



# Student Services Division Six-Year Plan 2014-2020 2018 Update



# SAN DIEGO MIRAMAR COLLEGE

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## Introduction

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

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

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

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

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

San Diego Miramar College's mission is to prepare students to succeed in a complex and dynamic world by providing quality instruction and services in an environment that supports and promotes diversity, equity, and success, while emphasizing innovative programs and partnerships to facilitate student completion for transfer, workforce training, and/or career advancement.

The following is the Mission Statement for San Diego Miramar College Student Services:

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

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

The Division, in consultation with the rest of the campus, plays a leadership role in the development of important planning documents. Therefore, the Division and the work it does, play an important role in the college-wide planning processes.

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

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

### **Student Services Division Plan Development**

#### San Diego Miramar College Strategic Planning

The fall 2013-Spring 2020 San Diego Miramar College Strategic Plan presents the direction the college will pursue in response to the changing educational and economic environment in the San Diego region and in the State of California. The plan was reviewed and updated after numerous meetings, with input from all constituency groups. The updated plan is referred to as the fall 2013-Spring 2019 Strategic Plan in this document.

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

The College reviewed and updated its fall 2007-Spring 2013 Strategic Plan to formulate the fall 2013-Spring 2020 Strategic Plan. The current plan reflects the most current needs and emerging opportunities in the region served by the San Diego Community College District in general and more specifically in its specific service area. The plan focuses on areas for a common sense of purpose for the college's collegial planning and for its participatory governance.

The Strategic Plan development was informed by data from multiple sources and with input from all college constituencies. In addition, integral to the development and update of this plan is its alignment with the SDCCD strategic plan. The external and internal scans and trends were conducted collaboratively using the campus' customary and accepted planning processes. The Strategic Plan guides the college to fulfill its mission over a six year period. The fall 2013-Spring 2020 Strategic Plan is developed in two phases: Phase one includes the update of the goals and strategies, identifying indicators and measures, and planned activities, while Phase two includes the development of the assessment plan through the establishment of benchmarks. Throughout, staff, faculty and students participated and provided input through the college's participatory governance processes. The Planning and Institutional Effectiveness Committee (PIEC), with representatives of all the college's constituent groups, under the direction of the College Executive Committee, was the primary orchestrator of the current updated Strategic Plan. The fall 2013-Spring 2020 Strategic Plan was updated and all members of the college were given the opportunity to provide feedback

through the participatory governance process. It was approved by the College Executive Committee (CEC) in December 2013.

Strategic Goals identified for this current cycle include the following:

Strategic Goal 1: Provide educational programs and services that are responsive to change and support student learning and success.

Strategic Goal 2: Deliver Educational programs and services in formats and at locations that meet student needs.

Strategic Goal 3: Enhance the college experience for student and the community by providing student- centered programs, services, and activities that celebrate diversity and sustainable practices.

Strategic Goal 4: Develop, strengthen, and sustain beneficial partnerships with educational institutions, business and industry and our community.

The development of a comprehensive set of benchmarks (Phase 2) was initiated by the PIEC in spring 2014. This included the development of a Strategic Plan Assessment workgroup with the specific objective to establish a comprehensive set of benchmarks in which the College can evaluate itself against. Completion of the Strategic Plan Assessment Scorecard led to the college identifying six (6) collegewide priorities for this current cycle:

Priority #1: To increase transfer volume.

Priority #2: To increase the number of Associate Degrees and Certificates awarded.

Priority #3: To increase the success rate for CTE students.

Priority #4: To increase the number of course sections to reach the goal of 10,000 FTES.

Priority #5: To increase course completion rates for disproportionately impacted populations of students as identified in the Student Equity Plan.

Priority #6: To increase the number of outreach activities and programs.

These priorities are being addressed collegewide through the actions identified in various plans and initiatives on campus, in addition to departmental /service area program reviews

#### Student Services Division Plan Development

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

**Admissions & Records Office** – The Admissions and Records Office serves all prospective, new, continuing, transfer, and returning students. In accordance with policy 3000, the Admissions Office facilitates the admission of all students, including international students. Responsibilities of the

office include: the enrollment of the general student population, as well as special populations, the establishment and maintenance of students' records, identification of students via the College Student Identification Card, facilitation of the matriculation process, and referrals to other Student Services offices.

**Assessment** - The Assessment Office uses the placement exam (Accuplacer test) to assist college students in selecting courses best suited to their abilities and educational goals. Specifically, assessments help individuals identify their skill levels in English, Mathematics, and ESOL (English for Speakers of Other Languages) so with the proper counseling services; students are able to make informed decisions in planning their education.

**Cal-WORKs** – To provide supportive services to student parents in the Welfare-to-WORK program that assist them in achieving their educational goals and move toward self-sufficiency, via completion of career goals, workforce training and career advancement coursework.

**Career/Employment Center** - Our mission is to assist students in developing career goals by exploring their values, skills, personality traits and interests in an inclusive and supportive environment. We prepare students to make informed decisions about their futures by providing career-related counseling, comprehensive resources and specialized programs. The Career Center is dedicated to serve diverse populations by offering an array of career-development activities that inspire and support each student's lifelong career journey.

**Counseling** – It is the mission of the San Diego Miramar College Counseling Department to plan and execute counseling, instructional and student success programs, which appropriately reflect the student's interest, potential and motivation. Furthermore, the department assists and supports students from the connection through the completion phase and focuses on the 6-factors for student success in an environment that supports and promotes diversity, equity and success.

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

**Extended Opportunity Programs & Services (EOPS)/Cooperative Agencies Resources for Education (CARE)** - Miramar College EOPS Program provides access and support for students from economically and educationally disadvantaged backgrounds leading to academic and life success. EOPS provides “over and above” services to facilitate the student completing their transfer, workforce training and/or career advancement goals. **Includes CARE** – To provide over and beyond quality services to EOPS students who are single parents with children under the age of 13, in a household on cash aid to facilitate the completion of transfer workforce training and career advancement.

**Financial Aid** - The Financial Aid and Scholarship Services Office is committed to assist current and prospective students with the application process for obtaining financial aid resources in accordance with federal and state guidelines through year round in-reach and community out-reach. We believe that no student should be left behind or denied a college education due to a lack of resources, and it is our mission to assist as many students as possible in obtaining their dream of a college education.

**Student Health Services** - Miramar College Student Health Services supports a diverse student body population with retention and educational success through the provision of community health, building partnerships for public health, offering educational wellness activities, and the prevention, care and treatment of illnesses. **Includes Mental Health Services** - The mission of Miramar College Mental Health Counseling is to help students succeed by supporting their emotional, personal and social well-being through providing quality services that promote diversity, equity, and success. We offer short term and innovative programming and services to optimize learning and personal growth for students. Our clinical services help students to develop coping strategies, manage crises, and enhance student success as they attend college for transfer, work force training and/or career advancement.

**Outreach** - The San Diego Miramar Outreach Office develops strategies and implements services designed to help prospective students gain awareness of the programs and resources available to better prepare them for college entry. Additionally, Outreach serves to integrate and unify the various campus efforts in developing essential partnerships and reaching out to our local service area. Outreach is committed to representing the college in a welcoming, positive, responsible, and professional manner, while encouraging involvement in the advancement of the college mission from both campus and community partners.

**Student Affairs** - The mission of the Office of Student Affairs is to promote leadership and student life activities to a diverse student body, designed to increase student engagement and success. To that end, we offer a variety of services, activities and learning opportunities designed to engage students in the college experience. Partnerships and student leadership opportunities, including involvement with the Associated Student Government and a variety of student clubs, are a focal point of the services offered and designed to promote support for transfer, workforce and career/leadership development.

**Transfer Center** -The Student Equity and Academic Success Office addresses disproportionate impact in student outcomes by offering academic support initiatives and interventions that supports students so that they can succeed.

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

## **Student Services Division Planning Themes by Loss Momentum Phases**

In line with the Strategic Planning Framework for Miramar College, the basis for planning is centered around the student experience. Specifically, the phases of the Loss Momentum Framework allows for each phase of the student experience to be examined closely to impact student success.

### **Connection Phase Related Goals**

#### *Outreach Theme*

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

#### *Resources Theme*

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

#### *Sharing Experiences Theme*

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

### **Entry Phase Related Goals**

#### *Communication Theme*

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

#### *Infrastructure Change Theme*

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



### *Resources Theme*

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

### *Relationship Building Phase Related Goals*

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

## **Progress Phase Related Goals**

### *Communication Theme*

- Explore ways in which to improve way to provide campus information and directional pathways such as “Steps to Success: See a Counselor, Get an Ed Plan, Apply for Financial Aid and scholarships” etc.
- When appropriate enhance holistic approach to student success by involving the whole college such as planning retreats etc. Strategic Goal 1.3
- Provide students with clear and consistent information related to student success.
- Maintain accurate and user friendly webpages.

### *Direction Theme*

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

### *Resources Theme*

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

### *Professional Development Theme*

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

## **Completion Phase Related Goals**

### *Communication Theme*

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

### *Direction Theme*

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

### *Infrastructure Change Theme*

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

### *Relationship Building Theme*

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

### *Resources Theme*

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

## **Student Services Division-wide Goals**

The Division's planning work over the next six (6) years will focus on providing integrated services to students informed by the collective goals identified in the *Student Services Division Planning Themes by Loss Momentum Phases* (prior section of this Plan). These represent goals across-the-Division and are mapped to the Campus' strategic goals defined in the San Diego Miramar College Strategic Plan. Each of those represents planned achievements and supports the following overarching, Division-wide goals<sup>1</sup>:

### **Goal #1 (Focus – Global)**

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

### **Goal #2 (Focus – Global)**

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

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

**Goal #3** (Focus – Planning)

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

**Goal #4** (Focus – Organization)

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

**Goal #5** (Focus – Coordination)

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

**Goal #6** (Focus – Control)

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

**Goal #7** (Focus – Evaluation)

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

In support of these division-wide goals and specifically to address Goal #7, programs within the Division of Student Services conduct program reviews and outcomes assessment. The quality of student support services is evaluated during the annual Program Review process, which includes a comprehensive Program Review every three years with annual updates in the intervening years. Program Review includes evaluation of how Student Support Service areas directly support student learning and enhance accomplishment of the College mission. The Program Review allows for programs to assess its goals, identify needs to achieve goals, and strategize on ways to meet goals which are mapped to the collegewide strategic goals.

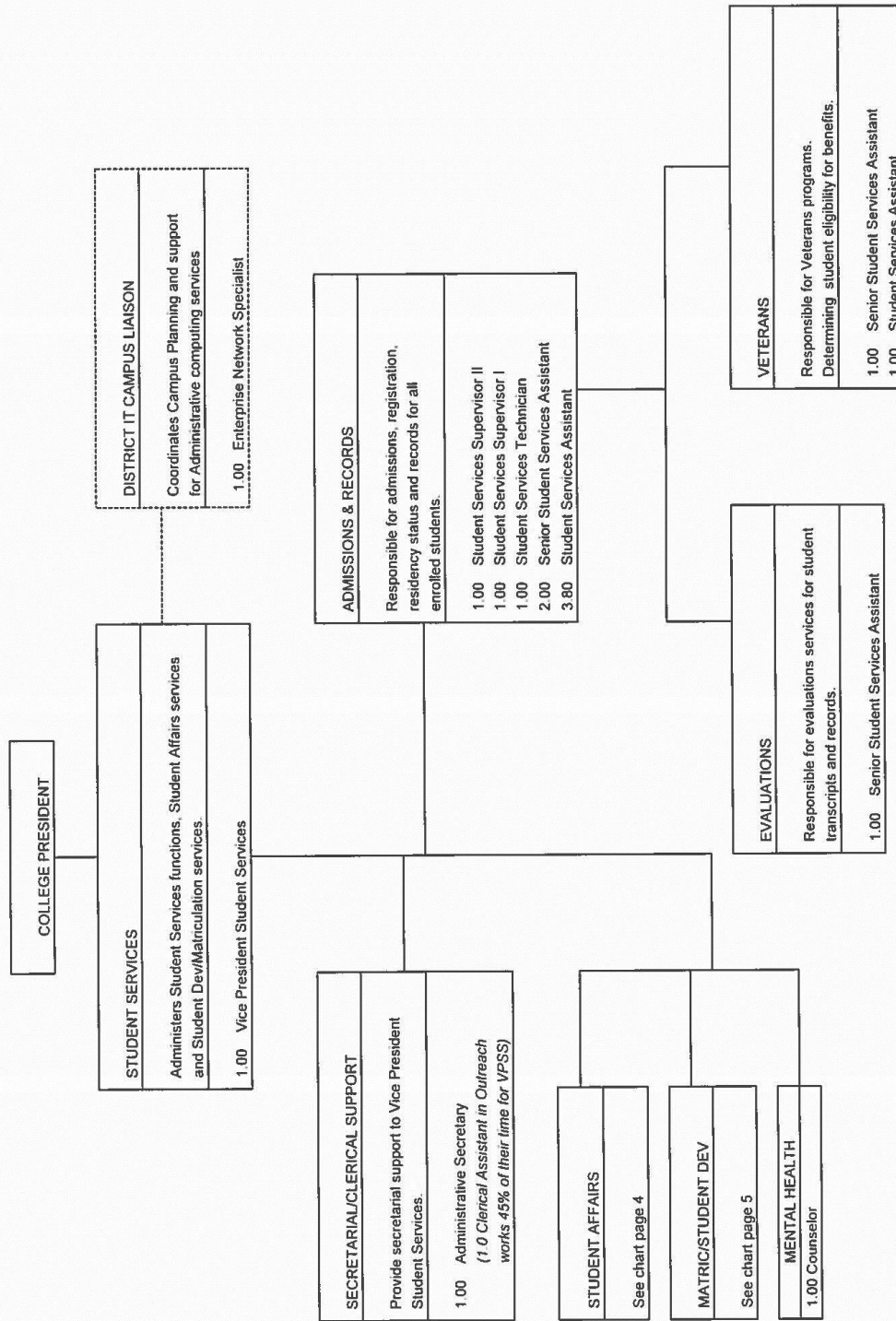
Outcomes Assessment measures Student Learning Outcomes or Service Unit Outcomes and allows for units to assess the quality of services and impact on students. The division is currently in the process of reviewing, revising and developing comprehensive outcomes assessment in order to collect meaningful data to be used in making informed decisions for continuous quality improvement.

## Summary

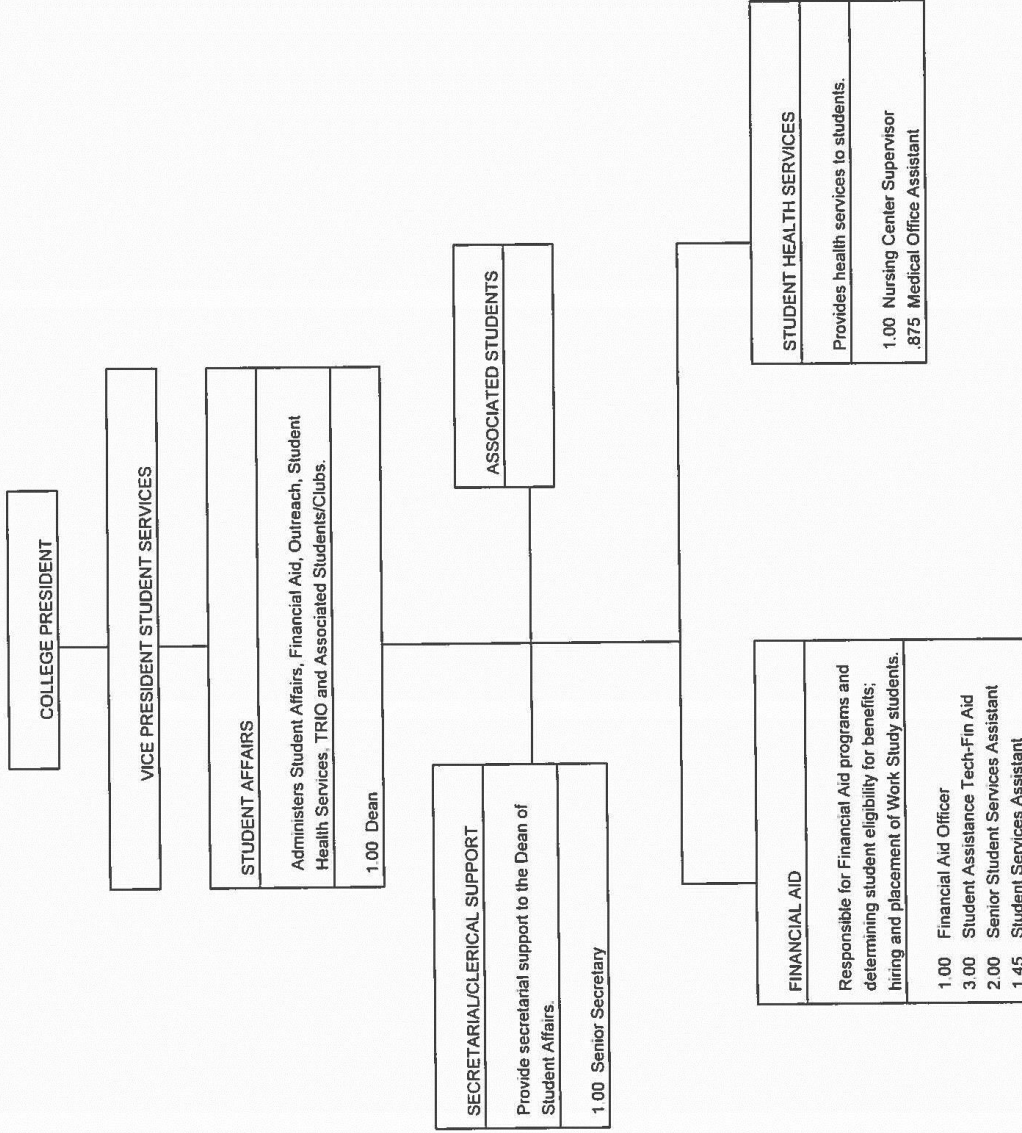
This Student Services Division plan, along with the Instructional Services and Administrative Services Division plans serve to fully integrate our planning processes at San Diego Miramar College. This Division plan will serve as guidance for Student Services planning for the next six year planning cycle.

**Appendix A**  
**San Diego Miramar College Organization Chart**

**MIRAMAR COLLEGE**  
Organizational Charts



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