

Administrative and Educational Support (AES) Units Annual Assessment

**2018-2019 Executive Summaries
For Five AES Units***

***Only five Units provided AES assessment plans in 2018-19**

Annual Assessment Report

EXECUTIVE SUMMARY

Unit name: Center for Teaching & Learning

Assessment year: AY 2018-19

Mission

In collaboration with faculty, staff, and students, the CTL commits to strengthen and promote a culture of continuous learning and innovation for all LaGuardians while contributing to the intellectual and civic welfare of our students.

Assessment results by goal and objectives

Goal 1: Support the implementation of team-based advisement and a revised First Year Seminar that includes updated advisement practices and tools.

Supporting Strategic plan goal: 2 – Build Student Access and Success

Objective/outcome 1.1

Increase one-semester retention and completed credits in the first year for students enrolled in First Year Seminar compared to students in the same major not enrolled.

- *Measures*
 - Retention data (FYS next semester attendance compared to non-FYS)
 - Credit accumulation (FYS credits in one year compared to non-FYS)
- *Overview of findings or outcomes*
 - Fall 2017 cohort
 - Retention: +17.0 percentage points next semester.
 - Credits: +2.6 credits in first year.
- *Overview of recommendations and next steps*
 - Continue 2nd and launch 3rd wave of Re-booting the FYS seminar for FYS faculty to learn new tools, assignments, etc.

Objective/outcome 1.2

Increase completion of Smart Goals or other plans for students in Advisement 2.0 departments.

- *Measures*
 - Completion of Smart Goals/ Student Success Plan for students assigned to Peer Advisors).
- *Overview of findings or outcomes*
 - Fall 2018: 59% of students assigned to Peers completed SSP.
- *Overview of recommendations and next steps*
 - Continue to support all wave departments of Adv. 2.0

Goal 2: Support the development and implementation of coherent, program-based and interactive student ePortfolios that connect learning across courses and co-curricular activities.

Supporting Strategic plan goal: 2 - Strengthen Learning for Students - and for Faculty, Staff and the College

Objective/outcome 2.1

Support integration of ideas through ePortfolio use, from First Year Seminars through Capstone Courses.

- *Measures*
 - Students surveyed in FYS, Capstone, & workshops "connect ideas from courses to prior experiences and knowledge."

- *Overview of findings or outcomes*
85.9% of FYS, Capstone, eP workshops students indicated they connect ideas in eP courses and workshops to prior experiences/ knowledge.
- *Overview of recommendations and next steps*
Consider eP support in light of new Title V grant.

Objective/outcome 2.2

Increase course completion rates for students in target courses.

- *Measures*
Completion rates in courses taught by CTL seminar participants compared with courses taught by non-CTL participants.
- *Overview of findings or outcomes*
+5.2 point higher completion in target courses.
- *Overview of recommendations and next steps*
Continue CTL support & prep for new Perkins plan

Goal 3: Support & strengthen the implementation & assessment of new Core Competencies and Communication Abilities college-wide.

Supporting Strategic plan goal: 5 - Advance Career and Workforce Development

Objective/outcome 3.1

Increase Gen Ed assessment deposits.

- *Measures*
Year-over-year comparison of Fall deposits.
- *Overview of findings or outcomes*
Fall 2018: 15,511 Deposit (+1,554 over Fall 2016 baseline)
- *Overview of recommendations and next steps*
Assessment Leadership Strategic Plan

Objective/outcome 3.2

Increase mean college-wide Benchmark Reading (BR) scores.

- *Measures*
Average scores for Competencies/Abilities for students in 45+ credit to <13 credit bucket.
Benchmark Reading scores from previous years.
- *Overview of findings or outcomes*
2018-19 Benchmark Readings: Valid Scores: 2,335
Learning Competencies: IPS: 5.10; Global: 4.17; Integrative Learning: 4.32
Communication Abilities: Written: 5.62; Oral: 5.21; Digital: 4.62
- *Overview of recommendations and next steps*
Prep & Conduct Benchmark Readings 4.0

Objective/outcome 3.3

Reduce # of artifacts scored "not applicable" to the indicated rubrics.

- *Measures*
Year-over-year comparisons.
- *Overview of findings or outcomes*
15% of artifacts scored 88.
- *Overview of recommendations and next steps*
Close-the Loop activities

Objective/outcome 3.4

Increase design & implementation of new assignments.

- *Measures*
CTL seminar/mini-grant participants implement new or revised assignment.
- *Overview of findings or outcomes*
56% of participants implemented assignment; 23% designed & planned to implement next semester.
- *Overview of recommendations and next steps*
New Mini-grants

Goal 4: Support Peer Mentoring and Advising Programs by employing LaGuardia students in student success support roles.

Supporting Strategic plan goal: Provide LaGuardia's Strategic Plan

Objective/outcome 4.1

Increase retention and graduation rates for students who complete at least one semester of employment in a CTL peer mentor position.

- *Measures*
Two-year retention and graduation rates for students in CTL peer mentoring programs.
- *Overview of findings or outcomes*
For peers starting in Fall 2017: 100% retention/grad rate for SSMs, 88.5% for PAs, and 85.7% for STMs thru Spring 2019.
- *Overview of recommendations and next steps*
Revamp STM training through Tech 2.0 initiative.

Overall summary

Given the broad scope of the Center's work and its deep integration within Academic Affairs, it is important to note that the assessment of the CTL as a unit, while necessary for accountability and documentation, reflects many of the broad projects of Academic Affairs and includes decision-makers and stakeholders across the College. This includes staff and faculty who do not report directly to the CTL. Several of the measures included here relate to the structural and administrative supports that CTL provides. For example, many of the key activities here involve staff who reported to the Associate Provost. It's also worth noting that some of the measures are related directly to grant-funded evaluation methods.

Given the high success rate of students working in our peer mentoring programs, we revised the measurement to a one-year outcome for students hired in the role. We also added a new goal to address the new Strategic Plan goal of building an inclusive community. The area in need of the most attention relates to Gen Ed outcomes assessment as we continue to focus on the newest Competencies and Abilities. The College made very good progress on the Digital Communication Ability over the past two years by offering workshops, seminars, and mini-grants and encouraging the use of the new ePortfolio; in light of this, we are offering CTL/mini-grant assignment design Focus Seminars in only Global Learning and Integrative Learning in 2019-20.

An Appendix

- The Appendix includes the assessment template, outcomes of Benchmark Readings, and FYS data from our external evaluator.

Annual Assessment Report EXECUTIVE SUMMARY

Unit name: Student Financial Services

Assessment year: 2018-19

Mission

The mission of Student Financial Services is to provide financial aid information, and to advise students of the requirements and resources available to finance their education at LaGuardia. Student Financial Services is committed to ensuring that all eligible students receive aid in a timely manner, in accordance with federal, state and CUNY policies and regulations.

Assessment results by goal and objectives

Goal 1: Provide students with information of the resources available to finance their education

Supporting Strategic Plan goal: Goal A. Access and Completion and Goal B. College Readiness

Objective/outcome 1.1 : Federal Aid applications increased 11.5% prior to the first week of classes.

- Measures – Quantitative
- Overview of findings or outcomes - The department exceeded the target by **1.5%**. Department received **31,315** aid applications which is an **11.5% increase** from the previous year.
- Overview of recommendations and next steps - 29 types of communication (emails, text messages and postcards) were sent to all enrolled students during the time period. We will continue to utilize the current communication strategy to provide financial aid information to students.

Objective/outcome 1.2 : Automated timesheets will improve students and supervisors satisfaction in the FWS Program, and will reduce errors.

- Measures – Quantitative and Qualitative. Supervisor and Student surveys were administered in fall 2018 and spring 2019.
- Overview of findings or outcomes - The NextGen FWS software was implemented in Fall 2018. A survey was sent to 108 supervisors for feedback on their experience with the system. SFS received 38 (51.85%) responses to the survey indicating they were very satisfied with the system. Supervisors indicated the system was easy to navigate, post and edit jobs for students. A survey was also sent to 282 students in the program. SFS received 79 (28%) responses from students indicating the system was "great and easy to use".
- Overview of recommendations and next steps – The supervisor error rate utilizing the new system was reduced from 76 per year to 10 this year. A review indicated that some supervisors were not keeping track and confirming students online timesheet before approving them. In order to resolve this issue, we requested the departments with reoccurring issues to submit student's paper sign-in sheet to our office for further review before running payroll. We found 9 timesheets that needed to be corrected between February 2019 and July 2019.
- We will continue to monitor and track FWS timesheet submissions to reduce errors. The next step will focus on increasing the number of students utilizing Direct Deposits for 2019-20.

Goal 1: Educate students about the financial aid requirements to maintain eligibility and make progress towards their degree.

Supporting Strategic Plan goal: Goal A. Access and Completion and Goal B College Readiness

Objective/outcome 1.1 : Offer Financial Aid Literacy workshops in fall 2018 and spring 2019.

- Measures – Quantitative and Qualitative

- Overview of findings or outcomes - The department offered 26 workshops during the academic year and exceeded the target by 4 (17%). Student feedback was positive and indicated they learned information they did not know and will use it in the future.
- Overview of recommendations and next steps - The number of students attending the workshops in 2018-19 declined (536 v. 547) from the previous year. A lower attendance rate may have been as a result of less students being enrolled at the college this year.
We will review the marketing strategies to determine whether other options to reach students can be utilized.

Overall summary

- The department will target students utilizing the Federal Work-Study program to sign up for Direct Deposits of their checks in 2019-20 to reduce or eliminate paper checks.

Appendices

- **Appendix A** Federal Work-Study (FWS) Survey responses.
- **Appendix B** - FWS Pay Cycle Error Logs.
- **Appendix C** - Financial Literacy Workshops offered to students during the academic year.

Annual Assessment Report EXECUTIVE SUMMARY

Unit Name: **Admission Services**

Assessment year: **2018 – 2019**

Unit's Mission Statement:

It is the mission of the Office of Admissions to recruit and admit an academically eligible diverse student body who will become critical thinkers and socially responsible citizens to contribute to the college community and the society. Admissions staff are committed to ensuring that our students receive the equity and access required to achieve their academic goals.

Assessment results by goal and objectives

Goal 1: Educate and inform prospects about LaGuardia and its offerings

Supporting Strategic plan goal: Strengthen Advisement, First Year Experience and the 30-Credit initiative
The 2018-19 strategic plan states that LaGuardia Community College seeks to advance student learning and success, building student momentum and improved graduation rates.

In providing students with services such as Information Sessions, High School and College Fair visits, HSE visits, Campus Tours and Application Assistance, students are better able to make more thoughtful choices about programs of study, academic requirements, and deadlines for completing applications for admissions and financial aid. They are also receive information about resources and services that are available and offered at the college to assist students with the successful completion of their academic program of choice. Students are able to learn about open access and the open-admissions process for a diverse student population. In offering these services, the office serves a vital role in establishing a good match between the student and the college.

In the fall of 2018, 23,756 student submitted application and selected LaGuardia as a choice. Of the number, 4,592 students or 19% enrolled in the college. In the spring of 2019, 6,761 students submitted applications and 2,323 or 35% enrolled in the college.

We find that students who attend Information Sessions or use the Lab for Application Assistance enroll at a higher rate than students who do not. The numbers are as follows for the 2018-2019 year:

246 - Students attended an Information Session – 40% were admitted and 28% enrolled

1071 - Students submitted used the Lab for Application Assistance- 40% enrolled

42 - Group Tours Conducted

52- Walk In /Individual Tours Conducted

5 – HSE Site Visits

Overall Summary

The office will continue to increase the number of students who participate in Recruitment activities and events and review how these numbers affect application submission, admit rates, yields and admissions processes and strategies. The feedback and efficacy of these activities will be used to shape future programs and recruitment strategies.

Annual Assessment Report

EXECUTIVE SUMMARY

Unit name: Marketing and Communications

Assessment year: 2018-19

Mission

The Marketing and Communications Department (M&C) develops and implements strategies supporting the achievement of LaGuardia's mission and goals for student recruitment, enrollment, education, retention and graduation. M&C provides direction, expertise and oversight of marketing and communications to the College community and external audiences; assures adherence to LaGuardia's brand messaging and visual identity; and ensures communications are effective and efficient.

Assessment results by goal and objectives

Goal 1: Develop and implement marketing and communications strategies that increase the number of prospective and current students.

Supporting Strategic plan goal:

1. Build Student Access and Success

- a. Develop new enrollment strategies (off-sites, iGen and older students) and more fluid connections from ACE to credit, and credit to ACE

Objective/outcome 1.1

Work cross divisionally to increase percentage of prospective and current students that are recruited, apply and enroll at LaGuardia

- **Measures**
 - 1. Measure results of M&C projects developed and implemented, including through social media, collateral, direct mail and electronic communications channels, to help increase the number of prospective students and Fall 2019 enrollment.
 - 2. Wherever possible, identify number of students that applied or enrolled as a result of M&C projects.
- **Overview of findings, recommendations and next steps**

Findings/Results (See Appendix A for detailed data supporting all results.):

 - Social Media (Unpaid): 31,947 impressions/20,145 reach/626 engagements/52 clicks among prospective and admitted not enrolled students.
 - Social Media (Paid): 1,058 prospective and admitted students clicked to Apply website page; 418 loaded page and remained on site.
 - Promote Weekend College: 1,718 website pageviews; direct mail postcards generated six enrollments.
 - Online Learning Modules (Comevo): 2,866 sessions started
 - ACE Outreach: Emails to former ACE students resulted in 63 interested in Degree Program and 81 interested in Non-Degree Program.

Recommendations and Next Steps

- Social Media (Unpaid): Continue to use unpaid/viral social media posts to reach prospective and admitted not enrolled students. Develop posts within context of new paid social media recruitment plan.
- Social Media (Paid): Positive results supported strategy to develop new paid social media recruitment plan through outside resource. Plan to be deployed in January, 2020.
- Promote Weekend College: Continue to support initiative using direct mail to generate website pageviews and enrollments, as well as new brochure to be used as give away when needed.
- Online Learning Modules (Comevo): Update new student orientation and continue to offer Comevo online orientation as alternative to attending in-person orientation.
- ACE Outreach: Continue to send emails to former ACE students to generate interest in Degree Program and Non-Degree Programs.
- 2020 Enrollment Plan Support: Develop and implement communications plan to help support meeting the objectives of the new enrollment plan.

Goal 2: Support the Momentum goal of increasing the percentage of full-time freshmen students completing 30 credits in their first year.

Supporting Strategic plan goal:

1. Build Student Access and Success

- f. Build graduation and transfer success, advancing the 30-credit initiative.

Objective/outcome 2.1

Work cross divisionally on initiative designed to increase percentage of new students and current students who enroll for 15 credits in the fall and complete 30 credits in June.

- **Measures**

- Use KPI identified by 30 Credit Momentum Planning Team, and stated in 30 Credit Momentum Project Marketing and Communications Plan, to assess success of marketing and communications strategies in helping to increase the number of new students who register for 15 credits for Fall 2019 and complete 30 credits by the end of June, 2020.

- **Overview of findings, recommendations and next steps**

Findings/Results (See Appendix B for detailed data supporting results.):

- Email campaign to targeted student segments supported 561 students registering for 15 credits and 131 students registering for 12 credits.

Recommendations and Next Steps

- Continue communications with Fall 2019 new students who registered for 15 credits during their first semester to enroll for 15 credits in Spring 2020 and complete 30 credits in their first year.

Goal 3: Improve website and keep content relevant, current, easy to find, easy to understand and visually compelling to targeted prospective and current students.

Supporting Strategic plan goal:

1. Build Student Access and Success

- a. Develop new enrollment strategies (off-sites, iGen and older students) and more fluid connections from ACE to credit, and credit to ACE

Objective/outcome 3.1

Increase in LaGuardia website unique page views, average time spent on pages and reduction in bounce rate.

- **Measures**
 - Benchmark dates and review key Google analytics, e.g., change in visits, time spent on page, bounce rate, etc.
- **Overview of findings, recommendations and next steps**

Findings/Results (See Appendix C for detailed data supporting results.):

 - LaGuardia's Website: Home Page Unique pageviews increased by 8.9% (329,532 visitors). Avg. time on page increased to 1:31. Bounce rate increased to 35.55%.
 - ACE Website Section: Unique pageviews increased by 19.29% (128,415 visitors.) Avg. time on page decreased to 0:44. Bounce rate decreased to 0.94%.

Recommendations and Next Steps

- Continue to improve website and keep content relevant and up-to-date.
- Develop content that is integrated with new social media enrollment plan.
- Conduct more SEO work to help increase number of site visits.

Objective/outcome 3.2

Increase in number of visitors to key student-facing landing pages, e.g., Admissions, Academics and Paying for College

- **Measures**
 - Benchmark dates and review Google analytics for key student-facing landing pages, e.g., Admissions, Academics and Paying for College through Fall 2019.
- **Overview of findings, recommendations and next steps**

Findings/Results (See Appendix C for detailed data supporting results.):

 - Admissions Website Section: Unique pageviews decreased by 23.84% (74,828 visitors) Avg. time on page decreased to 0.37. Bounce rate increased to 0.34%.
 - Academics Website Section: Unique pageviews decreased by 1.24% (7,256 visitors) Avg. time on page decreased to 0.39. Bounce rate increased to 0.50%.
 - Paying for College Website Section: Unique pageviews decreased by 2.01% (1,164 visitors) Avg. time on page decreased to 0.44. Bounce rate increased to 0.17%.

Recommendations and Next Steps

- Continue to improve student facing website pages and keep content up-to-date.
- Develop and add content to student facing pages that is integrated with new social media enrollment plan.

- Conduct more SEO work to help increase number of visits to student facing pages.

Overall summary

- **Goal 1: Develop and implement marketing and communications strategies that increase the number of prospective and current students.**

The initiatives tracked by Marketing and Communications (M&C) in 2018-19 were not in place the previous year. Going forward, M&C will use the data collected in 2018-19 as the benchmark for comparing the results that will be achieved in 2019-20. Similarly, new initiatives introduced in 2019-20, i.e., paid social media advertising, will be tracked as a benchmark for 2020-21.

For 2019-20, we will:

1. Track prospective student inquiries & applications through marketing and communications campaigns vs. 2018-19 to measure impact of projects developed, implemented and managed, including social media, collateral, direct mail and electronic communications.
2. Measure results of paid social media through increase in admissions inquiries and how many pipeline/funnel students enroll as a result of paid social media advertising.

- **Goal 2: Support the Momentum goal of increasing the percentage of full-time freshmen students completing 30 credits in their first year.**

This was the first year the 30 credit momentum initiative was developed and implemented at the College. The results achieved in 2018-19 that will not be fully realized until June, 2020 will serve as the benchmark for 2019-20 and 2020-21.

For 2019-20 and 2020-21, as in 2018-19, we will use KPI identified by 30 Credit Momentum Planning Team, and stated in 30 Credit Momentum Project Marketing and Communications Plan, or revised KPI developed based on June, 2020 results, to assess success of marketing and communications strategies in helping to increase the number of new students who register for 15 credits for Fall 2020 and complete 30 credits by the end of June, 2021.

- **Goal 3: Improve website and keep content relevant, current, easy to find, easy to understand and visually compelling to targeted prospective and current students.**

Through Google Analytics, we were able to compare 2018-19 results to a comparable period during 2017-18. We were successful in reaching our objectives in several areas, i.e., increase in website unique page views, etc., but not successful in others, increase in number of visitors to key student-facing landing pages which included admissions. We will use the 2018-19 data as the benchmark for moving forward and in identifying the areas we need to improve.

For 2019-20, we will:

1. Review key Google analytics, e.g., change in visits, time spent on page, bounce rate, etc., and compare against benchmark data captured during 2018-19.
2. Review Google analytics for key student-facing landing pages, e.g., Admissions, Academics and Paying for College and compare against benchmark data captured during 2018-19.

Unit name: Administration: Finance and Business Office

Assessment year: 2018–2019

Mission: The mission of the Office of Finance and Business is to deliver financial and administrative services to LaGuardia Community College’s students, faculty and staff. Comprised of the Accounting, Accounts Payable, Budget, Bursar, and Purchasing offices, the Business Office complies with all rules and regulations, strives for maximum efficiency and transparency, and maintains the College’s fiscal health in support of the College’s mission to educate and graduate our diverse student body.

Goal 1: Maintain participation of businesses owned by minority and women in procurement and service contracts.

Supporting Strategic plan goal: Build Inclusive Community to Achieve the College Mission.

Objectives/outcomes:

- Measures –
Compare the campus FY18 Minority/Women-owned Business Enterprises (MWBE) procurement and service contracts participation totals with FY19 MWBE totals to determine if the college increased MWBE participation.
- Overview of findings or outcomes –LaGCC’s use of MWBEs across Fiscal Years 2017 through 2019 has fluctuated as follows, 19%, 21.98%, and 21.20%, respectively.
- Overview of recommendations and next steps – Due to a slight decrease in MWBE participation during Fiscal Year 2019, the Purchasing Department has revised its next steps to ensure an increase in MWBE participation next year. The department will meet with CUNY procurement colleagues to gather a list of MWBE vendors that other campuses use and share it with our end users. Additionally, the college will host MWBE workshops on campus for end users.

Overall summary: LaGCC experienced significant growth in its MWBE participation since Fiscal Year 2017. Between Fiscal Years 2018 and 2019, LaGCC did experience a slight decrease in MWBE participation even though LaGCC staff members attended CUNY wide MWBE events and emailed MWBE vendors whenever a Request for Quotes were available. LaGCC will use alternate initiatives to increase the MWBE engagement.

LaGCC's procurement team recently met with other CUNY procurement colleagues from various campuses and gathered a list of approved MWBE vendors that are providing services at their campuses. Additionally, the procurement team is preparing to host several workshops for end users this year. The workshops will focus on sharing the approved MWBE vendor list and informing the end users of the CUNY wide strategic plan for increasing the CUNY engagement with MWBE's. The objective is to educate and promote the importance of using MWBE vendors.

Note that LaGCC's first quarter MWBE totals were 21.10% and we anticipate an increase with our new initiatives.