

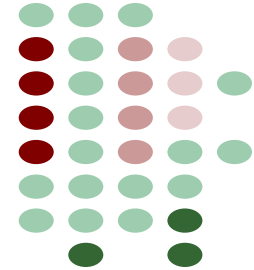


# 2013/2014 Action Plan

San Diego Community College District

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## District Student Services Division



CVIber 2013

# Student Services Division Outcomes Report 2013/2014

## **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.

### 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

1. Consistency and Compliance
2. Quality of services
3. Integrity/Ethics
4. Accountability
5. Continuous Improvement
6. Innovative ideas for future planning

**Action Plan 2013-2014**

Goals	Key Activities	Indicators & Measures
<p>1. Ensure compliance and timely response to State &amp; Federal mandates. <i>Examples: MIS reporting, Title 5, SB1456 etc.</i></p> <p><b>(Division Goal 2)</b></p>	<p>1.1. Analyze, plan, design, and respond to statewide mandates. 1.2. Test, train, communicate, and implement State mandates for Student Services including the new MIS Date Elements, SB 1456, and Student Success &amp; Support Program (3SP) requirements.</p>	<p><i>Efficiency</i></p> <p>1.1. 2013/14 projects successfully implemented and/or processes changed. (e.g., zero rejects in MIS submission) within scheduled time-frame and budget. 1.2. All scheduled trainings completed. 1.3. All reports to the State submitted on time. 1.4. Zero audit exceptions.</p>
<p>2. Improve efficiency through technical solutions. <i>Examples: CE tracking, Faculty Web Services updates, Student Success and Support, etc.</i></p> <p><b>(Division Goal 3)</b></p>	<p>2.1. Analyze business processes to determine necessary improvements for efficiencies. 2.2. Develop project and implementation plan. Coordinate technical specifications with Information Technology. 2.3. Define and implement State mandates for SB1456 and 3SP.</p>	<p><i>Efficiency</i></p> <p>2.1. 2013/14 projects successfully implemented and/or processes successfully changed within scheduled timeframe and budget. 2.1.2. Completion of training manuals and/or user guides.</p> <p><i>Communication</i></p> <p>2.2. Soliciting information from colleges and debriefing after project implementation.</p> <p><i>Efficiency</i></p> <p>2.3. Stabilization, reduction or shift in workload/staffing. Minimizing need for new staff in Student Services district-wide.</p>
<p>3. Provide leadership and expertise to the college community.</p> <p><b>(Division Goal 3)</b></p>	<p>3.1. Communicate effectively and maintain consistency in the interpretation and application of district policies &amp; procedures. 3.2. Recommend changes to district policies approved by Board of Trustees. 3.3. Recommend improvement to district procedures. 3.4. Respond to requests/inquiries/training needs. 3.5. Provide necessary forms and documentation to ensure business processes are clear and efficient.</p>	<p><i>Communication</i></p> <p>3.1. Ensure the business processes are clearly articulated and defined. 3.5. Compliance and distribute operating procedures and supporting documentation prior to implementation.</p> <p><i>Customer Needs/Satisfaction</i></p> <p>3.4. Respond to inquiries and training needs for Student Services district-wide.</p>

Goals	Key Activities	Indicators & Measures
4. Provide leadership and expertise to support a new Administrative System.  <b>(Division Goal 3)</b>	4.1. Identify Current Business Processes for a new Administrative System. 4.2. Participate in the RFP process and select a new Administrative System. 4.3. Coordinate and implement new Administrative System.	4.1.1. Identify current processes for Student Services functionality and specifications. 4.1.2. Ensure all current functionality is identified and mapped out. 4.2 Vendor Selected. 4.3 System implementation complete and fully functional.

## 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

# Disability Support Programs and Services – Action Plan | 2013-2014

## Action Plan 2013-14

Goals	Key Activities	Indicators & Measures
1. Develop replicable processes for providing timely services and programs district-wide  <b>(Division Goal 1)</b>	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: Study Abroad and Academic Accommodations with Disability Discrimination.	<i>Access</i> 1.a. Work with legal services to update procedures for Academic Accommodations with Disability Discrimination. 1.b. Complete Study Abroad processes for reasonable accommodations of students with disabilities.
2. Employ high quality and integrity standards in processes for generating and managing data and information related to DSPS services and budget allocations  <b>(Division Goal 4)</b>	2. Develop internal timelines for review of data and report of findings to meet statewide deadlines to include: student file audits, SSSP needs, changes to DSPS regulations, and website flow of information.	<i>Efficiency</i> 2.a. Implement review report for Managers/ Coordinators student files. 2.b. Provide training on new SSSP regulations and other new documentation needs. 2.c. Monitor state work on possible regulation changes to DSPS. <i>Customer Satisfaction</i> 2.d. Develop student information for website on academic accommodations & disability discrimination.
3. Practice effective communication with college community to assure student access in all programs and services  <b>(Division Goal 1)</b>	3. Strategic participation in district-wide committees to represent DSPS issues throughout the colleges and continuing education, such as: Disaster & Safety, Management Council, Distance Ed., and DSPS Council.	<i>Innovation and development</i> 3.a. Attend 100% of Disaster & Safety Comm. meetings and respond to written documents. 3.b. Attend/monitor DE meetings to provide feedback & response to access needs. 3.c. Develop plan DSPS needs as budget is restored.

# Disability Support Programs and Services – Action Plan | 2013-2014

Goals	Key Activities	Indicators & Measures
<p>4. Seek to improve professional skills of DSPS personnel and the college community that it serves</p> <p><b>(Division Goal 4)</b></p>	<p>4. Support professional training and statewide participation in organizations that support access issues for students with disabilities such as; DHH and Mental Health</p>	<p><i>Innovation and Development</i></p> <p>4.a. Attend meetings for DHH, MH, and CAPED on state funding and implementation needs.</p> <p><i>Communication</i></p> <p>4.b. Continue ongoing meetings for managers, faculty, and administration as needed related to DSPS.</p> <p>4.c. Support attendance for coordinators and supervisor for professional development opportunities.</p>
<p>5. Seek external funding to support disability accommodation needs of students</p> <p><b>(Division Goal 1)</b></p>	<p>5. Develop and maintain grants and contracts to support identified needs in the program in WorkAbility III and Cal WORKS.</p>	<p><i>Growth &amp; Development</i></p> <p>5.a. Support new coordinator and the writing of the new contract for 2014-2017. Complete program and faculty evaluations.</p> <p>5.b. Review &amp; monitor functions of CalWORKs new contract and expansion of adjunct faculty to increase LD assessments from 24 to 36 per year.</p> <p>5.c. Review and monitor functions of College 2 Career grant and mentor new coordinator and faculty as job placement is goal for 3<sup>rd</sup> year students.</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 2013-2014**

Goals	Key Activities	Indicators & Measures
<p>1. Increase numbers of degrees and certificates awarded</p> <p><b>(Division Goal 1)</b></p>	<p>1.1. Prepare a report of students with 60+ units, email students to communicate information, advertise (posters).</p> <p>1.2. Review and implement changes to Graduation process provided from Research survey.</p>	<p><i>Quality of Service and Timeliness</i></p> <p>1.1. Increase graduation rates each semester.</p> <p>1.2. Improve evaluation services for a more effective graduation evaluation process.</p>
<p>2. Implement and monitor the integrated graduation database (GDS)</p> <p><b>(Division Goal 1)</b></p>	<p>2.1. Improve activities available in GDS to improve monitoring, processing, and reporting of graduates.</p>	<p>2.1.1. Begin using new database Summer 2013.</p> <p>2.1.2. Develop a new user manual and business processes.</p> <p>2.1.3. Work with college staff to interpret needs for monitoring and reporting graduates.</p>
<p>3. Improve communications and build relationships with college</p> <p><b>(Division Goal 3)</b></p>	<p>3.1. Maintain evaluations website (ongoing and annual).</p> <p>3.2. Provide training via Vice Chancellor.</p> <p>3.3. Invite Counseling Supervisors and Instructional Services to Evaluators Subcommittee.</p> <p>3.4. Stay involved in curriculum (input).</p> <p>3.5. Support implementation of SB 1456.</p>	<p>3.1. Add information regarding new statewide initiatives to website (i.e., SB1440).</p> <p>3.2. Update and distribute evaluations business processes.</p> <p>3.2.1. Monthly subcommittee meetings.</p> <p>3.3. Survey of District evaluations to college community, 80% satisfaction.</p> <p>3.4. Serve and provide input on district wide catalog committee.</p> <p>3.5. Develop efficient processes for transcript evaluation.</p>
<p>4. Foster a positive work environment with shared vision and increased expert-base</p> <p><b>(Division Goal 3)</b></p>	<p>4.1. Cross-training of duties/responsibilities amongst evaluators.</p> <p>4.2. Develop districtwide standard operating procedures.</p>	<p>4.1. Promote teamwork and involvement in assignments/projects.</p> <p>4.2. Develop and update desk manual outlining procedures to serve as a resource to new/current evaluators.</p>

## 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. Collaboration
4. Communication
5. Innovation

**Action Plan 2013-2014**

Goals	Key Activities	Indicators & Measures
<p>1. Deliver timely and relevant data and information to the three colleges, Continuing Education, the District and the community</p> <p><b>(Division Goal 1)</b></p>	<p>1.1. Provide regular and recurring institutional reports (i.e., Fact Book, Basic Skills, HS Pipeline), as well as ad hoc requests.</p> <p>1.2. Add a search bar to our website for easier search and access to IRP reports.</p>	<p>Customer Satisfaction/Feedback</p> <p>1.1. Ongoing and annual on-line customer satisfaction survey.</p> <p>1.1.2. Feedback from research report end-users on usefulness of recurring reports (e.g., DSPS). Add to project plans.</p> <p>1.2. Assess quantity of use via webpage reports.</p>
<p>2. Employ high quality and integrity standards in processes for generating and managing data and information.</p> <p><b>(Division Goal 4)</b></p>	<p>2.1. Ensure that all projects run through same rigor of quality using validation check system.</p> <p>2.2. Develop and update project plans or proposals for all major projects.</p> <p>2.3. Continue to update and maintain datamart.</p> <p>2.4 Create and maintain a longitudinal database of transfer data.</p>	<p><i>Accuracy &amp; Relevancy of Information</i></p> <p>2.1.1. Implementation of data validation and quality improvement processes on all reports using the checklist and master templates.</p> <p>2.1.2. Quality analysis of processes, procedures, and protocols through Continuous Quality Improvement meetings.</p> <p>2.1.3. Number and quality of resolution on items in the Change Control Log.</p> <p>2.2. Development of project plans on all mid to large reports.</p> <p>2.3. Number of reports, templates, and syntax using Hyperion.</p> <p>2.4. Quality management of minimum of ten years of transfer data.</p>
<p>3. Promote a culture of evidence, inquiry, and action that builds communities of sophisticated users of data and information.</p> <p><b>(Division Goal 3)</b></p>	<p>3.1. Respond to college and CE research agendas and ad hoc requests in a timely manner.</p> <p>3.2. Continue to engage colleges and CE constituencies in data usage through various activities and strategies (e.g., briefings, interactive group discussions, facilitated discussions, workshops, training, info sessions, and research academies)</p>	<p><i>Culture of Evidence, Inquiry and Action</i></p> <p>3.1. Number and variety of information provided to the college community.</p> <p>3.2. Balance of information: quantitative/qualitative information, as well as enrollment, student outcomes, productivity, customer satisfaction, and accountability</p>

Goals	Key Activities	Indicators & Measures
<p>4. Perform professional research functions in a collaborative and supportive manner.</p> <p><b>(Division Goal 3)</b></p>	<p>4.1. Post major reports and briefings on website in a timely manner.</p> <p>4.2. Respond to college and CE research agendas and reports.</p> <p>4.3. Respond to ad hoc requests.</p> <p>4.4. Build teamwork, skills, and knowledge by providing multiple and varied opportunities for all to support and leader IRP projects.</p>	<p><i>Communication</i></p> <p>4.1. Current postings of information and maintenance of the IRP webpage.</p> <p>4.2. Recurring comprehensive reports that provide standard information for enrollment management and program and services planning and decision-making.</p> <p>4.3. Meet ad hoc request deadlines.</p> <p><i>Competency and Teamwork</i></p> <p>4.4.1. Cross-train all IRP staff by changing project lead and support assignments.</p> <p>4.4.2. Variety and mix of project leads and support per team member.</p>
<p>5. Continually seek to improve services through creative and innovative ways that advance research methodology and reporting.</p> <p><b>(Division Goal 4)</b></p>	<p>5.1. Increase number and scope of campus meetings and briefings, as well as number of attendees.</p> <p>5.2. Contribute to the design and selection of the new ERP system.</p> <p>5.3. Staff will keep up-to-date with IR profession via, conferences, trainings, workshops, journals, Researchers Regional meetings, webinars, IT Toolbox, etc.</p>	<p><i>Data Coaching/Facilitating</i></p> <p>5.1.1 Number of people who attended IRP facilitated discussions, briefings, workshops, webinars, and meetings.</p> <p>5.1.2. Number of meetings, workshops, briefings, and other opportunities to share and coach faculty, staff, and administrators in converting data into information.</p> <p><i>Innovation and Growth</i></p> <p>5.2. Completion of required inventories and assessments.</p> <p>5.1.3. Number of trainings, conferences, workshops, etc., and number of staff attending and presenting.</p>

## Outreach Mission

The district component of outreach works with campus outreach programs to develop and implement strategies for student recruitment, retention and success. District outreach serves as a central resource for educating the community including K-12 partners and feeder schools. District outreach supports the colleges by providing outreach publications and recruitment tools.

## Support to Special Programs Mission

To provide program support to special college programs, and to facilitate on-going meetings and training opportunities for campus personnel. To assist special programs in the development of consistent, district-wide practices and procedures. To assist special programs in interpreting policy changes and assist with communication to students.

## Core Values

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

# Outreach & Support to Special Programs – Action Plan | 2013-2014

## Action Plan 2013-2014

Goals	Key Activities	Indicators & Measures
1. Refocus efforts from niche groups and increase services to feeder high schools focusing on information dissemination and matriculation support to graduating seniors.	1.1. Provide leadership to campus outreach programs to facilitate opportunities to develop and maintain a consistent presence at feeder high schools. 1.2. With absence of an Outreach Coordinator at City College, assist staff with the coordination of high school visits and presentations. 1.3. With the impending maternity leave of the Outreach Coordinator at Mesa College, provide additional support with coordination of outreach activities at Mesa’s feeder high schools.	1.1. Document development of outreach strategies and implementation of strategies. 1.2. Document type of and frequency of support to City College. 1.3. Document type of and frequency of support to Mesa College
2. Enhance and maintain a steady outreach presence at Continuing Education.	2.1. Develop a program of outreach services specifically focused on C.E. student populations	2.1. Document number and frequency of workshop/presentations and/or strategic efforts to outreach to C.E. students.
<b>(Division Goal 3)</b>		
3. Effectively communicate changing enrollment priorities and emphasis on “Student Success”.	3.1. Work with campus outreach to develop a clear message to high school feeders about changing enrollments policy.	3.1. Develop a new outreach tool which will make clear the matriculation process which will be required for “Student Success”. 3.2. Develop a district-wide outreach presentation highlighting new enrollment policy and emphasis on matriculation and priority enrollment.
4. Update and maintain the prospective student web-site. <b>(Division Goal 2)</b>	4.1. Work with district web-designers to redesign prospective student web site.	4.1. Completion of the re-design.

## Outreach & Support to Special Programs – Action Plan | 2013-2014

Goals	Key Activities	Indicators & Measures
5. Work with campus outreach to ensure that SDCCD maintains a strong community presence.  <b>(Division Goal 3)</b>	5.1. Continue to implement community outreach activities based of established priority matrix.	5.1. Documenting the number and frequency of community outreach efforts coordinated by district outreach.
6. Maintain a collegial and collaborative working relationship between district and campus outreach programs.	6.1. Facilitate monthly outreach meetings.  6.2. Collaborate in the training of student ambassadors.	6.1. Calendar and document on-going outreach meetings. 6.2. Incorporate 2 team building exercises for outreach staff. Evaluate for effeteness as team building activities.
7. Update outreach publications to stay current with new programs, program requirements, entry points, etc.  <b>(Division Goal 4)</b>	7.1. Research all publications with view to maintaining current information.	7.1.1 By working with campus programs of instruction and students services to verify accuracy of statement within all materials.
8. Provide effective leadership and advisement to United Student Council.	8.1. Provide clear direction and guidance to student trustees.  8.2. Communicate effectively with student trustees.	8.1.2. Accomplishment of their stated goals.  8.1.3. Attend all USC meetings and sitting trustee attends all board meetings.
9. Facilitate on-going meetings for the following special programs: Financial Aid, Veterans, FYE, Foster Youth, and GEAR UP.	9.1. Coordinate on-going weekly/monthly meetings for special programs at the district level.	9.1. Document type and frequency of meetings with special program staff. 9.2. Take over coordination of Financial Aid in December 2013.



## Outreach & Support to Special Programs – Action Plan | 2013-2014

Goals	Key Activities	Indicators & Measures
9. Facilitate on-going meetings for the following special programs: Financial Aid, Veterans, FYE, Foster Youth, and GEAR UP.	9.1. Coordinate on-going weekly/monthly meetings for special programs at the district level.	9.1. Document type and frequency of meetings with special program staff. 9.2. Take over coordination of Financial Aid in December 2013.
10. Increase knowledge of special programs' policies and practices.	10.1. Take advantage of conferences/workshops to learn about special programs for Dean and staff.	10.1. Document number and frequency of training sessions.
11. To take over the coordination of all stated special programs during the academic year, 2013/2014  <b>(Division Goal 4)</b>	11.1. Set up on-going meetings for all special programs.	11.1. Calendar and document all meetings of special programs.

### 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
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**Action Plan 2013-2014**

Goals	Key Activities	Indicators & Measures
1. Continually seek new and innovative ways to use emerging technology to increase productivity and enhance efficiency, convenience, and accuracy of our services.  <b>(Division Goal 1)</b>	1.1. Move student records database (PRDS) from outdated technology to a new, stabilized environment. 1.2. Implement and increase the number of transcripts sent electronically.	<i>Quality of Service and Timeliness</i> 1.1.1. Ensure all records transferred successfully, no loss of data. 1.1.2. Database completed. 1.1.3. 70% of records transferred have been verified. 1.2. Continue to work with IT to increase the number of transcripts sent electronically.
2. Deliver timely and accurate service to students.  <b>(Division Goal 1)</b>	2.1. Update web postings, links, and phone recordings regarding transcript ordering, policy, and transcript fees. 2.2. Ensure timely posting of prerequisites 2.3. Support transcript processing for SB1456 requirements.	2.1. Informal feedback via telephone conversations regarding the online transcript request system by users. 2.2. Develop calendar and modify work schedules to ensure prerequisites are posted in a timely manner during peak times. 2.3. Develop new business processes to ensure efficient transcript processing.
3. Foster a positive work environment with shared vision and increased expert base.  <b>(Division Goal 3)</b>	3.1. Cross-training of duties/ responsibilities amongst staff. 3.2. Involve staff in testing new programs for implementation. 3.3. Ensure adequate office coverage and accountability.	<i>Meaningful Collaborations &amp; Teamwork</i> 3.1.1. & 3.3.1. Involve and engage staff at staff meetings. Prepare agenda. 3.1.2. & 3.2.1. Promote teamwork and involvement in assignments/projects. 3.1.3. & 3.3.2. Update and distribute desk manuals outlining procedures to serve as a resource to new/current employees. 3.2.2. Staff involvement in developing standard operating procedures for new processes.

Goals	Key Activities	Indicators & Measures
<p>4. Adhere to high standard and practice of maintaining the confidentiality of student records.</p> <p><b>(Division Goal 2)</b></p>	<p>4.1. Ensure FERPA compliance when handling in-person or phone inquiries, authorizations, subpoenas, verifications, and transcript requests.</p> <p>4.2. Ensure accurate maintenance records for audit.</p> <p>4.3. Increase the number of confidential documents imaged.</p>	<p><i>Compliance and Disclosure</i></p> <p>4.1.1. &amp; 4.2.1. Consistent practice of appropriate security measures to preserve the confidentiality and integrity of student records. Update Records Retention Manual.</p> <p>4.1.2. Protect confidential information from unauthorized access, use, or disclosure. Update and distribute FERPA FAQ's.</p> <p>4.2.2. Proper disposal of all sensitive material when no longer in use.</p> <p>4.2.3. Monitor process to ensure accurate and timely record keeping. (Late/missing grades.)</p> <p>4.2.4. Maintain and image forms in a timely manner.</p>