College of San Mateo

Program Review
Office of the Vice President, Student Services

I. UNIT DESCRIPTION

1.1 What are the services offered and functions performed?

The Office of the Vice President, Student Services supports College of San Mateo's Mission and Diversity statements, listed below:

Mission Statement

College of San Mateo provides an exceptional educational opportunity to residents of San Mateo County and the Greater Bay Area Region. The college is an open-access, student-centered institution that serves the diverse educational, economic, social, and cultural needs of its students and the community. We foster a culture of excellence and success that engages and challenges our students through a comprehensive curriculum of basic skills, career and technical programs, and transfer preparation. The college uses analysis of quantitative and qualitative data and information, collaborative institutional planning, and assessment to inform decision-making and ensure continuous improvement. Our programs and services are structured, delivered, and evaluated to prepare our students to be informed and engaged citizens in an increasingly global community.

To achieve this mission, the college has adopted the following *Institutional Priorities*

1. Improve Student Success
2. Promote Academic Excellence
3. Promote Relevant, High-Quality Programs and Services
4. Promote Integrated Planning, Fiscal Stability, and the Efficient Use of Resources
5. Enhance Institutional Dialog

College of San Mateo Diversity Statement

College of San Mateo maintains a policy of inclusiveness that recognizes, values and reflects the diversity of the community we serve. As an academic

institution, we foster a dynamic learning and working environment that encourages multiple perspectives and the free exchange of ideas. We abide by the principle of equal opportunity for all without regard to gender, color, race, ethnicity, national origin, religion, age, economic background, sexual orientation, and physical, learning, and psychological differences.

Organizational Structure

The Vice President of Student Services (VPSS) is the chief student services officer. Reporting directly to the President of College of San Mateo, the Vice President of Student Services administers a comprehensive student services program. The student services unit is made up of 23 departments. Each of these departments is administered by a student services dean, director or program coordinator, who reports directly to the Vice President of Student Services. (See organizational chart attached.)

A program review is completed annually for all student services programs, thus providing detailed analysis and assessment at the program level. The program reviews are discussed at a meeting of the Student Services Council. These program reviews are posted on the PRIE website and are integrated into the institutional planning process, especially through SLO assessment, themes and trends, and funding requests.

Listed below are the primary duties and responsibilities of the Vice President, Student Services:

- Plan, develop, coordinate, implement, and evaluate the College's Student Services offerings to meet student needs. Currently these include: Child Development Center, CSM Connects, Health Services, Psychological Services, Scholarships, Student Activities, Enrollment Services, Financial Aid, International Students, School Relations, Counseling/Advising and Matriculation, Assessment, CalWORKS, Career Services, Student Employment and Co-op Services, DSPS, EOPS/CARE, Multicultural Center, Transfer Center, and Articulation.
- Coordinate and direct the activities of the Student Services Deans and Director.
- Develop and manage the Student Services budget including general and categorical funds.
- Provide leadership to ensure that the Student Services units are proactive and sensitive in the hiring and retention of culturally diverse staff, faculty, and administrators.
- Provide leadership in responding to accreditation standards.

- Work collaboratively with District and College construction management personnel on facilities projects.
- Work with the Vice President of Instruction, to further develop a student-centered model of education and to encourage integration of appropriate student support services and academic instruction.
- Develop and foster partnerships with community agencies and educational institutions.
- Participate collaboratively in strategic planning, policy development, and resource allocation.
- Serve on appropriate College and District committees.
- Represent the College to professional organizations, governance entities, community groups, and prospective donors and friends of the College.
- Review, monitor and participate in shaping regional, statewide, and federal issues concerning community colleges.
- Supervise, as appropriate, the development of on-going institutional publications, including the catalog and class schedules.
- Guide and monitor the ongoing development of student learning outcomes, outcomes assessment and program review and improvement for Student Services.
- Actively participate in shared governance consultations and collaborations.
- Ensure that all Student Services programs comply with applicable laws and regulations.
- Serve as the College discipline officer and ensure student due process with regard to disciplinary action and appeal processes.

The Vice President of Student Services is also responsible for several administrative operations of the college, chairing a number of college and district committees, and, effective July 1, 2013 serves as the Accreditation Liaison Officer for the college.

1.2 What is the "philosophy" guiding the unit's operations?

Providing relevant, high-quality student services are at the core of College of San Mateo's Institutional Priorities of promoting student success. The Office of the Vice President of Student Services is committed to student-centered and innovative support services that are responsive to the needs of CSM's students. In addition, the Office of the Vice President of Student Services ensures compliance with federal, state and local regulations. The Office has a strong

partnership with the Office of Instruction to ensure student success. Finally, student services provides support to faculty and staff, other administrators, district personnel and the general public.

1.3 Who are the recipients of the services performed?

At each of the program levels within student services, students are the primary recipients of the services. In addition, services are provided to faculty and staff and members of the public. In addition, the Vice President's Office staff routinely provides information to District and college personnel, provides reports and makes presentations, as requested, and disseminates information to law enforcement agencies.

Students Served (Information from the Educational Master Plan, Information Update, 2013, prepared by the Office of Planning, Research and Institutional Effectiveness [PRIE])

Fall 2012
Number of students: 9,946

Spring 2013
Number of students: 9,214

Other student related contacts:

During 2013-14, the following contacts were made:

- 66 student discipline matters
- 39 background checks

1.4 Institutional Student Learning Outcomes

The institutional (general education) student learning outcomes serve as the student learning outcomes for the Office of the Vice President, Student Services.

Effective Communication
The ability of students to write, read, speak, and listen in order to communicate effectively. Students should be able to:

- Comprehend, interpret, and analyze written and oral information;
- Express ideas and provide supporting evidence effectively in writing and in speaking;
- Communicate productively in a group or team situation.

Quantitative Skills

The ability of students to perform quantitative analysis, using appropriate resources. Students should be able to:

- Solve challenging problems that require quantitative reasoning;
- Interpret graphical representations of quantitative information.

Critical Thinking

The ability of students to analyze information, reason critically and creatively, and formulate ideas/concepts carefully and logically from multiple perspectives and across disciplines. Students should be able to:

- Identify, develop, and evaluate arguments;
- Assess the adequacy of both qualitative and quantitative evidence
- Understand diverse disciplinary perspectives and use appropriate modes of inquiry, including the scientific method.

Social Awareness and Diversity

The ability of students to recognize cultural traditions and to understand and appreciate the diversity of the human experience, past and present. Students should be able to:

- Understand and respect the range of diversity;
- Acknowledge the value of divergent opinions and perspectives;
- Work effectively with others of diverse backgrounds;
- Analyze the interconnectedness of global and local concerns, past and present.

Ethical Responsibility

The ability of students to make, with respect to individual conduct, judgments based on systems of values. Students should be able to:

- Identify ethical issues and understand the conflicts inherent in them;
- Identify possible courses of action in response to ethical issues and evaluate their consequences;
- Demonstrate ethical behavior in working with students, instructors, and the campus community.

The Office of the Vice President, Student Services is also responsible for ensuring that all student services programs complete Student Learning Outcomes. Many of the program student learning outcomes also address institutional (general education) student learning outcomes.

The following information from the *Student Campus Climate & Satisfaction Survey, General Education Student Learning Outcomes*, conducted June 2013, provides an assessment of the general education (institutional) student learning outcomes.

The 10-item section, "Based on my experience at CSM," measures students' self-assessed gains in mastering CSM's General Education (GE) Student Learning Outcomes (SLO's) [also the College's institutional student learning outcomes]. Questions cover all the GE SLO's thematic areas: Effective Communication, Quantitative Skills, Critical Thinking, Social Awareness and Diversity, and Ethical Responsibility.

Students are asked to rate "agreement" with statements about the skills or knowledge they have acquired using a 6-point agreement scale. The survey instrument does not identify this section as an SLO assessment.

Students (n = 888) reported very high levels of agreement, ranging from 96.8% to 98.8%. All items had increases in satisfaction since 2010, ranging from +2.6% to +5.1%.

II. EVIDENCE OF UNIT'S EFFECTIVENESS

2.1 Administrative Unit Strengths

The Office of the Vice President of Student Services with oversight by the Vice President of Student Services has attended to all the primary duties and responsibilities of the Vice President listed above. Listed below are key accomplishments and highlights and their link to the college's Institutional Priorities:

College Priority 1: Improve Student Success
- Collaboration with the Office of Instruction, Community Relations and Marketing Department, and Center for Student Life and Leadership Development to produce key institutional publications including the

Catalog, the Schedule of Classes, the Student Handbook, and the Faculty Handbook

College Priority 2: Promote Academic Excellence

- Established SSSP Task Force and co-chaired Student Equity Task Force to develop SSSP and Student Equity Plans to foster student success and achievement. Plans will be completed in fall, 2014.

College Priority 3: Promote Relevant, High-Quality Programs and Services

- Increased use of technology for delivering services to students. Nearly all student services are available online.
- Secured district funding to purchase an online orientation, advising, tutoring, and financial literacy program. The program will be implemented in the fall, 2014 semester.
- Additional revisions to Chapter 7, Board Policies and Procedures for Student Services.

College Priority 4: Promote Integrated Planning, Fiscal Stability, and Efficient Use of Resources

- The Vice President continues to serve as the co-chair for the college's Institutional Planning Committee (IPC) Information from IPC is regularly communicated with the college community.
- All Student Services programs ended the year within budget.
- Cabinet meetings of the President and Vice Presidents regularly focus on ways to efficiently use and leverage resources.

College Priority 5: Enhance Institutional Dialog

- Regular monthly meetings with members of Student Services Council, bi-monthly meetings with student services administrators, and as needed meetings with individual student services administrators in order to maintain communication among all units.
- Periodic trainings and retreats with all student services staff in order to maintain communication among all units and improve delivery of services.

- Close working relationship with the Vice Presidents, Student Services (VPSSs) at Cañada and Skyline.
- Close working relationship with Public Safety personnel to address public safety and security issues.
- Close working relationship with the Vice President of Instruction to ensure the integration of instruction and student services to support student retention and success. The Instructional Administrators Council meets with the Student Services Council several times a year to discuss various issues.
- Timely response to faculty and staff regarding student discipline matters

2.2 Improvement Areas (and Areas for Continued Progress or Innovation)
- Revised the Student Services webpage; made complaint procedures for students more prominent
- Established the College Safety website
- Provided communication to college staff regarding the SSSP and Student Equity regulations and timelines for implementation
- Participated in the CIAG process for student services, addressing all audit findings. These have now been addressed.
- Fully implemented the activities outlined in the Mental Health grant.

Future areas for continued progress or innovation include:
- Implement strategies identified in the BPA conducted for first time entering freshman, including developing mechanisms to address the "loss points" associated with the matriculation steps.
- Implement the new Student Success Act regulation and develop the SSSP plan and budget for College of San Mateo.
- Increase the staffing in the Transcript Evaluation Service to expedite the evaluation of student transcripts.
- Co-chair the Student Equity Task Force to develop the Student Equity Plan.
- Oversee the completion of the Accreditation Follow Up Report. Collaborate with the VPI, staff from PRIE, and the Dean of Academic Support and Learning Technologies to develop more coordinated system of data management for accreditation documentation.
- Continue to support the CIAG process for Student Services.
- Encourage and support student services departments' innovation in the areas of student access and student success.
- Continue to suggest revisions to the Academic Senate's program review template to better serve student services departments.
- Support professional development opportunities for student services faculty and staff

- Continue to make revisions in the student discipline process, including annual orientation for Discipline Committee and streamlining communication to students.

III. VARIABLES AFFECTING UNIT

3.1 Operational Mandates

The majority of Student Services units administered by the Vice President, Student Services, have a significant number of federal, state and local mandates that affect their operation. These include the California Education Code; Title 5; District Rules and Regulations, Chapter 7, Accreditation Standards from the Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges; and federal mandates which regulate many of the activities administered by the Vice President of Student Services. The college must adhere to these mandates.

3.2 Accreditation Concerns

Meeting accreditation standards is a critical component of all student services. The Vice President, Student Services, assumed the role as the College's Accreditation Liaison Officer, effective July 1, 2013. In order to ensure understanding of all ACCJC requirements, the Vice President has attended a number of accreditation workshops and trainings. In October, 2013, she coordinated the External Evaluation Site Visit and met with members of the accreditation team. The VPSS will also provide coordination of the Follow-Up report, due October, 2014, as well as the completion of the Annual Report, Substantive Change Report and any other accreditation reports.

3.3 Resources Evaluation

At the present time, the quantity and quality of resources in the Vice President, Student Services unit are adequate in terms of equipment, supplies and materials. The VPI, VPA, VPSS, and President's units have requested a full time Office Assistant II to serve as a greeter for these areas. The annual operating budget for the VPSS unit is $334,384.

IV. GOALS, ACTION STEPS, AND OUTCOMES

4.1 What are the Goals and Objectives for the unit?

All unit goals relate to several of the college's Institutional Priorities, listed below.

Priority 1: Student Success
Priority 2: Academic Excellence
Priority 3: Relevant, High-Quality Programs and Services
Priority 4: Integrated Planning, Fiscal Stability, and the Efficient Use of Resources.
Priority 5: Institutional Dialog

1. **Develop and Implement the Student Support and Success Plan (SSSP)** *and the Student Equity Plan*(Institutional Priority 1: Student Success, Institutional Priority 2: Academic Excellence, Institutional Priority 3: Relevant High Quality Programs and Services, Institutional Priority 4: Integrated Planning, Fiscal Stability, and the Efficient Use of Resources; Educational Master Plan; Key Assumptions: The diverse student population suggests the need for new pedagogies and student services' strategies to ensure student success and retention.)

   The following performance indicators will be affected by this goal: 1.1 Retention Rate, 1.2 Term Persistence Rates, 1.3 Successful Course Completion Rate, 1.4 Basic Skills Course Completion Rates, 1.5 Progression of Basic Skills Students, 1.6 Student Progress and Achievement Rate, 1.7 Number of SEPs/Advising Sessions, 1.8 Percentage of Matriculating Students Completing SEPS/Advising Sessions, 1.9 Number of Students Completing Orientation, 2.1 Transfer Rate, 2.2. Degrees/Certificates Awarded Rates, 2.3 Number of Degrees Awarded, 2.4 Number of Certificates Awarded, 2.6 Number of UC Transfers, 2.7 Number of CSU Transfers, 3.2 Student Satisfaction and Perception: Overall Ratings

2. **Implement the online student services for distance education students (COMEVO)** *The three colleges purchased an online orientation, advising, and financial literacy program. (Institutional Priority 1: Student Success, Institutional Priority 3: Relevant, High Quality Programs and Service; Educational Master Plan: Key Assumptions: The growth in distance education enrollments results in an increasing need for student support services to complement these programs.)*

   The following performance indicators will be affected by this goal: 1.1 Retention Rate, 1.2 Term Persistence Rates, 1.3 Successful Course

Completion Rate, 1.6 Student Progress and Achievement Rate, 1.7 1.9
Number of Students Completing Orientation

3. **Implement the new Sexual Violence regulations.**

   The following performance indicators will be affected by this goal: 5.1
   Employee Satisfaction and Perception.

4. **Ensure that all student services departments maintain accreditation**
   standards. Provide additional opportunities to discuss mapping program
   SLOs to Institutional GE SLOs *(Institutional Priority 1: Student Success,*
   Institutional Priority 2: Academic Excellence, Institutional Priority 3:
   Relevant, High-Quality Programs and Services, and, and Institutional
   Priority 5: Institutional Dialog)

   The following performance indicators will be affected by this goal: The
   following performance indicators will be affected by this goal: 1.1
   Retention Rate, 1.6 Student Progress and Achievement Rate, 1.7 Number
   of SEPs/Advising Sessions, 1.8 Percentage of Matriculating Students
   Completing SEPS/Advising Sessions, 1.9 Number of Students Completing
   Orientation, 1.11 Financial Aid Recipient Rate, 1.12 Total Amount of
   Financial Aid Awards Granted; 1.13 Number of Student Receiving
   Financial Aid, 1.14 Number of Students Receiving Scholarships, 2.1 Transfer
   Rate, 2.2. Degrees/Certificates Awarded Rates, 2.3 Number of Degrees
   Awarded, 2.4 Number of Certificates Awarded, 2.6 Number of UC
   Transfers, 2.7 Number of CSU Transfers, 2.9 SLOs: Percentage of Programs
   with Ongoing Assessment, 3.2 Student Satisfaction and Perception: Overall
   Ratings

5. **Ensure the integrity of all student services.** *(Institutional Priority 3: Relevant,*
   High-Quality Programs and Services)

   The following performance indicators will be affected by this goal: 1.1
   Retention Rate, 1.2 Term Persistence Rates, 1.3 Successful Course
   Completion Rate, 1.4 Basic Skills Course Completion Rates, 1.5 Progression
   of Basic Skills Students, 1.6 Student Progress and Achievement Rate, 1.7
   Number of SEPs/Advising Sessions, 1.8 Percentage of Matriculating
   Students Completing SEPS/Advising Sessions, 1.9 Number of Students
   Completing Orientation, 2.1 Transfer Rate, 2.2. Degrees/Certificates
   Awarded Rates, 2.3 Number of Degrees Awarded, 2.4 Number of

Certificates Awarded, 2.6 Number of UC Transfers, 2.7 Number of CSU Transfers, 3.2 Student Satisfaction and Perception: Overall Ratings

ACTION STEPS FOR GOALS

Goal 1
- Develop and submit SSSP plan and budget to address the "core services" of the Student Success Act: assessment, orientation, counseling. Develop and submit Student Equity Plan and budget to address achievement gaps as identified by institutional data.
- Revise student services programs to meet new Student Success Act regulations; revise matriculation activities to include more "intrusive" approaches;
- Provide training to staff regarding required data entry to ensure compliance with MIS data submissions;
- Provide communication to students regarding changes in regulations; specifically the changes in priority registration
- Continue to utilize technology to meet student needs

Goal 2

- Work with Dean of Counseling to provide training for counselors in the use of COMEVO
- Work with Director of Community Relations and Marketing to communicate information about the online service to students

Goal 3
- Work with the Vice President, Administrative Services, to schedule semi-annual training sessions for faculty and staff regarding public safety and security procedures; conduct emergency drills; provide education regarding Violence Against Women Reauthorization Act of 2013 (VAWA)
- Revise the structure and mission of the College Safety Committee to include Title IX and Section 504 training
- Update college website to reflect compliance with Violence Against Women Reauthorization Act of 2013 (VAWA)

Goal 4

- Maintain "Accreditation" as a standing item on Student Services Council meetings.
- Schedule specific meeting with staff from Planning, Research, and Institutional Effectiveness Office (PRIE) to further elaborate on mapping of

program SLOs to institutional SLOs, and to strengthen the SLO section of program review for student services.

Goal 5

- Continue to meet with student services administrators to explore best practices and implement additional programs and initiatives to increase student success. In 2014-15, a major focus for student services will be to participate in the first-year success initiative designed to close the achievement gap for younger students.

ASSESSMENT OF GOALS

Goal 1
1. Student Success Act and Student Equity regulations implemented by established deadlines
2. Closing of achievement gaps for identified student populations
3. Intrusive approaches identified with timelines for implementation

Goal 2
1. Software purchased and content developed
2. Timeline for implementation developed and met; program launched for student use
3. Training for counselors completed

Goal 3
1. Safety training conducted; increases in faculty participation and understanding of safety protocols
2. Website developed; additional Title IX and VAWA training completed

Goal 4
1. Accreditation standards met

Goal 5
1. Model for First-year success initiative developed

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4.2 Results of Pervious Program Reviews

V. SUMMARY OF RESOURCES NEEDED TO REACH GOALS

5. 1 Describe Resources Requested

The resource requests will be found in each student services unit Program Review. The resources specifically requested for the Vice President's unit are limited to a small increase in the operational budget.

Positions Requested	Expected Outcomes if Granted	Expected Impact if Not Granted
Administrative Assistant to the Accreditation Liaison Officer	Increased monitoring of accreditation submission dates; assistance with accreditation reports and other documents and college communications	.

For Non-personnel Requests:

Resources Requested	Expected Outcomes if Granted	Expected Impact if Not Granted

VI. PROGRAM REVIEW PARTICIPANTS AND SIGNATURES

Date of Program Review evaluation:

Please list the department's *Program Review and Planning* report team:

Primary program contact person: Jennifer Hughes
Phone and email address: (650) 574-6118
Classified staff: Input provided by Dennis Tordesillas, Administrative Assistant

Jennifer Hughes
_____
Primary Program Contact Person's Signature   Date

Dennis Tordesillas

Other Participant's Signature   *Date*

Other Participant's Signature   *Date*

Other Participant's Signature   *Date*

Other Participant's Signature   *Date*