



# Program Review

Golden West College

## General Information

### Important Information

Some people have expressed concerns about losing information after being logged off. There are some ways to avoid this.

- Please type your information into a Word document then paste the information here.
- At the bottom of the page, there is a **“Save Progress”** button. That button can be very useful. However, if you have already been logged out due to a time error, it won't actually save the information to your account. To check to see if you have been logged out, a better approach is to click the **“Previous”** button. This will take you to the previous page AND it will save what you have typed on the current page. If you had been logged off, you will be immediately notified.

Submitter's First Name:

Submitter's Last Name:

Submitter's Email:

Submitter's ID:

Submitter's Phone Number:

Type of review?  Administrative  
 Instruction (Please note: Library and Counseling should submit individual Program Reviews: One for Instruction and one for Student Services))  
 Student Services

Who is your Dean/Supervisor?  Robyn Brammer  
 Joseph Dowling  
 Rick Hicks  
 Janet Houlihan  
 Danny Johnson  
 Claudia Lee  
 Alice Martanegara  
 Carla Martinez  
 Alex Miranda  
 Kay Nguyen  
 Meredith Randall  
 Christina Ryan Rodriguez  
 Matthew Valerius  
 Tim Vu  
 Chris Whiteside

Are you the Department Chair?  Yes  
 No  
 Not applicable

Who is your Vice President?  Lee, Claudia  
 Houlihan, Janet  
 Randall, Meredith

If you experience any technical difficulties completing this form, please contact [Damien Jordan](#).

### Program Review Purpose

*“Program review is the process through which constituencies (not only faculty) on campus take stock of their successes and shortcomings and seek to identify ways in which they can meet their goals more effectively. It is important to note here that the task of identifying evidence-based successful practices, and sharing these practices college-wide, is far more important than the negative perspective of trying to ferret out ineffective practices” –Academic Senate for California Community Colleges, 2009-*

### Program Review Data Driven Decision Making

- Continual improvement
- Evaluation of program resource needs
- Fiscal stewardship and transparency
- Culture of evidence

## Program Review Reporting Cycle

1. Program Review will be conducted every two years beginning Fall semester 2021.
2. Department Chair/Originator will be given feedback at each step in the process.
3. Data provided by ORPIE, including statewide data for success given to departments the first week of October (October 8, 2021).  
Originator: The originator owns this information (usually the Department Chair). The document is "locked" unless sent back.(October 22, 2021).
4. Department Chair: If the Department Chair did not submit the document, it will go to the Department Chair for general feedback (November 1, 2021).
5. Dean/Supervisor: The Dean/Supervisor provides feedback in a single text box. The Dean/Supervisor may send back to the Department Chair if something needs to be changed. (November 8, 2021).
6. IEC: IEC provides feedback for a technical review. (November 15, 2021).
7. CCD: provides feedback on curriculum or instruction section. (November 22, 2021).
8. Vice President: The identified VP provides feedback and can send the document back for edits (December 1, 2021).
9. Review: The Department Chair incorporates the feedback and resubmits. The Dean/Supervisor can send back if there is still something missing (January 31, 2022).
10. Submission: Once the originator (Department Chair) submits the document, it will be locked (February 11, 2022).
11. Committee Reviews: Requests for funding will be sent to committees for their review (February 11, 2022). Reviews by committees must be submitted to Planning and Budget by March 15, 2022.
12. Hiring Deadline: Approved requests for faculty positions will be provided by the Executive Team (February 25, 2022).
13. Hiring Deadline: Ratings for classified professional positions will be provided to the Executive Team by April 22, 2022.
14. Funding Deadline: Planning and Budget will make determinations on Categorically funded requests (April 22, 2022).
15. General Funds and Classified positions: Items funded through general funds and available Classified Professional Positions will be determined (October 7, 2022).

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## Important Update

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## Program Information

Name of Program (Academic Programs should be listed per discipline)

Admissions & Records

Please provide a brief description and any significant change in your program since the last program review cycle.

The Office of Admissions & Records has implemented many significant technological and operational improvements that have enhanced student success and achievement since the last Program Review Report in 2019. While technological improvements were part of our goals for the next several years, being forced into a remote service environment due to Covid 19 in March 2020, put technology front and center to offer continuous services to students. Within a few months of going remote, all A&R forms and/or services were available via Dynamic Forms, including producing physical photo IDs. We were able to provide seamless services remotely aligned with what would be offered in-person on campus. Utilizing technology allowed the office to significantly reduce paper and scanning with the goal of being a paperless office.

Since the last program review the office hired five permanent part time employees for the Call/Answer Center. Permanent staffing in this area ensured that the campus was able to provide customer service and live support which was essential during the pandemic. In addition, an improved phone tree with InContact through Ring Central increased data, tracking and training.

In addition, the AR office secured and hired a permanent part time employee that reports to A&R to support Dual Enrollment processing and high touch support to high school students and their families.

Additional tools to synchronously serve students was the implantation of "Live Chat" via MS Teams as well as Signal Vine for outreach and drop for non-payment communication for responsive texts to students to support and retain students in their matriculation to the college.

Successful implementation of Banner 9, Banner 9 self service registration and moved into a single term environment which required modification of campus processes and increased collaboration with OCC and Coastline to ensure GWC students were served with a high-level support.

In conjunction with Student Life, we implemented the OCTA Bus Pass Program where GWC students can ride for free when enrolled in classes integrating with their Student ID card or the mobile OCTA app.

Implemented "Project Graduation" for comprehensive evaluation for all potential awarding of degrees and certificates applied to eligible student records automatically. This change significantly increased awards conferred at GWC making GWC one of the top colleges in the state for awards conferred for the 2018 academic year.

What are your program's strengths?

Admissions & Records staff are a pivotal source of support for instructional programs, student support services, and is a key resource in maintaining institutional accountability and compliance at the college, district, and state levels.

Technologically innovative – staff embrace new technology to enhance the student experience as well as improving their own efficiency.

Evaluation of incoming transcripts – Highly efficient process from intake to evaluation. AR evaluators provide students and counselors with up to date information so that students can ensure they are taking appropriate courses for their academic goals when receiving their Education Plan by counseling.

All staff are cross trained with at least one other position in the office allowing for seamless support and no disruption in service for students, faculty and staff.

Implementation of NextGen Forms to meet online needs increasing visibility and accessibility to students and the public with the ability to efficiently submit information and forms electronically 24 hours 7 days a week minimizing the need for unnecessary trips to campus during traditional office hours. In addition, this has increased response times and processing to students and transparency on receiving confirmation and tracking of submissions. In addition, the website has been updated for ease of finding forms, tutorials, and registration related guidance in an accessible, improved and simplified platform.

What are the challenges for your program? (If there are regulations or requirements for your program that require additional support, please note those here.)

Fraudulent applications & enrollments became an issue in spring 2021 and continued to increase in summer/fall 2021. Monitoring this requires hiring additional staff to analyze and identify suspected fraud applications before enrollment occurs. This increase makes the tracking of true student activity and completion increasingly difficult to create benchmarks for planning and determining success.

Reviewing and rescanning legacy, hard copy transcripts continues to be a major project. In advance of shredding these Class 1 documents, the AR office must ensure that a clean and clear copy in BDMS (Banner Document Management System) is in the student record. Many of the images are not clear, or cut off on the side completed by the scanning company, therefore they must be rescanned and require individualized activity to review each document. While we were on track to completing this project, it came to a halt when we moved to remote work. There are still approximately 200 bankers' boxes left to review with each box containing between 1000 – 1500 transcripts. Staff work on this project when they have down time between the demands of their desk; however, without a dedicated staff member this project will take a significant length of time to complete.

Assisting "high need" students in the answer center with everything from application to registration. On many occasions it may require someone to spend up to an hour with a student to walk them through the application and registration process. As the campus continues to diversify to serve more non-native English speakers additional need for assistance specifically by staff who are bilingual. During peak periods, more staff (from all areas of campus) are required to ensure these students are getting help and continued partnership will be needed especially at the start of the term when the Student Services Center is a hub for students to get support on the campus.

## STUDENT SERVICES INFORMATION

If you do not have any of the below information, please type "N/A" in that box.

	4-years ago	3-years ago	2-years ago	1-year ago
Number of students served (unduplicated)	18,242	18,355	20,262	18,890

Percentage of students served (served/campus headcount)	*100%	*100%	*100%	*100%
Number of students served (duplicated)	*18,242	*18,355	*20,262	*18,890

Outside of hiring new faculty or staff (which should be included in your program goals, if needed), please discuss the above trends and your plan for serving more students.

\*Admissions & Records serves all students in some capacity each semester. These services include: processing their admissions application, ensuring registration works properly so they can enroll in classes, maintain their academic record, evaluate transcripts, clearing pre-requisites, process transcript requests, and conferring degrees. We utilize text messaging to students delivering timely, relevant information through a media in which they prefer. We send text messages, emails and even call students during our drop for non-payment period offering them a variety of ways to pay or defer their payment which has resulted in fewer students being dropped. We have opened our graduation petition periods to increase the number of students to apply for graduation.

The AR office have developed a collaborative relationship with the VRC to increase our veteran student population and provide wrap-around support. During Covid-19, GWC veteran population was significantly impacted where many decided to discontinue their studies when we were forced to switch to online learning. While some succeeded in the online modality, many did not, and just decided to wait until on campus learning returned which is still not back to full in-person course offerings.

Over the past two years, what technology and/or processes did you implement to impact the success of our students?

- \* Live Chat via MS Teams – this is available during business hours for students and the public. Questions that come in after hours are handled by the staff the next business day.
- \* MS Teams - Teams offers workspace chat and videoconferencing, file storage, and application integration. This has allowed for greater collaboration and file sharing in a secure environment.
- \* Campus Logic (chat bot) – This AI is another way for students to get answers to their questions without having to call or come to campus. The AI continues to learn based on the questions asked and is reducing the number of phone calls coming into our office.
- \* Created a Dynamic form for ALL admissions forms – students can now fill out an electronic form and easily upload their documents. Previously, students would have fill out paper forms and come to campus for processing. This was archaic and had the potential for "lost paperwork". Documents are now stored in an electronic format that are easily retrievable for audit purposes.
- \* SignalVine – texting software. Used to communicate with students during drop for non-payment and other outreach campaigns.
- \* Successful implementation of Banner 9, Banner 9 self-service registration and moved into a single term environment which required modification of campus processes and increased collaboration with OCC and Coastline to ensure GWC students were served with a high-level support.
- \* Implemented InContact Center along with Ring Central. This is has streamlined and centralized our phone system for the Call Center. The InContact center allows for call monitoring and can be used to train new employees.
- \* Launched and promoted the GWC Mobile App for dissemination of A&R information such as deadlines and general info to students. Also allows staff to respond to student inquiries directly.
- \* ID card integration with OCTA

What new outreach/recruitment initiatives have you implemented over the past two years?

\*Outreach efforts in A&R come mainly with our drop for non payment period. The staff call, text and email students about their registration and payment to ensure they remain enrolled in their classes. They work with the student to come up with the best solution should they need more time for payment or can refer them to the payment plans available.

## Program Review Goals and Requests for Funding

**Requests – If you are requesting any of the following, they *MUST* be addressed within your Department goals.**

- Faculty
- Equipment, Facilities, Technology
- Support Staff

(When you click that you need any of the above (Faculty, Equipment, Facilities, Technology or Support Staff) you will be provided the appropriate form on subsequent pages of this document)

### **Vision 2030 Goals Legend**

1. **Enrollment:** GWC will increase credit and noncredit enrollment while providing efficient academic programs and student services.
2. **Equity and Success:** GWC will support, enhance, and develop equity-minded services and academic programs that lead to student success.
3. **Completion:** GWC will ensure students' timely completion of degrees and certificates by providing high quality academic programs and student services.
4. **Workforce Preparation:** GWC will support student success by developing and offering academic programs and student services that maximize career opportunities.
5. **Facilities:** GWC will provide flexible, accessible, and sustainable learning environments that support the success of students, faculty, staff, and communities.
6. **Professional Development:** GWC will support the success of all employees by providing professional development opportunities that focus on the achievement of College Goals.
7. **Communication:** GWC will effectively communicate and collaborate within the College and its communities.

## Goals from Previous Program Review Cycle

Please refer back to the goals from your previous Program Review cycle and summarize all outcomes for each goal.

### **Summary and Outcomes of Previous Goals (from the last Program Review), including resource requests and if they were funded or not.**

\* Goal 1 – Increase the number of degrees awarded to 3100 over the course of Fall 2018, Spring 2019 and Summer 2019 semesters  
For these three filing periods, we awarded 4,414 traditional degrees and certificates. We also awarded 5,288 degrees and certificates through our auto award process for a total of 9,702 degrees and certificates!

Goal 2 – Increase late payment agreements.  
Through phone, text and email campaigns, students were given the option of late payment agreements and/or payment plans through a third-party vendor.

Goal 3 – Create online platform through a medium such as Gecko or Formstack for residency processing.  
Dynamic forms, using the NextGen platform, have been created and implemented for all A&R forms, including residency.

Goal 4 – Update Student ID cards to include Suicide Prevention Hotline and Public Safety phone numbers.  
Completed – added National Suicide Prevention Hotline, National Domestic Violence Hotline, The Crisis Text number, and Campus Safety

# Goals for Current Program Review Cycle

Current goals should be connected to Vision 2030.

**Please note:**

Equity should be embedded into all goals for students services.  
Student services programs must have a goal related to outreach and recruitment.

## Goal 1 (Required)

**Description of Program's Goal**

\*Using Campus Logic, build the knowledge base to increase the "intelligence" of the AI

**What actions will the program take to accomplish this goal?**

\*A&R staff will document the top five inquiries they receive each day from students and the public and use this information to build questions and answers for "Goldie" the chatbot.

**What metric will you use to measure your goal?**

\*The intent of this goal would be to reduce the call volume, chat, or in-person visits because they will be able to find the answer via the bot.

**Which of the College's missions and goals does this goal support? (Vision 2030)**

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

**Requests: What do you need to accomplish this goal? (Mark any or all that apply)**

Please note: Indicating one of the following will create a form to appear on a subsequent page.

- Faculty
- Facilities
- Technology
- Equipment
- Professional Development (funding request)
- Support Staff (permanent classified)
- None of the above

## Goal 2 (Required)

**Description of Program's Goal**

\*Install and utilize card readers at the counter for tracking services.

**What actions will the program take to accomplish this goal?**

\*Install previously purchased card reads and install at the following service windows: Main A&R counter, Veterans' Services and Answer Center info desk.

**What metric will you use to measure your goal?**

\*Run monthly reports to identify services provided and recognize trends and patterns. From this data, we can modify or add online services or utilize it for scheduling staff.

**Which of the College's missions and goals does this goal support? (Vision 2030)**

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

**Requests: What do you need to accomplish this goal? (Mark any or all that apply)**

- Faculty
- Facilities
- Technology
- Equipment
- Professional Development (funding request)
- Support Staff (permanent classified)
- None of the above

## Goal 3 (Required)

**Description of Program's Goal**

Create and maintain auto award grad lists in A&R.

**What actions will the program take to accomplish this goal?**

Train the Graduation Technician to run the process and maintain the spreadsheet originally created by the Dean of Counseling.

**What metric will you use to measure your goal?**

The process is completely managed and initiated in A&R with no need for outside assistance.

**Which of the College's missions and goals does this goal support? (Vision 2030)**

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

**Requests: What do you need to accomplish this goal? (Mark any or all that apply)**

- Faculty
- Facilities
- Technology
- Equipment
- Professional Development (funding request)
- Support Staff (permanent classified)
- None of the above

## Goal 4 (Optional)

**Description of Department's Goal**

Implement technology for receiving EDI transcripts. We currently only have the ability to send EDI transcripts.

**What actions will the program take to accomplish this goal?**

Work collaboratively with IT, OCC, Coastline and Parchment. Many institutions now would prefer to send transcripts via EDI, however we currently don't have the interface in place to read the EDI transcripts. Our reverse transfer transcripts come in this format and there is not much we can do with them until this is implemented.

**What metric will you use to measure your goal?**

We will receive EDI transcripts that have been converted into a readable format and entered into Banner.

**Which of the College's missions and goals does this goal support? (Vision 2030)**

- Enrollment
- Equity and Success
- Completion
- Workforce Preparation
- Facilities
- Professional Development
- Communication

**Requests: What do you need to accomplish this goal? (Mark any or all that apply)**

- Faculty
- Facilities
- Technology
- Equipment
- Professional Development (funding request)
- Support Staff (permanent classified)
- None of the above

## Goal 5 (Optional)

**Description of Department's Goal**

### OTHER INFORMATION

What additional information would you like to share about your program?

Optional file upload (if desired)

Optional file upload (if desired)

## General Information

**You have finished your Program Review! Your supervisor, IEC, and (possibly) CCD will review your submission and provide feedback.**

**Please note, you will only be able to edit this form again if it is returned to you from your supervisor or your VP. Please stay in touch with your supervisor, if you receive feedback that you wish to incorporate.**

Signature \_\_\_\_\_

Date \_\_\_\_\_

## Review Feedback

Dean/Supervisor: Please provide feedback on this Program Review

Program Review is an accurate assessment of the past few years and the updates and changes made to meet the current demands. New hires have made the department more efficient and met the changing needs of students and campus at large on how they engage the AR office.

IEC: Please provide feedback on this Program Review

"All goals need added description on how they align with Vision 2030 Equity and Success goal as "equity should be embedded into all goals for students services."

Goal 1 could also align with Vision 2030 Enrollment goal (students may be more willing to enroll at GWC if they meet fewer barriers when they are looking up information to enroll) and Equity in Success goal (having live chat may help students who have difficulty asking questions in person).

Goal 2 could also align with Vision 2030 Equity and Success goal. With the ability to identify students who utilize A&R services, their demographics and special population status could be tracked too.

Goal 3 needs description to align with Vision 2030 Equity and Success goal.

Goal 4 needs description to align with Vision 2030 Equity and Success goal.

Dean's Second Review

Superuser final check

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## CCD Reviewer

1. **Once you click the checkbox button below, scroll to the bottom and**
2. **Click on "Return for Revision" to send the document to the originator. DO NOT CLICK NEXT. When you click on Return for Revision, you will be given a page to provide your feedback.**

I have completed the CCD Review

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**Vice Presidents - If you would like to return this document to the originator, prior to the Dean's 2nd review, please DO NOT CLICK NEXT here. Instead, please click on "Return for Revision" to send the document to the originator. If you want to see the document again, please remove any comments from this page and add your comments on the email page that appears after you return the document.**

**If you sign the document, it will go back to the dean for a final review. If the dean forwards the document without returning it, the document will be locked, and the originator will not be able to incorporate the feedback from the reviewers.**

Please provide feedback here. When finished, click on "Return for Revision" at the bottom of this page.

Vice President: Please provide feedback on this Program Review



## DEAN'S ASSESSMENT OF POTENTIAL FUNDING METRICS

Which of the following **might** be a potential funding source for any of your requests? (Mark all that apply - or skip if not applicable)

- Equity:** Help disproportionately impacted students outside the classroom to either come to the college (access), stay in college (retention), complete transfer-level math or English, complete their degree/certificate, or transfer to a 4-year institution.
- Higher Education Emergency Relief Fund (HEERF II):**  
Assist students impacted by the COVID-19 pandemic
- Lottery:**  
Purchase of instructional materials to be used by students in the classroom.
- State Funded Equipment:**  
Any equipment considered that will last more than a year and costs more than \$5,000 that is used within the classroom.
- Workforce Development:**  
Improve the access, retention, or degree/certificate/career attainment for students in non-credit, Career Education, or career development

**Deans/Supervisors - If there are any comments above that have not been incorporated into the document, please DO NOT CLICK NEXT here.**

**Instead, please click on "Return for Revision" (bottom of page) to send the document to the originator. You will get another chance to review the document after the originator makes the requested changes.**

**If you sign the document (by clicking "Next"), it will be locked and be sent to Planning and Budget.**

Submitter Signature \_\_\_\_\_

Date: \_\_\_\_\_

Dean / Supervisor  
Signature

Electronically signed by Christina Ryan Rodriguez on 11/10/2021 9:52:21 AM

### Revision Email Sent Monday, February 7, 2022 10:33 AM

**From** Robyn Brammer  
**To** Jennifer Ortberg  
**Subject** Program Review - Revision reminder! IEC notes

Please see the comments from IEC in the other email.

Please complete this section and resubmit.

[Click here to complete your section of the form.](#)