



OUTCOMES & ASSESSMENT

Student Service Outcome (SSO) Workgroup

Fall 2022-Spring 2023

Progress Report

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Introduction

The SSO Workgroup provides a forum for all Student Affairs departments and programs to participate in outcome assessment activities that lead toward service improvement. Representatives from all Student Affairs programs and departments meet semi-monthly and have built an ongoing and holistic dialogue around understanding how students navigate the college to meet their educational goals. Through individual unit and multi-unit assessments, workgroup members collectively look at commonalities and differences in the ways services are provided. They identify gaps in services then explore ways in which the overall student experience can be improved.

Workgroup Representation & Meetings

The workgroup has representatives from all programs and departments in the Student Affairs division. Each unit participates in one of three separate breakout groups in addition to the SSO Workgroup.

Breakout Groups

Direct Services	Student Support Services	Counseling
Assessment Center	City Dream	Disabled Students Program & Services (DSPS)
Admissions & Records (A&R)	CalWORKS	Continuing Student Counseling
Career Services	Equal Opportunity Program & Services (EOPS)	New Student Counseling
Financial Aid (FAO)	Guardian Scholars	
Outreach & Recruitment	Homeless At-Risk Transitional Students (HARTS)	
Scholarship Office	Student Activities/Resource Centers	
Student Health Services	Veterans Office	

SSO workgroup members each attend one monthly SSO workgroup and one breakout group meeting; two meetings a month help to maintain a consistent dialogue around assessment and improvement efforts. Towards the end of the spring semester this year, the workgroup held “Get It Done Days” to allow time to work individually or in groups on completing assessment and reporting tasks. This new use of meeting time was helpful to many workgroup members.

Meeting Group	Total # of Meetings for AY 2022-23
Tri-Chairs	33

SSO Workgroup	9
Direct Services	6
Student Supper Services	7
Counseling	7

Communication & Collaboration

The SSO Workgroup meetings is one of the only regularly scheduled meetings that includes all units within the Student Affairs division. The ongoing cross-departmental dialogue has proven rewarding to members of the workgroup. The value is in the deeper understanding of the *student experience* from a perspective outside of one's own department or program. One of the 2022-23 workgroup goals was for members to share more of the SSO work with their individual units. Some ways this engagement took place between workgroup members and their respective unit colleagues included: 1) share-outs and discussions in department meetings and through group emails; 2) SSO metrics incorporated into annual reports; and 3) SSO standing agenda item in team meetings.

Workgroup Reflection

During the first and last meetings of the semester, the SSO Workgroup conducts a reflection activity that identifies best practices, improvement ideas and challenges.

Best Practices

- Standardizing, sharing and consistent language for outcomes.
- Breakout activities during meetings
- Collective multi-unit assessments
- Learning through identifying similarities and differences among different programs/ departments through a common assessment
- Support through the workgroup and from the tri-chairs
- Open communication and student feedback

Improvement Ideas

The following improvement ideas were identified at the beginning of the fall semester 2022. Many were implemented.

Incorporated into SSO Workgroup AY 2022-23

- More check-ins with assessment planning and individual assessment reporting
- More hands-on activities in breakout sessions focused on assessment results.
- Exploring collegewide data and other external sources of data.
- Sharing of exemplar assessment reports.
- Continuing to build consistency and collective assessments (ex. among the resource centers).

- Aligning outcomes to retention, persistence; ‘consistent reasons’ for checking MyCCSF App
- Define resource center, program, department.

Improvement ideas that still need attention and continued effort

- Collaborating and sharing what works (why reinvent the wheel - share best practices).
- Communicating more broadly to the college community (i.e., City Notes, mass emails).
- Connecting to collegewide goals (how does SSO data contribute to overall collegewide picture)
- Looking at bigger trends that inform student services and assessment efforts (ex. equity metrics)
- Using data to support resource requests.

Challenges

Decreases in staffing were one of the biggest challenges for many of the service departments, resulting in the need to prioritize ‘direct work’ with students over ‘indirect work’ such as outcome assessment. This prioritization was especially true as the college community returned to campus after the campus closure due to COVID 19.

Another staffing challenge affecting the workgroup was a decrease in analysts in the Office of Research & Planning (ORP). ORP analysts play a key role in the student service assessment by guiding, supporting, and providing organized data that is vital to the assessment process.

SSO Workgroup members also collectively identified the following challenges within individual units:

- Limited time to discuss action plans with Deans.
- Limited time during the semester to discuss assessments with colleagues in units.
- Getting buy-in and making SSO work a collaborative effort within units.
- Not enough time at the end of the semester to analyze data and report.

Despite the challenges, finding value in the assessment process continued and many ‘*closing the loop*’ improvement activities were accomplished throughout the year.

Improvement Efforts

In the academic year 2022-23, service units prioritized the College’s return to campus and in-person services while continuing their increased effort in online access to services. Working together, Direct Services, CalWORKs, Admissions & Records, Financial Aid and the student resource centers developed a process for student parents to receive priority registration. As a result of this effort, over 3,000 student parents were able to register. The next phase of this effort will involve the Student Parent Advisory Board and service units assessing how well the process works and how to make improvements to it.

This year, most service departments and programs were in the ‘*closing the loop*’ part of the assessment cycle in which improvements identified through the assessment process are implemented. The improvement plans identified through recent assessments involved online access to services, use of

technology tools for assessment practices, and building momentum and engagement with the return to campus.

Improvements based on Collaborative Multi-Unit Assessments

MyCCSF App

An increased number of programs (i.e., Guardian Scholars, City Dream, Student Activities, Outreach) and resource centers are using the MyCCSF App to track the use of resources and attendance. The app can authenticate users. Programs generate QR codes and use them for check in. Programs and services are also working toward creating consistent *reason codes*. If more programs and resource centers use a consistent method for check ins and reason codes, comparing data across the various programs will be easier and more accurate. Overall, the use of CCSF App across programs is helping to build more consistent assessment processes throughout the division.

Challenges related to using MyCCSF App for assessment and tracking service usage do exist. Prospective students may not have the app on their smart phone, current students who do not have smart devices will not have the app, and some students may choose not to use the app all together. Also, programs are accustomed to using Google Forms that are easy to use; this is especially true when video conferencing because the link to the form can simply be dropped into a chat. Areas for growth in the use of MyCCSF app include: 1) tracking appointments with counselors and 2) incorporating auto-referrals.

Welcome Day and Unity Day Events

Two events, 'Welcome Day' and 'Unity Day,' were re-envisioned through the last multi-unit assessment for the shared outcome on creating welcoming spaces and a sense of community to support persistence. Both Student Activities and Outreach Services partnered to host the events. To assess the events, students checked in through the MyCCSF App and then, the next time the student accessed the MyCCSF App, a pop-up survey about the event came up to measure their satisfaction. For Unity Day, a survey was also used and accessed via a scanned QR code.

LanguageLine Phone Interpreting

Building awareness about the LanguageLine Phone Interpreting service also arose from the welcoming space outcome assessment. This service provides support in the language a student is most comfortable with access to professional interpreters, 24/7/365, in over 240 languages. Counseling and EOPS are both actively using it with positive results; other service units to follow.

Building the Knowledgebase for Blackbelt and Rocky (3rd party vendors)

CCSF contracts with two vendors, Blackbelt and Rocky, that response to phone calls and chat inquiries. More emphasis on building the knowledgebase grew out of the virtual counters assessment from the prior year. Admissions & Records (A&R) began to regularly review the most common and unanswered questions received by Blackbelt and Rocky so that the workers answer questions from CCSF students will be more able to do so with more information. Both services are improving but it is a slow process. The

goal is that these vendors are better equipped to answer most questions directly and to cut down on the number of students being redirected elsewhere to get the information they need. A&R will continue to build the knowledge base and look for trends in the data to identify further areas for improvements.

Virtual Counters

More outreach about the virtual counters is underway which also includes making them more visible to students on the web.

Improvements based on Individual Unit Assessments

Guardian Scholars and HARTS

Review of the latest survey's open-ended comments have helped to improve planning for various program components in outreach and events.

EOPS

EOPS reviewed student feedback showing which resources get allocated most and allocate funds to support these resources. This year, students wanted grants and food cards. EOPS is also trying to improve retention efforts and is in the brainstorming process of a mentor-mentee program.

Counseling

The entire counseling department is fully utilizing the infographic developed for counselors and students for consistency in counseling sessions.

Disabled Students Program & Services (DSPS)

The DSPS staff made improvements to the DSPS website, making it easier to navigate depending on the student who is using it. Counselors developed and are using a new shared MS Teams spreadsheet to track student referrals and making referrals to the various support staff in DSPS easier and. Surveys and tracking tools are being updated to better assess outreach efforts to students and the college community.

DSPS used the state-wide biennial DSPS survey to assess their outcome related to providing services in a timely and equitable manner. The write-in questions were the most useful for identifying improvement areas. Main part of survey was the comments. ORP helped collate and identify themes. DSPS went over the themes, brainstormed how to address them. (see report for details). Note that next step regarding acquiring data management system, was made into a Program Review/Annual Plan resource request which was ultimately approved. The assessment work is helpful for the department to work together on improvements. Comment – this was the first report in which there were actual improvements to report on. It has taken a long time to get here.

Student Health Services (SHS)

With the return to campus, SHS worked on making in-person services feel more welcoming and addressing the reluctance of students to request services. They worked on making their lobby more inviting to people who would not easily access health services. For check-ins, students now have the option to self-check-in through a computer in the lobby, scan a QR Code onto their smart device or have someone to help with manual check-in. Self-check-ins have reduced the waiting time in lines during busy hours. SHS also continues to address the challenge SHS providers face in connecting with students remotely.

Equity

The SSO Workgroup is a key place for student services to discuss equity and plan for equity-minded improvements. The workgroup regularly engages with the Office of Research regarding equity data, with Student Equity Plan development and the Student Affairs Action Plan Equity goal.

Program Review

In support of the fall 2022 program review, service departments and programs looked at their improvement efforts through an equity lens. Two examples of how student services address equity include the following:

1. EOPS compared its program data in Argos to collegewide data to see if there were students they were not reaching and to identify barriers.
2. Outreach Services addressed language and technology barriers by bringing technology to high school outreach events, creating documents in multiple languages, promoting the LanguageLine and showing students that the CCSF website is available in multiple languages.

Connection to the Student Affairs Action Plan (SAAP)

To address equity and to connect more to collegewide goals, all student service programs and departments mapped assessment outcomes, activities and improvement efforts to the Student Affairs Action Plan (SAAP) Equity Goal. The workgroup found more connections between their SSO work and this part of the Action Plan than other parts of the plan previously mapped.

Tri-chairs from the SSO Workgroup met with SAAP Leadership Team several times over the course of the year to discuss how outcome assessments can support the action plan and how the action plan can be an overarching guide for dialogue and data collection with service assessments. This work is ongoing and the SSO Workgroup will continue to identify connections and support the work in the action plan.

SSO Workgroup members also discussed using Student Equity & Achievement (SEA) metrics in future assessments and building bridges to the Student Equity Plan.

Breakout Groups

Counseling

In addition to serving students, the Counseling department's focus this year included the reunification of three counseling departments (EOPS, New Student Counseling and Continuing Student Counseling) and five retention programs under one umbrella department. During the SSO Workgroup Counseling breakout sessions, the group discussed the implications of the reconfiguration for assessment of counseling practices in general and for individual counseling areas (e.g., Veterans, City Dream) more specifically. Building a framework to involve all counseling entities will be the challenge for the upcoming year.

In addition to the reunification of the counseling departments, counselors continued the effort to improve the Infographic for use by all counselors to help build consistency in counseling sessions. A collective effort to use, review and assess the Infographic took place in fall 2022. A survey was used to capture the counselors' experiences with the Infographic. The themes that emerged from analyzing the results helped to improve the Infographic one last time and the final infographic has been printed, distributed and is being utilized.

The Counseling department(s) engaged in professional development activities regularly to help support consistency; counselors are using the same up-to-date information and tools.

Disabled Students Programs and Services (DSPS)

DSPS has been considering changing its name for several years. Faculty discussions produced six new name options. These options were sent out in a survey to students in March 2023; 166 students responded. The top three names identified by the students were voted on by the department faculty with more than 50% of faculty agreeing on a new name. The name selected was Disability Services and Programs for Students. This new name shifts the focus of the word *disability*, from it being about a disabled person, and more about the *disability* services and programs available for any students. The department can keep the acronym DSPS.

2023-24 Outcome & Assessment Goals for Counseling

- Requests for more demographic/equity-related data, using SARS or other formats.
- Improve the Counseling website to be more student-focused and information friendly.
- Consider developing a student-facing Infographic

Direct Services

Direct Service units were busy providing in-person and online support for students as they returned to campus. In addition to direct support with students, Admissions & Records and Financial Aid offices worked collaboratively with the Information Technology Services and Online Learning departments as

well as various academic affairs departments on the rising trend of *'ghost students'*/fraudulent accounts and supporting faculty in how to contend with this new issue.

Direct Services programs were implementing improvements identified from the virtual counters assessment. The Virtual Counters analysis and guiding questions provided a structure for participants to reflect on the feasibility, success, and challenges of meeting students' needs through an online mode.

Admissions & Records (A&R)

A&R has been looking at the registration process, troubleshooting and adjusting as issues came up. They are also interested in the number of students taking advantage of priority registration as compared to the total number who are given the opportunity. In connection with this assessment is a review of their communication effort and whether the emails and other outreach channels are sufficient or whether improvements can be made.

Scholarship Office

The Scholarship Office spent time learning about ways to improve diversity, equity, and inclusion (DEI) in the assessment process. They want to know the number of scholarship applicants in equity populations to better understand how to support them; they reviewed data they already have and are looking for new strategies to promote scholarships to underrepresented populations with the goal to develop a more diverse and inclusive scholarship program.

Financial Aid

The Financial Aid Office (FAO) used demographic information to target outreach to specific student populations who would benefit from more support. Outreach focused on the benefits of obtaining financial aid and offered instruction about the financial aid process. FAO collaborated with student support programs on campus to help spread the word.

Student Support Services

Student support services focused on ways to standardize the different services to make it easier for students, such as standardizing access and utilization of virtual services (i.e., check-ins and forms). Welcoming spaces also include issues such as access (e.g., building hours, clarity about opening hours, cleanliness) and communication methods. Standardized practices support creating more welcoming and easier to use spaces and services. As a result of some brainstorming on how to create a Welcoming space for students, programs collaborated on in-person events including Unity Day and Welcome Day.

EOPS

Throughout the year, EOPS focused on how they can better support opportunity gaps with equity populations. They also explored what services students have benefited from the most in helping them with their educational goals. They also surveyed students on potential services; the common themes that came up were tutoring support and more opportunities to build community.

CalWORKs

CalWORKs has a new SSO Workgroup representative who spent time learning the assessment process while at the same time enhancing student engagement and getting students back to campus. She also conducted an assessment comparing the number of comprehensive versus abbreviated Student Educational Plans (SEPs) from spring 2019 to spring 2023. IN spring 2023, 68% percent of CalWORKs students have an educational plan on file and 62% of those SEP's are comprehensive SEP'S, which shows an increase of about 20% in comparison to spring 2019.

City DREAM

City Dream worked on ways to collect student data while maintaining student anonymity. The use of MyCCSF app is now being used to check-in students and should lead to more data and more accuracy. Additionally, City Dream spent time developing and completing an analysis of its outreach material and website related to the SSO on creating a welcoming space.

Career Services

Career Services focused on improving our data collection and evaluation, especially in the area of Student Employment.

Veterans Resource Center

A student survey was administered to veterans who use the Veterans Resource Center to gauge students' sense of belonging and how that contributes to their persistence in school. Veterans were asked whether they were greeted by a friendly face when they use Veteran Services; whether they felt belonging in the Veteran Services spaces; if they were able to connect to resources through Veterans Services; and whether they were interested in starting/participating a Veterans Alliance student club on campus, among other questions. Most survey results were favorable. The open-ended questions provided many suggestions that can be implemented. Also, the VRC plans to provide more training to staff in the bi-weekly staff meetings, particularly in conflict resolution.

Homeless At-Risk Transitional Students & Guardian Scholars

During the Winter 2022, the basement level of the Student Union flooded multiple times. The damage to the HARTS resource center, snack shelves and program supplies impacted the staff's ability to provide a welcoming space that serves as a resource center where students can mingle, study and utilize a variety of resources. During Spring 2023, a temporary space was secured for the program in the second level of the Student Union. It is a small open space that is not suitable for program services for two student retention programs, but it is centrally located on the Ocean campus and is accessible to current and prospective students. To improve the current situation, HARTS has made numerous facility requests to remodel Science 132 so we can move into the old Transfer Center space. The program is hoping to move into the Science building by Fall 2023, if the space is tended to be facility staff. The HARTS Coordinator and Clerk will arrange the space with SSO 2 in mind.

Areas for Growth for AY 2023-24

Review of data across departments and programs

- Identify direct services intake data from forms (e.g., A&R, FAO) that could be useful for other departments such as DSPS. Consider whether sharing the data among service units is ethical and would improve outreach, services, and more.
- Continue to review college-wide data and other sources of data to see how SSO data contributes to college-wide goals.
- Incorporate equity metrics into assessments.

Professional Development

- Training in cultural competency for both CCSF employees and student workers in student services will help support the outcomes related to providing a welcoming space and building community. This is especially true for students experiencing opportunity gaps.

Communication

- Share communication modes/methods to learn what is working best among units (e.g., immediate feedback form, City Notes, mass emails, Canvas).
- Inform faculty about student services available and how to access them so they are more able to help connect students in need with services; also helps to bridge the gap between instruction and student services.
- Host a meeting between the SSO Workgroup and the Student Learning Outcomes (SLO) Committee to explore connections and ways to collaborate and support each other's work.
- Explore opportunities to collaborate with other college groups to support equity.