

Foothill Community College  
Student Services Division  
DRAFT Strategic Planning Process 2019-2021

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Welcome letter from Dr. Laurie Scolari  
Associate Vice President of Student Services

At Foothill College, we aim to be a recognized leader in supporting student success by providing high quality, timely, and clear communication to our students. In fall of 2019, the student services division held a series of retreats with the intention of meeting this vision. The intention was to engage all student services personnel regardless of rank or title in the decision making process. Often, front desk personnel are the first to interact with our students - they have the closest line of sight regarding student needs and barriers. Having their critical voices at the table was of tremendous value. It also allows us to live up to our value of fostering an environment of inclusion.

Our fall retreats had the following outcomes:

- to embed a culture of data-informed decision making in the student services division;
- to create annual strategic plans for each of the departments in the student services division; and
- to build community among student service personnel.

The culmination of retreats ended with the first annual student services conference held in February 2020. At the conference, a cross sharing of newly minted department level mission statements, values, and strategic goals were shared and discussed, all of which are outlined in this document. Implementation plans will continue at our annual conference in February 2021.

The forthcoming document contains a new vision and mission statements and values for the entire student services division. The leaders in student services applied a book, entitled *The Four Agreements* by Don Miguel Ruiz, as the basis for this new direction. The reading itself is non-traditional in the dominant culture sense. However, it emphasizes cultural competency and honors integrity, which in the end are what we aim convey - to serve our students and each other with empathy, respect, professionalism, kindness, and forgiveness.



Dr. Laurie Scolari  
Associate Vice President  
Student Services

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## Student Services Division

### Vision

By keeping equity at the center of our work, we are motivated to provide our students with the highest caliber service possible through a lens of inclusion and compassion. We are a recognized leader in supporting student success by providing high quality, timely, and clear communication to our students.

### Mission

We provide student support services that promote the development of the whole student from entry to progress to completion. We are committed to providing streamlined services that remove barriers for students of all abilities and ages with a special focus on students of color, nontraditional students, and those who are first in their family to go to college.

### Values

- **Compassion** - We practice empathy, respect, professionalism, kindness, and forgiveness in serving our students and with each other.
- **Commitment** - We aim to do our best, always, and are driven to achieve excellence by valuing accountability, teamwork, and serving our students honorably.\*
- **Communication** - We provide consistent, timely, and clear information to our students, and we ensure follow-through with actionable steps.
- **Agency** - We validate the assets that our students arrive with and encourage them to apply them towards their own self-sufficiency.
- **Integrity** - We speak with integrity with each other and with our students. We practice direct communication and active listening to ease misunderstandings.\*
- **Collaboration** - We work in partnership with and across departments to serve students and all members of the campus community by applying best practices, encouraging cross-training, and engaging in effective problem-solving.
- **Cultural Competency** - We engage and communicate across abilities and cultures to foster an environment of inclusion. We acknowledge our own implicit biases and are sensitive to disproportionately impacted groups.
- **Accountability** - We are transparent with our data, hold ourselves accountable, and alter our course of action through a comprehensive continuous improvement process.

*\*Inspired by The Four Agreements by Don Miguel Ruiz*

## Admissions and Records Office

### Mission

We are committed to providing high-quality services to support students in achieving their educational and career goals. By applying advanced technology, we effectively guide students

through the application and registration processes while adhering to Title V and Education Code standards. We promote an equitable learning environment for the diverse community of students, faculty, and staff in which we serve.

## Values

- **Welcoming** - We create and facilitate an equitable, welcoming environment for all students.
- **Supportive** - We promote a friendly environment in which students feel supported and heard.
- **Empowerment** - We are dedicated to supporting our students so they feel empowered to reach their educational goals.
- **Teamwork** - Our team prides itself on high work ethic and admissions expertise. As a team, we bring these skills together and work collaboratively across the college to best serve our students.
- **Trust** - We build trust and promote confidence in the students we serve by helping them successfully navigate our college.
- **Accountability** - We hold ourselves accountable for providing high-quality services and take actionable steps that lead to successful student outcomes.
- **Communication** - We are transparent communicators. We actively listen, check for understanding, clarify needs, and respond accordingly.
- **Learning & Growth** - We promote a respectful learning environment where we are open to continuous learning and growth.

## Strategic Goals

- To evaluate A&R's ability to provide college-wide information to students by Fall of 2020.
- To better inform faculty and staff of A&R policies and procedures by Fall 2020.
- To create 18 workflow documents for all the major A&R policies and procedures by Spring 2021.
- To conduct an analysis of students who complete the 5 step enrollment process (all students, race, first gen, gender) and create an action plan by Fall 2020.
- Comparison of data of those students who completed online orientation retention rates compared to those who did not complete an orientation. Data to be collected at the end of Winter quarter (at end of census).
- To improve student response time by Fall 2020.
- To apply improved technology for better processing of student and faculty forms by Spring 2021.
- To ensure website/communication (email/FAQ) are clearly understood by students by Fall 2020.

- To better inform staff of Title 5, California Education Code and Admissions and Records Policies and Procedures by Fall 2020.

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## **Counseling Office**

### **Articulation Office Mission**

The Articulation Office establishes agreements between Foothill College and other accredited colleges and universities, ensuring students a smooth transfer of course credit. We also support faculty with curriculum development.

### **Assessment & Testing Center Mission**

The mission of the Foothill Testing and Assessment Center is to assist students in reaching their educational goals. We embrace and welcome our diverse student population serving our students based on their individual needs. The mission and purpose of the Testing and Assessment Center are accomplished through:

- Clear and accurate placement through multiple measures; including but not limited to high school transcript evaluation, appropriate assessment instruments, or guided self-placement
- Providing clarity and explanation of available transfer-level English and math courses
- Providing a secure and professional testing environment
- Providing appropriate testing accommodations

### **Counseling Mission**

Our mission is to empower students in their educational journey by building upon their diverse strengths. We advocate on behalf of learners to overcome institutional barriers while providing academic, career, transfer, personal counseling and instruction. We value the worth and dignity of each individual as they positively contribute to their communities and global society.

### **Evaluations Office Mission**

Evaluations collaborate with student services and instructional divisions to facilitate student achievement of their academic goals including degree completion, certificates, and transfer requirements. We assess students' previous credits earned and provide tools to track progress towards their educational goals. With shared responsibility, our goal is to foster equitable and positive student outcomes for our diverse students.

### **Transfer Center Mission**

The mission of the Foothill College Transfer Center is to provide the necessary resources and services in order to increase transfer opportunities to baccalaureate institutions for underrepresented students, to increase transfer rates for the student population as directed by Title 5, Section 51027, and to support the Foothill College mission of committing itself to provide access to outstanding educational opportunities for all of our students.

We are committed to guiding students through the matriculation process while maintaining professional testing standards and practices.

### Values

- **Self-Advocacy:** We encourage students to be brave in expressing their needs, values, and aspirations in a safe, inclusive, and culturally competent environment, where all voices are heard equally.
- **Dignity:** We treat students with dignity and honor by acknowledging everyone's unique perspectives, backgrounds, and abilities.
- **Inspire:** We inspire students to dream big and achieve their greatest educational and career goals.
- **Accuracy:** We strive to provide current, consistent, and accurate information to assist students in making informed decisions.
- **Collaboration:** We practice open and direct communication across both instruction and student services to provide the highest quality of services to students.
- **Welcoming:** We appreciate an enjoyable and encouraging work environment that makes all feel welcome and inspired. Our atmosphere promotes honesty, laughter, and open-mindedness.
- **Collegiality:** We foster a mutually respectful work environment that is open, flexible and growth-oriented.

### Strategic Goals

- To evaluate the quality of customer service: counseling accessibility, online appointment system, counseling appointments and Quick Questions by Fall 2020.
- Improve student access to online counseling by piloting Cranium Cafe (CF) by Spring 2020.
- Collaborate with IR on a self study of the impact of counseling to student retention, persistence & success.
- Academic Probation objective? What is our goal?

## Disability and Resource Center / Veterans Resource Center

### Disability Resource Center Mission

We are committed to creating a safe, equitable, and supportive environment for students with disabilities. We aim to create a campus climate in which diverse learners are respected, universal design is prioritized, and academic adjustments are implemented. We offer academic counseling, learning assessments, assistive technology, coaching, and educational assistance courses with each service designed to meet the unique needs of our students. We educate our campus community on the civil rights of people with disabilities so they are successful in their educational and career journeys.

### Veterans Resource Center Mission

We aim to create a supportive environment that enables the success of our veterans through academics, wellness, and camaraderie. We provide support services for student veterans, military service members, and/or their dependents. We are committed to supporting our students in achieving academic success, professional growth, and meaningful employment.

**Motto:** “We promote **C**amaraderie, the **A**dvancement of our students, offer **R**esources and **E**mpower them to be their best selves (CARE).”

### Values

- **Empathy:** We are a supportive and collaborative team that creates an inclusive and empathetic environment for our students.
- **Open Communication:** We practice clear and open communication that promotes transparency and honesty.
- **Self-Efficacy:** We instill self-confidence in our students by ensuring they feel understood, validated, and empowered to be self-sufficient.
- **Honor:** We honor our students by providing services that are personalized, timely, effective, and supportive.
- **Joyful:** We promote a positive, healthy, safe, and unbiased environment that is welcoming, mindful, and joyous.
- **Resourceful:** We support our students through challenging circumstances by referring them to a variety of resources to set them up for success.
- **Caring:** We promote **C**amaraderie, the **A**dvancement of our students, offer **R**esources and **E**mpower them to be their best selves (CARE).
- **Empowerment:** We empower our most disenfranchised students by informing them of the power of choice.
- **Growth:** We aim to continuously learn and improve as individuals and as a team.

## Strategic Goals

- Advocate for accessible routes on Foothill's main campus.
- To increase outreach efforts by 20% to Veterans so that they have increased access to VRC services by Spring 2021.
- DRC/VRC: To evaluate any equity gaps in services (including book vouchers and accommodated testing) & create an outreach plan to reach out to disproportionately affected groups by Spring 2021.
- To collaborate with the Financial Aid office to increase the # of students who complete a FAFSA and access to scholarships by 15% by Spring 2021.
- To build a partnership with the tutorial center to increase access of tutorial services for DRC students by 20% by Summer 2020. {possibly change to % of referrals}
- In collaboration with psychological services, to conduct an assessment of front desk protocol, procedures and improved customer service by Fall 2020.
- To ensure that 90% of all students tested are eligible for learning disability services will use their accommodations by Spring 2021.
- To conduct an analysis of DRC/VRC counseling appointment wait lists and determine a plan of action by Fall 2020.
- To assess and increase by 10% the number of students using computer access center by Fall 2021.
- To increase the number of presentations for faculty, staff and students on services offered in DRC by Fall 2020.

# EOPS Office

## Mission

Driven by a legacy of equity and social justice, we provide a personalized connection for our students so they have the navigational capital to achieve academic success. We enhance the student experience by offering solution-based practices. We provide over and above services aimed to encourage, support, and empower students from entry to completion.

## Values

- **Innovative Technology:** We apply the use of technology to improve our operations and workflow.
- **Accountability:** We hold ourselves accountable toward meeting EOPS implementation guidelines.
- **Navigating:** We inform and guide students through various campus resources to promote awareness and to build self-advocacy skills that will navigate Foothill College and transition into the 4-year college system and/or their future career.
- **Specialized Attention:** We provide personalized services to meet students' individual and unique needs.
- **Joyful:** We promote a friendly, joyful environment filled with compassion for each other and our students.
- **Collegial:** We work in a supportive and trusting, team-based environment that allows for collegial decision-making.
- **Innovation:** We provide a safe space that encourages innovation and experimentation of ideas.
- **Community:** We foster a supportive and safe community where students have a sense of belonging and feel empowered to thrive in a college environment.
- **Validating:** We validate students' commitment throughout their academic journey.

## Strategic Goals

- Create paperless systems to measure student compliance, access files, documents and policy by Fall 2020.
- Maintain a success rate of 5% or greater average in Certificate, AA Degrees and transfers when comparing EOPS participants to non participants at Foothill College annually.
- Build a community: Ensure that at least 95% of EOPS participants feel a sense of community as a result of participating in our program.
- Create a procedure and operating manual by Summer 2020.
- Minimize Attrition: Lose less than 5% of new and continuing participants from quarter to

quarter.

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# Financial Aid Office

## Mission

We provide an equitable, sensitive, and confidential environment to teach students how to maximize their educational financial resources. We make a conscious effort to reach out to our diverse student body to offer:

- high-quality financial aid assistance;
- support in removing financial barriers; and
- accurate and timely delivery of services in a caring manner.

## Values

- **Encouragement:** We proactively guide and encourage students so that more of them can afford college.
- **Trust:** We build trusting, supportive relationships with students as we help remove any financial obstacles that may stand in the way of them reaching their educational goals.
- **Collaboration:** We listen to all student needs and coordinate with other campus resources to ensure we connect them with services beyond financial aid.
- **Solution-based:** We enjoy working as a collaborative team to solve problems to provide the best student experience possible.
- **Rewarding:** We create a rewarding experience by offering customized services based on each student's unique circumstances.
- **Communication:** We are efficient and thorough in our communication with students and amongst each other.
- **Appreciation:** We recognize and appreciate each other's unique skill sets and value integrity, trust, and reliability.
- **Welcoming:** We work in a setting that is welcoming and fully resourced in order to provide the optimal student experience.

## Strategic Goals

- To evaluate the quality of customer service across the entire student aid life cycle by Fall of 2020.
- To ensure our website and distributed materials (including ppts, mass email communication messages) are clearly understood by students at all phases of the student aid life cycle by Fall of 2020.
- Increase by 10% outreach and awareness efforts to support aid recipients and their families in making sound financial decisions by Spring 2020.
- To effectively and efficiently administer services to an increased number of students who receive

financial support by Fall 2020.

- To evaluate any equity gaps in services & creating an outreach plan to reach out to disproportionately affected groups by Summer 2020.
- In conjunction with HR, improve the efficiency of the student employment process.
- Form partnerships with Apprenticeship Program and Outreach & Marketing dept. to increase the number of apprenticeship aid recipients and “almost complete” degree/certificate seekers by Summer of 2020.

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# Psychological Services

## Mission

Psychological Services and Personal Counseling offers all students a confidential, non-judgemental space to receive support from licensed professionals to promote wellness, success, and hope.

## Values

- **Hope:** We serve students to help them feel they are not alone, and we are here to instill hope.
- **Collaboration:** We provide collaborative mental health prevention and awareness to all students, and the greater Foothill community.
- **Community:** We collaborate with external resources to ensure continuity of care.
- **Equity:** We provide a safe, non-judgemental environment to all students but especially those students from underserved populations.
- **Wellness:** In order to advance wellness goals, we offer confidential and safe services that explore a variety of stressors and tools that assist students in meeting their academic and personal goals.
- **Leadership:** We develop our programs and services based on student need with solid support from leadership.
- **Work Environment:** We promote a supportive, safe, cooperative work environment while nurturing our own self-care.

## Strategic Goals

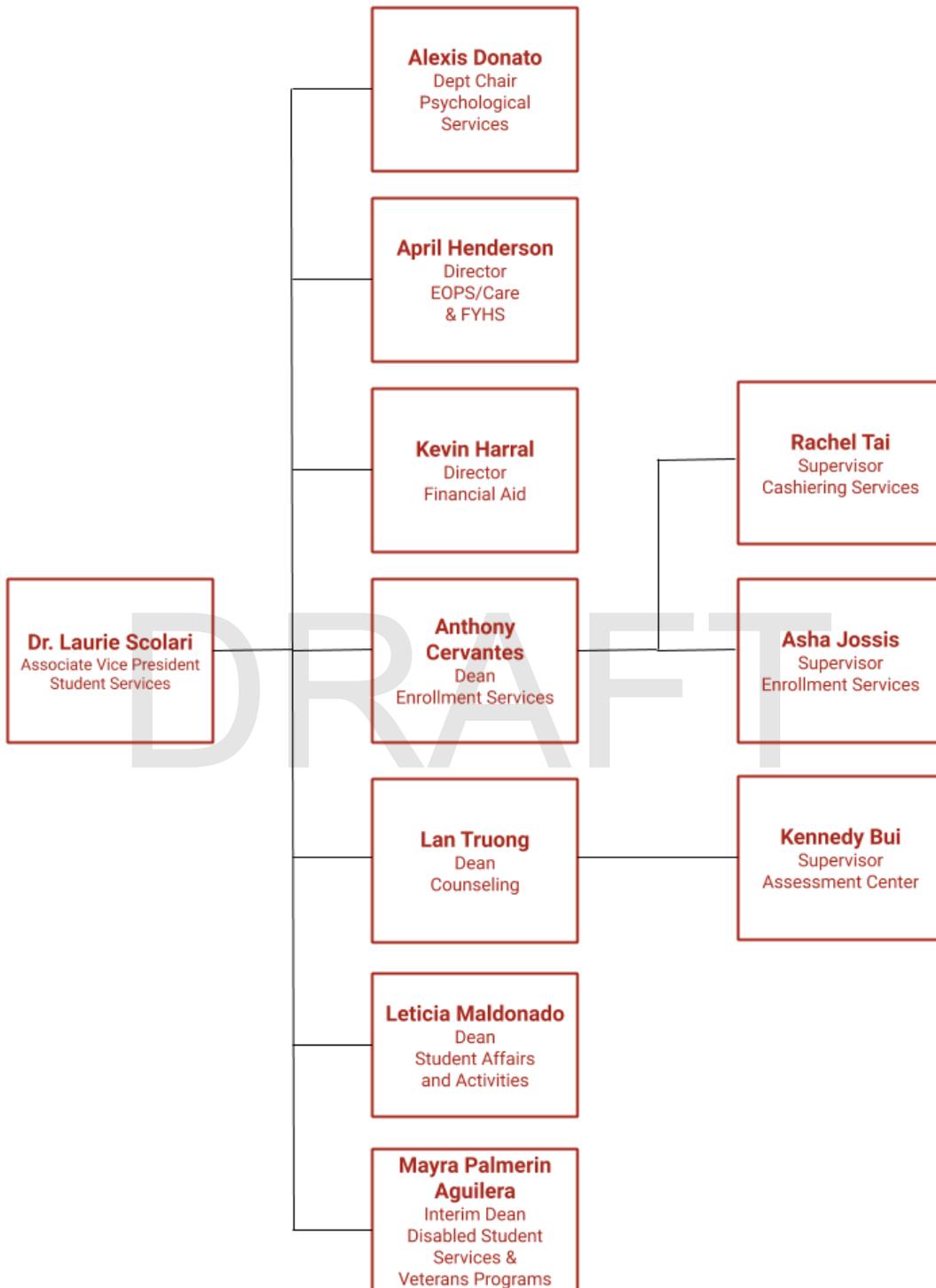
- To maintain an 80% or higher satisfaction rate of high-quality individual mental health services by Spring 2021.
- During hours of operation, immediate response to 95% of student crisis by Spring 2021.
- To increase student access to mental health services to by least one activity per month by Fall 2020.
- To increase awareness of suicide prevention strategies by at least three activities by Fall 2021.
- To implement a mental health wellness survey to assess the state of mental health on campus.

## Strategic Planning Process

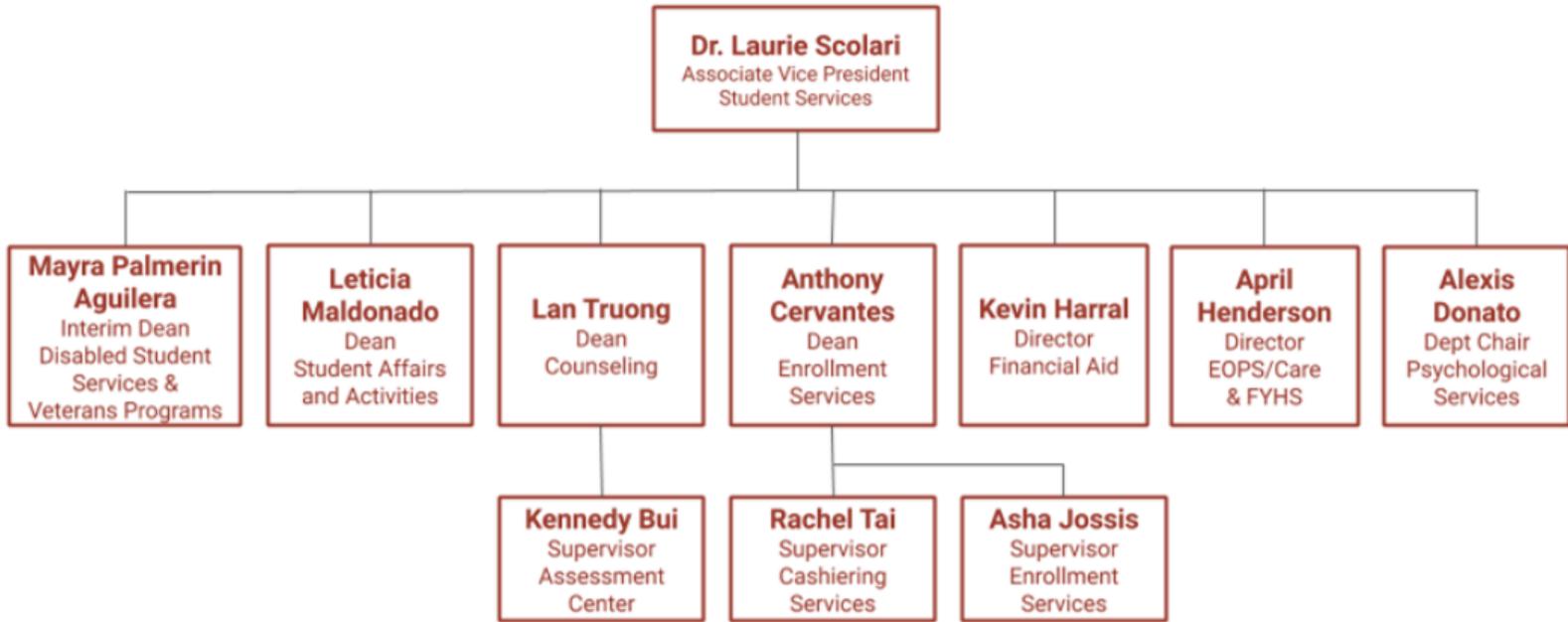
### Timeline

January 2020	<b>Student Services Unit Convenings</b> Each unit under the Student Services Division launches a comprehensive Strategic Planning Process.
February 2020	<b>Student Services Quarterly Conference</b> 100 staff members came together to collaborate and develop a unit mission, values, and measurable objectives.
March 2020	<b>Unit Strategic Plans Finalized</b> Each of the nine (9) units convened regularly to refine the plan.
April 2020	<b>COVID-19 Crisis</b> The emergency pandemic forced units to rethink how to offer services virtually to adhere to the shelter-in-place mandate across the country.
June-July 2020	<b>Electronic Transition Phase</b> Each unit went under intense revisions of their data collection processes and implemented an electronic submission process.
Nov-Dec 2020	<b>Strategic Plan Revisions Post-COVID</b> With new virtual practices in place, units revised their mission, values, and objectives.
February 2021	<b>Strategic Plan Adoption</b> The plan is published and distributed as a final copy to all units for adoption.

## Vertical Organizational Chart



## Horizontal Organizational Chart



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