

**STUDENT DEVELOPMENT
EDUCATION MASTER PLAN**

STUDENTS FIRST - STRIVING FOR EXCELLENCE

SECTION I: DIVISIONAL PROFILE

Historically, Student Services was composed of multiple units, each of which had its own perspective on its role and activities. However, with the restructuring of City College of San Francisco's Executive Office, those units are now under one Division, Student Development. To provide more efficient and effective student services, the newly formed Student Development Division must unify its services. The Student Development Team must now work collaboratively with one focus, one voice, well-defined roles, and highly refined coordination to make its essential contribution to institutional quality and student success. For that reason, the three-year Student Development Educational Plan is focused on the philosophy, *Students First – Striving for Excellence*.

Vision

The *Students First – Striving for Excellence* philosophy is driven by the service orientation of the Division -- a continuing effort to anticipate and understand student needs and involve students in helping decide how to meet those needs. Moreover, a focus on student empowerment helps students take charge of their educational experience, increases the impact City College has on their lives, and provides students with the tools to take increased responsibility for their future. The following objectives will help the Division manifest the *Students First – Striving for Excellence* philosophy.

- The Student Development team will be fully functioning members of the College community who work cohesively and produce excellence for the College.
- With expanded resources and increased information access, the Student Development team will promote excellence in its special programs, integrate credit and non-credit operations and services, deliver essential services equitably to all students at all campuses, and ensure the availability of facilities conducive to – and symbolizing – student success.
- The Student Development team will emulate the “one-stop” student development concept with improved access to state and local issues and initiatives; and present essential student development-related information cohesively and accurately, in person, in print, and on-line.
- The Student Development team promises clear, direct communication of programs and services so that the Division develops a strong voice that connects effectively with

students, as well as the other components of the College. In so doing, the Division will achieve service delivery excellence and ensure necessary resources and support required are available to students.

- To sustain the *Students First – Striving for Excellence* philosophy, the Student Development team will invest in the professional growth and development of its members, promoting its programs and acquiring new ideas in the process. Consequently, student, staff, and the community will be more satisfied and successful with Student Development services.

Mission

The overall mission of Student Development is to provide exemplary support for student growth and development equitably throughout the District. With diversity as its hallmark, the Student Development team seeks to increase student access, retention, satisfaction, opportunity, and achievement.

Through this mission, the Division seeks to provide the programs and services that reflect students' needs and helps them reach their educational objectives. To that end, the Division strives to facilitate associate degree completion and transfer to baccalaureate institutions; assist with the achievement of competence in college-level English, math and computer applications; support the completion of the adult high school diploma and GED; and promote diversity, cultural enrichment, lifelong learning, and life skills.

Current Programs and Services

The depth and breath of programs and services provided by the Division to fulfill its mission is extensive, and includes the following:

- Admissions, Registration and Records
- African American Scholastic Program
 - African American Achievement Program
 - African American Retention Program
 - Historically Black Colleges and Universities (HBCU) Project
- Career Development and Placement Center
- Disabled Students Program and Services (closely related, but not a part of the Division)
- Extended Opportunity Programs and Financial Aid Services (EOPS)
- General Counseling
- General Counseling, Special Programs
 - Athletic Counseling
 - International Students' Counseling
 - Math Bridge
 - Re-Entry
- Latino Services Network
 - Latina/o Service Center
 - Latino Scholars' Institute

- Learning Assistance
- Matriculation and Testing Services
- Outreach and Recruitment Services
- Puente
- Scholarship Office
- Student Activities
- Student Affairs
 - Middle College/High School
 - Peer Mentoring
 - Student Health Center
 - Student Rights and Responsibilities
- Transfer Center
- Veterans Educational Benefits

The college has made a commitment to serving underrepresented students, particularly African Americans and Latinos. The approaches to better serving these respective communities is imbedded in two major strategies:

1. Early Intervention

Programs have been and continue to be developed to serve African American, Latino, and other under-served high school students at City College. The concurrently enrolled high school student programs provide an opportunity for students to experience college while still in high school. The African American Scholastic Program and the Latino Services Network have developed programs to address the unique needs of their respective communities.

2. Staff and Curriculum Development that reflects the diversity of the CCSF student body and community.

CCSF has made a commitment to staff these respective programs with diversity that reflects the students they are trying to serve. The instructional and counseling faculty work collaboratively to develop culturally relevant curriculum. They serve as role models to the students. The faculty also provides community linkages and resources to the students.

Excellence is represented throughout the Division in areas such as the:

- Volume of students served and level of services provided
- Diversity of programs, services, sites, and personnel
- Improvements in service delivery resulting in increased responsiveness and decreased student wait time
- EOPS as an exemplary program and model for service delivery
- Learning Assistance Program as an exemplary co-curricular support service
- High level of leadership to promote the improvement of Financial Aid, Transfer rate and Transfer Center Services

However, the work of the Division is made more challenging by the:

- Size and complexity of the institution
- Limited staffing in key areas, e.g., student discipline, clerical and technical areas
- Need to develop technological applications with a single Divisional voice
- Need for a comprehensive staff development plan for continuous training
- Inconsistent application of policies and procedures across the College
- Substandard facilities to serve the volume expected, particularly given the interest in a centralized student services facility
- Inadequate coordination and communication across the College
- Lack of planning and collaboration with Academic Affairs
- Need to respond to the ever-changing student population

Overall, the programs and services of the Division seek to address the needs and interests of the students Collegewide; with the continuation of selected programs, the expansion of others, and the development of new initiatives, the Division will work to attain this goal.

SECTION II: CONTEXT FOR THE FUTURE

Initiatives and Accomplishments

As a new Division, the past year has been one of tremendous change. Student Development is systematically improving how it delivers services to students. The Division is restructuring and expanding two essential programs: the African American Retention Program and the Latino Services Network; both designed to provide access, retention, and success to underrepresented students. Admissions and Registration has implemented the new web product and a pre-registration process for continuing students as well as other systemic improvements. Matriculation has expanded its services on-site, off-site, and on-line while improving pre-requisite enforcement. Also, Financial Aid moved into new quarters and is undertaking a comprehensive effort to improve service quality. Student Affairs is expanding the peer-mentoring program and Student Advocacy is improving documentation and training. Moreover, the Counseling clusters are expanding service availability across the campus and fueling technology support improvements; Career Development, Transfer, and Learning Assistance are each increasing service availability. Finally, CalWORKs, which recently joined the Student Development Division, is developing a model web-based information system, while Outreach is developing a comprehensive outreach and recruitment program for the institution. It has been a busy year with the development of many initiatives to improve service to students and faculty – with much more work ahead!

Issues and Opportunities

As a Division, Student Development has begun to coalesce, to find its role, and build its voice. Moreover, issues and opportunities abound as represented through the analysis of the needs of

the Schools and Campuses, the Self-Study, and the Student Services Review. These documents powerfully articulate the college's needs and expectations.

School and Campus Needs and Expectations

Overarching themes identified through the review of the School and Campus Educational Planning expectations of Student Development and Student Activities include the need for:

- A Collegewide plan to respond to demographic and common trends
- A vision at the campuses regarding transitions and program linkages
- Expansion and improvement of outreach and counseling services at virtually every campus
- Decentralization and development of “full service” campuses
- More collaboration with schools and campuses
- More dissemination of student development information to schools and campuses
- Clarification of the role of campus/school deans in relation to Student Development

To achieve these expectations, the Student Development Division will promote dialogue and create partnerships with schools and campuses.

Reaccreditation Self-Study Needs and Expectations

Themes emerging from the review of items extracted from the Reaccreditation Self-Study include the need for:

- Improved communication between students, Student Development and Academics Affairs, including the use of multilingual as multimedia communication strategies
- Assess policies and procedures to increase clarity and assure appropriate application
- A Collegewide focus for Student Development which responds to the issue of centralization of student services
- Expansion of the availability of general counseling services to provide more access
- Easy access for students through the web, telephone, e-mail, and in-person

To achieve these aims, the Student Development team must take several critical steps:

- Expand aspects of the EOPS model to all counseling programs, both general and special, to include front-end service, caseloads, continuing service, and individualized assessment and evaluation of students.
- Place Matriculation services in an accessible centralized location and place multiple services for continuing students in strategic locations at Ocean and other campuses
- Increase the use of technology to expand services to multiple locations
- Provide continuing training and cross-training on technology and services
- Increase staffing and space

Student Services Needs and Expectations

Themes emerging from the Student Services System Review include the:

- Use of technological applications as a key strategy to increase access and accuracy
- Improve communications with the public, students, faculty, and others in the College community.
- Need to develop a more hospitable, customer-service response and increased professional development
- Clarification of policies, procedures, and processes to alleviate frustration and disillusionment such as that produced through inaccurate or inaccessible information
- Need to improve staff morale through increased recognition and reward

To achieve these results, the Student Development Division will apply technology, streamline operations, and invest in staff promotion and development.

New Directions – The Next Three Years (2001-2004)

After reviewing the results of the School and Campus Educational Plans, the Self-Study, and the Student Services System Review, several priorities emerged with corresponding strategies to facilitate the priorities.

Priorities

- Promotion of the development and delivery of a “Student First” philosophy
- Cultivation of a Student Development Team with a strong voice at the institution
- Development of a partnership with Academic Affairs, the campus deans, and students
- Inclusion of student input in planning services and programs
- Improvement and expansion of technological applications
- Development and implementation of a staff development plan

Strategies to Facilitate Priorities

- Articulate the Division’s philosophy, vision, and goals
- Review Student Development policies and procedures.
- Expand the partnership with academics affairs and students through joint planning.
- Improve the use of technology through the development of an infrastructure.
- Increase staff efficiency, productivity, and morale through the implementation of a comprehensive training and development program

New Directions -- Year One (2001-2002)

The Student Development Division has aggregated these priorities and strategies into a three-prong goal for 2001-2002. The goal for Student Development 2001-2002 has three components: **Access, Retention, and Student Success.**

Access

- Develop a comprehensive outreach and recruitment plan through college-wide consultation and collaboration. Expand outreach to targeted schools and community-based organizations.
- Collaborate with the English, ESL, and Math Departments to identify, field test, and validate computerized placement tests.
- Continue to develop, enhance, and improve the Latino Services Network (LSN) and the African American Retention Program (AARP). Part of this effort is to increase the number of students served by these two programs.

Retention

- Restructure Counseling services to improve student access and student satisfaction. In concert with the Matriculation Office, expand on-line advising to include an interactive web-based format.
- Continue to develop an integrated database in Banner that contains students' records in academic career, financial aid, and special programs to facilitate the delivery of student services and tracking of student progress.
- Continue to offer a variety of student services classes, develop new courses, and increase enrollment.

Student Success

- Support the Enhanced Self-Study (ESS) process and shared governance committees to develop and implement ESS recommendations.
- Implement smart cards or bar coded student identification cards to increase efficiency in student attendance and service contact accounting.
- Further develop, improve, and expand Transfer Center's programs and services, facilities, and staffing.

Finally, as the demographics of City College of San Francisco change to reflect an increasing population of Latino students, the College will become eligible for federal status as an Hispanic Serving Institution (HSI). With this status, the College can apply for and receive a U.S. Department of Education Title V grant.

Hence, the future of the Student Development Division looks bright. The Division has a clear goal, challenging and attainable objectives, and a talented team dedicated to carrying out the *Students First – Striving for Excellence* philosophy.

SECTION III: OBJECTIVES AND ACTIVITIES

The following Objectives and Activities reflect the priorities and strategies of the Student Development Division to improve the delivery of programs and services to both credit and noncredit students over the next three years.

1. To review the service delivery system; around the Division's *Students First* philosophy through improved organizational development.
 - 1.1 Review the organization of the Division and the units that comprise the Division to create an effective delivery structure.
 - 1.2 In collaboration with Academic Affairs, review the placement of all student services.
 - 1.3 Review the policies and procedures in collaboration with other units for consistency with the mission of the college.

2. To increase the efficiency of service delivery through the use of technology Collegewide.
 - 2.1 Conduct an audit of current Divisional technology capabilities including hardware, software applications, network capacity, and technical support.
 - 2.2 Create a Divisional Technology Plan for the next 3 to 5 years.
 - 2.3 Articulate Divisional issues, concerns and long term plans in regular meetings with Information Technology Services, The Learning Technology Roundtable and the Information Technology Policy Council.
 - 2.4 Collaborate with the College in the development of an integrated, "one stop" student web portal to provide students with easy online access to relevant information and services including online application, orientation, registration, academic records, etc.
 - 2.5 Develop an electronic educational planning and degree/transfer audit application for access by staff and students to help them keep track of their academic progress towards an identified goal.
 - 2.6 Develop an integrated database in Banner that contains students' service records in academic, career, financial aid, and special program areas to facilitate counseling and service delivery while ensuring effective future planning.
 - 2.7 Establish a computerized Testing Center to allow for more flexibility for students and to increase the types of tests that can be administered.
 - 2.8 Establish the capability for scanning, storing and retrieving incoming documents for students—such as transcripts from another College-- for counseling use.
 - 2.9 Implement smart cards or bar coded student IDs to increase efficiency in student attendance hours and service contact accounting.

3. To expand Divisional programs and services through strategic investment.
 - 3.1 Clarify the roles and functions of existing programs and services College-wide.
 - 3.2 Invest in Divisional programs and services with increased potential to improve student success.
 - 3.3 Develop the capacity to identify at-risk students and early intervention strategies.

- 3.4 Develop and implement policies and procedures related to academic progress.
 - 3.5 Continue to develop, improve, and expand transfer services.
 - 3.6 Continue to develop, improve, and expand the Latino Services Network (LSN) and the African American Retention Program (AARP)
 - 3.7 Collaborate with Academic Affairs to improve vocational and job placement services.
 - 3.8 Increase Divisional support for the College's CalWorks program and initiatives.
- 4. To develop effective cooperation with Academic Affairs.
 - 4.1 Increase collaboration in the development of the master schedule.
 - 4.2 Expand collaboration between the Counseling Clusters and proximate academic departments and programs.
 - 4.3 Increase interaction with Academic Affairs throughout the matriculation process, including assessment and pre-requisite identification and enforcement.
 - 4.4 Increase collaboration with Academic Affairs in the development and delivery of outreach and recruitment to the high schools.
 - 4.5 Provide appropriate class scheduling options and programmatic choices.
 - 4.6 Invite joint development of retention initiatives within and beyond the classroom.
 - 4.7 Develop informational presentations with academic faculty, staff, and administration.
- 5. To expand student leadership through increased collaboration and contribution.
 - 5.1 Increase collaboration and conduct regular dialogue with the student leadership Collegewide.
 - 5.2 Contribute directly to the delivery of the leadership-training program.
 - 5.3 Increase support for student governance initiatives.
- 6. To improve staff development and training at all levels of Student Development through strategic professional development programs.
 - 6.1 Conduct ongoing staff development programs addressing specific issues identified in the departments and units.
 - 6.2 Conduct continuing training sessions addressing the use of critical technological applications.
 - 6.3 Improve participation in Collegewide technological training on developing applications at all levels: management, professional and classified staff.
 - 6.4 Improve participation in professional conferences and workshops to share exemplary initiatives and develop new initiatives.
 - 6.5 Increase the number of external experts in the field conducting on-site professional development programs.
 - 6.6 Initiate at least one professional development activity for all members of the Division each year.
- 7. To expand the collaboration among departments within the Division through improved interdepartmental interchange.
 - 7.1 Focus departments on supraordinate divisional objectives.

- 7.2 Develop more comprehensive Divisional materials such as a newsletter to keep all members apprised of initiatives taken and impact achieved.
 - 7.3 Work collaboratively on the review of policies, procedures, and systems.
 - 7.4 Conduct regular interdepartmental briefings on changes in initiatives, expectations, and operating procedures.
 - 7.5 Initiate a job-sharing program to reinforce understanding of the issues addressed within various roles and areas.
8. To publicize Divisional programs and services through the expansion of multiple media.
- 8.1 Incorporate information on continuing programs and services in all external and internal outreach and orientation sessions.
 - 8.2 Enhance access to information for students, faculty, and staff in multiple media.
 - 8.3 Develop multimedia and multilingual orientations and make information available in a variety of formats to meet the needs of diverse student populations.
 - 8.4 Expand the publication and distribution of the Student Development Division's Directory of Services.
9. To increase the presence of the Division within the community through improved collaboration.
- 9.1 Place key information on the College television station and expand College programming.
 - 9.2 Develop a Divisional relationship with Marketing and Public Relations to improve promotional efforts for continuing programs and services.
 - 9.3 To increase outreach efforts within the community in partnership with education, business, and social service organizations
10. To expand the Divisional voice by increasing cohesion and representation.
- 10.1 Establish an annual Divisional retreat in the fall or spring and recognize exemplary collaboration among the offices of the Division.
 - 10.2 Create a divisional vision support by a statement of philosophy, values and goals that will serve as the foundation for a pervasive student-oriented perspective.
 - 10.3 Conduct a college-wide administrative retreat to increase cohesion and teamwork.
 - 10.4 Improve the representation of the Divisional perspective in discussions of critical issues throughout the District.
11. To ensure the effectiveness and impact of the educational plan through managed implementation.
- 11.1 Designate a manager to assume primary leadership for each objective and activity in the plan.
 - 11.2 Use bi-monthly meetings to address the objectives of the plan on a regular basis in an effort to integrate the plan into the collaborative work of the Division, to strategize as a team, and to achieve closure.
 - 11.3 Link administration and organizational change to budget development and resource allocation.

SECTION IV: RESOURCE IMPLICATIONS

Academic Affairs

1. Increase staff support and involvement in critical tasks delivered through Student Development such as assessment advising.
2. Encourage instructor participation in early alert systems and retention efforts such as Peer Mentoring.
3. Ensure the timely submission of grades, census sheets, and student drops, etc.
4. Increase responsiveness to student needs in the development of the class schedule and the reform of the curriculum.
5. Reinforce the services provided by Student Development.

Schools and Campuses

1. Participate in a six-month moratorium during which continued constructive dialogue can be developed with the Student Development.
2. Reconsider the role of “schools” in a community college environment.
3. Create new non-credit programs aligned with financial aid requirements to increase student access to available funds.
4. Continue to support the enhancement of “essential services” on-site at the campuses.
5. Improve the collection of enrollment information in a timely and efficient manner.
6. Join in collaborative training with Student Development to improve the deployment of services using technology as well as direct delivery.

Facilities

1. Develop an assessment facility for computerized testing and placement.
2. Develop a transfer facility that accommodates the expansion of transfer and placement.
3. Develop a facility to integrate credit and non-credit Admissions and Records to increase the effectiveness of resource utilization.

Technology

1. Develop applications for computerized assessment, educational planning, and degree audit.
2. Partner in the development and implementation of the Divisional Technology Plan.
3. Collaborate on the development of on-line service delivery systems.
4. Promote the potential of the CCSF television channel.

SECTION V: ANTICIPATED OUTCOMES

Student Enrollment

1. The ability to systematically attract, educate, retain, and graduate students on a timely basis.
2. The provision of a student-oriented system to enroll and serve students.
3. The provision of regular reports assessing the quality and quantity of service delivered thereby documenting contributions of the Division to increased enrollment and retention.

Divisional Recognition

1. Increased knowledge of the work of Student Development at all levels of the institution, from the Board of Trustees to executive leadership, management, faculty, staff, and students.
2. Increased recognition of the contributions of the Division and its individual staff members.