

Golden West College

INSTRUCTIONAL PROGRAM REVIEW

Spring 2016

Division Name: Student Success and Support Program (SSSP) & Student Equity

Program Contact Information:

<i>Division Manager</i>	<i>Phone #</i>	<i>Office Location</i>	<i>E-mail Address</i>
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<i>Division Coordinator</i>	<i>Phone #</i>	<i>Office Location</i>	<i>E-mail Address</i>
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<i>Department Chair</i>	<i>Phone #</i>	<i>Office Location</i>	<i>E-mail Address</i>
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NON-INSTRUCTIONAL PROGRAM REVIEW PROMPT

PROGRAM INFORMATION:

Assume the reader doesn't know anything about your program/department. Briefly describe your department and how your department supports one or more of [Golden West College's mission and goals](#). **This description will likely be used on your department's website.**

The Student Success and Support Program (SSSP) & Student Equity office supports student success by providing funding opportunities to the campus for resources as defined by statute and the California Code of Regulations.

SSSP was established as a result of The Seymour-Campbell Student Success Act of 2012 to increase California community college student access and success by providing effective core matriculation services including orientation, assessment & placement, counseling, and follow-up services for at risk students.

As a condition for receiving SSSP funding, and in order to ensure equal educational opportunities, all colleges must maintain a student equity plan. This plan analyzes data to identify and mitigate disproportionate impact based on ethnic and racial categories as well as special populations (i.e. foster youth, students with disabilities, low-income students, and Veterans) in the area of access, course completion, ESL & basic skills completion, degree & certificate completion, and transfer.

SSSP and Student Equity funds provide services and resources that are in alignment with the GWC Mission Statement and GWC College Goals under Student Learning Program & Services, Resources, and Participatory Governance & Leadership. The focus is to provide services to students that can increase the likelihood of access, retention, and completion.

Program Contributions: Describe how your department contributes to the campus. Consider areas such as diversity, campus climate, student success, campus processes, student support, and other college goals below.

The SSSP & Student Equity office contributes to the campus in areas of diversity, student success, and student support. The following goals have been identified in an effort to increase contributions to the campus by establishing programs in alignment to the college goals.

1. Campus Student Equity Awareness

- a. Provide guest facilitators and speakers for campus-wide equity engagement.
- b. Provide opportunities for professional development to faculty, staff, and management.
- c. Institutionalize equity mindedness.

2. RCC Initiatives Campaign

- a. Increase awareness of available SSSP and Student Equity funds to standing committees and departments on campus.

3. SSSP and Student Equity Policies and Procedures

- a. Establish policies and procedures for SSSP and Student Equity through collaboration with the Student Equity Taskforce, Recruitment to Completion Committee (RCC), and other constituent groups.

4. Equity Consultants

- a. Bring expert consultants on campus to facilitate equity inquiry and conversations.

College goals (check all that apply):

- Institutional Mission & Effectiveness
- Instructional Programs
- Student Support Services
- Library and Learning Support Services
- Student Engagement
- Student Equity
- Human Resources
- Facilities & Campus Environment
- Technology
- Fiscal Resources
- Planning Processes
- District Collaboration
- Community Relations
- Business, Industry, Governmental Partnerships

External Requirements: Indicate any requirements that are imposed on your program/department by the state, federal regulations, or other external accrediting bodies (If applicable).

SSSP was established by the Seymour-Campbell Student Success Act of 2012. Core services offered under SSSP is governed by Title 3 and Title 5 of the California Code of Regulations. The California Community Colleges Chancellor's Office (CCCCO), on behalf of the Board of Governors, is responsible to the California Legislature for ensuring that funds provided to districts are used for their intended purposes and that colleges operate their programs in accordance with state law and regulations. The colleges demonstrate compliance by submitting several key reports each fiscal year to the CCCCCO regarding activities and expenditures. Senate Bill 860 (2014) added Education Code Section 78220, which requires colleges to maintain a Student Equity Plan as a condition for receiving SSSP funding.

REVIEW OF LAST CYCLE PROGRAM REVIEW

Provide assessment of your previous program review initiatives. Summarize any accomplishments that your program/department achieved. (2 pg limit) [Link to Previous Program Review Reports](#)

No previous program review exists for SSSP or Student Equity. SSSP was formerly known as the Matriculation Program and funding was managed by the GWC Counseling Division. The spring 2013 program review for the Counseling Division stated the following:

- New Enrollment Priorities regulations will place an additional burden on counseling, specifically the requirement that students must have an education plan to receive priority registration.
- New Student Success and Support Program (old Matriculation) bases funding on providing core student services: orientation, assessment, counseling and other education planning services which will place additional responsibilities on our department.

SSSP core services are currently provided by Counseling, Assessment Center, and Enrollment Center, while funding is currently managed by the SSSP and Student Equity Coordinator.

Student Equity funding was not available and no program was established prior to 2014.

SWOT ANALYSIS

Strengths:

- What does your program/department do well?
- What do you believe your students, potential employers, or transfer institutions see as your program's/department's strengths?

SSSP funding provides the necessary resources to various programs on campus including Counseling (general, EOPS, CalWORKs, and DSPS), Assessment Center, and the Enrollment Center.

Student Equity funding provides new resources to various programs on campus with the goal to mitigate disproportionate impact for student groups in the Student Equity Plan.

A SSSP and Student Equity Coordinator is in place to oversee expenditures and provide financial reports to the CCCCCO. This position provides an opportunity to establish an overall framework and vision for both programs, which can maximize funding and resources for student success.

Weaknesses:

- In what areas does your program/department need to improve?
- What are your program's/department's immediate needs?
- What limitations or barriers is your program experiencing?

The SSSP & Student Equity office can benefit from greater efficiency and vision. This office currently operates as a one-person department. The SSSP & Student Equity Coordinator is currently responsible for the operational functions for each program. This hinders the opportunity for greater leadership and collaboration with constituent groups on campus. In addition, there is no framework or structure established, thus the role of the SSSP and Student Equity Coordinator is not clearly defined.

There are no policies and procedures in place for SSSP and Student Equity. The current model asks for Requests for Proposals (RFPs) to be submitted for review by the Recruitment to Completion Committee (RCC). The lack of policies and procedures prevents RCC members to make decisions efficiently. Having policies and procedures as a tool can increase the efficiency of decision-making.

Equity awareness on campus is limited. All constituent groups can benefit from an efficient communication system to create and institutionalize equity mindedness; a vital component for student success.

Opportunities

- What opportunities exist for your program/department?
- What opportunities exist that may allow your program/department to expand/improve on efficiency?
- What external funding opportunities are available for your program/department? (If applicable)
- What partnerships/collaboration (internal, district-wide, external) can be established or expanded to the benefit of your program/department?

SSSP and Student Equity have healthy budget allocations. Funds provide the opportunity for staff department growth. Adding support staff that can help run the day-to-day operational tasks can improve program efficiency. In order to clearly define the role of the SSSP and Student Equity Coordinator, there is a need to analyze the possible separation of duties that are operational versus leadership and strategic planning. Adding operational staff can be the first step forward towards this vision.

Threats/Challenges

- What challenges exist for your program/department?
- What budgetary constraints is your program/department facing?
- Are there upcoming changes to state and federal regulations that will impact your program? Elaborate.

District policies and procedures pose a challenge for a program that is striving to establish an infrastructure. SSSP & Student Equity provide funding opportunities to expand current resources as well as establish new programs. Obtaining approval to implement a new program is a slow process, which hinders the opportunity to pilot new ideas and interventions for student success. This slow process causes challenges in timely expenditures posing a threat of returning funds back to the State and/or spending funds on resources that may not be in alignment with the campus mission and goals.

SSSP will be funded based on MIS data reported to the CCCCCO. This means that the level of funds available will be dependent on the efficiency of core services provided to new students. In order to maintain and increase the number of core services provided to students, it will require additional resources. The success of this program is dependent on timely approval at the campus and district level in order to efficiently implement critical programs, services, and interventions.

Student Equity requires annual research data and inquiry in order to determine the efficiency of current programs and/or interventions that were designed to mitigate disproportionate impact. Outcome data will also be required in the report to the CCCCCO on the overall efficiency of programs and interventions for each indicator in the plan. The campus is expected to reach goals as stipulated in the plan; however, the current

process to approve new programs or interventions poses a threat for not reaching campus goals as stipulated in the Student Equity Plan.

PROGRAM DATA AND ANALYSIS

Measures of Scope of Program (Who does your department serve? How many do you serve?)

Student Number of Students Served: See below

Student Success and Support Program (SSSP) for 2014-15 Fiscal Year

Orientation:	2,685 students
Assessment:	1,916 students
Counseling:	
General:	11,750 students
CalWORKs:	177 students
DSPS:	847 students
EOPS	1,024 students
Financial Aid:	82 students
Follow-Up:	289 students

Student Equity

Student Equity funds programs and/or services that address disproportionate impacted student groups as written in the Student Equity Plan. The following are the number of students that can be positively impacted by programs and/or services funded by Student Equity funds.

Access:	4,067 students
Course Completion:	24,227 students
Basic Skills:	3,414 students
Degree and Certificate Completion:	1,018 students
Transfer:	874 students

Faculty Number of Faculty Served: 71

Student Success and Support Program (SSSP) for 2014-15 Fiscal Year

Assessment Center:	6
Counseling:	35
Enrollment Center:	0

Student Equity: 33

Staff Number of Staff Served: 33

Student Success and Support Program (SSSP) for 2014-15 Fiscal Year

Assessment Center: 3
Counseling: 8
Enrollment Center: 7

Student Equity: 15

Managers Number of Managers Served: 7

Student Success and Support Program (SSSP) for 2014-15 Fiscal Year

Assessment Center: 1
Counseling: 1
Enrollment Center: 1

Student Equity: 4

The SSSP & Student Equity office works with various department and programs on campus providing logistical as well as funding services. The number of unduplicated students served can vary based on the program or service. Student Equity funds are in the infancy stage and has potential to serve a greater number of students, faculty, staff, and managers. The number served should exponentially increase as the infrastructure is established for both SSSP and Student Equity.

Measures of Effectiveness/Customer Satisfaction?

- What type of data did you use to measure customer satisfaction? Provide your analysis of the data.

The SSSP & Student Equity Customer Satisfaction Survey was distributed to constituents on campus that work directly with the office. This included faculty (both full-time and part-time), staff, and management. Based on this assessment, 72.73% of the respondents find the services provided by this office as very useful, while 8.70% find the services somewhat useful, and 4.35% do not find it very useful. Similarly, 59.09% of the respondents are very satisfied with the services, 21.74% are somewhat satisfied, and 4.35% are dissatisfied. Only 50% of the respondents are very satisfied with the turnaround time of the service request, while 8.70% are satisfied, 21.74% are somewhat satisfied, and 4.35% are dissatisfied.

Based on this assessment, it is apparent that efficiency needs to be improved in order to increase customer satisfaction. When the survey asked if there is anything that the SSSP and Student Equity office can do to improve services, the overall theme included adding

additional support staff, increase communication campus-wide about services available, and improve coordination between counseling and the SSSP & Student Equity office. The SSSP and Student Equity Coordinator will address the concerns and implement an action plan to increase efficiency, communication, coordination, and customer satisfaction.

- What type of data did you use to measure departmental accomplishments? Provide your analysis of the data

SSSP is required to submit student success data through the California Community Colleges Management Information System (MIS). This data is used for institutional and statewide research efforts and to inform vital policy and budget discussions. It is also used to formulate the funding formula to allocate funds for the program with several elements including the number of students receiving core services (orientation, assessment, counseling, and follow-up services for at-risk students). The SSSP & Student Equity Office will use MIS data to measure departmental accomplishments of core services provided to students.

The Student Equity Plan requires the College to gather and analyze institutional student data with the goal to identify disproportionate impacted groups. The plan has set goals to mitigate disproportionate impact and close the achievement gap. The SSSP & Student Equity office will evaluate departmental accomplishments based on the number of programs that are implemented under this program and how they close the achievement gap.

All programs and services under SSSP & Student Equity funding require the use of the 5-column evaluation tool adopted by the Recruitment to Completion Committee. This tool requires the evaluation of activities and expected outcomes through the analysis of data collected. The results will be evaluated by RCC to determine if the project or service should continue.

Individual goals for the SSSP and Student Equity office including increasing equity awareness and institutionalizing equity mindedness will be measured in the same manner as projects and services provided by SSSP and Student Equity funds.

Measures of Efficiency/Productivity

- What type of data did you use to measure improvements in efficiency and productivity? Focus on:
 - o Time
 - o Personnel
 - o Other Resources

The SSSP & Student Equity office will address any findings of concerns for efficiency and productivity based on the customer satisfaction survey. Since this is the first time that SSSP & Student Equity office is participating in program review, baseline data is not available for analysis at this time.

Review of Budget/Expenditures

Provide a breakdown of your allocated budget and actual expenditures (Please summarize here and provide excel spreadsheet of your budget as an attachment)

The SSSP and Student Equity office operates with healthy budget allocations. This provides opportunity to address student needs and increase access, retention, and completion via student success.

Program	Allocation	YTD Expenditures	Balance
SSSP	\$1,960,454.00	\$1,548,943.63	\$411,601.37
Student Equity	\$978,478.00	\$235,523.35	\$742,974.65

PROGRAM PLANNING

Based on your analysis of previous program review and current data/information:

- **What does your program want to accomplish in the next three years?**

In the next three years, the SSSP & Student Equity office will have established an infrastructure with a clear vision and will adopt policies and procedures that will be used as a tool for decision-making. In addition, the concerns that were identified via the customer satisfaction survey will be addressed in order to improve efficiency and customer satisfaction.

- **What areas does your program plan to improve?**

The SSSP and Student Equity office will strive to improve program efficiency and customer satisfaction.

- What specific actions will you take to improve upon those areas?

The SSSP and Student Equity Coordinator will increase collaboration with all constituent groups to ultimately increase awareness and communication regarding the services offered under both programs.

- How will you assess whether your program has accomplished those goals?

The SSSP and Student Equity Customer Satisfaction Survey results provided a benchmark. This survey will be used to assess customer satisfaction levels in the future and will also be modified to include an assessment for accomplishments and department goals.

RESOURCE ALLOCATION

In order to accomplish those goals, what resources do you need? You will need to fill out the resource request forms and include them with your Program Review Report. [Link to resource request form.](#)

- o Staffing

The SSSP & Student Equity office can strive to increase efficiency and customer satisfaction by hiring one Classified staff member at an E-48 salary schedule range to assist with operational tasks such as processing requisitions, purchase orders, board items, contracts, personnel action forms, conference request forms, budget transfers, expenditure transfer, budget reconciliation, etc. These are operational tasks are currently completed by the SSSP and Student Equity Coordinator in addition to strategic planning and maintaining compliance with the California Community Colleges Chancellor's Office.

Since the resource request form is for requests for positions to be funded by general funds, the resource request form will not be completed. This Classified employee request can be funded with categorical funds (50% SSSP and 50% Student Equity funds). This position can be considered to be ongoing based on CCCCO allocations and priority for each program.

- o Facilities
- o Technology
- o Equipment
- o Funding for Professional Development

Program Updates Checklist

- (X) Department Contact Information is up to date: Department Chairs, full-time faculty, classified
- (X) Organization Chart: Verify that it is up to date: (q:\college information\org charts) Report necessary changes to the Director of Personnel

Program Manager and VP Review

Complete this section after reviewing all program review information provided. Mgr and VP are to separately indicate the level of concern for the program that exists regarding the following Program Vitality Review (PVR) criteria. Add comments for any item marked with a 1 or 2.

(Scale: 0 – No concern at all, 1 – Some concern, 2 – Serious Concern)

Mgr/VP

- () () a. Significant declines in the quantity and/or quality of services from over multiple years
- () () b. Precipitous decline in participation in the program
- () () c. Significant change in facility and/or availability and cost of required or necessary equipment
- () () d. Scarcity of qualified faculty, staff, or management
- () () e. Incongruence of program mission with current college mission and goals, or state mandates, etc
- () () f. Budgetary issues that warrant significant change in services provided
- () () g. Negative impact on other programs caused by the organization or management of this program
- () () h. Other _____

Signatures, Individual Comments

Department Head: Claudia Lee, Ed.D.

Date:

Comments:

Vice President: Omid Pourzanjani, Ed.D.

Date:

Comments:

() No further review necessary

() We recommend this program for Program Vitality Review

Justification:

I have read the preceding report and accept the conclusions as an accurate portrayal of the current status of the program.

(mark (X) as a signature and type names)

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