Executive Summary

It is important that occasionally we step back from our daily efforts to reflect intentionally upon the larger landscape of our work. Doing so not only allows us to recognize our achievements and chart our past progress, but invites us to envision a preferred future, one that will bring greater focus, collaboration and a strengthening of effort toward making a positive difference in others’ lives.

The 2009-2011 Program Review provided such an opportunity. Each report contains numerous examples of the outstanding results achieved over the last three years through the dedicated efforts of individuals and teams within Student Services. These reports also shed light on many of the shared challenges and barriers that must be overcome during the next three years in order for Student Services to fulfill our collective mission and, by extension, that of the College.

One of the more common threads woven throughout the various reports in the 2009-2011 Program Review spoke to a need for more in-depth, timely and consistent data in which to identify program outcomes, measure the impact of program services, and ultimately, support better decision-making.

- DSP&S needs relevant and up-to-date data regarding the success and progress of DSP&S students so to better understand the trends of the students, and to determine how to improve the program.

- The EOP&S Program must collaborate with other areas of the College to identify and develop a reliable, user-friendly data tracking system that facilitates data collection, reporting and decision support. A significant focus of this collaborative effort will be .... to develop and implement a research agenda for the program that assists measuring student persistence, retention and success over time, and in comparison to other categorical program participants and the general student population.

- While the Health Center has offered more services, the effect of those services have not been measured. Health Services understands that data collection is critical in determining the impact of an intervention and the overall effectiveness of a program and an instrument is being developed to gather this information.

- Imperative to the delivery of our services is a reliable and automated data tracking system which will inform decisions based on student goals and demographics. Technology and research issues need to be addressed at the program level to indicate the effectiveness of counseling services.

Technological innovation surfaced as another shared theme throughout many of the program reviews. The need to more fully leverage our computer and information systems rose in response to both the increased service demands associated with recent enrollment growth as well as recognition of the increased attention that will be required at our outreach centers in the coming years.

- Our (A&R) service demands are growing respectively with the growth in the District and County. To address these demands we will continue to build and develop technology solutions to expand our service and broaden our reach to the outreach centers that serve students in the West Sacramento and Davis communities.
• There are still many opportunities available where technology can be leveraged to increase service and productivity in Financial Aid. Technology expansion and development is a long-term goal of this department. It will take several years to understand and develop our systems to their full potential.

• Technological improvements (web page, online forms, online education, etc.) and curricular advancements (development of leadership training/courses and an academic certificate) will be the focus of increased attention over the next three year in Student Leadership.

Constraints in office and student meeting space, particularly as they impact constraints in needed personnel were another commonly cited barrier impeding the ability of programs to extend and/or enhance service delivery.

• The EOP&S program needs to fully utilize all available facility space in order to provide the most conducive working environments for staff, and effectively and efficiently deliver services and establish a student friendly environment

• Strategic Issues that must be addressed over the next three years in the General Counseling Center include the reconfiguration of the Counseling Center to present a more student-friendly atmosphere conducive to meeting students’ educational goals.

• Students and staff have communicated the need for a more accessible and physically welcoming CalWORKs program. With space being a general issue with most programs, it is important that the administration review the overall space issues of the campus student services programs ...

• In order to provide more timely services to students with disabilities, DSP&S requires additional counseling rooms, LD testing rooms, and proctored testing space.

The shared challenges of our various programs were complimented by a number of shared interests, the primary one being a desire for deeper collaboration in improving our front-door efforts.

• We (Assessment) are looking to …. increase numbers of students who complete their English Essay requirement, improving communication with new students about what their “next step” is in the assessment and/or matriculation process, ……, increasing the number of students who see a counselor and complete an educational plan, and improving follow-up to students about the enrollment process and support services.

• The key strategic issues (in A&R) are .... the continued evaluation, assessment and improvement of front door services for first time students as it relates to the admission, assessment, orientation and enrollment processes.

• The Information and Orientation Office clearly needs to continue to move in the direction of more frequent and attractive options available to students to complete the “Getting In” process. While the matriculation process has never been mandatory at SCC, a case can certainly be made to make orientation more “unavoidable.”
Above are but some of the challenges and opportunities shared by many, if not all of the programs in Student Services. Taking collectively, the common threads that run throughout the 2009-2011 Program Review are reflected, and in fact, are the impetuses behind our recently developed guiding principles. Simply put, these principles provide context to our future efforts. They are the scaffolding upon which we will strive to improve our work supporting the academic achievement and overall educational success of Sacramento City College Students.

**Student Services Guiding Principles**  
**2009-2011**

**FOCUS ON THE FRONT DOOR:** Student Services will ensure that all new students feel welcomed and that, from their earliest experience with the College, they are channeled into and actively engaged in the experiences that matter most to their academic success.

**CREATE A CULTURE OF EVIDENCE:** Student Services will ensure that its plans and actions are both meaningful and measurable. We will use evidence (data) within a collaborative framework to develop a shared sense of meaning, to guide our decisions and to assess and continually improve our services.

**INVEST IN EACH OTHER:** Student Services will support and invest deeply in the growth and development of one another in the spirit of collegiality, understanding that improving our service to students requires deep collaboration across our student services units, our College, and our community.

**CLOSE THE GAP:** Student Services will create a supportive and dynamic campus environment that preserves and enhances the diversity and equity of students. In collaboration with the entire College community, we will identify and remove institutional barriers to student access and success, and thereby, close the access and achievement gaps for those who have been historically underrepresented and underserved by higher education.

**ONE COLLEGE, MANY LOCATIONS:** Student Services will ensure the consistent delivery of high-quality comprehensive services through the varied ways in which students access the College, be it in-person at our main campus or one of our outreach centers, or on-line.