

West Los Angeles College
Student Services
2008 – 2011 Strategic Plan

Submitted by Betsy Regalado
Vice President, Student Services

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Executive Summary

The Student Services Division at West Los Angeles College (WLAC) is dedicated to assisting students in defining and achieving their educational goals. In response to this commitment, the Student Services Division plans to work collaboratively with respective departments to address the unique needs of the student population it serves and to create a seamless, student-centered and responsive unit for student success.

Walk across campus on any given day and you will see hundreds of faces that reflect the demographics of our great city. As one of 110 community colleges in the State, we are an open access institution dedicated to helping students achieve their dreams. Nearly 9,000 students attend classes at West.

It is within this setting that the West Student Services Division has been meeting to develop goals for our unit. Both short-term and long-term goals for the next three years were developed during the 2007-2008 academic year. At the conclusion of these meetings, we arrived at a unanimous decision that, to meet the needs of our current and future students, there are five areas that need our attention: 1) seamless enrollment process 2) undeclared majors 3) students on academic probation 4) increasing transfers to four-year institutions and 5) academic under-preparedness/ pre-collegiate students.

We see these five areas as campus issues that will have a significant impact on student outcomes unless they are addressed. Therefore, contained within this strategic plan is a clearly laid out action plan with objectives that can be measured, the goal, completion date and responsible department. It is our hope that at the end of the third year of this plan, that we will have made substantial progress in achieving the goals in these five identified areas.

110 full-time faculty, more than 300 hourly faculty and 112 classified staff work cooperatively to create a welcoming and intellectually challenging educational environment at West.

INTRODUCTION

The mission of West Los Angeles College is *to serve students and the community by providing quality instructional and support services including programs, facilities, and open access for all who can benefit from its instruction.*

The 2008-2011 Student Services Strategic Plan has been prepared to chart the direction of the Student Services Division in support of the West Los Angeles College's Educational Master Plan.

The strategic plan was developed by the Student Services administrative team over the course of several planning sessions that examined:

- Organizational challenges facing West and Student Services,
- Student Services strengths and areas of improvement; and
- Major goals for 2008-2011.

The development of major goals, measurable objectives, and strategies were done in the context of the role that Student Services provides in supporting the College's academic mission. The planning model provides a foundation for the ongoing monitoring of progress over the course of the Educational Master Plan period.

STUDENT SERVICES MISSION STATEMENT

Student Services assists students to define and reach their personal and educational goals.

VISION STATEMENT

Through an innovative, seamless and responsive student support services and programs, West Los Angeles College Student Services Division empowers student to succeed.

The mission statement for Student Services is descriptive of its role and responsibility to provide direct assistance to all students at West Los Angeles College through a range of support services and programs. Student Services is composed of the following departments:

- Admissions and Records
- Associated Students Organization
- Child Development Center
- Counseling
- Disabled Students Programs and Services (DSP&S)

- Extended Opportunity Programs and Services (EOP&S) / Cooperative Agencies and Resources for Education (CARE)
- Financial Aid
- Intercollegiate Athletics
- International Students
- Matriculation
- Outreach and School Relations/CAHSEE
- Student Health Center
- Transfer Center

An organizational chart for Student Services is contained in Appendix I. A complete description of each Student Services unit is contained in Appendix II.

2008-2011 STUDENT SERVICES GOALS

The administrative team of Student Services identified six major goal areas for the three year period, 2008-2011, of the Educational Master Plan. The major goals are overarching for Student Services and encompass the work of each of the departments within the division. The goal areas were developed to address the critical challenges facing West students in the pursuit of their academic goals.

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

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

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

Goal 4: Increase the number of students who transfer or become transfer prepared.

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

Goal 6: Increase the awareness and utilization of student services programs.

The formulation of the major goals for Student Services for the 2008-2011 planning period provides a foundation for the next phase of work by the administrative team.

The organizational responsibilities assigned for the successful accomplishment of the major goals and measurable objectives require collaboration across the Student Services organization. Regular progress reports will be prepared on an annual basis through the program review cycle.

2008-2011 STUDENT SERVICES GOALS AND OBJECTIVES

GOAL 1: *Decrease the number of applicants who never enroll in the college by streamlining the enrollment process.*

A. **Objective:** Reduce the number of applicants that never enroll to the college

Strategies	Responsible Agent/department	Attainment date
<p>Improve the response rate to CCC Apply applicants</p> <ul style="list-style-type: none"> • Provide training to staff • Develop a registration appointment letter • Reduce the number of incomplete applications • Develop an online admissions process for F1 students living abroad • Develop a marketing website for F1 students • Develop an electronic self-referral system to the various departments on CCC Apply 	<p>A&R Outreach Office Student Services</p>	<p>08/09 – divided application according to alphabet</p> <p>07/08- completed in fall 07, spring 08 and fall 08</p>
<p>Encourage all students to participate in a comprehensive orientation and assessment before class registration.</p> <ul style="list-style-type: none"> • Encourage all students to meet with a counselor to develop a first-semester Ed plan. • Establish a Counseling 	<p>Matriculation A&R Counseling Outreach</p>	<p>07/08- on-going</p>

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<p>Internship Program to assist with the development of a ground new student orientation and success workshops.</p> <p>(Obj. 1A. Master Plan)</p>		
<p>Make available to all students on-line counseling and Financial Aid services.</p> <ul style="list-style-type: none"> • Establish a Frequently Asked Question site • Establish an on-line counseling system with Discussion Board • Pilot eChat in Counseling Division first and then expand to other departments <p>(Obj. 4.b. Master Plan)</p>	<p>Distance Learning Counseling Matriculation Financial Aid Student Activities</p>	<p>07/08- completed, managed by student activities office</p> <p>07/08 – pilot program operational since spring 2008 with Outlook and Discussion Board as base. On 11/12/08 viewed demonstration on eChat On 11/21- invited Coastline College to present on eChat and eAdvising.</p>
<p>Provide support services for evening and weekend students.</p> <ul style="list-style-type: none"> • Open first Saturday of second-eight week session <p>(Obj. 4.e. Master Plan)</p>	<p>All departments of Student Services</p>	<p>07/08 – all departments are opened one or more evening per week until 7 p.m. Matriculation areas and FA opened 2 Saturdays prior to semester beginning and two Saturdays the first week of school.</p>
<p>Implement a queuing system in the matriculation areas to streamline services to students.</p> <ul style="list-style-type: none"> • Renovate the A&R and FA Office • Prepare for move to 	<p>Matriculation A&R Counseling Financial Aid</p>	<p>07/08- complete</p> <p>07/08 – complete</p> <p>08/09- Move Management</p>

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new Student Services Building		meeting held on October 30
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GOAL 2: *Help student identify career interests and goals so that they can declare a major no later than the end of their first year at West.*

A. Objective: Reduce the number of undecided students by 5%

Strategies	Responsible Agent/department	Attainment date
<p>Establish a Career/ Job Development Center to increase awareness of career services.</p> <ul style="list-style-type: none"> • Earmarked location in the Measure J proposal. • Develop and incorporate data learned in student survey to establish program. • Renovate the existing Transfer Center. • Revise and update the PD 20 class that meets the standards for CSU and UC • Hire a full-time Counselor with a specialization in career development. 	<p>General Counseling Transfer Center Student Services Workforce Dev.</p>	<p>09/10 09/10 08/09- Center renovated with four new student stations with computers. Redesigned SS building housing transfer center inside Counseling Services Division 07/08- approved by CSU and UC 07/08- position ranked #5 on FPIP list however no fiscal resources allocated to position.</p>
<p>Develop a marketing plan to promote career services.</p> <ul style="list-style-type: none"> • Creation of a career brochure. • Create a Career /Job Development webpage. • Utilize SARS Call to send information to students about career events • Develop a career newsletter to spotlight career activities on campus • Provide Career/Job Fairs and 	<p>General Counseling Transfer Center Student Services Student Activities Workforce</p>	<p>09/10</p>

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internship events on campus <ul style="list-style-type: none"> Utilize Focus Groups to determine what we can do to improve our career services 		
Utilize Degree Works to track students' progress towards career attainment.	General Counseling Transfer Center Student Services	08/09- development of program in progress. College catalog scribing and evaluation completed. Training scheduled for December 2008 and implementation scheduled for spring 2009.

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

A. Objective: Reduce the number of students on probation by 3% each year

Strategies	Responsible Agent/department	Attainment date
Identify at-risk populations <ul style="list-style-type: none"> Inventory the needs of at risk students to create methods of measurements to determine appropriate interventions Utilize assessment information and District reports to identify population Number of students requesting referrals through the Academic Hurdler program Identify number of students on probation Number of students 	A&R Counseling EOP&S DSPS International Athletics Matriculation Financial Aid	08/09 Point of contact survey developed in Counseling Services Division to assess need of students. 07/08 and 08/09 Hurdler program implemented and information shared with respective areas. 07/08- District provides list to college. Counseling Services Division addressed students need through group

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<p>on disqualification</p> <ul style="list-style-type: none"> • Number of probationary students seeking counseling • Number of probation students referred by early alert system 		<p>Counseling sessions.</p> <p>07/08-Matricualtion office working with District office to develop an electronic early alert system. In progress.</p>
<p>Increase the number of students who meet with a counselor and the number of ed plans generated for this population.</p> <ul style="list-style-type: none"> • Hire a full-time counselor for Intercollegiate Athletes. 	<p>Matriculation Counseling EOP&S DSPS Athletics Financial Aid</p>	<p>08/09 Ed plan tabulations are recorded at the end of the fiscal year.</p> <p>08/09- completed.</p>
<p>Revise the academic and progress dismissal policy.</p>	<p>Counseling A&R Student Services</p>	<p>07/08 – completed</p>
<p>Develop a student success program tied to the Learning Skills Center that provides assistance to CAHSEE and other pre-collegiate students.</p> <ul style="list-style-type: none"> • Identify/Allocate resources to track student outcome • Outreach to target population through SARS CALL and written materials <p>(Basic Skills Plan)</p>	<p>All departments of Student Services Learning Skills Center</p>	<p>10/11 Potential name for Center: Success through Action and Responsibility (STAR)</p> <p>CAHSEE grant awarded in 07/08 and 08/09. Funds used to hire two LS instructors to develop non-credit math and English courses.</p> <p>07/08- completed, the number of SARS CALLS sent has tripled.</p>
<p>Evaluate the effectiveness of the college’s early alert system and develop and implement a new early alert</p>	<p>Matriculation Student Service Counseling</p>	<p>10/11- in progress. Matriculation department working with District to develop an on-line system.</p>

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<p>system if necessary.</p> <ul style="list-style-type: none"> • Tie to STAR project • Investigate SARS Early Alert software <p>(Basic Skills Plan)</p>		
<p>Increase participation in Personal Development Courses</p> <ul style="list-style-type: none"> • Develop a three-unit PD 40 Student Success Course that incorporates 16 hours of learning strategies that meets the standards for CSU and UC. • Hire full-time PD instructor 	<p>School Relations Counseling A&R Matriculation Outreach Office</p>	<p>07/08</p> <p>07/08- PD 40 approved for UC and CSU</p> <p>08/09- Position ranked #3 on FPIP list but no fiscal resources allocated to it.</p>

GOAL 4: Increase the number of transfer students to four- year institutions or become transfer prepared.

Objective: Increase the number of students transferring by 5% each year over the baseline year of 2007-08.

Strategies	Responsible Agent/department	Attainment date
<p>Use Degree Works to develop a student tracking system from entry to graduation</p> <ul style="list-style-type: none"> • Develop a two-path initiation graduation policy 	<p>Student Services Transfer Center Counseling Matriculation EOP&S DSPS Financial Aid Athletics</p>	<p>08/09</p> <p>07/08- completed. New policy and filing periods in affect.</p>
<p>Contact students who have not met with a counselor.</p> <ul style="list-style-type: none"> • Use the Degree Works system to create reports on students who are not 	<p>Student Services Transfer Center Counseling Matriculation EOP&S DSPS</p>	<p>08/09</p>

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<p>progressing in a timely manner towards their goals.</p> <ul style="list-style-type: none"> • Identify students who have completed 15, 30, & 45 transferable units and send them a letter. • Establish a Personal Development Course on transfer requirements. • Monitor number of transfers each semester • Monitor number of UC and CSU applications submitted • Monitor number of vocational certifications, associate degrees awarded • Monitor number of students who have not seen a counselor 	<p>Financial Aid Athletics</p>	<p>08/09- On-going, benchmark set</p> <p>08/09- On-going, benchmark set</p> <p>08/09- On-going, benchmark set</p>
<p>Increase collaboration with 4-year institutions to enhance transfer.</p> <ul style="list-style-type: none"> • Increase the number of transfer agreements with 4-year institutions (TAG, GTO) • Host University officials at West • Simplify articulation agreements to make them more user-friendly • Publicize transfer activities on a 	<p>Transfer Center Counseling Athletics DSPS EOPS Transfer Honor Program Articulation</p>	<p>07/08</p> <p>On-going</p> <p>08/09- Host Chancellor Block from UCLA</p> <p>07/08- on-going</p> <p>07/08- completed</p>

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monthly calendar <ul style="list-style-type: none"> • Develop a transfer brochure • Partner with REEO, non-profit transfer program • Apply for Puente Grant 		07/08- completed 08/09- 25 students admitted to the REEO program 08/09- Puente grant awarded for three years
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GOAL 5: Increase the academic preparedness of pre-collegiate students.

Objective: Provide support services to address academic preparation and success.

Strategies	Responsible Agent/department	Attainment date
Identify students who are academically under-prepared. <ul style="list-style-type: none"> • Utilize assessment information to target pre-collegiate students 	Counseling EOP&S DSPS Athletics Student Services Matriculation	08/09- UMOJA program developed.
Work with Academic Affairs to increase the number of tutors who are certified to tutor. <ul style="list-style-type: none"> • Work with Academic Affairs to establish supplemental instruction for high risk courses. (Obj. 1.D. Master Plan)	Academic Affairs Learning Skills Student Services	08/09- CAHSEE grant funded tutors in 07/08 08/09- \$75,000 issued to pilot SI program from presidential set-aside funds.
Increase awareness of existing support services for pre-collegiate students <ul style="list-style-type: none"> • Establish a student services and instructional support brochure • Establish a college 	Admission Counseling Matriculation Student Services	07/08 07/08- student services directory printed 07/08 – Installed LCD in

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<p>campaign to promote admission and academic policies, drop deadlines, academic renewal, etc.</p> <ul style="list-style-type: none"> • Establish an email notification system for academic policies • SS Road Show: visit all academic departments to address common issues 		<p>admissions and counseling to promote academic policy and student services activities</p>
<p>Create a summer bridge program for high school graduates identified as pre-collegiate that addresses math, English and study strategies that feeds into a First Year Experience Program.</p> <p>(Obj. 2.C., 4.A. Master Plan)</p>	<p>Outreach Academic Affairs Learning Skills Personal Development</p>	<p>08/09- Basic Skills Committee plan includes FACE and UMOJA</p>
<p>Encourage Faculty to identify and track students who need early intervention.</p> <ul style="list-style-type: none"> • Counselors visit developmental courses • Establish STAR Program 	<p>Academic Affairs Matriculation Counseling</p>	<p>09/10</p>

GOAL 6: *Increase the awareness and utilization of student services programs.*

Objective: Effectively market the student services programs offered on campus.

Strategies	Responsible Agent/department	Attainment date
Develop a marketing plan	All departments of Student	07/08

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<p>that promotes student services</p> <ul style="list-style-type: none"> • Create marketing materials: brochures, folders and promotional materials “goodies” • Update and maintain Student Services website • Conduct a student services climate survey every 2 years and tie the results to program review • Establish a student portal for incoming students 	<p>Services Graphic Artist Public Information Officer</p>	<p>07/08- numerous marketing pieces developed.</p> <p>08/09- New JumpStart and school relations website, UMOJA website, several updated</p> <p>08/09 point of contact survey completed and incorporated to program review.</p> <p>10/11</p>
<p>Host a student services and instructional support welcome fair the first-two days of school in the fall and spring semester.</p> <ul style="list-style-type: none"> • Create an Add and Drop Center in B6 	<p>All departments of Student Services Student Activities</p>	<p>07/08- welcome week institutionalized</p> <p>07/08- complete but needs to be moved B6 activities to new location.</p>

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