

Listening Session Feedback

October 22, 2024 Session

- Academic Affairs and Student Services need to work together
- Will create a Reorganization tab on the Vice President's webpage with feedback and draft to the President. The link will be sent out.
- Will assess the workload of administrators (number of employees, legal requirements, etc.)
- Look into the duplication of services
- Director of ISP position will not be filled. The International Student Program will still be supported.
- Ensure that CalFresh Outreach staff are placed where they are still serving the population they should be serving
- Looking to implement a graduation module
- Questioned if South Bay Promise should be under Outreach. South Bay Promise is a function.
- Student Equity and Achievement should be a division and have a Dean
- Vice President of Student Services title will change to Vice President of Equity and Student Services
- How is the institution working with hiring faculty in the classroom? VP Stephenson will take this question back to VP Lopez.
- Combine the Welcome Center with Outreach and the Call Center
- Counselors need a space together. Career Counselors are separated in the Communications building.
- A one-stop shop where Admissions and Financial Aid are together
- Bring cashiers into the Student Services Building
- Students need an efficient process from start to finish. They don't like to go up and down and wait different time periods.
- Make registration process easier for students
- Need to figure out support needs of students who are not in a support program
- Assess if the software we are using is the most effective
- Not everything should be virtual. Students call and then are redirected to go online to speak to someone.
- Work together to synthesize support programs, so that they get the appropriate help. It can be confusing for the student when they are part of multiple programs.

October 29, 2024 Session

- We need revenue generation ideas, not just saving
- Communication is weak on campus. We need one central way to communicate. Trying to find open classes for students is difficult.

- Other districts have a supplemental application where students update their goal and major at the beginning of every primary term. When we collect this information, we can ensure we offer courses students need to graduate.
- Dean positions will not be posted for permanent hiring until the job descriptions are finalized
- Admissions and Records and Financial Aid should remain close to each other. In Long Beach City College, they are across from each other.
- Create a mandatory training or recorded video of all the programs that we offer. Faculty don't know the difference between financial aid and CA Dream Act. They are the first contact for students.
- One-stop shop for Financial Aid, Admissions and Records, and Cashiering.
- Admissions and Records and Financial Aid together wouldn't make sense because they do completely different things. It makes more sense to have the Welcome Center close to Admissions and Records, so that students can get help registering.
- South Bay Promise should not report to Outreach and School Relations since its more of a retention effort. Specialist feels its preventing them from doing outreach in the community.
- If we can create processes that are easier, then you can do the work that you want/need to do. We have created a lot of formstacks that require processing.
- Cross training so that we can answer student questions instead of sending them to another office. What is information that we all should know?
- When a student applies to a college, based on the analytics, it will automatically send them to the ESL Placement Center, Financial Aid, support programs, etc. Staff wouldn't need to look for lists of students that they should reach out to.
- Students should be able to change their major
- Need to put the career component at the front end of the process. Career assessments help students choose their major and also help the counselor.
- Have a centralized place for students to understand the industry and opportunities that they have
- Students will register for classes and then go home and realize they have financial aid issues. Admissions and Records and Financial Aid should be connected.
- Career should be in the same space as Counseling
- There needs to be signage on buildings
- Collaborative one stop model with Outreach and School Relations, Financial Aid, Admissions, and Welcome Center. This model promotes comprehensive student support while preserving the welcome center's independence and identity. A centralized hub for students can significantly enhance the student experience leading to higher enrollment and retention rates. We already have collaboration in place with the Financial Aid office, where we have their representative present during our new student orientations. We also have collaborative with Counseling when it comes to finding ways for students to complete an Ed Plan. We help students complete various forms for Admissions related activities and our Supervisor also collaborates with the Call Center to send messaging to students.

- Need more retention efforts come out of the SDO Office to help them build a community on campus, so they feel connected. It shouldn't take students over a year to have access to basic needs.
- Many managers and deans have said that students who are not part of a program, is a lost student
- Would like a chance to comment on the draft of the reorganization
- When students pay their fees online, is it possible for students to not have to wait 24 hours to update? -J. Stephenson will follow up
- Agree in one stop shop. Part-time counselor who works at another school, in their Welcome Center, they have a Financial Aid tech and an Admissions and Records tech certain hours. The student can have questions for Admissions and Records, Financial Aid, and South Bay Promise and have it done in one sitting.
- Cross training to teach faculty what Student Services is doing
- A goal of J. Stephenson is to have a one-click registration system
- Make a note at the top of the schedule page on our website, if you have been gone for more than one (semester? Term? Year?), please reapply.
- From the convo, it seems that there's a disconnect between Academics and Student Services. Possibly a proposal for faculty to not only make the info known in the syllabus, but to make a mandatory quiz or even make it mandatory for faculty to know about the services so that they can help their students succeed.
- For the daily \$3 parking permit, updating/upgrading the machines to accept credit cards or pay via phone because for visitors, new students and students in the process of applying can get frustrated with needing to bring cash for 1-3 times they come to campus

Student Services Reorganization Overview

Current Organizational Structure

Vice President of Student Services				
Dean of Enrollment Services	Dean of Counseling & Student Success	Dean of Student Support Services	Dean of Workforce Programs and Career Pathways	Director of Student Equity and Achievement
Admissions & Records	Academic Counselors	EOPS/Calworks/CARE/GSP/NxtUp	Career Center	Black Student Success Center
Financial Aid/Basic Needs	Transfer Center	Special Resource Center	Career Counseling	MyPath/Pass mentors
Outreach & School Relations	First Year Experience (FYE)	Student Health Services	Strong Workforce	Social Justice Center/ Social Justice in Action
Warrior Welcome Center	ECC Connect	Student Development Office	Job Placement	MANA
International Student Program & ECLA	Student Success Program (SSP)	Veteran Services	Apprenticeships	LGBTQIA+/ Pride Center
				Umoja - Project Success
				Puente
				Immigrant Student Success
				FIRST
				MiCasa Center

Proposed Reorganization

Dean of Enrollment Services	Dean of Counseling & Student Success	Dean of Student Support, Workforce & Career Pathways
Admissions & Records	All Academic Counselors	Career Center
Financial Aid/Basic Needs	Transfer Center	Strong Workforce
Outreach & School Relations	First-Year Experience (FYE)	Job Placement
Warrior Welcome Center	ECC Connect	Apprenticeships
International Student Program & ECLA	Student Success Program (SSP)	SEA Programs and Centers
Veterans Services	EOPS/Calworks/CARE/GSP/NxtUp	Student Development
	Special Resource Center	

Thematic Elements of Serving Our Students

Overview:

The proposed reorganization of Student Services at El Camino College aligns with the Chancellor's Vision for Success 2030 and local/national best practices in structuring student support programs. The reorganization into three key thematic areas—Compliance, Case Management, and Career & Equity—is designed to improve student access, streamline service delivery, and foster student success while responding to California's broader community college goals and workforce development needs.

Compliance Section (Dean of Enrollment Services)

Admissions & Records, Financial Aid/Basic Needs, Outreach & School Relations, Warrior Welcome Center, International Student Program & ECLA, Veterans Services

This section focuses on ensuring institutional compliance with state, federal, and accreditation standards. By centralizing these services under the Dean of Enrollment Services, the division of Student Services creates a structure that supports efficient management of compliance-heavy areas like admissions, financial aid, and international/veterans' services.

Rationale:

The Chancellor's Vision for Success 2030 emphasizes the importance of reducing equity gaps and streamlining administrative processes to ensure more students complete their educational goals. This organizational model simplifies compliance management, allowing better resource allocation to critical functions such as financial aid and veteran services.

Best Practices:

The reorganization mirrors models from other California community colleges (e.g., Los Angeles Community College District, Pasadena City College) where compliance-heavy functions are grouped together to ensure regulatory adherence and maximize state and federal funding opportunities. Additionally, community colleges in states like Texas and Florida employ similar structures, centralizing enrollment and compliance services to increase efficiency and improve student access.

Approach:

These offices specifically rely on their processes and procedures to streamline the student experience from the moment students interact with the campus through the outreach team, the application process, onboarding processes, disbursement of funds, and the special admits in the international and veterans' student population. This aligns with the Vision for Success 2030 goal of increasing the number of students completing certificates and degrees by simplifying student onboarding processes and ensuring equitable access to financial and basic needs resources. This also aligns with ACCJC Standard 3: Infrastructure and Resources, which allows operational functions to be aligned with onboarding and facilitates connection via the other divisions presented further down.

Case Management Section (Dean of Counseling & Student Success)

All Academic Counselors, Transfer Center, First Year Experience (FYE), ECC Connect, Student Success Program (SSP), EOPS/CalWORKs/CARE/GSP/NxtUp, Special Resource Center

The case management section centralizes all direct student support and intervention programs, fostering a holistic approach to student advising and success. By integrating counseling, special programs like EOPS, and student success initiatives, this model prioritizes personalized support, particularly for first-generation, low-income, and underrepresented students, ensuring they have access to the resources they need to succeed.

Rationale:

The Chancellor's Vision for Success 2030 underscores the need for increased access to personalized academic and career counseling services to guide students through transfer pathways and career opportunities. This structure places all key advising and counseling functions together under a single leadership, ensuring consistency in case management and maximizing the effectiveness of programs like FYE and EOPS.

Best Practices:

Across California, institutions like Santa Monica College and Foothill-De Anza Community College District have adopted similar case management models, emphasizing the integration of academic counseling with student success programs. Out-of-state models like those at Austin Community College in Texas also align student support functions under a case management framework to provide comprehensive, individualized services.

Approach:

This model would allow for extensive recruitment and cross-training opportunities for all programs by centralizing all academic counseling under the counseling department while ensuring that all Student Services Advisors can be cross-trained in general student support/retention efforts. This would also allow for greater exposure to specialized programs and services, enabling the division of Student Services to serve as recruiters along with the academic counselors and actively connect students from the moment they help formulate their academic educational plan. It would limit confusion that may arise from various directives coming from other department heads. Additionally, it could lead to counseling assignment rotation/cross-training that exposes counselors to general students and "special programs," allowing them to support programs such as EOPS, Equity, and Meta Majors.

Career & Equity Section (Dean of Student Support, Workforce & Career Pathways)

- Career Center, Strong Workforce, Job Placement, Apprenticeships, SEA Programs and Centers, Student Development

This section focuses on workforce development and equity-driven initiatives. By organizing these programs under a single umbrella, the division of Student Services enhances career readiness, aligns with Strong Workforce goals, and ensures that equity-focused programs (e.g., SEA) are integrated into career pathway efforts. This structure is designed to increase student employability and ensure alignment with the labor market, particularly in underrepresented communities.

Rationale:

The Chancellor's Vision for Success 2030 includes an explicit goal to close equity gaps in employment outcomes by strengthening pathways between education and careers. Grouping career services and workforce development initiatives together allows for more direct coordination with industry partners and state workforce initiatives while also emphasizing the importance of equity and student development.

Best Practices:

Many California community colleges, such as Long Beach City College and Riverside Community College District, have adopted similar models that integrate career services and equity programs to support students from historically underrepresented communities. Nationally, colleges like Miami Dade College have successfully incorporated apprenticeship and workforce initiatives under a career-focused dean, ensuring students gain relevant experience while addressing equity issues in career outcomes.

Approach:

Since the loss of the student activities center, multiple students via engagement survey results have indicated they have lost the feelings of belonging at ECC and have attempted to find it through their intersecting identities with the division's equity centers, service areas (Career Center), and clubs/ASO. Within this combined division of Student Support Services and Workforce Programs and Career Pathways, ECC stands to bring career, equity, and engagement/student life together in a cross-departmental unison. Through this division, the strongest

partnerships with academic affairs can be built to expand the MyPath model, extend to the non-credit division, and apply to the strong workforce implementation team among academic divisions, growing student engagement in a multidisciplinary approach. This reorganization allows the reimplementation of the Student Commons (formerly activities center), where intersecting identities can be embraced geographically, intersectionality can be promoted, and student engagement/belonging can thrive through student life, equity programming, internships/externships, and career connections.

Cost Savings of Reorganization Model:

- Allowances for cross-departmental training and access to larger teams help supplement recruitment, retention, and engagement practices.
- Student experiences are centralized from the perspective of their journey in Student Services:
 - From initial experiences with Enrollment Services that streamline entry, financial aid access, and quicker registration in local and specialized processes.
 - Broader access to academic counseling services tailored by experiences within the Counseling Department, allowing advisors to truly focus on retention/recruitment/connection programming while actively engaging Counseling faculty to be recruiters and subject matter experts in all areas of Student Services.
 - Career, Equity, and Student Life being utilized as connection and engagement services for further retention programming, connections to curriculum via MyPath, non-credit, thematic courses with ECC Evolve connections, and broader student advocacy practices via streamlined division collaboration.
- Reduces duplicative models serving similar populations and allows for braided funding prioritization.
- It allows for better collaborations among divisions because they focus on specific thematic areas and have streamlined representation among larger campus committees.

Conclusion:

The proposed reorganization of Student Services at El Camino College is designed to align with several key institutional and statewide frameworks, including Guided Pathways, the El Camino College Comprehensive Integrated Planning (CIP) priorities, the Student Equity Plan, College Council objectives, and the Vision for Success 2030. By focusing on thematic areas—Compliance, Case Management, and Career & Equity—this model ensures streamlined service delivery and a holistic, student-centered approach that simplifies access to resources, reduces barriers to success, and ensures more personalized support across all touchpoints in a student's journey. The integration of these sections supports equity-focused initiatives, such as reducing equity gaps, improving access to financial resources, and enhancing pathways to transfer and career success, all in line with ACCJC standards for student achievement and institutional effectiveness. It also directly supports the El Camino College CIP priorities and College Council goals by promoting streamlined service delivery, enhancing the student onboarding experience, and addressing the needs of the College's diverse student population. Additionally, this model integrates the principles of the ECC Student Equity Plan by placing equity at the core of workforce and career development efforts, ensuring that underrepresented students have the support and opportunities needed to succeed in their academic and career goals. By incorporating compliance and case management into a cohesive structure, El Camino College is prepared to meet regulatory requirements while advancing its equity goals. This approach not only fulfills the College's mission but also ensures it remains aligned with broader state and accreditation standards, positioning El Camino College to thrive in the years ahead as it meets the needs of its students, staff, faculty, and community.

Student Services Reorganization Overview

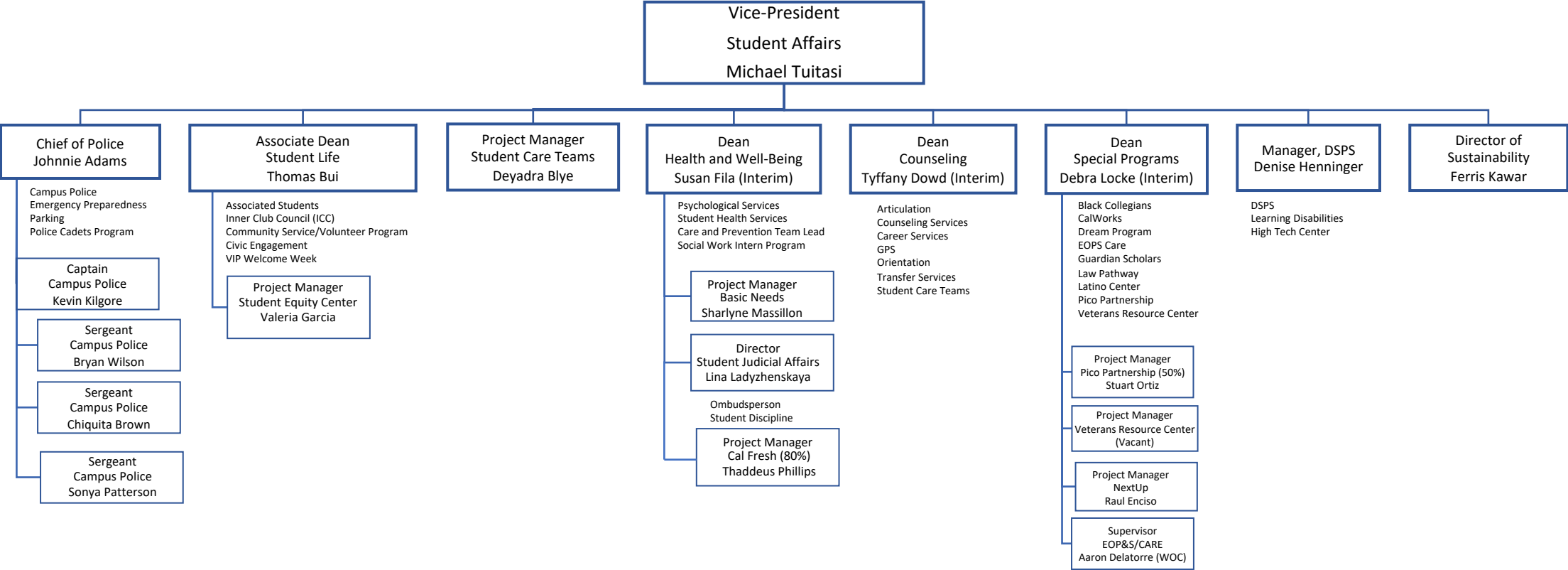
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Santa Monica Community College District Student Affairs



Santa Monica Community College District Enrollment Development

Vice-President
Enrollment Development
Teresita Rodriguez

Dean,
International Education
Pressian Nicolov

Global Citizenship
Intensive English Program
Peer Mentor Program
Study Abroad

Associate Dean
International Education
Denise Kinsella

Director
International Development
Catherine Weir

Associate Dean
Outreach, Onboarding and Student Engagement
Jose Hernandez

Outreach/Recruitment
Welcome Center
SMC Promise

Director, Outreach and
Onboarding Initiatives
Deirdre Weaver

Associate Dean
Financial Aid/Scholarships
Tracie Hunter

Director, Financial Aid
And Scholarships
Stacy Neal

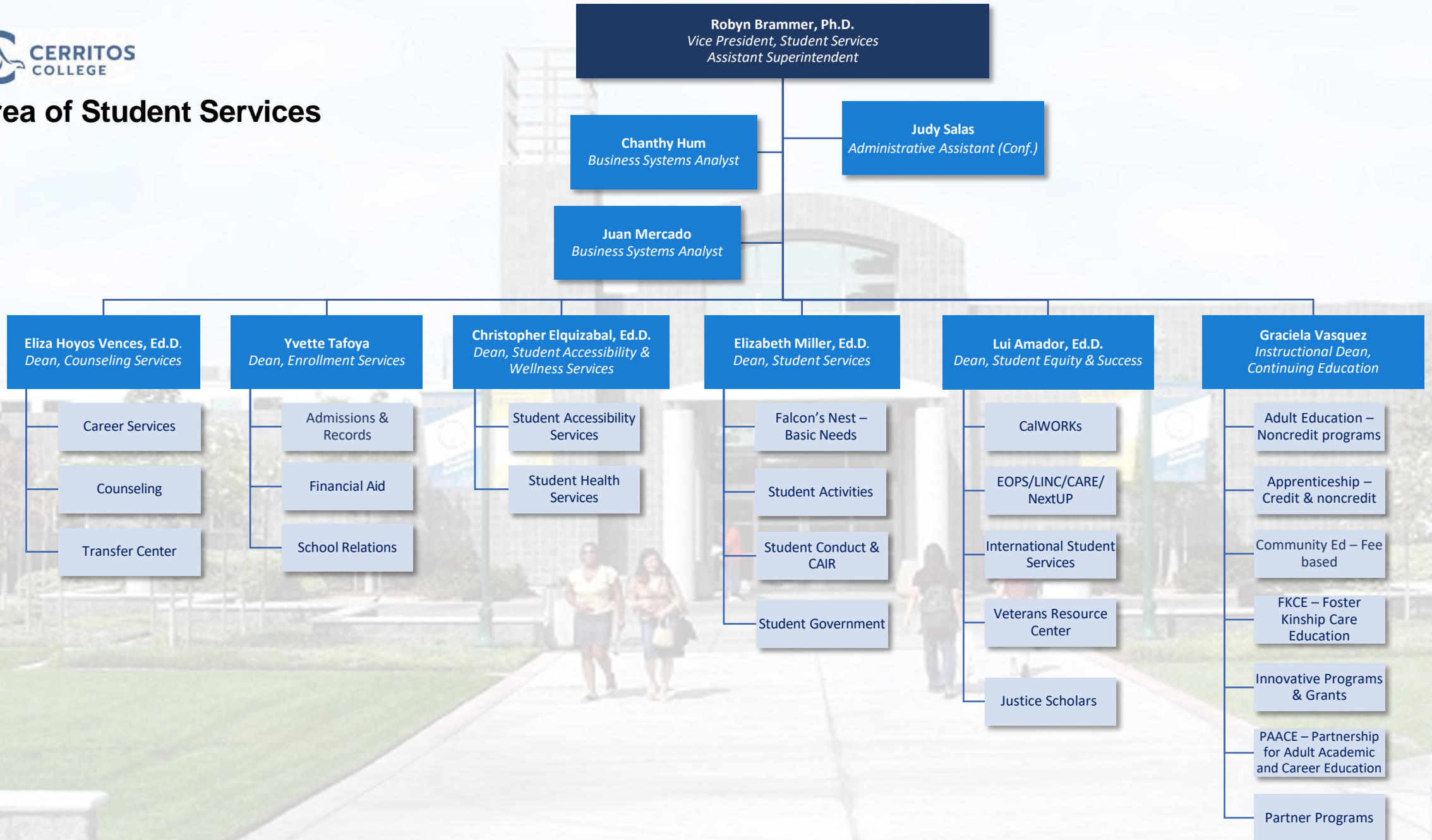
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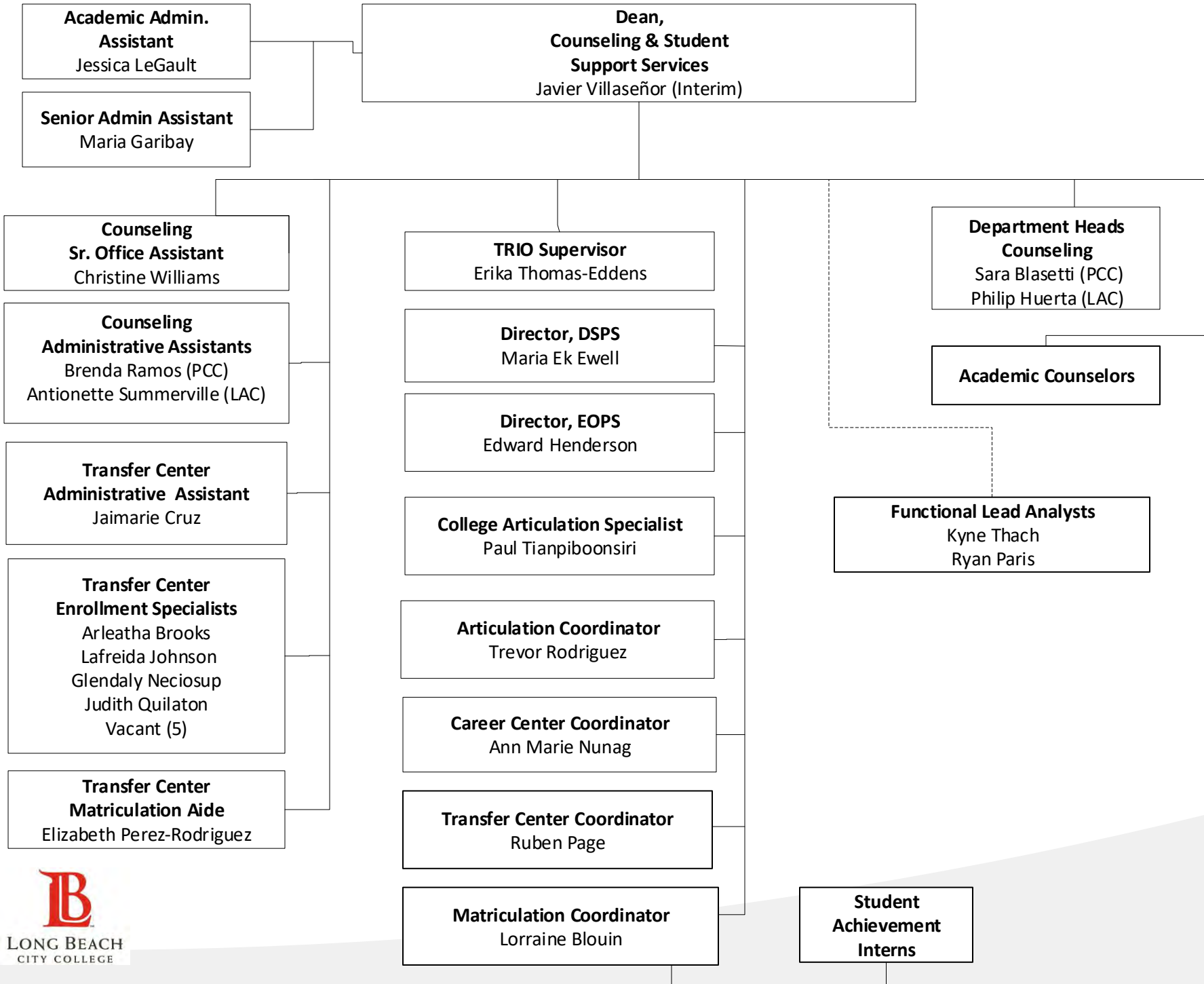
Student Communications
Academic Evaluations
Commencement

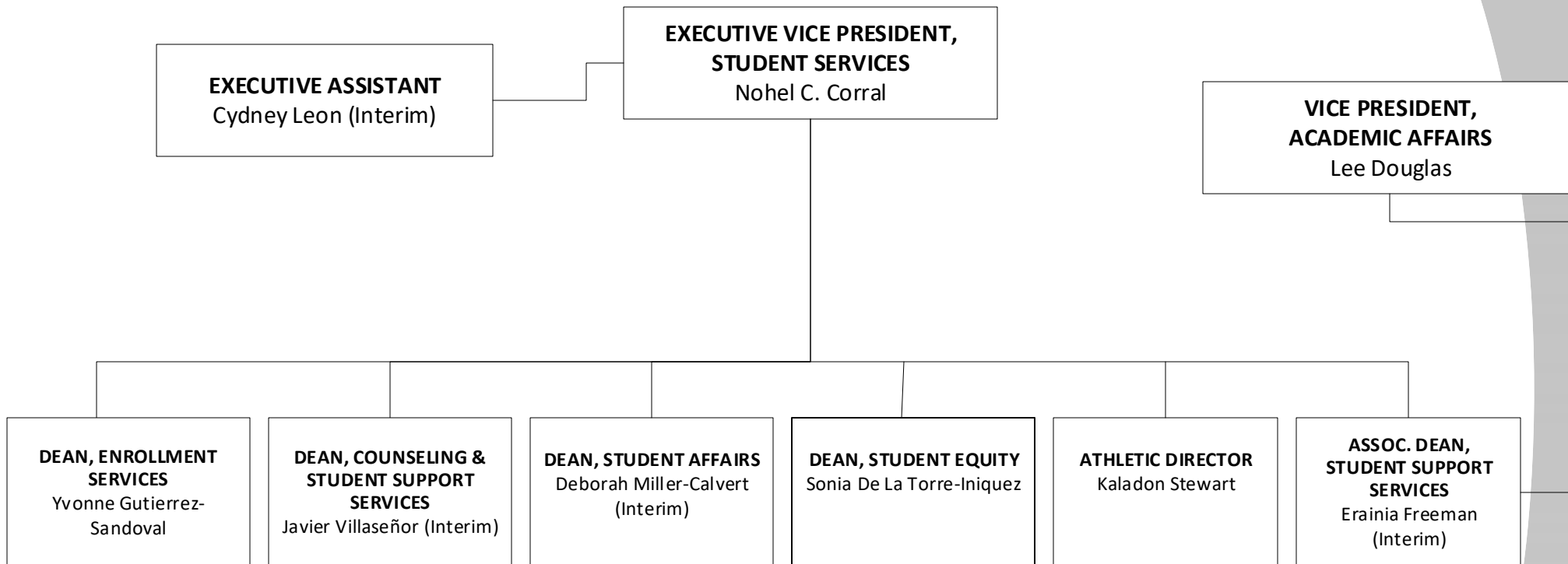
Supervisor
Admissions and Records
Jose G. Hernandez

Assessment Center
Supervisor
Vacant

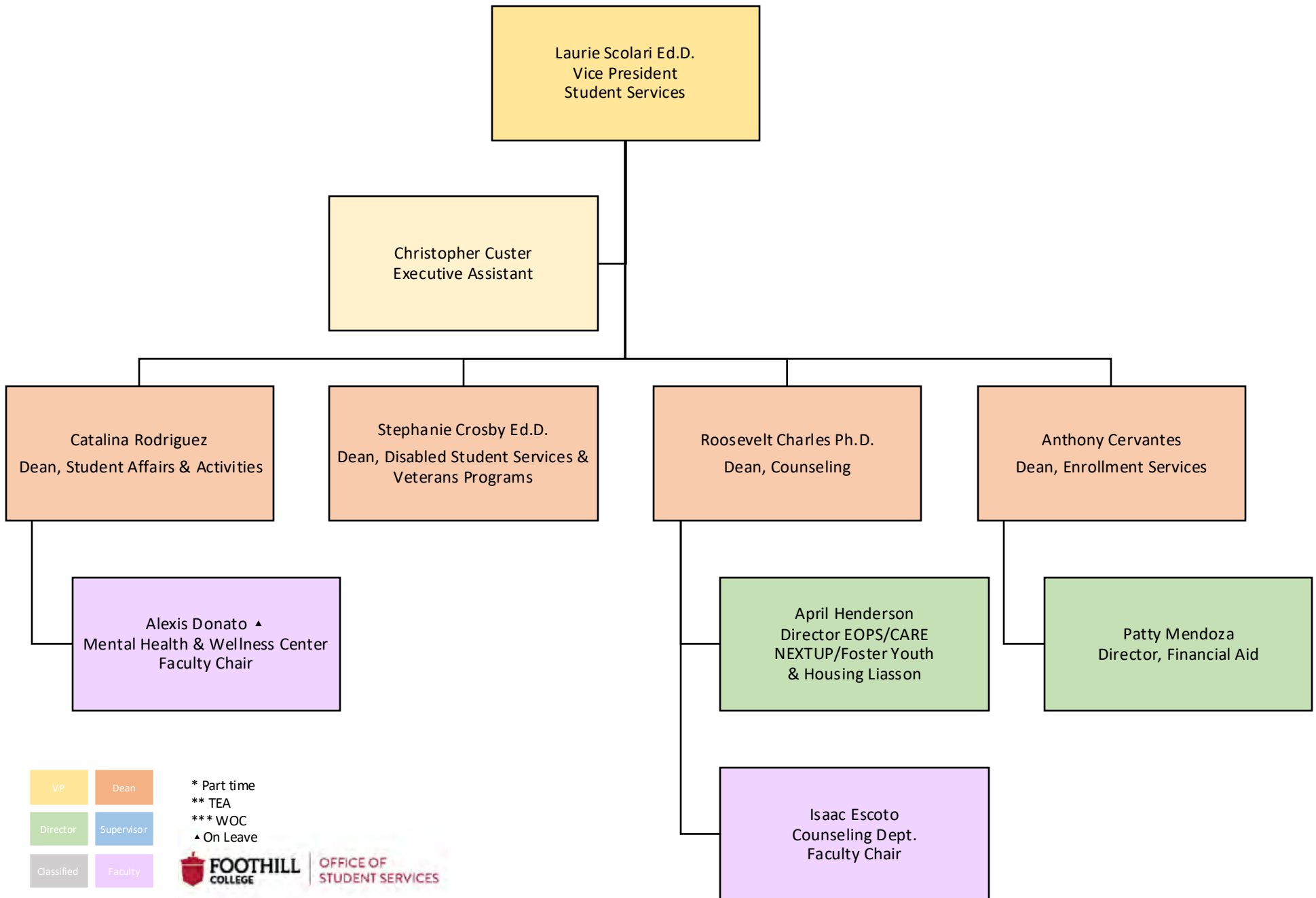
Area of Student Services



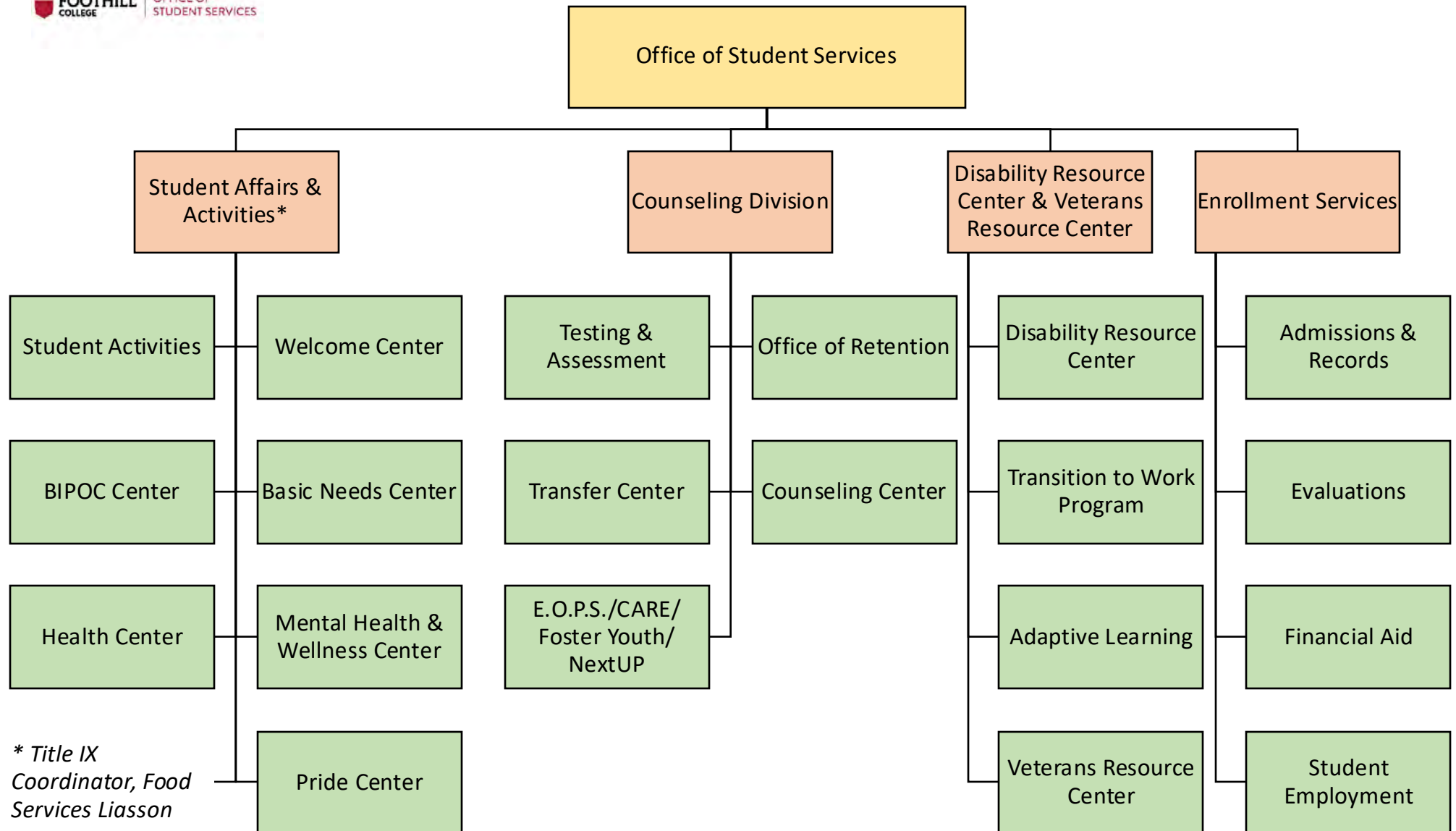




Student Services Leadership



Student Services Office Chart



West Los Angeles College Organization Chart



COLLEGE ORGANIZATION CHART

As Approved by Chancellor: July 12, 2017

Updated: 2/28/24

