

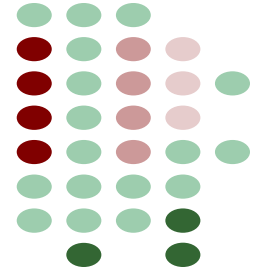


# 2012/2013 Action Plan

San Diego Community College District

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## District Student Services Division



September 2012

# Student Services Division Action Plans 2012/2013

## **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 2012-2013**

Goals	Key Activities	Indicators & Measures
1. Ensure compliance and timely response to State mandates. <i>Examples: MIS reporting, Enrollment Fee Increase, Title 5, etc.</i>  <b>(Division Goal 2)</b>	1.1. Analyze, plan, design and respond to statewide mandates. 1.2. Test, train, communicate and implement State mandates for Student Services.	<i>Efficiency</i> 1.1. 2012/13 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.
2. Improve efficiency through technical solutions. <i>Examples: CE online registration, Online faculty roster, Faculty Web Services integration, etc.</i>  <b>(Division Goal 3)</b>	2.1. Analyze business processes to determine necessary improvements for efficiencies. 2.2. Develop project and implementation plan. Coordinate technical specifications with Information Technology.	<i>Efficiency</i> 2.1. 2012/13 projects successfully implemented and/or processes successfully changed within scheduled timeframe and budget. 2.1.2. Completion of training manuals and/or user guides. <i>Communication</i> 2.2. Soliciting information from colleges and debriefing after project implementation. <i>Efficiency</i> 2.3. Stabilization, reduction or shift in workload/staffing. Minimizing need for new staff in Student Services district-wide.

Goals	Key Activities	Indicators & Measures
<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.</p> <p>3.2. Recommend changes to district policies approved by Board of Trustees.</p> <p>3.3. Recommend improvement to district procedures.</p> <p>3.4. Respond to requests/inquiries/training needs.</p> <p>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.</p> <p>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>
<p>4. Provide leadership and expertise to support a new Administrative System.</p> <p><b>(Division Goal 3)</b></p>	<p>4.1. Identify Current Business Processes for a new Administrative System.</p>	<p>4.1.1. Identify current processes for Student Services functionality and specifications.</p> <p>4.1.2. Ensure all current functionality is identified and mapped out.</p>

# Disability Support Programs and Services | 2012-2013

## 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 2012-2013

Goals	Key Activities	Indicators & Measures
1. Develop replicable processes for providing timely services and programs district-wide  <b>(Division Goal 3)</b>	1.1. 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> 1.1.1. Support use of approved Transition Plan for new buildings 1.1.2. 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>	2.1. 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> 2.1.1. Develop report for Managers/Coordinators student files review 2.1.2. Provide training on new SSTF regulations and other new documentation needs. 2.1.3. Complete Agency process for Interpreters not covered by DSPS <i>Customer Satisfaction</i> 2.1.4. Develop student information for website on support.

## Disability Support Programs and Services | 2012-2013

Goals	Key Activities	Indicators & Measures
<p>3. Practice effective communication with college community to assure student access in all programs and services</p> <p><b>(Division Goal 3)</b></p>	<p>3.1. Strategic participation in district-wide committees to represent DSPTS issues throughout the colleges and continuing education, such as: Disaster &amp; Safety, Management Council, Distance Ed., and DSPTS Council</p>	<p><i>Innovation and development</i></p> <p>3.1.1. Attend 100% of Disaster &amp; Safety Comm. meetings and respond to written documents.</p> <p>3.1.2. Attend/ monitor DE meetings to provide feedback &amp; response to access needs</p> <p>3.1.3. Develop plan for instructional support as needed for test proctoring</p> <p>3.1.4. Maintain presence on all college/ce new building comm.</p>
<p>4. Seek to improve professional skills of DSPTS personnel and the college community that it serves</p> <p><b>(Division Goal 3)</b></p>	<p>4.1. 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>4.1.1. Attend meetings for DHH, MH and CAPED (as treasurer) for feedback on state funding and implementation needs.</p> <p><i>Communication</i></p> <p>4.1.2. Continue ongoing meetings for managers, faculty and administration as needed related to DSPTS.</p> <p>4.1.3. Monitor use of C2C website for effective transmission of available services. Continue to add ASL video and new program information.</p>
<p>5. Seek external funding to support disability accommodation needs of students</p> <p><b>(Division Goal 1)</b></p>	<p>5.1. 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>5.1.1. Monitor expanded WorkAbility III grant for 2011-2014 with new positions &amp; match support</p> <p>5.1.2. Review and monitor functions of CalWORKs contract for 4th year.</p> <p>5.1.3. Review and monitor functions of College 2 Career grant and mentor new coordinator</p>

**Mission**

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**Core Values**

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

**Action Plan 2012-2013**

Goals	Key Activities	Indicators & Measures
1. Increase numbers of degrees and certificates awarded  <b>(Division Goal 1)</b>	1.1. Prepare a report of students with 60+ units, email students to communicate information, advertise (posters).	<i>Quality of Service and Timeliness</i> 1.1. Increase graduation rates each semester.
2. Create an integrated graduation database  <b>(Division Goal 1)</b>	2.1. Develop specifications, work with the I.T. to design and test, and train college colleagues.	2.1. Begin using new database Fall 2012. 2.2. Develop a new user manual and business processes.

Goals	Key Activities	Indicators & Measures
<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>3.1. 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>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 2012-2013

Goals	Key Activities	Indicators & Measures
1. Deliver timely and relevant data and information to the three colleges, Continuing Education, the District and the community  <b>(Division Goal 1)</b>	1. Provide regular and recurring institutional reports (i.e., Fact Book, Basic Skills, HS Pipeline), as well as ad hoc requests.	<i>Customer Satisfaction/Feedback</i> 1.1. Ongoing and annual on-line customer satisfaction survey.
2. Employ high quality and integrity standards in processes for generating and managing data and information.  <b>(Division Goal 4)</b>	2.1. Ensure that all projects run through same rigor of quality using validation check system. 2.2. Develop and update project plans or proposals for all major projects. 2.3. Continue to develop and maintain Datamart	<i>Accuracy &amp; Relevancy of Information</i> 2.1. Implementation of data validation and quality improvement processes on all reports and projects. 2.2. Development of project plans on all mid to large reports. 2.3. Transition most reports to Hyperion.

Goals	Key Activities	Indicators & Measures
<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, facilitated discussions, workshops, training, info sessions, and research academies)</p>	<p><i>Culture of Evidence &amp; Inquiry</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>
<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 by providing a network of support and leadership within the IRP.</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>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. Continue to develop and maintain Datamart project.</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>5.1.3. Number of trainings and number of staff attending.</p> <p>5.2.1 Quality analysis of processes, procedures and protocols through Continuous Quality Improvement meetings</p> <p>5.2.2. Number and quality of resolution on items in the Change Control Log.</p>

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.

Core Values

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

**Action Plan 2012-2013**

Goals	Key Activities	Indicators & Measures
<p>1. 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</p> <p><b>(Division Goal 3)</b></p>	<p>1.1. Review ongoing partnerships with community-based organizations, continue to strengthen existing partnerships.</p> <p>1.2. 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> <p>1.3. Develop a program of outreach services specifically focused on C.E. student populations.</p>	<p>1.1. Document number and frequency of workshops and/or presentations to the community.</p> <p>1.2. Document number and frequency of workshop/presentations and/or strategic efforts to outreach to C.E. students.</p>
<p>2. Monitor and update web-site for effectiveness and accuracy</p> <p><b>(Division Goal 2)</b></p>	<p>2.1. Work with district web-designers to update when necessary.</p> <p>2.2. Develop a e-mail database to communicate important information to prospective students.</p>	<p>2.1. Feedback from students on the practical value of the site.</p> <p>2.2. Send e-correspondence to prospective students.</p>

Goals	Key Activities	Indicators & Measures
<p>3. Work with campus outreach to streamline/consolidate outreach services throughout the district to ensure that SDCCD maintains a strong community presence</p> <p><b>(Division Goal 3)</b></p>	<p>3.1. Develop/implement a plan to expand the collaboration between district outreach and campus outreach programs.</p> <p>3.2. Increase and maintain a collegial, collaborative working relationship between district and campus outreach.</p>	<p>3.1. By providing for ongoing, collegial, self-reflective dialogue about the continuous improvement of outreach services.</p> <p>3.2. Incorporate 2 team building exercises for outreach staff. Evaluate for effectiveness as team building activities.</p>
<p>4. Update outreach publications to stay current with new programs, program requirements, entry points, etc.</p> <p><b>(Division Goal 4)</b></p>	<p>4.1. Research all publications with view to maintaining current information.</p>	<p>4.1.1 By working with campus programs of instruction and students services to verify accuracy of statement within all materials.</p> <p>4.1.2. Accomplishment of their stated goals: Advocacy, Promote cohesiveness amongst district ASG's, Build up region X.</p> <p>4.1.3. Attend all USC meetings and sitting trustee attends all board meetings.</p>
<p>5. Effectively advise Student Trustees.</p>	<p>5.1. Provide clear direction and guidance to student trustees.</p> <p>5.2. Communicate effectively with student trustees.</p>	

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Core Values

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**Action Plan 2012-2013**

Goals	Key Activities	Indicators & Measures
<p>1. Continually seek new and innovative ways to use emerging technology to increase productivity and enhance efficiency, convenience and accuracy of our services.</p> <p><b>(Division Goal 1)</b></p>	<p>1.1. Move student records database (PRDS) from outdated technology to a new, stabilized environment.</p> <p>1.2. Develop and implement a process to send transcripts electronically.</p>	<p><i>Quality of Service and Timeliness</i></p> <p>1.1.1 Ensure all records transferred successfully, no loss of data.</p> <p>1.1.2 Database completed.</p> <p>1.1.3 50% of records transferred have been verified.</p> <p>1.2 Work with I.T. to develop specifications, test and implement sending transcripts electronically.</p>
<p>2. Deliver timely and accurate service to students.</p> <p><b>(Division Goal 1)</b></p>	<p>2.1. Update web postings, links and phone recordings regarding transcript ordering, policy, and transcript fees.</p> <p>2.2. Ensure timely posting of prerequisites</p>	<p>2.1 Informal feedback via telephone conversations regarding the online transcript request system by users.</p> <p>2.2 Develop calendar and modify work schedules to ensure prerequisites are posted in a timely manner during peak times.</p>

Goals	Key Activities	Indicators & Measures
<p>3. Foster a positive work environment with shared vision and increased expert base.</p> <p><b>(Division Goal 3)</b></p>	<p>3.1 Cross-training of duties/ responsibilities amongst staff.</p> <p>3.2. Involve staff in testing of online transcript system.</p> <p>3.3. Ensure adequate office coverage and accountability.</p>	<p><i>Meaningful Collaborations &amp; Teamwork</i></p> <p>3.1.1 &amp; 3.3.1 Involve and engage staff at staff meetings. Prepare agenda.</p> <p>3.1.2 &amp; 3.2.1 Promote teamwork and involvement in assignments/projects.</p> <p>3.1.3 &amp; 3.3.2 Update and distribute desk manuals outlining procedures to serve as a resource to new/current employees.</p> <p>3.2.2 Staff involvement in developing standard operating procedures for new processes. E.g., electronic transcript.</p>
<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><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 Develop processes to ensure accurate and timely record keeping. (Late/missing grades.)</p> <p>4.2.4 Maintain and image forms in a timely manner.</p>