

## **SUPPORT SERVICES Executive Summary**

### **Charge to the Support Services Committee:**

The Support Services Focus Area Team was charged with identifying ways to ideally deliver support services to ECC's students through assessing ECC's currency, delivery, integration and coordination of student services in fulfilling the needs of students.

### **Desired Outcomes:**

To sustain a national model for student support

### **How Recommendations link to fulfillment of the Vision, Mission and Core Values**

Support Services provides support to students throughout their life cycle with the college – from the first recognition of ECC's presence to marketing and recruitment to matriculation as students enter the institution to career resources and transfer counseling as they graduate and leave to pursue their goals.

Support Services also exist to provide assistance to students to succeed academically and outside the classroom. Some of the services provided include:

Student growth, development, Awareness and appreciation for cultural diversity, Social growth, Tutoring and mentoring, Time management services, Study habits, Paper writing and math skills, test taking skills, Student organizations, Student housing and Students assistance in learning and other skills necessary for academic success.

### **Focus Area Team Summary List of Recommendations**

1. Create a clear and agreed upon vision for student services
2. Provide One-Stop Student Services so that there is a welcoming, friendly service environment at each campus where students' needs are met.
3. Establish systems and process to Put Students First
4. Provide for human resource enhancement for all employees

### **Resultants International, Inc. Summary List of Recommendations**

1. Increase ECC SUNY Student Services rankings in all areas
2. Continue implementation of Clarus recommendations
3. Assess student technology, library, learning support, and other academic needs and assure their support.
4. Provide intra-campus transportation
5. Provide tutoring and mentoring support, including having space available for study  
Assure access to all facilities for all students
6. Assure access to all facilities for all students
7. Conduct a support audit to determine the quality and quantity of student services
8. Participate in national programs to assure that best practices are brought to ECC and that ECC can present its programs to others
9. Assure that there is continuous feedback to ECC from students about the nature and quality of services
10. Assure that student life at ECC reflects the interests and expectations of students
11. Expand grant writing, scholarship, and other revenue enhancements for student support
12. Expand opportunities for student leadership and involvement, especially with faculty
13. Provide cultural activities appropriate to all students

## **Focus Area Teams Support Services Recommendation #1**

**Create a Clear and Agreed Upon Vision for Support Services and provide ways to ensure buy-in to that vision.**

### **Action Plan**

1. Assist students in negotiating all that it means to be a successful student at ECC to help them attain personal and academic goals
2. Continue to develop strategies to have a seamless approach between Academic and Student Services
3. Provide comprehensive, accessible Student Services offices
4. Properly train people to provide appropriate services
5. Identify and provide adequate resources
6. Conduct ongoing assessment to ensure desired outcomes are being achieved
7. Keep, faculty, staff, students, unions, administration, financial supporters and the community involved in the development and implementation of strategies.

## **Focus Area Teams Support Services Recommendation #2**

**Provide One-Stop Student Services so that there is a welcoming, friendly service environment at each campus where students' needs are met.**

ECC should provide for **One-Stop Shop** accessibility to services and information that might be needed by students, faculty or the community. The locations are both physical (a place) and virtual (a web site). One-stop Shop becomes a metaphor for an integrated, seamless information architecture that meets the needs of all constituents.

In college and university circles, this typically refers to a central location, easily accessible and easy to use, at which a student can receive all the services she or he requires – from information to matriculation to graduation. The future ECC would extend the concept to the entire information infrastructure, including faculty and staff services, administrative services, and other information intensive areas.

### **Action Plan**

1. Integrate admissions, financial aid, registration, counseling, advisement, placement/career center, health, security and other student services into one physical location
2. Provide appropriate services in 'Student Centers', physically located on each physical and virtual campus
3. Integrate the following design issues prepared by Student Services staff
  - Reception desk at entrance greeting students with a staff person, phone, forms and information material
  - Name tags for staff
  - Web site # response for information missing from application

- Drop \$50 acceptance fee-send out enrollment intent cards
  - Initiate \$20 application fee-(to reinvest in student services)
  - Undeclared majors (with good academic/career advisement)
  - Research Compass placement testing or Accuplacer
  - Program changes-must meet with a counselor/career counselor
  - Mandatory-General Studies success skills course for 240 students
  - Counselors advising General Studies students/running General Studies courses
  - Review new career guidance system-pinpoint/focus
  - Explore/expand dual admissions
  - Dedicate a room/personnel and computers for placement test
  - Explore 3 credit internship programs (co-ops)/career planning institute high school scholarship & 2+2 scholarships
  - Develop academic advisement handbook
  - Develop workshops for advisors and student service staff
  - Pay faculty for summer advisement
  - Reinstate transfer day
  - Assign a person responsible for developing and keeping current articulation agreements and 2+2 programs
  - Health clinic giving shots at registration
  - Academic deans involvement in early warning system
  - Reinstate student assistants (paid positions for advisement)
  - Marketing brochures for student services, scholarships, schools our
  - Students transfer to (list of all scholarships at the top of transfer schools) to elevate credibility.
4. Address the following Step 1 challenges within one year
- Define roles of departments
  - Define individual staffing roles
  - Define location of offices
  - Get buy-in from all internal constituents including upper administration and unions
5. Address the following Step 2 challenges within three years
- Identify the appropriate technology needed
  - Secure the support of college administration
  - Determine physical layout of offices
  - Adequate train staff to the new systems
  - Define how Student Services contributes to the overall mission of the institution
6. Complete the rollout within 5 years
7. Improve and update as new technologies and processes become available

**Community College Model Programs:**

- a. One of the most popular trends in community colleges is the development of one-stop shops for a variety services. Typically the planning process includes adding the concept to a college's strategic plan, dedicating

planning resources to design and implementation, and unfolding phases of the plan. The reason for the long lead time is that the centers are complicated, including the integration of facilities, different departments, technology, and services, all while continuing to serve students.

- b. **Learning Communities:** One-stop shop capabilities include a wide range of services: marketing, application, registration, matriculation, counseling, testing, career service, internships, financial aid, scholarships, clubs and organizations, and other student services. The context for the one-stop shop is often the 'learning community,' a loosely defined entity within the college that organizes all aspects of student life, with special emphasis on assuring the individual student is connected to the college to assure a higher likelihood of retention and graduation. Whereas the one-stop shop concept focuses on 'group' processes for students; the learning community process focuses on the individual's needs.
- c. Among the colleges that have gained a reputation for excellence in incorporating the one-stop shop for students are:
  - i. Maricopa (AZ) Community College
  - ii. St. Petersburg (FL) College
  - iii. Community College of Baltimore County
- d. Among leading practitioners of the learning community are:
  - i. Lane Community College, Eugene, OR
  - ii. Portland (OR) Community College
  - iii. Maricopa (AZ) Community College
- e. For an overview of integrated learning communities, see <http://www.mcli.dist.maricopa.edu/ilc/monograph/>. This is by Geri Rasmussen and Elizabeth Skinner of Maricopa Community College.

For additional information see "*Curricular Niche Markets*" located in the Curriculum section for community colleges that have been recognized for their One-stop delivery. Examples from CC of Denver, CO, CC of Portland, OR and Kirkwood CC of Cedar Rapids, IA are listed.

In addition, the following website of Jefferson State CC of Birmingham, AL is an excellent example of how to do One-stop utilizing the web;  
<http://www.jsec.cc.al.us/>.

### **Focus Area Teams Support Services Recommendation #3**

**Establish systems and process to Put Students First.**

#### **Action Plan**

1. Identify to all students, faculty and administration that this strategy requires change

2. Identify the steps necessary to manage this change process for all affected constituent groups
3. Clearly define what it means to be a "student-first" institution
4. Identify and empower a point person from Student Services to manage the change process
5. Identify and track behaviors that demonstrate what this philosophy looks like at all levels in the College
6. Build in rewards for those who demonstrate appropriate behaviors
7. Market the philosophy and successes throughout the institution and the region
8. Build philosophy into hiring practices
9. Build philosophy into performance management system

### **Focus Area Teams Support Services Recommendation #4**

**Provide for human resource enhancement (training and support) for all employees.**

The future ECC should establish an environment of trust, respect, open communication, civility, and professionalism. To this end, faculty and staff would be motivated and appropriately rewarded; they would have ample opportunities for professional development and growth, and they would fully participate in the life and direction of the college.

#### **Action Plan**

Build in staff development needs to annual budgetary and planning processes. Consider staff development issues as a part of the bargaining process, as the institution has an interest in having well-trained, motivated employees and the staff accrue real benefits from training and up-grading skills. Develop a job description model that includes the types and frequency of training and services necessary. Collaborate with other colleges and universities to co-sponsor training, thus leveraging costs, through distance learning, computer-based training and face-to-face training.

#### **Community College Model Programs:**

**The Knowledge Net: Connecting Communities, Learners, and Colleges** is published by the American Association of Community Colleges and the Kellogg Foundation, is considered the definitive look at recommendations for community college strategic development. Highlighted recommendations include:

##### **Human Resources**

- create a positive, professional work environment that values all personnel regardless of classification.
- seek and hire diverse and competent faculty and staff in every part of the institution.

- allocate at least 2 percent of their annual operating budgets to the professional development and training of their personnel.
- prepare more people for higher education leadership roles and strive for more diversity in all leadership positions.
- initiate or strengthen leadership programs that will prepare a new generation of community college leaders.
- recognize the importance of physical and mental health in the learning, retention, productivity, and well-being of all persons, and should respond with programming, policies, and services to promote a healthful environment for learning.

### **Resultants International, Inc. Support Services Recommendation #1**

**Sustain ECC's student services to the point at which each of the 20 areas measured annually by SUNY are ranked in the top 10 of all colleges in NY.**

#### **JUSTIFICATION**

ECC ranks in the top 10 in one of twenty categories of student satisfaction, according to SUNY survey of 2000. Future student retention will be impacted by how ECC performs against these indices.

#### **Tactical Action Plan**

For each of the twenty SUNY categories, a person should be designated to develop a plan to improve the services or outcomes associated with the specific measure. The person should have targets to meet, with appropriate support for meeting those targets, within the constraints of time and budget. While it is not necessarily desirable to be #1 in New York in all areas, it is important to show steady improvement on these key indicator areas.

### **Resultants International, Inc. Support Services Recommendation #2**

**Continue implementation of Clarus recommendations.**

#### **Tactical Plan First Steps:**

Vice presidents agree on implementation schedule and plans for updating the plan.  
Maintain cycle of implementation on rolling three-year basis.

### **Resultants International, Inc. Support Services Recommendation #3**

**Assess student technology, library, learning support, and other academic needs and assure their support.**

**Tactical Plan First Steps:**

VPSA, faculty and students develop a model plan for student living and learning at ECC. Concurrently, an inventory of existing resources is developed. The information is used as a part of the facility development and campus master planning processes. Maintain cycle of implementation on rolling five-year basis.

### **Resultants International, Inc. Support Services Recommendation #4**

**Provide intra-campus transportation**

**Tactical Plan First Steps:**

President and Chief Administrative & Financial Officer (CAFO), in cooperation with the regional transportation leaders, incorporate ECC into regional transportation planning. Concurrently, ECC would develop a needs analysis and cost analysis of transportation plans inherent in the various facilities scenarios.

### **Resultants International, Inc. Support Services Recommendation #5**

**Provide tutoring and mentoring support, including having space available for study.**

**Tactical Plan First Steps:**

VPSA conducts student and faculty needs assessment of existing and needed study facilities and capabilities. Mentorship and tutoring programs implemented through VPSA, working with academic program areas.

### **Resultants International, Inc. Support Services Recommendation #6**

**Assure access to all facilities for all students.**

**Tactical Plan First Steps:**

Campus assessed for access during winter and non-winter season. Amenities for disabled students catalogued and expanded, as appropriate. Information is used for safety, accessibility and marketing.

### **Resultants International, Inc. Support Services Recommendation #7**

**Conduct a support audit to determine the quality and quantity of student services.**

**Tactical Plan First Steps:**

VPSA names campus-wide committee to coordinate activities. Committee creates three master audit templates: for programs, for services, for admission/program/graduation processes. Committee also defines a communication process to assure understanding of its deliberations.

### **Resultants International, Inc. Support Services Recommendation #8**

**Participate in national programs to assure that best practices are brought to ECC and that ECC can present its programs to others.**

**Tactical Plan First Steps:**

ECC sends speakers and participants to national meeting (e.g. ACCT, AACC, LICC) to determine best practices nationally and to shared ECC success with others.

### **Resultants International, Inc. Support Services Recommendation #9**

**Assure that there is continuous feedback to ECC from students about the nature and quality of services.**

**Tactical Plan First Steps:**

VPSA and student government institute 'customer service' forums to hear feedback and generate ideas for student services. They include these concepts in the appropriate campus wide plans.

### **Resultants International, Inc. Support Services Recommendation #10**

**Assure that student life at ECC reflects the interests and expectations of students.**

**Tactical Plan First Steps:**

VPSA and student government surveys for students and faculty to develop feedback and generate ideas for academic services. They include these concepts in the appropriate campus wide plans.

### **Resultants International, Inc. Support Services Recommendation #11**

**Expand grant writing, scholarship, and other revenue enhancements for student support.**

**Tactical Plan First Steps:**

VPSA develops grant and fund-raising plans to support students and student services, including expanding Canadian, inter-state, and other collaborative programs.

## **Resultants International, Inc. Support Services Recommendation #12**

**Expand opportunities for student leadership and involvement, especially with faculty.**

### **Tactical Plan First Steps:**

VPAA and VPSA, faculty and students, develop leadership development programs and opportunities for ECC students. Develop internships on-campus and with governmental and not-for-profit organizations to support students.

## **Resultants International, Inc. Support Services Recommendation #13**

**Provide cultural activities appropriate to all students.**

### **Tactical Plan First Steps:**

VPSA and others, while engaged in excellent programming to date, can begin to co-sponsor a wide range of multi-cultural, athletic, and social events on campus and across the region, consistent with ECC's goals.

## **Impact on other focus areas:**

### **Facilities**

If the 3 campuses remain in their current locations, these recommendations would impact the campuses as follows.

- North – a new Student Services facility should be built.
- South – Offices should be re-laid out and aligned differently, but would probably not require additional square footage.
- City – More square footage is required than is currently available. Student Services should be located in the same buildings as classes so that they are easily accessible to students.

### **Economies and Efficiencies**

In general, the number of staff members would probably remain the same under these recommendations. However, there would be realignment of responsibilities. Staff training will also be required in many areas.

### **Equipment/Technology**

Implementing these recommendations would require about twice as much technology as is available today. Funding will also be required to maintain and upgrade technology after it is purchased. In addition, ongoing training for staff members on how to use the new technology will be required.

<sup>1</sup> Wall Street Journal February 19, 2002 *Community Colleges Can Help Small Firms With Staffing*, by Jeff Bailey

### **Financial Implications**

There would be significant increases in the capital funding required in the early years of one stop shop implementation. Once facilities and equipment are in place, ongoing operating expenses, as a percentage of the total budget, would probably remain constant and be similar to what they are today.

New construction would require the following to be addressed in the following timeframes:

- **Fall of 2002**
  - **Identify possible locations**
  - **Architects**
  - **Construction Plans**
  - **Human and Financial Resources**
  - **Assess Current Space Allocation**
  - **Begin Public Relations**
    - **How ECC is marketed**
    - **Get public to embrace the vision**
    - **Involve community in growth**
    - **Improve offerings**
- **Fall of 2003**
  - **Know where we're getting finances from**
  - **Financial commitment**
  - **Begin staff training for the future**
- **Fall of 2005**
  - **Designate or Acquire land, permits, etc.**
  - **Construction begins**
  - **Upgrade current facilities**
  - **Rededicate current space that will be used other ways**

Erie Community College Institutional Assessment/Feasibility Study Final Report May 2002

**Key for Impact Assessment Tables**  
 Short term = 0-5 years  
 Long term = 5-15 years  
 Financial = Resource Impact  
 Internal = Effect on Faculty, Staff, and Administration  
 External = Effect on Students and Community

H = High  
 M = Moderate  
 L = Low

Support Services Impact Assessment							
Recommendation	SHORT TERM				LONG TERM		
	Financial	Internal	External		Financial	Internal	External
1. SUNY Rankings	L	M	H		L	M	H
2. Clarus implementation	M	M	H		M	M	H
3. Student academic support	M	L	H		M	L	H
4. Transportation	H	M	H		H	M	H
5. Tutoring	M	L	H		M	L	H
6. Facility access	M	L	M		M	L	M
7. Services audit	L	L	M		L	L	M
8. Best practices	L	M	M		L	H	H
9. Feedback	L	M	H		L	M	H
10. Student life	M	M	H		M	M	H
11. Grants	L	H	H		L	H	H
12. Leadership	L	M	M		L	M	M
13. Cultural Programs	M	H	M		M	H	M

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