Executive Summary: Vice President of Student Services

Major Program Goals
1. Promote innovation and data driven culture.
2. Build links between Student Services and Instruction
3. Focus on long term planning, including creation and assessment of new procedures, policies and program plans incorporating SSSP and Student Equity concerns
4. Decrease probation, increase certificates/degrees (Erin - page 11 of self study)
5. Break down silos
6. Better means of communication with students who don't check email
7. Develop intrusive interventions for students falling between the cracks

Concerns/Trends
1. Increase in funding and corresponding mandates.
2. Student mental health and basic needs as obstacles affecting academic success.
3. Need for institutional research support.
4. Need for administrative support for new initiatives and ongoing operations.
5. Lack of space for new staff.
6. Student engagement needs. .

Plans for Addressing Concerns
1. Hire two administrative positions, Dean of Student Success and Enrollment Services and Dean of Equity and Instructional Support.
2. Hire a Student Life Coordinator
3. Focus Student Support Service staff and programming on data and outcomes.
4. Forge connections with other college areas.

IEC Recommendations
1. With input from the campus community, examine and recommend the optimum Student Support administrative structure for the college,
2. Develop teams to research, develop, and implement tool and processes to improve faculty grading, student communication, high school student enrollment, and cohort identification and monitoring

Self Study Summary: Vice President of Student Services

Programs and Services:

California community colleges have undergone the worst recession in their history as well as unprecedented changes in mission, compliance, and outcomes. However, with these challenges also came record funding for new initiatives. This has been both a blessing and a challenge to Gavilan's student services departments, which include all access, "onboarding," registration/records, special support programs, counseling, advisement, and career/transfer services. The new initiatives have also placed greater weight on accountability and student outcomes, the way we provide services and their effectiveness, and whether we succeed at retaining at risk students sufficient to their completing their educational goals. This also portends changes in funding which will be closely tied to outcomes versus headcount/seatcount.

As the previous Program Review outlined, Gavilan student services were understaffed and in many respects this is just now changing, but not in every sphere. There continues to be a dearth of managers, especially at the dean level to share the responsibility of overseeing the division. New funding is now directly tied to core service provision and/or student outcomes, so what is funded and which departments benefit has changed. So far, new funding on the Instructional side has not been as forthcoming for Credit programs, so the essential linkages between SSSP, Equity, Basic Skills, etc. still need to be imagined, forged, and supported institutionally before their effectiveness can be evaluated.

The division is committed to maintaining existing core services; restoring those that have been lost; and enhancing integration and collaboration across areas to build efficiencies that result in higher student outcomes and satisfaction.

Accomplishments:

Major accomplishments were listed in detail above, but most significant for summary purposes are meeting SSSP and Equity guidelines; creating a campus-wide dialogue for increasing student success/completion and integrating program strategies; identifying additional staff and hiring them; and working toward a goal of improving our data analysis, student outcome measurements, and providing students with tools to be more self-directed and informed.

Supporting Student Outcomes:

As mentioned above, the Office of Student Services oversees all core and required "matriculation" services, which are an integral part of new success initiatives. SSSP guidelines required the division to focus on new students in particular, create clearer, information-packed pathways, and target at risk students with more intentional interventions. We will be following up with at risk students, using data to identify students close to meeting their educational goals and awarding degree/certificates, etc.

36

Division staff is integral to leading discussions and seeking improvements in integrated planning, institutional outcomes, data analysis, and Scorecard and IEPI goals. Student Services faculty and staff have always supported student outcomes; otherwise, we wouldn't be in these jobs.

Staffing Changes:

Although increased staffing was a program plan objective prior to the recession, the division had additional staff reductions over the last several years. This lack of critical staff has been most felt in MIS, Counseling, and additional support areas such as student retention, Institutional Research, and Career/Transfer services. SSSP and Equity funding has made it possible to identify new or restored positions, but the lack of HR staff to quickly process requests and our inability to attract new staff has complicated the hiring process. The lack of consistent and proficient Institutional Research and IT staff has also had an impact on department efficiencies and more streamlined services. We hope that in the next couple of years, we will see sufficient improvements in staffing that directly relate to improved student outcomes.

Trends:

New initiatives and funding; salary competition with other colleges leading to reduced hiring pools; new data reporting and accountability from State and Federal regulators; focus on outcomes versus access; new funding for Student Services without similar support for Instruction, leading to fewer innovations in curriculum, programs, or increased faculty and resources for additional course offerings in impacted areas.

Goals and Objectives:

These are clearly outlined above in detail; however in regard to the IEPI goals, the division should work to identify students who have or are near degree or certificate completion to help meet the new targets. Division goals and objectives are also defined by those in the SSSP and Equity reports and the reports and regulations in the categorical programs.