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The College should periodically review its staffing practices, hours of operation, and counseling priorities to ensure that what is delivered is consistent with program review, of acceptable quality, and aligns with the mission and values of the college. (Standard II.B.1.)

West Los Angeles College actively began addressing Recommendation 6 at the beginning of spring 2007 when the Student Services Division implemented a system for aligning its practices with the college goals. The practice began when the Vice President of Student Services worked with the divisional deans to align the 2008-2011 Student Services Strategic Plan (6.1) to West Los Angeles College’s Educational Master Plan (6.2). All of the goals in the Student Services Strategic Plan are designed to address the goals of the college master plan. The division then used its strategic plan to steer its practices. In fall 2007, the 14 Student Services departments used the strategic plan as a guide for creating program reviews and short term unit plans. The Vice President of Student Services worked with the deans to create a Student Services Division Unit Plan ‘08, (6.3) which has been the driving force linking planning with budget. Our progress includes: 1) increasing and reorganizing staffing, 2) reviewing and expanding available service hours, 3) setting and working towards counseling success priorities, and 4) making headway on the Student Services Strategic Plan goals.

Increasing and Reorganizing Staffing
Since fiscal year 2006/2007, the college experienced an overall growth of 35 percent (13.4% in 06/07, 8.9% in 07/08 and 12.7% in fall ‘08). In response, the college hired additional student services support staff. In 2007/2008 the division hired two Student Services Associate Deans, a general counselor, an EOP&S counselor, an athletic director and a classified college recruiter to open the new School Relations and Outreach Office. In 2008/2009 the college hired a graduation evaluator, an intercollegiate athletic counselor and a head football coach/instructor. In September 2008 the Associate Dean of Student Services – Enrollment position was re-advertised and classified as a Dean position to strengthen, monitor and expand enrollment services on campus; a new person was hired to fill the position (6.4).

In order to provide valuable reports on the number of students served and the type of transactions requested, a queuing system was purchased and installed in the Admissions and Records and Financial Aid Offices in spring 2008. As a result, there were notable improvements in student wait times and movement through the matriculation steps. The analysis of the queuing system data (6.5 b) supports the division’s need to hire two additional admissions and records assistants, a financial aid assistant and a second college recruiter for 09/10. To better address the needs of weekend and evening students, the Dean of Student Services over Intercolligate Athletics and Student Discipline was reassigned as the evening and weekend administrator.

To reflect the aforementioned positions and the augmentation of hours, Student Services updated the Student Services Organizational Chart (6.4) and developed a staffing binder to maintain and monitor office hours and staffing practices within the division. As a strategy to support diverse modes of instruction, the binder is used to review all
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permanent employees’ regular work schedules to assure adequate office coverage, including holidays, vacations and off-campus college related activities. To review if the division is responsive to the needs of evening students, an evening staffing chart was developed. The information collected reflects consistency in hours among all matriculation departments and campus services (6.5). Student Services hours align with several instructional and administrative support departments such as the business office, the bookstore and the Heldman Learning Resource Center (HLRC) to better serve students.

Reviewing and Expanding Available Service Hours
Recommendation 6 of West’s Accreditation Program Report 2008 was continued from the 2007 report. Through the annual program review, the Student Services Division reported the extension or adjustment hours of the following services’ operations: Financial Aid is now open mid-day from 12:00 p.m. to 2:00 p.m.; Admissions & Records extended its morning, evening, and weekend hours during peak fall and spring registration and some additional Saturdays; Transfer Center added Wednesday evenings until 7:00 p.m.; Counseling now remains open during weekly staff meetings and Saturdays during peak registration; and EOP&S added two evenings a week, Tuesday and Wednesday from 5:00 p.m. to 7:00 p.m. (6.6). The expansion of hours supports the diverse modes of instructional delivery at West. Additionally, the library, tutoring, TRIO program, bookstore, and business office maintain evening hours. The satellite business office (located in A&R) extends its hours of operation to align during peak registration times.

During fall 2008 the Student Services Division solicited feedback about its services rendered, service hours and suggestions for improvement through Point of Contact Satisfaction Surveys (6.7). The surveys asked students to evaluate the accessibility of the programs’ operating hours, comfort of the facilities, courtesy and knowledge level of the staff, and satisfaction with services. Overall, students were satisfied with hours of operation and customer service. Information collected from the surveys was shared with the faculty and staff of the respective Student Services departments and was used to develop program goals/actions in their annual program review/unit reports. Similar to the point of contact student surveys, the Student Services Division conducted a survey of its professional staff to solicit their feedback on the effectiveness of the division and its delivery of student services (6.8). The surveys revealed that the professional staff found their work to be valued. The division used the survey results to develop new action plans, which were incorporated into the Student Services Divisional Program Review/Unit plan (6.9).

Current Counseling Success Priorities
During its annual program review, the Counseling Services Division assessed its counseling priorities, which resulted in the division recognizing its need for additional counselors and alternate delivery systems. In its first year of piloting online counseling (6.10 e), requests tripled, which led to the division plan to submit an application for a full-time, tenure track counselor position. The Matriculation Office worked with the Counseling Services Division to develop an online career resource page, which provides...
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students access to career assessment, exploration tools and links to professional career sites. Personal development courses were approved for UC/CSU transferability. DegreeWorks (an advising and auditing tool designed to enhance academic advisement services, improve student success, facilitate and streamline the transfer process) was piloted in March 2009. The division began utilizing group counseling sessions for orientation and academic success. See Student Services Program Reviews (6.11).

Student Contact, Communication, Effectiveness and Improvements

The Student Services Division is making steady progress in achieving the six major goals identified in the 2008-2011 Student Services Strategic Plan. Every fall, the Student Services Deans meet to update the Student Services Strategic Plan and assess the effectiveness of the activities at an all-day planning retreat. The strategic plan is a “living document” that is regularly monitored to keep the division on target. Each department within the division maintains student contact data (6.10) to assess the utilization of its services and to determine if additional staff is warranted.

The Student Services Strategic Plan Goals and their outcomes are the following:

Goal #1: Decrease the percentage of applicants who never enroll at the college by streamlining the enrollment process.

- The Office of School Relations and Outreach was established in fall 2007 to assist high school students with the enrollment process for on and off campus classes. West recruiters work with high school officials to streamline the admissions process. With the execution of the School Relations and Outreach Plan 2007-2008 (6.12), the number of JUMPSTART (off campus college classes) students increased (6.10 c,u). In fall ‘07 there were 614 JUMPSTART students; in fall ‘08 there was an increase of over 100% with 1,332 students enrolled.

- West began CCC (California Community College) Apply (6.10 f) in summer 2006. In spring 2007 this program was reviewed and the findings revealed that the college staff response time was poor. To improve the staff’s response to CCC Apply applications, the division implemented a new system of dividing the applications alphabetically among the staff. As of fall 2007, daily responses are recorded by the administrator to ensure that every application submitted is processed in a timely manner. In 2007/2008, the Admissions Office received 9,821 CCC Apply applications, a 53% increase over 2006/2007.

- To decrease the percentage of students who never enroll or who register late, Admissions and Records institutionalized a registration appointment letter as of summer/fall 2007 (6.13).

- The college created a Frequently Asked Questions (FAQs) (6.10 n) on the college website for new, continuing and prospective students to access. The FAQ link was activated in fall 2007 and has been successful in addressing student questions. Approximately 85 percent of the questions are registration related.

- The Counseling Services Division reviewed its counseling priorities and assessed the need for an alternative mode to deliver counseling services. The Counseling Services Division began piloting online counseling for ten hours per week in fall 2007 as reported in the Accreditation Progress Report 2008 (6.14). In one year,
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the number of online counseling requests tripled (6.10h). Counseling Services Division will submit an application for a full-time, tenure track counselor position to the Faculty Priority and Identification Position (FPIP) committee to enhance counseling services in Fall 2009.

Goal #2: Help students identify career interests and goals so that they can declare a major no later than the end of the first year at West.

- The Student Services Division put forth eight positions in the competitive 2007/2008 FPIP process and three positions ranked in the top five (6.15). Position number one -- Intercollegiate Athletics Counselor -- was filled. The Personal Development Instructor was ranked third and the Career Counselor position ranked fifth. Due to fiscal insecurity the last two positions were placed on hold. As an interim response to augment career counseling services, the Matriculation Office in conjunction with the Counseling Services Division developed an online career resource page. The site gives students access to career assessment, exploration tools and links to professional career sites.

- Two courses were submitted and approved by the Curriculum Committee to assist students to declare a major. A Personal Development 40 “Student Success Seminar” course and a Personal Development 20 “Scope of Career Planning” course were approved for UC/CSU transferability.

- The Los Angeles Community College District purchased DegreeWorks and is using the software to track students’ academic progress, career interests and goals. DegreeWorks was piloted in West’s EOP&S program prior to college-wide use in March 2009. DegreeWorks is an advising and auditing tool designed to enhance academic advisement services, improve student success, facilitate and streamline the transfer process. It provides integrated academic information, enhances college planning, increases graduation rates and contributes to administrative efficiency.

Goal #3: Work to reduce the number of students on academic probation, progress probation and disqualification.

- The Matriculation Office developed the Academic Hurdler Program (6.10 v) to identify and address barriers to student success before they result in academic/progress probation or disqualification. Using a card, students self-identified the barriers/challenges they experienced, such as childcare, financial aid, and tutoring services. The cards containing student contact information and the information were forwarded to the respective offices for follow-up.

- The counseling services division held four group counseling orientations on two Saturdays in June 2008 for students requesting additional counseling support through the Academic Hurdler Program. The division held group counseling sessions for students placed on academic or progress probation for fall 2008 (6.16).

- West is actively involved in the district taskforce to develop an online “early alert” system. This system will allow faculty to identify at-risk students and the appropriate support services will contact the students for follow-up.
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Goal #4 Increase the number of students transferring by 5% each year over the baseline year of 2007/08 of 41 UC transfer students and 199 CSU transfer students.

- The college hired a Dean of Institutional Research in Fall 2008 to track student outcomes, which includes transfer rates.
- In fall 2008, West partnered with Resources for Educational and Employment Opportunities (REEO), a non-profit organization that works with community colleges to assist transfer students with their transition to four-year colleges. REEO also provides students with the professional development opportunities needed to start successful careers upon graduation. Forty-eight students applied to the program and 25 students were admitted.
- West applied for and was awarded the Puente (Bridge) grant in 2008/2009. Puente is a learning community (familias) program with a focus on the Latino culture and tradition, which provides mentors who assist students to realize their transfer and/or career goals. Puente incorporates the following academic and support services: financial aid, scholarship assistance, mentoring, career counseling, tutoring, personal development classes and English composition. There are 25 students enrolled in the first cohort.
- Annually, the Transfer Center offers four on-site transfer admissions days for UC and CSU universities. In fall 2008, West hosted 34 universities/colleges at its annual Transfer Center Fair. The Transfer Center developed an online and hard copy monthly activity calendar that highlights the universities/colleges visits and workshops.

Goal #5 Increase the academic preparedness of pre-collegiate students.

- Student Services successfully partnered with the Academic Affairs Division to establish the California High School Exit Exam (CAHSEE) to College Program. West was again awarded the CAHSEE grant for 2008-2009. The first year of CAHSEE funds were used to hire two Learning Skills instructors to develop and update the curriculum. The first CAHSEE cohort started in May 2008. The second CAHSEE cohort began in September 2008.
- In spring 2008, the College Planning Committee approved the pilot of Supplemental Instruction (S.I.) through the competitive college set aside prioritization process for 2008/2009. The funds were used to hire in-class tutor/mentors for 12 high attrition classes in math, science and English. At the conclusion of the fiscal year, data will be used to compare success rates of supplemental instructional students and non-supplemental instructional students to determine if the program was successful and should be institutionalized.
- In fall 2008, the Intercollegiate Athletics Department took an innovative stance and collaborated with the Learning Resource Center to develop a study hall for its 299 student athletes. The study hall introduced all pre-collegiate and college prepared student athletes to available resources in the HLRC.
- The Basic Skills Committee funded the UMOJA program in 2008/2009, which targets pre-collegiate students who scored two levels below college level English and mathematics. There are 137 students currently participating in this program.
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Goal # 6 Increase the awareness and utilization of student services programs.

- Since fall 2006, West Los Angeles College hosted a college-wide Welcome Week Fair. Student Services and academic departments are represented at the fair to increase student awareness and recruit students into programs.

- In December 2007, the Matriculation Office developed a New Student Online Orientation (6.10 r). The orientation is accessible through the college website and can be viewed in English, Spanish and through captioning. As of fall 2007, 1170 students completed the online student orientation compared to 2038 students in 2006/2007.

- In addition to the new marketing pieces developed in fall 2007, new promotions were designed this year to promote support services on campus: Student Health Center (6.19), Associated Students Organization (6.20), How to Cover Textbook Expenses (6.21), Student Success Seminars brochure advertising on campus retention workshops (6.22), and CAHSEE brochure (6.23).

- Beginning in fall 2007, all Student Services and ASO activities have been posted in the student and faculty/staff electronic college West Week (6.24). To keep the students updated on campus news and events, a modernized online ASO newsletter “The Student Voice Newsletter” replaced the paper version in Fall 2008 (6.25). Students are able to view this information on the newly purchased LCD flat screens located in the Student Entry Building. A scholarship booklet is also available online (6.26).

- Intercollegiate Athletics added men’s baseball in spring 2008 and women’s volleyball and soccer in fall 2008 (6.10 j).

- As of fall 2008, a new student health service contract expanding medical and psychological services was negotiated and approved. The Child Development Center (CDC) also collaborated with Saint John’s Hospital Child and Family Services to assist parents and CDC staff with special needs issues.

- As of spring 2007, JUMPSTART was expanded from two local high schools to thirteen. As a result, the number of sections offered increased from 10 to 54. A JUMPSTART webpage was developed (6.27) for prospective students (6.10 c,u).

- The collection of Student Services data has improved. The Counseling Services Division continues to increase the number of student education plans (SEPs) generated. The Student Contact Report is updated annually with this information. (6.10 s).

Other Student Services Actions Taken to Enhance Student Success

The Admissions and Records Office experienced significant changes beginning with the renovation of the Admissions and Records Office and the Financial Aid Office in spring 2007. As of fall 2007, an add/drop center was established to augment the Admissions and Records operation during peak registration periods. The A&R Office continues to update and streamline its business practices to stay in compliance with District and Title V regulations. In 2008/2009, the following forms or policies were updated: online request for official transcripts (6.28), Distance Learning add policy for closed classes (6.29), and various petition forms (6.30). Financial Aid and Admissions and Records offices have completed imaging their backlogged student and business documents. EOP&S is considering the imaging system for its business operations.
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In 2007/2008, two student services deans participated in the District Administrative Leadership Program and part of developing a 2008/2009 faculty resource calendar that encouraged faculty to refer students to support services at critical periods during the semester (6.31).

In spring 2008, a consultant assisted the Student Services Division in revising and completing its unit’s Student Learning Outcomes (SLOs) (6.32), which were used in the program review and unit plan processes. In spring 2009, the division started assessing their SLOs and as a result will continue to review its organizational structure to support student learning.

The Vice President of Student Services presents the abovementioned data with senior management and the administrative and divisional chairs annually to keep them abreast of the division’s contribution towards student success, retention and persistence.

West Los Angeles College’s Continuing Efforts to Address Recommendation 6 and Future Plans 2009-2012.

Goals listed below relate to the Student Services Strategic Plan.

- Continue to implement the Student Services Strategic and Outreach Plans
- Expand transfer and career services on campus (Goals 2, 4 & 6)
- Separate student activities from the ASO (Goal 6)
- Assess the effectiveness of DegreeWorks (Goal 2) and the Early Alert system (Goals 3, 5 & 6)
- Develop new business practices to sustain a paperless record-keeping system
- Explore a more efficient delivery of online counseling services (Goal 1)
- Provide distant learning education to foreign students living abroad (Goal 1)
- Develop and implement new action plans based on point of contact survey feedback (Goal 6)
- Continue to assess SLOs for divisional improvement
- Analyze student outcomes for Puente, Supplemental Instruction and UMOJA in an effort to institutionalize these programs (Goals 3 & 5)
- Prepare for the move into the new student services building

In response to Recommendation 6, the college reviewed its student services practices, hours or operation, and counseling priorities. The Student Services Division implemented a strategic plan that mirrors the goals of the Educational Master Plan to align its practices with the college’s mission and values. The Student Services Strategic Plan consists of six goals that not only serve as catalysts for change in Student Service at West, but also assists the Student Services Division in fulfilling the college’s goals.
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Recommendation 6 Documentation 2009

6.1 2008-2011 Student Services Strategic Plan

6.2 West Los Angeles College’s Educational Master Plan

6.3 Student Services Division Unit Plan 2008-2009

6.4 Student Services Organizational Chart
http://www.wlac.edu/services/documents/SSOrgChart.pdf

6.5 Student Services Evening Coverage Survey ’09
http://www.wlac.edu/services/studentservicesadm.html

6.6 Student Services website
http://www.wlac.edu/services/index.html

6.7 Student Services Point of Contact Student Surveys

6.8 Survey of Student Services Professional Staff
http://www.wlac.edu/services/documents/SSStaffSurveySummary02032009.pdf

6.9 Student Services Divisional Program Review/Unit Plan

6.10 Student Contact Data - http://www.wlac.edu/services/studentservicesadm.html
a. BOGG & Pell
b. Financial Aid and Admissions Inquiries / Queuing System
c. JUMPSTART
d. WLAC Scorecard for Student Services
e. Online Counseling Contact Information
f. CCC Apply
g. Number of Students in Special Programs
h. Piloting online counseling requests tripled
i. CAHSEE Numbers
j. Intercollegiate Athletics
k. Evaluation & Graduation Office / End of Year Report
l. Student Mental Health
m. Student Health Center
n. FAQ / Frequently Asked Questions
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o. Foundation Scholarships
p. Puente
q. Assessment
r. New Student Online Orientation.
s. Student Educational Plans
t. SARS / Student Accountability Records System
u. Access to Success / School Relations / Jumpstart
v. Academic Hurdler Program
w. Resources for Educational and Employment Opportunities (REEO)

6.11 Student Services Program Reviews –
http://www.wlac.edu/westdocuments/

6.12 School Relations and Outreach Plan 2007-2008

6.13 Admissions & Records Appointment Letter
http://www.wlac.edu/services/studentservicesadm.html

http://www.wlac.edu/accreditation/progress_report/AccredProgRep08%201008%20FL.pdf

6.15 FPIP 2008-2009 List

6.16 Counseling Booklet
http://www.wlac.edu/westdocuments/

6.17 Transfer Center Monthly Activity Calendar '09

6.18 UMOJA website
http://www.wlac.edu/WLAC-Umoja/

6.19 Student Health Center brochure
http://www.wlac.edu/services/studentservicesadm.html

6.20 Associated Students Organization brochure
http://www.wlac.edu/services/studentservicesadm.html

6.21 How to Cover Textbook Expenses

6.22 Student Success Seminars brochure
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http://www.wlac.edu/services/studentservicesadm.html

6.23 CAHSEE brochure
http://www.wlac.edu/services/studentservicesadm.html

6.24 West Week
Current week’s events: http://www.wlac.edu/events/
Archives: http://www.wlac.edu/events/west%20week%20back.html

6.25 West Los Angeles College Student Voice Newsletter -
www.westlastudentvoice.com

6.26 Scholarship Application Booklet ‘09
Published by West Los Angeles College and the WLAC Foundation -
http://www.wlac.edu/aso/scholarships/WLAC_Scholarships.pdf

6.27 JUMPSTART website
http://www.wlac.edu/jumpstart/

6.28 Online Request for Official Transcripts
http://www.wlac.edu/admissions/transcriptrequest12-12-08.doc

6.29 Distance Learning Add Policy
http://www.wlac.edu/distancelearning/distance.htm

6.30 Various Petition Forms
http://www.wlac.edu/westdocuments/

6.31 Faculty Resource Calendar (West Administrative Leadership Program Calendar)
http://www.wlac.edu/services/studentservicesadm.html

6.32 Student Learning Outcomes – Need Comprehensive Link
Matriculation: http://www.wlac.edu/wportal/Portals/0/Matric%20SLO.doc
Counseling: http://www.wlac.edu/wportal/Portals/0/Counseling%20SLOs%20Spring%202005.doc