Executive Summary

Windward Community College’s Student Services is comprised of eight sub departments. These departments are: Admissions and Records, Counseling, Financial Aid, Student Life, Student Publications, Talent Search, and Student Support Services. Student Services has established three major goals: 1. To provide students with pre-admission services and advising 2. To empower students to navigate through and be successful in their academic program 3. To provide services to enable students in further education and career endeavors. The first goal summarizes a vision of working with prospective students in providing information about college, admission, financial aid, placement testing, and academic advising — all of which must be delivered with a sense of cordiality, respect, welcoming, and affirmation of their desire and decision to enter Windward Community College. The second goal combines all the activities in Student Services that focus upon student success, including activities in such areas as career counseling, student life, student publications, academic advising, financial aid, and TRIO programs. The focus is to strengthen students in finding their own success, with the College providing resources and assistance. The third goal envisions students completing their academic work at Windward Community College and moving into the next aspect of their life - continuing their education or perhaps going to work. Each goal falls into several areas of Student Services, with each area doing its share of leading and implementing objectives that contribute to the accomplishment of each goal. While the goals are summative, the list is not exhaustive, in that there are numerous related activities that do not fit into one of the three major goals. However, the goals do give guidance on how we spend our human capital (person power) and our budget.

Windward Community College Student Service programs are aligned with the college’s strategic goal number 1.0 – PROMOTE STUDENT LEARNING AND TEACHING FOR STUDENT SUCCESS. The department is involved at all levels of the sub goals of this strategic direction. Those areas include: Support of remedial instruction and basic computer literacy skills via our peer-mentoring program. The counselors continue to develop new initiatives that will increase enrollment and retention of students from local high schools through the development and offering of a “Freshmen Year Experience.” Student service staff will assist the campus to experiment with different scheduling approaches such as: Learning communities, Block scheduling, Linked courses, Supplemental courses, integrated support services, and Summer Bridge. Student Services will support assessment and related activities with the inclusion of data within each program in student services.

This program review is a good reflection of the state of Student Services at Windward Community College. In the majority of the sub areas all goals are being met. The Counseling department falls short of its goals, however this is to be expected. Within the
last few years the Counseling department has grown tremendously. Due to this growth the department created new goals and initiatives, these initiatives required intensive planning and testing before they could be fully implemented. The new initiatives like Student Orientation, Career Counseling, and Peer Mentoring are to be fully implemented in Fall 2007. There should be significant progress in meeting the Counseling Department goals in the next program review. In this document are program goals that will lead to increased enrollment and student success.

Student Services requests level funding in all its programs. With request for increased funding in supplies, travel, and student help. These additional resources will allow Student Services to comply with audit findings, address work load issues with clerical support, and keep our staff updated on disability related issues.

College Mission Statement

Windward Community College is committed to excellence in the liberal arts and career development, we support and challenge individuals to develop skills, fulfill their potential, enrich their lives, and become contributing culturally aware members of our community.

Program Mission Statement

Windward Community College Student Services is committed to assist students to matriculate, enabling them to attain their education and life goals; to foster a supportive learning environment and provide services to support students’ achievement of their educational goals.

Part I. Mission, Purpose, Goals, Analysis, and Budget implications of Student Services Programs.

**Admissions and Records mission/purpose:** to process applications for admission, maintain student records, and process student transcripts and information requests.

Goals:

1. **All WCC applications will be processed within 2 weeks.**
   Based on a random sample of applications it took 4.95 days to process an admission application. This sample also included applications that were incomplete and needed to be returned to the student before it could be processed. If we were to eliminate incomplete applications from the sample the processing time would drop to 2 days.

2. **All normal transcript requests will be completed within 7 days and all rush requests will be completed in 1 day.**
   Based on a random sample of transcript requests it took less than a day to process transcripts requests.

3. **There will be no audit findings**
During the last school year the Department of Health conducted an audit of the maintenance of health records for our students, specifically health clearances for Tuberculosis and Mumps, Measles and Rubella. The DOH found that we were not enforcing the department’s regulations. The Department of Health held compliance workshops to make sure that all higher education institutions follow the policy on health clearance for T.B. and MMR. Beginning immediately the department will require that we get copies of all students’ T.B. and MMR records. This item will have budget implications.

4. **75% Satisfaction Rate**
The tool to measure the satisfaction with Admissions and Records has been developed. The Institutional Researcher is scheduled to deploy the tool in Fall 2006. The survey will allow us to record data for this goal item.

**Analysis:** The Admissions and Records office has exceeded their goals in two areas. To remedy the audit findings from the Department of Health the Registrar has implemented a policy that all new students will be required to produce T.B and MMR records before they are admitted to Windward. As soon as the campus administers the Satisfaction survey we will be able to compile satisfaction data for the A&R office.

**Budget Implications:** Maintain current staffing and funding with an increase of $1,000 in supplies. The request will address the need to comply with the DOH health clearance policy. The policy will increase copying and will necessitate the purchasing of additional file cabinets to securely maintain the records.

**Counseling/Academic Advising mission/purpose:** to assist students in defining and accomplishing personal, academic, and career goals.

**Goals:**

1. **Provide Academic advising for every student at Windward Community College.**

During the 2005 school year the counselors saw 617 students that is about one third of the campus population. The counselors have determined that there is enough capacity to accommodate counseling for all students. However, this capacity is spread out over the entire year and students do not seem to utilize the service in that frequency. For instance during the first week of school counselors saw 293 students. It is apparent that there is high demand for counseling during the first week, the counselors have responded to this demand by doing walk in counseling during this time period and also making sure that all counselors are on duty to provide walk in counseling. Based on the premise that academic advising will increase student success counselors will continue to develop strategies to increase the utilization of counseling services on campus. Within the last 2 years the counseling department has grown from 3 general funded counselors to 7 general funded counselors and 2 federally funding counselors, so the department has grown by 200%. The growth of the office has put a tremendous strain on the clerk that supports the counselors. Not only has internal paperwork, for travel, mileage, etc. has increased but also the maintenance of student records has increased tremendously because there are more counselors to see more students. The clerk currently maintains student files for
every student that sees a counselor, with the ambitious goal to see every student the
maintenance of student files and staff support will be overwhelming for just one person.

2. **Provide an Orientation for all new students.**
There was no student orientation in 2005; During the 2006 school year 91 students
participated in a new student orientation that is approximately one third of all new
students. In Spring 2006, the counseling department hopes to provide orientation to at
least half of all the new students, this in preparation for mandatory orientation in the Fall
of 2007. Again, the clerk is required to support the counseling staff with production of
binders and other handouts that are important for a successful orientation. The
production of handout materials also will have budget implications.

3. **Provide Peer mentoring services for 200 students.**
This activity will be implemented in November of 2006. Due to the states low
unemployment the recruitment of peer mentors have been very difficult. Renee Arakaki
has posted ads and flyers here on campus and at the Manoa campus, she has done direct
marketing to students who have passed certain courses and received a certain gpa. In
order to encumber the funds during this school year, Renee has met with the Math and
English lab coordinators to provide supplemental assistance to those labs until our Peer
mentor / student support program is up and running. It is clear that this supplemental
support will only be available for this school year. The peer-mentoring component is a
vital part of the student support model being developed in this department.

4. **Provide Career Counseling for 200 students.**
One hundred twenty nine (129) students have received career counseling. Career
Counselor, Sarah Hodell is leading the implementation of a career center on campus. She
has developed a drop in career search computer lab, conducted career guidance
workshops and is teaching a career exploration course. In the current year she hopes to
begin to develop a series of Career guidance workshops and career fairs on campus.

5. **Provide Campus tours for 175 students.**
During the 2005 school year 211 students attended a campus tour. Winston Kong is the
primary architect of campus tours. The tour requests have come from a wide variety of
audiences, like grade schools, middle schools, high schools, transition centers, and Job
Corps. In the upcoming school year we will align our student outreach with a campus
tour, to increase the likelihood of enrollment from our feeder high schools.

6. **Provide 15 student transfer workshops.**
The counseling department sponsored 20 transfer workshops during the 2005 school year.
Title III counselor Carla Rogers is responsible for coordinating transfer workshops on
campus. She has been prolific in the coordination of transfer workshops. Approximately
8 to 10 students attended one of the workshops. Ninety percent of workshop participants
report that the workshops helped in preparing them to transfer to respective schools.

7. **Provide student success classes for 50 students.**
One course was taught from the counseling department, IS 103 – Introduction to College.
Enrollment for the one class was 30 students. In the 2006 school year two additional
courses will be taught in Career guidance and the Ahupuaa. Teaching a course requires
additional copying and compiling of classroom materials. In the 2007 school year we
anticipate teaching 5 courses this will have budgetary implications on supplies for the
counseling department.
8. 75% Satisfaction Rate
Based on the latest Community College Survey of Student Engagement for Windward Community College 91% of students who utilized counseling were satisfied with the services they received.

Analysis: The counseling department met one goal out of its eight proposed goals. One of the contributing factors to falling short of their expected goals has been the introduction of new staff to the Counseling department. The new staff has provided an unprecedented opportunity to create a comprehensive student support initiative here at Windward Community College. The counseling staff believes that if the counseling department goals are met it will lead to increased student success. However, before that can occur the activities must be developed and tested. The counseling staff has taken approximately a year and half to develop and test the strategies that are related to these goals; this means that all the program activities will be ready for full implementation in the Fall of 2007. The counseling department anticipates meeting at least 6 of the goals in next year's program review cycle. In August of this year the college hired a disabilities counselor. In the next program review a goal will be developed in line with this new position. The disability counselor will be required to attend many professional development seminars and updates throughout the year to keep up to date with policies and laws governing accommodations for students with disabilities.

Budget Implications: Maintain current staffing and budget with three additional requests from the counseling department. First, increase of supply allocation by $1,000. This increase will allow for the maintenance of student records related to goal 1 and allowing our teaching counselors to produce class material related to goal 7. Secondly, a $5,000 increase in student help allocation to the department to support the Counseling clerk. The increase in student files and internal paperwork to support the additional counselors has caused a tremendous amount of work for one individual. This proposal to hire a student help to support the clerk is a temporary measure until we can ascertain with data the additional support positions needed in counseling. Thirdly, we request an increase in the travel budget of $2,500. This will allow the disability counselor to attend 2 local seminars and 1 national conference on issues related to students with disabilities. Lastly, we request that courses that are being offered by counseling be allowed to proceed even though it might be low enrolled.

Financial Aid mission/purpose: to develop, review, and disseminate financial resources to students to assist them in achieving their educational goals from pre-enrollment through graduation.

Goals:
1. Process Completed Financial Aid applications within 2 weeks.
In a sampling of records the processing time of a complete financial aid application was 3 days and in most cases took shorter then a day. The difficulty is getting students to complete the entire process. The addition of an outreach financial aid officer and a clerk will allow staff to assist students’ get through the long financial aid application process.
2. There will be no audit findings.
During the last program year there was one audit finding. The finding dealt with submitting a PELL loan report after the deadline it was late by two days. To address this issue the Financial Aid Officer has signed up for an early report warning system available through the PELL people. He will receive regular reminders of report due dates direct from PELL.

3. The Student Loan default rate will be below 25%.
The average Student Loan default rate is 12%. This is below the national average of 25%.

4. 40% of WCC students will have financial aid.
During the 2005 school year the campus gave out 600 awards to students, that means 35% of all students at Windward received some form of financial aid. While the goal is not met, it is important to note that within the Community College system Windward has the highest percentage of student financial aid participation. With the introduction of a Financial Aid Outreach Coordinator, targeted and comprehensive outreach can be done at our feeder high schools.

5. Provide financial aid/ admissions outreach for 200 students.
In 2005 the Financial Aid Director provided outreach to 271 students. Ninety percent of the students who attended one of the sessions were satisfied with the material that was presented.

6. 75% Satisfaction Rate.
Based on the latest Community College Survey of Student Engagement for Windward Community College 83% of students who utilized financial aid were satisfied with the services they received.

Analysis: The Financial Aid Office meets 4 of its 6 goals. For goal two relating to audit findings, the Financial Aid Officer believes he has made necessary changes to make sure our campus is in compliance next year. With the two additional classified positions for Financial Aid we are confident that we will be able to meet Goal four in the next review period.

Budget Implications: Maintain current staffing, 3 Financial Aid Officers and 1 clerical support and maintain current budget.

**Student Life mission/purpose:** to promote student learning, success, and satisfaction as students involve themselves in student life and service.

Goals:

1. **150 students will participate in one or more clubs on campus.**
There were 13 active student clubs last year. The unduplicated count of students participating in a club on campus was 111 students. Leslie Opulauoha is tasked with creating a vibrant student life program on campus. In the new school year she will revisit all the existing clubs and meet with their advisors to discuss how to increase participation in campus clubs. Leslie will also develop a survey instrument to ascertain whether or not new clubs should be created based on student interests.
2. **500 students (unduplicated count) will participate in one or more activities sponsored by student government.**

Five hundred and nine (509) students participated in a student government activity last year. Student government provided a wide range of activities, which included a welcome back social, movie nights, a volleyball tournament, and a concert. Last year's student government was very active and had strong leadership. Because each school year brings new representation to student government there is a constant need to rebuild the group. In order to address this issue Ms. Opulauoho will work on creating a leadership development course and integrate it with the student government. We believe that the course will not only assist with the campuses student leadership but it will make the leadership opportunity for the student more fulfilling with directed learning.

3. **The Student Activities Center will be used 500 times each month.**

Last year the Student Activity Center average monthly usage was 610 times per month this is a duplicated student count. The student center survey found that students want the center to be opened more frequently, want more activities, and want to be able to watch HITS classes in the lounge area. To address the student requests the center has increased their hours and in the Spring 2007 semester will look at opening at 7:30 am instead of 8:00 am. The student government will be purchasing more equipment for the center in the new school year. Lastly, there is a request into the Director of Administrative services to install cable in the student center. The center will also be set up as a drop in study center with computers for students to use to complete their homework or other class assignments.

**Analysis:** Student life meets 2 of its 3 goals. To address the shortfall in student club participation the Student life coordinator will meet with current club advisors and survey students to increase participation.

**Budget implications:** Maintain current budget. In the new school year student funds will be used to purchase new game room equipment and computers to support the homework center.

**Student Publications mission/purpose:** to offer an educational experience for students in production of student publications and provide an effective medium for student communication on campus.

**Goals:**

1. Publish 8 editions of the Student Newspaper.
   In 2005 the board of student publications published eight editions of the campus newspaper, four in fall and four in spring.

2. Publish 1 edition of the Student Journal.
   In 2005 the board of student publications published 1 campus student journal. In the 2006 school year the board will publish a special centennial edition of the journal.

**Analysis:** The goals set for student publications have been met.

**Budget implications:** Maintain current funding.
**Talent Search mission/purpose:** to encourage middle school and high school students to identify, explore, and pursue postsecondary education.

**Goals:**
1. Serve 1200 students.
2. 85% will matriculate to college.
3. 85% of the seniors will graduate.
4. 85% of college ready participants receive assistance with applying to college.
5. 70% of college ready participants receive assistance with applying for financial aid.
6. 65% of college ready participants will enroll or reenroll in college.

**Analysis:** The Talent Search program met all its goals in the 2005 school year. In 2006, the program was funded for an additional 5 years. The program will soon be recruiting for a coordinator and director. One concern about the new project is that it excludes Castle high school our major feeder school. Castle did not meet the low income and first generation criteria used to determine services areas by the Talent Search program. The acting program director has requested state support to institutionalize the service that was offered by their program at Castle. We believe that as an interim solution the financial aid outreach person will be able to address the immediate needs at Castle, however a long-term solution needs to be worked out to maintain enrollment consistency at this high school.

**Budget implications:** None, because this program is externally funded. However, we will develop a plan of action to fill in behind Talent Search at Castle high school. This may require a request for a new position to provide services at Castle that will no longer be provided by Talent Search.

**Upward Bound mission/purpose:** to provide educational help to low-income and potential first-generation college students.

**Goals:**
1. Serve 50 students
2. 85% of students will matriculate from one year to the next.
3. 90% of seniors will enroll in college
4. 90% will complete the summer component
5. 85% of students will improve their GPA.

**Analysis:** In 2005 the Upward Bound program met all its goals. The program is in its last year of a 5-year grant cycle. A new grant application was submitted in October. The director’s position had been vacant for many years and has recently been filled by Lisa Davis-Gillis. The appointment of a full-time director will mean a reduction in other staffing areas because of the limited amount of financial resources available for the project. In the new grant application in lieu of a full time clerk the project proposes to hire a full time student counselor. The director would handle the clerical duties. Ms. Davis-Gillis proposed several scenarios but was not able to find one that would maintain
the clerk and the student counselor position. Notification will be sent to the current employee and consultation will take place with HGEA.

**Budget Implications:** None, because this program is externally funded.

**Student Support Services mission/purpose:** to offer an array of services for eligible students that result in success in college.
1. Serve 230 students
2. 80% will maintain a 2.0 gpa
3. 60% will persist from year to year
4. 20% will either graduate or transfer to a four year college within 3 years.

**Analysis:** Student Support Services met all its program goals in 2005. The program is in its first year of a new five-year grant. The program is also working to better coordinate services to students with disabilities. In August, the campus hired a disabilities counselor; prior to this Student Support Services did most of the services provided to students with disabilities. The program is working with the disability counselor to develop a seamless referral system of SS clients to the new disability counselor.

**Budget implications:** None, because this project is funded externally.

**Part II. Quantitative Indicators for Program Review**

**Goal:** Matriculation Services/Student Access

**Measures:**

Percentage of gender/ethnicity distribution compared to the population of the County

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<tr>
<td>Mixed Ethnic</td>
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(MAPS)

Number and percent of degree certificate seekers based on intent

Seventy eight percent or 1338 students reported an Associate of Arts degree as their educational goal at WCC in the 2005 school year. Nineteen students or 1% of the students were pursuing a Certificate of Completion; 1% or 19 students were unclassified,
and 272 students or 16% of the WCC student population were home based at another
campus. (MAPS)
Number and percent of resident/non-resident breakdown
The non-resident student count for the 2005 school year was 143 or 9% of the total
student enrollment. In 2005 there were 1568 resident students or 91% of the campus
total. (MAPS)

Number and percent of students receiving financial aid
Thirty five percent (35%) or 600 students received financial aid at Windward Community
College.

Headcount trends and student semester hours trends for summer, fall and spring.
The 2005 SSH Taken count for Summer was 1553, 14,968 for Fall, and 13,749 for
Spring. (MAPS)

Percent of applicants who enroll within one year
There were a total of 965 applications submitted for the 2005 school year. Seven
hundred and one (701) or 73% enrolled within one year and 264 or 27% of did not enroll.
(MAPS)

Goal: Retention Services/Student Progress
Number and percent who report that Counselors helped them achieve or make progress
toward their goal (CCSSE)
Based on the CCSSE data 32% of the respondents reported they get information about
their program requirements from a counselor. Interestingly, 35% of the respondents say
they get this information from the College’s website. Sixty percent of the respondents say
they are satisfied with the counseling service, 6% are not satisfied, and 24% reported that
this question was not applicable.

Goal: Transition Services/Student Success
Number of G-funded counselors per student headcount.
There are 7 General funded counselors at WCC; the counselor to student ratio is 245 to 1.

Number of G-funded enrollment services staff per student headcount.
In enrollment services there are 3 professional staff, the director of Admissions and
records and two clerical positions. The enrollment staff to student ratio is 571 to 1.