

Student Services Division Six-Year Plan 2014-2020



SAN DIEGO MIRAMAR COLLEGE

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SAN DIEGO MIRAMAR COLLEGE Student Services Division Six-Year Plan 2014-2020

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San Diego Miramar College Student Services Division Six Year Plan 2014-2020

Introduction

The Student Services Division and the services provided are an important component of the college. The Division's units supplement and compliment the instructional program by providing a wide variety of support services. These services assist students in making educational decisions, in formulating future plans and goals, and in making appropriate educational decisions. They provide avenues for students to participate in athletics, student clubs, co-curricular activities and institutional governance. They make it possible for students to stay in school by providing financial, medical and psychological support systems. With the support of the Career Center, the Division's services assist in the exploration of employment opportunities.

The overall objective of the Division is to ensure and facilitate student academic success by providing high quality supportive services responsive to the needs of our diverse population.

San Diego Miramar College (The College) is located in an area whose population is growing. Miramar College provides comprehensive academic programs and services committed to students' academic and personal growth. The College is proud of its expanding partnerships which benefit and prepare students for the competitive labor market.

New and improved facilities provide students with an environment that supports academic growth. Student Services is pleased that of our service offices and departments are now housed in new offices. The new facilities have enhanced technical tools that play a key role in promoting student learning and success.

The College offers excellent Student Services programs focused on student access and learning for an increasingly diverse student body. These programs have goals and activities aligned with the College Mission Statement. The following is the Mission Statement for San Diego Miramar College Student Services:

"We, the Student Services Division, believe that students are the reason for our existence. We are dedicated to offering equitable and courteous services to our Miramar College community. We are committed to the development and empowerment of our students to their full potential."

The Division works to create a welcoming and inclusive experience for all students. It is our intent to provide an environment that encourages student participation, inquiry and responsibility in order to enhance the probability of success. Goals and Objectives are designed and integrated with the San Diego Miramar College Strategic Plan. The Strategic Plan is aligned with the College's Mission. The Division's activities are mapped to the College's Strategic goals.

The Division, in consultation with the rest of the campus, plays a leadership role in the

development of important planning documents. Therefore, the Division and the work it does, play an important role in the college-wide planning processes.

This plan will support and is part the College's Integrated Planning process. It is intended to be "living" document that will be reviewed and updated periodically to ensure quality service to our students.

To assist with understanding the Division's structure, an organizational chart is provided in Appendix A.

Student Services Division Plan Development

San Diego Miramar College Strategic Planning

The fall 2013-Spring 2019 San Diego Miramar College Strategic Plan presents the direction the college will pursue in response to the changing educational and economic environment in the San Diego region and in the State of California. The plan was reviewed and updated after numerous meetings, with input from all constituency groups. The updated plan is referred to as the fall 2013-Spring 2019 Strategic Plan in this document.

The purpose of the San Diego Miramar College Strategic Plan is to provide a clear direction to the college's three divisions and to guide the development of all other college's operational plans. The plan is designed to respond to the current and projected educational needs of the residents of its service area and the economic, demographic, and community trends. The plan takes into account the financial challenges facing California and promotes beneficial community and economic development partnerships.

The College reviewed and updated its fall 2007-Spring 2013 Strategic Plan to formulate the fall 2013-Spring 2019 Strategic Plan. The current plan reflects the most current needs and emerging opportunities in the region served by the San Diego Community College District in general and more specifically in its specific service area. The plan focuses on areas for a common sense of purpose for the college's collegial planning and for its participatory governance.

The Strategic Plan development was informed by data from multiple sources and with input from all college constituencies. In addition, integral to the development and update of this plan is its alignment with the SDCCD strategic plan. The external and internal scans and trends were conducted collaboratively using the campus' customary and accepted planning processes. The Strategic Plan guides the college to fulfill its mission over a six year period. The fall 2013-Spring 2019 Strategic Plan is developed in two phases: Phase one includes the update of the goals and strategies, identifying indicators and measures, and planned activities, while Phase two includes the development of the assessment plan through the establishment of benchmarks. Throughout, staff, faculty and students participated and provided input through the college's participatory governance processes. The Planning and Institutional Effectiveness Committee (PIEC), with representatives of all the college's constituent groups, under the direction of the College Executive Committee, was the primary orchestrator of the current updated Strategic Plan. The fall 2013-Spring 2019 Strategic Plan was updated and all members of the college were given the opportunity to provide feedback through the participatory governance process. It was approved by the College Executive Committee (CEC) in December 2013.

The development of a comprehensive set of benchmarks (Phase 2) was initiated by the PIEC in spring 2014. This includes the development of a Strategic Plan Assessment workgroup with the specific objective to establish a comprehensive set of benchmarks in which the College can evaluate itself against. The workgroup is scheduled to convene in the 2014-15 academic year and provide a strategic plan assessment scorecard by fall 2015. This completed document of this Strategic Plan was completed by the PIEC for college approval in spring 2014.

The San Diego Miramar College Strategic Plan in can be reviewed in its entirety at:

http://www.sdmiramar.edu/institution/plan

San Diego Miramar College Educational Master Planning Process

The Educational Master Plan serves as the framework of the Strategic Plan and the implementation plans in the three college divisions. The Educational Master Plan is comprised of planning themes which drive development of division plans which address functions and areas of responsibility for each of the college divisions: Instructional Services, Student Services, and the Administrative Services. The Educational Master Plan is a 6-year plan that is reviewed and updated annually.

The San Diego Miramar College Educational Master plan can be reviewed in its entirety at:

http://www.sdmiramar.edu/webfm_send/14477

Student Services Division Plan Development

To maximize the quality of services, each unit of the Division is structured and operated to support the San Diego Miramar College mission and campus-wide planning process. The units and functions are listed in this section

Admissions & Records Office – Admissions & Records serves all prospective, new, continuing, transfer, and returning students. In accordance with policy 3000, the Admissions Office facilitates the admission of all students, including international students. Responsibilities of the office include: the enrollment of the general student population, as well as special populations, the establishment and maintenance of students' records, identification of students via the College Student Identification Card, facilitation of the matriculation process, and referrals to other Student Services offices.

Assessment - To provide a broad range of testing availability on AccuPlacer. To schedule varied test times for ESOL assessments, both day and evening. To provide flexibility for scheduling appointments for re-tests and challenge exams, and to provide a quiet space conducive to these exams. To assist students in understanding placement levels and proper classes for which to register.

Cal-WORKs – Cal-WORKs is a categorically funded program designed to meet the educational needs of TANF/cash aid recipients in preparation for education, sustained jobs and, ultimately, self-sufficiency. The Cal-WORKs program works in collaboration with Employment Case Managers and the County Health and Human Services Agency to assist the students in completing their mandated 32-35 hours of work-related activities. The mission is to assist students affected by poverty to achieve their academic and/or vocational goals.

Career/Employment Center - The Student Career/Employment Center provides employment assistance and career supportive services designed to enable students to select relevant career and academic paths and to obtain competitive employment related to their program of study

Counseling – The Counseling Department plans and executes a program of study with appropriately reflects the student's interests, potential, and motivation and this goal is best accomplished by counselors' maintaining an open and flexible response to diverse student populations. The department offers a complete range of counseling services including assistance with academic, career and personal counseling.

Disability Support Programs & Services (DSPS) – DSPS is dedicated to providing equal access to educational opportunities for students with verified disabilities. DSPS staff is committed to offering appropriate support services to ensure that every qualified student is given the opportunity to maximize his/her ability to succeed at San Diego Miramar College. Through the provision of support services and academic accommodations, qualified students with disabilities are able to make the most of their educational experience. DSPS provides full access to students able to benefit from college level instruction in accordance with San Diego Community College District policies, and state and federal laws and regulations.

Extended Opportunity Programs & Services (EOPS)/Cooperative Agencies Resources for Education (CARE) - EOPS/CARE is a specially funded program that is authorized by the State of California. The mandate comes from Assembly Bill 164 which established state funding to develop programs that would provide community college access to students who were disadvantaged by social, economic, or linguistic circumstances. Title V of the California Educational Code mandates the goals and objectives of the program. The Extended Opportunities Programs and Services (EOPS) and Cooperative Agencies Resources for Education (CARE) both have a mission to assist students who are affected by language, economic, and educational disadvantages to achieve their academic and/or vocational goals. This is achieved by providing over and above support services which are designed to be in addition to the other services offered by the college.

Financial Aid - The mission of the Financial Aid Office is to provide financial assistance in a timely, efficient, and accountable manner to eligible students. The financial assistance provided to students is to alleviate some of the financial aid hardships associated with going to college. The financial staff is committed to assist those students who might otherwise be unable to pursue their educational goals at San Diego Miramar College due to financial disadvantage.

Student Health Services (Includes Mental Health Services) - Student Health Services (SHS) is dedicated to providing students with health programs and activities which promote the wellbeing of each student and the entire student body community.

Outreach - The San Diego Miramar Outreach Office develops strategies and implements services designed to help prospective and current college students gain awareness of the programs and resources available in making a smooth transition from high school to college, from college to career and/or re-entry from work to school.

Student Affairs - The mission of the Miramar College Student Affairs Office is to provide opportunities for students to become engaged in campus life through participation in elected leadership roles through Associated Students Council, in campus clubs and organizations and through participation in student activities. Student government has been established to represent the best interests of students at the college. The Student Activities program is designed to be an integral part of the total college experience and offers students an avenue to contribute to the campus, while developing personally. Student Affairs also helps students to understand college expectations related to the code of conduct, in order to progress toward completion of their studies

Transfer Center -The mission of the San Diego Miramar College Transfer Center is to help students successfully transfer to a four year institution. The Transfer Center offers support to students in the transfer process to ensure a smooth and positive transition. Our key purpose is to strengthen the transfer function, and increase the numbers of students prepared for transfer to four-year institutions through the coordination of college transfer efforts. A primary focus of the Transfer Center is the identification, development and implementation of strategies designed to enhance the transfer of targeted student populations.

The work of improving transfer is a responsibility of the institution as a whole, including campus administration, faculty and student services programs, in cooperation with the four-year systems.

Veterans Affairs - The mission of the Veterans Affairs unit is to provide services that assist veterans and/or dependents in applying for and receiving VA benefits that financially support them in completing the matriculation process and achieving their goals of an associate degree, certificate of achievement, certificate of performance and/or general education certification for transfer.

Student Services Division Planning Themes by Loss Momentum Phases

Connection Phase Related Goals

Outreach Theme

- Provide high school partners with information sessions and tools focused on assessment, orientation college programs and college entrance preparation.
- Enhance and provide outreach services in a systematic manner that promotes student success and compliance with California State Senate Bill 1456.

Resources Theme

 Develop an Orientation system that make attendance mandatory and a gateway to priority access to services

- Provide orientation sessions that include class room faculty as resource persons.
- Explore the possibility of creating mini information videos for web-access. Identify Current and future Student needs for transfer, degree, and certificate completion and develop counseling education plans to meet those needs.
- Develop and implement an open house schedule
- Identify Resources for appropriate programs and services to support student learning and access.
- Schedule orientation, assessment and counseling sessions as a package.

Sharing Experiences Theme

• Add an inter-active component to Orientation sessions encourages students to share their journey and story

Entry Phase Related Goals

Communication Theme

- Provide high school partners with information sessions and tools focused on assessment, orientation, college programs and college entrance preparation.
- Strengthen current partnerships with high schools, community organizations and other educational institutions in our community.
- Develop a plan that maximizes the utilization of newly installed digital resources in new buildings.
- Encourage Student Leadership to increase student club participation in campus activities.
- Provide training to staff to improve the skills needed to develop and maintain department web-pages.

Infrastructure Change Theme

- Use Personal Growth courses as a tool to assist with assessment, orientation and advisement courses as a tool to assist with assessment, orientation and advisement.
- Develop and add a Summer Readiness and Bridge component to Jets Jumpstart and First Year Experience – Strategic Goal 1

Resources Theme

- Create a step by step check list for students to assist with navigating campus services.
- Identify and connect resources to improve assessment and orientation and Freshman Year Experience.
- Explore the possibility of establishing an instructional faculty advisor program.
- Provide students with pre-assessment tools.
- Provide adequate levels of well-trained faculty and staff.
- In consultation with the Office of Instruction, begin using students' educational plans to assist with scheduling classes for students' first semester.

Relationship Building Phase Related Goals

- Promote the establishment of learning communities (or similar projects) provide opportunities build peer relationships.
- Promote the establishment of new student clubs.

Progress Phase Related Goals

Communication Theme

• Explore ways in which to improve way to provide campus information and directional pathways such as "Steps to Success: See a Counselor, Get an Ed Plan, Apply for Financial

- Aid and scholarships" etc.
- When appropriate enhance holistic approach to student success by involving the whole college such as planning retreats etc. Strategic Goal 1.3
- Provide students with clear and consistent information related to student success.
- Maintain accurate and user friendly webpages.

Direction Theme

- Provide focused services for students with high number of units to increase the number of completers.
- Reinstitute seminars on managing challenges in the classroom, Customer Service and other topics that empower faculty and staff to effectively deal with a myriad of situations to support students.
- Expand on-line counseling and other alternative advisement delivery services.
- Implement retentions strategies and follow-up services consistent with the mandates of California's Senate Bill 1556.

Resources Theme

- Maintain accuracy or Resources for student in catalogue and flyers and on digital screens throughout the college.
- Develop and provide a Passport to Success
- Provide financial literacy workshops and related resources
- Explore the probability of establishing a College Hour
- Provide students with efficient delivery of financial aid services
- Work collaboratively with the Instructional and Administrative Services Divisions to develop schedules of classes based on student needs

Professional Development Theme

• Develop and implement a Student Services staff development program for all employees.

Completion Phase Related Goals

Communication Theme

- Provide students with concrete counseling and advisement services
- Provide systematic and clear directions regarding graduation and transfer

Direction Theme

- Encourage students to have meet with a counselor each semester
- Provide focused services for students with high number of units (most probable completers) to increase the number of completers.
- Once classified hiring freezes are fully lifted and resources allocated to Miramar, hire replacement positions to bring services back up to a more effective level of functioning and build upon this to expand evening hours
- Review students' graduation process.

Infrastructure Change Theme

• Review all office hours and revise as necessary to meet student need.

Relationship Building Theme

• Strengthen programs that celebrate student success and student diversity such as Transfer and EOPS recognition ceremonies and diversity programming on campus. This shows students that they are valued and appreciated and created a warm and accepting college culture.

Resources Theme

- Provide transition and transfer workshops.
- Provide Career and Transfer fairs each semester
- Provide peer counseling services
- Promote the adoption of an enrollment management plan that ensures that students have access to the courses needed to compete.

Student Services Division-wide Goals

The Division's planning work over the next six (6) years will focus on providing integrated services to students informed by the collective goals identified in the *Student Services Division Planning Themes by Loss Momentum Phases* (prior section of this Plan). These represent goals across-the-Division and are mapped to the Campus' strategic goals defined in the San Diego Miramar College Strategic Plan. Each of those represents planned achievements and supports the following overarching, Division-wide goals¹:

Goal #1 (Focus – Global)

Ensure and facilitate student academic success by providing high quality supportive services responsive to the needs of our diverse population.

Goal #2 (Focus – Global)

Working collobaratively with Administrative and Instructional Services, Implement the Requirements for the Student Success and Support Program and Student Equity Program.

Goal #3 (Focus – Planning)

Ensure that a comprehensive planning document exist beginning with existing services and projecting services needed to properly serve student in the future.

Goal #4 (Focus – Organization)

Build a Division structure that is flexible, logical, meaningful, spirited and entrepreneurial. The intent is to create a structure that encourages innovation and risk-taking, while emphasizing student-centered objectives and effectiveness and allowing each unit leader to do the best job possible for the campus and its students.

Goal #5 (Focus – Coordination)

Ensure that all units of the Division operate at maximum efficiency with little, if any, duplication. This ensures that all other functional units of the College are considered before new processes, practices or programs are developed and/or implemented.

Goal #6 (Focus – Control)

Insure that the Division leadership exercise only that degree of control needed to support faculty and staff in the performance of their duties and encourage the development of student-centered ideas, student-centered initiatives and student-centered processes.

¹ Partially adapted from "This One's For You, A Manual of Student Services in the California Community Colleges"

Goal #7 (Focus - Evaluation)

Insure that each Division unit has an evaluation plan that provides effective ways of measuring qualitative and quantitative service quality; and supports the College planning and program review processes.

Appendix A
San Diego Miramar College Organization Chart



