



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-

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 Catorically 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).

Important Update

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

1. Please type your information into a Word document and then past the information here.
 2. 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.
-

Program Information

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

* High School Outreach

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

High School Outreach (herein referred to as HS Outreach) primarily serves high school students and their families, as well as any prospective student, parent/families, and community partners. We provide information to high school students, parents, counselors and guidance specialists, and the community to promote Golden West College education and career training programs, as well as direct support to students with completing the GWC application and onboarding process and accessing various support services on campus.

Since the last Program Review in 2019, HS Outreach experienced a very difficult 18 months of the COVID-19 pandemic. HS Outreach was unable to visit local feeder high schools (which were temporarily closed like GWC) and even upon reopening, HS Outreach was only able to deliver online/remote content to prospective students and families via Zoom. This lack of physical presence in the local high schools had a negative impact on 2020-2021 and 2021-2022 academic year recruitment, as many high school students opted out of fully online/remote higher education. Most recently (Summer and Fall 2021), HS Outreach has rebounded with the financial support of SB 85 which allowed for the hiring of 10 GWC Student Ambassadors to connect with displaced students who stopped or dropped out due to COVID-19 and local HS students who are looking at Community Colleges for the 2022-2023 academic year.

What are your program's strengths?

- Strong partnerships with nearly all feeder high schools in the area, especially in HBUHSD and GGUSD.
- Improved data collection and analysis to identify high-priority high schools to target for outreach and recruitment efforts.
- Engaging prospective students and families.
- Working collaboratively with student services programs to promote GWC to prospective students and families.
- Improved image of GWC through engaging marketing and outreach materials.
- Working with Counseling to improve and streamline the onboarding process for students (e.g., New Student Programs).

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

- HS Outreach is a one-person team.
- We need to increase the number of outreach events and "contact hours" at high-priority high schools based on data, not on the number of invitations received.
- We need to work more closely with Academic and Career programs to feature GWC Faculty and Program Representatives in specialized events and workshops.
- HS Outreach (and the College as a whole) needs a Customer Relationship Management (CRM) system to manage relationships with HS counselors and prospective students and families; automate personalized communications, organize and host HS Outreach events, and facilitate the application process through enrollment.

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)	* N/A	* N/A	* N/A	* N/A
Percentage of students served (served/campus headcount)	* N/A	* N/A	* N/A	* N/A
Number of students served (duplicated)	* N/A	* N/A	* N/A	* N/A

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.

- Relaunched the GWC Student Ambassador program with ten (10) current GWC student leaders who attend HS Outreach and Recruitment events in the local high schools, New Student Programs, and other signature events. The GWC Student Ambassadors also facilitate Campus Tours to prospective students and their families on weekdays, nights, and weekends when Classified Staff may not be available.
- Increasing opportunities to engage with middle school students and their families to develop early exposure to GWC.
- Work with Enrollment Services to get all HBUHSD students and select high schools to submit the GWC application and receive a GWC Student ID Card in order to increase early student engagement with the college.
- Fully implement a CRM to increase conversions from CCC applications to GWC enrollments.

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

- SignalVine
- GeckoEngage
- Online Request Form for GWC Outreach Visits
- Canva

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

- HS Outreach and Recruitment is our primary purpose, so all projects and initiatives are for Outreach & Recruitment.

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.

1. Increase early enrollment at GWC in the summer between senior year of high school and freshman year of college via effective onboarding systems. - INCOMPLETE due to COVID-19. No funding or additional resources were provided.
2. Increase the number of Outreach events at high-priority high schools and increase partnership opportunities with the community at large. - INCOMPLETE due to COVID-19. No funding or additional resources were provided.
3. Work with academic and career education programs to develop new academic-based programming to engage prospective students. - PARTIALLY COMPLETED - A new Outreach Specialist for CTE was hired in the 2019-2020 Academic Year which has added specialized support to Outreach & Recruitment.

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

Expand the HS Outreach team beyond one Classified Staff employee.

What actions will the program take to accomplish this goal?

- Use SB 85 Funding to hire an initial team of GWC Student Ambassadors
- Use SB 85 Funding to hire additional GWC Student Ambassadors who are fluent in Spanish and Vietnamese to serve local community populations.
- Use SB 85 Funding to hire Professional Experts to serve as "Regional Outreach Representatives" who are dedicated to serving 3-5 high-priority high schools and have a regular and consistent presence within the schools and their communities.
- Identify and schedule specialized Classified Staff members who have Outreach components in their job description to perform Outreach & Recruitment events, workshops, and campus tours to high-priority high schools.
- Mobilize select Managers from specialized programs to perform Outreach & Recruitment events, workshops, and campus tours to high-priority high schools.

What metric will you use to measure your goal?

Self-reported data inputted into a professional CRM system.

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

Increase High School student applications and enrollment by 10% (n=850).

What actions will the program take to accomplish this goal?

* Using data provided by ORPIE, create a three-tiered system of local feeder high schools based on the total number of enrollments to GWC over a 10-year period. The high schools (and their corresponding middle schools) with the most enrollments will be prioritized for HS Outreach events, workshops, and campus tours.
- Leverage Dual Enrollment to increase access to local high schools for HS Outreach activities.
- Extend invitations to local community organizations, including School Districts, to host their events at GWC for free (or minimal costs).
- Host more Application and Financial Aid workshops over traditional GWC presentations.

What metric will you use to measure your goal?

* Self-reported data inputted into a professional CRM system.

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

* Provide semesterly Professional Development to HS Outreach Classified Staff and/or Hourly Employees.

What actions will the program take to accomplish this goal?

* HS Outreach team members must participate in nationally recognized professional development at least once per semester on Outreach & Recruitment for Community Colleges and learn valuable knowledge, skills, and abilities that will enhance our program at GWC.
- HS Outreach will join a national, state, or regional professional development listserv to stay abreast of current topics, issues, and trends within the field.
- HS Outreach will deliver presentations at local, regional, and state conferences to demonstrate GWC's leadership in this arena.

What metric will you use to measure your goal?

* Self-Reported data to the Program Manager.

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

Please describe the type of Professional Development required.

* Membership in a nationally recognized association for Outreach and Recruitment (preferably for Community Colleges)
- Attendance at an Outreach and Recruitment conference (in-person or virtual)
- Attendance at an Outreach and Recruitment webinar
- Join an Outreach and Recruitment listserv

When do you plan to implement this Professional Development.

* ASAP

What budget will this require?

* \$10,000

Goal 4 (Optional)

Description of Department's Goal

Empty text input field with a downward arrow on the right side.

OTHER INFORMATION

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

Large empty text input field with upward and downward arrows on the right side.

Optional file upload (if desired)

Optional file upload (if desired)



Program Review

General Fund Classified Professional Request

How many Classified Professional Requests would you like to submit?

- 0
- 1
- 2
- 3
- 4

1st Classified Position Request

POSITION REQUESTED

- Replacement Position (Previously funded/ not currently funded)
- New Position (Never been funded/newly created)

Previously Approved Job Description (Please note that an approved job description from our District HR office is required in order to complete the request form. You may not proceed with the request without the job description.)

65250

When did this position become vacant (i.e., last day the employee worked)

07/01/2018

Years ago:

3.4

What was the history of this position and how was it funded?

Before the 2018-2019 academic year, the Outreach and Assessment office had four full-time positions. HS Outreach now has one (1) full-time employee. Neighboring Community Colleges, including OCC, have multiple Outreach Specialists who facilitate HS Outreach events across Orange County. To my knowledge, these positions were funded by the General Fund.

SALARY REQUESTED (Click here to see the [salary schedules](#))

Salary Schedule (e.g., EE) EE

Range (e.g., 116) 119

Job Title (should match description below) Outreach Specialist – Gene

Please use a mid-level step for salary: 79,439.16
Salary (e.g., \$50,000)

Contract

- 12 month
- 11 month
- 10 month
- 100% FTE
- Other FTE %

JOB DESCRIPTION SUMMARY

For reference, please see the current [Organizational Chart for the campus](#).

Please provide the job title and description-URL for your proposed position. You may find a list of approved job descriptions from the [CCCD Position Description portal](#).

For example, Accessible Media Specialist. URL: https://navigator.cccd.edu/district/hr/classification_and_compensation_study/Documents/Classified%20Specifications%20A/Accessible%20Media%20Specialist.pdf

If the job description is not listed above, you may copy and paste your job description here.

Outreach Specialist – General. URL: https://navigator.cccd.edu/district/hr/classification_and_compensation_study/Documents/Classified%20Specifications%20M-P/Outreach%20%20Specialist%20-%20General.pdf

What are the essential duties this position will fulfill?

1. Advocates for opportunities in higher education for a diverse population of potential high school students.
2. Gives presentations about the institution and other programs designed to give access to education and resources contributing to student success.
3. Schedules, coordinates, and presents information to individuals and/or groups to provide general college information and specific program information, including eligibility requirements, to prospective students at local area high schools, community organizations, on-campus events, and other locations.
4. Plans, develops, and oversees schedules for recruitment events.
5. Assists with the completion of the college application and connects prospective students with various campus departments based on the students' needs or inquiries.
6. Provides leadership for Campus Tours, including recruiting, selecting, training, and reviewing student and hourly staff.
7. Builds a prospective student pipeline through outreach events to K-12 schools and identifies new markets for the recruitment of students including out-of-district and out-of-state students.
8. Initiates and maintains communications with identified prospective students. Provides liaison to service area schools, agencies, and community-based organizations.
9. Collaborates with Marketing and Publications to create materials brochures, etc.) for the recruitment of prospective students.
10. Assists in the creation and distribution of informational materials for assigned programs. Creates and maintains presentations and reference guides for prospective students.
11. Trains, assigns, prioritizes, and reviews work of student and hourly staff.
12. Assists the responsible administrator(s) in the development of the program budget and purchasing procedures.
13. Performs other related duties as assigned that support the objective of the position.
14. Required to abide by all District policies and procedures including Board Policy 3050 – Code of Professional Ethics.

JUSTIFICATION

What is the compelling need for the position? Please include any consequences if this position is not filled?

HS Outreach is a one-person team. Addressing GWC's declining enrollments has been a #1 priority for almost 4 years now, yet no institutional funding, resources, or support have been given to address this matter.

Using Student Assistants and Hourly Professional Experts will be a "band-aid" and temporary fix, however, they will not match the need to have a dedicated, full-time employee committed to developing meaningful relationships with high-priority high schools, including their leadership, counselors, parents/families, and students.

If the full-time position is approved, will there be a request for funding for short-term temporary position during the hiring process?

- Yes
- No

Program Needs (50 points):

Explain the conditions that are unique to the program/department which support the need for additional full-time classified staff and how this position addresses those needs. If this position is not filled, explain the consequences on the program/department that will result. Please use information from program review. Click here to enter text.

Prior to the recent campus reorganization, the Assessment and Outreach Office had four full-time staff, two of which were responsible for regularly staffing high school outreach and recruitment events. There is now just one full-time Outreach Specialist who is responsible for all of the college's high school recruitment activities. The Outreach Specialist is supported by 8 GWC Student Ambassadors funded by one-time SB 85 funding. Unfortunately, these Student Assistants have limited availability, hours (10 hrs/week), and only a general understanding of the college application and onboarding process. Hiring another professional, full-time Outreach Specialist - General is critical for ensuring GWC is able to successfully recruit new students to the college, especially considering that neighboring colleges have much larger Outreach teams that include multiple Outreach Specialists, Counselors, and Career Education faculty and staff. GWC is not able to attend as many outreach/recruitment events or engage with as many students as neighboring institutions. GWC is also not able to sufficiently provide in-depth follow-up communication with prospective students to complete the application, registration, and onboarding process. GWC is missing out on reaching many more potential students, which is especially difficult at a time when the college is experiencing declining enrollment.

College-Wide Priority (30 points):

How does this request align and directly support the Strategic Plan? How does this position address stated long-term college priorities identified by [Vision 2030](#).

One of President McGrath's immediate short-term goals is to stabilize the college's declining enrollment and increase FTES enough to be within the size requirements for a Mid-Sized College. HS Outreach is critical for achieving these goals since the largest percentage of GWC students come from local feeder high schools and there are many community colleges in the surrounding area competing for these students. If GWC does not have a large and consistent presence at local high schools for outreach and recruitment events, the college is limiting its ability to attract new students and risks losing them to neighboring colleges. The long-term consequences of failing to effectively recruit new students to the institution are ongoing enrollment and FTES declines. Declining state apportionment revenues will force the college to make significant budget cuts that will negatively impact the entire institution and could result in staffing reductions, depending on the severity of the FTES reductions.

Contributions to Other College Operations (20 points):

To what extent would the position requested benefit or serve other departments, programs, or plans?

Recruiting new students to the college benefits all academic programs and student services offices on campus, since these students take classes across the institution and make use of all available support services. They are not limited to one area or another. The position will serve an even more critical need on campus since many of the college's academic programs have experienced sharp enrollment declines in recent years and are now in Program Vitality Review. The College is also working to develop new academic programs. Being able to recruit enough students to fill these courses for these new programs will be critical for ensuring their long-term success.

You have more than 1 classified professional request.

Please rank this request against your others. For example, if you are requesting 3 classified professionals for this program, you could put a "2" in this box, a "1" in the next box, and a "3" in the final request box. This will help later reviews better understand the needs of your program and your preference for hiring. If you only have 1 request, please put a "1" here.

1

Supervisor's Review

As the supervisor of this program, I have reviewed this request.

- No concerns
- I have concerns

Comments:

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.

...3131373537

Frank Cirioni
Signature

11/30/2021, 9:31 AM
Date

Review Feedback

Dean/Supervisor: Please provide feedback on this Program Review

Empty text box for Dean/Supervisor feedback with scroll arrows.

Deans/Supervisors - If you would like to return this document to the originator, prior to IEC's review, please DO NOT CLICK NEXT here.

Instead, please click on "Return for Revision" (bottom of page) to send the document to the originator.

If you sign the document, it will go forward to IEC.

You will get another chance to review the document after IEC, CCD (if instructional), and the Vice President have provided comments.

IEC: Please provide feedback on this Program Review

Empty text box for IEC feedback with scroll arrows.

Dean's Second Review

Empty text box for Dean's Second Review with scroll arrows.

Superuser final check

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

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