

SECTION F

STUDENT SERVICES DIVISION PLANS

Student Services Division
Educational Master Plan
2007-2011

SAN DIEGO MESA COLLEGE
STUDENT SERVICES DIVISION

GOALS AND OBJECTIVES, 2007-2011
FIVE YEAR PLAN

San Diego Mesa College's student services are designed to support student goals, college instructional programs, and identified student learning outcomes. The Office of the Vice President, Student Services provides leadership to all Student Services areas.

The Student Services division is responsible for the admission, and matriculation of students; outreach and recruitment; administration of student financial aid programs; focused support of underrepresented, at-risk, and/or disabled students; promotion of a vibrant student life; athletics; oversight of the student disciplinary process; and for promotion and facilitation of the graduation, transfer, and employment of students. The mission of Student Services is to ensure a diverse student body access to higher education, to promote student retention, and to support student success in the achievement of educational goals.

The Student Services Division at Mesa College is comprised of six areas reporting directly to the Vice President, Student Services, as follows:

<u>Department Name</u>	<u>Reporting to the Department</u>
ADMISSIONS AND RECORDS	VETERANS/RECORDS
ARTICULATION	--
ATHLETICS	--
EOPS & STAR	--
STUDENT AFFAIRS	FINANCIAL AID STUDENT HEALTH SERVICES TUTORIAL SERVICES
STUDENT DEVELOPMENT AND MATRICULATION	COUNSELING ASSESSMENT/ORIENTATION DSPS EVALUATIONS OUTREACH TRANSFER/CAREER CENTER

This document represents a five-year planning cycle for Student Services that is in alignment with the college's goals and strategic planning priorities. The plan is intended to be responsive to change and will be assessed annually and amended as needed through divisional and campus-wide collaboration. Categorical programs may be required to submit updated program plans in order to comply with state guidelines, therefore, goals and objectives may be modified on an annual basis.

I. STRENGTHENING COLLEGE SUPPORT INFRASTRUCTURE

MESA STRATEGIC PLANNING PRIORITIES:

- No. 1: Modernize Enrollment Management
- No. 2: Develop Innovative Student Access and Promotional Strategies
- No. 3: Optimize Mesa's Technological Competitive Advantage
- No. 4: Institutionalize the College's Strategic Planning Process
- No. 5: Pursue alternative Revenue Streams
- No. 6: Strengthen Emergency Preparedness

GOAL ONE: The Office of the Vice President of Student Services and the Student Services Division will work in collaboration with Instruction to develop Mesa's enrollment management strategy to meet FTES targets. (Priority 1)

Objectives:

- a. Collaboratively establish a Student Services enrollment management/planning agenda designed to meet FTES targets.
- b. Designate Enrollment Management as a standing item on the agendas of the two key Student Services leadership committees: Student Services Administrators (SSA) and Mesa Student Services Council (MSSC); and request regular area reports on targeted enrollment management initiatives
- c. Develop and implement enrollment management initiatives and take through the shared governance process.
- d. In partnership with Instruction, meet monthly with the Dean's Council monitor and evaluate progress of enrollment management initiatives.
- e. In collaboration with Instruction, develop practical applications and real-time enrollment management data and analysis tools.
- f. Investigate best enrollment practices through the Chief Student Services Officer (CSSO) network and at state and national conferences.

Timeline: May 2007 and ongoing

GOAL TWO: Support the development and implementation of Student Services programs for under-represented and under-prepared students, high school students, and other targeted student populations. (Priority 2)

Objectives:

- a. Support the development of retention and outreach and recruitment programs through advocacy at the divisional, executive, and district levels; and through the development of a campus Outreach Office.
- b. Identify divisional, campus, district, and outside resources to implement strong outreach, recruitment and retention programs.

Timeline: Ongoing

GOAL THREE: Restructure Student Affairs to include a Student Activities Director, a position intended to promote new student leadership opportunities and enhanced student life on campus. (Priority 2)

Objectives:

- a. Create a 1.0 Student Activities Director position to support student life and leadership on campus.
- b. Increase a .50 SSA position to a 1.0 SSA position to support the Student Activities Director.
- c. Develop a leadership class for participants Associated Student Government.

Timeline: 2007-2008

GOAL FOUR: Collaborate with the Mesa Marketing Committee, Communications Office, and campus-based researcher to develop a Mesa/Student Services “brand”; create a marketing strategy designed to capture the enrollment of targeted populations. (Priorities 1 & 2)

Objectives:

- a. Investigate marketing approaches and options designed for student service programs.
- b. Establish an ad-hoc committee to identify objectives, demographics, target populations, and budgets.
- c. Submit the plan to Executive Staff and the President’s Cabinet for discussion and vetting.

Timeline: Spring 2007 (a); Fall 2007 (a-b); Spring 2008 (c)

GOAL FIVE: Collaborate with the Communications Office, Marketing Committee and DSPS to research alternate forms of new media and accessible communications for an increasingly technologically literate and diverse population. (Priorities 2 & 3)

Objectives:

- a. Explore information management systems in various forms of new media (online sites, web and podcasts, etc.) for promotion and information dissemination about Mesa College student services.
- b. Increase the accessibility of programs and services through new, high-speed technologies.
- c. Incorporate emerging technologies into programs, services, and the marketing plan.
- d. Develop the organization, design and content of the Student Services website, including the addition of multi-media content in emerging and accessible formats

Timeline: Spring 2007, then ongoing

GOAL SIX: In collaboration with Mesa Student Services and Facilities committees, develop a Facilities Plan for the new Student Services buildings that supports an accessible, user-friendly environment, and promotes seamless services to students. (Priorities 2, 3, 4)

Objective:

- a. Develop a Facilities Plan that ensures effective space utilization for existing services and projected expansion of services.

Timeline: Ongoing

GOAL SEVEN: Collaborate with the Executive Staff, VP of Administrative Services, Mesa IT, and the Budget Committee to maintain a current inventory of technology needs in Student Services ensuring that in-service hardware and software applications reflect the college's focus on academic excellence and technology. (Priority 3)

Objectives:

- a. Replace outdated phone system in Admissions, the college's gateway to students and prospective students.
- b. Replace old reprographic equipment in departments to promote the production of high-quality publications at every level.
- c. In collaboration with Mesa IT and categorical programs, ensure that the 4-year computer replacement cycle is maintained.
- d. In collaboration with Mesa IT, develop a sustainable student services technology plan that will address unmet needs, and provide necessary support for staff and department's long-term goals.

Timeline: Fall 2007-Spring 2008 (a-b)

GOAL EIGHT: Involve staff from across the Student Services Division in the strategic planning process. (Priority 4)

Objectives:

- a. Establish clear goals and objectives for Student Services areas that incorporate college and district-wide goals.
- b. Initiate focused discussions in departments to align program planning activities with divisional, college, and district strategic planning goals.
- c. Strengthen the ongoing effort to link strategic planning and budgeting.
- d. Promote a broad participatory approach in the development of all planning initiatives.

Timeline: Ongoing

GOAL NINE: Increase resource development and exploration of alternative revenue streams that support student services programs. (Priority 5)

Objectives:

- a. Support divisional grant-writing and other revenue generating initiatives as professional growth opportunities for faculty and department leads.
- b. Advocate for the development of new funding sources at the executive and district levels.
- c. Identify local, state and federal grant opportunities to support programs and services.

Timeline: Ongoing

GOAL TEN: Strengthen emergency and disaster planning within the Student Services division. (Priority 6)

Objectives:

- a. Support the development of a Mesa College Emergency/Disaster Preparedness Plan that is coordinated with the District's plan.
- b. Using the District and Mesa "umbrella" plans, develop a Student Services Emergency/Disaster Preparedness Plan specific to Student Services buildings and needs.
- c. In collaboration with the Student Health Services Director, Mesa leadership, and the District, develop contingency plans for health emergencies (i.e. pandemic flu).

Timeline: 2007-2008 and ongoing

II. STRENGTHENING PARTNERSHIPS AND COLLABORATIVES

College Strategic Planning Priority No. 7: Strengthen Linkages for K-16 Student Learning and Career Pathways

College Strategic Planning Priority No. 8: Strengthen Campus Partnerships with Business and Community

GOAL ELEVEN: Create an Office of Outreach and Community Relations that supports the development and expansion of K-12, community and business and industry partnerships. (Priority 7, 8)

Objectives:

- a. Restructure Student Services adding an Outreach office with dedicated staffing.
- b. Create a 1.0 Outreach Coordinator position and 1.0 Program Support Technician to coordinate and support outreach.
- c. Expand and advocate for new educational, community partnerships at the district, executive, and divisional levels.
- d. Continue to support and advance our existing partnerships.

Timeline: Spring/Fall 2007 and ongoing

III. SUPPORTING PROFESSIONAL/LEADERSHIP DEVELOPMENT

College Strategic Planning Priority No. 9: Promote a Dynamic Professional Climate

GOAL TWELVE: Strengthen service to students through the hiring of highly qualified managers, faculty and staff, and providing training and professional development for all Student Services personnel. (Priority 9)

Objectives:

- a. Increase fulltime faculty and staff positions.
- b. Create professional training opportunities for Student Services managers, faculty and staff emphasizing best practices for customer services practices, seamless delivery of service to students, technology training, and leadership development.
- c. Develop a staffing plan based on institutional priorities, program function and student need.
- d. Develop a budget line item to support ongoing professional development activities for managers, faculty and staff in Student Services.

Timeline: Spring 2007 (e) and ongoing

IV. EMPHASIZING INSTRUCTIONAL SUPPORT/STUDENT ACCESS

College Strategic Planning Priority No. 10: Promote Innovative Instructional Methods

College Strategic Planning Priority No. 11: Enhance Credit and Non-Credit Linkages across the District

College Strategic Planning Priority No. 12: Strengthen Student Learning Objectives in Academic Programs and Student Support Services

GOAL THIRTEEN: Incorporate Student Learning Outcomes and Service Area Outcomes into Student Services program review and strategic planning process. (Priority 12)

Objectives:

- a. Research and develop Service Area Outcomes (SAOs) for each student service department.
- b. Phase in the integration of SAOs into the Program Review Process
- c. Continue SLO meetings one time per month with Student Services leadership.
- d. Require the reporting of SLOs in Program Review.
- e. Integrate SLOs and Student Services strategic planning.

Timeline: Ongoing