



2016-17
Annual Department Review
Office of Student Services

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Section 1: Department Planning:

Internal Analysis

Describe the department’s operational performance over the past year.

Service Area Outcome(s)

Table 1.1 SAOs

SAO	ASSESSMENT MEASURE /TARGET
AUO/SAO 1: 1. Provide open access to allow students to obtain information on services available.	TARGET: 80% of students will be satisfied with the availability of online information on student services.
AUO/SAO 2: 2. Determine customer service from Coastline Community College students using a five point.	TARGET: Point of service at Admissions & Records, Financial Aid, Extended Opportunity Program & Services, Associated Student Government, and other office to be determined. FINDING: In-progress.

Progress on Forward Strategy Initiative(s)

Table 1.2 Progress on Forward Strategies

Initiative(s)	Status	Progress Status Description	Outcome(s)
The Office of the Vice President of Student Services will refocus the Coastline Community College Student Support Services Programs to be set-up in a “Distributive Model” where the services are delivered to the student at all four sites of the college and to online/distance education students	In-progress	The distributive model is in progress; the hardware has been purchased and the distribution of the hardware will take place in the beginning of the fall semester. Students will be able to receive virtual support from where they are via computer video conferencing using Canvas and/or Cranium Café.	The planning for the distributive model was completed and produced the following implementation schedule: NBC will begin in Fall 2015; GGC will begin in Fall 2017; and Le-Jao will begin in Fall 2018.
Fully implement the Student Conduct, Title IX, and Behavioral Assessment Team to constitute an integrated approach to student intervention and discipline. The implementation will include training programs for students, staff, faculty, and administrators. The program will promote college community awareness of sexual	Still in-progress but moving towards full implementation	This initiative is still in progress. The initiative depends on the hiring of the Dean of Students to move many of the responsibilities over to the Dean. Many of the responsibilities are housed in the VPSS office	The position of Dean of Students was approved by the PIEAC and Budget Committees and moved forward by the College Council and signed off by the President. The reorganization of the Student Services Wing will

violence, yes means yes, and the student code of conduct.		and an Interim Title IX Coordinator.	commence once the position is filled
The Office of the Vice President of Student Services will support the Math department in its development of a Summer Math Academy and Winter Math Retention Program by offering professional development and support in coordinating the implementation of the program.	Pilot completed	The Math Academy was implemented in summer 2015 and then course corrected in summer 2016. Results will be release in September 2016.	The initiative produced an outcome produced a 68% success rate for students completing Elementary and Immediate Algebra of those students who enrolled in the course in summer 2016.
The Office of the Vice President of Student Services will support the Director of Student Life, Information Center and Outreach to develop a comprehensive Coastline Community College Student Outreach and Recruitment Program that will target high school graduates, adult re-entry, and online students.	In-progress	The Information Center was launched in the fall of 2015. It is in its second cycle and the VPSS has filed a re-organization plan for the office to employ Student Services Technician 1 staff members to provide a wider range of services to students.	The student recruitment program has progress and completed its first cycle of recruitment. The outcomes show a quadrupling of STAR students since the 2012-2013 academic year. The student recruitment data base was implemented and lead cards are being inputted into the system for student recruitment use.
The Office of the Vice President of Student Services will support the Dean of Counseling to develop and coordinate Coastline Community College's participation in the Statewide Alternative Assessment Program.	In-progress	This is the second cycle for Coastline CC in the MMP.	
The Office of the Vice President of Student Services will support the Director of Student Life, Information Center, and Outreach to create an Information Center to provide human and instant electronic information to Coastline students via telephone, email, text, Facebook, Instagram, Twitter, and other social media.	In-progress	This initiative will require more collaboration with the Marketing Department to form a better partnership to develop a more comprehensive social media student recruitment program.	No outcomes were produced on this initiative.
Revising the student support services for the STAR Program to the Newport STAR that will target first-time freshmen at the Newport Beach Center into a Learning Community based system with structure pathways in Business Administration, Psychology, and Pre-Allied Health Certificate. This	In-progress; second year in a five year plan	The first cycle is complete with the second cohort coming fall 2016. The second cycle started with a larger cohort (50%) and a new curriculum pattern towards a meta major format	The first cycle completed with an 83% retention rate after one term and 60% retention rate from fall to fall.

program will feature embedded tutoring in “gateway” classes.			
Start working with the Vice President of Instruction to revision the Online STAR Program to create an Institutional intrusive, integrated, student engagement model to increase retention and academic achievement among Coastline Community College online student learners.	Planning stages	This initiative is still in the planning stages with curriculum and pathways.	The VPI and I have begun working with faculty to begin discussions on this program.
Start working with the Vice President of Instruction to revision Working Adult type program that will meet the needs of working adults and create a significant increase of academic achievement of students in a structure cohort model.	Planning	This initiative is in the brainstorming stage with multiple alternatives still being considered.	The VPI and I have begun working with faculty to begin discussions on this program.

Response to Department Committee Recommendation(s)

Table 1.3 *Progress on Recommendations*

Recommendation(s)	Status	Response Summary
The Committee recommends that the office discuss the use of Service Area/Administrative Unit Outcomes and summarize the ongoing dialog of outcome and achievement data.	In-progress	Student Services will attach its thematic goal “Enhance the Student Customer Service Experience” to the AUO/SAO 1: 1. Provide open access to allow students to obtain information on services available. Also, the Wing will use the Assessment Measure/Target of 80% of students will be satisfied with the availability of online information on student services.

Section 2: Human Capital Planning

Staffing

Table 2.1 *Staffing Plan*

Year	Administrator	Management	F/T Faculty	Adjunct	Classified	Hourly
1 year 2017-2018	N/A	N/A	0	0	Applications Systems Analyst/Programmer (1)	N/A
2 years 2018-2019	Position Title (# of positions)	Position Title (# of positions)	1	0	A&R Technician 2 (1)	N/A
3 years 2019-2020	Position Title (# of positions)	Position Title (# of positions)	1	0	Position Title (# of positions)	Position Title (# of positions)

Priority 1: For years the data model of the District has been a centralized one. For data extraction, table manipulations and setup a District request was required. The Technology Efficiency Team recommendations have now stated that the model should change to a decentralized format. This would present an opportunity for Coastline College to build a model of data driven decision making and student information system tuning and output efficiency. As the District is moving to a Banner setup that will set all terms as one a Functional Applications systems Analyst/Programmer will be critical to format Coastline College’s table setup to best benefit the college in a new environment of like tables. This opportunity may not be available if the scare human resources are hired by our sister colleges; whatever college acts first will obtain the best resources for programming, data, and efficiency.

Priority 2: Admissions & Records will be processing students through admissions (residency), transcript evaluations, and graduation without support from general funds and soft funding comes and goes. As the incarcerated student population remains around 20% of the whole population but demand for those 20% of seats increases (applications and residency) so too does the workload on the Admissions & Records staff. The change in the Federal code has also brought on additional stress on the existing staff in processing California residency decisions through thoughtful analysis and exception analysis processing. These two positions would help to support the mounting workload of Admissions & Records. This is a request to replace the lost counseling position of Eric Garcia’s resignation. The counseling of students continues to be a significant gap between demand and supply of counseling appointments. Coastline College has no direct coordination of Transfer and Career services except by classified staff. This position would begin to put resources to those two vital areas for better student outcomes in transfer and job placement.

Priority 3: General counseling is always a concern to make sure student demand is met by available counseling appointments and begins to connect counselors with specific populations for better student completion rates.

Professional Development

Provide a description of the program’s staff professional development participation over the past year. Include evidence that supports program constituents participating in new opportunities to meet the professional development needs of the program.

Table 2.2 Professional Development

Name (Title)	Professional Development	Outcome
Rosalie Triggs, Assistant to the Vice President	Maxient Conference	Train to move to User level 5 security access and become the main manager of the alert system for student conduct, Title IX, and concerning behavior.
Ross Miyashiro, Vice President of Student Services	Association of California Community College Administrators	To bring back new ideas on initiatives and how to support the outcomes of existing initiatives.
Ross Miyashiro, Vice President of Student Services	Doctoral Degree and Doctoral Dissertation	To learn and become an expert on online delivery of student services. To obtain higher skills on management and change management.

Section 3: Facilities Planning

Facility Assessment

Reimagining the College Center for student services is at the forefront of the Student Services Wing. This restructuring will also provide more emphasis on Coastline’s distance and online students. The hub to provide online student services will be housed at the College Center in the Information Center. To plan this type of setup will require collaboration and interdependency of Student Services and Distant Learning. Also, sub-offices will be setups in all three Centers will the implementation as follows: 1) Newport Beach Center in 2016 – 2017; Garden Grove Center in 2017 – 2018; and Le-Jao Center in 2018 – 2019. These hubs will be a combination of in-person and virtual support for students to eliminate the need to students to travel to the College Center.

Section 4: Technology Planning

Technology Assessment

The Wing of Student Services is using technology to support Coastline College’s online students and in-person students. The table below shows the product and its stage of implementation.

Product	Function	Progress	Intended Outcomes
Navigate	Onboarding process from application to enrollment	Working towards the release fall 2016	To provide access to Coastline Community College and the matriculation process
OOHLALA	Mobile application for student life and support services	Working towards the release fall 2016	To provide access to all students to social engagement and student support service information and knowledge
Cranium Café	Real-time video for counseling and student support services	Working towards the release spring 2017	To provide students with online face-to-face counseling and student support services
Canvas	Class shell setup for all student service offices to provide more efficient support to enrolled students.	Working towards the release fall 2017	To provide enrolled students with all student services and access to a comprehensive knowledge base of all student services that Coastline College offers
Virtual SS Office	Hardware setup for student support at all Centers in conjunction with Canvas and Cranium Café	Working towards the release spring 2017	To provide access to students at Newport Beach, Garden Grove, and Westminster for face-to-face services in all Student Services Departments

Regroup	Mass communication with students via email and text	In operation	Has given Coastline the ability to send out mass messaging either email or email/text to all students or a select group of students.
Mobile computer labs	To support the student matriculation process at the College Center and Newport Beach Center	In operation	Increased student access to student recruitment lead card, admissions application, and registration.

New Initiatives

Initiative: Student Services priority focus will be on to enhance the student customer service experience.

Describe how the initiative supports the college mission:

This initiative will separate Coastline Community College from other colleges in its attention to the student customer service experience. This type of service will increase access, retention, and completion of students and their goals. By expanding and rethinking how support services are offered, students will be able to access all types of support services making retention and completion a much easier pathway without barriers. Use technology to proactively reach out to students. This technology will help support college attendance decision making, registration, counseling, coaching, Success Center services, disabilities services, Extended Opportunities Programs & Service, and many more. Technology will be able to provide verifiable data in order to make more informed decisions on services to offer. Technology makes it possible to offer personal services to students to where ever they work and live.

What college goal(s) does the initiative align with? Select one

- Student Success, Completion, and Achievement
- Instructional and Programmatic Excellence
- Access and Student Support
- Student Retention and Persistence
- Culture of Evidence, Planning, Innovation, and Change
- Partnerships and Community Engagement
- Fiscal Stewardship, Scalability, and Sustainability

What College planning document(s) does the initiative align with? Select all that apply

- Educational Master Plan
- Facilities
- Staffing
- Technology

What evidence supports this initiative? Select all that apply

- Learning Outcome (SLO/PSLO) assessment
- Internal Research (Student achievement, program performance)
- External Research (Academic literature, market assessment, audit findings, compliance mandates)

Describe how the evidence supports this initiative.

The theoretical framework for this initiative is taken from two main sources, Redesigning America's Community Colleges by Bailey, Jaggars, & Jenkins and Completing College: Rethinking Institutional Action by Tinto. Bailey, Jaggars, & Jenkins explains the hardship of community college students as "students lost in a maze." Students are confused on pathways to take (courses), how to succeed, how to get informed on what services to seek in college. The authors quote a California study (page 26), that states that 79 percent of students wanted to be directed in making connections between their college goals and avenues for success. Other services include how to select a major, student educational planning, tutoring, etc. On page 57 the authors address first generation students and how they are left to figure out higher education on their own. Many qualified for special services but never received them due to their ignorance of the programs. Bailey, Jaggars, & Jenkins cover many more topics such as technology and lack of face-to-face (we get around this), strengthening support services and intervention (we address this), and integrating

support along the way (which we will do in our initiative). All these activities add up to increased retention and completion.

Vincent Tinto has updated his theory of retention through student separation and social integration into four main pillars. Pillar one: Expectations; Pillar two: Support; Pillar three: Assessment and Feedback; and Pillar four: Involvement. Tinto's meaning of expectation is twofold. Tinto begins with the student need to have a clear and concise expectation of what it takes to succeed in college. What he means is that student should know exactly what classes they must enroll in to complete their degree, the rules and regulations of the institution, and how to access support services (self-advocacy). The more advising the students receive the higher their retention rate. Tinto goes on to write that a high expectation of effort is communicated by the college and the student has a clear understanding of these expectations of their highest efforts. This is especially critical during the first year. Tinto is clear, students cannot do this alone, that it is the responsibility of the college to instill this culture, knowledge and expectations. The student too should have high expectations of the college to provide the required knowledge, advising, and support services for their success. Coastline College must provide access to counseling, advising, tutoring, and more that reaches out to the student and not wait for the student to find them. The Student Services initiatives cover all these aspects of Tinto's institutional expectations. Pillar two addresses support. Student Services is building a network of support through collaboration with Instruction for developmental support, intervention counseling, coaching, and advising, and accessing support services. The technology used is through various software packages and does not depend on one thing but rather an array of pathways for success. One of the newer mobile software addresses social support regardless if the student is on-ground or online. Financial support is one of the most important aspects of college success and through technology the student will be able to access financial aid support better in-person and virtual support via the video meetings. Tinto's third Pillar consists of assessment and feedback. The software packages the college has purchased will provide assessment and feedback in math and English assessment, classroom assessment, feedback, and immediate intervention with support services. Constant coaching, counseling appointments, and faculty advising will give students a clear picture of how they are doing and what adjustments they may need to make to reach their academic goals. The final Pillar is Involvement, this is basically Tinto's original theory. Student engagement is paramount to both Bailey and Tinto. The college must engage students so they have a sense of belonging and are vested in Coastline Community College. This initiative does that on several levels. From social engagement to academic engagement and finally to transition engagement the initiative addresses all. What Bailey, Jaggars, & Jenkins and Tinto assert is that if these theoretical frameworks are followed then the institution will experience higher levels of retention and completion among their student body.

Recommended resource(s) needed for initiative achievement:

I would request a technical staff member to access data and setup the student information system (Banner) and other software to work to Coastline College's advantage.

What is the anticipated outcome of completing the initiative?

Significant increase in student retention and completion; the initiative will take three to five years to mature into the systems that Bailey and Tinto outline in their theories.

Provide a timeline and timeframe from initiative inception to completion.

This initiative is a five year project. Please see the table below for a timeline of the initiative.

Year	Initiative	Outcomes
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One	The release of Cranium Café and OOHLALA software's. The installment of Virtual Student Offices. The opening of the Newport Beach Student Services Hub Office. Cross-training begins. Customer Service Professional development continues. First version of Navigate is released.	Increase student access to Coastline College services. No effect upon student retention and completion at this point of the initiative. Intensive training for staff to learn the systems. Marketing the information access to students.
Two	The releases of the new Student Services web site, Student Services Banner classes open all day for enrolled students. Cross-training and Customer Service professional development continues. Second version of Navigate is released.	Course correct for the first quarter of the year. Start to move towards all staff member becoming highly proficient in using the systems. Continue marketing the system to interject the system as the norm for students accessing information. Expected small up ticks in student retention.
Three	Final version of Navigate is released.	Full marketing on the final version and integrate the system fully as the main focus for students' access information. Begin to integrate all the software (planning only). At the end of year three the expected outcomes will be a noticeable increase in student retention and a small uptick in student completion.
Four	Various software packages are tuned and interfaces are configured to work together.	Begin the integration of all the systems into a clear path for students. Significant increase in student retention and a noticeable increase in student completion.
Five	First year of full implementation	Significant increase in student retention and completion (based on year one, two, and three cohorts).

Prioritization

List and prioritize resource requests

Initiative	Resource(s)	Est. Cost	Funding Type	Health, Safety Compliance	Evidence	College Goal	To be Completed by	Priority
Universal Access via New Technologies	Software cost	\$100,000	50% - 1 time 50% - ongoing	No	Redesigning American's Community Colleges – Bailey, Jaggars, & Jenkins and Completing College: Rethinking Institutional Action - Tinto	Access & Student Support	2020-2021	1
Department Cross-training	Release time	0	n/a	No	See above	Access & Student Support	2017-2018	2
Canvas training for Student Services Staff Members	Release time and possible 3 rd party trainer	0 if training is completed in-house	n/a	No	See above	Access & Student Support	2017-2018	3
Onboarding of New SS Employees	Release time	0	n/a	No	See above	Access & Student Support	Fall of 2017	4
Argos Training	Release time	0	n/a	No	See above	Access & Student Support	2017-2018	5
Revitalize the Probation/Disqualification Committee	Release time	0	n/a	No			Spring 2017	6
Banner training	Release time	0	n/a	No	See above	Access & Student Support	2017-2018	7

List and prioritize staffing requests. For full-time positions, include a Coast District approved job description.

Initiative	Resource(s)	Est. Cost	Funding Type	Health, Safety Compliance	Evidence	College Goal	To be Completed by	Priority
Universal Access via New Technologies	Applications Systems Analyst/Programmer	\$126,000	Ongoing	No	Student Services does not have any technology support at this time	Access & Student Support	2018-2019	1
Incarcerated and Military Students Enhanced Customer Service	A&R Technician 2	\$80,000	Ongoing	No	See above	Access & Student Support	2017-2018	2

Incarcerated and Military Students Enhanced Customer Service	Assessment Guidance Assistant	\$75,000	Ongoing	No	See above	Access & Student Support	2017-2018	3
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Prioritization Glossary

Initiative:	Provide a short description of the plan
Resource(s):	The resource(s) are needed to support the completion of the initiative
Est. Cost:	Estimated financial cost of the resource(s)
Funding Type:	Specify if the resource request one-time or ongoing
Health, Safety Compliance:	Specify if the request relates to health or safety compliance issue(s)
Evidence:	Specify what data type(s) supported the initiative
College Goal:	Specify what College goal does the initiative align with
To be completed by:	Specify year of anticipated completion
Priority:	Specify a numerical rank to the initiative