

De Anza College  
 Student Services Planning and Budgeting Team (SSPBT)  
 2019-20 Program Review (APRU)

TracDat Description (50 character max)	Part 1	Program Information	
	Program Review		If you are entering for a previous year complete in word document and submit to Vice President of Student Services.
	1a) Program Name	Counseling Center	Enter the name of the program being reviewed
	1b) Name(s) of the author(s) of this report:	Laureen Balducci, Patricia Guitron	Enter the name or names of those who authored this APRU
SS 1c) Number of students served annually & trend increasing, even, decreasing	1c) How many students are served by this program annually and is this number trending up, even, or down?	The Counseling Center served over 11,500 unduplicated (19,986 duplicated) students through various services focused on student success. This number has been declining over the past years which may be due to ongoing enrollment challenges. We served 19,986 duplicated students during the same time frame of 2018-2019.	Please discuss the number of students who are served in the program and explain whether the number of students is increasing, even, or decreasing. Are there any anticipated trends in the number of students served?
	1d) Who are the typical students served by this program?	The Counseling Center serves all students with a focus on increasing access, retention, and success. These students include, but are not be limited to, full-time and part-time students with goals to: <ul style="list-style-type: none"> <li>•Transfer to a 4yr. university.</li> <li>•Obtain an AA/AS/ADT degree</li> <li>•Obtain a Certificate of Achievement/Advanced</li> </ul> Students are from all 'targeted' populations such as LatinX, African American, Pacific Islander, FilipinX, Veterans, Foster Youth, and low income.	Please discuss the typical students who are served in the program. Does the program specifically address the college's goals to increase access and success of 'targeted' student populations (Latina/o, African Ancestry, Pacific Islander, Filipino)?
	<b>Part 2</b>	<b>MISSION and Accreditation Standard II.B.1</b>	
	2a) What is the program Mission Statement?	We empower students by providing equitable services and connect with them through individual sessions, classroom instruction and informative workshops to address and overcome academic and personal challenges.	Cut/paste or type in the program's most current Mission Statement.
SS 2b) In what ways and to what extent does program assure the quality of its	2b) In what ways and to what extent does the program assure the quality of its services to students?	To assure the quality of services to students the division began conducting student satisfaction	Please address part 1 of Accreditation Standard II.B.1-The institution assures the quality of student support services.

<p>services to students?</p>		<p>surveys in winter and spring 2017 quarter to obtain feedback about the variety of modalities of services available through the Center. The results of the survey are being used to review and improve services, if necessary. A student satisfaction survey was conducted again in spring 2018.</p> <p>Also, counselors, advisors, and other staff have bi-monthly in service training to ensure recency of information associated with all areas of academic, personal, and career counseling.</p>	
<p>SS 2c) In what ways and to what extent does program support College Mission statement?</p>	<p>2c) In what ways and to what extent does the program demonstrate that its services support student learning and enhances the achievement of the College Mission?</p>	<p>The Counseling and Student Success Division advances the overall mission through the work of counselors providing appropriate support and counseling to students regarding decisions that affect educational, vocational, and personal goals that impact student success.</p> <p>Counselors and advisors provide support to students in orientation, education plans, counseling, career exploration for undecided students and follow-up component areas of retention (academic and progress probation).</p> <p>Counselors and advisors develop educational plans for students with the goal of transferring to a four-year university and/or obtaining a certificate/AA/AS/ADT degree.</p> <p>Counselors also instruct the following courses that help support student learning, success, and personal growth.</p> <ul style="list-style-type: none"> <li>•CLP 7 and 5, Self-Assessment/ College Major and Career Options</li> <li>•COUN 5, Introduction to College</li> <li>•HUMA 20, Life Skills for Higher Education</li> <li>•HUMA 30, Understanding and Managing Stress</li> <li>•HUMA 10, Human Sexuality</li> <li>•COUN 80X, Y or Z Special topics in Counseling</li> </ul>	<p>Please address part 2 of Accreditation Standard II.B.1-The institution ...demonstrates that these services, regardless of location or means of delivery, support student learning and enhance achievement of the mission of the institution. The college Mission Statement can be found at: <a href="http://deanza.edu/about/mission.html">http://deanza.edu/about/mission.html</a></p>

	Part 3	Accreditation Standard II.B.3	
	3a) In what ways and to what extent does the program assure equitable access for all students?	<p>The Counseling and Advising Center serves all students and refers students to other support program and service-specific areas whenever necessary.</p> <p>The Center is open five days a week and offers extended hours on Wednesdays to serve evening students. The division has increased accessibility through the development of creative advising services that include online advising, as well as piloting online video advising including Cranium Cafe.</p> <p>Office staff are stationed at the front counter to greet and assist students. We are currently setting up a self-check in station for students to help the check in process run more efficiently.</p>	Accreditation Standard II.B.3.a-The institution assures equitable access to all of its students by providing appropriate, comprehensive and reliable services to students regardless of service location or delivery method. Please address how the program is, or plans on, incorporating universal design concepts into its operations (materials, processes, activities, professional development, etc.) to assure that the program's services are accessible and effective for all students regardless of personal demographics or background. Cite specific examples.
SS 3b) State ways and extent that program encourages personal and civic responsibility.	3b) In what ways and to what extent does the program provide an environment that encourages personal and civic responsibility?	<p>The Counseling and Advising Center provides a welcoming and student friendly environment.</p> <p>Counseling faculty teach courses with curriculum that encourages personal and civic responsibility such as our Career Life Planning courses, Life Skills for Higher Education, Stress Management and Human Sexuality.</p>	Accreditation Standard II.B.3.b-The institution provides an environment that encourages personal and civic responsibility, as well as intellectual, aesthetic and personal development for all of its students.
SS 3c) State ways & extent program designs, maintains and evaluates counseling &/or academic advising	3c) In what ways and to what extent does the program design, maintain and evaluate counseling and/or academic advising programs	<p>Counseling and Student Success Division has 9 full-time counselors (minus division chair 50%), and 1 academic advisor. Approximately 11,500 unduplicated students were served, including many from special programs who choose to seek services at the Center.</p> <p>Counseling – Counselors assist students with completing financial aid extensions and various petitions; exploring careers and majors; addressing possible learning disabilities and any other emotional or psychological issues, ultimately referring the student to</p>	Accreditation Standard II.B.3.c-The institution designs, maintains and evaluates counseling and/or academic advising programs to support student development and success and prepares faculty and other personnel responsible for the advising function. (Answer only if applicable to the program under review)

		<p>the appropriate office; explaining transfer requirements including TAA/TAG information including ADTs; and discuss the academic/progress probation procedures and assisting students with solving problems associated with raising their GPA. Students received these and other services through 'drop-in' and appointments.</p> <p>Educational Plans (Abbreviated and Comprehensive) – Approximately 4953 abbreviated education plans were developed and Comprehensive education plans were developed by appointment or drop in using DegreeWorks.</p> <p>Other Counseling Services - Students receive other services dedicated to supporting success throughout their De Anza College educational experience. These include, degree verification, career services, class selection, exceeding unit advising, general education verification, updating majors, personal counseling, probation support, transfer/checkup/TAA-TAG, transcript evaluation. Counselors also provided dedicated services to special programs to include, but not limited to, Mellon Scholars, Veterans, financial aid, Guardian Scholars/foster youth.</p> <p>Every first and fourth Wednesday, with the exception of the first and last weeks of school, counselors and advisors, campus-wide, attend two hour in-service meetings. Counselors provide training in areas in which they have acquired knowledge or expertise on such topics as academic probation, strategies and processes when working with transferring students, and educational plans for students who need financial aid extensions. These meetings provide opportunities to learn and share important updated information to best serve students. Other</p>	
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SS 3d) State ways & extent program support/enhances student understanding & appreciation of diversity	3d) In what ways and to what extent does the program design and maintain practices and services that support and enhance student understanding and appreciation of diversity?	<p>In the counseling classes, CLP 7/5, COUN 5, HUMA 10/20/30, discussion centers around students understanding, respecting, and appreciating diversity.</p> <p>Whenever appropriate, during individual sessions or group workshops, counselors/advisors encourage students to sign up for general education courses that contain topics on understanding and appreciating diversity.</p> <p>One Counselor represents the Counseling Division on the AB540 Advisory group.</p>	Accreditation Standard II.B.3.d-The institution designs and maintains appropriate programs, practices and services that support and enhance student understanding and appreciation of diversity.
SS 3e) State ways & extent program regularly evaluates admissions & placement practices	3e) In what ways and to what extent does the program regularly evaluate admissions and placement instruments and practices to validate their effectiveness while minimizing biases?	<p>Although the Counseling Center does not regularly evaluate admissions and placement practices, at least one general counselor participates on the AB705 Implementation Committee (Multiple Measures Committee) focused on common assessment for math and English/ESL, and placement best practices.</p> <p>The Counseling Center collaborates with Admissions and Records to review, revise or update student forms when needed. At least one general counselor serves on the newly formed Appeals Review Committee.</p>	Accreditation Standard II.B.3.e-The institution regularly evaluates admissions and placement instruments and practices to validate their effectiveness while minimizing biases.(Answer only if applicable to the program under review)

		Counselors/advisors often discuss important admission dates and procedures with students, therefore, any issues pertaining to admissions policies and procedures are shared with the Enrollment Services staff on a regular basis.	
SS 3f) State ways & extent program maintain student records securely & confidentially?	3f) In what ways and to what extent does the program maintain student records permanently, securely and confidentially, with provision for secure backup of all files?	<p>Division staff and counselors maintain student information and files through the online SARS system. Security protocols are in place to protect electronic data, including student records, which can only be accessed through the use of secure passwords. These systems include Banner, SARS, Student Dashboard, and DegreeWorks which are districtwide systems that are secured and maintained through the Educational Technology Services (ETS).</p> <p>All official student transcripts submitted by students to counselors/advisors are given to the Enrollment Services Office for imaging.</p> <p>All notes written by counselors/advisors during counseling/advising sessions are typed and saved in eSARS and or DegreeWorks.</p>	Accreditation Standard II.B.3.f-The institution maintains student records permanently, securely and confidentially, with provision for secure backup of all files, regardless of the form in which those files are maintained. The institution publishes and follows established policies for release of student records.
<b>PART 4</b>		<b>Staffing</b>	
SS 4a) Have there been any significant staffing changes since the last APRU?	4a) Have there been any significant staffing changes since the last APRU?	<p>General counselors who retired, to date, have not been replaced in general counseling except for one position, the new Retention Counselor.</p> <p>With the new Retention Team, the previous Early Alert staff (one Program Coordinator II, and one Student Success Specialist) are now doing early alert, probation, and retention initiatives.</p> <p>With the implementation of the Outreach Counselors, the funding and need for part-time Counselors in General Counseling has diminished, with the exception perhaps during breaks when</p>	Please explain any significant changes in Classified, Faculty, and Administration positions that have occurred over the past year.

		Counselors are still needed to serve students.	
	4b) Are there any significant staffing changes that will be needed?	<p>The following staffing positions should be filled:</p> <ul style="list-style-type: none"> <li>•Counselors: 1 Full-Time</li> <li>•Administrative Assistant I - the plan is to re-class this position to an Admin Asst. II, due to the fact the previous Admin Asst. II was transferred to another area.</li> <li>•Admin Asst. Sr - TBD by Spring 2020</li> </ul> <p>With the current plans to increase intrusive counseling services to students and offering more classes, and offering online counseling (using Cranium Cafe), the Division cannot maintain its high-quality counseling and services that it is known for doing.</p>	Please identify any anticipated changes in Classified, Faculty, and Administration positions that could occur over the next year. (Explain why these changes may be needed, i.e. new directions, retirements, policy issues, etc.).
	<b>PART 5</b>	<b>Facilities</b>	
	5a) Have there been any significant facility changes since the last APRU?	The Division has increased the college focus on dedicating improved services and space for transfer students, as this is one of the major areas of focus for De Anza College. There is an ongoing struggle to find available space for student workshops on TAG, TAP, ADT, and other transfer topics, as well as visiting university reps to have private counseling meetings with students.	Please explain any significant changes in program facilities that have occurred over the past year.
	5b) Are there any significant facility changes that will be needed?	With plans to revamp the RSS building, the Counseling Division will be improved with offices and waiting areas.	Please identify any anticipated facility needs that could occur over the next five years. (Explain why these changes may be needed).
	<b>PART 6</b>	<b>Equipment</b>	
	6a) Have there been any significant equipment changes since the last APRU?	There have been no significant equipment changes during 2017-2018.	Please explain any significant changes in program equipment that have occurred over the past year. (Instructional and non-instructional)
	6b) Are there any significant equipment changes that will be needed over the next year?	<p>Yes, additional equipment is needed as a part of the improved support improved student transfer and retention services and workshops, as well as the Creative Advising project:</p> <ul style="list-style-type: none"> <li>•A linked fence that can close off and lock up 2nd floor to prevent unauthorized entry after hours. Much like the link fence that secures the book store and</li> </ul>	Please identify any anticipated program equipment needs that could occur over the next year. (Explain why these changes may be needed. Include both instructional and non-instructional needs)

		<p>admissions area. This will provide better security/safety for staff working late hours and staff who have been victims of thefts in the area.</p> <ul style="list-style-type: none"> <li>*Updated industrial copier with stapler included</li> <li>•WiFi equipment throughout the 2nd floor to provide better internet access for students</li> <li>•smart monitor technology</li> <li>•office laser printers -10, replace damaged/outdated printer with costly ink cartridges</li> <li>•computer monitors-10, for counselors with only one monitor (better serve students)</li> <li>•computer cameras/microphone-25, for counselor/advisor computer to support online video Advising</li> <li>•Ergonomic furniture (chairs/tables) for student waiting area and staff offices</li> <li>•Large capacity commercial shredder, moving to scanning and minimize office paper</li> <li>*iPADS-20, for counselors to support Mobile Advising</li> </ul>	
	<b>PART 7</b>	<b>Operational Costs</b>	
	7a) Have there been any significant operational cost changes since the last APRU?	No significant changes as all operational costs are covered between the division and the vice president of student services budgets .	Please explain any significant changes in program operational funding that have occurred over the past year-
SS 7b) Will any significant operational cost changes be needed over the next year?	7B) Are there any significant operational cost changes that will be needed over the next year?	Yes, costs associated required to purchase additional equipment referenced in 6b. Also, although the Counseling and Student Success Division is under Student Services, instructional courses are also under the auspices of the division. Unfortunately, this Division does not receive instructional funding allotted other divisions under Instruction. Instructional funds should also be allocated to support COUN, HUMA, CLP courses. Also, Foster Youth (Guardian Scholars Program) was aligned with the Counseling Division, along with Student Development, through a recent grant acquisition. Although the grant has sunset, continuing	Please identify any anticipated changes to operational cost needs that could occur over the next year. (Explain why these changes may be needed.)



		financial support was to be covered under Student Equity and this did not occur. Funding is necessary to support the newly established and successful Guardian Scholars Programs.	
	<b>PART 8</b>	<b>Organizational Alignment</b>	
SS 8a) Have there been any significant organizational alignment changes since the last APRU?	8a) Have there been any significant organizational alignment changes since the last APRU?	The ongoing decentralization of the counseling division and many of its services has created significant organizational alignment changes. After the relocation of SSRS in 2015, International Student Programs in 2016, now Transfer Services (Articulation) has been moved to Office of Instruction, all without collaboration. Dismantling the Counseling and Student Success Division appears to be the vision and plan of the college leadership.	Please explain any significant organizational alignment changes that have occurred over the past year.
	8b) Are there any significant organizational alignment changes that will be needed over the next year?	As it appears to be the ongoing goal to dismantle the Counseling and Student Success Division, exposing the ultimate plan would be needed to have input into any associated realignment.	Please identify any anticipated changes to organizational alignments that could occur over the next year. (Explain why these changes may be needed.)
	<b>PART 9</b>	<b>Regulations/Laws/Policies</b>	
SS 9a) Have there been any significant changes in regulations/laws/policies since the last APRU?	9a) Have there been any significant changes in regulations/laws/policies since the last APRU?	The statewide Student Equity Initiative and Basic Skills Initiative also represents significant changes, including the implementation of AB705.	Please explain any significant changes in regulations/laws/policies that have occurred over the past year. (Federal, State, Local, District, college, etc.)
SS 9b) State significant changes in regulations/laws/policies affecting program over next year.	9b) Are there any significant changes in regulations/laws/policies that will affect the program over the next year?	Impending implementation of policies that impact priority enrollment and other registration requirements, along with undocumented student regulations would affect procedures.	Please identify any anticipated changes in regulations/laws/policies that could affect the program over the next year. (Federal, State, Local, District, college, etc.)
	<b>PART 10</b>	<b>Professional Development</b>	
SS 10a) State any significant professional development activities for the program since last APRU.	10a) Have there been any significant professional development activities for the program (or others) since the last APRU?	Each year counselors and other staff participate in professional development activities associated with changes in regulations/laws/policies. The outcome has been the development and/or revision of services associated with student success, equity, and basic skills.	Please explain any significant professional development activities that have occurred over the past year. Include the nature, reason, significance, and outcomes of the activities.

SS 10b) State any significant professional development needs for the program for the next year.	10b) Are there any significant professional development needs for the program (or others) over the next year?	Counselors and other staff will benefit from professional development associated with implementation of pending technology such as, Zoom (OR CRANIUM CAFE) and Mobile advising. The need for increased professional development is expected, due to changes associated with the ongoing regulations/laws/policy changes associated with undocumented students, veterans, foster youth, basic skills and financial aid.	Please identify any anticipated professional development needs for the program over the next year. Include the anticipated nature, reason, significance, and outcomes of the activities.
<b>PART 11</b>		<b>Curriculum, Student Success, and Equity</b>	
SS 11a) Have there been any significant curriculum since the last APRU?	11a) Have there been any significant curriculum since the last APRU?	COUN 50 and HUMA 50 were both made UC transferable effective fall 2018. CLP 70 and 75 were also made UC transferable for fall 2018. Some of our curriculum has been revised to include hybrid and fully online teaching modalities to help meet the needs of our technology forward students.	Please explain any significant curriculum changes that have occurred over the past year.
SS 11b) State any significant curriculum issues that will affect the program over the next year.	11b) Are there any significant curriculum issues in that will affect the program over the next year?	The revised curriculum that is now UC and CSU transferable will be more applicable to students who are preparing for transfer. In addition, many of our courses are now being taught in different formats such as hybrid, online and face to face. Most of our Counseling faculty have been certified in Canvas which will allow them to teach our curriculum using different modalities.	Please identify any anticipated curriculum issues in that could affect the program over the next year.
SS 11c) State the aggregate student success rate in the instructional portions of the program?	11c) What is the aggregate student success rate in the instructional portions of the program?	The success rates in the associated courses is above 75% in all the departments including Human Development (HUMA), Counseling, and Career Life Planning (CLP). The completion of some of our Liberal Arts degrees has decreased slightly mostly due to the new transfer degrees (ADTs).	In accordance with ACCJC requirements, the college has adopted an institutional standard for successful course completion at or above 60% <a href="http://www.deanza.edu/ir/deanza-research-projects/2012_13/ACCJC_IS.pdf">http://www.deanza.edu/ir/deanza-research-projects/2012_13/ACCJC_IS.pdf</a> . If student success rates in the program are below 60%, what plans are there to bring course success rates up to this level?
SS 11d) State gap of student success rates with targeted groups.	11d) What are the student success rates between groupings of students? Is there a success rate gap that exceeds 5% between any of these groupings?	The current average gap of success rates with targeted groups is approximately 10%. The Division continues the ongoing dedication to evaluating the curriculum to close the achievement gap.	The college equity goal is to have no more that a 5% student success gap between any groupings of students. Please explain any gaps exceeding 5% and what plans are in place, or are being made, to address closing this gap

	PART 12	Other	
SS 12a) Have there been any other significant program changes since the last APRU?	12a) Have there been any other significant program changes since the last APRU?	The continued development and implementation of Starfish Early Alert program of our Retention Team.	Please explain any other significant program changes that have occurred over the past year.
	12b) Are there any other significant issues that will affect the program over the next year?	The integration of SSSP/Student Equity/Basic Skills, along with federal/state regulations associated with financial aid, undocumented students, and international students might affect programs over the next five years.	Please identify any other anticipated issues that could affect the program over the next year.
	PART 13	Student Services Learning Outcomes and Accreditation Standard II.B.4	Accreditation Standard II.B.4-The institution evaluates Student Support Services to assure their adequacy in meeting identified student needs. Evaluation of these services provides evidence that they contribute to the achievement of student learning outcomes. The institution uses the results of these evaluations as the basis for improvement.
	13a) What are the current/active program outcome statements?	As a result of an advising session, students will be able to identify academic, career, and or personal goals, as well as identify course(s) and services on and off campus toward achieving these goals. For those students who may be in crisis, they will be seen by a counselor within 15 minutes.(Active)	Please list all of the Student Services Learning Outcomes (SSLO) statements for the program. (Cut/paste from TracDat, APRU or other documents.)
	13b) How many SSLO/SLO statements have been assessed since the last APRU?	Two of the SLO statements have been assessed. (Three of the SLOs are inactive)	Please identify the SSLO statements that have been assessed over the past year. (Cut/paste from TracDat, APRU or other documents.)
	13c) Summarize the outcomes assessment findings and resulting program enhancements made since the last APRU.	The survey focuses on the need of the student pertaining to the Counseling and Advising Center. The total number of students served at the center through appointments and drop/ins, 564; the total number of students who completed the survey, 117; the comparison of students who completed the survey to the total number of students served in General Counseling, 21%. Overall, we scored favorably with students feeling comfortable talking with their counselor/advisor, getting information that was helpful, would visit again and recommend to a friend. However, students scored us lower in feeling comfortable in the waiting area and feeling as though our front office staff was	Please summarize the outcomes assessment findings and resulting program enhancements made over the past year. (Cut/paste from TracDat, APRU or other documents.)

		courteous and friendly. Based on the surveys, we have improved in this area. More students feel comfortable in our waiting area.	
	13d) What are the program outcome assessment plans for the next year?	An enhancement would be to articulate to the student they are providing valuable feedback meant to improve the course thereby doing a service to the instructor and future students. We currently have three Inactive SLOS so we will work on modifying or creating other SLOs in the next five years.	Please indicate which SSLO/SLO statements will be assessed over the next year and when. (Include any plans to create new outcome statements.)
	<b>Part 14</b>	<b>APRU Summary</b>	Part 15 is intended to be a brief yet thorough overarching summary of Parts 1 through 14.
	14) Where has the program come from since last year, where is it now, and where does it anticipate or need to go over the next year?	The Counseling Division has undergone many changes in the past ten years. Our staffing has been significantly reduced putting a strain on our ability to assist students. We have attempted to pilot new ideas to help with depleted staff so that we can continue to provide the best services possible. For example, we are providing more courses in a hybrid or fully online format, we have increased our appointment slots for students and thus minimizing the wait time for students. We continue to use online advising and we are being trained to use Zoom and Cranium Cafe as a future advising tool once we receive the appropriate computer monitors with cameras. We have been utilizing IPADs on campus to assist students on campus. Our goal is to continue to improve our services by listening to the feedback given by students.	Based on the information provided in Parts 1 through 14 above, please summarize: 1) Where the program has come from since the last APRU? 2) Where the program is now, and 3) Where the program anticipates or needs to go over the next year.
	<b>Part 15</b>	<b>Divisional Perspective</b>	Applicable to Divisions that have multiple programs that are writing CPRs
	15a) Name of the Division and the names of the programs.	Counseling and Student Success Division: - Counseling and Advising - Transfer Center	Write the name of the division and the names of the programs that are submitting APRUs
	15b) Who wrote the Divisional Perspective?	Laureen Balducci	Enter the name or names of those who authored this Divisional Perspective.
	15c) Summarize the APRU written by the programs of the Division.	The Counseling Division is committed to improving student success as they collaboratively navigate through De Anza College	Please summarize all the APRUs to be submitted in the Division. Provide a Division wide perspective on the CPRs explaining how they all fit or work together into a cohesive division plan.

		<p>academic, program and services offerings, assist with student transfer and career options, and support students with personal obstacles that may get in the way of their success.</p> <p>The Counseling Faculty also teach a variety of courses designed to help a diverse population of students with specific needs. The Counseling course curriculum is updated on a yearly basis to offer current and robust topics in areas of student success.</p> <p>Based on probation data from 2017-2018, COUN 5 will also be required for 1st Level Probation students beginning Spring 2020 in order to increase student awareness and support regarding campus resources in order to foster student retention and success. As part of the new retention initiative, students will be able to choose other COUN courses that best fit their areas of challenge with college. Many COUN courses offer students opportunities to learn and explore global and community viewpoints through guest speakers, tours, and on-campus service leadership.</p> <p>Some challenges that remain for the Counseling Division are the following:</p> <p>*Retention rates – based on 2017-2018 data, the number of students on all levels of probation were 1,200.</p> <p>*Number of Counselors to handle the capacity of student appointments and drop-in. With e-SAR being implemented Spring 2020, reminding students of their counseling appointments via email and text, the predication is that less students will forget their counseling appointment, leaving less appointments open and more counseling appointments needed.</p>	
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