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Page 1: I. Service Area Overview and Update

Q1

1 Service Area for Review:

Vice President of Student Services Office

Q2

2 Lead Author:

Bri Hays

Q3

3 Collaborator(s):

Members of the Student Services Leadership Advisory Team (SSLAT)

Q4

4. Manager(s):

Bri Hays/Jessica Robinson

Q5

Date / Time

08/10/2023

5. Initial Collaboration Date with your Manager:

Page 2: II. Service Area Reflection and Description

Q6

6. Provide your service area's mission statement. If your service area does not have a mission statement, what is your timeline for creating a mission statement?

The Vice President of Student Services Office and Student Services unit empowers and guide a diverse student body to successfully achieve their personal, educational, and career/transfer goals through student-centered pathways and services.

Q7

7. Is the service area description in the current college catalog up to date and accurate?

No: What steps will you take to revise the college catalog description?:

Overall description of the VPSS Office is accurate; however, there are other portions of the catalog that are related to student services and need to be updated.

Q8

8. Describe how your service area advances the College's new vision of equity, excellence, and social justice through education. How does the service area reflect the College's mission and values?

The Student Services unit advances the College's vision of Equity, Excellence, and Social Justice through Education by providing comprehensive support services to current and prospective students. The unit includes the following departments: Counseling, Veteran Resource Center, Career Services (partnership with Career Education) Outreach, Special Programs (EOPS, DSPS, CalWORKs, UP/NextUp, RISE), Admissions and Records, Student Affairs (ASG/Student Leadership, Health Services, Cuyamaca Cares) and Financial Aid. Through each of these service areas, the Student Services team works to ensure each student feels welcome, valued, and engaged. The theme for Student Services efforts this year (2023-24) was identified during the August 2023 Student Services Retreat. It speaks to both our own purpose as practitioners and our student's hopes, dreams, and unique journeys. The theme is "Tell Us Your Way: We're With You All The Way." Each day, across all of the above departments, Student Services professionals work to break down barriers for students, collaborate with District IT to make processes less burdensome and more student-friendly, and create opportunities for students to connect with employees and other students to build a sense of community and belonging. Equity in access is a critical piece of the work in Student Services, and service areas are examining disaggregated data on who they are serving versus who is enrolled college-wide. These data will inform outreach efforts both at the College and programmatic levels. In addition, support services such as Cuyamaca Cares, EOPS, CalWORKs, DSPS, UP/NextUp, and counseling as a whole provide students with information, resources, and guidance to help students persist in their educational pursuits even in the face of external challenges.

Student Services reflects the College's mission by delivering student-centered and innovative approaches to service delivery. Through cross-departmental collaborations, such as Open House and the Queer Center Grand Opening, Student Services works to create meaningful and validating experiences for students both inside (Counseling classes) and outside the classroom. Student Services areas routinely translate materials into Spanish and Arabic to ensure students are able to access information in their preferred language. Campus-wide events are designed to ensure students feel seen and validated on campus, with a specific emphasis on Black students, Latinx students, and Indigenous students, who are among the College's most disproportionately impacted groups. In addition, every department within (and beyond) Student Services is able to connect students in need with housing support, food, and/or personal counseling. New for 2024, the College was selected in Fall 2023 as one of just 14 colleges to receive up to \$2.5 million of funding for longer-term housing solutions for students, including a community agency partnership with Home Start, to ensure students facing housing insecurity can access support for identifying low-cost housing or rent payment assistance. These are just a few examples of how the Student Services unit has been working to support students in earning certificates, degrees, transferring, and entering the workforce to advance their social and economic mobility.

Q9

9. Administrative areas collect data in many different ways. This may include the number of students, employees, or community members served, survey results, number of projects completed, number of square feet maintained, or other data collected by the department. Please provide a summary of the kinds of data your service area uses to assess performance.

While Student Services units regularly review data on the specific students they are serving, the VPSS Office looks more holistically at college-wide data on student access, persistence, and completion. College-wide data for Spring 2024 show that the College is increasing enrollment overall and for disproportionately impacted groups. This is an encouraging finding.

The Vice President of Student Services Office uses a variety of data to inform decisions on a daily basis. Student enrollment and headcount data are examined to assess impact of outreach efforts as well as overall student services efforts to increase equitable access. Enrollment reports are provided to President's Cabinet every 2-3 weeks during enrollment periods and are in turn shared with Student Services leads to assess progress and impact of these efforts. Student headcount is also analyzed to assess disproportionate impact during and after the pandemic and to identify focus areas for enrollment and retention activities overall and within specific service areas.

Most recent data show that the College's student headcount is now at or above 8,500 students per semester, which is a notable increase over the previous year.

Fall 2023 data reveal that the College has made strides in gradually increasing enrollment among Latinx students, Indigenous students, and has maintained a similar level of enrollment among Middle Eastern and white students. However, the College has seen a consistent decrease in enrollment of Black or African American students and Pacific Islander students. A greater emphasis on enrolling and retaining as well as improving overall experiences for Black or African American students and Pacific Islander students will be critical to turning this trend around and improving equitable access, success, retention, and completion.

Service area access/utilization (e.g., based on SARS data) and participation data are also reviewed to determine whether students are able to access services or participate in special programs equitably. Many service areas saw decreases in participation coming out of the pandemic, some shrinking to half or even less than half of their pre-pandemic figures (e.g. EOPS, Umoja, UP/NextUp). Lastly, student retention data overall and within special programs and cohort programs is assessed to determine whether program participants are more likely to be retained from term to term than other students.

Recent analysis of special programs data indicate a continued and substantial underrepresentation among Black or African American, Latinx, and Indigenous students specifically in EOPS and CalWORKs. In addition, overall participants in EOPS as of 2022-23 was roughly half the number of students who were enrolled in the program in 2017-18. Similarly, the number of students participating in Up/NextUp has declined to less than half of what it was in 2018-19. Efforts are underway in both of these areas to increase access overall, and the Associate Dean of Student Services and Special Programs, Interim Vice President of Student Services, and Vice President of Administrative Services have met with the special programs team to share data, discuss focus populations (e.g., Black or African American, Latinx, and Indigenous students) and share the College's and the Student Services community vision of increasing outreach, participation, and support for Black or African American, Latinx, and Indigenous students overall and within special programs.

Q10

10. What do these data imply about the progress made on goals set in your previous comprehensive program review?

Previous goals for the Vice President of Student Services included the following:

Conduct a Student Validation training in each student services department (Spring 2020)

Successfully implement Student Services re-organizational structure (Spring 2021)

Student Service departments will collect and assess data to improve student outcomes and experiences (Spring 2021)

The data imply that some significant progress has been made in building back enrollment since the pandemic; however, the goals set in the VPSS program reviews in 2020 and 2021 represent a different time, in which the operating environment was very much pre-pandemic and then mid-pandemic. The first two goals were partially achieved in that student services areas have engaged in some professional development related to student equity, and the Associate Dean of Student Services and Special Programs was moved out from the Counseling Division to a direct report of the Vice President of Student Services. Most student service areas have begun working with the Institutional Effectiveness, Success, and Equity (IESE) Office to gather and analyze student access and outcome data. Within the past year, the two offices that had not previously engaged in this analysis began to partner with the IESE Office to gather and/or analyze student data. Both Financial Aid and Admissions and Records collaborated with IESE to examine financial aid access data overall and through an equity lens and to examine dual enrollment access and success overall and through an equity lens. These data have been used to inform increased financial aid outreach efforts and admissions and records process and operational changes to become more equitable.

Q11

11. How will these data inform goals, action steps, or other changes in the department over the next four years?

These data provide focus areas for all student services functional areas, including:

Outreach

Special programs

Counseling

Career Services

Transfer Center

Cuyamaca Cares

ASG

Admissions and Records

Financial Aid

Veteran Resource Center

Each of these areas has been asked to increase efforts focused on enrolling, supporting, and retaining Black or African American students and Pacific Islander students, as well as Latinx students and Indigenous students. Messaging from the August Student Services Retreat to present has focused on these priorities, and messaging across Student Services and the College has been consistent and is integrated into the goals noted in this program review.

Q12

12. Over the next 4 years, how will your service area apply an equity-minded approach to its work?

Over the next 4 years, the Student Services unit will engage in additional equity-minded professional learning opportunities to create more inclusive spaces and more equity-minded programming, particularly for Black or African American students, Pacific Islander students, Latinx students, and Indigenous students. This professional learning will transcend all student services areas and will dovetail with the re-launch of the College's Umoja program and new Puente program. These efforts extend beyond each of these programs and across all areas of student services. Specific trainings will cover creating welcoming and inclusive spaces for Black or African American students; building community for Black or African American students, Latinx students, Pacific Islander students, and Indigenous students; validating students' social and cultural experiences; and effective retention strategies for Black or African American students and Latinx students.

Q13

13. Please describe the most significant or impactful ways your service area has worked across the college to advance the college's vision over the past four years.

The Student Services unit works closely with virtually all other areas of the College to advance the College's vision. This collaborative work spans special events, such as the College's first Open House post pandemic, and daily partnering with departments such as the Cashiers Office to remove student holds or connect students with payment plans to ensure students are able to continue pursuing their educational goals. Examples of events Student Services has partnered with other departments to implement over the past year and a half include but are not limited to the following:

Open House – Collaboration with College and Community Relations, representatives from Instruction, Facilities, Maintenance and Operations, Institutional Effectiveness, Success, and Equity, and College and Parking Services (CAPS); focus on increasing equitable access.

Registration Labs – Collaboration with In-Reach, the guided pathways work group, including members of various Student Services departments to provide one-stop support to continuing students who may need assistance with registration for the subsequent semester.

Find Your Pack Events – Special programs and other Student Services departments collaborate with In-Reach and guided pathways work group members to connect students to existing resources, increase awareness of campus programs and Academic and Career Pathways (ACPs), and build a sense of community.

Together We Rise Latinx Student Center – Special programs collaborate with In-Reach/Institutional Effectiveness, Success, and Equity to ensure students have access to counseling services, a hygiene closet, food pantry, and peer mentoring at the Center in an effort to increase a sense of belonging and community and ultimately improve retention.

Stop-Out Calling Campaign – Representatives from Admissions and Records, Outreach, and Financial Aid worked with Instructional Deans, the President, Interim Vice President of Student Services, and other employees to assist in responding to student questions in real-time and in a quick turnaround from the moment a volunteering employee calls or connects with them. Over 400 calls were made to a list of over 3,000 students. Over 150 were reached by phone. Among those who were contacted, over half intended to enroll in spring (2023) semester classes. This effort focused on student retention.

Financial Aid 101 – In response to questions from employees all over campus and student demand, the Financial Aid Office began offering weekly financial aid workshops/labs and created and delivered two college-wide Financial Aid 101 workshops to help all employees learn the basics of financial aid, including types of aid available to students. This effort aimed to increase equitable access to financial aid and ultimately college.

Extended Housing Support Program from the CCCCO – In Fall 2023, Cuyamaca College was selected as one of just 14 colleges in the state to receive additional funds (up to \$500,000 per year for 5 years) to provide extended housing resources, rent payment assistance, community case management, and other basic rights support to students facing housing challenges. The College is partnering with HomeStart East County to implement this program.

Dual Enrollment – Student Service areas partner with Instruction and Institutional Effectiveness, Success, and Equity Office team members as well as District Office team members and K-12 partners to implement and evaluate dual enrollment opportunities for high school students. This effort focuses on increasing equitable access to college as well as eliminating equity gaps in course success and ultimately completion.

Q14

Respondent skipped this question

OPTIONAL UPLOAD 1: Please upload any supporting documentation related to this section. You can upload PDF, Word, and image files.

Q15

Respondent skipped this question

OPTIONAL UPLOAD 2: Please upload any supporting documentation related to this section. You can upload PDF, Word, and image files.

Q16

Respondent skipped this question

OPTIONAL UPLOAD 3: Please upload any supporting documentation related to this section. You can upload PDF, Word, and image files.

Page 4: IV. Strengths, Challenges & External Influences

Q17

14. Please describe your service area strengths.

The Student Services unit has a number of strengths, including a strong sense of collaboration. Many areas within Student Services work together and across department lines to ensure students have the support they need and can get their questions answered. The Student Services team brings a deep commitment to student success works to create opportunities for students to obtain employment and get work-study opportunities working in various operational areas. Student Services areas were able to pivot quickly at the onset of the COVID-19 pandemic to ensure continuity of operations after the conversion to virtual services. Student Services areas are prepared to flex to meet changes in education code and policy changes at the statewide level. Student Services areas are eager and prepared to connect students with food and housing resources. Student Services areas are also accustomed to braiding funding and creatively solving problems, largely by necessity, to carry out engagement events and activities for students.

Q18

15. Please describe your service area challenges.

Among the challenges faced in Student Services are the following:

Essential positions funded by categorical or one-time funds

Limited staffing in many areas to carry out daily operations plus events

Many areas are able to flex and support events that come up organically, which is a strength; however, few areas are able to plan and budget for activities on an annual basis coming out of the pandemic; workshops, training and resources are needed to develop annual plans and budgets for activities that address college goals.

Turnover in employees during and immediately following the pandemic resulted in the loss of institutional memory on some projects/processes/operations.

Technology systems that are cumbersome and/or difficult and not student friendly

Outdated technology systems that do not integrate with one another

No texting platform (aside from e-SARS)

Some areas struggle with program review/annual planning and outcome assessment

Aligning process across two colleges with very different cultures and somewhat different student populations

Q19

16. Please describe external influences that affect your service area (both positively and negatively).

Among the external influences that impact student services and will impact student serves in the foreseeable future are the following:

Constant change in state policies and regulations

New state initiatives that have large-scale implications – AB 928 is but one example

State budget deficit – as of Fall 2023, there is projected to be a significant state budget deficit, and the impacts on the district and college are still unknown

Local budget uncertainty – in addition to state budget unknowns, the College's Student-Centered Funding Formula metrics are declining in areas such as Pell and AB 540 – Combined with enrollment that is still far down from its peak in 2016-17 and increasing costs in all areas of expenses, this is concerning

National changes in FAFSA – financial aid access is central to not just students being able to pay for college, and the majority of Cuyamaca College students do receive some form of financial aid, but also in statewide KPIs as well as the Student-Centered Funding Formula.

Transfer institution program impaction fluctuates each year, and ultimately plays a role in student transfer and the College's transfer-related resources and guidance, particularly at the largest transfer institutions

Local feeder high school agreements/MOUs related to dual enrollment will determine how many CCAP courses/sections can be offered, thus impacting dual enrollment participation for students

Q20

17. Given these factors, what opportunities exist for the service area to advance the College's goals in the next 4 years?

Even in light of the aforementioned external influences, there are myriad opportunities in Student Services to advance the College's goals. These include the following:

Streamline student services dual enrollment forms and processes to be more efficient and more student- and parent-friendly

Create a calendar of events for the year that includes the majority of major engagement activities run through Student Services areas or in collaboration with other areas on campus to allow for more advance planning and budgeting

Implement additional financial aid workshops for employees and students to maximize access to financial aid

Implement rapid housing program to create seamless support for students facing housing insecurity

Implement additional Super Saturday hours based on the success of the first Super Saturday on January 27, 2024

Expand community liaison model focused on disproportionately impacted groups, such as Black or African American students, Indigenous students, and Pacific Islander students

Design and implement new Puente program to provide learning communities, counseling, and mentoring support for Latinx students

Work in partnership with other programs, such as AMANI, MANA de San Diego, and PROMISES4KIDS, to provide mentors and help connect students with community support and work-based learning opportunities

Analyze and refine the Special Programs unit structures and processes to increase effectiveness and efficiency

Expand Student Services community-building events to bridge departments and programs and ultimately improve retention

Improve internal communication across the Student Services unit to increase awareness of programs, services, initiatives, and subvert silos while eliminating duplication of efforts

Page 5: V. Previous Goals

Q21

Previous Goal 1:

Conduct a Student Validation training in each student services department (Spring 2020)

Q22

Deleted

Goal Status

Page 6: V. Previous Goals continued

Q23

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

This goal was developed prior to the pandemic. Many student services department team members participated in Caring Campus training in 2019. Then the pandemic occurred and priorities shifted to building an effective suite of student services online. While professional learning is still very much a need across student services areas in which team members rarely get a chance to engage, the training needs are broader and align with the College's strategic goals and equity-minded practices.

Q24

Yes

Do you have another goal to update?

Page 7: V. Previous Goals continued

Q25

Respondent skipped this question

If it is Not Started, please share why including whether your program is experiencing barriers for starting this goal OR If it is In Progress, what actions steps from the last report have been completed and which ones are you still working towards

Q26

Respondent skipped this question

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

Q27

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).

Q28

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.

Q29

Respondent skipped this question

Do you have another goal to update?

Page 8: V. Previous Goals continued

Q30

Previous Goal 2:

Successfully implement Student Services re-organizational structure (Spring 2021)

Q31

Completed

Goal Status

Page 9: V. Previous Goals continued

Q32

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

A restructure occurred which moved the Associate Dean of Student Services and Special Programs directly under the Vice President of Student Services, rather than under the Dean of Counseling. There remains some redundancy in reporting structures, however, and the structure could be further improved. At present special programs faculty report to both Counseling and Special Programs.

Q33

Yes

Do you have another goal to update?

Page 10: V. Previous Goals continued

Q34

Respondent skipped this question

If it is Not Started, please share why including whether your program is experiencing barriers for starting this goal. OR If it is In Progress, what actions steps from the last report have been completed and which ones are you still working towards?

Q35

Respondent skipped this question

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

Q36

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).

Q37

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.

Q38

Respondent skipped this question

Do you have another goal to update?

Page 11: V. Previous Goals continued

Q39

Goal 3:

Student Service departments will collect and assess data to improve student outcomes and experiences (Spring 2021)

Q40

In Progress-will carry this goal forward into next year

Goal Status

Page 12: V. Previous Goals continued

Q41

Respondent skipped this question

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

Q42

Respondent skipped this question

Do you have another goal to update?

Page 13: V. Previous Goals continued

Q43

If it is Not Started, please share why including whether your program is experiencing barriers for starting this goal. OR If it is In Progress, what actions steps from the last report have been completed and which ones are you still working towards?

This goal is ongoing and progress toward completion varies by department. Some departments have advanced their planning and data collection capabilities while also making progress in interpreting and using data for improvement. Other departments gather data but struggle to use it to make improvements, and still others are not yet independently collecting and analyzing data or assessing service area outcomes. Adding to this, there exists some confusion across departments about what service area outcomes are and how they should be assessed. In sum, there is much more work to do in this arena.

Q44 **Increase equitable access (enrollment)**

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

Q45

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).

See New Goal #3

Q46 **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.

Q47 **No**

Do you have another goal to update?

Page 14: V. Previous Goals continued

Q48 **Respondent skipped this question**

Goal 4:

Q49 **Respondent skipped this question**

Goal Status

Page 15: V. Previous Goals continued

Q50 **Respondent skipped this question**

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

Page 16: V. Previous Goals continued

Q51 **Respondent skipped this question**

If it is Not Started, please share why including whether your program is experiencing barriers for starting this goal. OR If it is In Progress, what actions steps from the last report have been completed and which ones are you still working towards?

Q52

Respondent skipped this question

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

Q53

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).

Q54

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 17: VI. New Goals

Q55

Yes

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

Page 18: VI. New Goals continued

Q56

New Goal 1:

Improve internal and external communication across Student Services areas

Q57

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)

Q58

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

Improving communication within Student Services will help reduce duplication of effort, will support streamlining and alignment of efforts, and may ultimately lead to less frustration and burnout. This, in turn, will lead to increased retention among employees.

Q59

Please indicate how this goal was informed by SLO/SAO assessment results, PLO assessment results, student achievement data, or other data:

This goal was informed by discussions in Student Services Leadership Advisory Team (SSLAT) meetings in 2023. Discussions with team members, attendance at several engagement events, and feedback from team members point to the need for greater communication across Student Services. At present, only the Student Services Retreat in the summer exists as an all-hands meeting. Additional opportunities to bring Student Services team members together to share events, initiatives, and local, regional, and systemwide updates would help focus resources, eliminate redundancy, and ensure all departments are in the know on the most important information. In addition, some information related to Student Services in the catalog is out of date and needs to not only be updated now but on a regular cycle in the future. While the immediate impact of this goal is indirect to students, the ultimate impact is direct to students in that more accurate information and more regular communication of information will improve the student experience and increase access to programs and services.

Q60

Action steps for the Next Year:

Action Steps for this Year:

Initiate regular student services-wide touchpoints, starting via Zoom.

Implement a student services newsletter for unit employees.

Develop a calendar of student services events.

Create standards for updating Student Services webpages regularly to ensure accuracy.

Implement a catalog revision workshop for Student Services units.

Implement a Canva/branding training for Student Services areas.

Q61

Respondent skipped this question

What resources, if any, are needed to achieve this goal in the next 4 years? Please select all that apply. Note that links to request forms for each request are included below and due on the program review deadline.

Q62

How will this goal be evaluated?

This goal will be evaluated via feedback collected in an anonymous survey of Student Services team members. The survey will be conducted each semester to gauge interest and gather feedback on goal progress. In addition, Padlet and Mentimeter activity responses will be used following workshops or meetings to gather feedback about progress toward this goal.

Q63

Yes

Do you have another new goal?

Page 19: IV. New Goals continued

Q64

New Goal 2:

Build a stronger sense of community and mutual responsibility among Student Services team members

Q65

Increase equitable access (enrollment)

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

Q66

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

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

This goal was specifically mentioned in Student Services Retreat in August 2023 and SSLAT meetings as something that would enhance Student Services team members' work and improve overall wellbeing. Ultimately, this is intended to lead to less burnout and turnover, and conversely greater retention. The Student Services plays a critical role in improving student access, retention, and completion. Ensuring Student Services team members have a stronger sense of community, combined with a greater sense of mutual accountability, will ultimately lead to improved services for students.

Q67

Please indicate how this goal was informed by SLO/SAO assessment results, PLO assessment results, student achievement data, or other data:

As with New Goal #1, this goal was informed by SSLAT member feedback. While no SAOs were specifically identified to inform this goal, they will be needed to assess progress on this goal. Baseline data for sense of belonging are not specific to Student Services but rather across the College and are drawn from the Fall 2021 Gensler Education Engagement Index.

Q68

Action steps for the Next Year:

Action Steps for this Year:

Initiate regular community-building events, to which all student services personnel are invited

Reinstate the Student Services Above and Beyond Award

Create opportunities for students to provide feedback and share shout-outs/words of appreciation for Student Services team members

Reorganize student services meetings to create more opportunities for teambuilding, professional learning, and breakout group discussions

Q69

Respondent skipped this question

What resources, if any, are needed to achieve this goal in the next 4 years? Please select all that apply. Note that links to request forms for each request are included below and due on the program review deadline.

Q70

How will this goal be evaluated?

This goal will be evaluated via feedback collected in an anonymous survey of Student Services team members and via student participation/feedback. The survey will be conducted annually to assess sense of belonging, inform Student Services priorities for the year, and gather feedback on goal progress.

Q71

Yes

Do you have another new goal?

Page 20: IV. New Goals continued

Q72

New Goal 3:

Improve collection and utilization of data to inform and improve across Student Services areas

Q73

Increase equitable access (enrollment)

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

Q74

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

The increase in collection of data to inform practices, processes, and policies will help improve services to students and the community. At minimum, this should lead to improved access to services, particularly in special programs and Financial Aid (Pell and CCPG), in which Black students, Latinx students, and Indigenous students are vastly underrepresented. Efforts in many Student Services areas are underway to improve representation/equitable access, to hire a more diverse student worker pool, and expand outreach both at local high schools and in zip codes with lower participation rates and which the College is currently underserving.

Q75

Please indicate how this goal was informed by SLO/SAO assessment results, PLO assessment results, student achievement data, or other data:

This goal was informed by Student Services department feedback regarding data collection, a review of student service area outcomes statements, a review of student service area goals, and discussions with Student Services team members. In addition, this goal was informed by student access and participation data in special programs, Admissions & Records, Financial Aid, and other areas.

Q76

Action steps for the Next Year:

Action Steps for this Year:

Work with the IESE Office to develop a community of practice for Student Services data/research, inquiry, program evaluation, and assessment

Work with the IESE Office to schedule data/research/inquiry workshops for Student Services areas

Work with Accreditation Work Group Co-Chairs to implement accreditation training for Student Services team members

Convene a showcase of evidence-based practices within Student Services to inspire departments to utilize data for improved access/retention/success

Q77

What resources, if any, are needed to achieve this goal in the next 4 years? Please select all that apply. Note that links to request forms for each request are included below and due on the program review deadline.

Other, please specify::

Administrative Position/Supervisor

Q78

How will this goal be evaluated?

This goal will be evaluated by data on student participation in Financial Aid, EOPS, CalWORKs, DSPS, UP and NextUp, dual enrollment, ASG, Counseling, among other service areas, disaggregated by race/ethnicity and gender. This goal will also be evaluated by content analysis of Student Services goals/plans and service area outcomes.

Q79

No

Do you have another new goal?

Page 21: VI. New Goals continued

Q80

Respondent skipped this question

New Goal 4:

Q81

Respondent skipped this question

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

Q82

Respondent skipped this question

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

Q83

Respondent skipped this question

Please indicate how this goal was informed by SLO/SAO assessment results, PLO assessment results, student achievement data, or other data:

Q84

Respondent skipped this question

Action steps for the Next Year:

Q85

Respondent skipped this question

What resources, if any, are needed to achieve this goal in the next 4 years? Please select all that apply. Note that links to request forms for each request are included below and due on the program review deadline.

Q86

Respondent skipped this question

How will this goal be evaluated?

Page 22: VII. Resources Needed to Achieve Goal(s)

Q87

1. Administrator Position Request 1:a. Description

Special Programs Engagement Coordinator/Supervisor

Q88

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

This position will support special program outreach, event planning and coordination, peer mentoring, and will supervise student workers. It will be funded by each of the programs within the Special Programs division and will work to ensure there is not duplication of effort. This position will also help in the role of office manager to ensure office protocols are followed and that each special program is adhering to special program goals and regulations. The position will provide critical support to the Dean of Student Services and Special Programs. This position will also help free up faculty in special programs from administrative tasks and maximize access to counseling services. This position has previously been requested and noted in the EOPS program review.

Q89

Respondent skipped this question

2. Administrator Position Request 2:a. Description

Q90

Respondent skipped this question

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

Page 23: Final Check

Q91

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."
