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COMPLETE

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Page 1: I. Program Overview and Update

Q1 Division/Service Area(s) Reviewed:

Student Services, VPSS

Q2 Lead Author and Collaborators:

Dr. Jessica Robinson and Gwen Nix

Administrative/Executive Areas Program Review Annual Update

Q3 Service Area Update (Required): Please summarize the changes, additions, and achievements that have occurred in your service area since the last program review annual update. Note you can access previous years' program reviews here (requires a District username and password).

The past year has provided an opportunity for the Division of Student Services to connect and discuss an overall vision for the student-centered work we perform. In January 2018 a new VPSS entered the campus. Before their arrival the student services division had undergone significant changes in its leadership which had left employees often feeling overlooked, underappreciated, and as though their concerns (big and/or small) would go unnoticed. This resulted in employees having to look after their own individual department with at times little to no regard as to how their departmental decisions could or would affect other student services departments and/or the college as a whole. In order to begin rebuilding trust within the Division the current VPSS implemented a full day Student Services leads team building retreat which allowed staff to revisit why they work in Student Services at Cuyamaca, as well as allow others to learn more about their own journey to their current position. Leaders left the retreat feeling a sense of trust and part of a team as evidenced by their retreat evaluation feedback.

Immediately following the retreat, the VPSS embarked on a "School the VPSS" expedition. During School the VPSS, the VP was able to meet all staff in each department, learn about the work they do, how they engage and interact with Cuyamaca students, what they are most proud of, and what standards or areas of operation they would like to alter if given the opportunity. School the VPSS visits were informative and allowed for a better understanding of each department in the student services division.

School the VP set the groundwork for an August 2018 all student services retreat which was attended by over 55 participants and focused on staff and faculty envisioning why they chose student services and what student centered success means to them and their position at Cuyamaca. Future all student services meetings will take place twice a semester under the headline, "CC Impact". CC Impact is an adopted phrase which encompasses the work we do to assist our students reach their educational and career goals. CC Impact is a philosophy which embodies best practice techniques which can be shared and replicated division wide.

This year also brought about the Caring Campus school wide initiative coordinated by the VPSS. The Caring Campus approach is sponsored by the California Community College's Chancellor's Office (CCCO) in partnership with the Institute for Evidence Based Change (IEBC). This methodology uses an evidence-based coaching model wherein assigned coaches work with Classified Professionals on brainstorming what can be in departments to increase student connectedness to the college. The program also guides student services and operational departments in developing strategies, which can be easily implemented campus-wide, to improve student success. To date, a kick-off event and one caring campus training (with 35 employees in attendance) has taken place at Cuyamaca with one additional training occurring March 2019.

Finally, the Student Services Division is embarking on a division wide organizational modification. One portion of the overall modification has already been completed. As of October 22, 2019, Agustín Orozco, the Associate Dean of Student Services & Special Programs is directly reporting to the Vice President of Student Services. As the Associate Dean of Student Services and Special Programs, there is a responsibility to manage numerous programs effectively and the need to connect with the high-level administration is essential. Since the creation of this position, Agustín has reported directly to the Dean of Counseling, Nicole Jones. Though effective, this reporting structure required an additional reporting step before connecting with the Vice President of Student Services for consult and approval. This change in reporting now has our Associate Dean report directly to the Vice President of Student Services allowing for seamless communication and oversight. This structure would match the Associate Dean reporting structures currently in place at most community colleges and supports the district value to foster a student-centered culture of excellence, trust, stewardship, and service.

Administrative/Executive Areas Program Review Annual Update

Q4 Please provide a summary of your administrative/service area outcome assessment efforts and findings from 2017/18. For assistance locating assessment information stored in TracDat, please contact the Institutional Effectiveness, Success, and Equity Office at brianna.hays@gcccd.edu.

The Office of the Vice President of Student Services provides vision and leadership for a student services team dedicated to excellence and fosters partnerships throughout the college to strengthen student access, success, and equity. The office is dedicated to a collaborative approach to student support and decision making, engaging in robust dialogue and information sharing with students, staff, and faculty. The Student Services Division assists students in navigating campus policies and procedures and is an advocate for implementing programs which improve a students' college experience.

One avenue the Division has used to begin the vision process is retreats. A Leads retreat took place on April 27, 2018. An additional, Division wide retreat took place August 10, 2018. Both retreats provided a safe environment to discuss personal, department and division-wide visions and goals.

Q5 OPTIONAL: Please use the button below to upload any additional/supporting documentation (in Word or PDF format) for the above question.

Student Services Leadership Retreat Evaluation Results - Spring 2018.docx(67.6KB)

Q6 How did (or will) your service area use its 2017/18 AUO assessment findings to improve its operations and/or the College's organizational health?

Past retreat evaluations show staff is engaged and wanting to be part of the strategic visioning and goal setting process. As such additional retreats have been planned for the 2019 year. This department and division-wide visioning process will continue at these retreats with the creation and implementation of departmental and division-wide strategic visions and goals.

Q7 OPTIONAL: Please use the button below to upload any additional/supporting documentation (in Word or PDF format) for the above question.

Respondent skipped this question

Page 3: III. Institutional Effectiveness

Q8 Please review any research data and/or reports for your service area and summarize the findings and implications for practice.

Student Service Leadership Advisory Team meetings occur monthly and are attended by all personnel in leadership positions throughout the Division. These meetings include the ongoing discussion of equity and equitable practices within the division. This includes the discussion of the development and implementation of the Title V Pathways grant; implementation of support and maintenance of the AB19 Promise Program; collaborative efforts with faculty and staff to identify effective practices related to student equity; the restructuring of the Student Success Equity Committee (of which the VPSS is now a Co-Chair of); and the planning of programming which allows the Division to address equity gaps across the Division and increase student access and success.

Q9 OPTIONAL: Please use the button below to upload any additional/supporting documentation (in Word or PDF format) for the above question.

Respondent skipped this question

Administrative/Executive Areas Program Review Annual Update

Q10 How has the service area used the results of these studies to improve services to the campus and overall organizational health?

Discussion on this topic has led to support for existing programs which promote equity as well as the creation of new programs and submission of grants which will increase and grow our efforts.

Q11 OPTIONAL: Please use the button below to upload any additional/supporting documentation (in Word or PDF format) for the above question. **Respondent skipped this question**

Page 4: IV. Previous Goals: Update (If Applicable)

Q12 Would you like to provide an update for your previous program review goal(s)? **Yes**

Page 5: Previous Goal 1

Q13 Previous Goal 1:

Create appropriate, meaningful, measurable VPSS office and division goals for each strategic priority

Q14 Link to College Strategic Goal(s): **Organizational Health**

Q15 Goal Status **In Progress**

Q16 How was the goal evaluated? If the goal is "in progress," how will it be evaluated?

Set goals will be understood and adopted across the Student Services division and will be assessed on a regular basis.

Q17 Please provide the rationale for this goal:

Creation of appropriate, meaningful, measurable VPSS office and division goals which align with the College's strategic priority are essential for division-wide accountability, vision, and success.

Q18 Please provide the goal action steps for the year (previously "Activities"):

Last year VPSS met with student services administrators and staff to begin the process of how and why the student services division must develop appropriate goals which reflect and support the College's strategic priorities. This year we will hold division-wide staff retreats and leads meetings to discuss, write and implement our strategic priorities.

Administrative/Executive Areas Program Review Annual Update

Q19 **OPTIONAL** Previous Goal 1 Additional

Respondent skipped this question

Documentation: If you have any additional documentation you would like to include in relation to this goal, please use the "Upload" button below. You can upload a Word document or PDF file.

Q20 Do you have another goal to update?

Yes

Page 6: Previous Goal 2

Q21 Previous Goal 2:

Provide administration leadership for a comprehensive and unified student services division.

Q22 Link to College Strategic Goal(s):

Organizational Health

Q23 Goal Status

In Progress

Q24 How was the goal evaluated? If the goal is "in progress," how will it be evaluated?

Learning what the student services division seeks was necessary in order to best achieve success in this goal. I faced this challenge head-on and have been able to make great progress in better understanding our team needs. Acquiring this knowledge was achieved by attending department meetings, participating in institutional committees, reading program reviews, having one-on-one conversations and monthly one-on-ones with department managers, and attending a summer-long "School the VP" learning expedition. Reflecting on these conversations weekly afforded me the unique opportunity to apply their feedback to my own goals and vision for the division. Ongoing consideration lead to two major accomplishments. First, a deep understanding of the division strengths, weakness, and areas for growth. And second, a solid student services organizational remodel plan which not only reflects my vision for the department but also input and feedback from those working in the division.

Q25 Please provide the rationale for this goal:

More engagement work must be completed in order to have Student Services Leadership Advisory Team members express satisfaction with the vision and future direction of Student Services and increase their department by department partnerships within the Division for student success.

Q26 Please provide the goal action steps for the year (previously "Activities"):

Engage with all Student Services personnel (to encourage partnerships and division-wide goals and vision) during CC Impact events, Caring Campus, one on one lead meetings, open office hours, and SSLAT.

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Q27 **OPTIONAL** Previous Goal 2 Additional Documentation: If you have any additional documentation you would like to include in relation to this goal, please use the "Upload" button below. You can upload a Word document or PDF file. **Respondent skipped this question**

Q28 Do you have another goal to update? **Yes**

Page 7: Previous Goal 3

Q29 Previous Goal 3:

Demonstrate authentic engagement of student services faculty and staff, particularly counselors in the design, implementation, evaluation, and ongoing improvement of guided pathways for students.

Q30 Link to College Strategic Goal(s): **Guided Student Pathways**

Q31 Goal Status **Completed**

Q32 How was the goal evaluated? If the goal is "in progress," how will it be evaluated?

Throughout the year I actively participated in the planning of guided pathways on campus and attended campus planning sessions as well several California Community College-Wide conferences. Attendance at these events has strengthened my knowledge and allowed me to assist my division in the successful analytical application of the model throughout our departments.

In addition, department staff, deans and directors have attended pathway conferences, meetings, and training sessions. Guided Pathway pillars are discussed at division meetings and are understood and adopted across the Student Services division. Several members of the student services division sit on the College Guided Pathways Steering Committee and one tenure track Counselor serves as the committees Co-Chair.

Q33 Please provide the rationale for this goal: **Respondent skipped this question**

Q34 Please provide the goal action steps for the year (previously "Activities"): **Respondent skipped this question**

Q35 **OPTIONAL** Previous Goal 3 Additional Documentation: If you have any additional documentation you would like to include in relation to this goal, please use the "Upload" button below. You can upload a Word document or PDF file.

INQUIRY TEAMS.docx (34KB)

Q36 Do you have another goal to update? **No**

Page 8: Previous Goal 4

Q37 Previous Goal 4: Respondent skipped this question

Q38 Link to College Strategic Goal(s): Respondent skipped this question

Q39 Goal Status Respondent skipped this question

Q40 How was the goal evaluated? If the goal is "in progress," how will it be evaluated? Respondent skipped this question

Q41 Please provide the rationale for this goal: Respondent skipped this question

Q42 Please provide the goal action steps for the year (previously "Activities"): Respondent skipped this question

Q43 ****OPTIONAL**** Previous Goal 4 Additional Documentation: If you have any additional documentation you would like to include in relation to this goal, please use the "Upload" button below. You can upload a Word document or PDF file. Respondent skipped this question

Q44 Do you have another goal to update? Respondent skipped this question

Page 9: Previous Goal 5

Q45 Previous Goal 5: Respondent skipped this question

Q46 Link to College Strategic Goal(s): Respondent skipped this question

Q47 Goal Status Respondent skipped this question

Q48 How was the goal evaluated? If the goal is "in progress," how will it be evaluated? Respondent skipped this question

Q49 Please provide the rationale for this goal: Respondent skipped this question

Q50 Please provide the goal action steps for the year (previously "Activities"): Respondent skipped this question

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Q51 **OPTIONAL** Previous Goal 5 Additional

Respondent skipped this question

Documentation: If you have any additional documentation you would like to include in relation to this goal, please use the "Upload" button below. You can upload a Word document or PDF file.

Page 10: V. New Goals (If Applicable)

Q52 Would you like to propose any new goal(s)?

Yes

Page 11: New Goal 1

Q53 New Goal 1:

Successfully implement Student Services re-organizational structure.

Q54 Link to College Strategic Goal(s):

Organizational Health

Q55 Please provide the rationale for this goal:

Implementing a more equitable, streamlined, and efficient organizational structure in some student service areas will increase the student success experience and stronger, more unified division.

Q56 Please provide the goal action steps for the year (previously "Activities"):

Over the past few months the VPSS has met with student services leads, departments and staff to discuss the proposed organizational modification allowing for feedback and questions. This plan has been solidified and approved by student services leads and deans. VPSS is currently working with Presidents cabinet to move the vision forward to approve and implement with the college and district support.

Q57 How will the goal be evaluated?

By year end, the division of Student Services will have completed a multi-step organizational modification including moving Outreach under Admission in Records, all of Veterans under Counseling, one Associate Dean to Dean, and one Director to Dean.

Q58 Do you have another new goal?

Yes

Page 12: New Goal 2

Q59 New Goal 2:

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

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Q60 Link to College Strategic Goal(s):

**Student Validation and
Engagement**

Q61 Please provide the rationale for this goal:

Regularly engaging in a system of assessment for student support services is necessary to ensure student needs are met and to gauge how satisfied students are with the services offered and the services they are receiving division-wide. Outcomes of assessments will be discussed to continue best practices and alter services when necessary.

Q62 Please provide the goal action steps for the year (previously "Activities"):

Work with department leads to ensure student service assessments are planned, scheduled, and completed.

Q63 How will the goal be evaluated?

Each Student Services department will have scheduled or completed a student services survey/assessment by February 2020. Data will be discussed and suggestions will be made to increase student service and support.

Q64 Do you have another new goal?

Respondent skipped this question

Page 13: New Goal 3

Q65 New Goal 3:

Respondent skipped this question

Q66 Link to College Strategic Goal(s):

Respondent skipped this question

Q67 Please provide the rationale for this goal:

Respondent skipped this question

Q68 Please provide the goal action steps for the year (previously "Activities"):

Respondent skipped this question

Q69 How will the goal be evaluated?

Respondent skipped this question

Page 14: VI. Resources Needed to Fully Achieve Goal(s)

Q70 Is the program requesting resources this year to achieve this goal?

No

Page 15: V. Faculty Resource Needs

Q71 Are you requesting one or more faculty positions to achieve this goal?

Respondent skipped this question

Page 16: Faculty Position Request(s)

Q72 Please remember to complete the Faculty Position Request Form (accessible here, under Staffing Request Information) for this position that you are requesting and upload it using the button below. The Faculty Position Request Form (In Word) can be located here (under Staffing Request Information). Brief Description of the Position Requested:

Respondent skipped this question

Q73 Related Program Goal(s):

Respondent skipped this question

Q74 Faculty Position Request Upload 1: Please upload the completed faculty request form for the above position using the button below. You can access the Word version of the Faculty Position Request Form here.

Respondent skipped this question

Q75 Faculty Position Request 2 (if applicable): Please remember to complete the Faculty Position Request Form (accessible here, under Staffing Request Information) for this position that you are requesting and upload it using the button below. The Faculty Position Request Form (In Word) can be located here (under Staffing Request Information). Brief Description of Position Requested:

Respondent skipped this question

Q76 Related Program Goal(s):

Respondent skipped this question

Q77 Faculty Position Request Upload 2: Please upload the completed faculty request form for the above position using the button below. You can access the Word version of the Faculty Position Request Form here.

Respondent skipped this question

Page 17: VI. Classified Staff Resource Needs

Q78 Are you requesting one or more classified positions to achieve this goal?

Respondent skipped this question

Page 18: Classified Staff Position Request(s)

Administrative/Executive Areas Program Review Annual Update

Q79 Classified Staff Position Request 1: Please remember to complete the Classified Staff Position Request Form (accessible [here](#), under Staffing Request Information) for this position you are requesting. Brief Description of Position Requested:

Respondent skipped this question

Q80 Classified Staff Position 1 Related Program Goal(s):

Respondent skipped this question

Q81 Classified Staff Position 1 Request Upload: Please upload a completed Classified Position Request Form for this request using the button below. You can access the Word version of the Classified Position Request Form [here](#).

Respondent skipped this question

Q82 Classified Staff Position Request 2: Please remember to complete the Classified Staff Position Request Form (accessible [here](#), under Staffing Request Information) for each position you are requesting. Brief Description of Position Requested:

Respondent skipped this question

Q83 Classified Staff Position 2 Related Program Goal(s):

Respondent skipped this question

Q84 Classified Staff Position Request 2 Upload: Please upload a completed Classified Position Request Form for this request using the button below. You can access the Word version of the Classified Position Request Form [here](#).

Respondent skipped this question

Page 19: VII. Technology Resource Needs

Q85 Are you requesting technology resources to achieve this goal?

Respondent skipped this question

Page 20: Technology Request(s)

Q86 Technology Request 1: Please remember to complete a Technology Request Form for each request you are submitting. You can access the online Technology Request Form [here](#): Technology Request Form

Respondent skipped this question

Q87 Technology Request 2: Please remember to complete a Technology Request Form for each request you are submitting. You can access the online Technology Request Form here: Technology Request Form

Respondent skipped this question

Page 21: VIII. Perkins and Strong Workforce Resource Needs

Q88 Are you requesting Perkins and/or Strong Workforce resources to achieve this goal?

Respondent skipped this question

Page 22: Perkins Request and Strong Workforce

Q89 Perkins Request and Strong Workforce 1: Please remember to complete the Perkins Request Form and submit it via the annual Perkins/Strong Workforce request process/cycle.

Respondent skipped this question

Q90 Perkins Request and Strong Workforce 2: Please remember to complete the Perkins Request Form and submit it via the annual Perkins/Strong Workforce request process/cycle.

Respondent skipped this question

Page 23: IX. Supplies/Equipment Resource Needs

Q91 Are you requesting supplies and/or equipment resources to achieve this goal?

Respondent skipped this question

Page 24: Supplies/Equipment Request(s)

Q92 Supplies/Equipment Request 1: In the boxes below please provide information on your request. Supplies/Equipment requests will be considered on a one-time funding basis.

Respondent skipped this question

Q93 Supplies/Equipment Documentation 1: Please upload any supplies/equipment quotes or additional documentation for this request.

Respondent skipped this question

Q94 Supplies/Equipment Request 2: In the boxes below please provide information on your request. Supplies/Equipment requests will be considered on a one-time funding basis.

Respondent skipped this question

Q95 Supplies/Equipment Documentation 2 : Please upload any supplies/equipment quotes or additional documentation for this request.

Respondent skipped this question

Page 25: X. Facilities Resource Needs

Q96 Are you requesting facilities resources to achieve this goal?

Respondent skipped this question

Page 26: Facilities Request

Q97 Facilities Request 1: Please provide the information below and remember to complete a Facilities Request Form accessible here: [Facilities Request Form](#)

Respondent skipped this question

Q98 Facilities Request 2: Please provide the information below and remember to complete a Facilities Request Form, accessible here: [Facilities Request Form](#)

Respondent skipped this question

Page 27: XI. Professional Development Resource Needs

Q99 Are you requesting professional development resources to achieve this goal?

Respondent skipped this question

Page 28: Professional Development Request

Q100 Professional Development Request 1: Please provide the information identified below and follow the process for requesting professional development funds, outlined here.

Respondent skipped this question

Q101 Professional Development Request 2: Please provide the information identified below and follow the process for requesting professional development funds, outlined here.

Respondent skipped this question

Page 29: XII. Other Resource Needs

Q102 Are you requesting any other resources to achieve this goal?

Respondent skipped this question

Page 30: Other Resource Requests

Q103 Other Resource Requests 1: Other resource requests will be considered on a one-time funding basis. Please fill in the information below.

Respondent skipped this question

Q104 Other Resource Requests 2: Other resource requests will be considered on a one-time funding basis. Please fill in the information below.

Respondent skipped this question

Page 31

Q105 Are you ready to submit your program review? If you click "No," you will be redirected to the start of the program review module.

Respondent skipped this question