COMPREHENSIVE PROGRAM REVIEW
OFFICE OF STUDENT SERVICES
APRIL 10, 2012

As part of institutional planning, Comprehensive Program Review will be completed every three years for each Administrative Services program/area/office. To tie institutional planning to the budget process, Annual Program Reviews for each program will be updated every fall semester. This template will be used for the Comprehensive Program Review process and resulting documents may be attached or incorporated into the Annual Program Review.

MISSION & VISION STATEMENTS

State the mission and vision for the program or service area. This statement should make clear the way(s) in which the program serves the College Mission.

Core Values for the Student Services Division were developed by the Student Services Council in 2010. It is stated: "The Student Services Division of Feather River College is committed to creating an environment that promotes growth and learning through the practice of our Core Values. These values include Integrity, Respect, Teamwork, Optimism, and Compassion."

SUMMARY OF RESPONSIBILITIES/SERVICES PROVIDED

In a list format provide a brief description of responsibilities/services provided by the program or service area.

The Office of Student Services is currently undergoing some significant changes as the College grapples with limited resources and staff to deliver all the services required for accreditation, reaching enrollment goals, and providing a variety of quality services demanded by our constituents. The following is a list of 1) offices/departments for which oversight is provided 2) committees for which leadership and oversight is provided, and 3) projects for which the office is responsible.

Offices/Departments for which the Office of Student Services is responsible for including Annual Program Review (APR) preparation and review, budget management and oversight, and performance evaluation:

- Admissions and Records including the Registrar who has oversight for the Banner "student" module

- Student Accounts Receivable

- Disabled Students Program and Services and Workability (CSSO will be Director in 2012-13)

- Financial Aid including all satisfactory academic progress appeals, veterans' services, emergency loans, and compliance for federal mandates related to receiving Title V funding

- Feather River College Residence Hall including policy development and oversight, and student discipline

- Associated Students of Feather River College including student club oversight and student activities (CSSO is club advisor)

- Counseling and Advising, GED testing, and Career and Transfer Center

- EOPS, Care, and CalWorks categorical programs (CSSO is Director of EOPS)

- TRiO grants including Upward Bound, Educational Talent Search, and Student Support Services (CSSO is Director of SSS)

- Work-study (previously known as student employment)

- Matriculation services including assessment, new student orientation, and follow up (CSSO is matriculation director)

- Marketing and advertising (CSSO is Director)

- Outreach and recruitment services (CSSO is Director)

- Child Development Center

- Community Education (CSSO is Director)

Committees (shared governance, task forces, administrative) for which oversight and leadership are provided:

Strategic Enrollment Management (SEM) - develops, oversees, and communicates college's enrollment management plan which includes enrollment goals, recruitment/marketing goals, persistence and retention data, evaluation and assessment data, and research information. (Chair)

Communications - oversees communication issues including external and internal communications on college-wide matters, and including website improvements, email communications issues, signage, and advertisements and marketing plans; advises the Superintendent/President on such matters. (Chair)

Diversity - monitors, plans, and implements college activities that promote and encourage knowledge, awareness and appreciation of cultural diversity on the campus and within the Plumas County community. (Chair)

Student Services Council - functions as representative of Student Services for the purpose of making recommendations to the Chief Student Services Officer, and oversees the Matriculation process. (Chair)

Student Intervention - incorporating the Early Alert process, contacts students who are having difficulty due to academic and non-academic issues and have been referred by campus community members. Referrals include services and programs that provide support to students that promote student retention and academic success. (Chair)

Threat Assessment - serves in advisory capacity to the Chief Student Services Officer to determine potential threat to health and safety on campus by sharing incidents across the college. Members include Director of Athletics, Residence Hall Manger, Administration of Justice faculty, DSP&S Director, Human Resources Director, and Director of Facilities/peace officer. (Chair)

Advising Task Force - designed to coordinate all advising services to create an effective advising system. Members include all officially designated academic advisors, the Registrar, and the Director of Financial Aid (Chair)

Other Committees in which the CSSO is a contributing member:

Professional Development - shared responsibility to provide professional development activities
Cabinet - contribution to all college policy development
Strategic Planning - contribution to college wide strategic planning process
Budget Committee - contribution to oversight of college budget development process; elected member to Ad Hoc committee
Student Learning Outcomes Assessment Committee - contribution to college-wide efforts to measure student learning and institutional outcomes
President's Staff - contribution to administrative team and operation of the College

Major Projects and Events for which the Office of Student Services is directly responsible:

- New Student Orientation (fall and spring- both in person and on line)

- Day in the Mountains (currently one per year, may expand to two)

- Career and Transfer Day (partnered with SB70; direct responsibility for College Fair component)

- Community Education offerings (complete implementation after Instructional approval)

- Scholarship application and award process (coordinated with Financial Aid)

- Coordination of Outstanding Student Award ceremony

- Events related to diversity and social responsibility partnered with outside agencies e.g. Tuskegee Airmen and Sexual Assault Awareness Week

- Oversight for all written material (related to Student Services) found in the catalogue, website, course schedule, etc.

- Oversight for all promotional material including college catalogue, view books, print and radio ads, events calendar on the website, and all forms of advertising

- Internal communication including FRC announcements to students, LED sign, and events calendar

- Materials consumed by students e.g. Student Handbook, Day Planner, and Student Rights and Responsibilities Handbook

- Coordination of public relations strategies e.g. Plumas County Fair representation

- Liaison with Business Management Committee (BMC) and Foundation Executive Committee

- Approve and update Residence Hall contract

- Negotiate and oversee contract with Plumas Transit Systems and Plumas County Public Health to provide fee for service to students; recommend student fee schedule to CFO

- Negotiate and oversee contracts with Loan Default Management (WISS), Student Right to Know (Chancellor's office), and CCC Apply

- Manage on campus food pantry

STAFFING PATTERNS

List staffing patterns within the program or service area. For example: an organizational chart.

The Office of Student Services consists of two people, the CSSO and the Student Services Administrative Assistant. A current organizational chart of the entire Student Services Division is attached.

VARIABLES AFFECTING STUDENT LEARNING

Describe the ways in which the department/program and its services affect student learning at FRC.

The Office of Student Services oversees the Student Learning Outcomes, which are attached. The measurable outcomes are under review for appropriate benchmarking.

RESEARCH AND DATA TOOLS

List data tools utilized and research conducted—surveys of service users, etc.; include professional standards/benchmarks or information from outside agencies, if appropriate.

1. The Office of Student Services is planning to use a newly developed evaluation tool to assess their level of service to customers entitled "How Was Our Service Today?"(See attached).

2. Data from the most recent student exit survey indicates that only 6% of the 83 respondents were unfamiliar with "student services," assuming they were referring to the Office of Student Services. In regard to student satisfaction with Student Services 31% responded they were very satisfied, 43% reported they were satisfied, 0% reported they were dissatisfied, 19% reported they had not used the service, and 6% reported they were unfamiliar with the service. The results were based on 83 respondents.

3. New Student Orientation was evaluated in the fall of 2011 and spring 2012. The results are attached.

4. The CSSO received an evaluation from the Classified Senate members with an approximate 25% response rate. The results generally show that 70% of the respondents agree that communication is clear in written and oral messages, is timely, and the CSSO is approachable. Approximately 67% of the respondents agreed that the CSSO understands areas of supervision, advocates for constituent interests, responds to their needs, facilitates cooperation and consensus, motivates personnel in her area, and ensures that campus rules are followed. In addition an average of 65% of the respondents agree or strongly agree that the CSSO has met or addressed with competency the three performance objectives they chose to evaluate which include supervision and support for all Student Services functions, providing leadership for a newly formed threat assessment team, and developing new payment procedures for Housing residents.

5. The CSSO received an evaluation from the Academic Senate with an approximate response rate of 40%. The results indicate that most find her oral and written communication to be effective and timely. Most find her approachable and responsive with a few notable exceptions. Responses indicate that the faculty believes the CSSO is capable of managing student services.

Concern was expressed that more attention needs to be given to enrollment management and marketing. In regard to annual performance objectives most respondents feel she is performing adequately, at expectation, or above expectation. Again enrollment management and marketing are the biggest areas of concern.

PROGRAM EFFECTIVENESS

Based on data identified above, conduct a self analysis. Within the analysis be sure to include accomplishments, services in need of improvement, and the adequacy of resources for achieving program/service area goals.

The Office of Student Services is responsible for a wide array of services staffed by only the CSSO and Administrative Assistant. Many new responsibilities and duties were added to the Office due to budget cuts in the spring of 2011. Specifically these new responsibilities include all the duties of the marketing and outreach director, the ASFRC advisor, and the community education component of instruction. This has resulted in a steep learning curve to learn how events were organized and handled, and how marketing services were provided. Providing leadership for volunteer student leaders (ASFRC) who do not have the structure of a class has proven challenging. Community Education schedules were developed for fall and spring, but limited advertising and /or lack of interest in some courses has resulted in some dissatisfaction among some instructors. In addition there were many student policies and procedures which had not been thoroughly reviewed for a considerable length of time due to the absence of a CSSO. Enrollment management appears to be an area of concern, and this responsibility lies with the CSSO as well as the Strategic Enrollment Management Committee. During the fall many threats to achieving full FTES apportionment were unveiled such as the demise of the Good Neighbor, and residency requirements aligned with state requirements. Many recruitment strategies were developed, yet is it uncertain if they are fully embraced, and what support will be given to these strategies.

The newly configured Office of Student Services has only been in operation for 9 months. However, the following accomplishments should be noted:

1. The formation and implementation of a threat assessment team.

2. Completed review of all components of the college catalogue to match policy with practice.

3. Implementation of the Community Education program with courses offered in the fall and in the spring.

4. Review of the Student Grievance and Student Code of Conduct policy currently progressing through appropriate committees.

5. Adoption of a new payment procedure for Residence Hall residents resulting in an almost 100% payment rate.

6. Re-alignment of resources within Student Services to provide more direct service and less administration (CSSO is director of Student Support Services, Community Host program, Matriculation, DSP&S, EOPS, ASFRC, and Marketing and Outreach)

7. Development of cross-functional team with A & R and Business Services to address accounts payable and payment policies.

8. Involvement in the community with the Community Host program, service on the Quincy Chamber of Commerce Board of Directors, and active with the Methodist church.

9. Interviewed members of the faculty and staff for input on the SEM recruitment plan, wrote the plan, and presented it at Institution Day and to the Board of Trustees.

10. Updated marketing material including the View Book, worked with program leaders to place ads in various publications, rewrote existing print and radio ads, and reviewed all marketing expenditures for their impact.

11. Led the ASFRC through the process of running an election process to select a new president, and organize several student events.

12. Brought the concept of customer service to the forefront by facilitating staff discussions, presenting at Institution Day, and contracting with a consultant to present a mandatory session.

13. Created an Advising Task Force to provide oversight and development of a new advising model, and developed new advising/counseling positions.

14. Developed measures for Student Services outcomes, and implemented new processes to establish benchmarks.

15. Led the Communications committee through a process to clarify the use of campus email.

16. Re-formatted and developed Day in the Mountains to include faculty involvement and a streamlined registration process.

17. Implemented a review process of the CAPP (degree audit) program.

18. Developed the SEM matrix for Student Services to be used in the prioritization process.

GOALS AND OBJECTIVES FOR THE NEXT THREE YEARS
Provide an action plan with goals and objectives for the next three years.

Attached are the Objectives written for 7/25/2011 through 6/30/2012. The outcomes of these objectives have been captured in the accomplishment section. The following represents a three-year plan in support of the 2010-13 Strategic Plan:

1. Implement strategies in the Recruitment Plan in support of reaching or exceeding target FTES goals.

2. Further refine Student Services outcome measures, implement such measures, review the results, and develop a plan for improvement.

3. Determine the needs for additional Housing and develop plans to meet unmet needs.

4. Assess the effectiveness of the Community Education program and make a recommendation for its continuance.

5. Improve community relations by further developing the Community Host program.

6. Develop leadership opportunities for students by developing a structure for ASFRC; design ways to further develop student clubs.

7. Review all policies related to students, and revise the Student Rights and Responsibilities Handbook.

8. Implement a process for a complete review of the website and develop a system for accountability of website.

9. Develop a plan to better meet the supervisory needs of ALL departments; improve timeliness of responsiveness to staff.

10. Participate as needed in the development of a Title III or Title V grant.

11. Inform staff about changes inherent in the Student Success Task Force and develop policy supportive of new mandates.

RECOMMENDATIONS

Make recommendations for improving program effectiveness.

See above

APPENDIX

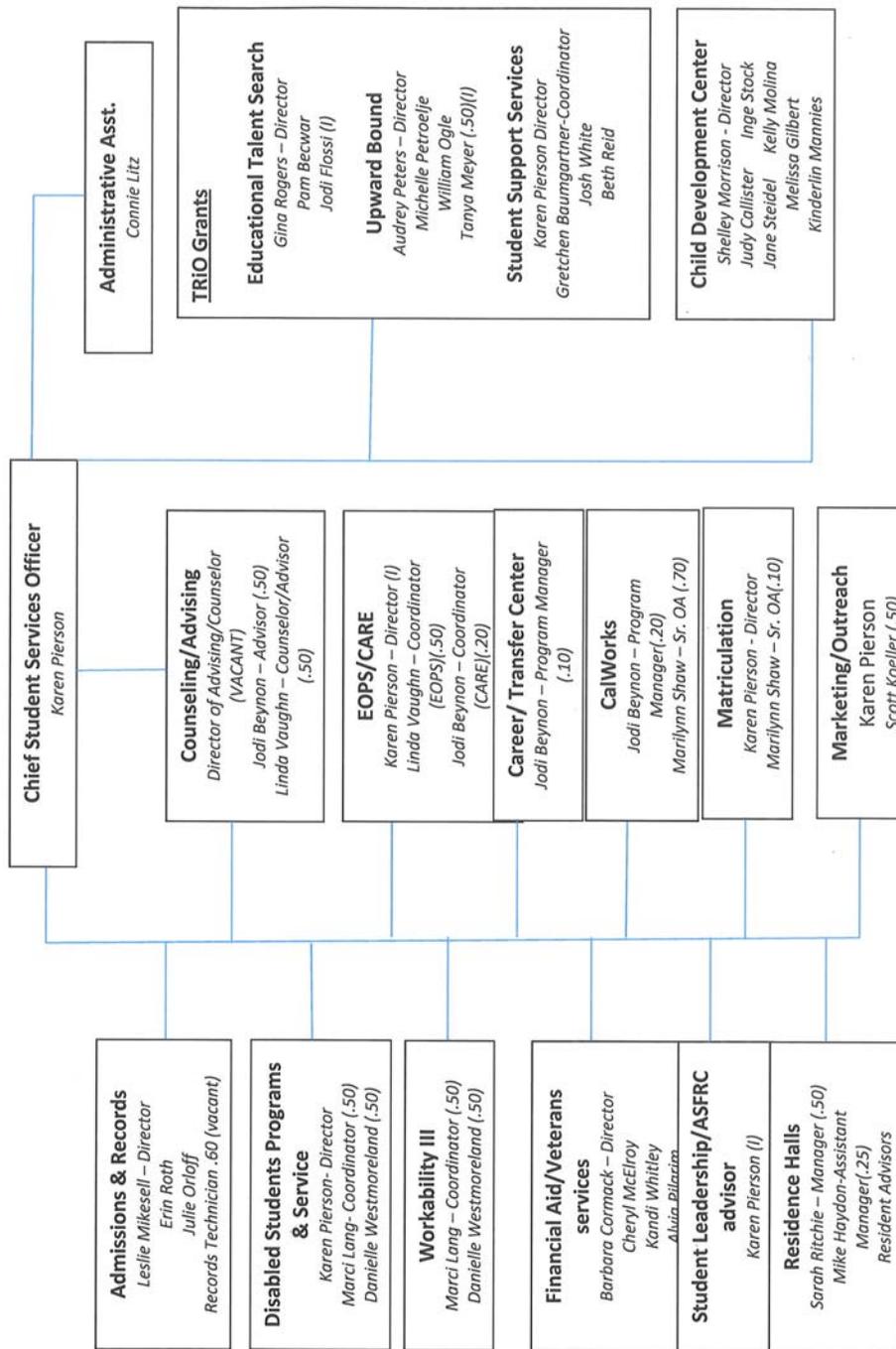*Include all supporting documents.*

- Student Services Organizational Chart
- Student Services Student Learning Outcomes
- "How Was Our Service Today?" Survey Instrument
- New Student Orientation Evaluation Results, Fall 2011
- New Student Orientation Evaluation Results, Spring 2012
- Chief Student Services Officer Objectives, 2011-2012
- Office of Student Services Annual Program Review, 2011-2012

August 2011

**Feather River College
Student Services**

Chief Student Services Officer
Karen Pierson

Administrative Asst.
Connie Litz

<u>TRiO Grants</u>

Educational Talent Search
Gina Rogers – Director
Pam Becwar
Jodi Flossi (I)

Upward Bound
Audrey Peters – Director
Michelle Petroelje
William Ogle
Tanya Meyer (.50)(I)

Student Support Services
Karen Pierson Director
Gretchen Baumgartner-Coordinator
Josh White
Beth Reid

Child Development Center
Shelley Morrison - Director
Judy Callister   Inge Stock
Jane Steidel   Kelly Molina
Melissa Gilbert
Kinderlin Mannies

Counseling/Advising
Director of Advising/Counselor (VACANT)
Jodi Beynon – Advisor (.50)
Linda Vaughn – Counselor/Advisor (.50)

EOPS/CARE
Karen Pierson – Director (I)
Linda Vaughn – Coordinator (EOPS)(.50)
Jodi Beynon – Coordinator (CARE)(.20)

Career/ Transfer Center
Jodi Beynon – Program Manager (.10)

CalWorks
Jodi Beynon – Program Manager(.20)
Marilynn Shaw – Sr. OA (.70)

Matriculation
Karen Pierson - Director
Marilynn Shaw – Sr. OA(.10)

Marketing/Outreach
Karen Pierson
Scott Koeller (.50)

Admissions & Records
Leslie Mikesell – Director
Erin Roth
Julie Orloff
Records Technician .60 (vacant)

Disabled Students Programs & Service
Karen Pierson- Director
Marci Lang- Coordinator (.50)
Danielle Westmoreland (.50)

Workability III
Marci Lang – Coordinator (.50)
Danielle Westmoreland (.50)

Financial Aid/Veterans services
Barbara Cormack – Director
Cheryl McElroy
Kandi Whitley
Alvin Pilarim

Student Leadership/ASFRC advisor
Karen Pierson (I)

Residence Halls
Sarah Ritchie – Manager (.50)
Mike Haydon-Assistant Manager(.25)
Resident Advisors

(I) signifies an interim or temporary appointment

**Feather River College
570 Golden Eagle Avenue, Quincy, CA 95971
530-283-0202**

Student Services Student Learning Outcomes

1. Prospective students will learn about the unique opportunities and advantages available at FRC, and will make an informed decision to apply.
   a. Number of prospective students who became applicants
   b. Number of students who report they were informed about the advantages of attending FRC
   c. Number of students who report they applied and enrolled at FRC due to these advantages
   d. CCCApply
   e. Number of students who articulate need for special accommodations

2. Students will demonstrate their ability to open the doors to education by learning how to access college resources, understanding their math, reading, and English needs, and using the tools available for self-registration.
   a. Number of students who took advantage of college resources and who are satisfied with these resources
   b. Number of students who enrolled in the appropriate math, reading, and English course, and who subsequently completed these courses
   c. Number of students who registered themselves, and report no issues related to completing graduation requirements verses students who completed the Matriculation process.
   d. Number of students who utilize assistive technology for self-registration
   e. Number of students who attend New Student Orientation
   f. Academic success of students who attend New Student Orientation verses students who do not: graduated, GPA, transfer
   g. Number of Website hits

3. Students will develop and demonstrate competency in handling their financial responsibilities by being aware of college expenses, free services and subsidies, how to fund unpaid balances, know their responsibilities in the process, be aware of annual timetables, and awareness of assistance and resources for all.
   a. Accounts receivable will decline
   b. Student loan default will decline
   c. Percentage of students who submit BOG application and FAFSA will increase
   d. Payment policy
   e. Installment plan

4. Students will develop resilience and resourcefulness empowering them to persist in attaining academic and personal goals.
   a. Retention rate
   b. Graduation rate

     c. Satisfaction with goal completion

     d. CAPP (degree evaluation)

5. Students will gain a sense of community and belonging by accessing available resources within the campus and community.
   a. Students will report they are aware of community resources
   b. Retention and graduation rates
   c. Number of students utilizing assistive technology to acquire, analyze, and communicate

6. Students will explore transfer options, hone in and select institution and education plan, accomplish and actualize transfer goals.
   a. Transfer rates
   b. Graduation rates
   c. Success after graduation
   d. CAPP (degree evaluation)

HOW WAS OUR SERVICE TODAY?

Please provide us with CONFIDENTIAL feedback about the service you received today. (Check one and provide employee name if known). **Return the completed survey to the box provided in each area.**

☐ Counseling and Advising: _____   ☐ Residence Halls: _____

☐ Admissions and Records:_____   ☐ Achieve Center: _____

☐ Financial Aid: _____   ☐ Child Development Center: _____

☐ Office of Student Services: _____   ☐ Disabled Student Services:_____

What did you like about the service you received today?

How can the service you received today be improved?

Do you want to be contacted by the Chief Student Services Officer to discuss your comments above? If so, please provide your name and FRC email address.

Name: _____   Email: _____

New Student Orientation, Fall 2011

Evaluation Results

New Students: 185   Parents: 11   Staff: 0   Other: 1   Total: 197

   1) Most helpful part of orientation:

Learning about student life (clubs, programs, academics): 37

Information on how to succeed: 27

Community information: 7

Seeing Campus: 3

Budgeting Plan: 6

SIFE: 28

ID Cards: 3

Staff/Students were prepared to answer questions: 14

   2) Least Helpful part about orientation and how we can improve:

Instructors spoke too fast: 4

Boring and long: 19

Not organized/ran out of seats: 15

Too early in the morning: 5

Didn't get to see campus/didn't get to find classes: 12

Need more financial aid info: 5

SIFE only showed video and didn't provide any info: 10

Focused on younger students but not the older students: 3

	Yes	No
Learned more about college services	188	8
Learned more about community	149	47
Learned more about paying for college	150	46
Learned more about how to succeed academically	185	10
Learned more about how to get involved in student life	172	24
Learned more about transfer options after FRC	150	45

New Student Orientation Spring 2012

New Student: 10   Parent: 0   Staff: 0   Other: 0   Total: 10

1. How did you find out about FRC?

   FRC Website: 4   College Fair: 1   School Visit: 4   Other: 4

2. A) If you found out about FRC via website, how was it helpful?

   ---Easy to access   ---Well organized   ---Pictures of campus available

   B) What other information do you still need?

   ---Financial Aid Info

   C) Did you register for classes online?   Yes: 9   No: 1

3. What did you find most helpful about today's program?

   ---Budgeting Info   ---Advice from students   ---Hands-on Help   ---Everything

4. What part did you find least helpful? How can we improve?

   ---More information about Quincy

5. Learned about college service: Yes: 10   No: 0

   Learned more about community: Yes: 9   No: 1

   Learned more about paying for college: Yes: 10   No: 0

   Learned more about how to succeed academically: Yes: 10   No: 0

   Learned more about how to get involved in student life: Yes: 9   No: 1

   Learned more about transfer options after FRC: Yes: 10   No: 0

Chief Student Services Officer Administrator Objectives
7/25/2011-6/30/2012

Karen Pierson Ph.D.

1. Provide supervision and support for all Student Services functions, programs, and services by working closely with all managers, directors, and direct reports, and getting to know all staff. (SD I,III,IV)
2. Develop Student Services partnerships with all college divisions and departments to assure that college operations function effectively and efficiently. (SD I,III,IV)
3. Get involved in the community by serving on the Quincy Chamber of Commerce Board of Directors, working with the Foundation to support the Community Host Program, attending various fund raisers and community forums, and serving the Community Methodist Church of Quincy. (SD III,IV)
4. Serve as FRC's liaison to Plumas Community Schools related to Student Services functions, coordination with TRiO staff objectives, and district wide events.(SD III, IV)
5. Establish and provide leadership for a threat assessment team designed to "connect the dots" between departments related to students, staff, or community members who may pose a threat to the FRC community. (SD I,III, IV)
6. Provide leadership for the Housing partnership with the Foundation by developing payment procedures which utilize the integrated Banner system, refining Housing policies and procedures, and developing activities for Housing residents. (SD I,III, IV)
7. Provide leadership for the development of community service/education offerings by transitioning to web-based registration, and providing oversight for the entire process. (SD I, III, IV)
8. Provide leadership for enrollment management strategies by developing and implementing a recruitment plan designed to accommodate the loss of the Good Neighbor program and other state policies. (SD I,III, IV)
9. Provide leadership for external marketing and internal communication issues designed to build and promote the reputation of FRC. (SD I, III, IV)
10. Provide leadership to ASFRC by teaching leadership principles, providing guidance on college policies and procedures, and support for their efforts to fulfill their mission. (SD I,III, IV)
11. Provide leadership for the development of an evolving advising model based on available resources for staff and student use of web based registration. (SD I, III, IV)
12. Provide administrative oversight for categorical programs and grants, and assume direct responsibility for director responsibilities if necessary due to budget restraints. (SD I,III, IV)
13. Provide leadership and expertise for policy development related to student grievances, student code of conduct, student rights and responsibility, and other policies directly related to students. (SD I,III, IV)
14. Facilitate discussions and in-service related to customer service principles and practices within Student Services as well as campus wide. (SD I,III,IV)

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15. Provide leadership for the development of measurable Student Services Student Learning Outcomes, implement measures, discuss the results, and make an action plan to improve. (SD II)

NAME OF PROGRAM/DEPARTMENT/SERVICE AREA: STUDENT AFFAIRS

NAME OF PERSON SUBMITTING THIS REVIEW: Karen Pierson

DATE OF SUBMISSION: 10/14/2011

MANAGEMENT AREA (check one):   ☒ **Administrative Services**
                                    ☐ **Instruction**
                                    ☐ **Student Services**

ASSESSMENT OF PAST PROGRESS

Describe your progress on your previous year's objectives:

Objective 1:	Summary of Progress:
Continue to provide valued services to the FRC student community by maintaining existing contracts/agreements with outside agencies	Services were provided to students through the following agreements. • Health Services Agreement with Plumas County Public Health Agency • Day and Evening Bus Service Agreement with Plumas County Transit System • Loan Default Management agreement with WISS • Student Right to Know agreement with CA Board of Governors • CCC Apply Agreement with XAP Corp.
Connection to results from assessment of student learning and/or other plans: Student Services Plan	**Resources/Budget Used:** $25,000 – Health Services $ 35,330 – Plumas Transit Systems $ 10,645 – WISS (loan default management) $ 3,900 – Student Right to Know Reporting $ 915 – CCC Apply

Objective 2:	Summary of Progress:
Establish Meal Plan	A meal plan was developed and marketed offering 3 meals/day or 2 meals/day, Monday – Friday. Although original minimum numbers were not reached, the plan was piloted in Fall 2010 (2 students) and continued in Spring 2011 (5 students). Due to lack of student participants, the meal plan was not recommended for continuation into 2011-12.

Connection to results from assessment of student learning and/or other plans: Strategic Plan 2.2.4	**Resources/Budget Used:** CSSO/Cafeteria Manager time

Objective 3: **Establish Residence Hall Policies and Procedure, Budget and Organizational Chart.**	**Summary of Progress:** A Residence Hall Manager was hired in permanent status. A student handbook outlining policies and procedures for FRCRH was developed and ready for distribution for Fall 2011. A budget was established and authority to oversee the budget was given to the Facilities Director.
Connection to results from assessment of student learning and/or other plans: Strategic Plan 2.2.4	**Resources/Budget Needed:** Time of the CSSO, Residence Hall Manager, and the Administrative Assistant to Student Services.

Objective 4: **Develop and Pilot Community Education Program for Spring 2011**	**Summary of Progress:** Revision to the AP regarding Community Service courses is in process at the Cabinet level. A schedule of a variety of courses was developed and minimally marketed for Summer 2011. Due to lack of enrollment, the courses were not held. Another schedule of courses for Fall 2011 was developed, marketed in the local paper, and offered. A flow chart of operational processes has been developed along with necessary instructor and student forms. Procedures and forms will be evaluated and modified, if necessary, as processes are carried out.
Connection to results from assessment of student learning and/or other plans: Strategic Plan 1.1.7	**Resources/Budget Used:** CSSO

Objective 5: **Implement SEM Plan**	**Summary of Progress:** SEM identified key factors that must be considered to determine optimal enrollment. Using these key factors, SEM developed a matrix for academic programs, which is ready for data input. An ad hoc committee researched the viability of out-of-state recruitment as a revenue stream and reported their findings to SEM and Strategic Planning.
Connection to results from assessment of student learning and/or other plans:	**Resources/Budget Needed:** CSSO Time and SEM Committee Time and

Strategic Plan 2.4.2, SEM Plan	Effort

Objective 6: **Implement counseling model that includes a counselor role/position**	**Summary of Progress:** Due to budget restraints this was not addressed- refer to new APR for Counseling and Advising
Connection to results from assessment of student learning and/or other plans: Strategic Plan 2.4.3 Counseling Advising Model	**Resources/Budget Used:** Advising/Counseling Staff time.

Objective 7: **Develop Comprehensive Student Activities Calendar in collaboration with ASFRC/SIFE.**	**Summary of Progress:** Due to reduced State funding, the hiring of a full-time Activities Coordinator was not accomplished and a part-time ASFRC Advisor was hired. ASFRC, SIFE, Sustainability Committee, Diversity Committee, and faculty and staff worked collaboratively to provide diverse educational, cultural, and social activities aimed at retention and student satisfaction. Events were calendared on the master web calendar to avoid overlap with other college and community events. Events were marketed through campus email, flyers, and local newspaper.
Connection to results from assessment of student learning and/or other plans: Strategic Plan 3.1.2	**Resources/Budget Used:** $6160 classified, temp + fringes $647

Objective 8: Ensure appropriate staffing, skill development and workflow in student services.	**Summary of Progress:** SIG provided the CAPP training; the Housing module was built, and is being reviewed by the Housing Director at this time. Brian Murphy completed a student exit survey using Survey Monkey that included satisfaction questions about Admissions/Records, Financial Aid, and Counseling/Advising.
Connection to results from assessment of student learning and/or other plans: Strategic Plan 3.1.3	**Resources/Budget Used**: $46,376 (from budgets college-wide) was paid to SIG for training and consulting for Banner V8 upgrade; staff time; Institutional Researcher time.

Objective 9: Develop positive and aligned service model to the K-12 School District	**Summary of Progress:** Annual College and Career Fair was held on

through TRIO Grants, Marketing and Outreach	9/21/10 and again 920/11. FRC provided an outreach person in the local high schools once a month to promote FRC. ETS alignment includes collaboration with the Outdoor Ed. program, Stewardship program, Entrepreneurship Fair, College & Career Fair, financial Literacy program, AVID, electronic portfolios and Cash for College program.
Connection to results from assessment of student learning and/or other plans: Strategic Plan 1.1.7	**Resources/Budget Used:** TRIO Director and staff time

CURRENT YEAR PROGRESS AND OBJECTIVES (FISCAL YEAR 2011-12)

What objectives and tasks will you take on for this year? (You may continue objectives from the prior year.) Are your allocated resources sufficient given your objectives?

Objective 1: **Work directly with all managers and staff to assure services are provided at the highest professional level**	**Action Plan (include who is responsible):** Karen Pierson Assess the workload and performance of each department. Provide guidance and direction to each manager. Conduct a performance evaluation for each manager. Provide guidance and direction related to customer service.
Connection to results from assessment of student learning and/or other plans: Student Services SLOs #1-6; Strategic Planning Goal 1.1; Goal 2.1; Goal 2.2; Objective 2.4.2; Goal 3.1; Goal 3.2; Goal 3.3; Goal 3.4; Goal 4.1; Goal 4.2	**Resources/Budget Needed:** Staff time

Objective 2: **Work with shared governance committees including communications, early alert, diversity, and SEM to further their mission and meet their objectives**	**Action Plan** (include who is responsible)**:** Karen Pierson Meet with each committee regularly with a prepared agenda and minutes. Follow up on initiatives deploying new developments to proper administrative decision makers.
Connection to results from assessment of student learning and/or other plans: See above reference to Strategic Plan and	**Resources/Budget Needed:** Staff time

Student Services SLOs

NEXT YEAR'S NEW OBJECTIVES (FISCAL YEAR 2012-13)

What objectives and tasks will you take on for next year? (You may continue objectives from the prior year.) Will your allocated resources be sufficient given your objectives?

Objective 1: **Assess progress on this year's objectives and continue to improve**	Action Plan (include who is responsible): Staff time
Connection to results from assessment of student learning and/or other plans:	**Resources/Budget Needed:**

Objective 2:	Action Plan (include who is responsible):
Connection to results from assessment of student learning and/or other plans:	**Resources/Budget Needed:**

NEXT YEAR BUDGET CHANGE REQUESTS (FISCAL YEAR 2012-13)

Please provide rationale for budget *changes* (attach budget request sheets for entire annual budget).

Budget Request(s):		Rationale (include connection to other plans):
Amount	Account Code	
$676	5071	This shared expense for the copy machine was eliminated from last year's budget, but is still being billed. This amount restores the shared expense.
$		
$		

SUMMARY UPDATE FROM COMPREHENSIVE PROGRAM REVIEW

Based on data provided:

1. Describe the current status of the Program/Depart/Service Area.

2. Explain significant issues and/or changes that have occurred since the last comprehensive review.

3. Briefly explain significant changes expected during the upcoming year.

Feather River College
570 Golden Eagle Avenue, Quincy, CA 95971
530-283-0202

APPENDIX

Attach supporting documents as appropriate. Please see Instructions for examples of supporting documents per Management Area.