PORTERVILLE COLLEGE
OFFICE OF STUDENT SERVICES

“2011-2014 Plan of Action”
(Three Year Strategic Plan)

Spring 2011
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INTRODUCTION

The Office of Student Services is dedicated to the following vision as stated in its Vision, Mission, and Values Statement: “To be acknowledged for our outstanding service to students; recognized as committed and student-centered practitioners; and regarded as catalysts in the success of our students.” To that end, we value review, introspection, planning, and program improvement. This Three Year Strategic Plan has been developed to assist us to remain focused on our goals, continue to plan for the future, meet our students’ needs, and improve the delivery of our services.

In addition to the ongoing commitment of the Office of Student Services toward providing quality services, there were essentially four other driving forces behind the development of this Plan of Action (or Strategic Plan):

- Results from the spring 2009 Office of Student Services comprehensive program review
- The division’s experiences with and response to the recent categorical budget cuts
- The responses from the SWOT analysis surveys completed by the Student Services staff in spring 2011
- Student Services’ commitment to meeting the standards of the Accrediting Commission for Community and Junior Colleges (ACCJC)

Each of these forces, explained below, reinforced the need for long term planning, rather than just short term responses, in our continued efforts to review our programs and improve our services.

Office of Student Services 2009 Comprehensive Program Review

In spring 2009, the Office of Student Services conducted a comprehensive program review as part of the college’s regular cycle of review. Each program within Student Services developed and submitted a program review and these individual reviews were compiled into a comprehensive report.

As the specific program reviews were evaluated, it became apparent that there were three broad commonalities in the areas of improvement within all of the programs: staff, space, and technology. The following are the summary statements of need found in the program review report:

- Most programs have staffing concerns and are in need of additional full-time, part-time and/or adjunct personnel.
- Office space is limited and needs to be expanded to allow for program expansion and better quality of service to students.
• Student services-related technology needs to be improved upon and additional computers and/or labs made available in our area due to online registration, planned online degree audit system, EUREKA, ASSIST, and other online sources for students.

As indicated above, the program reviews noted some general areas in which the Office of Student Services needed to focus on as part of its planning for continued improvement. However, what became an unwelcomed challenge in our response to the program review findings were the significant budget reductions the college began to face and plan for during the 2009-10 academic year and summer of 2010.

**Budget Cuts**

In response to the severe budget reductions, especially in its categorical programs, Student Services embarked on a significant exercise of introspection and review during the 2009-10 academic year to develop an approach that would continue to provide core services to students during a time of budget reductions.

Understanding this challenge, the directors in the various programs in Student Services came together in fall 2009 to brainstorm answers to the following question:

*How can we share our resources in an effort to integrate our services while still maintaining the integrity of our categorical and grant-funded programs?*

As various answers were being discussed and analyzed, it became obvious that many of the potential suggestions that could be implemented related directly to the general finding of needs from the comprehensive program review in terms of staffing, office space, and technology.

With some staff layoffs, vacant positions left unfilled, and reductions in adjunct counselors, a reorganization of the reporting structure in Student Services was developed and implemented in an effort to better coordinate our services. In addition to divisional reorganization, various strategies such as providing services in groups, enhancing the webpage, and developing additional online services were discussed and considered.

**SWOT Analysis**

During the spring 2011 term, an “All Staff” meeting was held that included all of the staff in Student Services - administrators, counseling faculty, and staff, both full-time and part-time. One of the assignments from this meeting was for each staff member to complete a SWOT survey regarding the Student Services division. A SWOT survey is one that looks at an organization’s strengths (S), weaknesses/areas of improvement (W), opportunities (O), and threats (T).
The results from the survey were compiled and the general groupings or various themes that were identified in each category are listed below:

<table>
<thead>
<tr>
<th>SWOT Category</th>
<th>Themes Indicated</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
<td>Dedicated and compassionate staff</td>
</tr>
<tr>
<td></td>
<td>Staff work as a team and respect, support, and care for each other</td>
</tr>
<tr>
<td><strong>Weaknesses</strong></td>
<td>Inadequate amount of staff to serve all students</td>
</tr>
<tr>
<td></td>
<td>Need better communication across the division</td>
</tr>
<tr>
<td></td>
<td>Improve facilities and technology to better serve students</td>
</tr>
<tr>
<td><strong>Opportunities</strong></td>
<td>Support of faculty who may assist in our efforts</td>
</tr>
<tr>
<td></td>
<td>Local school districts and other agencies that we can coordinate with Grants and other funding sources may be available</td>
</tr>
<tr>
<td><strong>Threats</strong></td>
<td>Budget cuts</td>
</tr>
<tr>
<td></td>
<td>Overworked staff resulting in increased stress levels</td>
</tr>
</tbody>
</table>

Recommendations to address the themes from the SWOT survey are incorporated into the strategies listed later in this plan.

**ACCJC Standards**

The ACCJC standards emphasize integrated planning, use of quantitative and qualitative data, ongoing and systematic evaluation, and providing services that support student learning. To that end, and despite budget cuts and staffing reductions, Student Services is committed to meeting the ACCJC standards in our efforts to enhance our programs and better serve our students.

**STUDENT SERVICES VISION, MISSION, AND VALUES**

The accreditation team report from the 2006 visit emphasized that the college mission statement should be the “driving document for institutional planning.” In this same spirit, the following Student Services “Vision, Mission, and Values Statement” will serve as the sub-driving statement for planning within the Office of Student Services.
OFFICE OF STUDENT SERVICES

The Office of Student Services is committed to the vision, mission, and values statements as listed below and will maintain our responsibilities, complete our tasks, and serve our students in this spirit and dedication.

Vision, Mission and Values Statement

Vision

To be acknowledged for our outstanding service to students; recognized as committed and student-centered practitioners; and regarded as catalysts in the success of our students.

Mission

The Office of Student Services strives to enhance the educational experience of our students by providing programs and services designed to empower students to attain their academic, personal, and life goals.

To accomplish our mission, the staff of the Office of Student Services will:

- Offer quality programs to help students achieve their academic, personal, and vocational goals.
- Provide timely and accurate information and advice regarding academic policies and procedures, requirements, and campus resources.
- Assist prospective, current, and returning students to understand and meet their academic requirements.
- Collaborate with faculty and staff to enhance student learning and success.
- Promote student leadership and involvement.
- Serve as a campus information and referral agent.

Values

In support of our mission statement, the Office of Student Services is committed to certain core values that define the character of the programs and services we provide.

- **Students** – The Office of Student Services values each individual student and is committed to the college Mission Statement’s introductory statement, “With students as our focus...”
- **Service** – The Office of Student Services is committed to providing the most effective service possible to every student it serves.
• **Professionalism** – The Office of Student Services staff will work in a professional manner with each student, faculty, staff, and administrator; treating everyone with the respect and dignity they deserve.

• **Confidentiality** – The Office of Student Services will adhere to confidentiality in counseling sessions except as required by law so that students can be free to express themselves, and also maintain confidentiality in the maintenance of academic records and related files.

• **Learning** – The Office of Student Services supports student learning and development and will provide necessary programs and services designed to enhance the overall learning experience of our students.

• **Assessment** – The Office of Student Services is committed to an on-going process of assessment designed to monitor and improve the effectiveness of our services.

**DEFINING GOALS, STRATEGIES, AND EXPECTED OUTCOMES**

Goals, Strategies, and Expected Outcomes Definition

In most cases, the goals listed below are overarching or general goals that the Office of Student Services plans to attain within the next three years. The strategies listed under each goal are more specific and concrete activities that will be employed in our efforts to meet each goal. The expected outcomes are the results that will be achieved upon completion of the strategies.

**SMART Goals Application**

To strengthen the goal development process, the concept of “SMART” goals was introduced during one of the workshops presented by the P.A.S. Associates as part of the Kern Community College District’s 2009-10 “Executive Leadership Series”. The acronym for SMART has a number of different variations but whatever the words that are used the main rationale of this concept is to develop well rounded goals that will enable a person, program, or organization to be successful. When the various words within the SMART concept are addressed for each goal, this ensures that the goal incorporates the key concepts for it to be successful, useful, and appropriate.

Since the intent is to measure and achieve the goals, strategies, and outcomes, the SMART concept has been modified for the purposes of this Strategic Plan so that each goal, strategy and outcome has a SMART application. With that, the original SMART concept is modified and referred to as 2SMART; with the first word in the 2SMART wording pair applying to the goal and, since the strategies and expected outcomes are directly linked, the second word applying to the strategies and outcomes.
As noted above, the application of 2SMART is included in this plan to emphasize that each goal, strategy, and expected outcome is appropriate, well rounded, and applicable to the success of our efforts in Student Services.

**2SMART Application for the Goals, Strategies and Expected Outcomes**

**S**  **Significant and Specific**

The Goal will be *significant* to our students, the Office of Student Services, or to the college; not frivolous, but one that addresses an identified need. The Strategies and Expected Outcomes will be *specific* in their application to our efforts in serving students with defined activities and results.

**M**  **Meaningful and Measurable**

The Goal will be *meaningful* in that it is relevant or has meaning to our overall efforts in serving our students. The Strategies and Expected Outcomes will be *measureable* yet completed with the understanding that some objectives may be easier to measure than others.

**A**  **Appropriate and Action-oriented**

The Goal will be *appropriate* to our overall efforts of serving students as stated in the Mission Statements of the college and the division. The Strategies and Expected Outcomes will be *action-oriented* and will have specific actions, plans, and results that will be realized during the course of the next three years.

**R**  **Realistic and Results-oriented**

The Goal will be *realistic* in that it will represent an objective toward which the program staff is able to work towards. The goal will not be one that is so outlandish that there is little ability or interest to even attempt to reach it. The Strategies and Expected Outcomes will be *results-oriented* and have as their focus results that can be documented and celebrated when accomplished.

**T**  **Timely and Time-based**

The Goal will be *timely* in that it is something that meets the needs of our current students but can be modified as needs and student demographics change. The Strategies and Expected Outcomes, whenever possible, will be *time-based* and grounded within a time frame. With no time frame tied to them, there may be no sense of urgency to complete them. In most cases, the time frame will the three year period of this plan.
STUDENT SERVICES GOALS: 2011-2014

In order to improve our services and meet the needs of our students during the next three years, the following goals have been established. Since this plan is to also be a living document, these goals and strategies may change over time, and some activities will be ongoing and never really completed. Following the listing of these goals is a more detailed explanation of the goals and the strategies that will be accomplished in an effort to meet the goal.

Goal 1  **Shifting our focus in Student Services from “helping” students to “teaching” them**

Goal 2  **Encourage and foster divisional communication and collaborative processes**

Goal 3  **Enhance the delivery of services through technologies and effective space utilization**

Goal 4  **Research, review, and implement services reflecting best practices**

Goal 5  **Increase local collaborative efforts and grant funding possibilities**

Description of Goal, Strategies, and Expected Outcomes

The following describes the specific goals, indicates the various strategies that will be accomplished to meet the goal indicated, and lists the outcomes expected as a result of the completion of the goals and strategies.

**Goal 1  **Shifting our focus from “helping” students to “teaching” them**

This initiative should not be misconstrued to mean that we will no longer “help” students. However, since the various programs within Student Services have realized staff eliminations, vacancies left unfilled, reduced part-time assistance, and modifications to office hours, the ability of staff to always be available to help students has been impacted. Therefore, services will need to be designed more in an effort to teach students to find the information themselves rather than students relying on a staff person to help them find it.

The completion of this Goal will include the following Strategies:

1.1  **Staff training, encouragement, and ongoing support to implement this cultural shift in professional focus.**
1.2 Redesign of the Student Services website and the various program-specific web pages to make it easier for students to navigate and find information.
1.3 Completion of an extensive FAQ that will provide answers to various questions in a multitude of categories that students may ask.
1.4 Modify the orientation session from orienting students to the campus to teaching them to navigate themselves through the campus.

The completion of these Strategies will result in the following Expected Outcomes:

- As found in student surveys completed after orientation and counseling sessions, and also in the Education courses, students will indicate that they are able to find general information themselves rather than having to come on campus to have a staff member find it for them.
- Discussions in focus groups with counselors will show that in comparison to previous years (before the implementation of the FAQ, website modifications, etc.) there has been a reduction in time spent in counseling sessions discussing basic issues, thereby allowing the counselors more time to work with students with more intense needs.
- A faculty survey will indicate that faculty and staff have used the FAQ in their interactions with students so they do not have to refer the students for an appointment in Student Services.

**Goal 2 Encourage and foster divisional communication and collaborative processes**

Communication plays a key role in the success of any workplace environment and serves as the foundation for the effective and efficient implementation and delivery of practices, procedures and services. Communication within the workplace helps achieve the desired outcomes of an organization and enhances the interrelationships and collaboration among the staff. Through the implementation of various practices and processes, the staff in Student Services will enhance communication, not just within programs but within the division as a whole, and this communication will eventually assist in better delivery of information and services to students.

The completion of this Goal will include the following Strategies:

2.1 Scheduling one “All Student Services” staff meeting each term at which all staff in Student Services, including management, faculty, and classified, will come together to collectively discuss issues and plan services.
2.2 Provide regular, on-going opportunities for staff to provide feedback that will include surveys; the implementation of a student services list serve; and regular individual or group meetings with managers.

The completion of these Strategies will result in the following Expected Outcomes:
A staff survey will indicate that staff are more knowledgeable about the activities of the whole division, and feel they are part of the larger Student Services team, after the implementation of the strategies listed above.

Focus group discussions with staff who work directly with students, e.g. counselors, financial aid staff, A/R counter assistants, etc., will indicate that the dissemination of information to students has improved since staff are more knowledgeable about the various activities and services offered by all of the programs in the division.

Goal 3  
**Enhance the delivery of services through technologies and effective space utilization**

As students continue to interface with the internet and related technologies in almost all facets of their lives, Student Services will continue to investigate opportunities to meet and serve students where they are. In addition to technology, the actual physical layout of the offices or locations of programs can be designed and improved upon to enhance the delivery of services.

The completion of this Strategic Goal will include the following Goal Objectives:

3.1  Completion of the Student Services computer lab and potential reorganization Student Services area to improve traffic flow and service delivery.
3.2  Re-design the Student Services webpage so online students can access all services that on-campus students are able to in an easy to follow format and design.
3.3  Implement online orientation and a comprehensive Frequently Asked Questions (FAQ).

The completion of these Strategies will result in the following Expected Outcomes:

- The number of services for distance education students will have increased as compared to the number offered in 2010-11.
- Counselor focus groups will indicate that since the implementation of the strategies in 2011-12 there has been a reduction in counselor time dealing with non-critical issues thereby increasing time for more pressing and personal issues with students.
- A student survey will indicate satisfaction with the Student Services computer lab and online orientation.

Goal 4  
**Research, review, and implement services reflecting best practices**

No one staff person, or no one college, has all the answers or knows all the best methods to use in serving our students. Rather, colleagues on campus and elsewhere may provide ideas that could be utilized in our division’s planning. With that, the staff will be encouraged to research best practices, read the literature, attend conferences and meetings, and report back to staff on what was learned.
The completion of this Goal will include the following Strategies:

4.1 At least one staff person from each program in Student Services will attend a conference, meeting, or workshop during the academic year that relates to best practices in serving students.

4.2 Upon return from the conference, meeting, or workshop, each attendee will complete a “Student Services Planning form” and make a verbal report to a Student Services staff meeting that will highlight the topics discussed that may impact planning in Student Services or within the college as a whole.

4.3 At the end of each academic year the Vice President, Student Services will develop a report that compiles all of the planning topics that were reported on during the year that could be used in goal setting for the next academic year.

The completion of these Strategies will result in the following Expected Outcomes:

- In comparison to 2010-11, the number of conference, meetings, etc. that staff attended will increase each subsequent year.
- A staff survey will show an increase since 2010-11 in new activities that were developed or implemented which included best practice methods.
- Staff focus groups will indicate that their participation in related opportunities has enhanced their professional development.

**Goal 5 Increase local collaborative efforts and grant funding possibilities**

With the recent reduction in funding and the probability of continued budgetary uncertainty for the next several years, enhanced collaboration with potential partners could result in maintaining or even increasing the amount of available services. This collaboration would include on-campus staff in other disciplines in addition to interfacing with the activities of local school district campuses. As grant dollars become available, determined efforts should be employed to seek out funding sources in an effort to provide additional services for our students.

The completion of this Goal will include the following Strategies:

5.1 One joint staff meeting each year with local school district counselors and any of their administrative and student services staff will be held on campus with Porterville College Student Services and instructional staff to discuss coordination, sharing of ideas, etc.

5.2 Collaboration between the counselors and divisions will be enhanced through joint meetings in which issues are shared relating to the advising of students in their respective majors/disciplines.
5.3 At least one student services related grant that may become available will be evaluated and considered each year for submission for funding.

The completion of these Strategies will result in the following Expected Outcomes:

- At the conclusion of the joint meeting, a survey of the community and college staff will indicate that each are better informed of the activities and challenges each entity faces.
- Beginning in 2011-12, the number staff who participated in joint collaborations such as workshops, meetings, or other activities will increase each year in comparison to 2010-11.
- Focus groups or individual meetings with the division chairs or other members of the divisions will indicate satisfaction with and a desire to continue the division/counselor collaborative efforts.
- At least one student services related grant will be submitted during the timeframe of this plan that will improve, enhance, or expand our services to students.

**PROCESSES IN STUDENT SERVICES TO ENHANCE PLANNING**

The Office of Student Services values planning and review as an integral part of our overall commitment to improving or enhancing our programs and services. In support of this, the following processes have been established to enhance planning and thereby enhance the continued improvement of our services.

- The implementation of the Student Services Planning Council (see Appendix for Council description)

The membership of this Council includes the Vice President, Student Services; the Enrollment Services director; the Director of Student Programs/Athletics; the Special Services director; and the faculty chair of the Student Learning division. The basic objective of the Council is to “...plan, discuss, and set long range goals and short term objectives...” for the Office of Student Services. The Council started meeting in fall 2010 and has begun to address the goals and strategies within this plan.

- The Student Services Planning Calendar (see Appendix for full calendar)

This calendar is coordinated with the general college calendar, but also includes activities specific to Student Services. It also documents when certain reports need to be completed and submitted so that the various programs will meet their respective reporting timelines.

- The Student Services Planning Form (see Appendix for copy of form)
This form was developed in fall 2010 and will be used by each staff person who attends a district, regional, or state committee, conference or other related meeting. The staff person will complete this form upon return, submit it to the Vice President, and then report on it during a subsequent staff meeting. This form is used to document or address issues or topics that might impact the overall planning of Student Services or the college in general.

- **Ah Ha! Moment forms** (see Appendix for copy of form)

Sometimes staff members get an idea about implementing or improving a service at a moment’s notice. To capture these ideas, Ah Ha! cards/forms will be placed at each staff person’s desk. When an idea comes to mind that could be incorporated in our efforts to improve our services, they will put the idea on one of these forms and submit it to the VPSS for consideration and planning.

- **The Student Services SAO Reporting and Planning Form** (see Appendix for copy of form)

The intent of this form is to report on and document the outcomes assessments that are being completed, the results of these assessments, and how the results will be used toward quality improvement of services.

- **The implementation of a Student Services mid-cycle abridged program review** (see Appendix for copy of document)

As part of the college’s established program review process, Student Services completes a comprehensive program review every three years. In addition to this, an abridged mid-cycle program review will also be completed in off-cycle years so that each program in Student Services is reviewing itself each year, rather than every three years.

**THE NEXT STEPS:**

**Implementation and Evaluation**

**Implementation**

The implementation phase of this Strategic Plan is already underway.

The Student Services Planning Council has begun planning and discussing various aspects of this plan and work is ongoing toward the completion of the goals and strategies. As the academic year progresses, the goals, strategies, and outcomes are discussed in the meetings of the Planning Council, counselor staff meetings, specific program staff meetings, and in general
discussions among the staff. As this plan continues to be reviewed, the Strategic Plan Progress Report form (see Appendix) will be updated accordingly.

Evaluation

This Strategic Plan and its planning processes will be evaluated consistently and modifications made as appropriate.

The Strategic Plan Progress Report form will be used to report and monitor the completion of the various goals and strategies. Any significant modifications will be noted and, if necessary, a revised program review completed. An end-of-year report will be presented in May of each academic year that will provide a review of the accomplishments and plans for the following year. As stated earlier, this Strategic Plan will be a living document and modifications may be made as the review of the various activities and resulting accomplishments continues during the year.

SUMMARY

Strategies Snapshot

The following are all of the Strategies that were previously listed under each of the Goals in this plan. In essence, the following is a snapshot of what the Office of Student Services will be doing during the next three years in our efforts to complete our Goals.

- Staff training, encouragement, and ongoing support to implement this cultural shift in professional focus.
- Redesign of the Student Services website and the various program-specific web pages to make it easier for students to navigate and find information.
- Completion of an extensive FAQ that will provide answers to various questions in a multitude of categories that students may ask.
- Modify the orientation session from orienting students to the campus to teaching them to navigate themselves through the campus.
- Scheduling one “All Student Services” staff meeting each term at which all staff in Student Services, including management, faculty, and classified, will come together to collectively discuss issues and plan services.
- Provide regular, on-going opportunities for staff to provide feedback that will include surveys; the implementation of a student services list serve; and regular individual or group meetings with managers.
- Completion of the Student Services computer lab and potential reorganization of the Student Services area to improve traffic flow and service delivery.
• Re-design the Student Services webpage so online students can access all services that on-campus students are able to in an easy to follow format and design.
• Implement online orientation and a comprehensive Frequently Asked Questions (FAQ).
• At least one staff person from each program in Student Services will attend a conference, meeting, or workshop during the academic year that relates to best practices in serving students.
• Upon return from the conference, meeting, or workshop, each attendee will complete a “Student Services Planning form” and make a verbal report to a Student Services staff meeting that will highlight the topics discussed that may impact planning in Student Services or within the college as a whole.
• At the end of each academic year the Vice President, Student Services will develop a report that compiles all of the planning topics that were reported on during the year that could be used in goal setting for the next academic year.
• One joint staff meeting each year with local school district counselors and any of their administrative and student services staff will be held on campus with Porterville College Student Services and instructional staff to discuss coordination, sharing of ideas, etc.
• Collaboration with counselors and the instructional divisions will be enhanced through joint meetings and the assignment of a counselor to serve as a counseling representative to each division.
• At least one student services related grant that may become available will be evaluated and considered each year for submission for funding.

Expected Outcomes Snapshot

The following are all of the Expected Outcomes that were previously listed under each of the Strategies in this plan. In essence, the following is a snapshot of what the resulting outcomes will be during the next three years from the Goals and Strategies we intend to accomplish.

• As found in student surveys completed after orientation and counseling sessions, and also in the Education courses, students will indicate that they are able to find general information themselves rather than having to come on campus to have a staff member find it for them.
• Discussions in focus groups with counselors will show that in comparison to previous years (before the implementation of the FAQ, website modifications, etc.) there has been a reduction in time spent in counseling sessions discussing basic issues, thereby allowing the counselors more time to work with students with more intense needs.
• A faculty survey will indicate that faculty and staff have used the FAQ in their interactions with students so they do not have to refer the students for an appointment in Student Services.
• A staff survey will indicate that staff are more knowledgeable about the activities of the whole division, and feel they are part of the larger Student Services team, after the implementation of the strategies listed above.
o Focus group discussions with staff who work directly with students, e.g. counselors, financial aid staff, A/R counter assistants, etc., will indicate that the dissemination of information to students has improved since staff are more knowledgeable about the various activities and services offered by all of the programs in the division.

o The number of services for distance education students will have increased as compared to the number offered in 2010-11.

o Counselor focus groups will indicate that since the implementation of the strategies in 2011-12 there has been a reduction in counselor time dealing with non-critical issues thereby increasing time for more pressing and personal issues with students.

o A student survey will indicate satisfaction with the Student Services computer lab and online orientation.

o In comparison to 2010-11, the number of conference, meetings, etc. that staff attended will increase each subsequent year.

o A staff survey will show an increase since 2010-11 in new activities that were developed or implemented which included best practice methods.

o Staff focus groups will indicate that their participation in related opportunities has enhanced their professional development.

o At the conclusion of the joint meeting, a survey of the community and college staff will indicate that each are better informed of the activities and challenges each entity faces.

o Beginning in 2011-12, the number staff who participated in joint collaborations such as workshops, meetings, or other activities will increase each year in comparison to 2010-11.

o Focus groups or individual meetings with the division chairs or other members of the divisions will indicate satisfaction with and a desire to continue the division/counselor collaborative efforts.

o At least one student services related grant will be submitted during the timeframe of this plan that will improve, enhance, or expand our services to students.

Regardless of the financial or staffing situation before us, the Office of Student Services is taking a deliberate and proactive approach to meeting these challenges through ongoing review, planning, and service improvement. With that, this Strategic Plan has been developed to provide a framework of goals, strategies, and expected outcomes during the next three years. As stated in the college Strategic Plan, “The general goal of strategic planning is to provide the college with effective and ongoing institutional review, change, and improvement.” This Strategic Plan for the Office of Student Services shares this same goal.
Appendix
STUDENT SERVICES MID-CYCLE ABRIDGED PROGRAM REVIEW

Program Name: ___________________________  Academic Year: ________________
Contact Person: ___________________________  Submission Date: ________________

Analysis of Current Performance:
(Using whatever data or other typical assessment tools are common in your area, please provide here a description of the status of your program or service area, particularly focusing on changes since your last mid-cycle abridged review, or the regular cycle review.)

Program Strengths and Areas for Improvement
(Based on the information above and history since previous review, describe the program’s strengths, areas that need improvement, and strategies and actions to make those improvements.)
Potential Resource or Staffing Needs
(Describe any potential resource or staffing needs that you may feel are necessary in order to address areas for improvement, future growth, etc.)

Goals for Next Academic Year
(Based on your review of progress during this academic year, list and describe any program goals you plan to establish for next academic year.)

This abridged program review is to be completed in the spring term in between the years of the regular program review cycle. Please return to Steve when complete and plan to discuss in the Student Services staff meeting in May.
STUDENT SERVICES PLANNING COUNCIL

Function

To serve as the general planning group for Student Services programs and activities.

Objective

The Council has the objective to plan, discuss and set long range goals and short term objectives; report on topics discussed in related campus, district, and regional meetings or conferences; research and discuss best practices; and recommend strategies to better serve our students within the various programs in Student Services.

Specific Tasks of Members

1. Meet monthly to discuss and plan all aspects of Student Services.
2. Attend the monthly Student Services staff meetings to discuss related planning issues.
3. Be responsible for attending campus, district, and regional meetings and report findings.
4. Whenever possible, attend state conferences and share information.
5. Coordinate with staff in assigned areas to facilitate flow of information and ideas.

Meetings

The Council will meet monthly and may meet intermittently at the call of the Vice President, Student Services.

Agenda

Items for the agenda may be brought to the Chair by anyone on the Council.

Membership

Chair……………………………………….Steve Schultz, Vice President, Student Services
Enrollment Services rep......................Virginia Gurrola, Director, A/R/Financial Aid/matriculation
Student Programs rep......................Eric Mendoza, Director, Student Programs and Athletics
Special Services rep......................Maria Roman, Director, EOPS/CARE/CalWORKs
Student Learning Division rep............Alternates each election cycle
Secretary…………………………………Kathie Gifford
# Student Services Planning Calendar

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<th>July</th>
<th>January</th>
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<tbody>
<tr>
<td>- Planning Council implements new or revised plans</td>
<td>- Planning Council to review goals for spring term</td>
</tr>
<tr>
<td>August</td>
<td>February</td>
</tr>
<tr>
<td>- Planning Council implements new or revised plans</td>
<td>- Complete comprehensive program reviews when on cycle</td>
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<tr>
<td>- Planning Council sets goals for academic year</td>
<td>- CLC to review program reviews (w/ SLOs)</td>
</tr>
<tr>
<td>- DRC, EOPS, matriculation report on state reports due next month</td>
<td>- Mid-term progress report on goals in student services staff meeting</td>
</tr>
<tr>
<td>September</td>
<td>April</td>
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<tr>
<td>- Goals reviewed in student services staff meeting</td>
<td>- Programs discuss and plan next academic year goals and forward to Planning Council</td>
</tr>
<tr>
<td>- Develop potential rationale for position requests</td>
<td>- Planning Council reviews goals for next academic year and discuss implementation strategies</td>
</tr>
<tr>
<td>- DRC, EOPS, matriculation reports submitted</td>
<td>- Progress report on SLO assessments in Planning Council and staff meeting</td>
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<tr>
<td>October</td>
<td>May</td>
</tr>
<tr>
<td>- Submit position requests to CLC</td>
<td>- Abridged program reviews presented to Student Services staff meeting</td>
</tr>
<tr>
<td>- Mid-term progress report on goals in student services staff meeting</td>
<td>- Evaluate end of year program reviews and identify areas of improvement</td>
</tr>
<tr>
<td>November</td>
<td>June</td>
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<tr>
<td>- Progress report on cycle program reviews in staff meeting</td>
<td>- Evaluate end of year program reviews and identify areas of improvement</td>
</tr>
<tr>
<td>- Progress report on SLO assessments in Planning Council and staff meeting</td>
<td></td>
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<tr>
<td>December</td>
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<tr>
<td>- Planning Council reviews fall goals</td>
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</tbody>
</table>
STUDENT SERVICES PLANNING FORM

Committee, Conference, or Other Meeting Reports

Committee/Conference/Meeting Name: __________________________________________

Meeting Date: ___________________ Location: ________________________________

Attendee Name(s): __________________________________________________________

Meeting Agenda (attach if you have a copy)

Topics for Student Services Planning

Topics for General Campus Consideration

Submit this form to Steve immediately following your attendance at the committee/conference/meeting and plan to present and discuss the planning topics at a Student Services staff meeting.
Ah Ha! Moment

Name (optional) ____________________________________________

Date submitted ____________________________________________

Area in Student Services the idea will impact (check all that apply):

- The whole division of student services
- Admissions and Records
- Athletics
- CalWORKs
- Disability Resource Center
- EOPS/CARE/Mini Corp
- Financial Aid
- Student Programs/Activities
- Transfer Center
- Veteran’s Services
- Wellness Center
- Other____________________________________________________

Idea:

___________________________________________________________________
___________________________________________________________________
___________________________________________________________________
___________________________________________________________________
___________________________________________________________________
___________________________________________________________________

Please return to Kathie as soon as you complete this form.
STUDENT LEARNING OUTCOMES IN STUDENT SERVICES

INTRODUCTION

Since the programs and activities within Student Services are often varied in terms of their scope, processes, populations served, and activities provided, it became apparent that evaluating or measuring learning outcomes and program progress using the traditional SLO processes or terminology was sometimes restrictive to our evaluative efforts.

As progress continued with Student Services SLO development, assessment, and utilization of assessment results in program planning and improvement, it was found that the outcomes to be measured in Student Services were often in the general categories or learning, achievement, and program progress. With that, it was decided that a more appropriate terminology for Student Services SLOs is “Services Area Outcomes” with this broad category having sub-outcomes for measuring student learning, student achievement, and program progress.

SERVICES AREA OUTCOMES (SAO’s)

With this change in terminology and the development of the following sub-categories, the programs in Student Services will now not be limited to forcing outcomes measurement into traditional SLOs, but also being able to implement and utilize outcomes assessment in other appropriate methods, areas or categories.

Sub-categories:

- *Student Learning (SAO-SL)*

  Direct student learning that has occurred from the delivery of the service provided. These would be the traditional student learning outcomes.

- *Student Achievement (SAO-SA)*

  What students have achieved during their general experiences at the college or as a result from a specific service provided within Student Services, e.g. graduation, retention, and transfer rates; grade point averages, etc.

- *Service-area Progress (SAO-SP)*

  Information relating to the progress of the specific program or service, e.g. number of students served, student contact hours recorded, program modifications made, etc.
Services Area Outcomes Process

In order to effectively measure and utilize each SAO towards student learning and improvement of our programs and services, the following process or action steps will be taken:

- **Define the SAO**

Using the above sub-categories of the SAO, it first must be determined if the SAO to be measured or analyzed is one regarding student learning, student achievement or service-area progress.

- **Determine the assessment method**

Understanding the category of the SAO to be examined, an assessment method is determined to appropriately analyze and measure the sub-category.

- **Implement the assessment method**

Once the method is determined, the assessment method is implemented in a timely fashion with appropriate expectations for completion.

- **Analyze the assessment method**

After the assessment method is implemented and completed, some time to review and reflect on the method is essential to ensure the continued appropriateness of the method itself.

- **Review and analyze the data received**

Once the data is received, it should be reviewed, analyzed and ideas considered as to how the data can be used for the enhancement of student learning or toward improvement of our services.

- **Use data in program improvement**

Whatever determinations were made regarding how to use the data, these ideas or suggestions are then implemented accordingly.

- **Evaluate the improvement implemented**

Once the program improvements have been implemented, it is necessary to conduct periodic evaluations to determine if further modifications are necessary.
STUDENT SERVICES “SERVICE AREA OUTCOMES”
REPORTING AND PLANNING FORM

Name: ________________________________________________

Program: ____________________________________________

SAO Administration Date: ______________________________

Description of SAO:

SAO Type (check all that apply):

- Student Learning
  Direct learning that has occurred from the delivery of the service

- Student Achievement
  What students have achieved, such as transfer rates, completion rates, etc.

- Service-area Progress
  Progress of the program, e.g. number of students served, contact hours recorded, etc.

Results of SAO Assessment:

Program Modifications Planned Based on SAO Assessment Results:

Turn into Steve when completed
# Student Services Strategic Plan Progress Report

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategies</th>
<th>Assigned to</th>
<th>Timeline for Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1:</strong> Shifting our focus in Student Services from “helping” student to “teaching” them</td>
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<tr>
<td><strong>Responsible Person:</strong> <em>(Name, Title)</em></td>
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<tr>
<td><strong>1.1</strong> Staff training, encouragement, and ongoing support to implement this cultural shift in professional focus. <em>(How will be addressed)</em></td>
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<td><strong>Date</strong> <em>(Progress made)</em></td>
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<tr>
<td><strong>1.2</strong> Redesign of the Student Services website and the various program-specific web pages to make it easier for students to navigate and find information.</td>
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<td><strong>Date</strong></td>
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<td><strong>1.3</strong> Completion of an extensive FAQ that will provide answers to various questions in a multitude of categories that students may ask.</td>
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<td><strong>Date</strong></td>
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<td><strong>1.4</strong> Modify the orientation session from orienting students to the campus to teaching them to navigate themselves through the campus.</td>
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<td><strong>Date</strong></td>
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<td><strong>Goal 2:</strong> Encourage and foster divisional communication and collaborative processes</td>
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<td><strong>Responsible Person:</strong></td>
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<tr>
<td><strong>2.1</strong> Scheduling one “All Student Services” staff meeting each term at which all staff in Student Services, including management, faculty, and classified, will come together to collectively discuss issues and plan services.</td>
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<td><strong>2.2</strong> Provide regular, on-going opportunities for staff to provide feedback that will include surveys; the implementation of a student services list serve; and regular individual or group meetings with managers. These activities will serve to enhance an organizational culture that supports open, two-way communication.</td>
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<tr>
<td>Goal</td>
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<td><strong>Goal 3:</strong> Enhance the delivery of services through technologies and effective space utilization</td>
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<td><strong>Responsible Person:</strong></td>
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<tr>
<td>3.1 Completion of the Student Services computer lab and potential reorganization of the Student Services area to improve traffic flow and service delivery.</td>
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<td><strong>Date</strong></td>
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<td>3.2 Re-design the Student Services webpage so online students can access all services that on-campus students are able to in an easy to follow format and design.</td>
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<td>3.3 Implement online orientation and a comprehensive Frequently Asked Questions (FAQ).</td>
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<td><strong>Goal 4:</strong> Research, review, and implement services reflecting best practices</td>
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<td><strong>Responsible Person:</strong></td>
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<tr>
<td>4.1 At least one staff person from each program in Student Services will attend a conference, meeting, or workshop during the academic year that relates to best practices in serving students.</td>
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<td>4.2 Upon return from the conference, meeting, or workshop, each attendee will complete a “Student Services Planning form” and make a verbal report to a Student Services staff meeting that will highlight the topics discussed that may impact planning in Student Services or within the college as a whole.</td>
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<td>4.3 At the end of each academic year the Vice President, Student Services will develop a report that compiles all of the planning topics that were reported on during the year that may be used in goal setting for the next academic year.</td>
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<td><strong>Goal 5:</strong> Increase local collaborative efforts and grant funding possibilities</td>
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<td><strong>Responsible Person:</strong></td>
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<td>5.1 One joint staff meeting each year with local school district counselors and any of their administrative and student services staff will be held on campus with Porterville College Student Services and instructional staff to discuss coordination, sharing of ideas, etc.</td>
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<tr>
<td>Goal</td>
<td>Strategies</td>
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<td>5.2</td>
<td>Collaboration between the counselors and divisions will be enhanced through joint meetings in which issues are shared relating to the advising of students in their respective majors/disciplines.</td>
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<td>5.3</td>
<td>At least one student services related grant that may become available will be evaluated and considered each year for submission for funding.</td>
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