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| **Department** | **Director** |

**Purpose**

This tool is designed to provide information about the work of each department in the Student Affairs division. This data will be used to inform the two-year long Program Prioritization process the entire college is engaged in as we seek to “right size” our district and “right serve” the needs of our students. While the content generated through the completion of this tool will be a heavy factor toward decision making, this will not be the only factor used to determine our path forward.

At the conclusion of this work, each department will have recommendations related to:

* Maintain
* Phase Out
* Modify
* Grow

Thank you for doing the hard work of thinking about your work and how it fits into a comprehensive community college in southern Oregon.

**Introductory Statement**

Narrative:

1. What is the purpose of your department? Describe the services and frequency of services that your department provides and to which customers (students, faculty, staff, donors, community and others)?
2. What data do you use to ensure your awareness and effectiveness of the impact of your work?
3. Describe the student population/demographics served by this department
4. Number of students served, by major
5. Number of staff (classified and/or faculty) providing services
6. Staff: Student
7. Benchmarking; Compare your department with similar departments at other institutions or with national norms- using a-e here.

Comment:  
What barriers exist to greater use of or access to services?

What are important developments or changes needed in order to continue meeting “customer” needs (students, staff/faculty)?

**For the following 6 questions, please use the 1-5 rating scale for each line:**

**Rating Scale**

1 = Very low to no degree (This is generally the work of another department)  
2 = Low to Very Low degree (Occasionally we get involved with this work)  
3 = Average (Sometimes we do this)  
4 = Repeatedly to consistently (We frequently are involved in this work)  
5 = Constantly to repeatedly (This is our core work!)

*Please provide notes and supporting data for any rating of 4 or 5*

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| 1. **Cultural or Campus Impact on Staff and Students:** | | | |
| **To what degree does the work of the department provide services to promote:** | 1. **The acceptance of all students on campus** | |  |
| 1. **The removal of enrollment barriers** | |  |
| 1. **The removal of retention barriers** | |  |
| 1. **The closure of equity gaps** | |  |
| 1. **Advocating for students in college systems or routines** | |  |
| 1. **Promoting student’s persistence** | |  |
| **Average rating:** | | **0.0** |
| ***Please provide notes and supporting data for any rating of 4 or 5*** | | | |
| **Comment: What resources do you need to improve your services to a superior level and what data do you have to support this?** | | | |
| 1. **Connection to College Efforts:** | | | |
| **To what degree is the work of the department currently involved in related to:** | | 1. **College Mission** |  |
| 1. **Strategic planning or WIGS** |  |
| 1. **Achieving the Dream outcomes or best practices** |  |
| 1. **ACES/Trauma Informed practices** |  |
| 1. **Accreditation requirements** |  |
| 1. **Guided Pathways initiatives** |  |
| 1. **State or Federal law, local, or Oregon policy or requirements** |  |
| **Average rating:** | **0.0** |
| ***Please provide notes and supporting data for any rating of 4 or 5*** | | | |
| **Comment: Describe any duplication of your services on campus and if there are equivalent services equitably available in the community.** | | | |
| 1. **Connection to the Internal Functions:** | | | |
| **To what degree is this department utilized by or does it work with or for, other areas in order to support students or to meet program or process needs:** | | 1. **Student Affairs departments** |  |
| 1. **Academic Affairs departments** |  |
| 1. **Operations and Finance departments** |  |
| 1. **People Safety and Culture departments** |  |
| 1. **Governance departments** |  |
| **Average rating:** | **0.0** |
| ***Please provide notes and supporting data for any rating of 4 or 5*** | | | |
| **Comment: Describe opportunities that may exist for greater collaboration and team approaches in the delivery of your services. What work do you do that supports the work of others and what work is done to support you?** | | | |
| 1. **Connection to Partners:** | | | |
| **To what degree does the program serve as a value-added support to community agencies and partners such as:** | | 1. **Universities** |  |
| 1. **K-12** |  |
| 1. **Federal Systems** |  |
| 1. **WorkSource Oregon** |  |
| 1. **Vocational Rehabilitation** |  |
| 1. **Foodbanks** |  |
| 1. **Housing Authority** |  |
| 1. **Transportation Departments** |  |
| 1. **Businesses** |  |
| 1. **Health providers** |  |
| 1. **Service Clubs** |  |
| 1. **Local or State Government** |  |
| 1. **Other** |  |
| **Average rating:** | **0.0** |
| ***Please provide notes and supporting data for any rating of 4 or 5*** | | | |
| **Comment: What do these communities and partners expect us to provide to the people they serve?** | | | |
| 1. **Essential Connection:** | | | |
| **To what degree is the department work essentially related to the following factors:** | | 1. **New student enrollment** |  |
| 1. **Current student Retention** |  |
| 1. **Upholding legal requirements** |  |
| 1. **Providing ethical services to students** |  |
| 1. **Supporting campus safety** |  |
| 1. **Providing an equitable, accessible environment and experience for students.** |  |
| 1. **Student engagement** |  |
| 1. **Student development** |  |
| 1. **Avoiding liability or fees/fines by providing services** |  |
| **Average rating:** | **0.0** |
| ***Please provide notes and supporting data for any rating of 4 or 5*** | | | |
| **Comment: What technologies are available to you to provide your services better? What resources do you need to be more effective users of the technology?** | | | |
| 1. **Alternative Funding:** | | | |
| **To what degree does the department have the ability to do the following?** | | 1. **Generate Revenue for department services** |  |
| 1. **Win grants to support work** |  |
| 1. **Do Fundraising activities** |  |
| 1. **Sell Goods** |  |
| 1. **Generate revenue if something holding you back now, changed** |  |
| 1. **Find an alternative funding source** |  |
| **Average rating:** | **0.0** |
| ***Please provide notes and supporting data for any rating of 4 or 5*** | | | |
| **Comment: How could the college help your department do its job better or be more efficient? If the college invested in new resources then would the program be of better quality or have a broader reach?** | | | |
| 1. **Personnel:** | | | |
| **How many department members are intentionally cross trained and in what areas?**  **Have we “worked around” or “structured around” deadwood (as the book mentions) and other personnel issues -and is this the time to stop indulging and start confronting them?**  **Is the workload/demand consistent throughout each term?**  **Can cyclic work be done by staff from other departments/divisions?** | | | |
| 1. **Budget Reduction Discussion:** | | | |
| **Explain how your department could function with:**   1. **5% percent reduction in staff** 2. **10% percent reduction in staff**   **Explain how your department could function with:**   1. **5% percent reduction in non-personnel resources** 2. **10% percent reduction in non-personnel resources** | | | |
| 1. **Consequences / Effects:** | | | |
| **Comment: Using department data, what would be the consequences or other effects on service deliver in each case:**   1. **Could a reduction in staff or capacity of the department to do its work expose the college to legal liability, how?** 2. **Would retention rates be impacted negatively, why?** 3. **Would student engagement suffer, why?** | | | |