

**INSTRUCTIONAL PROGRAMS AND AREAS  
PROGRAM REVIEW/PLANNING AND EVALUATION PROCESS**

**QUESTIONNAIRE FOR NON-INSTRUCTIONAL PROGRAMS**

**INSTRUCTIONS:**

Complete all sections as instructed. Click the shaded sections to type your answer. When completed, please save your file and e-mail as an attachment to tanya\_hanton@westvalley.edu.

**A. INTRODUCTORY QUESTIONS:**

1. Program Name: ***Campus Center & Student Activities***

2. Person(s) completing the questionnaire: *Ms. Michelle J. Donohue, Director*

3. Date of completion: *10/25/2007*

4. What are the primary purposes of the program? Check all that apply.

- WVC Degrees and Certificates
- Transfer Courses
- WVC General Education
- Lifelong Learning/Life Enrichment
- Occupational / Vocational Courses
- Student Support Services
- Academic Support Services
- Administrative Functions

5. In one paragraph, how does the program further the College's mission and goals? (only new information need be added)

*Student Life is a vital part of the educational experience at West Valley College where a student's campus involvement enables them to explore and develop their talents, network with others, and realize their leadership potential. It can be truly rewarding to participate in our community where strong relationships are built with others. Student Activities can and should, be very much a part of a student's learning repertoire by providing a rich variety of opportunities such as planning, developing and implementing a wide array of events and activities that build and promote community. The staff is committed to helping create a multi-cultural community in which everyone is valued. A student's willingness to build skills in the areas of communication, cooperation, and compromise will enrich their collegiate experience and life. Involvement in student life creates the greatest opportunity for students to develop and become full contributing members of a community, enhancing the vitality of West Valley College. Their active participation in, and support of the West Valley College mission, will allow them to make the most of their education for themselves and for others.*

6. In one paragraph, what significant events have affected or impacted the program since the last program review?

*This question is difficult to answer in one paragraph. Our operation needs to continue to raise awareness, with the Cabinet, around the legacy of strengths and challenges within the operation so they don't remain on the back burner.*

*In the past ten months, the leadership of Student Activities and Campus Center transitioned. With that, the previous Director left a comprehensive report of challenges facing the organization within the past three years. As the new Director, I have analyzed the operation in the span of ten months, and with input from the staff we have put together a comprehensive list of goals and priorities for the operation. I have included the previous Director, Dr. Jeff Nierney's concerns and challenges below, with which I concur.*

*(1) Funding. As a self-support operation, the campus center expenses continue to exceed generated revenue with the cost of staff, facility maintenance and utilities combined. This makes it difficult to build community and support "student life" without student events and programs. Additionally, funding for staff professional development is the lowest priority. Monies need to be dedicated to support event planning both for Student Activities operation and to support other student support services programs through co-sponsorship and collaboration. To increase operation revenue, the campus will need to reframe current agreements with Campus Center tenants and those external organizations who use the campus center for events/retreats.*

*The hiring of our new Vice President for Administrative Services has brought rejuvenation to the Campus Center staff. With his arrival, the Director and VP of Administrative Services assembled significant data around Campus Center financial challenges that have significantly influenced a positive budget for the 2007-2008 fiscal year. The district has assumed the cost of the Campus Center utilities of \$100,000. The Vice President for Student Affairs 10% of his salary costs has been assumed under the general fund. Finally 50% of the district/campus recycler position has been assumed by the district. All three of these changes will leave, with on-going budget oversight, the Campus Center budget in a healthier financial state. These huge financial "wins" still do not allow for the operational budget to incur the costs or address the significant facility preventative maintenance challenges below, listed in pressing priority.*

*(2) Campus Center Facility Management*

*Maintaining a preventative maintenance (PM) budget has not been a practice of West Valley College and the administration overseeing the Campus Center in the past. Even, the HUD loan requirement to always maintain a fund balance of \$150,000.00 to be spent specifically toward PM work, was not honored. The 40 year old facility is now needing significant attention that could cost in upwards of \$250,000.00. This expense does not include any cosmetic modifications like new furniture, etc.*

*Deck-\$100,000.00*

*Wooden Overhangs/Arbors-\$60,000.00*

*Wooden Foundation/Siding-\$110,000.00*

*Roof Replacement-\$50,000.00*

*A plan for addressing facility management issues needs to be drafted within the next academic year. With such budget constraints, this will require an on-going conversation at the Cabinet level. Assistance in identifying one-time funding to perform some of the required maintenance work is needed. This should be a significant priority to the administration.*

## B. DATA ELEMENT ANALYSIS SECTION (ANALYSIS AND RESPONSE)

1. In analyzing any available program data concerning student use of services:

- a) What significant trends are revealed in the data?
- b) What conclusions do you draw from this analysis that could form the basis for an action, objective or request for resources?

*Participation in "student life" is on the rise. Participation data was collected from January-October 2007. Spring semester 2007 program offerings singularly sponsored and co-sponsored with close campus partners yielded over 1600 staff and student participants at nine key events. Fall semester 2007 program offerings singularly sponsored and co-sponsored yielded 1785 staff and student participants at nine events. Three additional student life educational events are planned for November and December 2007.*

### **Spring 2007 event and attendance numbers:**

Student Services Day	200
Open House	200
Retention Open Forums (2x)	100
"The Silent Gesture"-T. Smith	200
Career Fair	300
ICC Spring Thing	200
Registration Madness	150
West Fest	200
AS Inauguration	50

### **Fall 2007 event and attendance numbers:**

Music in the Campus Quad	300
Palm Reading/Caricature Drawing	200
Counseling/Transfer Open House	100
ET Back to School	80
Ice Cream Social	125
Student Services Day	605
DJ & Dessert	200
October Energy Campaign	100
Fall Career Fair	200
Breast Cancer Awareness	75
Club Showcase Day	100

*Specific student club events and attendance numbers were not tracked over the past ten months.*

*These aforementioned participation numbers indicate a strong interest, campus-wide, in building our community as well as a desire for students to participate in campus life. A Student Fee increase is necessary to build a budget that adequately resources a student life co-curricular program.*

*Operational challenges that continue to persist:*

*Our current generation of students attending college don't have available time or lack interest in participation and community involvement. Our students bring with them significant responsibilities for family, work and other life obligations that impede their involvement with our campus. Our club participation is down with a significant number of clubs not progressing through the chartering process each semester. Within the past three years, recognized clubs have decreased from 35 to 21. We have 21 clubs currently chartered for Fall 2007. Puente and other*

*significant special student support clubs, are among the list of clubs that have chosen not to re-charter. Our club program, as well as the Inter-Club Council provide a significant number of events and activities for the College. WVC will need to work to develop a new generation of student leaders who will serve as club and ICC officers for the next five years. Without a student leadership class, this becomes difficult.*

*Our Associated Student Senate has lacked student interest within the recent years. The group has struggled with identifying a full slate of officers to run in the annual election process during the Spring Semester. The Senate will need to develop an action plan that includes marketing and public relations initiatives to inform the student body that the senate exists to represent students and to encourage involvement from a diverse student population. On a positive note, the Student Senate has successfully farmed out the responsibility of student representation on all the major Shared Governance groups. The student leaders have greatly benefitted from their meeting attendance and have brought back significant information from these meetings to share with their student constituents.*

2. In analyzing any available program data concerning student demographics (e.g. gender, age, ethnicity):
- a) What significant trends are revealed in the data?
  - b) What factors might contribute to any program differences compared to college-wide data? See attachment for college-wide statistics.
  - c) What conclusions do you draw from this analysis that could form the basis for an action, objective or request for resources?

*Demographics of our current student leader organizations reveals a culturally, internationally, and ideologically diverse range of representatives of our student body. It is a hope of the current staff that the level of diversity continues. Further marketing and publicity is needed to inform the student body of the leadership development opportunities available within Student Activities.*

3. In analyzing any available program data concerning program "satisfaction" (e.g. extent of services available, timeliness of appointments, effectiveness of service, follow-up opportunities, referral process to other services, contribution to personal or academic development):
- a) What significant trends are revealed in the data?
  - b) What conclusions do you draw from this analysis that could form the basis for an action, objective or request for resources?

*The Student Activities and Campus Center office conducted follow-up surveys with those who use the Campus Center for organizational/department meetings, retreats or events. Our intent was to determine satisfaction of services with internal campus partners who reserve space. We received a total of 40 completed surveys from January through March 2007, ten indicated a dissatisfaction in facility reservation services while room set-ups were satisfactory. These surveys were developed in a way in which feedback was anonymous. From January-July 2007, the Director also received many phone, email and in-person complaints from internal partners also regarding the reservation process. From this data, it was clear that the Campus Center staff had a negative customer service rapport with many colleagues on campus, both within student services the campus at-large. The staff had a drive to review the collective complaints and proposed strategic ways to change this sentiment. From this information, the office decided to make two changes: (1) Reassign the scheduling process to the Program Assistant position, and (2) pursue interests in an on-line reservation program that would manage forms, rental agreements, confirmations, and manage a set-up schedule for our facility maintenance staff. We reviewed three different vendor programs with Information Systems during the summer. We also met with staff from the Division of Administrative Services, including the Vice President for Administrative Services and the campus rental office. Here, it was determined that the free scheduling program that Administrative Services was using, would also serve the best interests of our operation and the campus community. This way, we would also have a program consultant with whom we could trouble-shoot. We worked also with the WVC campus web-master to develop the pathways in which our scheduling program could be accessed by our campus constituents through our department website. All forms were designed to be available on the web. To make this operational change, the Director met with key campus stakeholders and those who use the campus center frequently. Two campus-wide emails were sent and our office conducted one-on-one training sessions with those who requested additional help. To date, our office has not received any event management complaints. Set-ups are reviewed a week in advance and all staff were trained in accessing the program. Further, the campus community can access room schedules to see what is available before they submit their room requests on-line. Colleagues have access to much more information through this process. This change has boosted the morale of our facility staff in particular due to the many compliments we have received since the launch.*

*In March 2007, the Director of Student Activities conducted the first of many focus group interview programs. Over 60 students participated. The focus group was audio taped and a written summary has been distributed that outlines student comments concerning their overall service satisfaction and educational experience at West Valley College. This particular focus group was co-sponsored by the college marketing committee and Student Activities. This data was reviewed at the September 6, 2007 Board of Trustee meeting.*

4. In analyzing available program data concerning success measures (e.g. transfer rates or AA degrees, retention rates for students, course completion, and/or contribution to student learning):

- a) What significant trends are revealed in the data?
- b) What factors might contribute to any significant differences from the College averages? See attachment.

n/a

5. Are there any data or factors (e.g. integration of technology; college, district, or state expectation or mandates) concerning staffing in the program, that suggest a need for increasing or decreasing program staff (e.g. permanent and associate FTE, permanent and hourly classified staffing or administrative staffing)?

*As the Student Activities program grows and develops a student involvement, student development, and leadership development learning program, there will be a need for a Program Coordinator/Assistant Director position and 3-4 part-time student program assistants. In reviewing information from the previous Director of Student Activities, it suggests that much of the Director's time is spent "managing" the campus center facility and the internal tenants which leaves little time for program development. The current inherited staffing structure does not promote an event and activity producing Student Life department that you would find within other community college campuses. An Assistant Director/Program Coordinator position would require a candidate with a significant background in higher education event planning within a student development foundation and context. This position would normally attract a candidate who desires a career in Higher Education.*

### C. STUDENT LEARNING OUTCOMES (ANALYSIS AND RESPONSE)

1. Considering any program level Student Learning Outcomes that have been developed:

- a) What relevant findings have been derived through the SLO assessment process?
- b) What changes have been implemented, or are planned, based on the findings since the last program review?
- c) What conclusions do you draw from this analysis that could form the basis for an action, objective or request for resources?

**NOTE: Please contact LeAnn McGinley (741-2402), Assessment Coordinator, with any questions concerning SLOs.**

n/a

### D. EXTERNAL INFLUENCES SECTION (ANALYSIS AND RESPONSE)

1. If applicable, considering the effect of external influences on the program's purposes and goals:

- a) How do accreditation requirements, government regulations, advisory boards, labor market demand, transfer institution articulations or other external factors affect the program?
- b) How might these influences form the basis for an action, objective, or request for resources?

n/a

## E. STUDENT FACTORS SECTION (ANALYSIS AND RESPONSE)

1. What program changes or initiatives has the program implemented since the last program review to meet the needs of its student population?

Please review comments included in section B

## F. SUMMARY AND CONCLUSIONS SECTION:

1. General conclusions and summary statement.

*The operation has made a considerable transformation. We are in a better place financially within the past ten months, due to the collaboration of Administrative Services. We will have paid off the HUD loan in the next two years. A new budget model and internal financial tracking process was developed. In terms of accomplishments within the facility management realm, we are using environmentally friendly cleaning products and receive many compliments about the cleanliness of the campus center. We have developed a scheduled deep cleaning plan for the entire facility three times a year. A three to five year facility maintenance plan will be developed with Administrative Services this academic year to address major infrastructure concerns. In the area of staff management, roles are clarified and have been shifted based on the strengths and talents of individual staff members. This has improved staff morale and has improved operational efficiency. Both internal and external marketing materials were designed for Student Activities and the Campus Center. Additionally, all campus stakeholders received a executive summary of program accomplishments in June. This will be a regularly scheduled campus publication we produce each semester.*

*Our table vendor program has increased our facility revenue line under the coordination of our Fiscal Assistant. New corporate and small business vendors have been added to the schedule, who pay \$50.00 a day. The success of this program is also due to some significant changes we made this summer in the way we marketed and managed this particular service for students. To date, we have raised a record of \$1050.00 since August. In previous years, this program has not raised more than \$300.00 an academic year. Finally, eighteen student life events were implemented between January-October 2007 with 3,385 staff and students in attendance.*

## 2. Program Strengths:

College stakeholders care about Student Life, Student Activities and those students who are involved on campus. They want more for the program and are eager to collaborate to improve student life on campus. The staff continues to grow and work together collaboratively. The staff read a organizational development book entitled From Good To Great, by Jim Collins during the months of June and July. This book was the main focus of our staff August retreat in which the team developed an operational mission statement, goals, and priorities together.

### **Our Mission:**

We proudly facilitate the use of the Campus Center by providing a safe, clean, and comfortable environment which promotes learning and community and enriches campus life.

### **Our Purpose:**

- (1) To welcome and serve our campus community with great pride and with the highest possible esteem of each other.
- (2) Ensure our building is aesthetically appealing, shiny, sparkling, polished and professional
- (3) Provide a vibrant, social and fun place for our guests to build relationships. Ensure that they return.

### **5-10 Critical Issues Impacting the Success of Student Activities and Campus Center:**

- (1) Financial resources/money to accomplish our mission and purpose
- (2) Facility preventative maintenance plan-We have aging facility-see #1 Critical Issue-Need 5 year plan.
- (3) Communication of what we do for the campus and their expectations of us as a service provider
- (4) Low campus understanding of the concept and need for "Student Life".
- (5) Communication to the campus community of what is happening at the campus center
- (6) Negative service reputation with campus and external customers
- (7) Lack of time and staff to market our service and program initiatives.
- (8) Lack of communication to our customers and our expectations of them as campus center users
- (9) Need for new skills and training
- (10) Staff needs to be cross-trained

### **Student Activities and Campus Center Goals:**

- (1) To complete a 3-5 year Strategic Plan that encompasses both Student Life Programs and campus center services.
- (2) Develop a 5 year facilities preventative maintenance plan that lengthens the life span of our current building.
- (3) Make immediate and long term changes that promote the financial health and success of our department.

## 3. Program Challenges:

Fiscal Resources, Staffing, and Facility Management

**G. ACTIONS AND OBJECTIVES SECTION**

Based on the foregoing analyses and findings in Sections A. through F., what are the program’s intended actions or objectives for the next three years?

*To address the fiscal issues within the operation, our intended actions include:*

- (1) *Pursue a Student Activity Fee increase. The Director has talked with the neighboring consortium of schools to compare other fee prices. These conversations have also illuminated the resources and services that these campuses offer their students as a result of a regular fee increase over the past ten years. The WVC student activity fee has not been increased for ten years.*
- (2) *Research other neighboring campuses’ graduation programs. How do these campuses fund the ceremony? Which offices handle the planning and financing of this campus-wide program. Based on a review of “best practices”, pursue the idea of financing WVC graduation ceremonies through Administrative Services, President’s Office and Advancement.*

**Timelines**

Over the next three years, what are the program’s timelines (in terms of predicted initiation and completion dates) for the stated actions or objectives?

*Both action items within the financial management realm will be researched and pursued within the coming fiscal year. A review of the staffing plan will be conducted the following year. A staffing initiative will not occur without an increase in the student activity fee.*

Which of these actions or objectives would be initiated and completed within the coming year, given adequate resources?

*Both action items within the financial management realm will be researched and pursued within the coming fiscal year.*

**H. RESOURCE REQUESTS 2006-2007**

1. Please indicate if any of the resource requests identified in the previous program review were funded through one or more of the various WVMCCD resource allocation processes that were available in 06 – 07 (e.g. FTE allocation, classified staff, one time funding, budget augmentation, facilities, Land Corporation):

Please complete the following table (leave blank if the answer is not applicable):

FUNDED by WVMCCD?

Full-time faculty FTE: <i>Click once here and type your response</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
Associate faculty FTE: <i>Click once here and type your response</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
Classified Staff FTE: <i>Click once here and type your response</i> 50% of the campus recycler’s salary and benefits will be covered by the district. \$25,000 savings to campus center budget.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially

Classified Hourly (in dollars): <i>Click once here and type your response</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
Administrative Staff FTE: <i>Click once here and type your response</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
Facilities (brief narrative description): <i>Click once here and type your response</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
Equipment (brief narrative description with estimated total cost): <i>Click once here and type your response</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
Supplies (brief narrative description with estimated total cost): <i>Click once here and type your response</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
Staff Development (brief narrative description): <i>Click once here and type your response</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
Other (please specify): <i>Click once here and type your response</i> The district office will cover all of the campus center utility costs. A savings of \$100,000 to the campus center budget. Also, the VP of Student Services 10% of his salary will now be covered by the general fund. A \$12,000 budget savings.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially
2. What have you been able to accomplish as a result of the resource obtained? (e.g. improved retention success and persistence, improved equity, new SLOs, higher enrollment, new online or satellite campus classes....)  NOTE: The Program Review Committee realizes that in some cases, accomplishments and changes resulting from resource acquisition are too recent to be measurable. The current Program Review process is only one year old. Future reviews of funding requests will focus on accomplishments and change occurring over a two-year period.  <i>With almost \$140,000 of expenses transferred out of the campus center budget, we have been able to address some pressing facility maintenance needs. Significant costs were incurred with the transition of Fresh and Natural to ISSI, our new food vendor. We were able to finance significant kitchen equipment maintenance challenges and purchase new cooking equipment pieces. This food vendor transition has been an expensive one for the Campus Center.</i>	

**I. RESOURCE REQUESTS 2007-2008**

Please complete the following table (leave blank if the answer is zero or none):

Full-time faculty FTE

Associate faculty FTE

Classified Staff FTE: 6 total-Facilities Maintenance/Custodian, custodian/campus-wide recycler, night custodian, Office Coordinator, Program Assistant, and the Director of Student Activities and Campus Center.

Classified Hourly (in dollars): \$15,000.00

Administrative Staff FTE:

Facilities (brief narrative description): The Campus Center is the social and activity hub of WVC. On average, 800 events each year are hosted yielding 250,000 guests/program participants. The Campus Center houses the Dining Hall, Bookstore, Police, Art Gallery, Water Garden Study Lounge, Coffee Cart, Viking Den, Club Room, Baltic Room, the Information Counter, the Fireside Lounge, the Associated Student Senate Office and the Inter-Club Council Office, the Housing Board, student copy machine, Facilities Rental Office, and the Student Activities Office. Free wi-fi internet access is available for students throughout the Campus Center. The Campus Center is available to external groups who wish to rent meeting space for group events and/or meetings.

Equipment (brief narrative description with estimated total cost): \$55,000 spent on maintaining all kitchen equipment for the food vendor. AV equipment includes TV/DVD,microphone, screens, etc., meeting space furniture including tables, chairs, podiums.

Supplies (brief narrative description with estimated total cost): \$1,000 for program supplies.

Staff Development (brief narrative description): 2 staff retreats a year. Some money is budgeted to encourage 3 staff members to attend local, regional, and national professional development conferences.

Other: Self support operation that manages the college-wide recycling program. Campus Center hosts a variety of internal and external groups.

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