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Page 1: I. Service Area Overview and Update

**Q1**

1 Service Area for Review:

Vice President of Student Services (VPSS)

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**Q2**

2 Lead Author:

Bri Hays

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**Q3**

3 Collaborator(s):

Keith Turner, Agustin Orozco, Lauren Vaknin, Greg Vega, Ray Reyes

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**Q4**

4. Manager(s):

Bri Hays

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## Q5

5. Please summarize the changes, additions, and achievements that have occurred in your service area since the last program review. You can access the Fall 2021 program reviews on the program review webpage.

The Vice President of Student Services Office went through a substantial change in the past year, with the previous VPSS moving up to Interim President of the college and the Senior Dean of Institutional Effectiveness, Success, and Equity taking on the additional role of serving as Interim VPSS in August 2022. In addition, nearly the entire Student Services unit moved from the A Building to the new G Building in December 2022. This was a massive undertaking that required each office within the unit to work together to maintain services to students during this transition. The move was completed and new opportunities for cross-department collaboration emerged. The team is still settling in to the new building, but it is a major improvement to relocate student services offices to the heart of the campus. In addition, the Fall 2022 semester saw the return of many in-person events and activities that had been canceled or shifted to online during the pandemic. These include Future Fest (formerly Got Plans), monthly heritage month events, a Halloween event for students and their families, and participation in community engagement events around San Diego County. In addition, over the past year, a permanent Dean of Counseling was selected, resulting in the need to backfill the Associate Dean of Student Services and Special Programs. The Student Services unit is hard at work on living the College's new strategic plan through community outreach, engagement, in-reach, and equity-minded professional development.

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## Page 2: II. Student Learning Outcome/Service Area Outcome Assessment and Student Success

## Q6

6. Administrative service areas collect data in many different ways. Please discuss the access, success and/or other data that your service area is using to inform its plans for the year and/or to evaluate its progress. This may include the number of students, employees, or community members served, survey results, or other reports prepared by the department and external organizations.

The VPSS Office does not currently collect service area outcome data; however, the VPSS Office has played an important role in campus initiatives in Fall 2022, including the following:

- Ensuring students who owe fees for Cuyamaca College courses had access to emergency grant opportunities or having their student debt paid via HEERF funds
- Supporting community-building events, such as the Halloween Safety Event with special programs
- Reframing SSLAT meetings to focus on college strategic goals, innovative approaches to addressing equity gaps, and creating more efficient processes, such as creating a single events calendar for all of student services (Padlets attached)

In the future, the VPSS office will be moving to the new Student Services Building (G) and there will be additional opportunities to collaborate with other student services offices and begin implementing some standard student surveys across all units, meaning some questions can be shared across areas while others will be specific. Looking across those shared student experience items (which are yet to be created), the VPSS Office will be able to assess the student experience across service areas and assess that as a reflection of the entire Student Services unit. In addition, data from the National Assessment of Collegiate Campus Climate (both students and classified professionals) will be used to frame conversations across Student Services on how we can create a more welcoming, validating, inclusive, and racially conscious space. Data from internal surveys conducted during the pandemic were used to guide service delivery across both in-person and online modalities. Furthermore, data from the national Education Engagement Index has been used and will continue to be used to help areas across Student Services build community and a stronger sense of belonging for students and employees, which is part of the College's new strategic plan.

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**Q7****7. How has this data impacted the goals set in your Spring 2020 comprehensive program review?**

With a new (interim) VPSS starting in August, the work is underway to incorporate more data into student services discussions both within SSLAT and within departments. As areas gear up for their comprehensive program review in 2023, more data will be collected and utilized to inform 4-year goals. As for the goals set in 2020 and updated in 2021...

Goal 1: Successfully implement Student Services re-organizational structure.

- While this goal has not yet been completed, data from the various categorical programs shows both the need for more coordination, the capacity to invest in positions (dean and administrative assistant) that will help streamline and improve administrative support for categorical programs, and the need to focus on improving equitable access to categorical programs.

Goal 2: Student Service departments will collect and assess data to improve student outcomes and experiences.

- This goal specifically notes the importance of collecting and using data to improve the student experience; however, there is more work to be done to ensure all student services identify SLOs/SAOs and that we are regularly assessing them and gathering and using other data to improve services to students. At present, a few areas do not have SLOs/SAOs and are not assessing. However, most areas are collecting both data on student access, persistence (if appropriate to the scope of the service area), and/or the student experience via surveys and focus groups. SLO Co-Coordinator Tania Jabour visited SSLAT and provided multiple trainings/presentations on outcome assessment even with the disruption of the move to the new G Building, all departments have turned in or will turn in a program review annual update this year. Additional workshops and collaboration with the IESE Office will take place in the future to ensure student services areas have the support they need to prepare for a comprehensive review in 2023 and engage in regular assessment data collection/utilization.

**Q8**

**Respondent skipped this question**

OPTIONAL: Please upload any supporting documentation related to this section. You can upload PDF, Word, and image files.

**Q9****8. Please describe the most significant or impactful ways your service area worked across the college to advance the college's vision of equity, excellence and social justice through education over the past year?**

As a whole, the Student Services unit regularly collaborates with a number of other areas on campus, including but not limited to the following:

- Guided pathways: Student Services areas regularly collaborate with other areas on campus, including ISE and the faculty guided pathways leads on Find Your Pack Events and other outreach and in-reach activities designed to connect students to their Academic and Career Pathways.
- Through the emergency grant process, Student Services areas have worked with a variety of other areas to identify disproportionately impacted students and ensure they receive financial assistance via the Higher Education Emergency Relief Fund (HEERF).
- The Student Services unit is spearheading a new college partnership with the Blue Heart Foundation, which focuses on advancing higher education access and success for African American male youth.
- The Student Services unit is championing dual enrollment efforts across the College, working with instructional areas and the district Educational Support Services division, to increase equitable access through college classes/credit for high school students.
- The Student Services unit is also serving as the college lead for the GCCCD Promise Grant. The Promise requirements are changing, and Cuyamaca Student Services are leading the way in refining requirement to remove barriers and increase access to Promise funds.

**Q10**

9. What did your service area learn from the transition to remote operations over the past few years? How can this be used to improve the student experience and operational improvements in the future?

- The VPSS Office and the Student Services unit overall have learned a lot from the transition to remote operations and then back to the campus. All student services are available remotely/online and in person and this was helpful when most of the student services offices moved the week of December 5th, as remote services continued even as most employees transitioned to their new work spaces. Student services areas are bringing back in-person events to build a stronger sense of belonging and community for students (and employees) and are leveraging online appointments and assistance for students to increase access to services for students who work, have family to care for, or other scheduling limitations that would make it difficult to access on-campus services. We will continue to gather feedback from students about what works best for them and what services and activities we need to offer in person, in HyFlex mode, and/or online.

Page 3: III. Previous Goals: Update

**Q11**

Previous Goal 1:

Successfully implement Student Services re-organizational structure

**Q12**

In Progress - will carry this goal forward into next year

Goal Status

Page 4: III. Previous Goals: Update continued

**Q13**

Respondent skipped this question

Please describe the results or explain the reason for deletion/completion of the goal:

**Q14**

Respondent skipped this question

Do you have another goal to update?

Page 5: III. Previous Goals: Update continued

**Q15**

Increase hiring and retention of diverse employees to reflect the students and communities we serve

Which College Strategic Goal does this department goal most directly support? (Check only one)

**Q16**

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

- Create a full dean position to replace the current associate dean position over categorical programs
- Increase administrative support to categorical programs by hiring administrative support personnel
- Hire additional in-reach ambassadors to support the Together We Rise Latinx student center and persistence among disproportionately impacted student groups
- Open a new Black Student Center (name to be determined by feedback from students and community) which will house the Umoja counselor and serve as a part-time workspace for categorical program employees

**Q17****New classified position**

What resources, if any, are needed to achieve this goal?  
Please select all that apply. Note that links to request forms for each request are included below. All resource requests are due on the program review deadline.

**Q18****Yes**

Do you have another goal to update?

Page 6: III. Previous Goals: Update continued

**Q19**

Previous Goal 2:

Student Service departments will collect and assess data to improve student outcomes and experiences.

**Q20****In Progress - will carry this goal forward into next year**

Goal Status

Page 7: III. Previous Goals: Update continued

**Q21****Respondent skipped this question**

Please describe the results or explain the reason for deletion/completion of the goal:

**Q22****Respondent skipped this question**

Do you have another goal to update?

Page 8: III. Previous Goals: Update continued

**Q23**

**Increase equitable access (enrollment)**

Which College Strategic Goal does this department goal most directly support? (Check only one)

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**Q24**

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

- Create breakout activities during SSLAT meetings and student services retreats
  - Incorporate innovative practices showcase into SSLAT meetings and student services retreats
  - Host additional workshops on outcome assessment and program review as well as how to turn data into action
  - Ensure student services leads and department coordinators/chairs have access to district data dashboards
  - Conduct additional surveys and focus groups that will help inform student services changes in the future
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**Q25**

**Respondent skipped this question**

What resources, if any, are needed to achieve this goal? Please select all that apply. Note that links to request forms for each request are included below. All resource requests are due on the program review deadline.

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**Q26**

**No**

Do you have another goal to update?

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Page 9: III. Previous Goals: Update continued

**Q27**

**Respondent skipped this question**

Goal 3:

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**Q28**

**Respondent skipped this question**

Goal Status

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Page 10: III. Previous Goals: Update continued

**Q29**

**Respondent skipped this question**

Please describe the results or explain the reason for deletion/completion of the goal:

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**Q30**

**Respondent skipped this question**

Do you have another goal to update?

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Page 11: III. Previous Goals: Update continued

**Q31**

Respondent skipped this question

Which College Strategic Goal does this department goal most directly support? (Check only one)

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**Q32**

Respondent skipped this question

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

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**Q33**

Respondent skipped this question

What resources, if any, are needed to achieve this goal? Please select all that apply. Note that links to request forms for each request are included below. All resource requests are due on the program review deadline.

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**Q34**

Respondent skipped this question

Do you have another goal to update?

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Page 12: III. Previous Goals: Update continued

**Q35**

Respondent skipped this question

Goal 4:

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**Q36**

Respondent skipped this question

Goal Status

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Page 13: III. Previous Goals: Update continued

**Q37**

Respondent skipped this question

Please describe the results or explain the reason for deletion/completion of the goal:

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Page 14: III. Previous Goals: Update continued

**Q38**

Respondent skipped this question

Which College Strategic Goal does this department goal most directly support? (Check only one)

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**Q39** Respondent skipped this question

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new laptop computers).

**Q40** Respondent skipped this question

What resources, if any, are needed to achieve this goal? Please select all that apply. Note that links to request forms for each request are included below. All resource requests are due on the program review deadline.

Page 15: IV. New Goals

**Q41** No

Would you like to propose any new goal(s)?

Page 16: IV. New Goals continued

**Q42** Respondent skipped this question

New Goal 1:

**Q43** Respondent skipped this question

Which College Strategic Goal does this department goal most directly support? (Check only one)

**Q44** Respondent skipped this question

Please describe how this goal advances the college strategic goal identified above.

**Q45** Respondent skipped this question

Please indicate how this goal was informed by SLO (student learning outcome) assessment results, PLO (program learning outcome) assessment results, student achievement data, or other data:

**Q46** Respondent skipped this question

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new computer hardware).



**Q47** Respondent skipped this question

How will this goal be evaluated?

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**Q48** Respondent skipped this question

What resources, if any, are needed to achieve this goal?  
Please select all that apply. Note that links to request forms for each request are included below. All resource requests are due on the program review deadline.

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**Q49** Respondent skipped this question

Do you have another new goal?

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Page 17: IV. New Goals continued

**Q50** Respondent skipped this question

New Goal 2:

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**Q51** Respondent skipped this question

Which College Strategic Goal does this department goal most directly support? (Check only one)

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**Q52** Respondent skipped this question

Please describe how this goal advances the college strategic goal identified above.

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**Q53** Respondent skipped this question

Please indicate how this goal was informed by SLO (student learning outcome) assessment results, PLO (program learning outcome) assessment results, student achievement data, or other data:

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**Q54** Respondent skipped this question

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new computer hardware).

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**Q55** Respondent skipped this question

How will this goal be evaluated?

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**Q56**

Respondent skipped this question

What resources, if any, are needed to achieve this goal?  
Please select all that apply. Note that links to request forms for each request are included below. All resource requests are due on the program review deadline.

**Q57**

Respondent skipped this question

Do you have another new goal?

Page 18: IV. New Goals continued

**Q58**

Respondent skipped this question

New Goal 3:

**Q59**

Respondent skipped this question

Which College Strategic Goal does this department goal most directly support? (Check only one)

**Q60**

Respondent skipped this question

Please describe how this goal advances the college strategic goal identified above.

**Q61**

Respondent skipped this question

Please indicate how this goal was informed by SLO (student learning outcome) assessment results, PLO (program learning outcome) assessment results, student achievement data, or other data:

**Q62**

Respondent skipped this question

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new computer hardware).

**Q63**

Respondent skipped this question

How will this goal be evaluated?

**Q64**

Respondent skipped this question

What resources, if any, are needed to achieve this goal?  
Please select all that apply. Note that links to request forms for each request are included below. All resource requests are due on the program review deadline.

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**Q65**

Respondent skipped this question

Do you have another new goal?

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Page 19: IV. New Goals continued

**Q66**

Respondent skipped this question

New Goal 4:

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**Q67**

Respondent skipped this question

Which College Strategic Goal does this department goal most directly support? (Check only one)

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**Q68**

Respondent skipped this question

Please describe how this goal advances the college strategic goal identified above.

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**Q69**

Respondent skipped this question

Please indicate how this goal was informed by SLO (student learning outcome) assessment results, PLO (program learning outcome) assessment results, student achievement data, or other data:

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**Q70**

Respondent skipped this question

Action steps for the Next Year: If you are requesting resources in order to achieve this goal, please list them below as action steps and specify the type of request (e.g. submit technology request for new computer hardware).

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**Q71**

Respondent skipped this question

How will this goal be evaluated?

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**Q72**

**Respondent skipped this question**

What resources, if any, are needed to achieve this goal?  
Please select all that apply. Note that links to request forms for each request are included below. All resource requests are due on the program review deadline.

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Page 20: V. Resources Needed to Achieve Goal(s)

**Q73**

1. Administrator Position Request 1:a. Description

Reclass Associate Dean of Student Services and Special Programs to a Dean of Special Programs position

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**Q74**

b. This position is being requested to advance the following Program Goal(s):

Successfully implement Student Services re-organizational structure

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**Q75**

2. Administrator Position Request 2:a. Description

N/A

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**Q76**

b. This position is being requested to advance the following Program Goal(s):

N/A

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Page 21: Final Check

**Q77**

**I am ready to submit my program review**

Are you ready to submit your program review? If you would like to go back and review a section, select a section and click "Next."

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