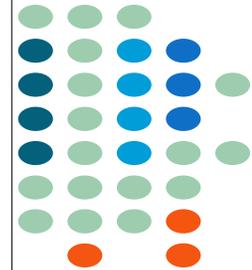




# Action Plans & Assessments

San Diego Community College District

## District Student Services Division



August 2011

# Student Services Division Action Plans 2011/2012

## **Mission**

District Student Services ensures continuity of service delivery among the colleges and continuing education with respect to various programs and services, as well as policies and procedures. Our goal is to provide students with a positive educational experience by maintaining consistency of processes, access to information and resources as well as support services. The office also ensures compliance with State and Federal laws and regulations. Responsibilities of the department include services to students with disabilities, outreach to high schools and the community, supporting the college departments, administration of the student information system as well as maintaining and processing all permanent academic records and information related to students.

## **Core Values**

**TO** ensure consistency and quality of student services processes for all students, districtwide.

**TO** ensure that all information communicated to the college community is clear, accurate, timely and meaningful.

**TO** ensure compliance with all state and federal laws pertaining to students and student records.

**TO** foster a collaborative team effort in student services, districtwide, to provide excellent services to students.

**TO** ensure integrity and accountability in the application of policies and procedures so that all students are treated fairly and equitably.

## **Overarching Goals**

1. Deliver timely and accurate support services to all students to ensure equity in student success.
2. Ensure compliance and timely response to State mandates.
3. Provide leadership, expertise and support to the college community.
4. Employ high quality and integrity standards in processes for generating, managing and using data and information.

# Administrative Analysts | 2011/12

**Mission:** District Student Services ensure continuity of service delivery among colleges and continuing education with respect to various programs and services, as well as policies and procedures.

**Core Values:**

- Consistency and Compliance
- Quality of services
- Integrity/Ethics
- Accountability
- Constant Improvement
- Innovative ideas for future planning

## Action Plan and Outcomes Report 2011/12

Division Goals	Department Goals	Key Activities	Indicators & Measures	Outcomes
<b>Ensure compliance and timely response to State mandates.</b>	<b>Ensure compliance and timely response to State mandates.</b> <i>Examples: MIS reporting, Enrollment Fee Increase, Title 5, etc.</i>	<ol style="list-style-type: none"> <li>1. Analyze, plan, design and respond to statewide mandates.</li> <li>2. Test, train, communicate and implement State mandates for Student Services.</li> </ol>	<i>Efficiency</i> 1. 2011/12 projects successfully implemented and/or processes changed. (e.g., zero rejects in MIS submission) within scheduled time-frame and budget. 2. All scheduled trainings completed. 3. All reports to the State submitted on time. 4. Zero audit exceptions.	
<b>Provide leadership, expertise and support to the college community.</b>	<b>Improve efficiency through technical solutions.</b> <i>Examples: CE online registration, Online faculty roster, Pin reset, automate credit card refunds, etc.</i>	<ol style="list-style-type: none"> <li>1. Analyze business processes to determine necessary improvements for efficiencies.</li> <li>2. Develop project and implementation plan. Coordinate technical specifications with Information Technology.</li> </ol>	<i>Efficiency</i> 1. 2011/12 projects successfully implemented and/or processes successfully changed within scheduled timeframe and budget. 2. Completion of training manuals and/or user guides. <i>Communication</i> 3. Soliciting information from colleges and debriefing after project implementation.	

# Administrative Analysts | 2011/12

	Key Activities	Indicators & Measures	Outcomes
		<p><i>Efficiency</i></p> <p>4. Stabilization, reduction or shift in workload/staffing. Minimizing need for new staff in Student Services district-wide.</p>	
<p><b>Provide leadership and expertise to support an increase in graduation rates and student transfers.</b></p>	<p>1. Implement technical solutions to support student graduations and transfers.</p> <p>Examples: Add transferable unit field to Ed Plan, implement 12 unit minimum at college of graduation.</p>	<p><i>Efficiency</i></p> <p>1. An overall 10% increase in graduation and transfer rates.</p>	
<p><b>Provide leadership and expertise to the college community.</b></p>	<p>1. Communicate effectively and maintain consistency in the interpretation and application of district policies &amp; procedures.</p> <p>2. Recommend changes to district policies approved by Board of Trustees.</p> <p>3. Recommend improvement to district procedures.</p> <p>4. Respond to requests/inquiries/training needs.</p> <p>5. Provide necessary</p>	<p><i>Communication</i></p> <p>1. Ensure the business processes are clearly articulated and defined.</p> <p>2. Compete and distribute operating procedures and supporting documentation prior to implementation.</p> <p><i>Customer Needs/Satisfaction</i></p> <p>3. Respond to inquiries and training needs for Student Services district-wide.</p>	

## Administrative Analysts | 2011/12

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forms and  
documentation to ensure  
business processes are  
clear and efficient.

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# Disability Support Programs and Services | 2011-2012

**Mission**

DSPS assists colleges to provide services and accommodations for students with disabilities to support their student success and to meet the requirements of federal and state non-discrimination laws. The district component assures that policies and procedures are applied equitably at all colleges and continuing education. When efficient, the district supports services district-wide, instead of by the location, in order to meet the needs for accommodations of students with disabilities.

**Core Values**

1. Equal Access
2. Integrity
3. Collegiality
4. Communication
5. Universal design and innovation

**Action Plan and Outcomes Report 2011/12**

Goals	Key Activities	Indicators & Measures	Outcomes	Actions 2011/12
Develop replicable processes for providing timely services and programs district-wide	1. Develop and review policies and procedures to meet the changing laws and regulations that support services for students with disabilities - policies for this year include: ADA Transition Plan, Study Abroad	<i>Access</i>		
		1.a. Monitor new building plans for access standards for current year	1.a.	1.a.
		1.b. Review Study Abroad procedures for consistency of process in district.	1.b.	1.b.

## Disability Support Programs and Services | 2011-2012

Employ high quality and integrity standards in processes for generating and managing data and information related to DSPS services and budget allocations	2. Develop internal timelines for review of data and report of findings to meet statewide deadlines to include: student file audits, budget planning, student survey on use of supports	<i>Efficiency</i>	2.a. Managers/Coordinators perform student files review on semester basis in Fall	2.a	2.a.
			2.b. Participate in statewide review of disability category “other”	2.b	2.b.
		<i>Customer Satisfaction</i>	2.c. Revise survey & analyze student responses to survey; counts of services & complaints	2.c.	2.c.

Goals	Key Activities	Indicators & Measures	Outcomes	Actions 2011/12	
Practice effective communication with college community to assure student access in all programs and services	3. Strategic participation in district-wide committees to represent DSPS issues throughout the colleges and continuing education, such as: Disaster & Safety, Management Council, Distance	<i>Innovation and development</i>			
			3.a. Attend 80% of Disaster & Safety Comm. meetings and respond to written documents.	3.a.	3.a.
			3.b. Attend/ monitor DE meetings to provide feedback & response to access needs	3.b.	3.b
		3.c. Develop plan for use of hourly assistance & college/CE support as needed			

Disability Support Programs and Services | 2011-2012

Seek to improve professional skills of DSPS personnel and the college community that it serves	Ed., and DSPS Council	3.d. Maintain presence on all college/ce new building comm..	3.c.	3.c.
			3.d.	3.d
	4. Support professional training and statewide participation in organizations that support access issues for students with disabilities such as; DHH and Mental Health	<i>Innovation and Development</i> 4.a. Attend meetings for DHH, MH and CAPED (as treasurer) for feedback on state funding and implementation needs.  <i>Communication</i> 4.b. Continue ongoing meetings for managers, faculty and administration as needed related to DSPS.  4.c. Monitor use of new website for effective transmission of available services. Continue to add ASL video and new program information	4.a.	4.a
			4.b	4.b.
			4.c.	4.c.

Disability Support Programs and Services | **2011-2012**

Seek external funding to support disability accommodation needs of students	5. Develop and maintain grants and contracts to support identified needs in the program in WorkAbility III and Cal WORKS	Growth & Development 5.a. Monitor expanded WorkAbility III grant for 2011-2014 with new positions  5.b. Review & monitor functions of CalWORKs contract for 3 <sup>rd</sup> year.  5.c. Review and monitor functions of College 2 Career grant and complete 4 <sup>th</sup> year extension.	5.a.  5.b.  5.c.	5.a  5.b  5.c.
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**Mission**

The primary purpose of the Office of Institutional Research and Planning is to support the on-going planning, policy and decision-making efforts throughout the District by providing data and information for managing and maintaining the quality and effectiveness of programs and services. The Office of Institutional Research and Planning also provides information that is mandated by external accrediting agencies and legislative bodies and serves as a primary source for information on institutional effectiveness at SDCCD.

**Core Values:**

1. Integrity
2. Quality
3. Collegiality
4. Communication
5. Innovation

**Action Plan 2011/12**

Goals	Action Steps	Indicators & Measures	Outcomes
<b>Deliver timely and relevant data and information to the three colleges, Continuing Education, the District and the community</b>	1. Provide regular and recurring institutional reports (i.e., Fact Book, Basic Skills, HS Pipeline)	<i>Customer Satisfaction/Feedback</i>	1. Ongoing and annual on-line customer satisfaction survey
<b>Employ high quality and integrity standards in processes for generating and managing data and information.</b>	1. Ensure that all projects run through same rigor of quality using validation check system. 2. Develop project plans or proposals for all major projects. 3. Continue to implement datamart	<i>Accuracy &amp; Relevancy of Information</i>	2. Implementation of data validation and quality improvement processes on all reports and projects. 3. Development of project plans on all mid to large reports. 4. Transition all reports to Hyperion.

Goals	Action Steps	Indicators & Measures	Outcomes
<p><b>Practice effective communication that promotes a culture of evidence and inquiry and builds communities of sophisticated consumers of data and information.</b></p>	<ol style="list-style-type: none"> <li>1. Respond to college and CE research agendas and ad hoc requests in a timely manner.</li> <li>2. Continue to engage colleges and CE constituencies in data usage through various activities and strategies (e.g., briefings, training and info sessions)</li> </ol>	<p><i>Culture of Evidence &amp; Inquiry</i></p> <ol style="list-style-type: none"> <li>5. Number and variety of information provided to the college community.</li> <li>6. Balance of information: quantitative/qualitative information, as well as enrollment, student outcomes, productivity, customer satisfaction and accountability</li> </ol>	
<p><b>Perform professional research functions in a collegial and supportive manner.</b></p>	<ol style="list-style-type: none"> <li>1. Post major reports and briefings on website.</li> <li>2. Respond to college and CE research agendas.</li> <li>3. Respond to ad hoc requests.</li> <li>4. Build teamwork by providing a network of support and leadership within the IRP.</li> </ol>	<p><i>Communication</i></p> <ol style="list-style-type: none"> <li>7. Current postings of information and maintenance of the IRP webpage</li> <li>8. Recurring comprehensive reports that provide standard information for enrollment management and program and services planning and decision-making</li> </ol>	

Goals	Key Activities	Indicators & Measures	Outcomes
<p><b>Continually seek to improve services through creative and innovative ways that advance research methodology and reporting.</b></p>	<ol style="list-style-type: none"> <li>1. Increase number and scope of campus meetings and briefings.</li> <li>2. Continue to implement datamart project.</li> <li>3. Staff will keep up-to-date with IR profession via, conferences, workshops, journals, IT Toolbox, etc.</li> </ol>	<p><i>Data Coaching/Facilitating</i></p> <ol style="list-style-type: none"> <li>9. Number and frequency of interactions (e.g. facilitated discussions, briefings, workshops, webinars and meetings) with the college community on major research</li> <li>10. Number of meetings, workshops, briefings and other opportunities to share and coach faculty, staff and administrators in converting data into information.</li> </ol> <p><i>Innovation and Growth</i></p> <ol style="list-style-type: none"> <li>11. Number of trainings and number of staff attending.</li> <li>12. Quality analysis of processes, procedures and protocols through Continuous Quality Improvement meetings</li> <li>13. Number and quality of resolution on items in the Change Control Log.</li> </ol>	

Mission

Core Values

1. Impartiality
2. Integrity
3. Collegiality
4. Communication

### Action Plan and Outcomes Report 2011/12

Goals	Key Activities	Indicators & Measures	Outcomes
<p><b>Develop additional targeted outreach strategies to include niche groups, community-based organizations (i.e. Labor Council, Urban League, Barrio Logan Institute, etc), and Continuing Education.</b></p>	<p>1a. Review ongoing partnerships with community-based organizations, expand to new partnerships, and use these to enhance outreach and recruitment.</p> <p>b. Work with community partners as appropriate to identify populations that are in need of expanded opportunities for postsecondary education with special emphasis on historically underserved populations.</p>	<ol style="list-style-type: none"> <li>1. Document the number of new, non-existing, partnerships that are cultivated.</li> <li>2. Document number and frequency of workshops and/or presentations conducted from these new partnerships.</li> <li>3. Document number and frequency of workshop/presentations and/or strategic efforts to outreach to C.E. students.</li> </ol>	

<p><b>Monitor and update web-site for effectiveness and accuracy</b></p>	<p>c. Develop a program of outreach services specifically focused on C.E. student populations.</p> <p>2a. Work with district web-designers to update when necessary.</p> <p>b. Develop a e-mail database to communicate important information to prospective students</p>	<ol style="list-style-type: none"> <li>1. Satisfaction surveys from student users of the new site.</li> <li>2. Feedback from students on the practical value of the site.</li> <li>3. Send e-correspondence to prospective students.</li> </ol>
<p><b>Work with campus outreach to streamline/consolidate outreach services throughout the district to ensure that SDCCD maintains a strong community presence</b></p>	<p>3a. Develop/implement a plan to expand the collaboration between district outreach and campus outreach programs.</p> <p>b. Develop an outreach plan to assist campus outreach programs to accomplish their outreach goals by taking a proactive role of on-going support.</p>	<ol style="list-style-type: none"> <li>1. By providing for ongoing, collegial, self-reflective dialogue about the continuous improvement of outreach services.</li> <li>2. Conducting evaluation based on analyses of both qualitative and quantitative data.</li> <li>3. Incorporate 2 team building exercises for outreach staff. Evaluate for effectiveness as team</li> </ol>

<p><b>Update outreach publications to stay current with new programs, program requirements, entry points, etc.</b></p>	<p>c. Increase and maintain a collegial, collaborative working relationship between district and campus outreach.</p> <p>4. Research all publications with view to maintaining current information.</p>	<p>building activities.</p> <p>1. By working with campus programs of instruction and students services to verify accuracy of statement within all materials.</p>
<p><b>Effectively advise Student Trustees.</b></p>	<p>5a. Provide clear direction and guidance to student trustees.</p> <p>b. Communicate effectively with student trustees</p>	<p>2. Accomplishment of their stated goals: Advocacy, Promote cohesiveness amongst district ASG's, Build up region X.</p> <p>3. Attend all USC meetings and sitting trustee attend all board meetings.</p>

**Mission**

Our mission is to provide exceptional service and quality support to the SDCCD academic community, with a particular emphasis towards processes related to student academic records. Our office ensures the accuracy, integrity and privacy of student records in accordance with federal and state regulation.

**Core Values**

1. Teamwork
2. Quality Service-Oriented
3. Integrity/Ethics
4. Consistency and Compliance
5. Accountability
6. Innovation-driven

**Action Plan and Outcomes Report 2011/12**

Division Goals	Department Goals	Key Activities	Indicators & Measures	Outcomes
<b>Deliver timely and accurate support service to all students to ensure equity in student services.</b>	<b>Continually seek new and innovative ways to use emerging technology to increase productivity and enhance efficiency, convenience and accuracy of our services.</b>	<ol style="list-style-type: none"> <li>1. Provide on-line service for students to request and pay for transcripts.</li> <li>2. Ensure all transcripts ordered are mailed out the next business day through the use of a high-speed, automatic envelope folding machine.</li> </ol>	<p><i>Quality of Service and Timeliness</i></p> <ol style="list-style-type: none"> <li>1. Reduction in time for processing and mailing outgoing transcripts. Transcripts ordered online, or received in person, mail or via fax are mailed out the next business day vs. 5-10 business days.</li> <li>2. Significantly improved the document handling efficiency and productivity through the use of the high-speed letter folding machine. Decreased the amount of time spent stuffing, folding, inserting transcripts into envelopes by 75%.</li> </ol>	
<b>Deliver timely and accurate support service to all students to ensure equity in student services.</b>	<b>Deliver timely and accurate service to students</b>	<ol style="list-style-type: none"> <li>3. Installed laptops in the front lobby to improve accessibility for students to order</li> </ol>	<ol style="list-style-type: none"> <li>3. Monitor use of online ordering. *Daily Online Transcript Transaction Reports. *Daily Count Report</li> </ol>	

<p><b>Provide leadership, expertise and support to the college community.</b></p>	<p><b>Foster a positive work environment with shared vision and increased expert base.</b></p>	<p>transcripts online and reduce lines/wait time at front counter.</p> <p>4. Update web postings, links and phone recordings regarding transcript ordering, policy, and transcript fees.</p> <p>1. Cross-training of duties/ responsibilities amongst staff.</p> <p>2. Involve staff in testing of online transcript system.</p> <p>3. Ensure adequate office coverage and accountability.</p>	<p>4. Increased percentage of transcripts ordered online by 300%.</p> <p>5. Successfully managed high volume of outgoing mail during peak periods.</p> <p>6. Informal feedback via telephone conversations regarding the online transcript request system by users.</p> <p><i>Meaningful Collaborations &amp; Teamwork</i></p> <p>1. Involve and engage staff at staff meetings.</p> <p>2. Promote teamwork and involvement in assignments/projects.</p> <p>3. Creation of a Student Services work calendar for staff to post commitments, appointments, vacation, sick days.</p> <p>4. Develop desk manuals outlining procedures to serve as a resource to new/current employees.</p> <p><i>Compliance and Disclosure</i></p> <p>1. Consistent practice of appropriate security measures to preserve the confidentiality and integrity of student records.</p> <p>2. Proper disposal of all sensitive material when no longer in use.</p> <p>3. Computer passwords are unique</p> <p>4. Protect confidential information from unauthorized access, use or disclosure.</p>
<p><b>Ensure compliance and timely response to State mandates.</b></p>	<p><b>Adhere to high standard and practice of maintaining the confidentiality of student records.</b></p>	<p>1. Ensure FERPA compliance when handling in-person or phone inquiries, authorizations, subpoenas, verifications, and transcript requests.</p>	