

# Welcome Center Program Review

2012-2013

## 1. Program Description

### **1A. Description**

The Welcome Center serves both new and returning students, as well as other student and instructional services and instructional programs. Full-time staff and Student Ambassadors will use a comprehensive personal approach to assist students with the admissions and financial aid processes; guide students through the setup of a MyVCCCD Student Portal account; assist with the assessment and registration processes; connect students with appropriate Student Support Services; offer Campus Tours; and answer general questions about the college, its programs and services.

### **1B. Services Provided by the Program**

Welcome Center staff and student Ambassadors provide information assistance and referrals to new and returning students; schedule and conduct campus tours; coordinate and conduct outreach activities at area middle- and high schools, college fairs and other events on request; coordinate and host on-campus outreach events; coordinate and conduct in-reach activities on campus to raise awareness of campus services.

The staff and Ambassadors will provide hands-on assistance with the admissions, portal and registration processes, answer general questions about the financial aid and matriculation processes, guide students through the steps they need to complete as part of their entry or re-entry to college life. They will also provide assistance to the student population at large by staffing Welcome tables and campus computer centers during the first week of each semester to offer directions, guidance and assistance to students with a variety of needs including registration and portal login issues, locating buildings and classrooms, providing class schedules and general directions.

### **1C. College Vision**

Ventura College will be a model community college known for enhancing the lives and economic futures of its students and the community.

### **1D. College Mission**

Ventura College, one of the oldest comprehensive community colleges in California, provides a positive and accessible learning environment that is responsive to the needs of a highly diverse student body through a varied selection of disciplines, learning approaches and teaching methods including traditional classroom instruction, distance education, experiential learning, and co-curricular activities. It offers courses in basic skills; programs for students seeking an associate degree, certificate or license for job placement and advancement; curricula for students planning to transfer; and training programs to meet worker and employee needs. It is a leader in providing instruction and support for students with disabilities. With its commitment to workforce development in support of the State and region's economic viability, Ventura College takes pride in creating transfer, career technical and continuing education opportunities that promote success, develop students to their full potential, create lifelong learners, enhance personal growth and life enrichment and foster positive values for successful living and membership in a multicultural society. The College is committed to continual assessment of learning

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outcomes in order to maintain high quality courses and programs. Originally landscaped to be an arboretum, the College has a beautiful, park-like campus that serves as a vital community resource.

## **1E. Core Commitments**

Ventura College is dedicated to following a set of enduring Core Commitments that shall guide it through changing times and give rise to its Vision, Mission and Goals.

- Student Success
- Respect
- Integrity
- Quality
- Collegiality
- Access
- Innovation
- Diversity
- Service
- Collaboration
- Sustainability
- Continuous Improvement

## **1F. Program Significant Events (Strengths and Successes)**

The Welcome Center was established as part of the VC Student Services Re-Engineering project that launched in Spring 2010 in an attempt to improve and streamline student services. One key recommendation from the project was to establish an intake center that would provide new and returning students with accurate information, assistance and a clear pathway through matriculation and registration activities. Officially opened in November 2011, the staff and Student Ambassadors of the Welcome Center have accomplished that and much more.

The knowledge and dedication of our two full-time staff members, complimented by a team of bright and enthusiastic Student Ambassadors, comprise the core strength of the Welcome Center and are the reason for its substantial success.

Staff and Student Ambassadors manned two Welcome Tables at the beginning of the Fall 2012 semester and provided assistance to 3,272 students over a three day period (Appendix 1F).

The Outreach and Matriculation Specialists collaborate in the coordination and delivery of matriculation services at local area high schools. Their collaboration has yielded an unexpected benefit, identified in the survey of students who attended Application workshops conducted by the Outreach Specialist; 92% of survey respondents indicated that they had also completed assessment activities. Their collaborative efforts will intensify as the college shifts some of its matriculation activities for new students away from high schools and onto the campus.

We have also collaborated with the Oxnard College Outreach Specialist and their Ambassadors to deliver Application and Portal Setup Workshops at Oxnard area high schools that invite Ventura College on campus.

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We have been successful in expanding outreach activities into the community as we responded to invitations from Foster Youth organizations; UCSB for Higher Ed Week; area Middle Schools; high school parent meetings and the U.S. Navy. Unfortunately our popularity has generated a significant challenge...

Expansion of outreach activities resulted in the Outreach Specialist logging 180 hours of overtime in the months of March, April, May, June and August, which were claimed for overtime or compensatory time. Given current budget restrictions and lack of funding for overtime, some activities may have to be eliminated from the Outreach schedule. To that end it will also be recommended that the Outreach Specialist become the sole contact for high schools and other entities to schedule activities at off-campus locations.

We are also challenged to plan for the continuation of our very successful Student Ambassador program after categorical and grant funds expire. The Student Ambassador program is critical to the success of the Welcome Center, as it is the Ambassadors who provide the most direct service to students on campus. They also assist in outreach activities at local area high schools and parent events. Funding is currently provided by Matriculation and the Title V Cooperative Grant. Title V funds will definitely expire in 2015; and it is likely that Matriculation funds will be redirected over the next three years as required by the SB 1456 (Student Success Act).

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## 1G. Organizational Structure

President: Robin Calote

Executive Vice President: Ramiro Sanchez

Dean: Victoria Lugo

Supervisor: Susan Bricker

### Instructors and Staff

<b>Name</b>	Barbara Barajas
Classification	Student Services Specialist
Year Hired	August 30, 2010
Years of Industry Experience	10 years
Degrees/Credentials	AA, BA, MA in progress

<b>Name</b>	Gema Espinoza
Classification	Student Outreach Specialist/Bilingual
Year Hired	February 23, 2009
Year of Industry Experience	7 years
Degrees/Credentials	Masters'-Ed. Counseling, Pupil Personnel Services credential, BA Liberal Studies

<b>Name</b>	
Classification	
Year Hired	
Years of Industry Experience	
Degrees/Credentials	

<b>Name</b>	
Classification	
Year Hired	
Years of Industry Experience	
Degrees/Credentials	

<b>Name</b>	
Classification	
Year Hired	
Years of Industry Experience	
Degrees/Credentials	

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## 2. Performance Expectations

### 2A. Student Learning Outcomes

#### 2A1. **2012-2013** - ***Institutional*** Student Learning Outcomes

1. Communication - written, oral and visual
2. Reasoning - Scientific and quantitative
3. Critical thinking and problem solving
4. Information literacy
5. Personal/community awareness and academic/career responsibilities

#### 2A1A. **2012-2013** – ***Institutional Service Unit*** Outcomes

1. Learning or Service Environment: Service will support or facilitate a positive learning or service environment for students.
2. Institutional Accountability: Service will support or facilitate institutional accountability by monitoring and ensuring compliance with statutory mandates, local policy and procedures, state or federal law.

#### 2A2. **2012-2013** - ***Program*** Service Unit Outcomes

1. After receiving information and referrals from Welcome Center staff, students will be able to complete appropriate next steps in the matriculation process
2. Students will express satisfaction with the assistance they receive at the Welcome Center.
3. Other Student and Instructional Support Services and Instructional Programs will express satisfaction with the assistance and information they and/or their students receive from the Welcome Center.

#### 2A3. **2012-2013** - ***Program Operating*** Outcomes

1. The Welcome Center budget provides adequate funding to support all Welcome Center initiatives, including the Student Ambassador Program.
2. Welcome Center staff and Student Ambassadors will take a lead role in teaching VC students how to use new technologies.
3. Welcome Center hours of operation and staffing are adequate to meet the needs of new matriculating and returning students at Ventura College.

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## 3. Operating Information

### A1: Budget Summary Tables, Trends, and Detail

Program specific data was provided in Section 3 for all programs last year. This year, please refer to the data sources available on the Program Review webpage (link will be provided).

In addition, the 2011-2012 program review documents will provide examples of last year's data and interpretations.

**2012 - 2013** Please provide program interpretation for the following:

#### Interpretation of the Program Budget Information

The Welcome Center does not have a budget. The majority of funding now comes from the Title V Cooperative Grant, with a small portion of the Student Ambassador funds coming from the Matriculation budget. It is a requirement of the Title V Grant that the two full-time positions provided therein, Student Services Specialist and Outreach Specialist, be institutionalized by the end of the grant in September 2015. Funding for Student Ambassadors will also expire at the time. Nor are there funds to address ongoing equipment and supply needs, including the need for promotional items for outreach activities.

Beginning with this Program Review we will request the establishment of a Welcome Center budget and a phased-in shift of funding for the Student Ambassadors from the Grant and Matriculation budgets into the Welcome Center's.

#### Interpretation of the Program Inventory Table

The inventory program requires further modification before it can be used to verify existing inventory.

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## Service Data:

a) *What populations are served by the program?*

The Welcome Center serves new and re-entering students with the entry process; the populations served include recent high school graduates, older students who are entering for the first time or returning to college after an absence, concurrently enrolled minors. Center staff also provide referrals for potentially eligible students to the EOPS and EAC programs, Veterans' Services in the Admissions & Records Office. Finally the Center serves existing college programs and departments, local area high schools and other groups or organizations with outreach activities.

b) *How many students, classes, etc. have been served by the program over the last two years (per semester)?*

The Welcome Center completes its first year in November 2012. The following statistics are not all-inclusive but do provide an excellent window into the number of students who benefit from Welcome Center and/or Outreach services.

- 3,272 students were served at Welcome Tables during the first three days of Fall 2012.
- 1,166 students attended Application Workshops at local area high schools between March and May 2012 in preparation for Fall 2012 enrollment.
- 1,200 students were served in person or via phone at the Welcome Center during the months of November and December 2011 and January 2012.
- Application and Portal Setup Workshops were conducted by the Outreach Specialist at every high school within the college's service area including continuation and non-traditional high schools; and at other Ventura County high schools by invitation. When surveyed:
  - 80% of responding students indicated it was easy to apply for admission after the workshop,
  - 86% indicated that portal setup was easy after the workshop,
  - 91% responded that they knew their student ID number, and
  - 92% responded that they completed the next step in matriculation, the assessment test.

c) *What other operational data is pertinent to your program? Please provide.*

### Hours of Operation

*8:00 a.m. to 7:00 p.m. Monday - Thursday*

*8:00 a.m. to 3:00 p.m. Friday*

There are currently 7 Student Ambassadors working 15-20 hours per week.

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## 4. Performance Assessment

### 4A1: **2012-2013** Institutional Level Student Learning Outcomes

Institutional Level Student Learning Outcome 1	Performance Indicators
Communication	This ISLO will not be assessed.
<b>Operating Information</b>	
<b>Analysis – Assessment</b>	

Institutional Level Student Learning Outcome 2	Performance Indicators
Reasoning	This ISLO will not be assessed.
<b>Operating Information</b>	
<b>Analysis – Assessment</b>	

Institutional Level Student Learning Outcome 3	Performance Indicators
Critical Thinking and problem solving	This ISLO will not be assessed.
<b>Operating Information</b>	
<b>Analysis – Assessment</b>	

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Institutional Level Student Learning Outcome 4	Performance Indicators
Information Literacy	This ISLO will not be assessed.
<b>Operating Information</b>	
<b>Analysis – Assessment</b>	

Institutional Level Student Learning Outcome 5	Performance Indicators
Personal/community awareness and academic / career responsibilities	This ISLO will not be assessed.
<b>Operating Information</b>	
<b>Analysis – Assessment</b>	

### 2A1A. 2012-2013 – Institutional Service Unit Outcomes

1. Learning or Service Environment: Service will support or facilitate a positive learning or service environment for students.
2. Institutional Accountability: Service will support or facilitate institutional accountability by monitoring and ensuring compliance with statutory mandates, local policy and procedures, state or federal law.

SUOs 1301, 1302 and 1303 map to ISUO #1.

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**4A2: 2012-2013 Service Unit Outcomes**

Service Unit Outcome	Performance Indicators
1301. Students will express satisfaction with the assistance they receive at the Welcome Center.	<i>70% of students surveyed will express satisfaction with the information and service they receive from Welcome Center staff and Student Ambassadors.</i>
<b>Operating Information</b>	
This SUO was assessed by survey in Spring 2012 but received a very low response rate. It will be assessed again during Fall 2012 using the same survey instrument but having students complete it on site and call-in students by email.	
<b>Analysis – Assessment</b>	

Service Unit Outcome	Performance Indicators
1302. After receiving information and referrals from Welcome Center staff, students will be able to complete appropriate next steps in the matriculation process.	<i>60% of new or returning students served and referred by Welcome Center staff or student ambassadors will successfully complete the matriculation process as appropriate for their status (e.g. new or returning).</i>
<b>Operating Information</b>	
This SUO will be assessed in Spring 2013 using a combination of data provided by the institutional researcher, counseling dept. and MIS data to follow the cohort of students who attended application workshops for Fall 2012 enrollment.	
<b>Analysis - Assessment</b>	

Service Unit Outcome	Performance Indicators
1303. Other Student and Instructional Support Services and Instructional Programs will express satisfaction with the assistance and information they and/or their students receive from the Welcome Center.	<i>60% of services and programs surveyed will express satisfaction with their experiences with the Welcome Center, Outreach Activities and/or Student Ambassadors.</i>
<b>Operating Information</b>	
This SUO will be assessed Spring 2013 by survey.	
<b>Analysis – Assessment</b>	

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### 4C. 2012-2013 Program Operating Outcomes

Operating Goal	Performance Indicators
<p>1304. The Welcome Center budget provides adequate funding to support all Welcome Center initiatives, including the Student Ambassador Program.</p>	<p>Welcome Center functions will be fully supported by its allotted budget and will be able to provide:                      Full Service hours of 8 am-7 pm Mon-Thurs, 8 am-noon on Fridays.                      Student ambassador coverage for Welcome Center, Welcome tables, registration computer center during the first week of every term.                      Sufficient number of student ambassadors to assist in on- and off-campus outreach and in-reach activities.</p>
<b>Operating Information</b>	
<p>The Welcome Center does not have its own budget, and funding is provided primarily through the Title V Cooperative Grant with contributions from General Fund and Matriculation funds. Title V funding will expire in 2015, at which time the two full time positions and funding for student ambassadors has to be institutionalized to support continuation. Staff will keep daily logs of services rendered, outreach activities and tours to better assess the most efficient operating schedule and staffing. A WC budget will be requested in this program review.</p>	
<b>Analysis – Assessment</b>	

Operating Goal	Performance Indicators
<p>1305. Welcome Center staff and Student Ambassadors will take a lead role in teaching VC students how to use new technologies.</p>	<p>Welcome Center staff and Student Ambassadors receive ongoing training in new technologies such as DegreeWorks, and will incorporate them into the assistance they provide to students.</p>
<b>Operating Information</b>	
<p>Student Ambassadors will begin in October 2012 to teach students to use DegreeWorks as a tool to help select classes appropriate to their educational goal. This activity will also support pending mandates of SB 1146 and SB 1456 – and federal Title IV regulatins - that require students to select a valid program of study and ed. goal.</p>	
<b>Analysis – Assessment</b>	

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<b>Operating Goal</b>	<b>Performance Indicators</b>
1306. Welcome Center hours of operation and staffing are adequate to meet the needs of new matriculating and returning students at Ventura College.	Hours of operation at the WC and those dedicated to Outreach activities will be adequate to meet students' needs, and expenditures for overtime/comp time will be eliminated or greatly reduced.
<b>Operating Information</b>	
Outreach Specialist logged 180 hours of overtime/comp time over 4 months of the Spring 2012 semester; there is no sustainable source of overtime funding for this, and the concentrated amount of overtime is not healthy for one person to shoulder.	
<b>Analysis – Assessment</b>	

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## 5. Findings

### **2012-2013** - FINDINGS

**Finding 1:** Survey responses were positive about Welcome Center services, but the response rate was too low to represent a viable sample. The survey will re-administered during months of October 2012 and January 2013 using different delivery modalities.

**Finding 2:** Based on the survey of students who attended an Application Workshop, 92% of respondents also took the assessment test. We do not know how many completed all matriculation services and registered for the Fall 2012 term.

**Finding 3:** Welcome Center is intended to serve other campus programs and services as well as students, in keeping with the concepts put forth in the Student Services Re-Engineering Plan. After a year of operation we have positive anecdotal feedback from other campus stakeholders but no formal request for feedback or suggestions. We will conduct a survey of those stakeholders to gain feedback and suggestions for improvement.

**Finding 4:** Welcome Center funding is reliant upon funds from the Title V Cooperative Grant with contributions from Matriculation and General funds. Title V funds the two full-time positions and requires that they be institutionalized over the life of the grant; the Student Ambassador program is funded by Title V and Matriculation funds. A Welcome Center budget needs to be established for staffing, supplies and equipment.

**Finding 5:** There is substantial demand for Outreach services, not only at local area high schools but also community groups, foster youth groups, parent groups – all valid needs, but we cannot accommodate them with one Outreach Specialist. Prior to the start of matriculation activities in Spring 2013, WC staff and the Registrar need to formulate an Outreach plan that will likely reduce the scope of outreach services in the foreseeable future.

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## 6. Initiatives

### 6A: 2011-2012 - FINAL Program Initiative Priority Ratings

Line Number	Division Code	Program	Category	Program Priority (0, 1, 2, 3...)	Division Priority (R, H, M, L)	Committee Priority (R, H, M, L)	College Priority (R, H, M, L)	Initiative ID	Initiative ID	Initiative Title	Resource Description	Resource Category	Estimated Cost	Adjusted Cost	Accumulated Costs	Full Time or Part Time
1	35	Welcome Center	Grants	0	H			WC01	WC1201	Serve new and continuing students through the student ambassador program	Shift funding for student ambassadors from Matriculation to Title V grant.	6	15,000		-	

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## 6B: **2012-2013** Initiatives

**Initiative ID should be consistent. For example:**

**2011-2012 identified initiatives - LC1201, LC1202, etc.**

**2012-2013 identified initiatives – LC1301, LC1302, etc.**

**These initiatives are being included for your reference. If they still apply in 2012-13 keep them on. If they do not, delete them. Add any new initiative for 2012-13.**

**Initiative:** Students will express satisfaction with assistance they receive through the Welcome Center.

**Initiative ID:** WC SUO #1301

**Link to Finding #:** 1

**Benefits:** Students will have better command and understanding of the MyVCCCD student portal and will be able to use it to track their financial aid status, register online, retrieve personal alert messages, and select classes, produce their own degree and transfer evaluations using DegreeWorks.

**Request for Resources:** None

### Funding Sources:

No new resources are required (use existing resources)	x
Requires additional general funds for personnel, supplies or services (includes maintenance contracts)	
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	

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**Initiative:** Students who successfully completed an Application Workshop will also complete matriculation services appropriate to their status as new or returning, including registration.

**Initiative ID:** WC SUO #1302

**Link to Finding #:** 2

**Benefits:** Students who begin with an Application workshop will find it easier to progress through all matriculation activities and register for classes.

**Request for Resources:** None

**Funding Sources:**

No new resources are required (use existing resources)	X
Requires additional general funds for personnel, supplies or services (includes maintenance contracts)	
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	

**Initiative:** Other Student and Instructional Support Services and Instructional Programs will express satisfaction with the assistance and information they and/or their students receive from the Welcome Center

**Initiative ID:** WC SUO #1303

**Link to Finding #:**

**Benefits:** Students will experience better overall coordination of services and information-sharing as a result of the Welcome Center's collaboration with other student and instructional support services and instructional programs. Students and faculty will be more aware of available services and support options.

**Request for Resources:** None

**Funding Sources:**

No new resources are required (use existing resources)	X
Requires additional general funds for personnel, supplies or services	

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(includes maintenance contracts)	
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	

**Initiative:** Establish a budget for the Welcome Center and begin to fund the institutionalization of two full time positions (required by Title V Coop. Grant) and the Student Ambassador program.

**Initiative ID:** WC SUO #1304

**Link to Finding #:** 4

**Benefits:** Survey results and feedback from other areas of the campus (e.g. Assessment/Matriculation, International Students, Financial Aid) demonstrate the critical role assumed by the Welcome Center during its first full year of operation. WC staff, including the Student Ambassadors, is the strength of the Center and the real source of its success. Institutionalization of the Welcome Center will ensure that students continue to receive its valuable assistance.

**Request for Resources:** \$10,000.00

**Funding Sources:**

No new resources are required (use existing resources)	
Requires additional general funds for personnel, supplies or services (includes maintenance contracts)	
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	x

**Initiative:** Assess scope and volume of Outreach activities offered Spring 2012 and develop an Outreach plan that will maximize resources and services in Spring 2013.

**Initiative ID:** WC SUO #1305

**Link to Finding #:** 5

**Benefits:** Greater financial and operational efficiency will benefit the college, staff and students; and alleviate the overtime burden borne by the Outreach Specialist last Spring 2012.

**Request for Resources:** None

**Funding Sources:**

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No new resources are required (use existing resources)	x
Requires additional general funds for personnel, supplies or services (includes maintenance contracts)	
Requires computer equipment funds (hardware and software)	
Requires college equipment funds (other than computer related)	
Requires college facilities funds	
Requires other resources (grants, etc.)	

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### 6C: 2012-2013 Program Initiative Priority Ratings

Program	Category	Program Priority (0,1,2,3)	Division Priority (R,H,M,L)	Committee Priority	College Priority	Initiative ID	Initiative Title	Initiative Description	Estimated Cost	Adjusted Cost	Accumulated Costs
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WC	No resources required	L				1301	WC Satisfaction Survey	Conduct satisfaction survey	0		
WC	No resources required	M				1302	Students who begin with an Application workshop will find it easier to progress through all matriculation activities and register for classes	Collaborate with institutional researcher to follow the cohort of students who attended workshops for Fall 2012 and determine how well they navigate the full matriculation process	0		
WC	No resources required	L				1303	Other Student and Instructional Support Services and Instructional Programs will express satisfaction with the assistance and information they and/or their students receive from the Welcome Center	Survey other on-campus programs and services to determine how well the WC is serving campus needs.	0		
WC	Other General Funds (student hourly for Ambassadors)	H				1304	Institutionalize Student Ambassador Program	Establish WC budget and begin institutionalization of student Ambassador Program	10,000		

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WC	Operational Goal	M				1305	Create an Outreach Plan for Spring 2013	An outreach plan is needed to reduce overtime expenditures and ensure that we are meeting the most immediate needs.	0		

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## **6D: Program/Department Level Initiative Prioritization**

All initiatives will first be prioritized by the program/department staff. Prioritize the initiatives using the **RHML** priority levels defined below.

## **Division Level Initiative Prioritization**

The program initiatives within a division will be consolidated into division spreadsheets. The dean may include additional division-wide initiatives. All initiatives will then be prioritized using the **RHML** priority levels defined below.

## **Committee Level Initiative Prioritization**

The division's spreadsheets will be prioritized by the appropriate college-wide committees (staffing, technology, equipment, facilities) using the **RHML** priority levels defined below.

## **College Level Initiative Prioritization**

Dean's will present the consolidated prioritized initiatives to the College Planning Council. The College Planning Council will then prioritize the initiatives using the **RHML** priority levels defined below.

**R:** Required – mandated or unavoidable needs (litigation, contracts, unsafe to operate conditions, etc.).

**H:** High – approximately 1/3 of the total program/department/division's initiatives by resource category (personnel, equipment, etc.)

**M:** Medium – approximately 1/3 of the total program/department/division's initiatives by resource category (personnel, equipment, etc.)

**L:** Low – approximately 1/3 of the total program/department/division's initiatives by resource category (personnel, equipment, etc.)

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## 7. Process Assessment and Appeal

### 7A. Purpose of Process Assessment

The purpose of program review assessment is to evaluate the process for continual improvement. The process is required for accreditation and your input is very important to us as we strive to improve.

### 7B. 2012 - 2013 ASSESSMENT QUESTIONS

1. Did you complete the program review process last year, and if so, did you identify program initiatives?

*Yes, two initiatives were identified.*

2a. Were the identified initiatives implemented?

WC SUO #1	<b>Students will be able to complete the VC entry or re-entry process after receiving assistance at the Welcome Center.</b>	Implemented, no resources required. Survey results indicate achievement of the goal, but because the response rate was low (less than 5% of students served) the survey is being repeated Fall 2012 onsite at the Welcome Center – a survey link has been placed on WC computers. SUO will be re-assessed and reported in Spring 2013.
WC SUO #2	Increase funding for Student Ambassador program.	Implemented with funds from the Title V Collaborative Grant; now the challenge will be to institutionalize and fund the program before the Grant expires in 2015. This initiative will not be continued, but is replaced by an initiative to create a Welcome Center budget.

2b. Did they make a difference?

*Yes, especially SUO #2. With an increased Student Ambassador staff, we have been able to expand Outreach services, provide Ambassadors in other departments/areas to assist students during peak activity periods, and improve data collection for the Welcome Center.*

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3. If you appealed or presented a minority opinion for the program review process last year, what was the result?

*Too early in the process to respond.*

4. How have the changes in the program review process worked for your area?

*Too early in the process to respond, but the first facilitated division meeting was helpful in defining instructions, parameters and time frame. Facilitated meetings should provide clarity to the process.*

5. How would you improve the program review process based on this experience?

*Suggestions will be presented during assessment after the process is completed.*

### **7C. Appeals**

After the program review process is complete, your program has the right to appeal the ranking of initiatives.

If you choose to appeal, please complete the appropriate form that explains and supports your position. Forms are located at the Program Review VC website.

The appeal will be handled at the next higher level of the program review process.