the one department that is the point of contact for every student, through every phase of their academic journey. Even with the challenges imposed by remote service delivery, Admissions and Records has managed 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.

Staffing and Technology remain the major challenges for Admissions and Records. With the transition to remote service delivery, staff is dependent on faulty laptops and small screens to carry out their work. Forms are still static and must be converted to a document type that can be uploaded to the record-keeping system. Program growth and external forces continue to strain already overloaded staff. Missing technology for the production, mailing and availability of Degrees and Certificates continues to be a disservice to students seeking transfer, professional certification and job opportunities upon completion of their academic goals.

<u>Financial Aid</u>
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 also posted SMCCD Scholarship videos and managed a Financial Aid YouTube channel.

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.

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.

We've also developed data tools to inform best practices to support veterans by identifying individual needs and support structures. As a result, Latinx, Women, and African American Veterans who access the Veterans Resource Center services have steadily increased in persistence and graduation rates.

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.

Among the challenges, is being able to engagement and access to students in the virtual environment. 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.

Recruitment/ Outreach

Currently, the outreach team consists of the College Recruiter and two part-time Campus Ambassadors who oversee all outreach and student recruitment (new and ongoing) efforts at Skyline College. In response to the pandemic, outreach transitioned all of its' efforts online; including presentations, workshops and participation at community events. Since Fall 2020, the outreach team facilitated a total of 60 student and parent workshops and connected with over 1,061 participants.

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.

Outreach's major challenge is aligning student messaging alongside the CRM for new/K-12 students and maintaining overall student engagement and following through with enrollment activities, virtually.

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?**

The Division of Enrollment Services operates core programs that directly align with the College's M-V-V and Education Master plan as they support student recruitment, persistence/ retention, and completion.

Admission and Records
- Manage staff and tasks to provide on-time delivery of Admissions and Records services.
- Obtain service/technology to produce and supply digital and physical access to degrees and certificates post conferral.
- Manage and complete 80+ tasks to provide on-time delivery of Admissions and Records services.

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.
- Educate students on the requirements, rights and responsibilities, and repayment obligations associated with acquiring a federal student loan.

Veterans
- 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.

Recruitment/ Outreach

- Enhance onboarding to support new students through admissions processes and successful matriculation prior to disbursement of registration dates.
- Effectively communicate and promote Skyline College's programs and services to new and prospective students; focusing outreach and recruitment efforts to increase first-time African American, Black and Latinx students.
- Increase overall local high school student enrollment by 11%.

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	Assistant Registrar	Other	Admission and Records	$140,000 (Sal. and ben.)

Describe how this request impacts program/division operations, and how it will further completion of the Division goals stated above.
Tasks in Admission and Records have grown exponentially over the last six years, do to laws and initiatives at the Federal, State and local level. So much so that it has significantly impacted services to students from the point of application to the point of graduation/ transfer and beyond. Management of tasks, initiatives, and deliverables has grown beyond the capacity of a single Registrar. A few of tasks the Assistance Registrar will aid in managing are email response, phone calls, degrees/ certificates processing, Veterans, appeals, registration, Dual enrollment, Concurrent enrollment, grade processing, residency, process and technology improvement and so much more.

Order of Priority	Resource Request Title	Type	Program(s) Impacted	Amount $
2	Program Services Coordinator	Classified Professional FTE	Admission and Records	$106,700 (Sal. and ben.)

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

Tasks in Admission and Records have grown exponentially over the last six years, do to laws and initiatives at the Federal, State and local level. So much so that it has significantly impacted services to students from the point of application to the point of graduation/ transfer and beyond. Successfully completing tasks, initiatives, and deliverables in an acceptable time frame has grown beyond the capacity of the current staff size and structure. A few of tasks the Program Services Coordinator will aid in completing are email response, phone calls, degrees/ certificates processing, Veterans, appeals, registration, Dual enrollment, Concurrent enrollment, grade processing, residency, process and technology improvement and so much more.

Order of Priority	Resource Request Title	Type	Program(s) Impacted	Amount $
3	Recruitment assistant	Classified Professional FTE	Recruitment/ Outreach	$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 a few 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. Recruitment has been asked to help with 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. 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 $
4	Program Services Coordinator	Classified Professional FTE	Admission and Records	$106,700 (Sal. and ben.)

Describe how this request impacts program/division operations, and how it will further completion of the Division goals stated above.
Tasks in Admission and Records have grown exponentially over the last six years, do to laws and initiatives at the Federal, State and local level. So much so that it has significantly impacted services to students from the point of application to the point of graduation/ transfer and beyond. Successfully completing tasks, initiatives, and deliverables in an acceptable time frame has grown beyond the capacity of the current staff size and structure. A few of tasks the Program Services Coordinator will aid in completing are email response, phone calls, degrees/ certificates processing, Veterans, appeals, registration, Dual enrollment, Concurrent enrollment, grade processing, residency, process and technology improvement and so much more.

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.				

Order of Priority	Resource Request Title	Type	Program(s) Impacted	Amount $
6		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.