

Comprehensive Program Review Report



Program Review - Counseling

Program Summary

2020-2021

Prepared by: Counseling Division

What are the strengths of your area?: 1. Personnel

A. General counseling received two full-time, tenured track counselors in the 2019-20 academic year as well as a full-time, tenured track Career Counselor. In addition to the general counseling hires, we hired three new adjunct counselors dedicated to special programs specifically the Allied Health Programs, Dreamer Program and ESL program. This brought the counseling department to a total of 24 full-time counselors and 12 adjunct counselors staffing Visalia, Tulare and Hanford. We expect our Articulation Officer to retire in the near future, therefore, we will request an AO/Counseling position. Most community colleges employ Counselors for Articulation Officers because of their knowledge of transfer requirements and student needs so this is why we would like this position to become a faculty position with our department. Likewise, this position requires time and training to get a new person acclimated to the COS system of curriculum approval and the statewide articulation. Having someone in this position and being trained with the current articulation officer will ensure a smooth transition for all departments at the college from academics to student services. This will reduce any interruptions regarding articulation.

We will also request a full-time teaching faculty since two of our courses were recently approved for CSU G.E., Area E. We believe this will increase our enrollment in those courses, which will increase the need for offerings and a full time instructor(s).

2. Trainings

All counselors receive ongoing training via professional development conferences such as the CSU, UC, and ETS counselor conferences to name a few. In addition, the counselors meet twice a month on Thursdays for training/discussions in order to keep all counselors abreast of the most current information regarding majors, certificates, graduation, transfer requirements, etc. In addition to trainings on counseling specifics, we have received and will continue to receive training on equity, access, and discrimination in education. The spring 2021 Motherlode Survey will gather the data on the students we serve per demographic groups; we will reflect on that data and examine all possible interventions, and strategies to ensure all students have access to counseling services.

Due to COVID, the counseling faculty and staff have engaged in extensive training on our online counseling platform, Cranium Cafe. Only a couple of us were familiar with the program but now all counselors are trained and able to utilize it for our counseling appointments. In addition to the online platform, counselors have a better understanding of our scheduling software SARS and are now able to navigate the daily scheduling needs rather than relying on classified staff to make the changes. Lastly, also because of the nature of working from home, we have conducted trainings during our bi-weekly meetings on software programs such as Adobe and computer programs such as VPN and AWS.

3. Facility

The counseling division occupies multiple facilities including, Transfer/Career Center, AAC, EOPS, SSP, Next-Up and Veterans Center. Likewise, our division has counselors in Tulare and Hanford. We have also recently received priority use of San Joaquin 2 for our courses and are requesting a computer lab within that room to support the curriculum in those courses. However, since March 2020, we have all been working and teaching from home. It seems we will continue to do so throughout the 20-21 academic year.

4. Courses

A. The counseling division offered 50 sections of HDEV 221, COUN 100, and COUN 25 collectively over the 2019-2020 academic

year, up four sections from the previous academic year. The 2019-20 Program Review Data Metric, provided by the research office, indicated that the COUN Courses had an overall success rate of 84% in 2019-20, up from 73% in 2018-19. HDEV 121 had an overall success rate of 76% in 2019-20 down from 80% in 2018-2019.

B. We have seen an increase in our overall success rate of our COUN courses and have developed Canvas Instructor Resources shells to highlight course materials and resources for instructor use. The 2019-2020 academic year included the submission of updates to COUN 25 including an increase to three units, and a fully, updated course outline of record and DE Addendum with open access to the general student population in addition to the Puente Program. One section of COUN 100 was offered in a hybrid format for spring 2020 with plans to move to a fully online course set for fall 2020. Due to Covid-19 all STSV courses were moved to remote instruction for spring 2020 in March. Instructors worked diligently to support instructional continuity communicating with students, making adjustments, and implementing technologies to support the remote format. Instructors participated in numerous trainings and professional development. This has continued into the fall 2020 semester. The Articulation Officer submitted both COUN 100 and 25 for review by the CSU G.E. Review Committee. We received notification that both courses gained approval for CSU G.E., Area E starting in the fall of the 2020-2021 academic year. We offered 20 sections of the revised 200 level course, HDEV 221, after meeting/discussing the change with a variety of instructors and counselors from various departments including EOPS and ESL to service our students needing additional support. We did notice a dip in the overall success rate of HDEV 221 and plan to monitor rates in the upcoming year. Per the data, it appears in the first semester there was an overall success rate of 70% and that increased to 80% in the spring semester so we will need to continue to monitor this course and success in the upcoming year.

C. In an effort to provide quality content and reduce the high cost of textbooks, the COUN Division has been working to identify at least one, free, OER textbook option for use in each of our courses. In the summer of 2020, a full revision of an OER textbook was completed. This OER textbook was revised specifically for College of the Sequoias' COUN 100 course. As of fall 2020, it is now available for instructors to use and adapt within their courses.

5. Services

A. The counseling division served 28,551 student appointments in 2019-2020 which includes all divisions with counselors as well as group counseling during STEPS and summer data. This number reflects all appointments attended and many are duplicated attendees. This is an impressive increase of 667 students considering we had to go completely online in March of 2020.

The counseling division answered 1831 online email questions via our online counseling email system for the 2019-20 academic year. This is an increase of over 1,000 email requests, which is to be expected due to COVID. This number does not account for the back and forth correspondence counselors engage in with each student submitting questions.

Our Cranium Café totals for all departments and users equaled 2,898 total chats that took place August 1, 2019 through June 30, 2020. This is an increase of 2,823 chats, which is to be expected due to COVID. This number also includes the limited number of Specialists who are also available in Cranium, however, the bulk of the number are counseling appointments across all departments. With support of administration, we have continued to add other departments, such as financial aid, to Cranium and have linked their Cranium availability to the respective webpages. This allows students to see if someone is available to assist them from the COS website. In addition that, we have launched a marketing campaign on social media and on the COS homepage, highlighting the counseling availability and online appointment booking system. We have also created "how to" videos explaining how to access counselors on Cranium and have linked those videos to a number of department webpages.

What improvements are needed?: The Counseling Division considers the following to be challenges and areas of improvement:

1. Courses

A. The division submitted the COUN 25 and 100 curriculum for CSU G.E. approval for Area E and we are granted approval. This may lead to an increase in enrollment so we will keep an eye on the fill rates and need for more sections and instructors. In addition to monitoring need for our courses, the following items may also need to be addressed:

A. With an increase of technology needed to support the objectives and outcomes of the COUN 100 course, including online assessments, web-based career research, and online job preparation tools and resources, our division is finding that we frequently need to submit requests for computer labs to provide a technology-based, interactive learning environment. Many of our Dual Enrollment classes already have the one-to-one classroom and we are able to see the benefits of the classroom environment with impact to teaching. As such, we requested a bid from computer services to see what the cost would be to convert our Student Services dedicated classroom, San Joaquin 2, into a computer lab. It was set at \$31, 297.40. However, given the onset of the pandemic and potential reduced funding, this is not an actionable option currently, but we will continue to have it as an action item for the future.

B. Per the current need to have instructors in an online instructional setting, there has been a commitment by the division to have all instructors trained through the OTC or Emergency DE Training by spring 2021.

C. In order to support the use of the MBTI assessment tool and interpretation for COUN 100 and Career Counseling Appts., the Elevate site is used to house and support administration of the assessment tools. The Elevate site is \$195 yearly and the MBTI Career Reports are as follows: Individual Career Appts. 500+ at \$14.41 each; Faculty Club Rate (course rate) \$13.56 each.

We will also need to train and certify more instructors and counselors in the MBTI in order to better serve the COUN 100 students with the MBTI assessments. Onsite training for 10 people will cost roughly \$24,000.

D. Increase in demand for our courses will increase our need for a full time instructor for our division.

2. Continued expansion in the marketing of our counseling services and resources

A. The counseling department offers a variety of services and tools that many students aren't aware of or are accessing; specifically our Degree Audit tool as well as our online counseling appointment tool (Cranium Café). However, since COVID, students have had to access these resources so we expect to see a change in the data this spring 2021.

This past year we created flyers and poster boards and posted them around all three campuses. In addition to the flyers, we now have the Degree Works webpage available for students to access if they want to learn more about the degree auditing feature. We also created a number of "how to" counseling videos, made our webpage more student friendly, and created a counseling presence on the homepage.

Describe any external opportunities or challenges.: Servicing our online students started off as a challenge last year, but because of COVID, all students and staff were required to go online. Therefore, many of us worked hard to ensure students understood how to access us online not only through cranium, but through our online booking system. With all students going online, the college better understood the need for technological access for our students. Many did not have internet/Wi-Fi available to them so we also conduct many appointments via phone to ensure all students are serviced. We will need to continue to monitor our services online to facilitate equity and accessibility for students.

Overall SLO Achievement: The student learning outcomes assessments for HDEV 221 will be assessed in the spring of 2021. The curriculum was updated and first offered this fall 2019.

The student learning outcomes assessments for COUN 25 were not assessed this past year. During the 18-19 academic year, this course was reviewed and an update was started to provide access to all students. The mentorship and field trip components will be specific to the Puente program and not part of the curriculum since there are financial impacts and circumstances, such as scheduling, which are beyond the control of the student and instructor. The course curriculum updates were finished in fall 2019 and the course is now three units and meets CSU G.E. Area E. It is scheduled to be assessed in the spring of 2021.

The student learning outcomes assessments for COUN 100 will be assessed in the fall of 2020.

Changes Based on SLO Achievement: The student learning outcomes assessments for HDEV 221 will be assessed in the spring of 2021. The curriculum was updated and first offered this fall 2019.

The student learning outcomes assessments for COUN 25 were not assessed this past year. During the 18-19 academic year, this course was reviewed and an update was started to provide access to all students. The mentorship and field trip components will be specific to the Puente program and not part of the curriculum since there are financial impacts and circumstances, such as scheduling, which are beyond the control of the student and instructor. The course curriculum updates were finished in fall 2019 and the course is now three units and meets CSU G.E. Area E. It is scheduled to be assessed in the spring of 2021.

The student learning outcomes assessments for COUN 100 will be assessed in the fall of 2020.

Overall SAO Achievement: According to the Mother Lode Survey of spring 2019, overall satisfaction of counseling services was 88%. This is a 1% decrease from 2017. The survey was revised in 2019 to included additional questions such as how satisfied students were with a variety of services our department offers such as, degree works, online counseling, summer counseling, group counseling and our email request. The overall satisfaction for each of these services was over 85%, however, one of the questions was whether or not the student was aware of these services. This question revealed that 40% of students were unaware of the Degree Works audit tool and 65% were unaware of our new online counseling options through Cranium Café. Due to COVID, we suspect all of those numbers will increase since we were required to move all of our services online.

We have not revised the SAO's this year since the Motherlode survey will be sent to students spring 2021, however, we plan to address the survey response related to the equity and access of counseling services for all student populations.

Changes Based on SAO Achievement: No changes have been made since the survey results will be sent this spring 2021 but we did add one SAO for 2020-2021.

The following items will be analyzed against according to the differences in results from the Motherlode Survey of 2019 and 2021:

1. The division will assess the effectiveness of our intense marketing plan pertaining to our online counseling tools when reviewing the Motherlode survey results from 2021.
2. The Division will assess equity and access pertaining to our counseling services and resources when reviewing the survey results from spring 2021.
3. The Division will assess the accessibility of online counseling resources for all students when reviewing the motherlode survey results from spring 2021.

Outcome cycle evaluation: COUN 100 will be assessed Fall 2020

HDEV 221 will be assessed in Spring 2021

COUN 25 will be assessed Spring 2021

SAO's will be reviewed yearly and assessed every three years.

Action: 2020-2021 MBTI Certification Training

Train and certify 10 more Instructors and Counselors on the Myers Brigg Type Indicator Assessment to increase the efficiency of the MBTI assessments for students in the COUN 100 courses.

Leave Blank:

Implementation Timeline: 2020 - 2021

Leave Blank:

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Identify related course/program outcomes: SLO # 1- Conduct a self-analysis of personality type, interests, skills, and values and apply this analysis to major/career choices.

Person(s) Responsible (Name and Position): Counseling Division Chair, Instructor Coordinator, Transfer Career Center

Rationale (With supporting data): The MBTI assessment and interpretation is a objective within the COUN 100 course curriculum. It is a seamless process when the instructors are MBTI certified and when there are plenty of other certified counselors to help interpret student results. Currently we have 11 COUN 100 fully enrolled sections and believe that more students will demand this course because of the CSU G.E. approval and as well as dual enrollment courses.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Technology - MBTI Certification Training (Active)

Why is this resource required for this action?: Onsite or online certification training costing about \$24,000 for 10 people.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 30000

Related Documents:

[MBTI Certification Program_2020_Virtual_College of the Sequoias.pdf](#)

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 2.1 - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5 percentage points over three years

District Objective 2.2 - Increase the number of students who transfer to a four-year institution by 10 percent over three years

Action: 2020-2021 Continue Articulation Efforts

Hire an Articulation/Counselor position

Leave Blank:

Implementation Timeline: 2020 - 2021

Leave Blank:

Leave Blank:

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Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Dean of Student Services, Division Chair, Current Articulation Officer, Transfer Counselor

Rationale (With supporting data): With the upcoming retirement of our current Articulation Officer, the Counseling division would like to revise this position and create a faculty position that is half counselor, half articulation officer.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Personnel - Faculty - Hire a faculty Counselor/Articulation Officer (Active)

Why is this resource required for this action?: College must maintain an Articulation Officer upon retirement of the current Articulation Officer. Most AO's are also Counselors this day and age due to the job duties and collaboration with the CSU's and UC's. It is beneficial to students to have an AO that understands the student needs related to transfer.

Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 114252.24

Related Documents:

[Faculty Salary Amount 2020-2021.pdf](#)

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 1.1 - The District will increase FTES by 1.75% over the three years

District Objective 2.1 - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5 percentage points over three years

District Objective 2.2 - Increase the number of students who transfer to a four-year institution by 10 percent over three years

District Objective 4.1 - Increase the use of data for decision-making at the District and department/unit level

Action: 2020-2021 Increase accessibility to the Student Services Courses

Hire two full time Instructors to teach the courses within the Student Services Division

Leave Blank:

Implementation Timeline: 2020 - 2021

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Counseling Division Chair, Instructor Coordinator, Administration

Rationale (With supporting data): With the increase in enrollment in Student Services courses and the approval for two of the courses to be listed in the CSU G.E., we expect to continue to see a demand for our courses. We currently only have adjunct instructors so hiring two full time instructors will help with scheduling and consistency of content delivery.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Personnel - Faculty - Hire two full time Student Services Instructors (Active)

Why is this resource required for this action?: Increase in demand for the COUN courses and the division currently only employs adjunct instructors for our courses.

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Notes (optional):

Cost of Request (Nothing will be funded over the amount listed.): 228504.48

Related Documents:

[Faculty Salary Amount 2020-2021.pdf](#)

Link Actions to District Objectives

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|---|
| District Objectives: 2018-2021 |
| District Objective 1.1 - The District will increase FTES by 1.75% over the three years |
| District Objective 2.1 - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5 percentage points over three years |
| District Objective 2.2 - Increase the number of students who transfer to a four-year institution by 10 percent over three years |

Action: 2020-2021 Distance Education Training for Instructors

Train all instructors teaching SS Division Courses in either OTCP or Emergency DE Training by spring 2021.

Leave Blank:

Implementation Timeline: 2020 - 2021

Leave Blank:

Leave Blank:

Identify related course/program outcomes:

Person(s) Responsible (Name and Position): Dean of Student Services, Division Chair, Instructor Coordinator

Rationale (With supporting data): Per the current need to have instructors in an online instructional setting, there has been a commitment by the division to have all instructors trained through the OTCP or Emergency DE Training by spring 2021.

Priority: High

Safety Issue: No

External Mandate: Yes

Safety/Mandate Explanation: Due to COVID and because all courses are recommended to be online for the foreseeable future, all instructors need to understand effective teaching methods for online instruction.

Link Actions to District Objectives

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|---|
| District Objectives: 2018-2021 |
| District Objective 1.1 - The District will increase FTES by 1.75% over the three years |
| District Objective 2.1 - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5 percentage points over three years |
| District Objective 2.2 - Increase the number of students who transfer to a four-year institution by 10 percent over three years |

Action: 2019-2020 Implement a Comprehensive Marketing Plan

Work with Marketing Services to implement a marketing plan targeting counseling services and specifically our online resources and services.

Leave Blank:

Implementation Timeline: 2019 - 2020

Leave Blank: 10/01/2019

Leave Blank:

Identify related course/program outcomes: SAO #1 and SAO #2

Person(s) Responsible (Name and Position): Counseling Division

Rationale (With supporting data): The counseling department has numerous services available to students to help them navigate their progress towards their goal. However, according to the most recent mother lode survey conducted spring 2019, students are unaware of the resources, specifically online counseling appointments through Cranium Cafe. In addition to Cranium Cafe, counseling services offers Degree Works which is a degree audit tool for students to track their progress towards

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completion. There was an increase in usage of degree works from 2017-2018 to 2018-2019 but the data still indicates that the majority of students are unaware of the tool. Lastly, the division has made online booking of appointments available to students interested in accessing our online counseling feature (Cranium Cafe). Now that this feature has been tested and is working well, we want to work on extending this feature to our feeder high schools during the high school STEPS process.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Update on Action

Updates

Update Year: 2020 - 2021

09/08/2020

Status: Continue Action Next Year

The counseling webpage has been updated to create a more student friendly experience when navigating our resources. The online counseling booking system has been created for each COS location and Counseling is working with marketing services to get a direct link to our resources and booking system on the COS homepage. We are also launching a campaign that personalizes counseling by having various counselors introduce themselves and market their department or location's services. This feature will also be highlighted on the webpage. In addition to those efforts, we will continue the Map your Success campaign which focused on the informing students of the Degree Audit and applying for a degree.

Counseling will continue to build marketing around our Degree Works audit and our Cranium Cafe services. According to the 2019 Mother Lode Survey, 40% of students were unaware of Degree Works and 65% are unaware of Cranium Cafe.

Impact on District Objectives/Unit Outcomes (Not Required):

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 1.1 - The District will increase FTES by 1.75% over the three years

District Objective 2.1 - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5 percentage points over three years

District Objective 2.2 - Increase the number of students who transfer to a four-year institution by 10 percent over three years

District Objective 4.1 - Increase the use of data for decision-making at the District and department/unit level

Action: 2019-2020 Computer Lab Setting to Support Instruction

To implement a computer lab setting in San Joaquin 2 to support instruction which utilizes online technology for most of our courses especially COUN 100 and our MBTI curriculum.

Leave Blank:

Implementation Timeline: 2019 - 2020, 2020 - 2021

Leave Blank: 10/01/2019

Leave Blank:

Identify related course/program outcomes: SAO #1 and SAO #2

Person(s) Responsible (Name and Position): Counseling Division Chair, Instructor Coordinator, Administration and IT

Rationale (With supporting data): The counseling courses need computers in the classroom in order to support the curriculum. HDEV 221, COUN 25 and COUN 100 all instruct students on the technology and resources available to assist them in their goals at COS. In addition to that, students take online assessments, research transfer and career information, access their degree works and student education plans and develop an overall comfort with online tools available to college students. As it stands now, instructors must request a computer lab up to four times per semester to be able to instruct the curriculum. Having the computers available in the classroom that is assigned to our division would be helpful towards the student success outcomes.

Priority: Medium

Safety Issue: No

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External Mandate: No

Safety/Mandate Explanation:

| Update on Action | |
|---|------------|
| Updates | |
| Update Year: 2020 - 2021 | 08/03/2020 |
| Status: Continue Action Next Year | |
| Obtained a quote from Computer Services at \$31,297.40. Unable to implement at this time due to lack of funds, but will continue to consider for future academic years. | |
| Impact on District Objectives/Unit Outcomes (Not Required): | |

Resources Description

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| Equipment - Instructional - Laptop Cart for San Joaquin 2 (Active) |
| Why is this resource required for this action?: Increase success in our COUN and HDEV courses by providing immediate and consistent access to the online resources required in the curriculum. |
| Notes (optional): Quote has been uploaded to the documents under 2019-2020. |
| Cost of Request (Nothing will be funded over the amount listed.): 31297.4 |
| Related Documents: a.duarte - computer lab quote.pdf |

Link Actions to District Objectives

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|---|
| District Objectives: 2018-2021 |
| District Objective 2.1 - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5 percentage points over three years |
| District Objective 2.2 - Increase the number of students who transfer to a four-year institution by 10 percent over three years |
| District Objective 4.1 - Increase the use of data for decision-making at the District and department/unit level |

Action: 2019-2020 -Customer Service

Implement a customer service plan for counselors and counseling staff to better serve student needs.

Leave Blank:

Implementation Timeline: 2019 - 2020, 2020 - 2021

Leave Blank: 10/01/2019

Leave Blank:

Identify related course/program outcomes: SAO #1 and SAO #2

Person(s) Responsible (Name and Position): Counseling Division

Rationale (With supporting data): Many of the negative comments stated in the Mother Lode survey had to do with issues related to customer service therefore, it would be beneficial to students if the department created an explicit plan and/or a list of customer service practices.

Priority: Medium

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

| Update on Action | |
|---------------------------------|------------|
| Updates | |
| Update Year: 2020 - 2021 | 09/08/2020 |

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Status: Continue Action Next Year

To help enhance our customer service in Counseling, we provided our counselors a training on MBTI during a few of our counseling division meetings. Counselors completed their own MBTI assessments to help each counselor better understand how they perceive the world and make decisions as well as how others (colleagues/students) perceive the world and make decisions. This MBTI training provided insight to counselors on how to better approach students with differing personality types.

In addition to better understanding personality styles and the various forms of communicating to students, we plan on pulling data from the upcoming Mother lode Survey on student demographics to determine if counseling services are being accessed by all students regardless of ethnicity and socioeconomic status. This data will help us be better informed on how we can serve all students especially if there is a demographic we are missing out on.

Additionally, we transitioned fully online services with our Cranium platform as well as ESARS to ensure we meet our students' counseling needs virtually during the COVID outbreak.

Impact on District Objectives/Unit Outcomes (Not Required):

Link Actions to District Objectives

District Objectives: 2018-2021

District Objective 2.1 - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5 percentage points over three years

District Objective 2.2 - Increase the number of students who transfer to a four-year institution by 10 percent over three years

District Objective 4.1 - Increase the use of data for decision-making at the District and department/unit level

Action: Completed - Expand online services for online student population

Expand our current online counseling services to provide for development of SEP's and live chat along with an agreed institutional cyber identity verification system. Utilize E-SARS for booking appointments for online counseling services.

Leave Blank:

Implementation Timeline: 2019 - 2020

Leave Blank: 01/18/2017

Leave Blank: 09/30/2019

Identify related course/program outcomes: For our online student population, expanding the online counseling services will help the division improve SAO #3 Students will be satisfied with the counseling services provided.

Person(s) Responsible (Name and Position): Adrienne Duarte, Division Chair, Jessica Morrison VP, Jenny Saechao, Dean and computer services.

Rationale (With supporting data): The college has a significant number of students who take online courses. The increase of students taking at least one online course has grown dramatically since 2016. For the Fall 2016 semester there were 107 online courses serving a total of 3,231 students. In fall 2018, COS offered 141 online sections, 114 in which were transferable, with 5,616 students taking at least one online course that academic year. Therefore, the online student population is increasing. In addition, the institutional accreditation process requires that the college provide comparable services available to online students and students attending other locations. Online counseling services will help the institution address the need for providing equitable access to all of its students by providing appropriate, comprehensive, and reliable services to students regardless of service location or delivery method.

Priority: High

Safety Issue: No

External Mandate: Yes

Safety/Mandate Explanation: Accreditation standards require the college to provide equitable access to all of its students by providing appropriate, comprehensive, and reliable services to students regardless of service location or delivery method.

Link Actions to District Objectives

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| |
|---|
| District Objectives: 2018-2021 |
| District Objective 1.1 - The District will increase FTES by 1.75% over the three years |
| District Objective 2.1 - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5 percentage points over three years |
| District Objective 2.2 - Increase the number of students who transfer to a four-year institution by 10 percent over three years |

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| District Objectives: 2015-2018 |
| District Objectives - 2.1 - Increase the number of students who are transfer-prepared annually. |
| District Objectives - 2.2 - Increase the number of students who earn an associate degree or certificate annually. |
| District Objectives - 3.1 - Reduce the achievement gap of disproportionately impacted student groups annually, as identified in the Student Equity Plan. |
| District Objectives - 3.2 - Increase training for academic and student services staff and faculty to respond to the unique needs of our student population. |

Action: Completed -Decrease the Student to Counselor Ratio

Decrease the total number of students that are turned away each year due to lack of available counselors.

Leave Blank:

Implementation Timeline: 2019 - 2020

Leave Blank: 08/01/2018

Leave Blank:

Identify related course/program outcomes: District Objective 1.1, 2.1, 2.2

Person(s) Responsible (Name and Position): Dean of Student Services and Division Chair

Rationale (With supporting data): The COS counseling division served 27, 455 student appointments in 2017-2018 which includes counselors in every division as well as group counseling during STEPS and summer counseling appointments. The Visalia General Counseling Front Desk Staff books appointments across departments especially Veterans, Athletics, SSP, TRIO and Puente, Tulare and Hanford during our busy time. The General Counseling Department had to turn away 3,331 for the following reasons:

- 1 No available counselors that day
- 2 No available appointments within the four week scheduling period
- 3 Waited on standby but never got to see counselor

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Link Actions to District Objectives

| |
|---|
| District Objectives: 2018-2021 |
| District Objective 1.1 - The District will increase FTES by 1.75% over the three years |
| District Objective 2.1 - Increase the percentage of students who earn an associate degree or certificate (CTE and Non-CTE) by 5 percentage points over three years |
| District Objective 2.2 - Increase the number of students who transfer to a four-year institution by 10 percent over three years |