

Berkeley City College

Student Services Administrative Review, 2011



Berkeley City College

2010-11 ADMINISTRATIVE PROGRAM REVIEW

Student Services

Supervising Managers:

Dr. May Kuangchi Chen, Vice President for Student Services
Brenda Johnson, Dean of Student Support Services

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Berkeley City College STUDENT SERVICES

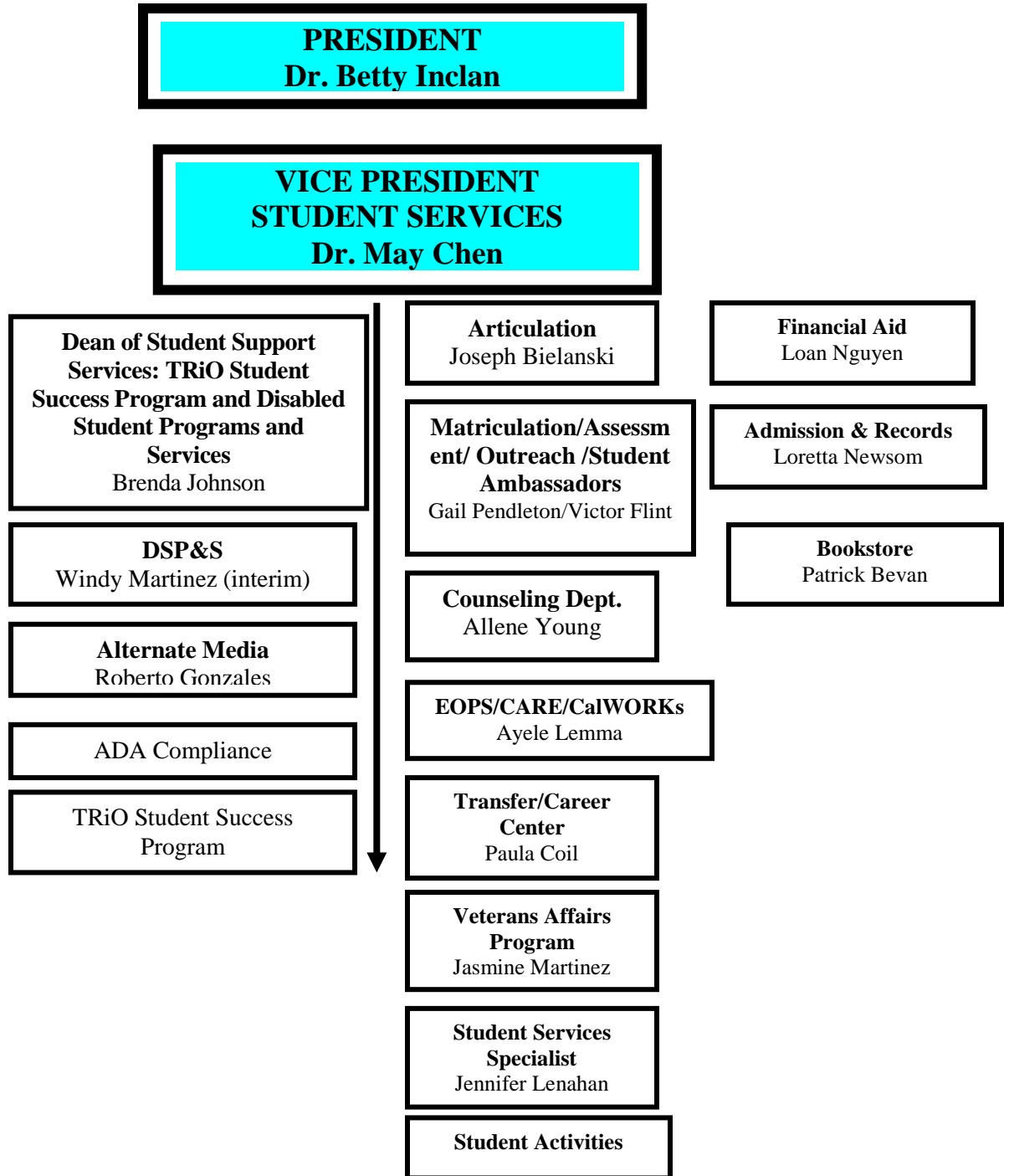
I. Mission: Building Community through Student Success

II. Function:

The division of Student Services at Berkeley City College provides services to students, supports instruction, and fulfills the mission of the College. The division assists students in developing the "whole student" or a student's intellectual capacity and achievement, emotional make-up, physical condition, social relationships, vocational aptitudes and skills, moral values, economic resources, and aesthetic appreciations.

In conjunction with the district office, Student Services at BCC supports day-to-day operation of admissions and records, and financial aid. In addition, the division on campus includes outreach and college application, placement assessment and orientation, counseling (academic, general, personal, and career), Program for Students with Disabilities, EOPS/CARE and CalWORKs, transfer and career services, student activities and associated students, and student discipline. The division is planning to provide on-site student health services.

III. Organization Chart



IV. MANAGEMENT POSITIONS - SUMMARY OF RESPONSIBILITIES

Vice President of Student Services

1. Serves as Chief Student Services Officer of Berkeley City College and coordinates with other Student Services leaders within the District.
2. Exercises oversight of the Student Services divisions of College.
3. Provides overall leadership to the College in assessment and orientation, out-reach and in-reach, counseling, Veteran Services, transfer and career services, programs and services to students with disabilities (DSPS), student activities and clubs, TRiO, Extended Opportunity Programs and Services (EOPS), CARE, and CalWORKs.
4. Works with the district office and provides day-to-day support to admissions and records, health services, and financial aid.
5. Oversees activities of Office of Student Services as detailed in Mission Statement.
6. Coordinates and collaborates with Office of Instruction of the College.
7. Provides college-level coordination and oversight for the program review and Student Learning Outcomes planning process and implementation.
8. Provides college-level oversight for advisory committees forming and meeting related to student services at the colleges.
9. Leads grant development activities at the division and college level, and coordinates with the district in grant applications.
10. Provides administrative oversight for the counseling faculty tenure review and evaluation processes.
11. Conducts staff hiring, evaluation, and improvement activities.
12. Interprets and ensures compliance with federal and state statutes and regulations, the rules and policies of the Board of Trustees and the administrative directives of the Chancellor as they affect educational and student support services of the College.
13. Supervises the completion of reports as necessary or appropriate for federal, state and local agencies including various reports and data submissions required by the State Chancellor's Office for California Community Colleges.
14. Reviews legislation affecting student services and communicates with faculty and staff at the College.
15. Oversees and implements district and college policies and procedures in grievance and student code of conducts.
16. Serves on the Leadership and Roundtable at the College, and District committees as a voting member.
17. Coordinates and hosts district wide Student Services Vice Presidents' and Deans' meetings
18. Acts in the absence of the President as directed.

Dean of Student Support Services

1. Leads, plans, supervises, coordinates and evaluates all programs and services in Disabled Students Programs & Services (DSPS) and Trio Student Success Grant Project for effectiveness and efficiency. Develops, plans and implements work schedules to ensure necessary coverage during regular and peak periods and certifies all payrolls. Develops and implements plans, procedures, goals and objectives for Trio and DSPS in accordance with policies and guidelines at the district, state, and Federal levels.
2. Coordinates programs and services with other Student Services offices and departments to ensure most effective staffing and service delivery. Provides leadership in the new and emerging technologies in support of student success for DSPS and Trio student populations.

3. Works with faculty to develop academic and support services and curricula for Trio and DSPS student populations.
4. Provides leadership for and participates in the recommendation for selection of faculty and staff; and supervises, motivates, trains and evaluates faculty and staff in DSPS and Trio.
5. Supports a climate that promotes and expects innovation, cross-cultural effectiveness and improved service to students and the community. Works with advisory committees and outside evaluators.
6. Chairs or serves on college committees; participates in local, regional, statewide, and national meetings; maintains compliance with division, district, state, and federal regulations; prepares and distributes required reports. Chairs the Trio Student Success Taskforce, coordinate meetings, set agendas, and maintain meeting records.
7. Manages the program budgets and reporting for the Trio/DSPS in collaboration with BCC Student Services and Instruction, college and district accounting staff.
8. Establishes and maintains accurate, timely and complete recordkeeping processes, ensuring that all grant/categorical program reporting requirements and restrictions are observed and works in conjunction with the business office, coordinates and compiles data and prepares grant/categorical program reports.
9. Administers data regarding participants and program outcomes, conducts research regarding program effectiveness and student tracking, creates and/or archives project documentation
10. Communicates an informed understanding of the objectives and outcomes of Trio and DSPS to grant/categorical program staff, administrators, other college personnel, and the grant/ categorical program officer.
11. Counsels students, including those referred for specialized assistance. Responsible for maintaining files, records, facilities, equipment and supplies.
12. Plans and develops outreach programs for DSPS and Trio programs; determines needs and makes appropriate referrals and follow-up arrangements with relevant service agencies and local high school contacts; and encourages underrepresented and disadvantaged students to enroll in appropriate educational programs, including, but not limited to DSPS and Trio.
13. Promotes and supports developmental education, tutorial services, selected academic success strategies, learning communities and other motivational services to nurture a campus climate conducive to the success of educationally and socio-economically diverse current and prospective students for Trio and DSPS students.
14. Performs other related duties as assigned.

V. STUDENT SERVICES FUNCTION ALIGNMENT WITH PCCD AND BCC STRATEGIC DIRECTIONS

(A) Strategic Direction: Students. Advancing student access, equity, and success

Goals:

- A) Maintain a customer-service and student-first operational approach

Outcomes:

- 1) Respond to calls and e-mails within 24 hours
- 2) Refer students to appropriate office and ensure communication about outcome of any situation.
- 3) Model behavior that supports students, faculty, and staff

Measurement and Data: Student Learning Outcomes/Area Services Outcomes, division accomplishments

(B) Strategic Direction: Collaboration. Creating a culture of innovation and collaboration

Goals:

- B) Keep high visibility and service orientation toward the internal community

Outcomes:

- 1) Maintain open-door policy
- 2) Develop channels of communication formally through Leadership Council and Roundtable and informally through reaching out to college departments.
- 3) Schedule regular topical forums

Measurement and Data: Student Learning Outcomes/Area Services Outcomes, division accomplishments

(C) Strategic Direction: Communities. Engaging our communities and partners

Goals:

- C) Keep high visibility with external community

Outcomes:

- 1) Participate on boards: Chamber, Downtown Berkeley Association, etc. and demonstrate benefits to BCC.
- 2) Attend community events.
- 3) Make presentations to external constituencies including City Councils and School Boards.
- 4) Build financial capacity as part of President's Circle.
- 5) Raise awareness of the college by the external community

Measurement and Data: Student Learning Outcomes/Area Services Outcomes, division accomplishments

(D) Strategic Direction: Create a Culture of Innovation and Collaboration

Goals:

- D) Maintain integrated marketing plans and college plans

Outcomes:

- 1) Develop ambitious and robust college plans, integrate them with the district's strategic directions, and report on deliverables and accomplishments annually.
- 2) Develop strategic marketing plan, integrate into college fabric, and report on accomplishments

Measurement and Data: Student Learning Outcomes/Area Services Outcomes, division accomplishments

(E) Strategic Direction: Resources. Developing resources to advance and sustain Berkeley City College's mission

Goals:

- E) Leverage much needed funds

Outcomes:

- 1) Gain additional college funds through grants.
- 2) Gain additional funding through partnerships.
- 3) Increase funding through fund raising
- 4) Increase additional funding through contact education

Measurement and Data: Student Learning Outcomes/Area Services Outcomes, division accomplishments

VI. SUPPORTING EVIDENCE FOR THIS YEAR'S ACCOMPLISHMENT¹

Summary Accomplishment and Evidence

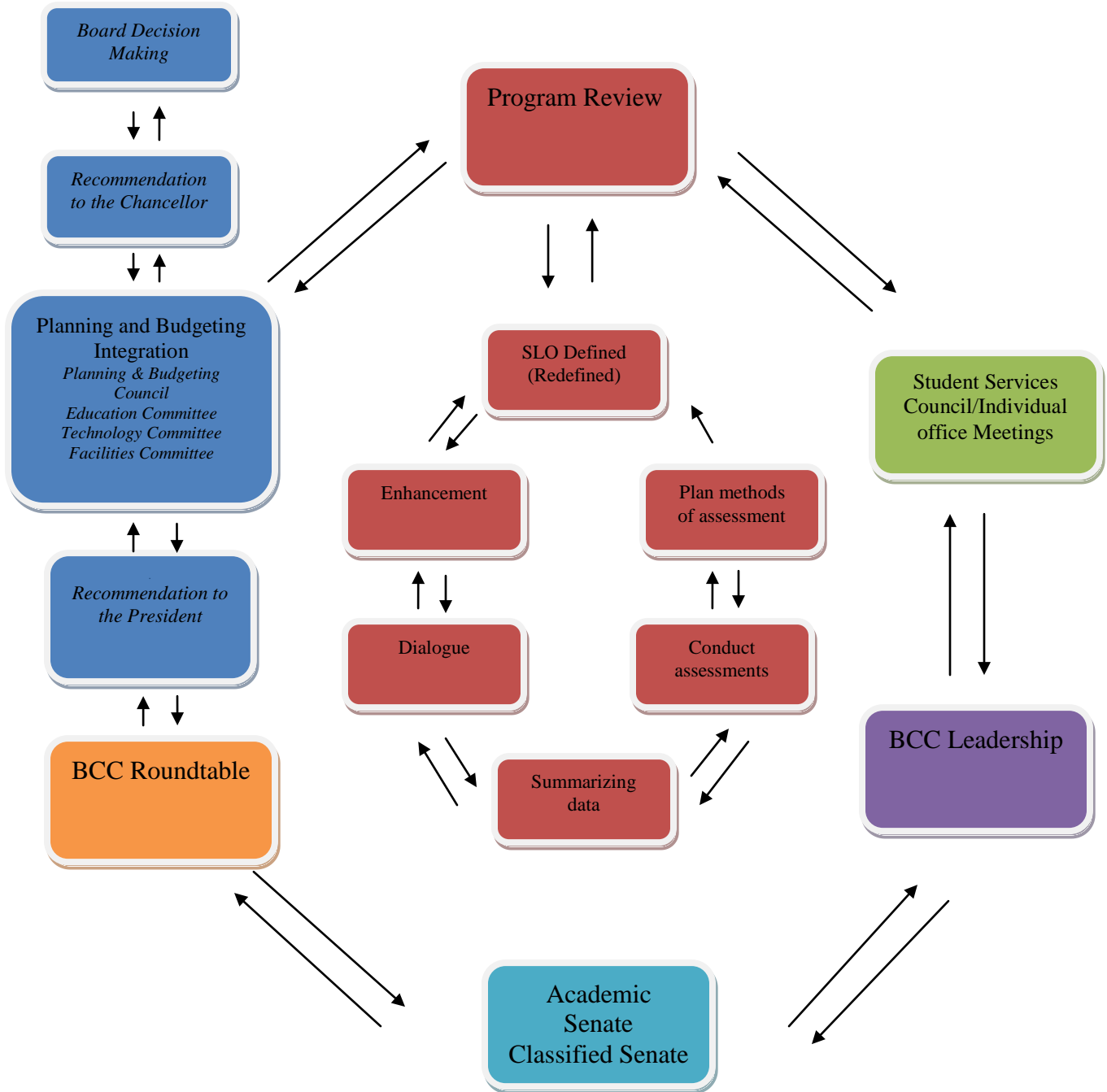
Integrate Program Review into Decision-Making Process

In order to increase institutional effectiveness, Berkeley City College Student Services has integrated Program Review into a complete decision-making process. Through Unit Plan, Program Review, Student Learning Outcomes and the shared governance process, Student Services Division within Berkeley City College clarifies, streamlines, and prioritizes its many actions plans, action items, and initiatives and develops a comprehensive implementation plan complete with performance measures.

Please see the integrated decision-making process in a diagram below.

¹ See detailed accomplishment at BCC Student Services Homepage.

Berkeley City College Student Services Institutional Effectiveness Process



Advance Student Access, Equity, and Success

In spite of budget cuts over the most recent three years, Student Services Division has assisted the College in making a significant progress in access, equity, and success.

Access. Over the last three years,

- Annual headcount increased 6.5% from 11,572 to 12,325.
- Annual FTES increased slightly from 4,208 to 4,313.
- The number of students that took a placement assessment grew by 28% from 4,220 to 5,406.
- The number of students received orientation increased by 25% from 1,462 to 1,820.
- The number of students served through Matriculation process grew by 25% from 5,550 to 6,924, while counseling faculty decreased during the same period.

Equity.

- Ethnic minorities have increased, e.g., African-American from 2,259 to 2,412, Asian from 1,827 to 2,008, and Hispanic from 1,566 to 1,853.
- DSPS serves 6% of the overall BCC students, and the highest number of mobility impaired students among the 4 PCCD colleges. Nonetheless, staff to student ratio decreased from 1:68 in 2008-09 to the current 1:114.
- EOPS/CARE has been serving over 400 or 6% of overall BCC student population, while state funding is designated only for 160 students and cut in half over the last three years.
- Total Financial Aid award amount at BCC grew by 76% from \$4.1 million to \$7.2 million dollars over a three-year period.

Success.

Over the last three years,

- College-wide persistence rate increased from 54% to 66%
- CTE course success rate increased from 64% to 66%.
- Basic Skill course success rate grew from 43% to 49%.
- ESL improvement rate rose from 43% to 49%.
- Degree/certificate awards increased from 128 to 146.
- 6-year transfer rate increased from 26% to 33%.

Effectiveness and Efficiency

BCC Student Services served numbers of students higher than those statistics suggested above due to the following reasons:

1. The demand for assessment and orientation was far more than the number of sessions that BCC could offer.
2. Course supply could not meet demand. As a result, students had to meet counseling faculty members several times in order to try to find alternative courses. Nonetheless, a significant number of students could not take the alternatives due to co-requisite/pre-requisite challenge.
3. The efficiency and effectiveness of DSPS faculty and staff is noteworthy: while the need of DSPS students at BCC was reflected by the State Chancellor's Office allocation of 31% to BCC

of DSPS funds within PCCD, BCC's annual expenditure only represented 19% of district wide in 2010-11.

Student Learning Outcomes (SLO) and Assessment

Student Services members have received SLO trainings by both internal and external personnel, initiated continued dialogue about SLO, developed SLO assessment, and begun the assessment process. BCC Student Services has reached Student Learning Outcomes (SLOs) Development Level by:

- Establishing a division-wide framework for definition of student learning outcomes (where to start), how to extend, and timeline.
- Developing authentic assessment strategies for assessing student learning outcomes as appropriate to service area SLOs
- Having organizational structures (Student Services Council, and shared governance structure at the college (Leadership, Roundtable, Classified and Academic Senate, etc.) and the district levels (Joint Instruction and Student Services Committee, District-wide Classified and Academic Senate Curriculum Committee, Planning and Budget Integration Committees, etc.) are supporting strategies for student learning outcomes definition and assessment.
- Accepting responsibilities by Leadership groups at both college and district levels for student learning outcomes implementation.
- Sharing human and financial resources supporting student learning outcomes and assessment.
- Having fully engaged counseling faculty and Student Services staff in student learning outcomes development.
- Incorporate the data analysis by researchers at college and district levels.

All BCC Student Services areas will reach SLO Proficiency Level and approach Sustainable Continuous Quality Improvement Level by Fall 2012.

- Student Services SLOs and authentic assessments are in place for all Student Services areas/programs.
- A widespread dialogue about the results of assessment and identification of gaps will occur at the divisional, college, and district levels.
- Decision-making includes dialogue on the results of assessment in Student Services areas/programs and is purposefully directed toward aligning division, college, and district-wide practices to support and improve student learning in Student Services.
- Student Services publishes comprehensive assessment reports online on a regular basis.
- SLO assessment findings demonstrate students' awareness of goals and purposes of Student Services areas/ programs in which they participate.
- Integrate assessment results with continuous review and improvement by integrating SLO Action Plan with the Unit Action Plan in Student Services.

Please see http://www.berkeleycitycollege.edu/wp/student_service_programs/student-services-slo-home/ and taskstream for details. SLO status chart is presented below:

Student Service Program	Has established SLOs or SAOs	Is assessing SLOs or SAOs
Admissions & Records	SLO, Yes	Yes
Financial Aid	SAO, Yes	Yes

Outreach/Student Ambassador	SLO/SAO, Yes	Yes
Assessment and Orientation	SLO, Yes	Yes
Counseling	SLO, Yes	Yes
DSPS	SLO, Yes	Yes
EOPS/CARE/CalWORKS	SLO, Yes	Yes
Veterans Affairs	SAO, Yes	Yes
Career/Transfer Center	SLO/SAO, Yes	Yes

Communication and Information Dissemination

To enhance communication and information dissemination, Student Services have developed new websites and updated and upgraded websites for all functions.

New Websites

Berkeley City College Personal Safety and Campus Security:

<http://www.berkeleycitycollege.edu/wp/personal-safety/>

eCounseling: <http://www.berkeleycitycollege.edu/wp/counseling/e-counseling/>

Program Review Homepage :

http://www.berkeleycitycollege.edu/wp/student_service_programs/berkeley-city-college-program-review-summary/

Student Ambassador: <http://www.bccambassadors.org/>.

Student Services Council meeting minutes:

http://www.berkeleycitycollege.edu/wp/student_service_programs/student-services-department-meeting-minutes/

Student Services SLOs and Assessment:

http://www.berkeleycitycollege.edu/wp/student_service_programs/student-services-slo-home/

Updated and Upgraded Websites

Articulation: <http://www.berkeleycitycollege.edu/wp/articulation/>

Assessment and Orientation:

http://www.berkeleycitycollege.edu/wp/student_service_programs/assessment-orientation/

Associated Students and Clubs: <http://www.berkeleycitycollege.edu/wp/asbcc/>

Bookstore:`

<http://www.bkstr.com/webapp/wcs/stores/servlet/StoreCatalogDisplay?catalogId=10001&langId=-1&demoKey=d&storeId=16453>

CalWORKs: http://www.berkeleycitycollege.edu/wp/student_service_programs/calworks/

Concurrent Enrollment: <http://www.berkeleycitycollege.edu/wp/counseling/concurrent-enrollment/>

Counseling: <http://www.berkeleycitycollege.edu/wp/counseling/>

DSPS – PSSD; <http://www.berkeleycitycollege.edu/wp/pssd/>

EOPS/CARE: http://www.berkeleycitycollege.edu/wp/student_service_programs/eops/

Financial Aid: http://www.berkeleycitycollege.edu/wp/financial_aid/

Graduation: <http://www.berkeleycitycollege.edu/wp/grad/>
Honor Society; <http://www.berkeleycitycollege.edu/wp/ptk/>
Transfer and Career Services: <http://www.berkeleycitycollege.edu/wp/transfer/>
<http://www.berkeleycitycollege.edu/wp/transfer/>
Veteran Affairs:<http://www.berkeleycitycollege.edu/wp/vets/>

Partnership and Civic Engagement

Partnerships. In 2010-11, Student Services at BCC enhanced partnerships with local high schools, community agencies, churches, 4-year transferring institutions, Berkeley Mayor's Office, and Berkeley and Emeryville Chambers. In addition, BCC has elevated its partnership with the State Department, Institute of International Education, and the Fulbright Board to a much higher level than the previous year.

To streamline and collaborate services at the 4 PCCD colleges, BCC Student Services actively participated in the 'district-wide coordination and collaboration' development and implementation. Please see documents at http://www.berkeleycitycollege.edu/wp/student_service_programs/files/2011/12/Student-Service-Matrix-Revised-4-14-11.pdf

Civic Engagement. In addition, faculty, staff, and students from BCC Student Services conducted several civic engagement activities, e.g., March to March, Rebuild California, Rebuild Berkeley, etc.

VII. GOALS FOR NEXT YEAR

Strategic Goal A: Advance Student Access, Equity, and Success

Guide Student Services faculty and staff to develop and implement short- and mid-term "Enrollment Facilitation Strategies" to overcome registration bottle necks, and to achieve district targets and college FTES goals.

In collaboration with district office and Instruction at BCC to develop and implement strategies to increase retention and improve advancement from basic skills to college level courses, and to facilitate CTE enrollment and transfer.

Design and implement structural changes in Student Services and collaborate with Instruction at BCC to streamline education delivery methods in order to reduce the persistence gap among ethnic groups.

Strategic Goal B: Engage and Leverage Partners

Leverage, align, and expand partnerships with schools and community agencies to ensure goals are in place for enhanced student learning and success.

Strategic Goal C: Build Programs of Distinction

Direct and guide Student Services to complete SLOS by leveraging district- and college-wide resources to support completion of SLO assessment.

Engage the campus community in out-of-the-box strategy development and implementation for student success.

Strategic Goal D: Create a Culture of Innovation and Collaboration

Serve as a PBIC member and work with district leaders to implement PBIM model in phases at both college and district levels.

Identify ways in which technology can enhance efficiencies that support student success.

Strategic Goal E: Develop and Manage Resources to Advance Our Mission

Guide BCC Student Services to deliver effective and efficient support service to achieve district targets and college goals.

Guide and direct office/function to leverage additional and/or alternative resources to enhance student services quality and productivity.

Continue to refine the budget within Student Services so that it is transparent and understandable for faculty, staff and students.

VIII. RESOURCES NEEDS TO ACHIEVE GOALS

Human Resources:

Counseling Center:

- 1 FTE Psychological Counselor
- 3 FTE General Counselor (including filling 1 vacant position)
- 1 FTE Clerical Assistant

DSPS:

- 1 FTE DSPS Coordinator/Counselor (filling 1 vacant position since 2008)
- 1 FTE DSPS Counselor (filling 1 FTE Counseling vacancy since 2008)
- 1 FTE Learning Disability Specialist increasing from .6 FTE
- 1 FTE DSPS Staff Assistant (vacant position since 2011)
- 1 FTE DSPS Adaptive Technology Specialist

EOPS/CARE

- 1 FTE EOPS Counselor (filling the 1 vacant FTE since 2008)
- Increase .8 FTE Staff Assistant to 1 FTE

PACE

- 1 FTE PACE Counselor

PERSIST

- 0.5 FTE PERSIST Counselor

Matriculation: Assessment and Orientation and Outreach

1 FTE Clerical Assistant for Matriculation (Assessment/Orientation and Outreach Student Ambassador Program)

Articulation

Increase Articulation Officer from .5 to 1 FTE.

Student Life

1 FTE Student Services Specialist

Transfer and Career Center

1 FTE career services and job placement Student Personnel Specialist

Veteran Affairs/Health Services

1 FTE Veteran Affairs Coordinator

1 FTE Veterans Affairs (.5 FTE) and Health Services (.5 FTE) Staff Assistant

Equipment/IT

Electronic Imaging

Electronic transcript

Lap top computers -7

Software upgrades and updates, e.g., SARS calling services, DSPTS related software Kurzweil 1000/3000, Dragon, Zoom Text Magnification, Jaws, Text Aloud, Open Book, Omni, refreshable Braille

Microsoft LifeChat LX-3000 headsets for 3 units

5 Macintosh

20 Victor Streams supporting audio learning

20 iTouch and 20 iPad supporting LD and students with other disabilities

On-line Student Services, hard- and soft-ware

Copier/Fax/Scanners

Ergonomic furniture/chairs

Panic buttons

Office furniture for additional office space requested below.

Financial Resources

Secure Student Ambassador Program Budget of \$40,000

Increase adjunct counseling budget from \$102,000 to \$160,000

Increase district DSPTS match to be based on the share determined by the State Chancellor's Office among the four colleges

Ensure district match for EOPS/CARE

Space

Additional space is needed for:

1. DSPS: Adaptive Technology lab, LD testing room, test accommodation room, etc.
2. Counseling: contract and adjunct counselors have been sharing offices; additional counseling offices are needed due to student confidentiality.
3. TRiO: A TRiO Student Learning Center needs to be created in order to meet the grant requirement.
4. Veteran Affairs: Due to student confidentiality, a separate and sound proof Veteran student center area is needed to serve Veteran students through certification, financial aid, VA counseling, etc.
5. Health Services: To provide immediate and on-site services, a separate space is needed with plumbing and other facility designed to provide health services to BCC students.
6. Transfer and Career Center: space is needed to provide job placement services that have been lacking, but required due to Federal Student Assistance funds available at BCC, etc.