

Program Review

Name of Unit:	Department of Student Life
Name of person preparing document:	Ericka Paddock
Date of unit meeting to review document:	
Reviewer Name:	Reviewer Position:
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In responding to the following questions, consider your program or service in all its aspects, such as organizational effectiveness, quality of services offered, innovation, internal processes, external constraints, relationship to other programs, the future of the field, human resources, training, finance and budget, and governance and social responsibility.

Note: Include when possible all members of the unit, a student and others outside the unit in the review of this document.

Please respond to the following:

1. Assume the reader doesn't know anything about your program. Please describe your program including organizational chart/structure, your mission (purpose), whom you serve, what kind of services you provide, and why these services are valuable, especially to students or other recipients.

Organizational Chart

The Department of Student Life is comprised of two Full Time Staff members (One Certificated Manager/Director, One Classified Secretary 1). The Director also serves as Advisor to the Associated Students of Crafton Hills College (ASCHC) organization.

Departmental Mission Statement

The department's mission is to cultivate and support opportunities for learning, involvement, leadership, advocacy, and innovation as part of a meaningful campus experience for students.

Populations Served

The majority of the department's clientele are registered students although members of the community do occasionally stop in to use services such as poster approval and vendor approval.

Services Provided

The Department of Student Life provides the following services and activities to the campus community from SC107 (next door to the Cafeteria):

- i. Issuing of Student I.D. cards such as general ID, EMT Basic ID's, Respiratory Care Instructor Badges, Paramedic Intern ID's, and Respiratory Care Student Badges.
- ii. Sales of Student Bus Passes, Movie Tickets, and Knott's Scary Farm tickets (Seasonal)
- iii. Approval of flyers and posters for display on campus
- iv. Copy services are offered to campus clubs and organizations who are interested in copying flyers, making posters, using supplies, etc.
- v. Serve as liason between Club Advisors and all departments having to do with on campus events. For example, the Facilities Use Department for Room Reservations, Audio Visual Department for Sound Equipment requests, the Campus Business Office for balance transfers or balance sheets on club accounts, Maintenance and Grounds for table and chair requests, etc.
- vi. Responsible for the implementation and improvement of all items dealing with the Annual Commencement Ceremony. Examples include staffing, training, and coordinating volunteers. The Director of the Department also authors written documents, oversees creation, implementation, and distribution of all marketing materials for the Graduation Information Campaign (This includes posters for the Grad Fair, Graduation Breakfast, and Commencement Ceremony as well as Commencement Ceremony Satisfaction Surveys and the Commencement Program itself)
- vii. Serves as the liason for campus Clubs and the SBCCD Office with regards to policies. Procedures, etc,

viii. Serve as the clearinghouse for all information regarding campus Clubs. Items such as the annual Club Directory, Club Charter Packets, and Funding Request Forms among others are available in the Department of Student Life.

viv. Responsible for all aspects of the Annual Student Recognition Dinner including but not limited to the following duties and responsibilities: calls for nominations, tracking of winners, sending out invitations, maintaining an RSVP list, securing a caterer, creating centerpieces, and ordering plaques.

x. Responsible for the development, activities, training and otherwise for the Student Senate. This includes but is not limited to: providing one on one counseling, organizing trips to pertinent conferences, and leadership development activities such opportunities for personal reflection.

xi. Serve as the Responsibility Center for the Campus Newspaper. For example, topics such as layout, advertising, assigning stories, and discussing specialized writing techniques, and working with the off campus printing company.

xii. Serve as the Responsibility Center for all off campus vendors. Interested parties visit the Department of Student Life to fill out the appropriate paperwork, reserve a date, request tables and chairs, etc.

xiii. Responsible for the campus Tours/ Student Leader portion of the Annual High School Visitation Day and Arts Day .

Value to Students

The services mentioned above are valuable to students because they are able to: check out Library books, participate in career/vocational training at local hospitals or in local ambulance ride-alongs with the program badges generated from the Department, purchase items at a discounted price, receive approval to promote organizational events around campus, and learn the fundamentals of newspaper production. These services also allow students to use the campus newspaper as a tool to find out about campus wide activities/ concerns, have access to community business and services they may not know about on their own, and participate in leadership development opportunities. Finally, these services provide students with opportunities to increase their social skills, give access to campus departments used to help facilitate their events, and offer information to students so that they understand their role and how to participate in campus wide recognition ceremonies such as Commencement and the Student Recognition Dinner.

Value to Others

The services produced by the Department of Student Life are valuable to others in that the Department serves as a clearinghouse and liaison for all things having to do with student activities. This “one stop shop” mentality also enables members of the community to determine the level of impact they want to have on our student population (i.e. a select number of individual students, a club or group of clubs, campus wide exposure, etc.) Similarly, the services provided for the Career and Technical programs are valuable in that those groups are able to use resources normally reserved for badge making in other ways to benefit their programs.

2. How does your program define effectiveness, and what measures have you chosen to gauge it?

Definition of Effectiveness

The Department of Student Life defines its effectiveness by the quality and quantity of its events and services. It also considers the efficient use of resources and perceptions of the department among faculty, staff, and students when identifying what makes them effective.

Measures of Effectiveness

The Department of Student Life measures effectiveness with the following criteria:

- A. Increase in/maintenance of number of Associated Students of Crafton Hills College (ASCHC) events per year (See Table 1, Page i)
- B. Increase in/ maintenance of number of ASCHC events per academic year by CAS Standard as compared to prior years (See Table 2, Page i)
- C. Number of students served per service as compared to prior years (See Table 3, Page ii)
- D. Point of service questionnaire (See Table 4, Page iii)
- E. Unit and/or staff member recognition as compared to prior years (See Table 5, Page iii)
- F. Increase in /maintenance of student attendance at primary events as compared to prior years (See Table 6, Page iii)
- G. Increase in/ maintenance of student engagement (participation in student clubs, government, transfer rates) as compared to prior years (See Tables 7,7.1, 7.2, Page iv)
- H. Increase in/ maintenance of faculty and administration engagement (participation in student clubs, recognition ceremonies, etc.) as compared to prior years (See Table 8, Page iv)

- I. Increase in /maintenance of the awareness of services rendered by the Department as compared to prior years (See Table 3, Page ii)
 - J. Improvements to services provided and/or processes employed to provide said services
 - K. Efficient use of resources (staffing levels) as compared to prior years (See Table 9, Page v)
 - L. Increase in/maintenance of campus wide collaborations and collaborations with other departments as compared to prior years (See Table 10, Page v)
 - M. Increase in/maintenance of quality of Commencement Check In Process as compared to prior years (See Table 11, Page v)
 - N. Improvements or innovative additions to any of the six areas of the campus activities program (social, intellectual, recreational, service learning, campus governance, and training) (See Table 1, Page i)
3. Please summarize the results of the measures you have applied.

Summary of Measures Applied

In looking at the measures for effectiveness applied by the Department of Student Life, the data shows that:

- A. The number of events per academic year sponsored by the ASCHC has increased by 100% since the Fall of 2006.
- B. The number of ASCHC sponsored events by CAS Standard have consistently and substantially increased in every category over the last three academic years.
- C. The number of students served by the Department of Student Life staff per service has notably increased during the last three years.
- D. Students and community members are extremely satisfied or satisfied with the level of service they receive in the Department of Student Life and feel that the services offered are valuable to their educational experience.
- E. The Department of Student Life as a whole as well as its individual staff members have received multiple forms of campus and district wide recognition every year since the Fall of 2006.
- F. Student attendance at primary events has systematically increased with each academic year since 2006-2007.
- G. Student engagement has increased in regards to the number of chartered clubs on campus and participation in student government over the last three years. The number of student government participants transferring to a four year college or university has slightly decreased. (This number went from 11 students transferring in 2007 to 6 students transferring in 2009).
- H. Faculty and/or Administrator participation in student events increased every year for the last three years.

- I. Although the Department of Student Life has not collected any specific data with regards to awareness of its services until this point, the broad increase in students served as well as services used over the last three years indirectly demonstrates that the campus community is more knowledgeable about the services provided by the department. Data collection on this specific topic will begin in the Fall of 2010.
 - J. There is currently no system in place to track improvements to services provided and/or processes employed to provide said services. However, anecdotal data does exist. A framework to track these types of improvements should be established by the Fall of 2010.
 - K. Staffing levels have decreased from three department employees in the Fall of 2006 to two employees in the Fall of 2009 due to statewide budget constraints.
 - L. The number of campus wide collaborations doubled from Year 1 to Year 2 (12 to 25, respectively) and decreased slightly in Year 3 (25 to 20, respectively).
 - M. The quality of the Commencement Check In Process has received an average rating of "Excellent" from student graduates for the last two years.
 - N. There is currently no way to monitor improvements to the six categories of the campus activities program other than through anecdotal data. Nonetheless, the increase in ASCHC sponsored events by CAS standard does reflect where innovative programs have been added to augment each standard.
4. Reflect on those results and tell us what they mean for your program.

Reflection on Results

Looking at the results of the data collected and the measures established to gauge its performance, it is clear that the Department of Student Life has been very effective during the last three academic years. Under the Director's guidance, the ASCHC has steadily increased the number and type of event offerings as well as the campus' participation at their primary events. They have done an excellent job at continuing to grow the number of clubs on campus as well as the number of students involved in their organization.

The Department itself has been incredibly efficient at managing the various services, increased programs, and students served despite a critical decrease in staffing during the past year. Additionally, the staff's continued efforts to collaborate with large numbers of departments across campus coupled with their goal to create meaningful campus experiences for students have led to numerous positive results. Staff members have consistently received awards, the campus community (administrators, students, faculty, and staff) has become more aware of and involved in the services they provide, and students have given the department high marks

with regards to its value to their educational experiences. Finally, the Department's disciplined approach to quality and improvement can be found in elements of the Commencement Ceremony and in their continued quest for balance and innovation in the campus activities program.

Impact of Results on the Department

Since the majority of the results are positive, it seems a fair assessment to say that the Department is one step closer to institutionalizing student life and parts of student engagement on campus. However, the significant lack of staffing combined with the increase in services rendered and student activities may lead to a decrease in quality or efficiency if the staffing need is not met. It is also evident that new systems for data collection on awareness, improvements to the campus activities program, and quality of other primary events aside from Commencement need to be developed within the next year if the Department of Student Life is to continue to grow.

5. In answering both the following questions, please include as appropriate such areas as student performance, SLO/SAO cycle and results, curriculum, scheduling, alternative modes of delivery, outreach, partnerships, best practices, efficiency in using resources, group dynamics, strengths, weaknesses, innovations, etc.
- a. What is going well and why?
 - b. What is not going well and why?

Student Performance

With the considerable increase in training over the last three years (See Table 2, Page i) student performance in ASCHC is growing stronger every day. As a result of these efforts, students in ASCHC are more capable of taking on leadership roles in hosting events and promoting club participation which has led to a steady increase in activities provided (See Table 1, Page I and Table 7, Page iv) as well as a burgeoning presence in campus governance. (See Table 1, Page i)

SLO/SAO Cycle and Results

The Department of Student Life has a Student Learning Outcome, "A student exhibits accountability by 1) being engaged in the process or activity they are involved in 2) displaying initiative and 3) understanding and completing the task at hand." To measure each student's accountability rating, staff members use a rating scale describing behaviors from 1 (low accountability) to 5 (high accountability, See Attached Rubric on Page vi). Students are pre-evaluated one month before the start of the Fall Semester and their scores are recorded

periodically throughout the academic year. Evaluations take place at the end of the Fall Semester and middle of the Spring Semester. Post evaluations occur at the end of the Spring Semester. Pre-evaluations for the current group of students are attached. See Accountability Roster, Page vii)

Curriculum

There is no curriculum attached to the Department of Student Life at this time.

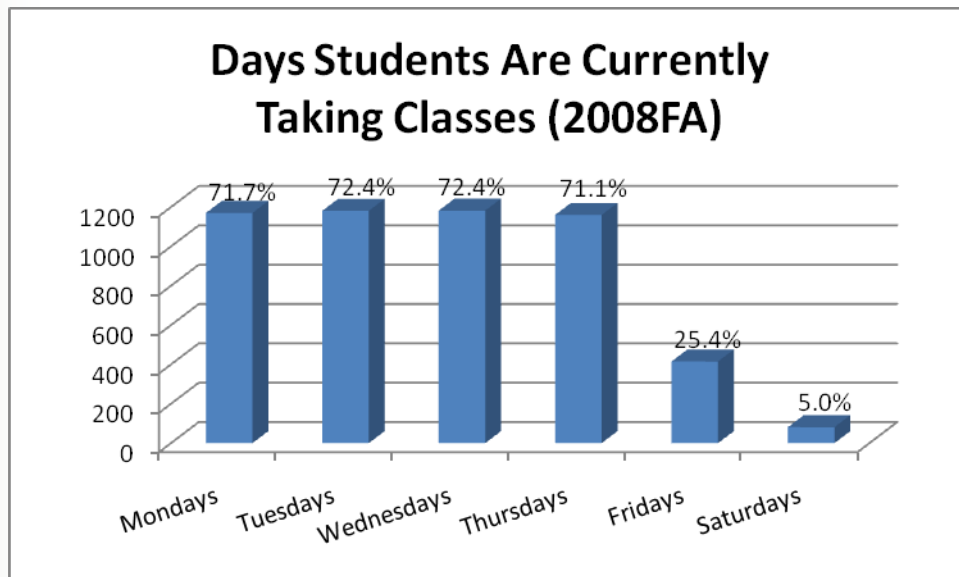
Scheduling

Based on peak class time attendance and most popular days to take classes from the Office of Research and Planning, both the ASCHC and the Department of Student Life schedule their events to meet student needs. For example, AS Days take place on Tuesdays and Wednesdays from 9am to 1pm to ensure the highest amount of student participation

CURRENT VERSUS PREFERRED SCHEDULING OPTIONS

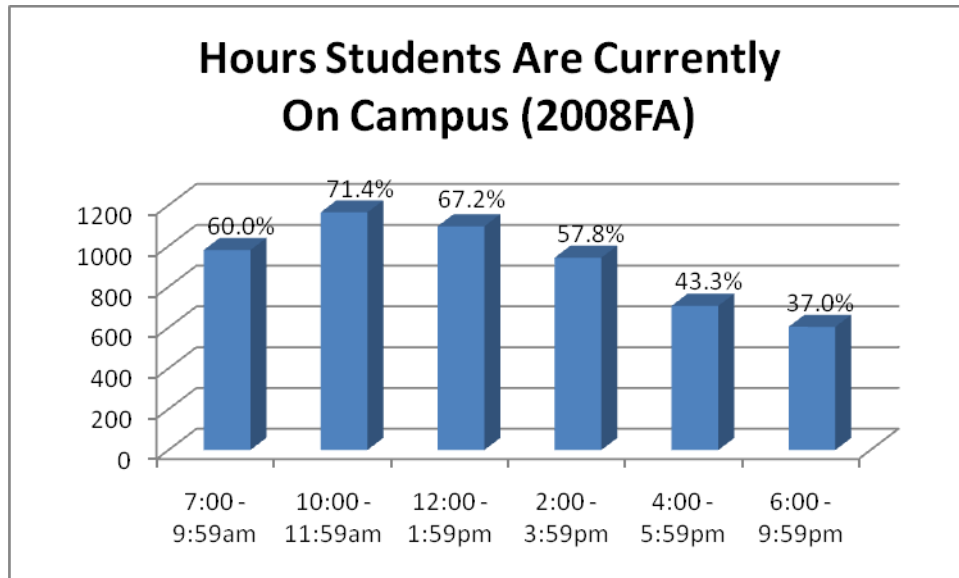
Students surveyed were asked what days and times they are currently on campus and what days and times they would prefer to take classes. As shown in Figure 1, students were not on campus Friday and Saturday nearly as much as Monday through Thursday. Furthermore, the majority of students were on campus between the hours of 10:00 am and 2:00 pm (Refer to Figure 2).

Figure 1



Note: Five participants did not answer this question.

Figure 2



Note: Sixteen participants did not answer this question.

Alternative Modes of Delivery

To promote departmental and ASCHC events through alternative modes of delivery, the following techniques are used on a regular basis: 11" x 17" posters, hand drawn posters, flyers, quarter sheets, monthly opportunity drawings, contests, regular in class announcements by ASCHC members, handwritten notes on classroom chalk/dry erase boards, texting, MySpace bulletins, Facebook updates/announcements, hard copies of the campus newsletter 'The Advisor', online editions of "The Advisor", labeled giveaways, emails to CHC faculty/campus, and partnerships with other on/off campus entities.

Outreach

The ASCHC and Department of Student Life participate in a variety of outreach events every year. Examples of these events include: High School Visitation Day, Arts Day, the CHC Foundation Gala, and the High School Counselor Conference.

Partnerships

On and off campus partnerships are a critical part of both the ASCHC's and Department of Student Life's success. A short listing of on-campus partners include the CHC Office of the President, English Department, Child Development and Education Center, EOPS, Fine Arts Departments, Office of Instruction, the Campus Bookstore, Cafeteria, and CHC Foundation. Off-campus collaborations include organizations such as Mary's Mercy Center,

the city of Yucaipa's "Make A Difference Day", Tom's Shoes, the San Bernardino League of Women Voters, and East Valley United Way. Additionally, all student services departments assist the Department of Student Life by closing offices on Commencement Day to help with activities. To see the number of collaborations accomplished per year, See Table 10, Page v.

Best Practices

Techniques that have proven to lead to reliable standards of success for the Department of Student Life include:

- A. Using an application, interview, and faculty recommendation module to recruit high achieving students to ASCHC
- B. Using current ASCHC students to recruit new members
- C. Having one year terms for all ASCHC leadership positions
- D. Implementing regular group and individual mentoring sessions and activities to retain new and returning members
- E. Clearly defining expectations, goals, and deadlines at the start and middle of new activities or programs
- F. Modeling appropriate behaviors
- G. Seeking participation from a variety of campus constituents when planning campus wide events like Commencement.
- H. Initiating and maintaining consistent communication with volunteers at various intervals prior to and after the event (i.e. one month prior, two weeks prior, week before, night before, two weeks after for feedback)
- I. Clearly identifying, agreeing on, and communicating responsibilities before events
- J. Providing hard copies of the schedule of activities to volunteers on the day of the event.

Efficiency in using Resources

The Department of Student Life and ASCHC demonstrate their efficient use of resources in the following ways:

- A. The ASCHC has clear cut job descriptions for every member of their organization including committee members
- B. Using ASCHC members to plan events and translate the experiences into stepping stones to more advanced responsibilities within the organization.
- C. Weekly/biweekly meetings to with ASCHC and staff members to discuss, create, and implement various parts of the planning processes beginning in early July each academic year.
- D. Constantly communicating new deadlines, information, and circumstances to volunteers, ASCHC members and/or staff relative to the task at hand.
- E. Assigning tasks based on time available to complete the task, interest level, skill level required, and willingness to learn.

- F. Expecting and providing equal amounts of resources to everyone so they can contribute accordingly to the team.

Group Dynamics

Members of the ASCHC and department staff are commonly asked to interact with each other in ways that will influence their group's opinions or attitudes on specific subjects. Examples of these activities include: weekly Senate meetings, individual/group mentoring meetings, bi annual planning retreats, attendance at student government conferences, committee involvement, and participation in campus governance activities. (See Table 2, Page i)

Strengths

Strengths for the Department of Student Life include communication among staff and other departments, organizational and record keeping skills, leadership skills, ability to articulate a vision, ability to delegate tasks, set and meet deadlines, ability to create structure, identify with and motivate others, problem solve, think creatively, inspire trust, and produce results.

Weaknesses

The Department of Student Life's current weaknesses include being inadequately staffed to meet the needs of an increasingly growing student population as compared to our sister school San Bernardino Valley College's Department of Student Life (They have a Campus Center Specialist as well as a Director and Department Secretary), lack of man power to create, facilitate, and disseminate club/Advisor handbooks, training sessions, departmental brochures, and event calendars, inability to partner with the San Bernardino League of Women Voters to oversee student government elections, and a lack of processes put in place to track data collection for awareness of departmental services across campus and monitor improvements to the campus activities program.

Innovations

The only data that exists at this time to track departmental innovations is anecdotal. However, as mentioned in various sections throughout this review, the Department of Student Life plans to develop a system to monitor changes to the department by the Fall of 2010. Research shows that the more co-workers enjoy working together, the more productive they can be on projects and in team situations. It is clear by the increased number of events over the last three years that members of the ASCHC and department staff have been productive and innovative. To see innovations by the ASCHC to the campus activities program over the last three years, view Table 2, Page i.

6. What feedback did you receive from your last Program Review? How did you respond to it?

Feedback from last Program Review

Most of the feedback given to the Department of Student Life during their last Program Review Evaluation and Recommendations during the Spring of 2008 was not specific to this set of questions. In spite of this, there are a few recommendations that do apply. These are:

- A. Item 5-“ The unit did not fully describe measures of performance... or data that represents evaluation of the units goals and objectives.”
- B. Item 6- “ Strengths were not listed nor were the achievements and innovations supported by evidence.”
- C. Summary/Recommendation-“ The committee recommends that the unit identify an action plan for data needs.”

Response to the Feedback

In response to the feedback from the Spring 2008 Program Review process, the following changes were made:

- A. Measures of performance were fully described in the Fall 2009 Program Review document submitted by the Department of Student Life (See “Measures of Effectiveness”, Page 4 and “Summary of Measures Applied”, Page 5). An Appendix of data tables representing evaluation of unit activities and trends was also included (See Pages i thru v).
- B. Strengths were listed in the Fall 2009 Program Review document submitted by the Department of Student Life (See Page 10). Additionally, achievements and innovations were supported by an Appendix of data tables providing evidence of unit activities and trends.(See Pages i thru v).
- C. The Department of Student Life identified an action plan of data collection needs in its Fall 2009 Program Review document. (See Reflection on Results”, Page 6).

7. Tell us where you would like your program to be three years from now (vision).

Departmental Vision

In three years, the Department of Student Life would like to see the following goals accomplished or new completion:

- A full time Campus Center Specialist employed in the department
- A continued increase in Administrator, faculty, and student participation in clubs, student government and primary events
- A dedicated meeting area and workspace for ASCHC
- A fully staffed, functional, and welcoming student lounge space,
- A bigger office space for the Department of Student Life

8. Reflect on your responses to all the previous questions. Complete the Three Year Action Plan

worksheet, entering in priority order the specific program goals and objectives you have formulated to maintain or enhance your strengths, or to address identified weaknesses. In addition, enter any resources required to achieve each objective. How do your vision and goals contribute to the college's mission?

Contributions to the College Mission

MISSION STATEMENT

The mission of Crafton Hills College is to advance the education and success of students in a quality learning environment.

VISION STATEMENT

The vision of Crafton Hills College is to be the premier community college for public safety and health services careers and transfer preparation.

The Department of Student Life contributes to the college mission by providing a variety of high quality events in the campus activities program which contribute to the quality learning environment. Additionally, these activities increase student engagement which lead to higher student retention and transfer rates.