UNIT: *Dual Credit / Recruiting*

FY12 Student and Academic Support Services Five Year Program Review

WHY DO A PROGRAM REVIEW?

As a part of accreditation, the Higher Learning Commission (HLC) requires institutions to have an established process to regularly review all programs. Each institution is allowed the latitude to develop and administer a review process that is suited to the institution's unique circumstances and needs.

The Illinois Community College Board (ICCB) requires all instructional programs and all student and academic support services to conduct a program review at least once every five years. The program review process should…
- Examine the need for the program, its quality, and its cost of operation.
- Involve employees of the unit as well as individuals not employed in the unit.
- Examine current information and data.
- Produce results that are considered in campus planning, quality improvements, and budget allocation decisions.

The College's annual *Program Review Report* to the ICCB comes directly from the approved program reviews.

The purpose of Sauk's program review process is to promote continuous improvement and to link those improvements to other internal processes, including curriculum development, assessment, budgeting, facility planning, and to the strategic plan through operational plans. Information provided in program reviews will be used in internal reports, reports to other agencies, and for institutional planning.

TIMELINE	
April/May	Units informed that they are scheduled to conduct a program review in the fall
Beginning of the fall semester	Program review orientation sessions conducted
Fall semester	Units conduct their program reviews
December 1	**Program reviews are due**
Early Spring semester	Unit's administrator and the Program Review Committee will consider program reviews, request revisions, and approve final reviews
April 1	Equipment Requests, Personnel Change Requests, and Major Project Requests from *approved* program reviews, will be forwarded for consideration in the budget allocation process
End of spring semester	Instructional units submit next year's operational plans, including all activities identified in the program review
Early July	Student and academic support services submit next year's operational plans, including all activities identified in the program review

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INSTRUCTIONS

- The program review is to be conducted by a team of 5 to 10 individuals consisting of the following:
    - Department/unit staff and administrator
    - Employees not part of the department
    - 1 or 2 students
    - Community members and/or industry representatives who are not SVCC employees
- Use this document as a template. Do not use alternate formats.
- Complete all items on all pages
- Use past *Operational Plans* as resources
- The ICCB Best Practices Report may describe the entire unit or a specific practice. *This is the only optional component* of the program review
- Insert the names of the program review team on the SIGNATURES AND APPROVAL page
- Complete any appropriate request forms:
    - Equipment Request
    - Personnel Change Request
    - Major Project Request
    - Request forms are available in *FAST* under *Documents and Forms*
    - Requests will be forwarded to the budget allocation process, *after all program review revisions have been submitted and the review has been approved by the Program Review Committee*. The requests will not be forwarded to the budgeting process until the Committee informs the unit that the review has been approved.
- The approval process:
    - Submission of the review alone does not constitute approval
    - The Program Review Committee may request additional analysis, clarification, or information, and will not approve the review until it is satisfied that its requests have been addressed
        - Reviews must be *approved by April 1* for requests to be forwarded for budgetary consideration
    - The program administrator may request a meeting to discuss the review and/or request modifications, and approves the review after the Committee approves it
    - The President provides the final approval of every review

QUESTIONS: Contact the Program Review Committee Chair, Janet Lynch, with any questions regarding your program review.

HOW to SUBMIT the PROGRAM REVIEW

- Program reviews are due on December 1
- The program review, appropriate request documents, and any other support documents should be submitted as an e-mail attachment to:
    - The program's immediate administrative supervisor (dean or vice president), *and*
    - The chair of the Program Review Committee, Janet Lynch.
- A printed copy of the review *is not required*, and is discouraged.
- A printed copy of the SIGNATURES AND APPROVAL page, with signatures from all team members, should be sent to the Program Review Committee Chair, Janet Lynch.

ALIGNMENT WITH THE COLLEGE MISSION

College Mission
SAUK VALLEY COMMUNITY COLLEGE is an institution of higher education that provides quality learning opportunities to meet the diverse needs of its students and community.

College Vision
SAUK VALLEY COMMUNITY COLLEGE will be recognized as a benchmark institution of higher education that provides exceptional learning opportunities in response to the diverse needs of its students and community.

Unit Mission

The Recruitment department is responsible for developing, implementing, and executing strategies that recruit traditional and non-traditional students to enroll at SVCC. We are also responsible for providing enrollment support to potential and current students. Our department targets external and internal recruitment through the following strategies:

- Dual Credit Program
- Recruiting events held at SVCC for a variety of populations
- Recruiting events offered off campus (community areas and local high schools)
- Creating and maintaining a working partnership with area businesses and key stakeholders

Identify the major functions carried out by this Unit (include as many are appropriate):

Budget and record keeping
Ordering promo items and supplies
Organize, invite and facilitate recruiting and outreach events (invitations, RSVP, food service, facilities, follow-up etc.) the following events:
- Counselor Breakfast – Area high school counselors are invited to meet and go over new changes in federal and state laws and within the Dual Credit/Enrollment program
- Work in the Real World – Event held in conjunction with BEST. INC for high school students
- Dual Credit Workshop (staff development training for adjunct teachers at HS)
- Junior Achievement event – host and recruit students
- Participate in Non-Traditional Occupations showcase
- Sauk Fest
- Campus Women's Organization/Student Ambassadors/Student Parent Association

Write, implement, evaluate and report on 3 grants:
- Women in Engineering -1 one-day session for up to 20 female students interested in Math, Science and Engineering
- Women in Criminal Justice -1 one-day session for up to 25 female students interested in any CJ field

- At-risk students Leadership Academy -3 one-day sessions for students of Whiteside Area Career Center. Students learn about college and career readiness and leadership

Articulation:
- Meet with schools about courses they wish to have articulated
- Forward request to Admissions office to begin a chain of approvals to get courses approved for articulation.
- Follow-up with high schools and let them know if course was approved or denied, and provide them with any notes per the decision.

Dual Credit (DC):
- Revamping Forms
- Coordinate DC offering rosters
- Meeting with schools about new DC offerings
- Communicate with HS counselors on at least a monthly basis and as needed or requested
- Collect paperwork for potential new DC offerings
- Administrative visits – Team: President, VP, counselors, Registrar, Dean of Student Services, Special Needs Coordinator, visits annually with High School administration at each area high school
- Conduct Compass testing both at SVCC and at area high schools
- Register DC student and determine eligibility for each student
- Validate course rosters, books, instructors, syllabi
- Present the Dual Credit Program to area high schools
- Confirm registration with course instructors
- Add and drop high school students from DC courses
- Continually troubleshoot roster discrepancies
- Facilitate Compass test proctor contracts & IT logins with high schools
- Facilitate grade communication between schools

Recruiting:
- Athletes – guide recruits through registration process and housing once signed on
- 14 recruiting visits to area high schools - 2x a year
- College Night – organize, invite attendees, facilitate, RSVPs, food, follow-up
- Participate in Focusing Families on the Future- Informational meeting for area parents of high school sophomore students on the importance of education
- 7 Discover Sauk events
- Marketing meetings with Recruiting and Dean of Student Services as well as the marketing department
- Attend Annual Highland College Night
- Tours of campus to individuals and groups on request
- Assisting with high school senior registration
- Scheduling of recruitment visits
- Scheduling of Compass tests
- Scheduling of registration visits

Committees
- Retention
- Programs of Study
- Pathways To Results
- Non-Traditional Occupations
- Workforce Council
- Marketing

PREVIOUS PROGRAM REVIEW

1. Was the previous program review studied?

_____ Yes
__x__ No   Not available

2. Were the plans identified in the previous program review carried out?

_____ Yes, skip to question #4
__x__ No, continue with question #3

3. Why were plans *not completed?*

Our entire department has experienced a turnover, and in the transition documents were lost.

4. What innovations have been introduced since the previous program review?

We have an entirely new staff including two new recruiters and an administrative assistant. Our department has begun a new comprehensive marketing plan as well as implemented new processes in dual credit and articulation including the creation of new registration forms. Recruiting has also worked hard to increase participation in programs such as Women in Criminal Justice and Women in Engineering. This year the department sponsored the Leadership Academy which was well attended. This event prepared students for college.

FINANCES

5. Describe what was done to improve the program's financial viability during the past five years.

Due to the change in programs, department structure and change in personnel over the past five years, there is not a clear answer at this time.

6. Describe how the program's financial viability may be improved during the next five years.

The goal of the program is to increase enrollment at the college; that would in turn, allow more monies to be allocated to the recruiting department. The department has created a recruiting committee that has the charge of creating a working enrollment plan.   The committee will

review enrollment trends, identify populations that can be targeted, and develop measurable goals to directly impact enrollment numbers of those populations. For example, we are currently examining the role of dual credit as a recruiting tool. For example, the committee has discussed that the dual credit courses would serve as a good venue to promote SVCC programs and services to those potential students. Currently, the dual credit students are not taking advantage of any of SVCC services (LRC, LAC, I-share, computer labs etc.). If recruits had increased exposure to SVCC's supportive services and were encouraged to participate in campus visits during their dual credit coursework, it is plausible to assume they would be more likely to choose SVCC as a graduating senior.

7. Summarize the activities identified above in the operational plan under Goal 3. Indicate below if activities will be included in the operational plan.

> _____x___ Activities will be included in the operational plan.
> _____ Activities will not be included in the operational plan.

STAFF

8. Has 100% of the staff participated in professional development during the past 5 years?

> ___x__ Yes, skip to question 10
> _____ No, continue with question 9

9. Describe what can be done to assure that 100% of staff participates in professional development during the next 5 years?

More funding is necessary to fund additional professional development and more training programs that are recruiting oriented are needed.

10. Will staff need any specialized professional development in the next five years?

> __x____ Yes, continue with question 11
> _____ No, skip to question 12

11. Summarize the *specialized* professional development what will be needed, who will participate and estimated expenses.

Programs of Study implementation- Both recruiters and the administrative assistant will need training (this will be free as the state reimburses travel). Recruiting software training $10,000. To develop a comprehensive recruiting plan, we need updated software that can help facilitate the recruiting process.

12. Describe any proposed staffing changes along with a rationale; indicate any announced retirements, and submit a completed *Personnel Change Request* form, **OR** indicate "None."

Currently, adult (age 24 and over) recruitment is not currently being offered by our department. It would be beneficial to the department to have a coordinator position created that could conduct the planning for the entire department. The recruiters could then be more active within the community which would help with the adult age recruitment.

13. Summarize activities that the department will perform to address professional development needs, or to propose staffing changes as described above, in the operational plan in the (under Objective 1.6); Indicate below if activities will be included in the operational plan, and indicate if a completed *Personnel Change Request* is attached.

> __x__ Activities will be included in the operational plan.
> _____ Activities will not be included in the operational plan.
> _____ A *Personnel Change Request Form* is attached.

EQUIPMENT AND SUPPLIES

14. Identify *current deficiencies* in equipment, software, and/or supplies that negatively impact the program (be as specific as possible), **OR** indicate "None."

None

15. Identify *new and/or replacement* equipment, software, and/or supplies which are anticipated during the next five years, with cost estimates, **OR** indicate "None." Do not include items associated with the curriculum changes noted in prior section.

None

16. Summarize activities to acquire the needed equipment, software, and supplies as described above in the operational plan (under Goal 1 or 2), **OR** submit a completed *Equipment Request Form*. Indicate below if activities will be included in the operational plan, and if an *Equipment Request Form* is attached.

> __x__ Activities will be included in the operational plan.
> _____ Activities will not be included in the operational plan.
> _____ A completed *Equipment Request Form* accompanies this program review.

FACILITIES

17. Identify facility deficiencies that negatively impact this Unit, **OR** indicate "None."

There is an Adult Education classroom located in the middle of seven offices in our department. This creates tension and makes communication hard so as to not disturb the class. In the current situation it is difficult to tell new students where we are located. (See #18 below)

18. Identify anticipated facility improvements and/or additional facilities that will be required during the next five years on-campus, **OR** indicate "None."

The Recruiting Department needs a more accessible office space that is inviting to potential students. Currently we are hard to find and the office space does not accurately reflect what Sauk has to offer.
- Move adult education to the admissions area

> - Move admissions into adult education area
>   (To allow students to see admissions and recruitment as soon as they enter the building)
> - Move computer lab and classroom currently in adult education elsewhere

19. Summarize activities to initiate on-campus facility improvements and/or additions as described above, in the operational plan (under Objective 5.1) ***AND/OR*** submit a completed *Major Project Request Form.* Indicate below if activities will be included in the operational plan, and if a *Major Project Request Form* is attached.

> ___x___ Activities will be included in the operational plan.
> _____ Activities will not be included in the operational plan.
> _____ A completed *Major Project Request Form* accompanies this program review.

SERVICES

20. Describe the efforts used by the Unit to evaluate the quality of services, the findings of those efforts, and how the Unit responded to the findings (include Unit surveys and graduate follow-up surveys); ***OR*** indicate "None."

> 1. Enrollment data is collected and analyzed quarterly.
> 2. Weekly departmental meetings with Dean of Student Services.
> 3. Weekly interdepartmental meetings.
> 4. Partnering with other SVCC departments to provide comprehensive programming.
> 5. After each high school visit, satisfaction information is collected to ensure their needs are being met in a timely, professional manner in regard to our services.

21. Describe the results of the Unit's efforts to improve efficiencies, ***OR*** indicate "None."

> 1. Many events and programs have been altered in response to feedback from counselors, high school administrators, and students.
> 2. Recruiting Department coordinates more effectively with Admissions to gather data on enrollment and seeks to understand why enrollment may be fluctuating.
> 3. Weekly staff meetings with the supervisor have greatly improved communication and acquiring administrative approval for initiatives.
> 4. Weekly Recruiting meetings allow the Recruiting Department to help with communication and to remain organized and focused.
> 5. Improved communication within the college administration.
> 6. Continual communication with local high schools

22. Describe changes to improve efficiencies or services that will be proposed during the next five years; ***OR*** indicate "None."

> - More meaningful and consistent marketing plan to target a variety of populations
> - Develop and utilize community partnerships
> - Work more closely with full time faculty and include them in the dual credit program planning

> - Evaluate Dual Credit program and make changes on noted deficiencies

23. Summarize changes that will be made to improve efficiencies as described above, in the operational plan under Objective 1.4, or 1.6, or 3.3. Indicate below if activities will be included in the operational plan.

> __x__ Activities will be included in the operational plan.
> ___ Activities will not be included in the operational plan.

FUTURE DIRECTION

24. Describe possible changes that may be imposed on the College that could impact the Unit, such as changing laws, regulations, demographic or environmental changes: *OR* indicate "None."

> None

25. Describe the future vision of the Unit.

> To build on existing strengths and create new and innovative recruiting strategies to engage a variety of populations in higher education.
>
> To increase dual credit offerings by 10%. (Baseline 2011 - Baseline 25 offerings)
> To increase dual credit student enrollment by 10%. (Baseline 2011 - 556 students)
> To increase dual credit participants attending Sauk the fall after their senior year of high school by 15 %. (Baseline 2011 - 182 students)
> All goals to be reached by 2014

26. List the top five priorities to strengthen the Unit during the next five years.

> - Create a policy and procedure manual for the Dual Credit program and articulation
> - Work closely with the Marketing department to create and implement a comprehensive marketing/recruiting plan
> - Restructure department by hiring a coordinator who can oversee the operational plan and coordinate high school recruitment, the dual credit program and adult recruitment programming
> - Build and strengthen community relationships to better serve students and community

KEY QUESTIONS

27. List two key questions that the Unit will research and answer for this program review.

1	Why are dual credit students' enrollment numbers as incoming freshmen so low?
2	Are dual credit students preforming well at SVCC if they do enroll here?

28. For each question, discuss why the question is important to answer, the data that was collected, conclusions drawn, and actions that will be taken in response to the conclusions. Limit discussion to one page or less per question.

1	This question is important for the continuation of the Dual program. Ultimately the Dual program would raise our enrollment numbers. We, as a unit and whole college, need to show students that an education with us is a great education. Students need to realize that SVCC provides the same level and rigor in courses as any other higher educational institution.
2	This question is important to our unit so that we as a higher educational institution can ensure that our students in the Dual Credit program have the same rigor and education as our students who are taking courses on campus.

STUDENT & ACADEMIC SUPPORT SERVICES REVIEW
SUMMARY REPORT
Required ICCB Report

Sauk Valley Community College   **Academic Year 2010-2011**

Service Area (Unit)	Dual Credit

Major Findings and Improvements/Modifications

We have gone through the Dual Credit/ Enrollment program and tightened up on the state guidelines, have made registration forms easier to understand and file and have made attempts to get information out the parents and students regarding the importance of dual credit as well as its long term benefits. We will be coordinating informational meetings for parents and potential dual credit students. The recruitment department has worked hard to improve the relationship between area high schools and SVCC as well as the relationship between our full time faculty and our dual credit instructors.

Statewide Program Issues (if applicable)

The recruitment office at Sauk Valley Community College would appreciate help from the state in the following areas:

- Have ICCB let high school instructors and administrators know of the importance of attending meetings about POS and PTR
- More training in areas such as Common Core and POS
- Informational meetings for high school instructors and administrators on the subject of changing state laws and regulations

SVCC will be impacted by several Illinois Education initiatives:

STEM: To create a new, innovative public-private education infrastructure that can advance college and career readiness in STEM disciplines by coordinating statewide networks of P-20 education partners, business, labor, and other organizations based on career clusters.

Pathways/ Programs of Study:
Illinois recognized that in order for Programs of Study to truly be viable for career and technical education reform, educational programs and services had to be developed and improved continuously.

Common Core: The Illinois State Board of Education has adopted new Math and English Language Arts standards for K-12 education known as the New Illinois State Learning Standards Incorporating the Common Core. The goal is to better prepare Illinois students for success in college and the workforce in a competitive global economy.

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BEST PRACTICES REPORT
Optional ICCB Report

Sauk Valley Community College   **Academic Year 2010 – 2011**

Title of Best Practice

Tips for Low-Cost, High-Touch Recruiting

Programmatic Area

☐ Academic Discipline
☐ Career and Technical Education
☐ Cross-Disciplinary
X Student & Academic Support Services

Description of the innovation/best practice (150 word limit)

- Enlist the help of campus ambassadors
- **Take advantage of the career center's campus insight and connections to students, student organizations, faculty members, academic departments, and administrators**
- **Host students in our offices**
- **Hold educational seminars for students on site**
- **Take your educational programming and recruiting techniques virtual**
- **Create a listserv for interested students**
- **Give students access to an organizational e-mail account set up for recruiters to monitor---** then make sure to check the inbox and respond to all inquiries with a personalized note
- **Participate in virtual career fairs.** Some offer employers free participation and allow the chance to interact with students through instant messaging

FY12 Student and Academic Support Services Five Year Program Review

SIGNATURES and APPROVALS

NAMES AND SIGNATURES OF THE PROGRAM REVIEW TEAM Add lines if needed Signatures indicate that team members concur with the findings of the program review.	
NAMES (Indicate chair/co-chairs)	SIGNATURES

PROGRAM REVIEW COMMITTEE	
This Program Review is complete and acceptable.	
This Program Review is complete but the conclusions *are not* fully substantiated.	
This Program Review is incomplete and unacceptable.	
Comments are attached (optional)	
Program Review Committee Chair; Date	
Program Review Committee Co-Chair; Date	

ADMINISTRATIVE APPROVALS Administrative signatures indicate an acceptance of the program review	
Dean or Program Administrator	
Academic Vice President (if appropriate)	
President	