



FULLERTON COLLEGE

ELEVATING.
EXCELLENCE.

Administrative & Operational Services

2022 - 2023 Self-Study

Three-Year Program Review Template

Enrollment Services Division

Statement of Collaboration

The department/office staff listed below collaborated in an open and forthright dialogue to prepare this Self Study. Statements included herein accurately reflect the conclusions and opinions by consensus of the department/office staff involved in the self-study.

Participants in the self-study

- Albert Abutin, Dean, Enrollment Services
- Sharon Howard, Administrative Assistant III
- Lisa Funaoka, Business Analyst I – Enrollment Services
- Leslie Livelo, Evaluator Coordinator

Authorization

After the document is complete, it must be signed by the Principal Author, the Department Manager, and (when appropriate) the Dean or appropriate Immediate Management Supervisor (IMS) prior to submission to the Program Review Committee.

<u>Albert Abutin</u> Printed name of Principal Author	<u><i>Albert Abutin</i></u> Signature	<u>Dean</u> Title	<u>1/17/23</u> Date
<u>Albert Abutin</u> Printed name of Department Manager	<u><i>Albert Abutin</i></u> Signature	<u>Dean</u> Title	<u>1/17/23</u> Date
<u>Albert Abutin</u> Printed name of Dean or Immediate Management Supervisor (IMS)	<u><i>Albert Abutin</i></u> Signature	<u>Dean</u> Title	<u>1/17/23</u> Date

GC
Gilbert Contreras (Jan 23, 2023 17:44 PST)

Jan 23, 2023

1.0 Mission and Goals

Mission, Vision, Core Values and College Goals drive all college activities. The Program Review committee would like to understand the connection of your department/office to the Mission, Vision, Core Values and College Goals. Summarize how your department/office supports each area.

Mission:

The Enrollment Services division office supports the mission statement by educating staff and students on federal, state, and local guidelines/regulations related to the functions of the Admissions and Records office, Financial Aid office, International Student Center, Athletic Eligibility, and Enrollment Management.

Vision:

The Enrollment Services division office supports the vision statement by creating avenues for open conversation and inquiries by students, staff, and the general public. The areas within the Enrollment Services division are usually the first point of contact for many students and prospective applicants. We strive to create a welcoming environment and provide necessary and supportive assistance for students throughout their educational journey.

Core Values:

The Enrollment Services division focuses on developing, maintaining, and strengthening positive relationships throughout the campus, district, state, and worldwide to ensure collaboration and teamwork. Staff members are highly visible, engaged, and motivated to provide innovative, equitable processes that contribute to sense of belonging for all, while still maintaining integrity and compliance with all local, state, and federal regulations.

College Goals:

Goal 1: Promote success for every student

The Enrollment Services division supports campus initiatives and provides strategic leadership to departments that promote student success. The departments within the division provide ongoing assistance to all students throughout their educational journey at Fullerton College. From application to the college, to requesting financial assistance, through registration, evaluation, graduation, and transfer – the Enrollment Services division is there to help.

Goal 2: Cultivate a culture of equity

The Enrollment Services division promotes a culture of equity by ensuring equitable processes and procedures that are supportive of all students, staff, and the public.

Goal 3: Strengthen Connections with our community

The Enrollment Services division participates in various community events. The division collaborates with other departments to conduct outreach activities at local high schools, on campus, and at other community settings.

Goal 4: Commit to accountability and continuous quality improvement

The Enrollment Services division is committed to accountability and continuous quality improvement. All areas within the division are audited yearly.

2.0 Department/Office /Data & Trends Analysis

2.1 Describe the purpose, components, and staffing of this department/office.

The Enrollment Services division office provides overall strategic leadership, management, guidance, and support to the Admissions & Records office, Financial Aid office, International Student Center, Athletic Eligibility and Compliance, and Enrollment Management/FTES reporting. The Dean of Enrollment Services serves as the Immediate Management Supervisor (IMS) to 3 management positions (Director of Admissions and Records, Director of Financial Aid, and Manager, International Student Center) and 3 classified positions. The Dean chairs and/or serves on various campus and district committees to ensure staff compliance with federal, state, and local regulations, including collective bargaining agreements, and overall implementation of strategic directions and initiatives for Admissions & Records, Financial Aid, the International Student Center, Athletic Eligibility and Compliance, and Enrollment Management/FTES reporting. The Enrollment Services division provides leadership and technical expertise in the implementation of new software and the maintenance of the student information system (Banner) for the college and the district.

The Enrollment Services division provides campus leadership and guidance for various enrollment related processes and procedures. The Dean serves as the technical expert related to attendance accounting regulations and FTES generation. The Dean is responsible for the compilation, analysis, and submission of the college state apportionment (CCFS 320) report. The Business Analyst I provides leadership to campus staff related to the accuracy of class scheduling coding and practices and serves as a liaison with district IS for the implementation and maintenance of various Banner processes.

To ensure integrity and compliance of state regulations, the athletic eligibility process and certification of all student athletes is handled within the Enrollment Services division. Working in collaboration with the Physical Education department and the Athletic Director, the Evaluator Coordinator meets with all athletic teams and ensures the accurate completion of all required forms and documents for students to become eligible for athletic competition, as defined by the 3C2A (California Community College Athletic Association).

2.2 Staffing – complete the table below. Please list the total number of personnel in each type of position in the department/office. Within each classification in the first column, please list the position titles. For confidentiality, **do not** include the names of any people in the position.

CURRENT STAFF					
Classification (Include position titles)	# of staff in each position title	Percent of employment	Months per year of employment	Source of funding (General / Categorical)	FTE
Managers					
Dean, Enrollment Services	1	100	12	General	1
Director, Admissions and Records	1	100	12	General	1
Director, Financial Aid	1	100	12	General	1

OTHER RESOURCES				
Please list each position by classification in the department/program	Services Provided	Number of Hours	Overall Cost	Source of funding (General / Categorical)
Independent Contractors				
Volunteers				
Interns				
Total Hours & Costs				
			Total FTE	

2.4 Utilize the data provided in the tables above in a discussion of the appropriateness of the staffing levels of this department/office.

The departments within the Enrollment Services Division desperately need additional staffing to continue to support the growing needs of the students and the campus community. Changing regulations and new initiatives make it nearly impossible to maintain compliance and a high level of customer service. Without additional staffing, processing timelines may be delayed, and some services may need to be eliminated.

The pandemic heavily impacted Enrollment Services. All areas were required to adapt and provide additional modalities (online, chat, zoom, text) to serve students. While the flexibility of remote services is a great benefit for the students, it creates additional workload for the departments. The expectations to provide in-person services and all of the remote services has created the need for even more staff.

2.5 How does this department/office serve the population of the college?

The Enrollment Services division serves all applicants, students, staff, and the general public through the various departments (Admissions and Records, Financial Aid, International Student Center). Every applicant or student will pass through the Admissions and Records office at various points (application, registration, graduation) throughout their time at Fullerton College. More than 75% of students will apply and receive some sort of financial assistance from our Financial Aid office. All international students are assisted through the International Student Center. The division office provides strategic leadership to each area, general oversight of each budget, and management and support for all personnel.

2.6 Since the previous Program Review Self-Study what significant changes have occurred that impact the services of this department/office?

In 2015, the former Dean of Student Support Services retired, and the position was not filled. The departments and responsibilities of that position were split between the 2 remaining deans within Student Services. The Financial Aid department and Student Life and Leadership became part of the Enrollment Services division. In 2018, a new Dean of Student Support Services was hired and Student Life and Leadership moved back to the Student Support Services position. Financial Aid remained with Enrollment Services.

Changes to regulations, job functions, and implementation of new technology led to growing responsibility for the Enrollment Services division. Due to the increased complexity, responsibility, and accountability, many positions within the Enrollment Services division have taken on additional duties and have been reclassified to higher level positions. All management positions reporting directly to the Dean of Enrollment Services have been reclassified. The Registrar (Range 19) was reclassified to the Director of Admissions and Records (Range 25). The Director of Financial Aid (Range 19) was moved up to Range 20. The Manager of International Students (Range 12) was moved up to Range 14.

As recommended in the previous program review, all Classified positions that report directly to the Dean of Enrollment Services were reclassified to higher level positions. The Administrative Assistant II (Range 36) was reclassified to an Administrative Assistant III (Range 41). The Admissions and Records Specialist (Range 36) was reclassified to a newly created position – Business Analyst I – Enrollment Services (Range 52). The Evaluator (Range 36) was reclassified to a newly created position – Evaluator Coordinator (Range 43). Approximately 10 other positions within the division have been reclassified, with several others in process.

2.7 Describe any laws, regulations, trends, policies and procedures or other influences that have an impact on the effectiveness of your department/office.

The policies and procedures of the Admissions and Records office, Financial Aid office, and the International Student Center are guided by Educational Code, Title 5 of the California Code of Regulations, the Family Educational Rights and Privacy Act (FERPA), the Department of Homeland Security (DHS), the Student and Exchange Visitor Program (SEVP), the Student and Exchange Visitor Information System (SEVIS) and Customs and Border Protection. Athletic Eligibility and Compliance is guided by 3C2A (California Community College Athletic Association). The administrative staff is responsible for remaining up to date on any changes, interpreting the regulations, and coordinating with office and/or district staff to implement the changes to remain in compliance. All areas in the division are highly monitored and audited yearly.

2.8 Provide any other data that is relevant to your self-study, for example, if you collected data to assess an outcome.

Additional data can be found in the Program Review documents of Admissions and Records, Financial Aid, and the International Student Center.

3.0 Strengths, Weaknesses, Opportunities, Challenges (SWOC)

3.1 Based on your analysis in 2.1 through 2.8, what are the strengths of your department/office?

The strength of the division lies within the knowledge and experience of the staff. There is a lot of stability within the management, as 3 of the 4 managers have been in their current positions for more than 12 years. All managers within the division have been classified staff at the college and moved up through the ranks into their management roles. The majority of the classified staff have been in their positions for many years. Most have been promoted and moved up into higher positions from within the college or district.

3.2. Based on your analysis in 2.1 through 2.8, what are the weaknesses of your department/office?

The amount of staffing continues to be a concern. New state, district, and college initiatives have created a tremendous workload on the division. Funding for additional staffing to meet the needs of the campus has not matched the additional volumes of work that has been placed on the departments. This has caused significant turnover in some areas.

3.3 Based on your analysis in 2.1 through 2.8, what opportunities exist for your department/office?

Opportunities to review, restructure, and right size the division exist. All positions and job descriptions within the division should be reviewed to ensure that staff are working within the appropriate classification and additional positions should be added to mitigate workload issues, improve processes, and increase efficiency.

3.4 Based on your analysis in 2.1 through 2.8, what challenges exist for your department/office?

Financial support for additional staffing continues to be a challenge for all areas within the division. Permanent positions are needed to meet the growing needs of the campus.

4.0 Outcomes Assessment

Note: Sections 4.8 and 4.9 are new. Please review before filling out your outcomes tables below.

4.1 List your outcomes and complete the expandable table below.

	What are your program outcomes?	When was the Assessment completed?	When did you analyze the data?	When were the changes made?	Number of Cycles Completed
1.	The departments within the Enrollment division will feel supported by division office.	This is a new outcome being implemented for Fall 2023	To be reviewed annually	N/A	This is a new outcome
2.	More F-1 visa students will apply to the college, resulting in a 5% increase of international students.	This is a new outcome being implemented for Fall 2023	To be reviewed annually	N/A	This is a new outcome.

4.2 Assessment: Complete the expandable table below.

	Intended Outcomes	How will you determine if the outcome is met?	How will you collect the data?	Can this data be disaggregated at the student level?	What will the results show?
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1.	Staff within the departments of the Enrollment Services division will feel satisfied with the communication and support from the division office.	A satisfaction survey will be provided to all staff in the Enrollment Services division.	In a satisfaction survey through Qualtrics.	No. This outcome is intended for staff members.	The results will show that the Enrollment Services division office communicates effectively and provides the needed support to help each department and staff member to reach their goals.
2.	An increased number of F-1 visa students will be studying at Fullerton College.	The total number of F-1 students will be at least 5% higher than the previous year.	Argos reports will be used to compare the number of F-1 students compared to the previous year.	Yes	Results will show a 5% increase of F-1 students studying at Fullerton College.
3.					
4.					

4.3 How has assessment of outcomes led to improvements in services provided to students by this program?

These are new outcomes that have not been fully assessed.

4.4 How has assessment of outcomes led to improvements in student learning and achievement?

These are new outcomes that have not been fully assessed.

4.5 What challenges remain to make your department/office outcomes more effective?

Funding for additional permanent staffing is not always available. This has led to overworked staff who sometimes do not feel supported by the campus. Additional staffing would help alleviate some of the workload issues and would assist in the overall ability to recruit new students and increase enrollment.

4.6 Describe how the department's/office's outcomes are linked to college goals.

The Enrollment Services division outcomes are directly tied to the college goals of promoting student success for all students, cultivating a culture of equity, strengthening connections with the community, and committing to accountability and continuous quality improvement. The

division helps all departments by providing support through open lines of communication to ensure equitable processes and procedures that are compliant with state and federal regulations.

- 4.7 Describe how the department's/office's outcomes support the achievement of the [institution level SLOs](#).

The Enrollment Services division office supports the departments within the division. These departments work with students to ensure they understand various processes and procedures that will allow them to become successful students. This includes the application and registration process, different types of financial assistance, and college policies and procedures.

- 4.8 A. What methods are used to assess the department/office's effectiveness to the population that interacts with your department/office?

A satisfaction survey is being implemented for all staff within the division. All departments within the division have student satisfaction surveys that allows them to collect data on the effectiveness of each of the departments.

- B. What do the results of the above methods of assessment indicate about the effectiveness of the department/office?

The Enrollment Services division survey to staff will be implemented in Fall 2023. Student surveys for the departments within the division have been positive.

- C. How were the assessment results used to make improvements to services provided by this department/office? Please provide examples.

Assessment results for staff are not yet available. Assessments from departments in the division resulted in adjusting the verbiage on the various webpages to make them more student friendly. This included modifications to myGateway that made it easier for students to understand the registration errors and how to resolve them.

- 4.9 At least one outcome listed in 4.1 should address the following:

- A. List the outcome that focuses on individual student learning or actions.

Outcome 2 focuses on individual student learning or actions.

- B. Identify methods to assess outcomes in such a way that the data can be disaggregated.

Argos reports will be used to determine new F-1 students. The reports will also include demographic information including gender, age, and country of origin.

- C. Identify a process for using outcome assessment data to improve your department's/office's services.

The Enrollment Services division staff survey will be used to determine areas of strength and potential areas of improvement. This includes input from staff from the Admissions and Records office, Financial Aid office, and International Student Center who can provide information on how the division office can help them to provide better service to their students.

- D. Identify a process for assessing outcomes and collecting data that can be used to build dashboards (where applicable).

Dashboards are available for Admissions and Records. Financial Aid and the International Student Center are in progress for creating dashboards. All areas in the Enrollment Services division use Argos reports. This includes enrollment information and data on our student athletes.

4.10 Outcomes Equity Analysis

- A. Looking at the one outcome from 4.9, do you find significant differences by race, ethnicity, gender, and other categories? Describe here what the data shows. What strategies will you use to close the attainment gaps among groups of students? What kinds of professional learning would help?

Since this is a new outcome that has not yet been assessed, it is unknown if there is a significant difference in race, ethnicity, gender, or other category. Strategies to assist our international students include cross training additional staff from within the division. Division staff are scheduled to attend online trainings for basic F-1 information and regulations.

5.0 Evaluation of Progress Toward Previous Strategic Action Plans

- 5.1 List the strategic action plans from your last self-study/program review.

The previous program review included 3 strategic action plans:

1. Reclassify Administrative Assistant II to Administrative Assistant III.
2. Change job title of Dean, Admissions and Records to Dean, Enrollment Services.
3. Develop formalized data collection regarding the effectiveness of support provided to Registrar, Director of Financial Aid, Director of Student Activities, Manager International Student Center, and the Administrative Assistant II.

- 5.2 Describe the level of success and/or progress achieved in the strategic action plans listed above.

The Enrollment Services division was successful in achieving the strategic action plans listed above.

1. The Administrative Assistant II went through the CSEA reclassification process and was successfully reclassified to Administrative Assistant III.
2. The Dean worked with the former VPSS and HR to change the job title of Dean, Admissions and Records to Dean, Enrollment Services.
3. A satisfaction survey was created for use within the division.

5.3 How did you measure the level of success and/or progress achieved in the strategic action plans listed above?

The level of success of the strategic action plans were measured reviewing board approval for the reclassification of the Administrative Assistant and the title change for the Dean. The satisfaction survey will be used at the end of the Spring 2023 semester.

5.4 Provide examples of how the strategic action plans in the last cycle contributed to the continuous quality improvement of your department/office.

The reclassification of the Administrative Assistant served as a springboard for the review of job duties and responsibilities throughout the division. Additional staff have successfully completed the process. This has led to better understanding of duties and improved alignment within the division. The positive outcomes have also contributed to improved staff motivation and satisfaction.

5.5 In cases where resources were allocated toward strategic action plans in the last cycle, how did the resources contribute to the improvement of the department/office?

Resources were not requested in the previous program review.

5.6 If funds were not allocated in the last review cycle, how did it impact your department/office?

During the last review cycle, funds were not requested and therefore did not impact the division.

6.0 Strategic Action Plans (SAP)

Using the tables below, list the strategic action plans (SAPs) for your program. These plans should follow logically from the information provided in the self-study. Use a separate table for each SAP.

SAPs for this three-year cycle:

STRATEGIC ACTION PLAN # 1	
Strategic Action Plan Name:	Add additional staffing to the Admissions and Records office
List College goal/objective the plan meets:	College Goal #1: Promote success for every student Objective #3: Increase completion of courses, certificate and degree programs, and transfer readiness
Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.	In an effort to assist the Admissions and Records office to achieve their goals (see Program Review for Admissions and Records), hire 2 Evaluators for the creation of a Transfer Evaluation Technology Unit; 1 Admissions and Records Specialist to handle fraud/spam/document security; 1 Admissions and Records Specialist to support outreach activities. The Dean of Enrollment Services will work with the Director of Admissions and Records to hire positions within 3 years.

What <i>Measurable Outcome</i> is anticipated for this SAP?	Increase completion of courses, certificate and degree programs, and transfer readiness	
What specific aspects of this SAP can be accomplished without additional financial resources?	None	
If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel	2 Evaluators - \$158,000/year 2 Admissions and Records Specialists - \$158,000/year	General Fund
Facilities		
Equipment		
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount	\$316,000/year	

STRATEGIC ACTION PLAN # 2		
Strategic Action Plan Name:	Add additional staffing to the Financial Aid office	
List College goal/objective the plan meets:	College Goal #1: Promote success for every student Objective #3: Increase completion of courses, certificate and degree programs, and transfer readiness	
Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.	In an effort to assist the Financial Aid office to achieve their goals (see Program Review for Financial Aid), hire 1 Financial Aid Technician for the Virtual Advisor Chat; 6 Financial Aid Technicians to handle outreach activities. The Dean of Enrollment Services will work with the Director of Financial Aid to hire positions within 3 years.	
What <i>Measurable Outcome</i> is anticipated for this SAP?	Increase completion of courses, certificate and degree programs, and transfer readiness	
What specific aspects of this SAP can be accomplished without additional financial resources?	None	
If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel	7 Financial Aid Technicians - \$553,000/year	General Fund
Facilities		
Equipment		
Supplies		

Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount	\$553,000/year	

STRATEGIC ACTION PLAN # 3		
Strategic Action Plan Name:	Add additional staffing to the International Student Center	
List College goal/objective the plan meets:	College Goal #1: Promote success for every student Objective #3: Increase completion of courses, certificate and degree programs, and transfer readiness	
Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.	In an effort to assist the International Student Center to achieve their goals (see Program Review for International Student Center), hire 1 Student Services Specialist for office coverage and outreach activities; 1 Full-time Counselor to provide specialized counseling for international students. The Dean of Enrollment Services will work with the Manager, International Student Center to hire positions within 3 years.	
What <i>Measurable Outcome</i> is anticipated for this SAP?	Increase completion of courses, certificate and degree programs, and transfer readiness	
What specific aspects of this SAP can be accomplished without additional financial resources?	None	
If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel	1 Student Services Specialist - \$79,000/year 1 Full-time Counselor - \$100,000/year	
Facilities		
Equipment		
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
Total Requested Amount	\$179,000/year	

7.0 Long Term Plans

Describe the long-term plans (four-six years) for your program. Please consider future trends in your narrative. Identifying financial resources needed for these plans is optional.

Long term plans for the Enrollment Services division include:

- Continue to provide support to Admissions and Records, Financial Aid, International Student Center and the campus community
- Remain in compliance with state and federal regulations while providing innovative and equitable processes for students
- Continue to work with HR to review job descriptions within the division to ensure staff are working within their classification
- Provide training opportunities/mentoring for current staff as part of succession planning and development of future leaders
- Hire additional staff to assist in meeting the needs of the campus
- Increase student enrollment and maximize FTES generation
- Support international recruitment efforts to increase the diversity and number of international students at Fullerton College

7.1 Describe in detail your need for additional resources as listed above (if applicable)

Each of the areas in the Enrollment Services needs additional staffing:

Admissions and Records:

2 Evaluators for the Transfer Evaluation Technology Unit

1 Admissions and Records Specialist to address fraud/spam admission and registration activities

1 Admissions and Records Specialist to support outreach activities related to Dual Enrollment, Special Admit, CTE, and Workforce Development efforts

Financial Aid:

1 Financial Aid Technician to implement new technologies such as a virtual chat bot

6 Financial Aid Technicians to support campus outreach activities at local high schools and within the community and to provide additional support to streamline the processing of financial aid applications

International Student Center:

1 Student Services Technician to provide office coverage and support international recruitment

1 Full-time Counselor to provide consistent, specialized counseling for international students

8.0 Self-Study Summary

This section provides the reader with an overview of the highlights, themes, and key segments of the self-study. It should not include new information that is not mentioned in other sections of this document.

The Enrollment Services division office provides overall strategic leadership, management, guidance, and support to Admissions & Records, Financial Aid, the International Student Center, Athletic Eligibility and Compliance, and Enrollment Management/FTES reporting. All areas in the division are monitored regularly and audited yearly to ensure compliance with state and federal regulations. Since the last program review, the division has gone through many changes which resulted in additional duties and restructuring of the departments within the division. Consistently changing regulations, complexity of work, and higher levels of accountability has led to the revisions of job descriptions and reclassifications of many positions. All

departments in the division are understaffed. In order to meet the needs of the campus community, additional staffing is required in all areas of the Enrollment Services division.

9.0 Publication Review

Fullerton College is committed to assuring integrity in all representations of its mission, programs, and services. As such, during the program review self-study process departments/offices are required to document their publications (websites, brochures, magazines, pamphlets, etc.) that are used to promote programs and services to the campus community and community at-large. This review should specify when the publication was last reviewed, if the information in the publication is accurate, and if the information correctly represents the college’s mission, programs, and services.

Information on the college’s graphic standards is available here: <http://news.fullcoll.edu/campus-communications/web-help/graphics/>.

In the far right column please provide the URL where the publication can be accessed. If it cannot be accessed via the Internet, please provide a sample of the publication with your program review self-study. If you have any questions about what type of publication should be included, please contact Lisa McPheron, Director of Campus Communications at lmcpheon@fullcoll.edu.

For publications that you have identified as inaccurate, please provide the action plan for implementing corrections below.

Publication	Date last reviewed	Is the information accurate?	URL of publication

Routing & Response Page

Originator → IMS → Program Review Chair → Appropriate President's Staff Member

Originator: *Electronically submit completed Program Review to Division Dean/IMS for review.*

Appropriate Immediate Management Supervisor (IMS): *Select one and provide response if necessary. Forward electronically to appropriate Vice President's Office.*

RESPONSE

Gilbert Contreras

VP, Student Services

Printed name of IMS

Title

Date

I concur with the findings contained in this Program Review.

I concur with the findings contained in this Program Review with the following exceptions (include a narrative explaining the basis for each exception):

Area of exception:

I do not concur with the findings contained in this Program Review (include a narrative explanation):

Appropriate President's Staff Member: *Print Program Review, sign, and route both hard copy and electronic version to Program Review Chair.*

ACKNOWLEDGING RECEIPT

Printed Name

Signature

Title

Date



Fullerton College Mission Statement

MISSION

Fullerton College advances student learning and achievement by developing flexible pathways for students from our diverse communities who seek educational and career growth, certificates, associate degrees, and transfer. We foster a supportive and inclusive environment for students to be successful learners, responsible leaders, and engaged community members.

VISION

Fullerton College will transform lives and inspire positive change in the world.

*Approved by Fullerton College
President's Advisory Council and
accepted by President Schulz
May 2017.*

VALUES

Community

We promote a sense of community that enhances the well-being of our campus and surrounding areas.

Diversity

We embrace and value the diversity of our entire community.

Equity

We commit to equity for all we serve.

Excellence

We honor and build upon our tradition of excellence.

Growth

We expect everyone to continue growing and learning.

Inclusivity

We support the involvement of all in the decision-making process.

Innovation

We support innovation in teaching and learning.

Integrity

We act in accordance with personal integrity and high ethical standards.

Partnership

We work together with our educational and community partners.

Respect

We support an environment of mutual respect and trust that embraces the individuality of all.

Responsibility

We accept our responsibility for the betterment of the world around us.