

2021-2022 Program Review



CAN Program Review (Administrative) - Office of Student Services (Fall 2021)

STEP 1: Program Review Narratives

2021-2022

Administrative Program Review (APR)

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Executive Summary

0. Executive Summary: Student Services has had a level of stability in its senior leadership (VPSS and two Deans) for the first time in three years. In fact, for the majority of this program review cycle, Student Services has had consistent leadership support which has been a tremendous strength for our area. This expanded support has allowed us to devote more focused attention to College-wide initiatives, local program support, and District-wide engagement. Given the demonstrated value and success of this addition, Student Services would benefit tremendously from investing in transitioning the Dean of Enrollment Services & Support Programs from Interim to Permanent. This addition will help the college to address areas of challenge that were exacerbated by the pandemic (registration barriers, financial aid processes, CRM platform strategic enrollment updates, targeted support to special program communities, etc.)

Program Context

1. Mission: The office of Student Services does not have a mission statement, outside of the College mission. Instead, the Student Services Planning Council does include a mission statement as part of its bylaws. The SSPC oversees the implementation of a comprehensive process for planning and assessing student services based on program review, the effective integration of student learning outcomes into program activities and services, and alignment with the college's mission and strategic goals.

2. Program Description: Student Services includes many different support programs, services, and resources. The various support programs provide various levels of support for students to achieve their academic, career, and personal goals. Currently, the Office of Student Services includes the Executive Assistant and Vice President of Student Services, along with the Dean of Counseling and Interim Dean of Enrollment Services & Support Programs.

3. Community & Labor Needs: The Office of the Vice President of Student Services continues to work closely with the Sequoia Union High School District and Job Train to determine how we can best support the needs of our local high school students and community programs.

Looking Back

4. Major Accomplishments: - Launched Guided Pathways Success Teams

- Designation of Retention Specialists for every Guided Pathways Success Team
- Hired Guided Pathways Assistant Director (.5 FTE)
- Launched search for Director of Student Support with shared leadership responsibilities to Guided Pathways
- Facilitated the closure of a 5-year implementation cycle for Guided Pathways (complete with Scale of Adoption of Assessments and Annual Reports)
- Hired Interim Dean of Enrollment Services & Support Programs
- Successful transition of entire Student Services area to fully virtual and hybrid in one week's time in Spring 2020 for nearly 2 years; preparing for in-person return
- Serve as lead Student Services Branch Director for one year during Emergency Operations Center and Daily Operations procedures
- Provided formula, framing, and distribution process for direct aid in emergency grants for students (CARES, CARES MSI, HEERF II, HEERF II MSI, HEERF III, HEERF III MSI, Immediate Action Plan)
- Launch of Dual Enrollment and CCAP courses in Fall 2021
- Remodeled, expanded redesign, and relocation of Dream Resource Center, Financial Aid Office, Veterans Resource Opportunity Center, TRIO Student Support Services, TRIO Upward Bound, Outreach, and Colts U Transfer Station for Transfer Center, Eso Adelante, and University Center

- Co-chair College Antiracism Task Force
- Co-chair ACES
- Co-chair Equity & Antiracism Leadership Group
- Served on the Districtwide Antiracism Council
- Instituted annual Latinx Heritage Month programming
- Successfully enrolled Cañada as a member institution of the Hispanic Association of Colleges & Universities
- Launched Student Services new meeting structure of Student Services Deans, Student Services Managers, and Student Services Huddles to ensure fluid communication within our programs and departments

5. Impact of Resource Applications: - Hired Interim Dean of Enrollment Services & Support Programs

- Hired Director of High School Transitions & Dual Enrollment
- Hired 4 Guided Pathways Reassigned Time Faculty
- Hired Guided Pathways Assistant Director (.5 FTE)
- Hired full-time, permanent Dream Resource Program Services Coordinator
- Launched and reorganized new Division of Enrollment Services & Support Programs within Student Services

Current State of the Program

6A. State of the Program - Observation: Currently, Student Services has focused on supporting Districtwide Initiatives and College Strategic Plans related to Guided Pathways and the Cultivate Redesign of the college. This 5-year implementation plan includes specific attention on building, clarifying, and strengthening pathways for student completion with highlights on building community, ensuring students feel connected and a sense of community in their journeys to achieving their goals. Student Services has centered the unique foundations of equity and antiracism in Guided Pathways.

Two of the three years of this program review cycle included critical student services support updates, shifts, and re-envisioning as a result of the intersection of multiple pandemics in 2020 and 2021: COVID-19 and journey to racial justice in response to increased anti-Blackness and racism toward BIPOC communities in the U.S. Each of these intersecting pandemics shifting the landscape of higher ed, and in this case, Student Services, in major ways. The pandemics posed significant challenges to staff morale, feelings of connection between staff/faculty/students, and technical challenges with remote work office setups and overall connectivity.

Student Services has invested time and personnel resources to building, strengthening and supporting a full shift to virtual learning, teaching, and remote work during the COVID-19 pandemic. All Student Services also engaged in division-wide professional development and critical racial equity tools and services to better understand and implement anti-racist leadership and practice throughout student services.

6B. State of the Program - Evaluation: The Student Services Planning Council has leaned on the assessments, coaching, and consultation of various external partners and systems to better understand the success of their interventions and resources. In 2020-2021, the University of Southern California’s Center for Urban Education distributed their assessment of our College Student Equity & Achievement Plan and provided specific evaluation of our plan.

The annual Guided Pathways Scale of Adoption Assessment and Annual Reports to track progress, expenses, and overall implementation have provided our GP Steering Committee with a yearly glance at progress to full implementation.

During the pandemic, Student Services worked with the Planning, Research and Institutional Effectiveness to issue various student surveys via text, email, phone, and focus groups in both English and Spanish on a variety of focused topics to address unique milestones of our emergency relief and student support efforts during the pandemic.

7A. SAO Assessment Plan: Student Services will continue to work with the system-wide assessments such as the Guided Pathways Scale of Adoption Assessments and external assessor tools such as USC’s CUE report to gauge successful implementation of recommended interventions in the coming semesters.

As we transition back to in-person services, Student Services will continue to monitor staff, faculty, and student climate via the Planning Council meeting structures and other more confidential resources (surveys, anonymous interactive platforms, etc.) in Spring 2022 and beyond.

7B. SAO Assessment Results & Impact: The USC CUE report provided Student Services and the broader campus specific feedback on how to make our plan even more equity-minded with specific and targeted language.

According to the CCCC Scale of Adoption Assessment metrics, Guided Pathways is on track to full implementation by the close of the 21-22 academic year with the focus and priorities of this year to ensure sustainability and full implementation beyond this fifth year of funding.

Each of the PRIE surveys that were distributed to students, faculty, and staff have been unique and have provided targeted feedback to inform timely updates to the programs and offices in Student Services. Specifically, the feedback has helped us to update and better align Admissions & Records processes for application to registration and has also helped us to better (re)brand and inspire a college-wide campaign to have all students complete a FAFSA or California Dream Act application.

Looking Ahead

8. Program Improvement Initiatives: Student Services will continue to support existing college-wide initiatives of Guided Pathways and move from implementation to sustainability. Additionally, we will also continue to support the Dual Enrollment, Promise Scholars Program, and Zero-Cost textbook initiatives that were recently approved for one-time funding over the course of the next three years. Lastly, we will also continue to explore targeted support for implementing innovative supports for antiracist and transformational leadership practices in Student Services. In supporting these aforementioned initiatives, Student Services will also continue to improve its leadership and organizational structure to best support the ongoing and critical initiatives for program improvement and student success.

Program Review Narrative Status: Complete

Related Documents & Links:

[Dean of Enrollment Services and Support Programs - Management Hiring Justification Fall 2021.pdf](#)

Goal Description: Title IX & 504/ADA Training for Student Services Personnel

To train Student Services Personnel on issues related to Title IX

Goal Status: 1 - New (PR)

Relevant Program Review Cycle: 2019-2020

Estimated Start Date: 07/01/2019

Estimated Completion Date: 06/30/2020

Who's Responsible for this Goal?: Dean of Counseling & Title IX Coordinator

Please select the college goals with which your program goal aligns.: Organizational Development - Focus institutional resources on the structures, processes, and practices that invest in a diverse student population and prioritize and promote equitable, inclusive, and transformative learning.

Please select the college strategic initiatives with which your program goal aligns.: Promote a Climate of Inclusivity

Action Plans

2019-2020 - To offer Title IX training to Student Services Personnel throughout the 19-20 AY (Active)

Who's Responsible for Completing this Action Plan?: Student Services Personnel

Estimated Completion Date: June 30, 2020

Resource Requests

**atIXa Title IX Training/Certification and 504/ADA Certification
T9 Mastered**

Type of Resource: Professional Development

Cost: 5000

Goal Description: Dean of Enrollment Services and Support Programs

Hire a full-time and permanent Dean of Enrollment Services and Support Programs with General Funds

Goal Status: 2 - Continuing (PR)

Relevant Program Review Cycle: 2020-2021, 2021-2022

Estimated Start Date: 07/01/2021

Who's Responsible for this Goal?: VPSS

Please select the college goals with which your program goal aligns.: Student Completion/Success - Provide educational and

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student services programs that highlight inclusivity, diversity, and equity in their mission to help students meet their unique educational goals and minimize logistical and financial barriers to success., Community Connections - Build and strengthen collaborative relationships and partnerships that support the needs of, reflect, and enrich our diverse and vibrant local community., Organizational Development - Focus institutional resources on the structures, processes, and practices that invest in a diverse student population and prioritize and promote equitable, inclusive, and transformative learning.

Please select the college strategic initiatives with which your program goal aligns.: Develop Clear Pathways, Improve Student Completion, K-12 & Adult School Partnerships, Implement Guided Pathways, Implement Guided Pathways, Create Process for Innovation, Promote a Climate of Inclusivity, Institutionalize Effective Structures to Reduce Obligation Gaps

Action Plans

2020-2021 - Organize search committee and set up hiring timeline to successfully hire a full-time and permanent Dean of Enrollment Services and Support Programs with General Funds for the 2020-2021 academic year. (Active)

Who's Responsible for Completing this Action Plan?: Vice President of Student Services

Estimated Completion Date: 7/01/20

Related Documents & Links:

[Dean of Enrollment Services and Support Programs - Management Hiring Justification Fall 2019.pdf](#)

Resource Requests

Dean of Enrollment Services & Support Programs

Status: Continued Request - Active

Type of Resource: Non-Instructional Personnel

Cost: 224514.88

One-Time or Recurring Cost?: Recurring Cost

Critical Question: How does this resource request support closing the equity gap?: The Dean of Enrollment Services & Support Programs has oversight and support for existing and innovative operational and organizational strategies to address gaps in the college's obligation to address equity, specifically in the areas of housing, food insecurity, financial support/literacy (through SparkPoint), minoritized communities (VROC and Dream Center), and enrollment (A&R and Financial Aid). This position is instrumental to the implementation, oversight and sustainability of Statewide legislative updates, Federal mandates, and local policy updates that address unique and timely changes in support for minoritized communities.

Critical Question: How does this resource request support Latinx and AANAPISI students?: Each of the programs and offices within this Division (A&R, Financial Aid, Health Center, SparkPoint, Dream Center, etc.) directly support Latinx and AANAPISI communities at the intersections that most often exacerbate disparities based on race/ethnicity, such as poverty, citizenship, socioeconomics, and access to healthcare. The vision and oversight of this position is critical to institutionalizing systemic interventions and resources and maximizing efficiencies between programs and functions. This Dean position has the organizational oversight of both federal, statewide and local resources to implement interventions and remove resources that impact the work of our offices and programs in support of our students.

Resource Priority Ranking: High Priority

New Management Hiring/Position - Please see attached "New Management Hiring/Position Justification" document. Recurring cost for this position is \$205,980 annual (plus benefits).

Status: Continued Request - Active

Type of Resource: Non-Instructional Personnel

Cost: 205980

One-Time or Recurring Cost?: Recurring Cost

Critical Question: How does this resource request support closing the equity gap?: The Dean of Enrollment Services & Support Programs has oversight and support for existing and innovative operational and organizational strategies to close the obligation gap, specifically in the areas of housing and food insecurity (through SparkPoint), marginalized communities (VROC and Dream Center), and enrollment (A&R and Financial Aid).

Critical Question: How does this resource request support Latinx and AANAPISI students?: Each of the programs and offices within

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this Division (A&R, Financial Aid, Health Center, SparkPoint, etc.) directly support Latinx and AANAPISI communities at the specific intersections that most often exacerbate disparities that are based on race/ethnicity, such as poverty, citizenship, socioeconomics, and access to healthcare. The vision and oversight of this position is critical to institutionalizing systemic interventions and resources and maximizing efficiencies between programs and functions.

New Management Hiring/Position_copy - Please see attached "New Management Hiring/Position Justification" document. Recurring cost for this position is \$162,108 annual (plus benefits).

Status: Continued Request - Active
Type of Resource: Non-Instructional Personnel
Cost: 162108
One-Time or Recurring Cost?: Recurring Cost

Goal Description: Implement Guided Pathways college redesign

Guided pathways reform is a student-centered approach that can dramatically increase the number of students earning community college credentials, while closing equity gaps.

Goal Status: 1 - New (PR)

Relevant Program Review Cycle: 2021-2022

Estimated Start Date: 01/22/2021

Estimated Completion Date: 01/21/2022

Who's Responsible for this Goal?: VPI and VPSS

Please select the college goals with which your program goal aligns.: Student Completion/Success - Provide educational and student services programs that highlight inclusivity, diversity, and equity in their mission to help students meet their unique educational goals and minimize logistical and financial barriers to success., Organizational Development - Focus institutional resources on the structures, processes, and practices that invest in a diverse student population and prioritize and promote equitable, inclusive, and transformative learning.

Please select the college strategic initiatives with which your program goal aligns.: Develop Clear Pathways, Improve Student Completion, Enhance Marketing, Implement Guided Pathways, Implement Guided Pathways, Institutionalize Effective Structures to Reduce Obligation Gaps

Resource Requests

Reassigned Time for 4 faculty leads (one for each Interest Area)

Status: New Request - Active

Type of Resource: Instructional Personnel

Cost: 100000

One-Time or Recurring Cost?: Recurring Cost

Critical Question: How does this resource request support closing the equity gap?: Guided pathways reform is a student-centered approach that can dramatically increase the number of students earning community college credentials, while closing equity gaps. Instructional Faculty Leads for each Interest Area are critical for the success of this approach.

Critical Question: How does this resource request support Latinx and AANAPISI students?: Guided Pathways Interest Areas and Success Teams are anticipated to help ensure that all students feel like they belong, that they are connected and supported, and that their academic pathway is clear and well supported. This will assist our Latinx (44% of all students) and AANAPISI (18% of all students) in particular since it will provide support beyond existing programs such as EOPS, Promise, etc.