Cañada College

Administrative Unit Program Plans

2012-2013

Business Office

Center for University and International Studies

Marketing and Outreach

Planning, Research & Student Success

Vice President, Student Services

Vice President, Instruction

ADMINISTRATIVE UNIT PROGRAM PLAN

1. **Name of Unit:** Business Office

2. **Completed by (Writing Team):**

   Victoria Nunes , Dave Vigo and Rachel Corrales

3. **List of staff/personnel in Unit with titles**

   Victoria Nunes-College Business Officer, Dave Vigo-Financial Analyst,

   Christine Huynh-Payroll Clerk, Gail Kamei-Reprographics Technician,

   Rachel Corrales-Senior Accounting Coordinator, Mario Peña-Accounting Technician,
   Sarita Ramos-Accounting Technician, Hugo Enciso-Accounting Technician

4. **Unit Mission. Describe the purpose of the unit, its objectives, goals and connection to the Mission of Cañada College.**

Business office provides budget information, implementation and oversight on all funds, HR, hourly payroll for classified and faculty, mail and duplicating services, process payments for student fees. In addition we provide oversight and support ASB.

5. **Explain to what extent your Unit supports other programs and/or units at this institution. Please include any student and/or staff demographics relevant to your Unit and its purpose.**

We support all areas of the college such as payment, budget, purchase requisition, payroll, printing and mailing.

6. **Assessment of last year's plan and the impact that your efforts had toward achieving your objectives and outcomes – and ultimately the mission of the institution.**

- We hired one additional FTE in the cashier's office to increase coverage – including evening hours two nights per week.
- Cashiers staff and CBO attended the A&R BPA in March 2012 to review and streamline processes. Cashier's will meet in November 2012 to discuss their BPA.
- The district implemented the "Plan Ahead, Pay Ahead" program to help students pay their fees. The Business

Office supported the initiative.
- Conducted training on HR and Payroll processes to inform and review information and guidelines supervisors need regarding the process of hiring, timelines and approving timesheets using websmart. Will continue to provide training to managers and staff in all aspects of Banner.

7. **Identify the sufficiency of the physical, financial and personnel resources available to support your unit this past year.**

There have been significant increases in the activities required of the cashier's office which lead to the request for additional help. The request for this 100% Accounting Technician is based on the following needs:
- Payments: Considerable increase in workload to implement the Plan Ahead, Pay Ahead program where students are required to pay for classes prior to the semester (this includes phone calls, counter visits and emails); for the spring semester, our office was part of the district's overall payments that went from $87,000 in 2011 (4 day total) to $1.66 million in 2012 (same 4 days) for a difference of over $1.5 million!
- Evening Hours: Lack of evening hours to serve this student population in the Cashiers Office; all other student service areas are open during that time period; at Canada, 36.2% of our students are evening students. As of Jan 31st we have 2473 students enrolled in evening classes but we had not been able to provide evening cashier service.
- Facility Rentals: Increased work being done for Facility Rentals; Facility Rental revenues went from $19,888 in 2005 to $72,307 in 2006 and last year facility rental revenue increased to $178,749.
- Payroll: Increased number of student and short term payroll processes, in addition classified hourly payroll went from $263,410 in 2005-06 to $353,564 in 2010-11.
- Third Party Billing: Expanded Third Party billing from 10 agencies to 27 agencies

8. **Unit Action Plan for 2012/13**

- Add one additional FTE in the cashier's office (final stages of hiring process)
- Schedule Banner training for managers and approvers
- Conduct at least 3 staff meetings a year (last year we did two and we will increase to three for 12-13)
- Develop training documents/procedures for managers and approvers
- Update existing business office procedures
- Plan to have our own cashier's BPA in 2013 to review and streamline processes

9. **Identify anticipated future changes and resource needs necessary to pursue your Action Plan. Respond to each area listed below and include any cost/budget estimates.**

Personnel:
Assess current staffing including the new position.

Professional Development:
- Plan to have a separate session of BPA for cashiers in 2013 to review the current business processes and create a plan to implement the recommended changes and continuously update our program plan for the following year.

- Attend this year's Cañada's classified retreat.

Supplies & Equipment:
- Computer for additional staff and 4 additional monitors to provide dual monitors ($940) for cashiers totaling $2,680 (purchased Fall 2012)
- Possibly replace copier equipment at Central Dup. Price still unknown.
- 1 additional computer for CBO to have the capability of installing a 3rd monitor that will be used for training, advising and reviewing reports and budgets. ($1778)

Facilities: None

Other:

---

10. **Administrative Unit Outcomes: List the administrative unit outcomes for the administrative dept/area.**

Program Learning Outcome: With better communication and awareness of resources, more students will pay their fees.

---

11. **Administrative Unit Outcome assessment**

Assessment results:
- We had a brief meeting with all cashiers to determine when would be the best time for the BPA. Cashiers were still involved with A&R BPA which took large blocks of time so it was determined to wait until FY13.

Summary of dialogue about results:

---

12. **Commentary: Other thoughts regarding your administrative unit you would like to be included in future planning or decision making**

- BPA for Cashiers
- Continued analysis for Parking and Sallie Mae payment plan and effectiveness of our communication – GWAMAIL and SARS Calls

ADMINISTRATIVE UNIT PROGRAM PLAN

1. **Name of Unit:** Center for International and University Studies (CIUS)

2. **Completed by (Writing Team):** Lucy Salcido Carter

3. **List of staff/personnel in Unit with titles**

   Lucy Salcido Carter, Director, CIUS
   Supinda Sirihekaphong, Project Director, International Support Services
   Mario Mihelcic, Program Services Coordinator, International Admissions
   TBD, Project Director, University Center A2B Program
   TBD, Retention Specialist, University Center A2B Program
   TBD, Assistant Project Director, University Center A2B Program

4. **Unit Mission. Describe the purpose of the unit, its objectives, goals and connection to the Mission of Cañada College.**

   The Center for International and University Studies (CIUS) brings together two distinctive programs:
   1) The University Center offers the opportunity to earn a bachelor's degree here on the Cañada College campus, through one of our partner universities.
   2) The International Programs include study abroad opportunities, partnerships with colleges overseas, international events on campus, and specialized support services for international students studying here.

   The three main purposes of the University Center are to increase access to bachelor's degrees, create seamless transfer opportunities, and increase degree completion for community college students. Residents of San Mateo County have limited access to four-year universities. Through partnerships with four-year universities, the University Center provides access to bachelor's degrees for students in the mid-peninsula area who cannot commute or move to a new locale to attend university. Through University Center programs, Cañada College students can go from completing an associate's degree to completing a bachelor's degree without leaving their local community.

   The mission of the International Programs is as follows: In support of Cañada College's vision and mission, International Programs 1) provide individualized services for international students, so they can achieve their personal, educational, and professional goals; and 2) promote understanding and respect for diverse perspectives by providing college-wide opportunities for community engagement and cultural exchange.

   These CIUS goals are consistent with the College's mission of "ensuring that students from diverse backgrounds have the opportunity to achieve their education goals by providing transfer….programs" and cultivating in its students the ability to "understand and appreciate different points of view within a diverse community."

5. **Explain to what extent your Unit supports other programs and/or units at this institution. Please include any student and/or staff demographics relevant to your Unit and its purpose.**

   The CIUS supports both instruction and student services programs. International Programs currently provide admissions and support services to 42 international students studying at Cañada College from 25 different countries. The University Center

currently provides the infrastructure and oversight for 6 bachelor's degree and professional certification programs with 4 partner universities. The 130+ participants in these programs are enrolled as students of the partner universities.

6. **Assessment of last year's plan and the impact that your efforts had toward achieving your objectives and outcomes – and ultimately the mission of the institution.**

This plan is the first program plan for the CIUS.

7. **Identify the sufficiency of the physical, financial and personnel resources available to support your unit this past year.**

Existing office space is sufficient for the number of staff currently working or coming on board for the CIUS. There is 1 shared office for all University Center professors to use for meeting with students and for preparing classes; this office includes 3 computer stations and a printer. The international student lounge is small and can only accommodate a few students at a time, and so is not a natural meeting space for large numbers of students or for organized student activities. This small lounge includes a computer and printer that students can use to register for classes, check email, and complete course assignments. The lounge is currently furnished with an assortment of benches and chairs "borrowed" from the building 5 hallways, but new furniture has been ordered, including a café table and a sofa. The kitchen next to the student lounge has a table and chairs, refrigerator, sink, and microwave oven; students can store, prepare, and eat meals there. Classroom space continues to be a challenge for University Center courses, especially for the daytime nursing courses that are offered Tuesday and Thursday mornings, the busiest course period of the week.

Financial resources include a combination of federal funding, local hospital district foundation funds, facilities use fees, international student fees, and District support based on a budget allocation model. Without District support, financial resources would not be adequate to support the full range of CIUS programs.

The number of full-time staff currently working or coming on board for CIUS is adequate to achieve programmatic goals.

8. **Unit Action Plan for 2012/13**

1. Increase the number of international students attending Cañada College.
2. Implement services and programs that enhance student achievement.
3. Establish a funding structure to sustain successful programs long-term.

9. **Identify anticipated future changes and resource needs necessary to pursue your Action Plan. Respond to each area listed below and include any cost/budget estimates.**

Personnel: In order to directly impact action plan item #1, the CIUS must be able to recruit international students for admission to Cañada College. Recruitment and outreach responsibilities are currently included in the project director (international support services) and CIUS director positions. But because international student recruitment efforts are currently handled by the District, Cañada College staff members in these two positions have been limited in their ability to conduct outreach. With a shift to the colleges of international student recruitment responsibilities, these two positions would include outreach activities, with some of the support services responsibilities then shifting to the program services coordinator. The emphasis this past year has been on implementing new programs, policies, and procedures. With most of these programs, policies, and procedures in place or in process, staff efforts can shift to more outreach activities. These shifts in personnel responsibilities would not require significant adjustments to personnel costs. However, for the CIUS to conduct international student recruitment and outreach, the program would require resources for international marketing and travel.

Although full-time staff is adequate to meet programmatic needs, the International Programs would benefit from 2 part-time student assistants working 4 hours a week to help staff with student engagement and support, and with outreach and orientation. These student assistants would: lead campus tours and present the student perspective when foreign delegations visit campus; maintain the International Programs Facebook page; lead International Communication Club events; provide one-on-one peer mentoring to new international students; and represent International Programs at student-initiated campus-wide events. The cost of 2 student assistants working 4 hours a week at $10/hr for 22 weeks both

fall and spring semesters is $3,520.

In order to achieve action plan items #2 and #3, the CIUS must increase community outreach to gain new university partnerships and programs and to find new funding to build the University Center endowment and strengthen program infrastructure and long-term sustainability. This year the emphasis has been on bringing new University Center programs to Cañada, strengthening existing partnerships, building program infrastructure, and developing a funding model. With the new federal DOE HSI grant in place and new University Center A2B staff coming on board, the focus will shift to integrating these staff members into the CIUS team and handing off day-to-day operations to them. This shift will free up the CIUS director to conduct more community outreach, build new partnerships, and find additional funding.

Professional Development: The International Programs team, including the CIUS director, needs ongoing training in SEVIS regulations and best practices in international student programs and support services. Training should include membership in NAFSA and attendance at national, regional, and local NAFSA conferences and meetings.

The University Center A2B staff will need ongoing training in federal grant management. The CIUS director and the University Center project director should attend the March 2013 meeting in Washington, DC for HSI grant recipients. This meeting is an opportunity to work in person with the U.S. Department of Education (DOE) program officer assigned to the HSI grant and to learn from other DOE grantee organizations.

Emerging programs create unique challenges with regard to personnel, program, and finances. Flexibility, strong team work, and the ability to deal with ambiguity are required staff skills, yet difficult skills to teach. New programs need the ability to change to meet students' needs as those needs are identified. Finances must shift to support changing programs. The CIUS director and staff need ongoing training to ensure effective programs. In addition to the specific training areas mentioned above, the following areas should be included in professional development: stress management, team development, budgeting, collaboration, and program evaluation.

Supplies & Equipment:
Dual monitors for the 6 staff computer stations would greatly increase efficiency.

Facilities:
The University Center A2B Program includes case management by the retention specialist and academic advising and tutoring by partner university staff. These activities require a quiet location where staff can meet one-on-one with students. The University Center retention specialist will share an office with the University Center project director, thereby making it difficult for one-on-one meetings with students to occur. Partner university staff can use the University Center faculty office to advise and tutor students, unless that space is being used by a university faculty member. The College Learning Center or library may have facilities available for University Center advising and tutoring. But if none of these options work, some space for these activities will have to be identified.

10. Administrative Unit Outcomes: List the administrative unit outcomes for the administrative dept/area.

1. 46 F-1 visa students by Spring 2013; 56 by Fall 2013.
2. Fully operational international admissions and support services, including orientation, housing support, student club and activities, and workshops.
   2 new University Center partnerships.
   Full integration of new University Center A2B staff into CIUS team and day-to-day program operations.
3. Facilities fees clause in all new University Center partnership agreements.
   1 new government grant to support University Center programs.
   $25K in University Center endowment funds to match federal HSI grant funds.

11. Administrative Unit Outcome assessment

Assessment results:
N.A. since this plan is the first program plan for CIUS.

Summary of dialogue about results:

12. Commentary: Other thoughts regarding your administrative unit you would like to be included in future planning or decision making

ADMINISTRATIVE UNIT PROGRAM PLAN

1. **Name of Unit:**   Marketing & Outreach

2. **Completed by (Writing Team):**

Robert Hood
Roberta Chock
Ari Alvarez

3. **List of staff/personnel in Unit with titles**

Robert Hood, Director
Roberta Chock, Publications/Website Coordinator
Ari Alvarez, College Recruiter

4. **Unit Mission. Describe the purpose of the unit, its objectives, goals and connection to the Mission of Cañada College.**

Cañada College Marketing & Outreach supports the college mission by working with faculty, staff, and students to develop and implement cost-effective communication and outreach strategies to enhance public awareness of the educational and enrichment opportunities at the college and facilitate campus-wide communication on important issues. This is accomplished through the creative use of websites, social media, internal and external college publications, working with the news media, paid advertising, special projects, and community outreach events.

5. **Explain to what extent your Unit supports other programs and/or units at this institution. Please include any student and/or staff demographics relevant to your Unit and its purpose.**

The Marketing & Outreach Office maintains the college website, an essential communications tool for all staff, faculty, students and prospective students. The site supports an average of 60,000 visits per month and approximately 160,000 page views. The Marketing & Communications Office staff works with personnel around campus to maintain content and develop and maintain new pages on the site. The office assesses the site on a daily basis through the use of Google Analytics. The website is also assessed annually as part of the National Media Preferences Survey, an online student survey,

conducted by Interact Communications.

It is the mission of the High School and Community Outreach Program to be the 'face' of Cañada College and support its' mission by encouraging high school students and community members, especially those from underserved populations, to pursue a college education via the excellent Cañada College programs and services, as an avenue to reach their career and life goals.

In addition to the website, the Marketing & Outreach Office maintains Cañada's primary social media accounts (Facebook Myspace, YouTube and Twitter). These are integral communication links with current and prospective students. The office provides help to other departments developing secondary social media accounts that are program specific.

The office works with departments around campus to distribute e-mail communications to students through GWAMAIL. This includes developing the message and targeting the audience.

Two 75-page class schedules and a 175-page course catalog are developed annually by the Marketing & Outreach Office staff. These are essential marketing components for the college and remain a favored way for students to access information about academic courses.

The office provides essential support for the annual college commencement ceremony. This includes developing a 25 to 30 page commencement program and working directly with the President and Vice Presidents on the commencement script.

Media relations are coordinated by the Director of Marketing & Communications in association with the college administration. This includes writing and distributing news releases and answering media inquiries.

The Office of Marketing & Outreach provides support for printed brochures and recruiting material to college departments. This includes developing the concept, photography, writing, and printing.

The annual marketing plan for the college is developed, executed, and assessed by the Office of Marketing & Communications. This includes web advertising, radio and television advertising, and special event advertising.

The Office of Marketing & Outreach also produces the Olive Press, for staff and faculty at the college. This electronic news magazine is updated regularly and is also available to the general public. In addition, a 4 to 6-page monthly report on the college is provided to the President for distribution at the Board of Trustees meetings.

The Director of Marketing & Communications and the Webmaster and Publications Coordinator are also heavily involved in shared governance both on campus and in the District. The Director of Marketing & Communications currently sits on the campus Safety Committee, Budget Committee, Administrative Council, President's Cabinet, Administrative Planning Council, Commencement Committee, and District Budget Committee. The Webmaster and Publications Coordinator served as the

Classified Senate President, chairs the Administrative Planning Council, cp-chairs one of the Accreditation standard committees, and served on the College Planning Council.

6. **Assessment of last year's plan and the impact that your efforts had toward achieving your objectives and outcomes – and ultimately the mission of the institution.**

Over the past year, the Office of Marketing & Outreach has adjusted its annual plan to meet the changing nature of the college's enrollment. Less money was spent on traditional television/radio advertising to recruit new students and more effort was spent on redeveloping the school's website, the primary tool used to interact with the public.

In 2012, the Office of Communications & Outreach formed a Website Development Committee, conducted focus groups with faculty, staff, students, administrators and the public, and worked with the District Office to develop a new site based on the feedback of users. A new A to Z Guide was developed to help users better navigate the site and "Ask Cañada" was implemented to help answer user questions.

The site averages more than 70,000 visits per month with approximately half of those being unique users. This equates to more than 155,000 page views. The site is designed to help users quickly find the information they are looking for. Users visit an average of just over two pages per visit and spend just over two minutes per visit on the site. Approximately 60 percent of our users are returning visitors while 40 percent are new to the site. The library, admissions, class schedule, a list of degrees offered, and athletics are the most visited pages on the site.

Our primary objective over the past year was to make our site more user-friendly and responsive to visitors. This was accomplished by implementing "Ask Cañada". The new web feature allows visitors to ask specific questions and receive answers to those questions. The site receives approximately 1,500 questions per month with 80 percent of those questions receiving a correct answer immediately. Specific questions are answered via email and less than 5 percent of the questions are unable to be answered. "Ask Cañada" has been a big step forward in customer service for our web users.

The rise of social networking sites such as Twitter and Facebook have required an increasing number of hours of staff time each day. To be effective, social networking sites need to constantly be updated with relevant information. The Cañada Facebook site doubled in users over the past year and a growing number of students rely on it for information. Facebook now refers nearly 5,000 users annually to our website. It's not unusual for the college Facebook site to be updated five or more times a day.

Twitter serves a different purpose. While a small number of students use it as a news source, a much larger number of news outlets and government agencies use Twitter to gather information. It has become a crucial tool for disseminating information to the general public about our campus. The college is adding approximately 300 "tweets" every quarter and sends out about 100 "tweets" per month.

The Office of Marketing & Communications also works with departments to assist them with their own social networking sites.

7. **Identify the sufficiency of the physical, financial and personnel resources available to support your unit this past year.**

The biggest issue facing our unit is the lack of physical space. Outreach is currently located on the First Floor of Building 9 while Marketing & Publications is located on the First Floor of Building 3. Ideally, both units would share office space.

Financially, the department is adequate but there is a need for a second web designer/content position in the office. We are currently updating most of the web site pages with essentially a half-time position.

8. **Unit Action Plan for 2012/13**

Strengthen community ties through an increased partnership with the Redwood City San Mateo County Chamber of Commerce and other community organizations. This includes attending monthly meetings and serving on various committees. In addition, the department would like to increase the number of community events the college is involved with. This is a key goal in the Educational Master Plan.

Marketing, Publications & Outreach is also working to standardize college brochures and recruiting material across the campus. Our staff is working with individuals across departments at the college to update brochures and provide a consistent look and tenor.

9. **Identify anticipated future changes and resource needs necessary to pursue your Action Plan. Respond to each area listed below and include any cost/budget estimates.**

Personnel:

Professional Development: Updated training in Adobe software.

Supplies & Equipment: Hand-held HD video camera to add video clips for website and social media sites. Approx $1500

Facilities: Shared office space.

Other:

10. **Administrative Unit Outcomes: List the administrative unit outcomes for the administrative dept/area.**

The primary outcome for 2011-12 was the redevelopment of the college website and implementation of the "Ask Cañada" feature. The unit has also begun the process of updating recruiting brochures and program flyers to provide a consistent, clean look.

11. **Administrative Unit Outcome assessment**

Assessment results:

Will continue to assess the performance of the website and the Ask Cañada feature on an ongoing basis. Will assess the success of the new recruiting materials at the end of the spring semester.

Summary of dialogue about results:
Results will be discussed with leadership in spring 2013

12. **Commentary: Other thoughts regarding your administrative unit you would like to be included in future planning or decision making**

None at this time.

ADMINISTRATIVE UNIT PROGRAM PLAN

1. **Name of Unit:**   Planning, Research and Student Success (PRSS)

2. **Completed by (Writing Team):**

Director of PRSS, Gregory M. Stoup	
Research Analyst, Bart Scott	

3. **List of staff/personnel in Unit with titles**

Director of PRSS	
Research Analyst	

4. **Unit Mission. Describe the purpose of the unit, its objectives, goals and connection to the Mission of Cañada College.**

The Office of Planning, Research & Student Success at Cañada College, is committed to building, maintaining and nurturing a culture of inquiry and reflection by providing a research and planning foundation for the effective and pervasive practice of evidence-based decision making at every layer of the institution. Its primary purpose is to empower faculty, staff and administrators with information to effectively pursue and achieve the mission of the college.

5. **Explain to what extent your Unit supports other programs and/or units at this institution. Please include any student and/or staff demographics relevant to your Unit and its purpose.**

The Office of PRSS provides information and guidance, in an ongoing fashion, to the college's administrative leadership team, faculty and staff to help guide decision-making. The office supports classroom and program level decision making by providing information related to student performance and responsiveness to college interventions. Support is provided through a variety of tools & venues including program review, individual research requests, presentations of evidence and research findings, facilitated conversations, and the development and monitoring of student learning outcomes.

6. **Assessment of last year's plan and the impact that your efforts had toward achieving your objectives and outcomes – and ultimately the mission of the institution.**

The office of PRSS currently has no formal plan to assess. This document captures the office's goals and objectives for the upcoming year as well as an assessment plan to gauge effectiveness in meeting those goals and objectives.

7. **Identify the sufficiency of the physical, financial and personnel resources available to support your unit this past year.**

The recent hiring of a research analyst in December '12 to support grant monitoring and development is expected to help free up time and resources to support on-going planning and research demands and accreditation related support.

However, a significant gap remains in the ability of the office of PRSS to adequately support the college's on-going accreditation mandate of sustainable and continuous quality improvement in all areas of institutional effectiveness.

8. **Unit Action Plan for 2011/12**

(1) To support senior leadership by providing on-going information, data and other evidence to support college's strategic goals in response to on-going needs – and to developing a reference and tracking mechanism that will allow college cabinet and other leaders to accurately track college plans, strategies and decision derived from data/evidence and monitor performance. This tool/mechanism will allow the institution to properly "close the loop" on planning decisions and better evaluate the effectiveness of those decisions.
(2) To develop a research request infrastructure to help the office better monitor, manage and prioritize the multiple research and data requests brought to the office of PRSS.

9. **Identify anticipated future changes and resource needs necessary to pursue your Action Plan. Respond to each area listed below and include any cost/budget estimates.**

Personnel: A second research analysts focused on providing on-going support to faculty and staff in their work to achieve sustainable, continuous quality improvement (as per the accreditation standard) in program review and student learning outcomes. Est Approx. $60K – 80K (w/o benefits)

Professional Development: Yearly conference, webinars, training and other prof development for all staff geared toward keeping current in both policy changes related to reporting mandates and techniques & tools that help develop and maintain a culture of evidence, inquiry and experimentation. Est approx. $4,000 per year

Supplies & Equipment: Regular statistical software purchases and upgrades. Est approx. $1,200 per year

Facilities: none

Other: none

10. **Administrative Unit Outcomes: List the administrative unit outcomes for the administrative dept/area.**

(1) To develop and conduct an annual satisfaction survey of all college faculty, staff and administrators to gauge both overall and project-specific satisfaction related to support provided by the office of PRSS. The first survey will be conducted in Spring 2013 which will provide a baseline for establishing outcome targets for subsequent years.
(2) To work with the college leadership to identify the college's key performance measures, and then once identified, establish broad college wide awareness of the college's key performance measures. The measures will likely include degree and certificate completion rate, college transfer rate, basic skill sequence completion rate. Assessment will be conducted through an on-line survey of all college faculty and staff. The first survey will be conducted in Spring 2013 which will provide a baseline for establishing outcome targets for subsequent years.

Administrative Unit Outcome assessment

Assessment results: First assessment scheduled for 2013

Summary of dialogue about results: assessment results will be discussed in 2013 with senior leaders in college cabinet and with the college community at the college's planning & budget council

11. **Commentary: Other thoughts regarding your administrative unit you would like to be included in future planning or decision making**

None at this time.

ADMINISTRATIVE UNIT PROGRAM PLAN

1. **Name of Unit:**   Office of the Vice President, Student Services

2. **Completed by (Writing Team):**   Robin Richards

    Debbie Joy

3. **List of staff/personnel in Unit with titles**

    Robin Richards, Vice President – Student Services

    Debbie Joy, Administrative Assistant

4. **Unit Mission. Describe the purpose of the unit, its objectives, goals and connection to the Mission of Cañada College.**

Purpose: To provide overall coordination and support for the student services division.

Goals:
1. To provide leadership and vision for the student services area.
2. To facilitate the delivery of student support services on campus.
3. To coordinate the annual planning/program review functions of the student services programs.
4. To monitor progress on the implementation of the Educational Master Plan.
5. To effectively collaborate with the instructional area and the two other colleges in the district.

Objectives for 2013-14:
1. To assure all student services programs continue at the proficiency level.
2. To revise the student services (Chapter 7) policies and procedures.
3. To improve communication and create a strong cohesive student services team.
4. To promote professional development for the student services staff
5. To coordinate the student conduct and grievance processes.

5. **Explain to what extent your Unit supports other programs and/or units at this institution. Please include any student and/or staff demographics relevant to your Unit and its purpose.**

The Office of the Vice President, Student Services, supports all of the student services areas within the college. This includes all ten of the Student Services Programs:
1) Outreach and Admission
2) Assessment, Orientation and Registration
3) Articulation & Transfer
4) Financial Aid & Financial Literacy
5) Counseling & CRER Courses
6) Career Services
7) Student Life &Leadership
8) Wellness: Disability Resource Center, Psychological Services, Health Services
9) Student Support: TRiO, Beating the Odds, Veterans, EOPS-CalWORKs & CARE

10) Academic Support (Learning Center)

6. **Assessment of last year's plan and the impact that your efforts had toward achieving your objectives and outcomes – and ultimately the mission of the institution.**

Last year, the VPSS office worked with the entire campus community to coordinate the development of the Educational Master Plan. The Plan includes 25 objectives that are being implemented by a variety of programs college-wide.

7. **Identify the sufficiency of the physical, financial and personnel resources available to support your unit this past year.**

Financial: Need additional support for professional development travel and supplies as our office supports the entire division.

8. **Unit Action Plan for 2011/12**

1. Conduct monthly student services division meetings.
2. Create an annual report on the Educational Master Plan.
3. Draft revised policies and procedures with timelines for review at the three colleges.
4. Conduct monthly SSPC meetings
5. Serve as the lead for the district Financial Aid BPA activities.
6. Draft the Participatory Governance Manual.
7. Attend meetings at the college and district-wide related to student services.
8. Participate in the efforts to draft the accreditation self-evaluation.
9. Serve as a member of the President's Cabinet
10. Provide support for the development of new student support programs.

9. **Identify anticipated future changes and resource needs necessary to pursue your Action Plan. Respond to each area listed below and include any cost/budget estimates.**

Personnel: None for the VPSS Office; will need added staffing for other student services areas
Professional Development: $6000 additional for student services professional development
Supplies & Equipment: $5000 additional for supplies and equipment needs
Facilities: None
Other:

10. **Administrative Unit Outcomes: List the administrative unit outcomes for the administrative dept/area.**

SLO: Students who are going through the conduct or grievance processes, will be able to:
    Identify the steps involved in the conduct or grievance process.

11. **Administrative Unit Outcome assessment**

Assessment results: To be completed this year with students going through the conduct or grievance process.
Summary of dialogue about results

12. **Commentary: Other thoughts regarding your administrative unit you would like to be included in future planning or decision making**

ADMINISTRATIVE UNIT PROGRAM PLAN

1. **Name of Unit:** Office of the Vice President of Instruction

2. **Completed by (Writing Team):**

   Linda Hayes, Jose Peña, & Joan Rosario Tanaka

3. **List of staff/personnel in Unit with titles**

   Linda Hayes, Interim Vice President of Instruction
   Jose Peña, Administrative Analyst
   Joan Rosario Tanaka, Administrative Assistant

4. **Unit Mission. Describe the purpose of the unit, its objectives, goals and connection to the Mission of Cañada College.**

   The Office of the Vice President of Instruction supports the college's mission of ensuring that students from diverse backgrounds receive quality instruction in general, transfer, career, and basic skills education.

   We provide leadership and support to all instructional programs in the college that are offered in three instructional divisions: Business, Workforce & Athletics, Humanities & Social Sciences, Science & Technology. In addition, we also provide support for Articulation, CIETL, Honors, Distance Education, Library, Learning Center, & Workforce Development.

5. **Explain to what extent your Unit supports other programs and/or units at this institution. Please include any student and/or staff demographics relevant to your Unit and its purpose.**

   We support all instructional areas of the College. Please refer to the instructional data on the website—

   http://www.canadacollege.edu/inside/research/programreview/info_packet/info_packet.html

6. **Assessment of last year's plan and the impact that your efforts had toward achieving your objectives and outcomes – and ultimately the mission of the institution.**

   a) Held Flex day activities for faculty and staff which included hands on activities for accreditation, including Student Learning Outcomes, Assessment/Evaluation & Reflection. Faculty and staff were able to spend quality time as a large group and then as departments to develop meaningful SLOs and

      assessment tools that were implemented.

b) Curriculum Development included: 24 new courses; 112 revised courses; 6 banked/deleted courses; new AS-T/AA-T, degrees, and certificates.

c) Developed 7 AA-T/AS-T degrees for transfer in: Communication Studies, Early Childhood Education, Kinesiology, Mathematics, Physics, Psychology, and Sociology. These degrees are intended for students who plan to complete a bachelor's degree in a similar major at a CSU campus. Students completing these degrees (AA-T or AS-T are guaranteed admission to the CSU system, but not to a particular campus or major.

d) Offered continuous Professional Development workshops for all employees through CIETL—employees were able to update their skills to stay current in their field.

e) Hired the Articulation Officer—the Articulation officer has been working closely with our faculty and CSUs, UCs, and private universities in articulating courses and began work on C-ID—course identifications number (formerly known as CAN—course articulation numbers).

f) Hired the Electronic Resources Librarian/Distance Education coordinator

g) Hired the Workforce Development Specialist

7. **Identify the sufficiency of the physical, financial and personnel resources available to support your unit this past year.**

With the passage of the parcel tax, Measure G, the financial resources allowed the Office of the VPI to (a sampling):

• Funded 145 sections that served approximately 3,625 students
• Used funding to coordinate and improve basic skills, distance education, and workforce development offerings
• Funded a Workforce Development Specialist

There is a need to increase physical storage space for the Office of the VPI as there is limited space available in Bldg. 8.

8. **Unit Action Plan for 2012/13**

a) Add one additional program/certificate to the instructional offerings (Waste Management) to attract more males to the college

b) Complete all courses/programs/certificates/degrees, etc. in CurricUNET

c) Increase the number of AA-T/AS-T degrees by a minimum of 6

d) Work closely with Articulation Officer to increase articulated courses by 20%

e) Work closely with Articulation Officer to have courses approved with C-ID numbering by 50%

f) Complete "families" in Kinesiology, Athletics, & Dance; Studio Art, Music, & Theater Arts

9. **Identify anticipated future changes and resource needs necessary to pursue your Action Plan. Respond to each area listed below and include any cost/budget estimates.**

Personnel: Need to hire a short term hourly or qualified student assistant to work on specific projects in the Instruction Office. Need to move the Articulation Officer and the Workforce Specialist positions from Measure G into Fund 1.
Professional Development:

a) Attend CIO conference
b) Attend various state webinars related to instructional related matters
c) Attend Banner workshop and other training (MS Office) workshops for classified professional development.

Supplies & Equipment:
- Computers and 2 monitors for Jose & Joan
- Need to replace printer in office with a Scanner/Printer capability
- Plantronics Savi 700 Series W745 headset system for Jose

Facilities: None

Other: N/A

10. Administrative Unit Outcomes: List the administrative unit outcomes for the administrative dept/area.

Program Learning Outcomes for 2012-13 (none were done for 2011-12): a) to facilitate the delivery of high quality instructional programs that result in identified student learning outcomes; b) work closely with deans and faculty members on curriculum, course scheduling, faculty hires, evaluations, terminations, & articulation; c) work closely with deans to ensure faculty are working on the AS-T/AA-T degrees for transfer; & d) work closely with articulation officer on following guidelines and submission of course outlines for C-ID approval.

11. Administrative Unit Outcome assessment

Assessment results: Need to measure at the end of the 2012-13 academic year.

Summary of dialogue about results:

12. Commentary: Other thoughts regarding your administrative unit you would like to be included in future planning or decision making

It is imperative that the Office of Instruction is included in all future planning and decision making activities. Thank you,