Support Services Review

2013   Student Services Dean RRC   Louella Tate

1. What are the primary services or outcomes provided by the support service area and what is the impact of those services and outcomes on students and other key stakeholders?

I. Summary

The mission of Student Success to provide exemplary programs that support the teaching/learning process and increase opportunities for students to define and reach their educational and career goals. Campus-wide emphasis is placed on providing quality services in a welcoming learning environment in support of the college's Student Success Initiative (SSI) goals and strategies:

Goal 1: Increase Persistence (Term to Term & Fall to Fall)

Goal 2: Complete Developmental and Adult Education course progression to credit   courses

Goal 3: Increase completion of All Attempted Courses with a "C" or Better

Goal 4: Increase Degree/Certificate Graduates and Transfer Rates

Goal 5: Increase success equity across all racial/ethnic/gender/income groups

Student Services collaborates with all areas of the college to create opportunities for students' success.

II. Program Review - Five Fundamental Questions

1.   What are the primary services or outcomes provided by the support service area and what is the impact of those services and outcomes on students and other key stakeholders?

Students are the central focus of the Round Rock Campus (RRC) and we are responsive to their individual needs by providing a wide range of services, including the following key items:

a)   Providing exemplary programs that support the teaching/learning process.

b)   To increase opportunities for students to define and reach their educational and career goals.

c)   Providing excellent customer service and ultimately student satisfaction.

d)   Assisting students to gain access to higher education.

e)   Delivering up to date and consistent information campus wide.

RRC Student Services provides campus services for academic advising and counseling services; assessment and academic testing; services for students with disabilities; career development and services; student support services for Distance Learning students; support center academic and personal support; veteran's services; transfer services; student success services and activities; and outreach services to designated high schools and community-based organizations. Team members are committed to the following core values:

a)   Integrity

b)   Competency

c)   Mutual respect and trust

d)   Collaboration

e)   Cooperation and teamwork

f)   Diversity

g)   Excellence and innovation

h)   Shared Governance

We play an integral role in the collaborative efforts of faculty and staff, other college-wide

Support Services Review

departments, and key stakeholders to provide an integrated, holistic, and effective delivery service system. In addition, the Dean of Student Services administers college policies regarding student rights and responsibilities, student standards of conduct and discipline, and makes recommendations and revisions of college policies in support of student success.

Through the Community College Survey of Student Engagement (CCSSE), the Student Services Point of Services (POS) survey, and other indicators, students consistently affirm their use of and the positive impact of the various student-centered services designed to help them succeed in college and deal with obstacles that arise. Partnerships with veteran's organizations have been strengthened, as well as with the Round Rock Chamber of Commerce, resulting in expanded support services for students with unique needs.

2. What are the strengths, weaknesses, opportunities, and threats present that enhance or hinder the unit's ability to provide those services and meet expected outcomes during the next five years?

A SWOT was conducted on March 5, 2013. Eighteen (18) key stakeholders in and outside RRC Campus Operations and Student Services identified and prioritized the strengths, weaknesses, opportunities and threats to our programs and services

Below are the top five issues for each SWOT category. Other issues were raised during the SWOT but are not presented in this report:

Strengths

1) Inclusive – works to include staff in the process of student success; monthly Student Services meetings keep staff informed across all areas; teamwork

2) Collaboration/communication between departments – integrated approach to providing student support services; Student Services builds internal partnerships and relationships across campus

3) Student Services puts students first going out of their way to help students; conducive environment that is student-centered

4) Student Services excels with community partnerships, i.e. College Connections with ISDs, Veteran's organizations

5) Very responsive Campus Manager's office for facilities management; green buildings, clean and safe environment, info/updates disseminated quickly

Weaknesses

1) Length of lines during peak hours/no push for early degree planning; registration ads seem to run too late

2) Space and flow concerns in admission/financial aid/advising

3) Student queuing

4) Not enough interaction and communication throughout entire campus, campus inconsistencies; more visibility of student events

5) Meetings – maximize time used by more communication in prior to meeting; dissemination of materials and/or feedback in advance

Opportunities

1) Expand collaboration between departments to expand student services and opportunities

Support Services Review

2) Investigate cross training opportunities campus wide; increase frequency of staff professional development offerings

3) Improve upon use of social media to keep students informed on happenings and deadlines; recognition/swag for students who register early before peak

4) Strengthen community involvement and partnerships in Round Rock, i.e. ACC volunteer opportunities

5) Enhance career services by increasing partnerships with incoming businesses for student internships, cooperative education programs, workforce updates

Threats

1) Decrease in student enrollment

2) Low/inconsistent methods of conveying info to staff – reactive not   proactive

3) Federal changes in financial aid

4) Lack of leadership and consistency campus-to-campus

5) Lack of partnerships with community-based programs to assist students in overcoming obstacles

3.   Using the answers to the first two questions, what improvements to primary services and/ or intended outcomes will occur during the next five years?

As a result of the SWOT analysis, Student Services staff identified key areas that needed addressing.   The question posed was what should be implemented to address these concerns and what type of training would be most effective? The items were prioritized and the following quality improvement plan was created for implementation over the next five years:

A. Implement College Connections One Stop Shop program at Round Rock ISD high schools (Initiative I):
Addresses identified SWOT weaknesses #2 & 4, opportunities #1 & 4, and threat #1

Student Services implementation of the One Stop Shop at Round Rock ISD high schools will address several concerns that appeared in the RRC SWOT analysis. The first and largest concern is enrollment. Taking ACC to potential students is the best way to recruit individuals. Meeting with them in their environment and allowing them to present questions, complete the application and assessment process, and determine what courses they will take increases the chances that they will register and attend courses at ACC. Meeting off campus with these students also decreases the length of lines as well as space and flow concerns. Working in conjunction with the offices of Admissions and Financial Aid fosters collaboration with other campus departments.

This concept is a change from the current process of introducing higher education to graduating seniors by admitting, assessing, and advising at multiple times throughout the school year. Hosting activities all at once minimizes the number of times a high school student is pulled from class to prepare for college.

Support Services Review

B.   Implement cross-training opportunities between Student Services areas (Initiative II):
Addresses identified SWOT weaknesses #4 & 5, opportunities #1 & 4, and threats #2
Unfunded and un-staffed positions due to budget restraints are stretching the limits of our current staffing resources. In order to minimize the negative impact on our department to deliver effective services, cross-training – interdepartmental and across campus for employees in the other designated areas – will need to be provided. This will be essential for the College Connections One Stop Shop program to better utilize existing staff resources since this viable and highly visible partnership is dependent upon the joint collaboration of multiple departments within ACC, further developing cohesiveness among team members working together towards a common goal. Learning about and understanding the processes of the other joint units will not only assist with covering a staff shortage but ensure a smooth transition of service delivery. In addition, the scheduling of internal briefing meetings that are well-planned, focused, and designed to improve outcomes will eliminate inconsistencies and misinformation.

C. Create campus-wide meetings for consistent and accurate information sharing (Initiative III):
Addresses identified SWOT weaknesses #4 & 5, opportunities #1, and threats #2
It is critical that students are provided the tools and resources to successfully navigate the student experience and ultimately meeting their goals. Campus-wide meetings to share new information and updates, address questions and clarify gray areas, and ensure consistency and standardized procedures are in place will minimize – if not eliminate – the all too familiar scenario of students getting different answers at different locations across campus. Students should receive more accurate information and in a timely manner. This will create a more conducive and shared environment for faculty, students, and staff. Students will be more informed regarding campus activities and events, as well as what resources are available, where they are available, and how to access. Staff will be more informed and feel more confident in themselves, higher moral and offer better customer service. Meetings could be held monthly or quarterly, supplemented by electronic communication and/or smaller internal departmental briefings.

4. How will the unit measure the extent to which planned improvements have resulted in better service or intended outcomes for students or other key stakeholders?

Improvement	Measure	Baseline	Target	Current

Support Services Review

		2012	2015	2014

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	Note: Chart to be provided under separate cover.
	Primary Service Issue
	        Improvement Measure
	        Baseline Target
	        Current
	Need to streamline the College Connections Process for admissions & registration, assessment, financial aid applications and counseling & advising to Round Rock ISD high schools to increase access & successful enrollment Implement College Connections One Stop Shop Program to streamline and minimize student classroom pull-outs on multiple occasions resulting in greater participation and buy-in from high school faculty and staff Qualitative: Information gathered from College Connections team meetings that include RRISD personnel, campus dean, ACC Student Services staff (i.e., Admissions, Financial Aid, Assessment, Advising/ Counseling); general feedback & concerns from staff participating in College Connections process; student input
	Quantitative:
	Measure # of high school seniors with completed applications, assessed, & advised compared to total # high school seniors to determine % completion; reports generated indicating completion with College Connection process and follow-through to enrollment by high school
	        2010-11 report indicating % of student completion for five out of the six high schools served; increase in student follow-through enrollment into ACC –			

determine what courses they will take increases the chances that they will register and attend courses at ACC. Meeting off campus with these students also decreases the length of lines as well as space and flow concerns. Working in conjunction with the offices of Admissions and Financial Aid fosters collaboration with other campus departments. This concept is a change from the current process of introducing higher education to graduating seniors by admitting, assessing, and advising at multiple times throughout the school year. Hosting activities all at once minimizes the number of times a high school student is pulled from class to prepare for college.	RRISD Success West High School will not be considered due to the inconsistency in their enrollment numbers　　Targeted Goal for 2013-14: An increase in % of high school seniors completing the admissions & registration process, assessment, and advising steps by 5% year to year; an increase in the # of RRISD College Connection students enrolling in ACC. The plan includes a 65% cap on admissions, assessment & advising per school. Retention at the 65% will continue once this goal is met.　　Standardized College Connection delivery administered throughout the semester over multiple days. Comparison data between 2010-11 and 2011-12 showed marked increase in % of student completions in new One Stop Shop College Connection process. Implementation of the One Stop Shop process at newly assigned Cedar Ridge High School for 2012-13 academic year – data in review.			
B.　　Implement cross-training opportunities between Student Services areas (Initiative II): Addresses identified SWOT weaknesses #4 & 5, opportunities #1 & 4, and threats #2 Unfunded and un-staffed positions due to budget restraints are stretching the limits of our current staffing resources. In order to	Interdepartmental cross-training needed for increased efficiency & effectiveness　　Implement cross-training opportunities between Student Services functional units　　Qualitative: General feedback and concerns from staff participating in cross-training experience. POS survey results indicating increased efficiency & effectiveness within Student Services. Quantitative: Number of staff who become fully cross-trained in functions outside			

minimize the negative impact on our department to deliver effective services, cross-training – interdepartmental and across campus for employees in the other designated areas – will need to be provided. This will be essential for the College Connections One Stop Shop program to better utilize existing staff resources since this viable and highly visible partnership is dependent upon the joint collaboration of multiple departments within ACC, further developing cohesiveness among team members working together towards a common goal. Learning about and understanding the processes of the other joint units will not only assist with covering a staff shortage but ensure a smooth transition of service delivery. In addition, the scheduling of internal briefing meetings that are well-planned, focused, and designed to improve outcomes will eliminate inconsistencies and misinformation.
C.   Create campus-wide meetings for consistent and accurate information sharing (Initiative III):
Addresses identified SWOT weaknesses #4 & 5,
	of their routine job duties
	        Fewer than 10% of the current staff have spent time learning about and understanding the processes of other units within Student Services 15% of staff will have been assigned to train and learn a departmental function outside of their assigned job duties
	        Informal and on a need-to-know basis, usually cover a staff shortage in one unit with staff from another unit
	Inconsistent, inaccurate information and services causes confusion among students In collaboration with RRC Campus Manager, facilitate campus-wide "beginning of the semester" meetings to inform staff of new policy/program implementation, share departmental information, address concerns & discuss solutions to ensure consistent information/policies & procedures are delivered. Additional meetings will be hosted based upon need.
	        Qualitative:
	Feedback from representatives from the various campus departments indicating whether they feel better informed, stronger connection/cohesiveness/ collaboration/communication .
	POS survey results indicating increased efficiency & effectiveness within Student Services.
	Quantitative:
	POS survey decrease # of student complaints No current baseline for formal review process. First year of implementation will establish the baseline. Service delivery
	Decrease in # of student			

opportunities #1, and threats #2 It is critical that students are provided the tools and resources to successfully navigate the student experience and ultimately meeting their goals. Campus-wide meetings to share new information and updates, address questions and clarify gray areas, and ensure consistency and standardized procedures are in place will minimize – if not eliminate – the all too familiar scenario of students getting different answers at different locations across campus. Students should receive more accurate information and in a timely manner. This will create a more conducive and shared environment for faculty, students, and staff. Students will be more informed regarding campus activities and events as well as what resources are available, where they are available, and how to access them. Staff will be more informed, feel more confident in rendering assistance, have higher morale, and offer better customer service. Meetings will be held monthly or quarterly, supplemented by electronic communication and/or smaller internal	complaints by 10% each subsequent year. Overall employee job satisfaction Increase by 10% each subsequent year. Current campus-wide communication via: email on need-to-know basis; Intradepartmental; selective between department s; mailbox handouts; internal			

Support Services Review

departmental briefings.				

5. How will the planned improvements align with and contribute to the Mission and Intended Outcomes of Austin Community College?

The planned improvements will provide the highest quality, most streamlined and functional services to faculty, staff, students and the community in support of the College's Mission and Intended Outcomes. They are aligned with the values of Communication, Access, Responsiveness, Excellence and Stewardship (CARES). We will accomplish this by effectively and efficiently streamlining College Connections processes, ISD partnerships are strengthened resulting in increased student participation, enrollment, and student success.   Our well-trained, cross-leveled staff will maximize resources and minimize potential gaps in services – ensuring delivery of services exceeds the standards. Teamwork, actively shared communication, and a commitment to upholding the mission, standards and requirements of the college will foster personal and professional ownership that will generate accountability.   Our improvements are designed to assist students navigate through the college experience and successfully achieve their goals.

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