

Program Review Report Support Offices and Services Sierra College, Spring 2009

Unit Name: Vice President, Student Services

Date Submitted: May 27, 2009

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Please limit responses to 100 words or fewer, unless otherwise directed. Refer to the detailed instructions when completing this form. District data has been attached to the back of this form for your use if appropriate.

1) Relevancy

- **Department Mission Statement:**

To facilitate students' attainment of their educational objectives through the delivery of integrated, quality, comprehensive, accessible programs and services in a cost-effective and efficient setting.

- **How does the program align with the District Mission Statement?**

"Sierra College provides a challenging and supportive learning environment for students having diverse goals, abilities, and needs interested in transfer, career and technical training, and life long learning. The College's programs and services encourage students to identify and to expand their potential. Sierra College students will develop the knowledge, skills and abilities to become engaged and contributing members of the community."

The many programs and services under the direction of the Vice President of Student Services are specifically designed to meet the diverse needs of the student population served by the district. This division uses a variety of metrics by which to measure and adjust to the ever changing demographics such as ethnicity, socio-economic status, and educational goals, as well as changing societal trends and interests such as health and well-being, technological independence, and social engagement.

- **List the major functions or service performed by the office:**

Major functions include: administrative leadership of district-wide student services programs (Admissions/Records, Assessment, CalWORKs, Campus Life/Student Government, Career Connections, Counseling, DSPS, EOPS/CARE, Financial Aid, Health Services, International Students Office, Library/Learning Center, Outreach, Residence Halls, Transfer Center, and Veterans Services); enrollment management projections, analysis and reporting; ensuring compliance with federal and state regulations; oversight of the student disciplinary process; initiation and modification of and adherence to district board policies and administrative procedures; oversight of the Community Education and Marketing/PIO functions; oversight of the Basic Skills Initiatives and learning support for basic skills students; and administrative leadership for Distance Learning and Instructional Technology.

- **Is the office intended to serve a special population or clientele? If so, please describe the end user:**

The office provides administrative oversight and support for the district's 21,000 credit and non-credit students, as well as its 30,000 students enrolled in fee-based programs.

- **How does the program align with the District's Strategic Goals?**
 - I. **Educational Effectiveness** – Programs and services of the District will effectively promote and support student opportunity, success and achievement
 - II. **Organizational Effectiveness** – The District will manage its resources to best meet its multiple missions within the constraints of its resources
 - III. **Resource Development** – The District will focus on securing new resources to align with strategic goals
 - IV. **Focused Access** – The District will target outreach and access efforts to best serve its community

1. Educational Effectiveness - As described in the mission statement, each of the programs and services in the division is specifically designed to ensure students are afforded the opportunity to be successful in achieving their goals. Recent examples include initiatives that have been funded by the Basic Skills Initiative to encourage more students to enroll in pre-collegiate classes prior to enrolling in college level classes, as well as to increase the level of support in labs such as developmental math, writing, and reading.
2. Organizational Effectiveness - Also as described in the mission statement, the design and implementation of each service area is created so as to maximize efficiencies. The recent implementation of the Banner Student/Instruction in 2008-09 module is helping to achieve this objective. DegreeWorks – an automated degree evaluation system will be implemented in 2009-10 and will also significantly improve efficiencies for counselors and evaluators, as well as encouraging students to complete their educational objectives.
3. Resource Development – The Division attempts to utilize outside resources wherever possible. Recent examples include the MOU that was signed with UC providing \$30,000 for each of the next two years to implement the Puente program that targets underserved students. Foundation and Pepsi grants have also been secured to improve way-finding signage at Rocklin, NCC and Truckee.
4. Focused Access – While the district is obligated to admit and matriculate each student who is 18 years of age or who has graduated from high school or the equivalent, the division is engaged in dialogue with regard to ways in which access might be more focused. Specific examples include:
 - a. The Access Committee and Outreach Sub-Committee have been restructuring marketing and outreach efforts tailored to reach students with goals of AA/AS degree and/or transfer and certificate completion.
 - b. Discussions are currently underway with regard to the current policy for Academic Enrichment students and whether more restrictions should be imposed.

- **List the current goals of the office:**

1. Ensure the district meets its annual growth targets.
2. Improve student success and retention rates for basic skills students by supporting pilot projects and initiatives such as the First Year Experience and Supplemental Instruction programs. Assess and evaluate their effectiveness and modify accordingly.
3. Implement Puente and Umoja programs for under-represented students to increase the success and retention rates for those populations.
4. Continue to maximize efficiencies through technology now available with the Banner Enterprise System.
 - a. Implement the new Banner 8 version
 - b. Implement DegreeWorks in 2009-10
 - c. Capitalize on the functionality available through the Luminis web portal.
5. Facilitate discussions and make recommendations with regard to focused access.
 - a. Assess effectiveness of marketing campaigns – improve target marketing.
 - b. Assess role and workload impact of the Academic Enrichment program with regard to the core mission of the institution.
6. Maximize workload efficiencies given existing staffing levels and budgetary constraints.
7. Improve access to services by maximizing use of facilities.
8. Improve the way-finding and directional signage for new students and the public at all sites.
9. Implement the Tobacco Free board policy by January 1, 2011.
10. Evaluate programs and services options for western Placer County.
11. Increase the services available for Veterans students.
12. Expand instructional technology support for faculty.
13. Provide support to the emerging technologies with regard to distance learning modalities.
14. Improve the student services support available for students attending the NCC and Truckee Centers.
15. Help ensure that the fee-based community education program both complements the credit instructional offerings as well as meets the needs of its students in a challenging environment and economy.

- **Describe the strategies and activities intended to achieve the goals:**

1. Work collaboratively with the Dean's Council to ensure class schedules are built to achieve growth targets and adjust outreach and marketing to focus recruitment efforts.
2. Assist and support the Academic Foundation Committee's activities. Secure the Research resources as necessary to measure pilot programs' effectiveness.
3. Facilitate the Academic Foundations Committee's role in supporting Umoja and Puente program efforts. Support the New Legacy's goals in this endeavor.
4. Continue to participate in the Banner Steering Committee and Student/Instruction Committee. Provide overall leadership and direction in the Banner 8 conversion and DegreeWorks implementations.
5. Consult with stakeholders with regard to existing policies and practices on the Academic Enrichment program. Propose modifications to the Administrative Procedure as appropriate.
6. Continue to evaluate the effectiveness of target marketing activities and adjust accordingly.
7. Work with program coordinators and managers to identify ways in which services can eliminate redundancies and improve cooperative working relationships. Maximize use of technology to improve efficiencies; evaluate hours of operation; prioritize workload.
8. Continue to evaluate program adjacencies and relationships and, in consultation with stakeholders, identify relocations as appropriate to maximize facility utilization and student access.
9. Continue to secure external funding sources to improve the way-finding signage at all sites.
10. Implement the transition to restrict smoking to designating parking lots effective Spring 2010; move to eliminate smoking on all district property fall 2010. Establish smoking cessation programs and referral resources. Develop and implement marketing campaign.
11. Work with constituencies within the district and in western Placer to develop options to establish programs and services in that area.
12. Continue to facilitate the Veteran's Advisory Committee; consult with all stakeholders and determine innovative ways by which to improve services to Veterans students.
13. Ensure a successful relocation of the TV cable classes; support the new initiative to offer classes via the internet.
14. Continue to assess and evaluate the services needed for students at NCC and Truckee. Identify ways by which to improve the supervision at those sites.
15. Support new initiatives through the fee-based community education program to ensure the annual budget is balanced and a 7% reserve is maintained. Evaluate options for relocation of the program.

- **Describe how achievement of the goals will be assessed (approximately 1-3 measures):**

- Final apportionment reports
- Total district headcount
- Increases in success and retention rates for:
 - Distance learners
 - Under represented students
 - Basic Skills students
- Balanced budgets in categorical and self-supporting programs
- Successful implementation of:
 - Banner 8
 - DegreeWorks
 - Umoja
 - Puente
 - Tobacco Free Policy
- Improved efficiencies in facilities utilization
- Student satisfaction surveys

- **Provide and define appropriate office use trend data as available. Comment on any significant information that emerges from the data:**

- 31% growth in annual FTES since 2000-01 with no net increase in support staff
- 100% applications now processed on line (improved efficiency)
- 100% instructor grades now processed on line (improved efficiency)
- Positive student satisfaction results in surveys conducted in fall 2006 and spring 2009
- Increase in number of student clubs from 19 to over 70 in five years
- 100% seats filled in Student Senate (from 50% in 2002)
- All categorical and self-funded programs maintain balanced budgets and/or maintain reserves (eg: Health Center, Residence Halls, Community Education, Student Government)

- Describe the mechanisms used to monitor the unit’s effectiveness:

- Final FTES apportionment reports
- Student satisfaction surveys – division wide and program specific
- Higher success and retention rates for those students who access services (e.g. assessment, orientation, counseling, DSPS, EOPS, Financial Aid, Tutoring)
- Positive compliance reports from the Chancellor’s Office with regard to categorical programs
- Clean audit from the District auditors with regard to attendance accounting and record keeping.
- Clean audit from the Department of Education with regard to Veterans Services and Financial Aid.
- No OCR complaints filed with the Office of Civil Rights and/or complaints filed are not found to be substantiated

2) Currency

- Describe any efforts to support continual improvement and maintain currency:

- Use of student survey data to assess and evaluate program effectiveness and make improvements.
- Implementation of SLO’s throughout all student services programs.
- Implementation of assessment processes throughout all student services programs with regard to SLOs.
- Active in statewide shared governance – e.g.: CSSO Executive Board past-president; Chair-Student Services Advisory Committee; member of Goal Area Implementation Team (GAIT) for Chancellor’s Office System Strategic Plan

3) Resource Data

Department/Program Name	1000	2000	3000	4000	5000	6000	7000	Total Budget
06-07 Actual	\$136,655	\$60,100	\$46,720	\$5,653	\$23,296	\$0	\$0	\$273,054
07-08 Actual	\$155,555	\$65,630	\$50,270	\$4,271	\$10,483	\$0	\$0	\$286,209

1000 – Certificated Salaries, 2000 – Classified Salaries, 3000 – Staff Employee Benefits, 4000 – Books, Supplies & Equipment, 5000 – Other Operating Expenses & Service, 6000 – Capital Outlay, 7000 – Other Outgo

06-07 and 07-08 data includes TOPS Codes:

(If these TOPS codes do not correctly reflect your department budget, please let us know.)

- **Considering the data provided above, comment on the adequacy of the program's equipment and technology funding level:**

The Division Office budget is primarily salaries and benefits for the Vice President and Executive Assistant, with some discretionary funds that are allocated for staff travel and conference expenses. Funds were transferred from the Division Budget to the Dean of Student Services responsible for commencement as the costs of that activity have been increasing each year.

Existing funding levels are sufficient given that the program managers and deans have direct authority and responsibility for their area budgets.

- **Considering the data provided, comment on the adequacy of the program's management, classified and student help staffing levels:**

A. Current staffing levels at the Division office level are sufficient; however at the program level there is need to add additional supervision:

1. Admissions/Records Supervisor

This department services the entire district. There are 14 direct reports at the Rocklin Campus; 2 indirect reports at Roseville-Gateway; 2 indirect reports at NCC; and 1 at Truckee. The Department serves all 21,000 students from the point of application and for years after. Approximately 50,000 applications, 100,000 transcripts, 4,000 grade change, add/drop and other petitions, 2,000 graduation petitions, 6,000 class grades and rosters are processed and filed each year by the staff. The Rocklin Campus is open to serve students day and evening yet is supervised by only one program manager.

2. Dean, Student Services – NCC

Although the District operates as one college with multiple centers, the distance between Rocklin and NCC mandates that day to day supervision be provided at that site. While the operations staff at NCC report to a supervisor, 9 of the remaining 10 classified positions at the site work in student services and currently report directly to the Executive Dean. That staff attends departmental meetings with Rocklin and other Center staff, however much more interface and assistance is needed at NCC given the size and complexity of that Center. Of particular concern are the challenges presented by:

- ensuring compliance with the federal and state mandates to provide disabled students with reasonable academic accommodations
- ensuring intake support services (outreach, assessment, orientation, and counseling) are scheduled and staffed to meet student demand
- ensuring Admissions/Records, EOPS, and Financial Aid staff adhere to district policies and procedures
- improving relationships with feeder high schools
- Working with the Ghidotti High School program and the challenges and opportunities it presents.
- Functioning as the site's disciplinary officer
- Facilitating the growth in campus life and student government activities

B. Within the division, the classified staffing levels have remained flat over the past five years although FTE has shifted between and among departments. Positions that have been ranked at the Tier 1, level and are the greatest need are listed below in prioritized order:

- Increase Veteran's position from 50% to 100% to support new GI bill implementation and increase in numbers of students enrolling at the College.
- Replace vacancies in Admissions/Records
- Restructure the Distance Learning/TV classroom support staff positions by converting (2) 20 hour/week positions to (2) 40 hour/week positions. Over the past 3 years this department has lost (3) 20 hour/week positions and has been backfilling with temporary assistance.
- 20 hour/week library assistant at NCC – there is currently only one FTE to support the 4,000 students at the Center and to cover a 2-story facility.
- 20 hour/week health services technician – Health Center (categorically funded)

- **Comment on the adequacy of facilities:**

Current facilities are woefully inadequate. Although most student services programs moved into the renovated Winstead Center in 2001, the building is at maximum capacity. There are no more offices for faculty; there is no more room to add classified staff. The building desperately needs to be expanded to avoid having to move programs out. The adjacencies of support programs have proven very successful in increasing student access and use, as well as improving interworking relationships between and among programs and staff.

The Campus Center (building J) at the Rocklin Campus presents a second major challenge. It was originally built in 1962 and designed to serve 6,000 students. Not only has the campus grown to over 16,000 students, but unrelated programs such as the district mail room and the part-time faculty mail room and work room are currently housed in the facility. The district mailroom has an identified new location in the corporation yard area; however an alternative location for the part-time faculty mailroom/work room needs to be identified so as to revert that space back for a much needed expansion of the dining area.

4)

Summary/Closing

- **Evaluate the program's strengths, weaknesses, opportunities/future directions, challenges (Limit response to 250 words or fewer.):**

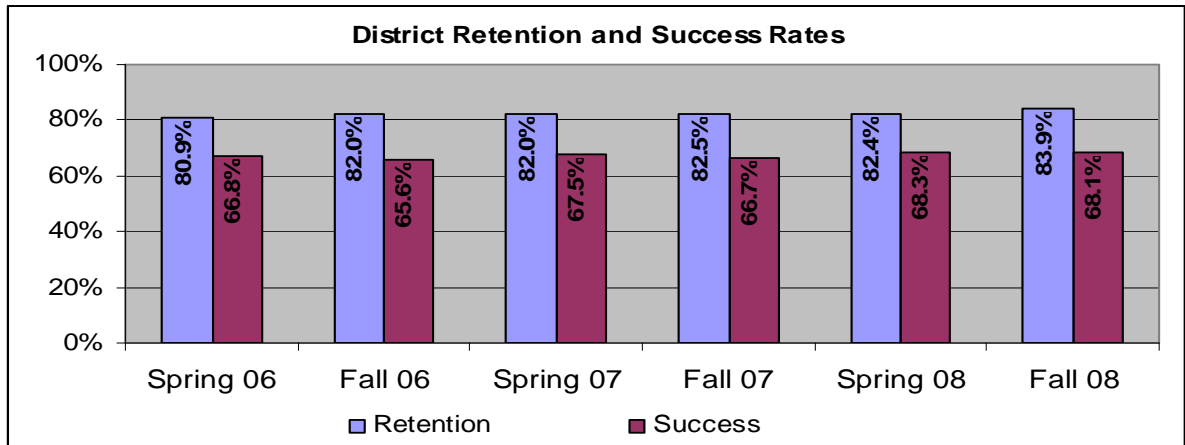
Staff in the division are dedicated and committed to helping students in every way possible. Managers have built close working relationships and engage together in a collaborative, inclusive, open manner to assist, help and support each other's areas. While the implementation of Banner has been extremely challenging, the launch of the student/instruction module – the biggest of the five modules – has been hugely successful. There is a culture of systems thinking that is applied to continually assess ways in which to better streamline services and increase efficiency, particularly in high volume high output departments such as Admissions/Records and Financial Aid. The concept of change is a given and is embraced by all. Staff is empowered to try new approaches, even if sometimes they are not successful.

There are many opportunities that lie ahead with the new functionality available with Banner 8 and the Luminis web portal. DegreeWORKs, once implemented will greatly improve counselor's efficiencies by allowing them to spend more time on students' personal and career needs as opposed to writing educational plans. Implementing this module in the current fiscal environment however will be extremely challenging.

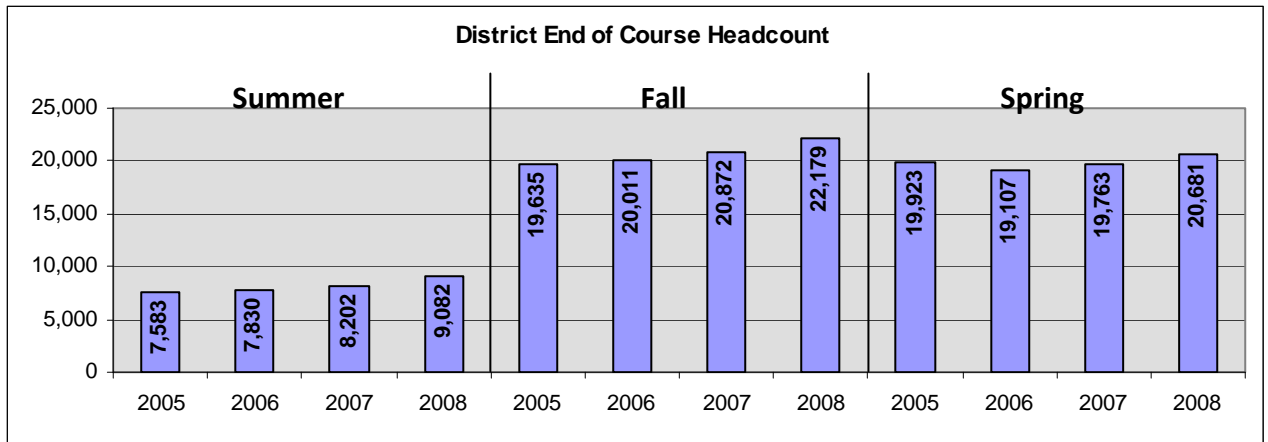
Future directions at this point in time are extremely uncertain given the huge cuts that lie looming. Categorical funding is proposed to be cut by over 60% which would decimate the programs that currently serve the district's most vulnerable students. Many advances that had been planned will have to be delayed or cancelled completely. The entire division will be challenged to prioritize down to provide only the core and essential services.

District Data Elements

- Retention and Success



- Enrollment Trends



- Productivity

