



Program Review Report

Program Review - Welcome Center

Administrative Program Review

What are the strengths of your area?

Program Strengths - Outreach & Welcome Center

The Outreach & Welcome Center program at College of the Sequoias (COS) plays a pivotal role in connecting the college with the communities of Tulare, Kings, and Fresno counties. The team's work is instrumental in promoting educational access and fostering student success, supporting prospective and current students through personalized outreach services and events. By engaging with high school partners, organizing large-scale events, and providing comprehensive support services at the Welcome Center, the Outreach team ensures that students have a smooth transition into college life. These efforts align with COS's mission to create equitable pathways for all students and contribute significantly to the overall enrollment and retention goals of the institution.

1. Comprehensive Outreach Program with Strong Community Engagement:

- **Planned and Executed Large-Scale Events:** Successfully organized key events such as COS Preview Nights across Visalia, Hanford, and Tulare campuses, with a total attendance of 550 students and parents. Giant Days New Student Welcome event attracted 800 students, while the STEPS event supported the registration process for 1,500 high school students. Additionally, College Nights events were held in Tulare, Kings, and Fresno counties, expanding COS's reach and providing valuable college information sessions for prospective students and their families.
- **Partnership with High School Stakeholders:** Hosted the High School Partners event, gathering 80 counselors and administrators from partner high schools. This collaboration strengthens the pipeline for student enrollment, fosters relationships with feeder schools, and helps guide students through the admissions and registration process.

2. Diverse and Highly Skilled Staff:

- The Outreach team consists of seven full-time Student Support Services Specialists (4-S), strategically located across Visalia, Hanford, and Tulare campuses. Each staff member is embedded within their respective communities, offering localized support tailored to the needs of diverse student populations in Tulare, Kings, and Fresno counties.
- Two specialists focus on financial aid outreach, ensuring that students district-wide have access to resources and guidance on financial aid processes.

3. Strong Student Ambassador Program:

- The program selects high-caliber students to support outreach activities across the district. These ambassadors play a critical role in providing peer guidance during events like campus tours and orientations, and in our Welcome Center, creating relatable connections with prospective and current students.

4. Strong Relationships with Feeder Schools and Community Partners:

- Weekly communication with high school contacts and regular outreach events, including application workshops, college fairs, and in-person workshops, reflect the program's commitment to serving the broader community. The program's deep connections with high schools have contributed to steady enrollment growth, a significant achievement amid fluctuating statewide enrollment trends.

5. Comprehensive Welcome Center Services:

- The Visalia Campus Welcome Center serves as the first point of contact for many students and college guests, providing essential support in various areas including:

Program Review - Welcome Center: Program Summary Report

- Assistance with COS Admissions Application
 - Support for Financial Aid Application processes
 - Guidance on MyGiant login and navigation
 - Help with password resets
 - Support for adding or dropping classes
 - Assistance with ordering transcripts
- In the 2023-24 academic year, the Welcome Center supported 8,022 student visits, demonstrating its critical role in ensuring a large number of students receive the necessary assistance to navigate college processes effectively and improving their overall college experience and retention.

6. Comprehensive Support for Continuing Students:

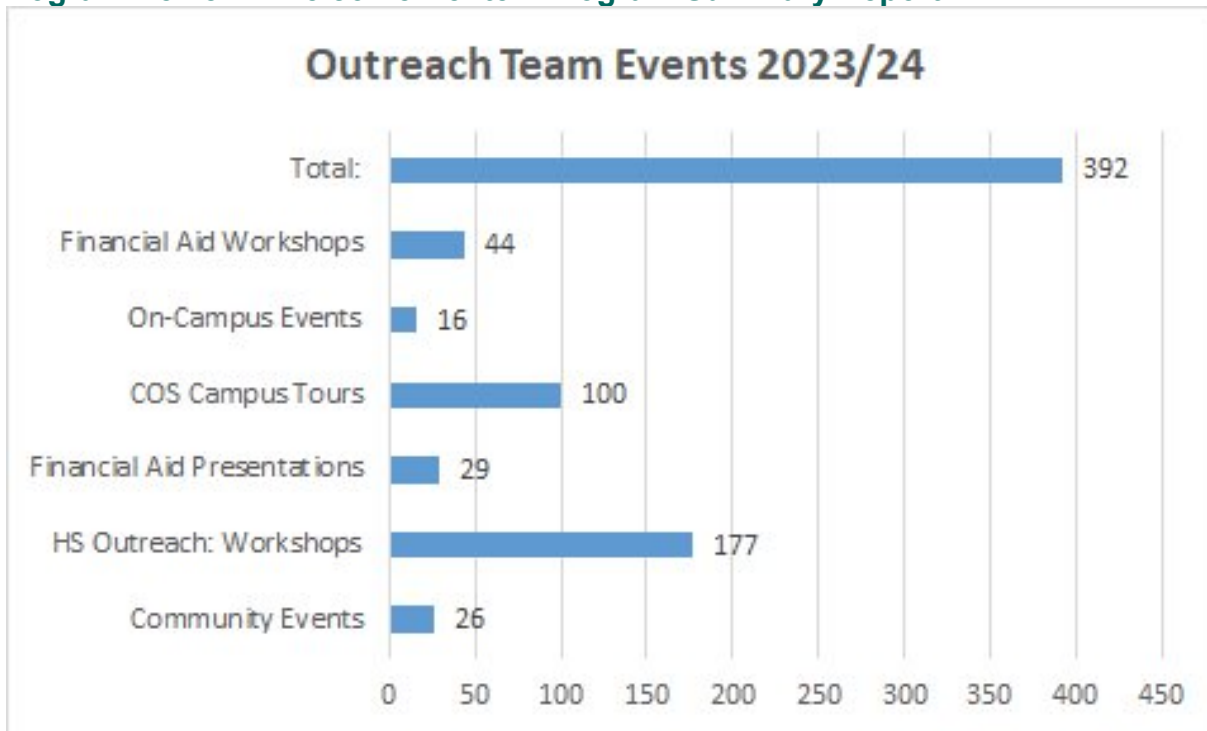
- The Outreach team provides ongoing support for continuing students, ensuring their needs are met throughout their academic journey at COS. This includes:
 - Assistance with class registration, including add/drop support and navigating scheduling conflicts.
 - Help with financial aid renewal and updates, ensuring that students remain eligible for and receive the aid they need to persist in their studies.
 - Guidance on accessing student services such as counseling, tutoring, and disability support, connecting students with resources that promote academic success.
 - Support for MyGiant portal navigation and troubleshooting, assisting students in accessing grades, class materials, and other important college resources.
- These services contribute to COS's retention efforts, helping continuing students stay on track to achieve their academic goals.

7. Focus on Equity and Access:

- The Outreach efforts are focused on equity, ensuring that all students, regardless of their background, have access to the resources and support they need. Targeted outreach to underrepresented groups, including low-income students and first-generation college students, is a key component of the program. This commitment aligns with the broader goals of the California Community Colleges Chancellor's Office to improve student equity and success.

8. Data charts:

Program Review - Welcome Center: Program Summary Report



What improvements are needed?

Program Challenges - Outreach & Welcome Center

1. Increase in Students Needing Support with Dual/Concurrent Enrollment:

- There has been a noticeable rise in the number of high school students seeking assistance with dual and concurrent enrollment processes. While this growth reflects the success of outreach efforts, it has placed added pressure and workload on staff to provide individualized support. The complexity of dual enrollment, including the coordination with high schools, navigating enrollment forms, and meeting eligibility requirements, demands more time and resources from the outreach team.

Program Review - Welcome Center: Program Summary Report

2. Lack of Enclosed and Confidential Workspaces for Virtual Outreach:

- With the increasing need for virtual outreach meetings and presentations, the lack of private, enclosed workspaces for staff presents a challenge. Conducting meetings with high school partners in open or shared spaces can compromise the quality of interactions and limit the ability to address sensitive matters. Establishing dedicated virtual outreach rooms would improve service delivery and create a more professional environment.

3. Increased Oversight Responsibilities for the Director:

- Recent policy changes no longer allow 4-S staff to supervise Student Ambassadors, shifting these responsibilities to the Director, who oversees both Dual/Concurrent Enrollment programs and Outreach & Welcome Center services. This change has added more oversight duties to the Director, who now manages the day-to-day operations of the Student Ambassador Program. In addition to the Director's existing responsibilities, these tasks—such as scheduling, mentoring, and providing direct guidance to Ambassadors—place further strain on the Director's capacity, making it challenging to maintain efficient operations and the high standards of the program.

4. Increased Coordination Work for High-Quality Service Delivery:

- As the Outreach & Welcome Center continues to expand its services and outreach efforts, the need for more coordinated event planning and resource management has become critical. With an increasing number of outreach events, student visits, and community engagements, the coordination demands on staff are greater than ever. To continue delivering services at a high level, additional support staff and resources for coordination are needed to manage the logistical complexities of multiple events and ongoing student services. Without this, maintaining the high quality and consistency of these services becomes challenging.

Improvement Recommendations - Outreach & Welcome Center

To effectively address the challenges faced by the Outreach & Welcome Center and enhance the delivery of services, the following recommendations are proposed, with an emphasis on hiring a College Partnerships Outreach Coordinator to streamline to support program needs.

1. Hire an College Partnerships Outreach Coordinator:

- **Recommendation:** Prioritize hiring an College Partnerships Outreach Coordinator to support the overall coordination of services provided by the Welcome Center, Outreach, and Dual/Concurrent Enrollment programs. This role would streamline efforts across these areas, ensuring that all aspects of student support—from high school outreach and enrollment processes to on-campus student services—are supported more efficiently and cohesively. The Coordinator would work closely with high school partners, support dual and concurrent enrollment logistics, and provide additional event outreach coordination support for events and initiatives.
- **Benefit:** By having a dedicated Coordinator to support and align the various outreach and enrollment services, the program can enhance its efficiency and effectiveness, reduce the workload on existing staff, and improve the overall student experience. This position would serve as a central point of communication and coordination, ensuring seamless operations and consistent service delivery across all areas.

2. Establish Enclosed Workspaces for Virtual and Confidential Outreach:

- **Recommendation:** Allocate or renovate existing spaces within the Outreach & Welcome Center to create enclosed, confidential workspaces. These should be equipped with the necessary technology for virtual meetings, ensuring privacy and professionalism when conducting outreach with high school partners and students.

Program Review - Welcome Center: Program Summary Report

3. Redistribute Oversight Responsibilities to Balance the Director's Workload:

- **Recommendation:** With the hiring of an College Partnerships Outreach Coordinator, some coordination responsibilities currently managed by the Director can be redistributed. The Coordinator can take on tasks such as supervising the Student Ambassador Program and coordinating day-to-day operations.

Describe any external opportunities or challenges.

External Opportunities

1. **Statewide Initiatives Supporting Dual/Concurrent Enrollment:**

- The California Community Colleges system, under the guidance of the California Community Colleges Chancellor's Office (CCCCO), has been promoting dual and concurrent enrollment as a pathway to increase college access and success rates for high school students. The state has allocated resources and grants to expand these programs, providing COS with opportunities to continue building partnerships with regional high schools. Leveraging these initiatives can enhance COS's dual enrollment offerings, increase high school participation, and create a stronger pipeline of students transitioning into COS after graduation.

2. **Funding Opportunities for Equity and Access Programs:**

- California Community Colleges are receiving funding to support equity initiatives aimed at closing achievement gaps for underrepresented student populations, such as first-generation, low-income, and minority students. COS may be able to expand targeted outreach efforts and invest in resources to better serve diverse communities in Tulare, Kings, and Fresno counties.

3. **Regional Workforce Development Partnerships:**

- There is a growing emphasis on aligning community college programs with local and regional workforce needs. Collaborating more with the COS CTE program could present an opportunity for COS's Outreach program to promote pathways that are directly tied to employment opportunities in sectors such as agriculture, healthcare, and technology—industries vital to the Central Valley region. This could increase enrollment in Career and Technical Education (CTE) programs and enhance community engagement.

4. **Increased Use of Technology and Virtual Engagement:**

- The shift towards online learning and virtual outreach presents an opportunity for COS to expand its reach. By developing and enhancing virtual workshops, online application support, and the COS Outreach website, Outreach can connect better with students who may not have the opportunity to attend in-person events or walk-in support in Welcome Center.

Prepared by:

Chris Spomer

Date Completed:

10/15/2024

Program Review - Welcome Center: Administrative Assessment

Add an Outreach Coordinator position

Welcome Center & Outreach Coordinator

Action Status: Active

Implementation Timeline: 2025 - 2026, 2023 - 2024

Identify related course/program outcomes: -District Goal #2. College of the Sequoias will improve the rate at which its students complete degrees, certificates, and transfer objectives

-District Objective 2.1: Increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2021-2025.

Person(s) Responsible (Name and Position): Chris Spomer, Director Welcome Center & Early College Partnerships

Rationale (With supporting data): Rationale:

(a) Enhancing Academic Quality and Student Success:

The Coordinator will support key services and events, such as COS Preview Nights (550 attendees), Giant Days (800 attendees), and STEPS (1,500 students), High School Partners event, Student Ambassador program, and campus tours, ensuring consistent and effective delivery. This role will improve the student experience and support their transition, enhancing retention and success rates.

(b) Promoting Efficiency and Strengthening Partnerships:

With over 8,000 student visits to the Welcome Center each year and multiple events supported by the COS outreach team across Tulare, Kings, and Fresno counties, the Coordinator will help coordinate support resources, streamline operations, and strengthen partnerships with high schools and community stakeholders, and help address the increased coordination workload of the Welcome Center and Outreach programs at COS.

(c) Supporting Dual/Concurrent Enrollment:

The Coordinator will help support dual/concurrent enrollment efforts for approximately 2,800 students and impacting 24 partner high schools, providing consistent support and serving as an outreach liaison. This coordination support will help ensure smoother enrollment processes and increased student engagement, effectively integrating these students into COS programs.

(d) Addressing External Opportunities and Challenges:

By aligning COS efforts with state initiatives, the Coordinator will help COS capitalize on external support and adapt to enrollment trends, keeping COS competitive in the region. The Coordinator will address challenges such as increasing event coordination needs, and high turnover among 4-S positions, ensuring COS remains competitive and responsive to community and statewide educational needs.

(e) Improving Program Outcomes:

With focused oversight on college events and partnerships, the Coordinator will help ensure the integration and effectiveness of outreach efforts, leading to improvements in student engagement, enrollment, and overall program success.

Program Review - Welcome Center: Administrative Assessment

Priority: High

Safety Issue: No

External Mandate: No

Related Documents:

[Data charts_Outreach.docx](#)

Mapping

District Objectives: 2021-2025: (X - Highlight Selected)

- **District Objective 1.1:** The District will increase FTES 2% from 2021 to 2025. (X)
- **District Objective 2.1:** Increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2021-2025. (X)
- **District Objective 2.2:** Increase the number of students who are transfer-ready by 15% and students who transfer to four-year institutions by 10% from 2021-2025. (X)
- **District Objective 2.4:** Increase the percentage of CTE students who achieve their employment objectives by five percentage points (job closely related to field of study and attainment of a livable wage) and the number of CTE students who successfully complete 9+ CTE units in a single year by 10% from 2021-2025. (X)
- **District Objective 3.1:** Reduce equity gaps in course success rates across all departments by 40% from 2021-2025. (X)
- **District Objective 3.2:** Increase the course success rate by 10% for each disproportionately impacted student group in their transfer level Quantitative Reasoning and English courses by the end of their first year from 2021-2025. (X)
- **District Objective 4.1:** Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025. (X)
- **District Objective 4.2:** Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025. (X)
- **District Objective 4.3:** Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025. (X)

Resources Description	Update on Action
Resource Request Status: Active Resource Type: Personnel - Classified/Confidential Why is this resource required for this action?: Alignment with District Goal #1: Increase Student Enrollment	

Program Review - Welcome Center: Administrative Assessment

Resources Description	Update on Action
<p>District Objective 1.1: Increase FTES 2% from 2021 to 2025</p> <p>The Outreach Coordinator will oversee and implement comprehensive outreach initiatives targeting high school students, community members, and workforce partners, specifically through events like Giant Days, College Nights, Preview Nights, High School Partners, and STEPS. By engaging these populations effectively and connecting them with COS programs, the Coordinator will directly contribute to increasing FTES, supporting the District's enrollment growth target.</p> <p>Alignment with District Goal #2: Improve Completion Rates for Degrees, Certificates, and Transfers</p> <p>District Objectives 2.1 and 2.2: Increase the number of students earning associate degrees, certificates, and becoming transfer-ready by 5% and 15%, respectively</p> <p>The Coordinator will provide structured outreach and pre-enrollment services, ensuring prospective students are well-informed about pathways to degrees, certificates, and transfer opportunities. By establishing partnerships with high schools and community organizations, the Coordinator will help create a strong pipeline of students who are prepared and supported in achieving their academic and transfer goals, aligning with the District's targets.</p> <p>District Objective 2.4: Increase the percentage of CTE students who achieve their employment objectives and complete 9+ CTE units</p> <p>By coordinating outreach specifically tied to COS's Career and Technical Education (CTE) programs and partnering with local industries, the Coordinator will</p>	

Program Review - Welcome Center: Administrative Assessment

Resources Description	Update on Action
<p>connect students with pathways directly linked to employment opportunities.</p> <p>Alignment with District Goal #3: Tailoring Academic Programs and Student Services</p> <p>District Objective 3.1 and 3.2: Reduce equity gaps and increase course success rates for disproportionately impacted groups</p> <p>The Coordinator will help develop targeted outreach strategies to connect with diverse communities, including first-generation, low-income, and minority students. By addressing barriers to access and ensuring that these groups receive appropriate support and information, the Coordinator will directly contribute to reducing equity gaps and improving success rates for impacted groups in transfer-level courses.</p> <p>Alignment with District Goal #4: Effective Operational Systems and Continuous Improvement</p> <p>District Objectives 4.1 and 4.2: Increase the use of data and improve communication practices</p> <p>The Outreach Coordinator will use data to assess the effectiveness of outreach initiatives and make informed adjustments to strategies. The position will also facilitate communication between COS and external partners, ensuring that outreach efforts are collaborative, transparent, and data-driven.</p> <p>District Objective 4.3: Improve professional development practices District-wide to support equity and operational effectiveness</p> <p>By supervising and training classified staff and Student Ambassadors, the Coordinator will ensure that support personnel involved in outreach are</p>	

Program Review - Welcome Center: Administrative Assessment

Resources Description	Update on Action
equipped with best practices in student engagement, diversity, and equity. This supports professional development across the district and aligns with the District's commitment to operational excellence and equity. Cost of Request: 120,000	