# LMC Comprehensive Program Review
## Administrative Services Units
### Fall 2017

The following provides an outline of the required elements for a comprehensive program review for Administrative Services Programs.

## 1   EVALUATION/ANALYSIS

### 1.1   ANNUAL REVIEW UPDATE ANALYSIS

Analyze your annual reviews (objectives and improvements) over the past 3 years and respond to the feedback from last year's review.

*To consider: Review your data and analyze where performance is declining. Is there a breakdown by gender, age, ethnicity and the populations described in the Student Equity Plan? (Veterans, DSPS, African American, ESL, low income students, Foster Youth) What is you action plan to address success in underperforming areas? What support services do you offer to meet these goals?*

**Brentwood Center – Student Services**

Over the past few years there have been significant efforts made to increase the level of support services and improve access to services at the Brentwood Center.  Leading up to 2014-15, Brentwood enrollments steadily increased, with roughly one third of LMC students taking classes at the Brentwood Center.  Of the 2,669 students enrolled in fall, 2014, 1,060 took classes only in Brentwood (almost 40% of Brentwood enrollees) and the remaining 1,609 (about 60%) of enrollments represented students taking classes in both college locations.  At this point in 2014, enrollments had increased by 14% over a five year period, since 2009.

Given the significant growth, the demand for more services, access to improved classroom technology and additional parking became major themes for the Brentwood Center. Recognizing existing levels of service were inadequate to meet the demand, Brentwood students were surveyed in spring 2015, focusing on students' perception of access to services, both existing and what could be improved.  While the majority of the responses indicated a high level of satisfaction with Brentwood services, there were a number of suggestions for addressing needs that were not being met.  Among these were increased access to Bookstore and Library services in Brentwood, more parking, Financial Aid assistance and counseling services.  It was also noted that even though additional efforts had been made to improve marketing of student support services in Brentwood since the previous survey (2013), there were still a few comments indicating that advertising of available services could be improved.

Feedback from the student survey influenced the Brentwood Center goals for the 2014-15, 2015-16, 2016-17 and 2017-18 program review updates:

- Marketing/Communication Plan for Available Support Services – This has been a long term goal that has been a work in progress.  As noted above, it became evident through student feedback that many students walked in and out of the Brentwood without any awareness that services were available to them at the center.  There were a number of contributing factors to this problem, the most obvious being the relatively small space the Brentwood Center is housed in requires limited points of entry into and out of the building.  Unless students are seeking assistance at the front counter, they will opt to enter through another (main) front door and go directly to their classes.  In this case, they only see classrooms or labs, although in the past two years a reading/writing center and library services have been added to the center.  Other services are not obvious, given the need to enter these offices through another door.

  Two major improvements have been made to help increase awareness of available services in Brentwood.  First, with the assistance of the college Marketing Department, signage has been added throughout the center.  It not only gives a consistent and polished look to the messaging but locations within the building are much easier to find.  Second, student ambassadors working at the Brentwood Center have developed a power point presentation that describes the various services available to students in Brentwood.  With the approval of Brentwood faculty, the student ambassadors visit classes at the beginning of each semester and share information about available services, locations and hours.  This has proven to be a great strategy for reaching more students, rather than depending upon students to read signs or take the initiative to look for resources, the student ambassadors bring it to them.

  In addition to these changes, the Brentwood web site has been improved, with more information available to address student interests and needs.  One of the most recent added features is extensive information about access to parking, both in the public parking area in front of the Brentwood Center and on nearby streets.  Email "blasts" are also sent to students enrolled in Brentwood classes a few days before the semester begins to inform them of parking options.  A link to parking maps is also included.  This same information is regularly addressed in the Student ENewsletter.

- Technology Improvements – Outside of parking, one of the biggest challenges at the Brentwood Center is access to dependable technology to support classroom, administrative and student needs.  In lieu of investing beyond the eight SMART classrooms, portable SMART carts have been used to give greater flexibility of use in multiple locations, as needed.  This equipment is in constant demand but has served to meet the need within the classrooms, with occasional repairs and the purchase of document cameras.  Computer upgrades have also been made to classroom labs and some administrative areas.

In response to one of the accreditation recommendations in 2015, timely and consistent IT and Media support in Brentwood was established on a weekly schedule.  This allowed for much improved support and problems related to IT concerns dramatically decreased.  This level of IT support remained in place until early summer, 2017.  With a transition in management of the College IT services, Brentwood and other college IT needs are being reviewed.

- Veterans Services – Another goal that evolved out of student feedback in 2015 involved a review of the number of student veterans attending the Brentwood Center and the related interest and need for dedicated veteran services.  It was determined that there was a relatively small number of student veterans attending the Brentwood Center, accounting for some fluctuation from semester-to-semester.  Although a veterans counselor has been added to the counseling schedule and there are occasional visits by a representative from a community veteran's organization, requests for veterans' services remains low.  This may be in part, due to the opening of the Veterans' Resource Center (VRC) at the Pittsburg Campus where additional services and support are now available on a regular basis.  Student veterans attending the Brentwood Center do utilize available DSPS Counseling and accommodations provided at the center.

- Long-Term Staffing Plan – Another goal that has been extended over the past few years is the development of a staffing plan to accommodate anticipated growth when the new Brentwood Center opens.  This was made a goal in the 2015-16 program review and carried over to 2016-17, in anticipation of the new Brentwood Center facility opening in late 2018.  With an anticipated ground-breaking this spring, 2018, the target date for opening the Brentwood Center is now 2020.

  There are a number of areas that have been identified as requiring additional staff, once the new facility is open:
  - DSPS – Disabled student services continue to be in demand in Brentwood, including testing support, as well as other accommodations.  In addition to having a DSPS counselor available in Brentwood (currently in place), a DSPS coordinator is needed to address all other required services.
  - Bookstore – A small Bookstore will provide sales of textbooks, supplies and some food items.  While there can be a juggling of staff from the Pittsburg Bookstore to handle orders and stock shelves, there will need to be another employee hired to handle general Bookstore services.
  - IT Support – This will be another area where regularly scheduled technical support is needed.  The new facility includes space for IT staff for storing equipment and workspace.
  - Police Services – Although the Brentwood Center currently has a parking officer available throughout the day and evening, there will be a need for additional Police Services presence at the new site.
  - Science Lab Staff – Required to accommodate additional curriculum in Chemistry and Anatomy.

o   Additional Full-Time Faculty (Chemistry)

Beyond the hiring of new permanent staff for the center, additional student employees/ambassadors will be needed to assist student services, including Welcome Services, Financial Aid, Admissions & Records and DSPS.

Outside of the goals that have contributed to improvements at the Brentwood Center, another main impetus was in response to the recommendations made by the visiting accreditation team following their visit to LMC in 2014.  As noted above, one of two recommendations to resolve deficiencies was to ensure that Brentwood Center students had adequate availability to quality support services, technology, facilities and library services.  This led to the following improvements in Brentwood:

- A second full-time counselor was hired in 2015 for the Brentwood Center, addressing general, DSPS and veterans counseling services.  Additional part-time counseling hours were added to the schedule, providing ESL, EOPS and "wellness" or personal counseling support.
- A full-time Financial Aid Assistant was hired, providing support for day and evening students.  A representative from the Pittsburg Financial Aid Office also provides scholarship information either through weekly visits to Brentwood or workshops that are scheduled at the site.
- Bookstore hours were expanded from two weeks at the start of each semester to three weeks and book buy-back services were added.  The sale of LMC merchandise was also made available to Brentwood students on designated dates each semester.
- Additional assessment hours were made available to students in Brentwood, given the hiring of a full-time Assessment Coordinator in Pittsburg.
- Representatives from EOPS and CalWORKS began having regularly scheduled hours in Brentwood.  Although this service was eventually discontinued, an EOPS/CalWORKS Counselor is now available for appointments in Brentwood every week.
- Online student support services are now available to all LMC students through *Student Lingo*, a software company that provides online tutorials in English and in Spanish on a variety of topics, including:  study and test-taking skills, time management, career exploration, tutoring, financial literacy and strategies for college success.  These modules are available 24/7 for the convenience of our students.
- Workshops are scheduled at the Brentwood Center to address a variety of student interests and needs, including new student workshops, career exploration, transfer options and preparation, CWEE orientations, librarian presentations and academic support for students on stage 2 probation and/or dismissal.
- Regularly scheduled IT support five days each week.  (Note this was discontinued in summer, 2018, and IT support is now provided on an as-needed basis.)
- A Librarian was hired with dedicated time in Brentwood and in Pittsburg.  This position will be full-time in Brentwood with the opening of the new center.  Additional Library services have been added, providing more resources to students.

- A full-time lab coordinator was hired to support the Brentwood Science Lab and students in lab-based science classes.
- Tutoring hours were expanded to create a proportional offering of peer tutoring and reading/writing consultants in Brentwood.
- Student Assistants were hired to provide support in the computer lab and with media services.
- In addition to having a full-time Math Lab Coordinator during the day, a part-time Lab Coordinator was hired to provide additional support in the late afternoons and evenings.
- Soft-space and a secure area for study and breaks was added to the outside space behind the Brentwood Center.  Wi-Fi access was also made available.
- Every semester, Student Life activities are offered in Brentwood, including a welcoming event, *Mustang Madness,* with free pizza and information provided by Student Services representatives stationed at tables in the hallway of the center.
- Options to extend parking facilities was explored with the City of Brentwood and the owner of the open space behind the Brentwood Center.  This resulted in space being designated directly behind the center for employee parking only and clearly defined public access in spaces in front of the center.  Street parking is also available and is identified on maps provided on the Brentwood Center web site.

Most, if not all of the concerns regarding accommodations and level of service in Brentwood will be resolved with the opening of the new center in 2020.  The Brentwood Center faculty and staff participated in design plans with the architects over the past two year and ground-breaking is scheduled for this April, 2018.  More than ample parking will be available and the facility will have new state-of-the-art equipment and furnishings through-out.  The Brentwood Center will be a welcome addition to the surrounding businesses and community.

## 1.2   PROFESSIONAL DEVELOPMENT

Summarize the past (2 – 5 years) and present professional development activities of your unit/program's members and impact (directly or indirectly) on student success

*To consider: Include examples of equity focused professional development that your unit/program has engaged in and opportunities for future equity focused professional development.*

The Brentwood Center staff not only work closely with their colleagues in Student Services Programs in Pittsburg, but they also take part in training and other professional development activities that are available to all other staff.  This includes workshops offered on-campus, in-district, off-campus locations and conferences.

Department-specific training is frequently offered through Admissions & Records, Financial Aid, EOPS, DSPS and Counseling.  With three of the full-time Brentwood staff supporting Admissions & Records services and one full-time employee working with Financial Aid services, training and conference attendance is concentrated around related updates in these areas.  Broader

diversity training and equity-focused workshops have been a priority over the past two years, as well as workshops on newer initiatives, such as: Guided Pathways, Integrated Planning, and Compressed Calendar. Because most training workshops are not offered at the Brentwood Center, staff arrange to attend the activities that pertain to them or they are interested in on a rotating basis.

### 1.3 COLLABORATION

Describe any current collaboration efforts that are occurring between your unit/program and other units and programs both inside and outside of Student Services, and impact (directly or indirectly) on student success.

In an effort to maintain consistent quality and breadth of support services in the Brentwood Center there are ongoing collaborations with student and instructional services in Pittsburg, and to some degree, the other colleges in the district.

In Financial Aid and Admissions & Records, Process Expert Teams (PET), composed of representatives from all three campuses in the district and district IT staff, meet monthly to discuss policy implementation and ways to address operational efficiencies. Broader planning discussions take place in monthly district meetings for both of these departments, including a representative from the Brentwood Center staff. Decisions involving procedures and practices directly impact services at all college locations, indirectly contributing to student success.

Collaborations also take place in committee work that Brentwood staff are involved in, with meetings being held at the Pittsburg campus. The staff works closely with a number of departments on campus to coordinate projects, activities and events. With the assistance of the Marketing staff, new signage was created to improve access to information and locations at the Brentwood Center. There are also collaborative effort with multiple Student Services in Pittsburg, including DSPS, EOPS, Scholarships, Retention, Transfer and Career Services, the Bookstore, Library services, Police Services, 3SP, tutoring, assessment services and Student Life.

Just about any service that is available to students in Brentwood is the result of collaboration with a department or service in Pittsburg, all having a positive impact on the LMC student experience.

## 2   LONG TERM GOALS (HOW TO GET THERE)

### 2.1   LONG TERM (5 YEAR) GOALS TO MEET COLLEGE STRATEGIC PLAN

Consider the College's Strategic Directions along with our Integrated Planning Goals listed here:

| College Strategic Directions 2014-2019 | Integrated Planning Goals |
| --- | --- |

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|---|---|
| 1. Increase equitable student engagement, learning, and success.<br><br>2. Strengthen community engagement and partnerships.<br><br>3. Promote innovation, expand organizational capacity, and enhance institutional effectiveness.<br><br>**4. Invest in technology, fortify infrastructure, and enhance fiscal resources.** | 1. ACCESS: increase access through enrollment of students currently underserved in our community.<br><br>2. IDENTIFYING PATHWAYS: Increase the number of students that define a goal and pathway by the end of their first year.<br><br>3. COLLEGE-LEVEL TRANSITION: Increase the number of students successfully transitioning into college level math and English courses.<br><br>4. PERSISTENCE & COMPLETION: Increase successful course completions, and term to term persistence.<br><br>5. EQUITABLE SUCCESS: Improve the number of LMC students who earn associates degrees, certificates of achievement, transfer, or obtain career employment.<br><br>6. LEARNING CULTURE: Enhance staff, faculty and administration's understanding and use of culturally inclusive practices/pedagogy, demonstrating empathy and compassion when working with students. |

List 3 – 5 longer term (5 year) new goals for your program. For each goal, pick 1 – 2 College Strategic Directions and/or 1 – 2 Integrated Planning Goals to which your new goal aligns.

| Goals | Aligned College Strategic Direction(s) | Aligned Integrated Planning Goal(s) |
|---|---|---|
| Goal 1: Develop marketing plan; Build/establish new connections/relationships in proximity of new Brentwood Center | Increase equitable student engagement, learning and success (1)<br>Strengthen Community engagement and partnerships (2) | |
| Goal 2: Develop plan for engaging community at the new center | Increase equitable student engagement, learning and success (1)<br>Strengthen community engagement and partnerships (2) | |
| Goal 3: Create calendar of collaborative activities with Student Life Office, other Student Services programs to broaden opportunities for students in Brentwood | Increase equitable student engagement, learning and success (1)<br>Promote innovation, expand organizational capacity and | |

| | enhance institutional effectiveness(3) | |
|---|---|---|
| Goal 4: | | |
| Goal 5: | | |

## 2.2 RESOURCE NEEDS TO MEET FIVE-YEAR GOALS

| **Faculty/Staff Resource Request** | | | |
|---|---|---|---|
| Department/Unit Goal - Reference # | | Strategic Objective - Reference # | |
| Department/Unit Name | | Position Name/Classification | FTE |
| Position Type | Funding Duration | Funding Source | Est. Salary & Benefits |
| ☐ Faculty R/T<br>☐ Classified<br>☐ Manager<br>☐ Student | ☐ On-going/Permanent<br>☐ One-time | ☐ Operations (Fund 11)<br>☐ Other | |
| Justification: | | | |
| | | | |

| **Operating Resource Request** | | |
|---|---|---|
| Department/Unit Goal - Reference # | Strategic Objective - Reference # | |
| Department/Unit Name | Resource Type | |
| | ☐ Equipment ☐ IT Hardware/Software<br>☐ Supplies ☐ Facility Improvement<br>☐ Service/Contract ☐ Other | |
| General Description | | Est. Expense |

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**Justification:**

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## Professional Development Resource Request

| Department/Unit Goal - Reference # | Strategic Objective - Reference # |
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| Department/Unit Name | Resource Type |
|---|---|
| | ☐ Conference/Meeting    ☐ Materials/Supplies |
| | ☐ Online Learning    ☐ IT Hardware/Software |
| | ☐ Other |

| General Description | Est. Expense |
|---|---|
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**Justification:**

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