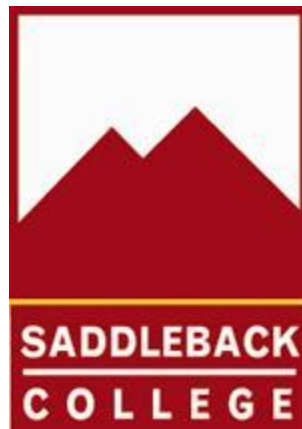


**Saddleback College
Administrative Unit Review for the
Office of the Vice President for
Student Services**



Submitted on March 26, 2010

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Administrative Unit Review Team Members

Unit Review Team Chair:

Lise S. Telson

Unit Review Team Members:

JoAnn Alford	Counselor/Matriculation Coordinator
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Harry Parmer	Chief, Campus Police
Jane Rosenkrans	Director, Admissions, Records & Enrollment Services
Joyce Semanik	Registrar
Lise Telson	Chair, Vice President for Student Services
Monika Connolly	International Student Specialist
Laura Chapman	Student, ASG Representative

Administrative Unit Review Checklist

Date Completed	Action
	Contact EPA Chair for orientation
November 2009	Form Administrative Unit Review Team (AURT)
September 2009	Gather documents (Org Chart/Staffing Profile/AUO Assessment Forms/etc.)
November 2009 December 2009 March 2010	Solicit input from students, faculty, staff, and college community
March 2010	Determine if additional research is needed
March 2010	Contact College Research Specialist if necessary
February 2010	Write Administrative Unit Review report
March 2010	Submit report to EPA Chair for review
Spring 2010	Submit report to Vice President for review and approval
March 2010	Report submitted to College President
Spring 2010	Report posted to the EPA website
Spring 2010	Presentation to the Consultation Council

Section I: Unit Overview

- A. The mission of the Office of the Vice President for Student Services is all encompassing:**
- a) to provide professional expertise, support, encouragement, and oversight for all Student Services programs;**
 - b) to recruit new students as well as provide services that support all current and potential students in developing and reaching personal, vocational, and educational goals;**
 - c) to increase student success, retention, graduation and transfer rates.**

The Student Service Leaders Council comprised of the classified, faculty and/or Administrative leader of each component of Student Services has met approximately every other month for the last seven years. The purpose of the Student Service Leaders Council includes:

- a) The dissemination of information
- b) To advocate for student needs
- c) Promote professional development and collective planning and collaborative decision making

Each year the mission of the unit is compared to the college mission, vision and goals to determine how to best meet college strategic directions.

B. Historical Background and Unique Characteristics of the Unit

In 2007, the VPSS lead the Student Services Leaders Council, with guidance from the Chair of the Educational Planning and Assessment Committee, in a project to meet the Accreditation requirement for the completion and upkeep of Administrative Unit Outcomes and Program Reviews. The result is a model that has now been used by other college service programs.

In addition, Student Services faculty, staff and management served extensively on Accreditation and College planning as well as having a 100% completion rate of Administrative Unit Outcomes and Program Reviews.

The college is very proud of the comprehensive Student Services Programs including the following: Campus Police; Student Discipline and Rights; Child Development Center; Admissions Records and Enrollment Services; Financial Assistance and Scholarships;

EOPS/CARE/CalWORKs; Department of Special Programs and Services (DSPS); Center for Career and Life Development (CCLD); Counseling; Transfer; Articulation; Matriculation; Student Health Services; Student Development; Athletics; and the two newest programs: Veterans Education and Transition Services (VETS) and Outreach & Recruitment including the new Information Center. In addition Student Services are proud to be the home of three major grants, (1) Community Collaborative (2) Transfer Preparation Pipeline and (3) California Community College Initiative - Egypt. Student Services also oversees Vendor Contracts including: New Beginnings –Cafeteria Management; 'Drip'-Coffee Carts; Pepsi Vending Machines, North County Vending Machines and Follett Bookstore.

The VPSS oversees all of the above with a very dedicated, caring, professional staff consisting of ten managers; 21 full time faculty; 40 part time faculty; 80 permanent classified staff; 27 non-bargaining unit staff; varying numbers of Federal Work Study students; and only one Executive Assistant to the VPSS.

Students who use the various programs believe they are very helpful. More outreach to students to provide early assistance and intervention to those who may benefit from services is an ongoing goal of Student Services. The new Information Center, located in the lobby of the Student Services Center and our continued very professional and personal outreach along with more efficient electronic communication to students has resulted in increased use of all services. This is a mixed blessing, because at the same time funding for the categorical programs, and counseling has decreased and many full time positions are held up to a year before being filled. Sadly, four formerly permanent positions have been held indefinitely because of deficit funding for categorical programs.

For instance, as of August 31, 2009 WSCH was up by 10.6% and head count was up 9.8%. Each of these students was processed through Admissions and Records with three fewer permanent staff members. Transcript evaluations rose from 4,390 in 07-08 to 6,540 in 08-09, Residency processing rose from 3,019 in 07-08 to 4,086 and Transcript evaluations rose from 60,927 to 64,459. Also the number of degrees awarded rose from 937 in 06-07 to over 1000 the following two years.

Important to understand is that each of these students are able to and probably should use available student services and due to increased pressure for a college education and students with greater personal and financial challenges, all of the Student Service programs have assisted greater numbers of students in the past few years, beyond what may be reflected purely by numbers completing enrollment.

DSPS, with cuts of 16% started the 2009-10 academic year for the first time with over 1800 students. A growth from 1559 in 08-09 to 1800 by 2009-10, requiring increased accommodated services including proctoring of 2028 tests. Adaptive Kinesiology increased to over 525 students in fall 2009 and generated over 90 FTES. Also, with serious budget restraints, EOPS/CARE CalWORKs has grown to annually serving over 400 educationally and/or financially disadvantaged students.

In fall 2009, 6,706 students had applied for Financial Assistance. This number has already almost doubled as more students and their families become eligible for Financial Assistance. Per SARS grid, the counseling appointment system, Counseling increased to 11,821 students in September 2009 which was 2,122 more students than just one year prior.

Matriculation moved to on-line orientation resulting in the largest number ever completing the process-5,896, an increase from 3,533 in 2005-06 when orientation was in person only. In fact the total number of matriculation assessments and processes increased in 2007-08 from 20,695 to 24,585.

The increased numbers (from 9,699 in summer 08 to 11,821 in summer 2009- a 2,122 increase) of students availing themselves of in person counseling is also very notable. A limited number of students may go to the Student Health Center for free semester length personal counseling. The Student Health Center also expanded services to including a more pro-active approach to potential health and safety hazards such as H1N1.

The Center for Career and Life Development experienced a huge demand, also with two fewer permanent staff, from 1207 student appointments in 07-08 to 1678 in 08-09 for a 40% increase.

The college Transfer Center's direct support to students has grown tremendously over the last few years. For instance, by the conclusion of the 2007-08 academic year, 6 transfer center counselors with support staff, served 2,495 drop-ins and 788 appointments. In addition 77 transfer workshops were attended by 1,613 students and 6 college fairs with participation of 138 college representatives. Transfer rankings for Saddleback rose to number 12 of all state community colleges for full-year transfer to the UC system, fourth in Orange County transfers to CSU Fullerton and third to UC Irvine.

In support of Transfer and Matriculation the articulation office completed comprehensive review of certification practices and the revision of SC degrees in order to bring curricula into compliance with new Title 5 criteria.

The Child Development Center, through collaboration with the Child Development Instructional program and funded in part by the Community Collaborative Grant has opened an Infant/Toddler program in Fall 2009 and will now be serving more SC students who will complete their required internships on campus, while providing more staff, students and community with a model educational training site for the care of their infants and toddlers. In 2009 over 1,000 child development program students completed observations for their courses at the CDC, logging in 3,416 accredited lab hours.

The VETS Veterans Education and Transition Services program started in Fall 2009 and is now serving over 400 student vets, active military, former military and families through the provision of personal, career, academic counseling services, outreach to potential VETS and their families, liaison with the local community center for VETS and a close working relationship with the on campus Veterans Benefits program.

Student Services, has in the last seven years, substantially increased and sustained the efficient use of technology campus wide. MAP, the brainchild of IT working with a team of counselors from SC was developed. The CCC on line application system and an on line only Financial Aid Scholarship application system is now used extensively by students. All service programs update their web sites regularly, utilizing the improved college format. The Student Information System (SIS) is installed and being used while specific “kinks” in the software are worked out. The CCLD has innovative on line systems including ‘Career Cruising’, e-book network of books for career exploration, ‘The Perfect Interview’ on line training program, ‘Nacelink’, National Association of Colleges and Employers enhanced job board, Face Book interaction and other interactive on line services.

The office of the VPSS, working closely with the Chief of Police, developed and expanded a safe system of having faculty and staffs refer students who violate the student code of conduct to the VPSS office for managing appropriate disciplinary action and properly maintaining the required records. The office of the VPSS developed and presented on-going student conduct and discipline workshops to the Saddleback College faculty, staff and administrators and at several community college statewide programs.

The office of the VPSS seeks to provide ongoing professional development. Annually, all classified staff and faculty working in the Student Services programs are invited to an all Professional Development program. Programs have included; ‘Strengths Quest’, ‘Technology Your Students Know That you Should too’, ‘Getting to Know you-a program to

learn the most about all the services', Customer Service-FISH program, and others.

Student Services is proud of the expansion and new budget allocation of the Associated Student Government and Student Life opportunities on campus. Fall semester 2009, 30 clubs, the highest number ever, were activated and 40 students served on ASG, as well as on many college planning committees. For the first time ASG allotted \$68,000 in scholarships to other students and \$25,00 for the book loan program, which was started in 2006/07 by VPSS Telson.

One very important accomplishment of the VPSS office was the coordination and writing of the Saddleback College Student Equity Plan completed on May 4, 2005. A shared governance committee with support from district and college researchers completed the extensive report format required by the California Community College Chancellor's office. The Equity Plan was used extensively by the Student Service Leaders Council and by the Student Success Planning Group in the 2007-2010 formal college planning process.

C. Progress Since the Last Administrative Unit Review

This is the first Administrative Unit Review of the office of the Vice President of Student Services

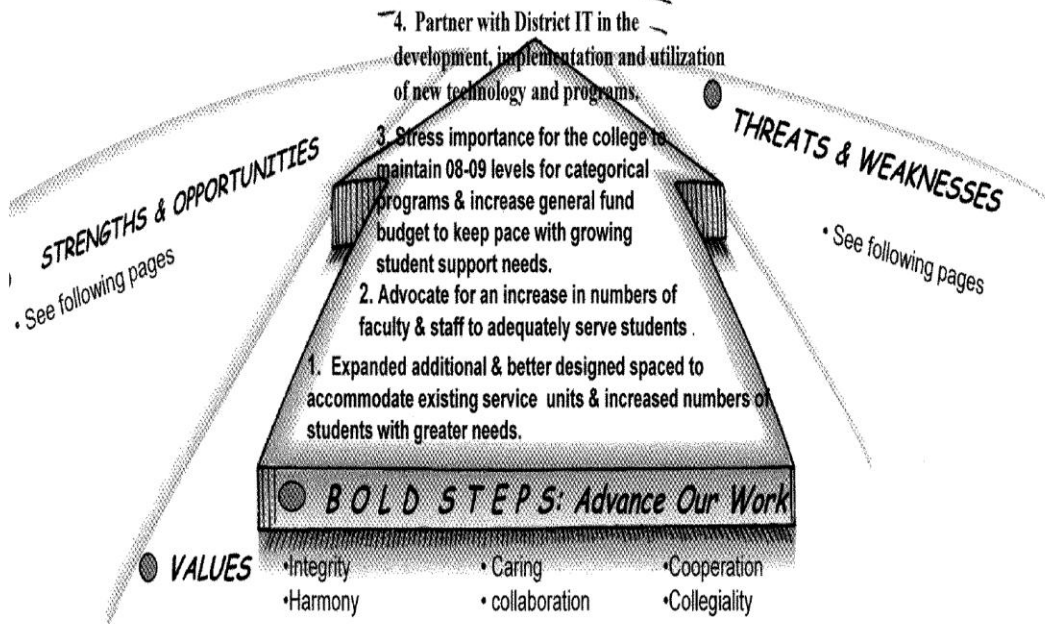
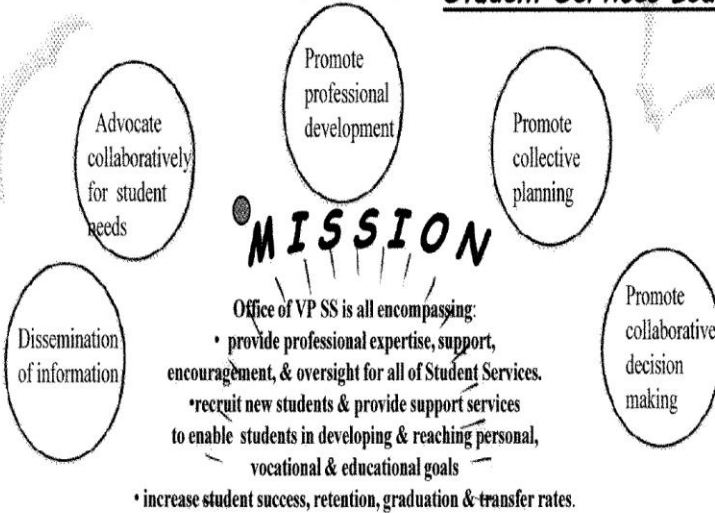
D. Discussion of How AUOs Have Been Utilized by the Unit

AUO's have been used extensively by each unit of Student Services for planning purposes to best determine the use of resources and to most quantifiably participate in the college planning and allocation resource process.

E. Current Strengths, Opportunities, and Challenges

Fall 2009, in preparation for the first, Office of Vice President for Student Services program review the Student Service Leaders Team worked on a thorough SWOT analysis through a shared process called "Bold Steps" which was taught to the team by the Faculty Coordinator of DSPPS. The team carefully analyzed over several inclusive meetings, all aspects of Student Services and created the following assessment of Strengths, Opportunities, Weaknesses (challenges) and Threats as well as the 'Bold Steps' chart clearly identifying the team's unified purpose and direction for the future. See Student Services Bold Steps chart.

VISION Student Services Leaders Council



Exercise Purpose: For Student Services to develop a cohesive sense of purpose and a united supportive approach to achieve success focusing on solutions during this economic crisis as the college goes through its planning stages.

SWOT

STRENGTHS

- Technology; distance service
- Quick response to disciplinary problems
- Partnership with VPSS Office and Campus Police
- High expectancy of standards by the community
- Student Services staff is very dedicated
- SSLC multi-generational team
- Highly skilled & experienced leadership staff
- Addition of Outreach and VETS staff
- SSC personnel think and act positively
- High expectations for quality by staff and community

OPPORTUNITIES

- Partnering with the community
- creativity: team problem solving
- categorical: how will students be well served
- teach students how to help themselves
- one stop center
- reinventing what the basics are
- help students become stronger
- next greatest generation
- Advocate more for Student Services

THREATS / CHALLENGES

- Increase in # of students creates more demands on services
- Trying to maintain previous high level standard of service
- Departments are under staffed; short of faculty, staff and administrators to serve students; tired, stressed faculty, staff and administration leading to errors and reduced service; losing F/T and replacing with P/T threatens physical and mental health of staff; using more part-time staff instead of full-time staff requires more training; mistakes are being made because of trying to do more with less
- Maintaining a dedicated staff
- Online students' needs
- Technology: distance services
- Students redirected from 4 year colleges
- Categorical program funding
- Maintaining quality services
- More students coming in with multiple and severe challenges: economically, veterans, disabled and educationally

- Meeting deadlines
- As a front line institutional Student Services is confronted with broader needs
- Committee meetings taking too much time management
- Students need more contact time
- Not communicating with students in the way they want to receive communication
- Lack of leadership development opportunities
- Changing the facts from negatively to reality
- Cannot longer maintain services
- Staying in compliance
- Students fearful felling more need to be exact on transfer forms because four-year admission is limited and fearful that classes will not be offered
- Facilities: cafeteria should be relocated, flow of offices is poor; space lost; need flexible meeting space; bookstore should be relocated to allow more room for services; location of Welcome Center, poor ventilation in parts of the building;
- 30 minute counseling appointments do not provide enough time to address needs of students
- Asked to spend too much time on reports and in meetings.
- It takes too long to get vacancies filled.
- Administrators and staff at breaking point
- Using part-time employees instead of full-time undermines quality of service, training and employee loyalty
- Technology across the board demands time; multiple access points: phone, email, text etc.

Section II: Review Report

A. Staffing and Organizational Structure (Appendix A)

B. Programs and Services (Appendix B)

C. Student/Constituency Satisfaction (Appendix C)

The student survey results in entirety are on the VPSS webpage. The survey was developed in house, after extensive research of the best and most thorough community college survey instruments, by Vice President Telson; District Director of Research and Planning, Denice Inciong; Vice Chancellor, Dr. Andrea Serbin and a committee represented by Student Services faculty and staff from many varied student support and educational services. Each unit reviewed the relevant questions to insure that the instrument would be helpful to administrative unit outcomes and program review.

According to the latest Student Survey results from spring 2008, Student Services is much appreciated by students and the quality of education is considered excellent with thousands of students taking the time to write laudatory comments. Admission and Records, Career Guidance Center, Counseling, Early Bird, EOPS/CARE, Financial Assistance, Free Tutoring, Library, My Site, Open Computer Labs, Re-entry Resources, Website, Special Services, Student Government/Clubs and Activities, Student Health Center, and Veterans Services had at least 30 % of student's rate in the Very Satisfied section, with the rest rating in the Satisfied section. For instance the Transfer Center had 89% of students rating it as either Very Satisfied or Satisfied and the Student Health Center had 92% of student's rate as either Very Satisfied or Satisfied.

In addition, the Faculty Senate contributed general survey questions pertaining to overall quality of classes and educational support. Students rated the quality of instruction, the variety and scheduling of classes, the faculty knowledge of their fields, the intellectual growth they have experienced, the communication with instructors outside of class and the helpfulness and supportive nature of instructors all in a range of 37% to 54 % as Strongly Agree.

D. Facilities, Technical Infrastructure, and Resources (Appendix D)

Student Services with the input of each of the ten managers reporting to the Vice President for Student Services assesses the usage of the Student Service building and the usage of other buildings and space on campus for delivering Student Services on a regular basis. Each of the assessments is shared first with the Student Services team. The results are then shared with Senior Staff (composed of the VPI, VPSS, Manger of Fiscal and President), followed by being brought through the planning process. Results include mutual usage of space by compatible programs, occasionally moving programs to more adequate space, moving programs due to necessity in a remodeling process and better usage of space to improve service to students.

Annually, each Student Services program determines if the space allotted for the unit is adequate to serve students and appropriate for staff to work in. Based on the units program review, annually assessments, and college wide remodels and projects, improvements have been made within the confines of the allotted space to many programs including the following:

1. An Admissions and Records remodel with a user friendly easily accessible approach to helping students and more comfortable work space for employees.
2. International Students first moving to the top floor of the library and then into Admissions and Records after a second remodel.
3. The Center for Career and Life Planning joint use of space to better share resources.
4. The Counseling Office remodel of the front desk to accommodate employees and better serve waiting students.
5. An initial Student Services Lobby remodel four years ago.
6. The development and building of an Information Center in the first floor of the lobby of the Student Services building.
7. A remodel of Financial Assistance and Scholarships to make more accessible and practical work units and better serve students.
8. New flooring and remodeling of the College Cafeteria to improve performance and better serve students.
9. A remodeled location in front of BGS, the library and in the Village for the Drip Coffee Cart Vendor.
10. Improved locations and appearance of the Beverage vending.
11. Remodeling in Disabled Students Program and Services to improve work stations of staff, insure full accessibility and improve services to students.
12. The move of the High Technology Laboratory for disabled students to a specially designed space in the Village.
13. The move of the Alternative Media services to a properly designed space in the village.

14. Through grant funding completely upgraded Child Development Center classrooms and grounds improvement.
15. Movement of Campus Police to another larger temporary building.
16. A remodel of the interior of Counseling to accommodate room for Articulation.
17. A remodeled, more accessible, student friendly Matriculation office.
18. Remodel of second floor of the Student Service building to accommodate a large dedicated testing room.
19. A remodel of Extended Opportunity Programs and Services to better accommodate students and upgrade working space of staff.
20. Associated Student Government worked with the newly formed College Outreach program and Veterans program to best utilize space that had been previously allotted entirely to ASG.

This critical and open evaluation of the use of space in the Student Services building and in other buildings that have services for students; by key student Service leaders with the leadership of the Vice President of Student Services, culminated in developing student and staff friendly work spaces and bringing into the Student Services building two critical new services for students; the Outreach Department and the Veterans Department.

E. Outreach and Collaboration

In 2005 VPSS Telson with the formal ratification of the President's Council officially established the Outreach Program as a new unit of Student Services. To enhance support to current and potential students, in the fall of 2009, the college operator was moved to the Outreach unit and a formal Information Center was established in the lobby of the Student Services. This efficiency has resulted in improved telephone and in person assistance to students and the public.

Student Services collaborates with instruction by insuring that students who may benefit from services have the opportunity to obtain them. All the Student Service Leaders and many of the staff have been active in college planning committees, accreditation committees and college marketing efforts. The office of the VPSS serves as a center for these college and community collaborations on behalf of the students.

Section III: Needs Assessment and Annual Update

A. Statement of Unit's Current Situation

The Office of the Vice President of Student Services will have the vacant position of Vice President of Student Services effective April 5, 2010. As of the date of the completion of this document, plans for the future have not been finalized. The Executive Assistant for the Office of The VPSS will continue to serve in the same capacity.

B. Human Resource Needs

Because on a daily basis the VPSS office is intricately involved with highly sensitive matters pertaining to the College, District, administrators, faculty and students, the Executive Assistant to the Vice President for Student Services must be a confidential position. The VPSS office, because of the wide scope of responsibilities and oversight of 20 units, would benefit greatly from the addition of a 29 hour administrative assistant to support the fine efforts of the Executive Assistant.

C. Instructional/Service Needs

It is highly recommended that the responsibility for discipline cases involving potentially dangerous students, be in the entirety be placed with Campus Police. The VPSS and Executive Assistant as well as others in the Student Services building, could be in danger, if a distressed and/or violent student should decide to attack the staff and place that has or is processing and judging their behavior.

D. Research Needs

- Continue administering the Student Survey every other year and utilize research staff to help Student Service Units use the results for Program Reviews, Administrative Unit Outcomes and the entire college utilize the results for Strategic Planning and future Accreditation Self Study.
- Support each of the Student Service Units in appropriate research as needed.
- Complete SIS and INFORM to enable unit leaders to most easily find facts and stats needed for decision making.

E. Technical, Equipment and Other Resource Needs

Maintain the highest level of computers, printers and software and support the Student Service units for their unique and individual needs.

F. Facilities Needs

1. Maintain the Office of the Vice President of Student Services in the Student Services Center exactly as it is.
2. Build an additional Student Services building, with greater space for Student Life and adequate space for growing Student Service programs, as soon as possible per the Educational Master plan.
3. Secure and complete the remodel of unique space for the Transfer Center.
4. Maintain the current Student Service Building to remain in the best condition possible.

G. Marketing and Outreach Needs

Continue the support of funding for the new Outreach Program and the College Information Center.

Section IV: Appendices

A. Unit Organizational Chart

B. Programs

C. Student Survey

D. Facility Floor Plans

