

UHCC December 2007
Hawai'i Community College
Annual Student Services Unit Review
July 1, 2006 – June 30, 2007

College Mission Statement: Hawai'i Community College promotes student learning by embracing our unique Hawai'i Island culture and inspiring growth in the spirit "E`Imi Pono."

Student Services Program Mission Statement: By providing student services from entry to departure to support the educational goals of individuals, the Office of Student Services aims to assist students in becoming knowledgeable, skilled, empowered, caring, and contributing members of our ever changing society. We provide support services to learners so they can reach their education and personal enrichment goals and make contributions to the Hawai'i Island community and the world.

PART I. SUB PROGRAMS MISSION, PURPOSE AND GOALS STATEMENTS:

Information Center: To recruit students by providing a convenient one-stop location which delivers current, accurate information and services to prospective individuals, groups, and private/public sector organizations via web, mail, telephone, tours, workshops, in person, printed material, and individualized service.

Admissions and Registration: To provide accessibility to educational opportunities at Hawai'i Community College through effective, efficient, consistent, and inclusive admissions and registration policies and procedures

Records and Internal Data Management: Create a student-centered atmosphere providing academic and administrative support to students, faculty, staff and UH System

Financial Aid: To assist current and prospective Hawai'i Community College students in funding their educational goals through quality customer service and efficient, timely, and accurate processing in accordance with federal, state, and institutional regulations, guidelines, policies, and procedures

Counseling: Through encouragement and with respect and integrity, counselors inform and empower a diverse group of students to reach their educational goals and to enrich their communities.

Career Center: The mission of the HawCC Career Center is to assist and support students and prospective students in clarifying and planning purposeful career, employment and educational goals through the use of informational resources and career counseling.

Ha`awi Kokua Program (for students with disabilities): To promote an equal opportunity for individuals with disabilities, to gain the maximum benefit from their educational/ learning experience by participating fully in their regular courses and activities offered at Hawai'i Community College

Student Life: Student Life strives to engage students in a variety of experiences that will offer opportunities for growth and development. Through the many programs, services and leadership opportunities offered, students are provided with an environment to gain skills that will complement their academic programs and help prepare them for the future

PART II. QUANTITATIVE INDICATORS FOR PROGRAM REVIEW:

Goal: Matriculation Services/Student Access

Measures (listed in the UHCC SS template):

- Percent of applicants who enroll within one year
60%=1183/1977(from Fa 06 to Fa 06 or Sp 07)

- Percentage of gender/ethnicity distribution compared to the population of the county

Gender: County of Hawaii (July 1, 2006 census) ages 15-85+:

M-49.5%; F-50.5%

HawCC Fa 06: M-37.2%; F- 62.6% Sp 07: M-37.3%;F-62.4%

Ethnicity:

<i>County of Hawaii (2005 census)</i>	<i>HawCC Fa 06</i>	<i>Sp 07</i>
<i>N=183,659 households</i>	<i>N=2413</i>	<i>N=2211</i>
<i>White Alone 31.0%</i>	<i>21.3%</i>	<i>26.0%</i>
<i>Black/African Am .6%</i>	<i>.6%</i>	<i>1.0%</i>
<i>Am Ind/Alaskan .1%</i>	<i>1.1%</i>	<i>1.2%</i>
<i>Asian Alone 21.0%</i>	<i>22.1%</i>	<i>19.1%</i>
<i>Hawaiian/Pac Isl 8.0%</i>	<i>36.5%</i>	<i>30.2%</i>
<i>Other Race Alone 2.0%</i>	<i>0.0%</i>	<i>.2%</i>
<i>Two or More 27.0%</i>	<i>12.6%</i>	<i>34.8%</i>
<i>Hispanic/Latino 10.0%</i>	<i>2.1%</i>	<i>2.9%</i>
<i>No Data</i>	<i>3.8%</i>	<i>5.2%</i>

- Annual headcount trends

Total: 04-05: 3217 05-06: 2714 06-07: 3014

Haw Only: 04-05: 2909 (90.4%) 05-06: 2347 (86.5%) 06-07: 2632 (87.3%)

Other: 04-05: 308 (9.6%) 05-06: 367 (13.5%) 06-07: 382 (12.7%)

- Headcount trends and student semester hours trends for summer, fall, and spring

Headcount Trends 06-07: Fa 2088 Sp 1934 Su 121

Semester Hour Trends 06-07: Fa 17,694 Sp 16,014 Su 529

- Percent registered headcount males

Fa 06: 37%=897/2413 Sp 07: 37%=824/2211

- Percent registered headcount females

Fa 06: 63%=1511/2413 Sp 07: 62%=1380/2211

- Number and percent of registered resident/non-resident breakdown

Fa 06: 2209/2413=92% resident; 110/2413=5% nonresident; [3% other]

Sp 07: 2022/2211=91% resident; 103/2211=5% nonresident; [4% other]

- Number of international (F-1 visa) students

Fa 06: 41/2413 (2%) Sp 07: 50/2211 (2%)

- Number and percent of registered degree/certificate seekers based on intent

Fa 06: 2027/2413=84% Sp 07: 2066/2211=93%

- Number and percent of students receiving financial aid

06-07: 677/2646=26% federal aid [\$2,206,202]

06-07: 25/2646=1% state aid [\$41,027]

06-07: 341/2646=13% institutional aid [\$261,911]

06-07: 22/2646=1% UH fndtn schol [\$21,850]

06-07: 708/2646=27% above 4 [\$2,509,140]

06-07: 558/2646=21% external aid/school [\$885,977]

Additional Matriculation Services/Student Access Measures:

For the Information Center

- Number of individual contacts served by the Information Center

only for May and June of 2007: 1178 by phone, 1024 in person

- Percentage of individuals served by the Information Center who enroll
no data for 06-07
[started to track Kama`aina applicants Fa 07: 562 applicants, 197 registered; 35% registered]
- Average Information Center staff hours beyond the normal work week
just before the start of Fall and Spring semester: 25 hrs; other times – 15 hrs
- Client rating of Information Center services
81% rated 4 or 5 on a 5-pt scale [source: Spring 07 Graduate Survey – items 1,2,3]

For the Admissions & Registration Office

- Percent of accepted applicants who enroll during indicated term
Fa 06: 55% (1129/2041) Sp 07: 65% (484/741)
- Percent of incomplete applications
06-07: 8% (254/3036)
- Number and percent registered from other UH campuses
Fa 06: 221/2413=9% Sp 07: 225/2211=10%
- Average Admissions staff hours beyond the normal work week
10 hrs (1 person)
- Student rating of Admissions services
81% rated 4 or 5 on a 5-pt scale [source: Spring 07 Graduate Survey – item 3]

For the Records & Internal Data Management Office

- Number of transfer transcripts processed and average time to process
Fa 06: external – 177; UH Dist Ed – 137 Total – 314
Sp 07: external – 100; UH Dist Ed – 122 Total – 222
Average processing time per transcript – 45 minutes
- Number of veterans whose courses are certified for benefits
Fa 06: 78 Sp 07: 75 Total: 153
- Number of hours to update STAR
Approximately 90 hours
- Number of hours to update Articulation Data Base
Spent approximately 40 hours; approximately 500 more hours needed to make data base 85% useful
- Average Records staff hours beyond the normal work week
25 hrs (2 people)
- Student rating of Records services
87% rated 4 or 5 on a 5-pt scale [source: Spring 07 Graduate Survey – items 10, 11, 12, 21]

For the Financial Aid Office

- Financial aid applications received [includes multiple ISIR transactions per student and those whose primary institution is not HawCC]
06-07: 3,949
- Eligible to apply for financial aid (HawCC is primary institution)

- 06-07: 2,646
- ISIR received and HawCC is primary institution
06-07: 1,517
- Number and percentage of incomplete financial aid applications
06-07: 497/1,571=32%
- Unduplicated headcount and percent receiving federal aid, state aid, institutional aid, UH foundation awards
06-07: 707/2646=26.7%
- Unduplicated headcount and percent receiving external financial aid
06-07: 588/2646=22%
- County of Hawaii 2005 census – people in poverty
14% of people are in poverty
31% of female head of household live in poverty
- Average Financial Aid staff hours beyond the normal work week
15 hrs (supervisor)
30 hrs (5 people)
- Student rating of Financial Aid services
80% rated 4 or 5 on a 5-pt scale [source: Spring 07 Graduate Survey – items 4,5]

Goal: Retention Services/Student Progress

Measures (listed in the UHCC SS template):

- Number and percent of students who report that Counselors help them achieve or make progress toward their goal (CCSSE 06; N=504)
Importance of academic advising/planning: 93.1% - somewhat, very
Frequency of academic advising/planning: 53.6% - sometimes, often
Satisfaction of academic advising/planning: 69.0% - somewhat, very

Additional Retention Services/Student Progress Measures

Retention Rate: percentage of full-time, first-time, certificate/degree seeking still enrolled after 3 years of entry
14% [lowest among the UHCC whose percentage range from 16%-26%]

For the Counseling Center

- Number of counseling contacts
06-07: 12,107 (includes contacts in Career & Job Placement Center and Ha`awi Kokua for Students with Disabilities)
- Number of unduplicated head count using counseling services
not available
- Average Counseling staff hours beyond the normal work week
33 hrs (3 counselors not including counselors in Career & Job Placement Center and in Ha`awi Kokua for students with disabilities)
- Student rating of Counseling Services
84% rated 4 or 5 on a 5-pt scale [source: Spring 07 Graduate Survey – items 1,3,5,7,8,9,14,19,21]

For the Career and Job Placement Center

- Number of students using Career and Job Placement Services
236 (does not include those who may not have signed in)
- Average Career and Job Placement staff hours beyond the normal work week
15 hrs (2 counselors)
- Student rating of Career and Job Placement Services
85% rated 4 or 5 on a 5-pt scale [source: Spring 07 Graduate Survey – items 6,8,16,17,18]
- Student rating of Career and Job Placement Services
Resource materials rated 9 on a 10-point scale
Counselor assistance rated 4.9 on a 5-point scale

For the Haawi Kokua Office & Lab

- Number of students served by Ha`awi Kokua program for students with disabilities
164
- Number of students provided accommodations
76
- Average staff hours beyond the normal work week
12.5 hrs (1 counselor)
- Student rating of Ha`awi Kokua services/lab
89% rated 4 or 5 on a 5-pt scale [source: Spring 07 Graduate Survey – item 15]

For the Student Life Office & Student Lounge

- Number of student officers and SG/SAC senators in office
Fa 06: 6 Sp 07: 4
- Number of RISOs
Fa 06: 9 Sp 07: 12
- Number of student activities
06-07: 26
- Student participation (estimates)
Fa 06: Least attended (RISO Fair – 4)
Most attended (Ice Cream Float Day – 120)
Sp 07: Least attended (Food Drive – 6)
Most attended (19th Annual Earth Day Fair – 1500 includes school kids)
- Percentage of students served by Student Life services/activities
Estimate for Fa 06: 10% for Sp 07: 25%
- Average Student Life staff hours beyond the normal work week
22 hrs (1.5 people)
- Student rating of Student Life services
83% rated 4 or 5 on a 5-pt scale [source: Spring 07 Graduate Survey – item 20]

Goal: Transition Services/Student Success

Measures (listed in the UHCC SS template):

- Number of General-Funded counselors per student headcount
Fa 06: 6 counselors for 2413 students ratio 1:402
Sp 07: 6 counselors for 2211 students ratio 1:369
- Number of General-Funded enrollment services staff per student headcount
(includes 1 admissions officer, 1 registrar/data manager, 1 financial aid coordinator, 1 financial aid IT, 3 financial aid staff, 1 student life coordinator, .5 student life assistant coordinator, does not include clerical staff)
Fa 06: 8.5 staff for 2413 students
Sp 07: 8.5 staff for 2211 students

Additional Transition Services/Student Success Measures:

Graduation Rate: percentage of full-time, first-time, certificate/degree seeking graduating after 3 years of entry

*22% [highest among UHCC whose percentage range from 11%-19%]
If 60% is failing on many instructors' grading scale, 22% is very low.*

Post Graduation Plans: From the Spring 07 Graduate Survey N=143

- Number of graduates planning to join the work force, only, right after graduation
39%
- Number of graduates planning to continue their education, only, after graduation
14%
- Number of graduates planning to work and continue their education after graduation
35%
- Number of graduates undecided (or did not respond)
12%

PART III: ASSESSMENT RESULTS

- CCSSE Bench Marks 2006 (Aggregate Data for HawCC reported 2007)

	Reported Value	Rank
Active and Collaborative Learning	59.9	83%
Student Effort	53.8	86%
Academic Challenge	56.0	83%
Student-Faculty Interaction	55.3	86%
*Support for Learners	51.9	43%

- CCSSE 2006 Bench Mark "Support for Learners"

Haw=HawCC, Con=Consortium, Coh=Cohort

Support for Learners (Bench Mark Score, maximum=100.00)

	Haw	Con	Coh
All Students	51.9	52.8	50.0
Part-Time	49.6	51.2	48.6
Full-Time	54.5	54.9	54.5
0-29 Credits	49.3	50.8	50.5
30+ Credits	55.8	56.9	52.7

a. *Providing the support you need to help you succeed at this college*

(Score Difference=the result of subtracting the comparison group score from HawCC's score on each bench mark, ↑=notably above the mean, ↓=notably below the mean significant at $p < .001$ with an effect size greater than or equal to .2)

	Haw	Con	Coh
All Students	2.91	2.90	2.91
Part-Time	2.88	2.87	2.87
Full-Time	2.95	2.94	2.96
0-29 Credits	2.85	2.86	2.90
30+ Credits	3.02	3.00	2.94

b. Encouraging contact among students from different economic, social, and racial or ethnic backgrounds

	Haw	Con	Coh
All Students	2.68	2.64	2.42↑
Part-Time	2.60	2.59	2.37
Full-Time	2.78	2.70	2.50↑
0-29 Credits	2.57	2.58	2.40
30+ Credits	2.90	2.78	2.46↑

c. Helping you cope with your non-academic responsibilities (work, family, etc.)

	Haw	Con	Coh
All Students	1.98	2.01	1.88
Part-Time	1.91	2.01	1.83
Full-Time	2.07	2.02	1.94
0-29 Credits	1.93	2.01	1.88
30+ Credits	2.07	2.03	1.89

d. Providing the support you need to thrive socially

	Haw	Con	Coh
All Students	2.15	2.19	2.05
Part-Time	2.02	2.17	1.98
Full-Time	2.30	2.22	2.14
0-29 Credits	2.09	2.17	2.05
30+ Credits	2.21	2.25	2.06

e. Providing the financial support you need to afford your education

	Haw	Con	Coh
All Students	2.18	2.21	2.36
Part-Time	2.07	2.16	2.23
Full-Time	2.30	2.30	2.53↓
0-29 Credits	2.09	2.18	2.35↓
30+ Credits	2.27	2.29	2.36

f. Frequency: Academic advising/planning

	Haw	Con	Coh
All Students	1.76	1.75	1.74
Part-Time	1.80	1.71	1.69
Full-Time	1.71	1.80	1.81
0-29 Credits	1.74	1.68	1.70
30+ Credits	1.80	1.89	1.81

g. Frequency: Career counseling

	Haw	Con	Coh
All Students	1.48	1.55	1.43
Part-Time	1.48	1.53	1.41
Full-Time	1.47	1.57	1.46

0-29 Credits	1.47	1.51	1.42
30+ Credits	1.50	1.61	1.45

- CCSSE 2006 Results Regarding Academic Advising/Planning Services

Importance: 93% indicated "somewhat" or "very" important

Frequency of use: 45% indicated "rarely/never" or "do not know/NA"

Satisfaction: 69% indicated "somewhat" or "very"

- Graduate Student Survey

Student Services Student Learning Outcomes: From the Spring 07 Graduate Survey
Reported Projected Student Services Learning Outcomes on Graduate Survey; N=136; 5-point scale (5-strongly agree, 4-agree, 3-neutral, 2-disagree, 1 strongly disagree)

Having attended HawCC, I will be able to...

1. *identify difficulties and develop a plan to address them – 4.3*
2. *understand and use information to navigate systems like the college system – 4.3*
3. *formulate and apply problem-solving and decision-making strategies – 4.4*
4. *refine and/or adjust my values and goals as needed – 4.3*
5. *engage in meaningful employment and contribute to my family and community – 4.4*

PART IV: ANALYSIS OF PROGRAM

Strengths:

1. All Student Services units were rated 4 or 5 on a 5-point scale by graduates who used the services.
2. Active outreach and recruitment were conducted in the community, at high schools, telephone call-outs, and through the media have kept enrollment stable (and for Fa 07 increased by 8+%).
3. STAR is fully functioning and is used by students, advisors, and the registrar (the latter for processing conferral of certificates/degrees).
4. Financial Aid Office website has been dramatically improved to include information about scholarships.
5. Per the percentage of Hawai'i County people living in poverty, financial aid seems to meeting the need for the general population (14% of population in poverty; 27% of student population awarded financial aid).
6. Scholar X for scholarship management was purchased (still to be installed by Sp 08).
7. Other Student Services websites have been updated (still awaiting institutional web master to give sites more consistent and professional appearance).
8. A Graduate Student Survey was piloted.
9. Student Services has established its Student Learning Outcomes.
10. The Job Placement Counselor, Counselor for Student with Disabilities, and Student Life Coordinator are now G-funded positions.
11. At least one case manager/counselor's office has been located on the Main Campus.
12. Student Life is engaging more students through student government and student activities.
13. Extended hours from 4:30 to 6:00 p.m. are available on Tuesdays and Wednesdays for all Student Services Offices.
14. All units are working beyond the normal work week reflecting dedication.

Aspects in Need of Improvement: Listed Under Part V: Plan for Improvement & Part VI: Budget Implications

PART V: PLAN FOR IMPROVEMENT (see Table 1)

PART VI: BUDGET IMPLICATIONS (see Table 1)

TABLE 1

ANALYSIS OF PROGRAM: ASPECTS IN NEED OF IMPROVEMENT	PART V: PLANS FOR IM- PROVEMENT & HAWCC ADP GOALS 2002-2010	PART VI: BUDGET IMPLI- CATIONS
1. The Information Specialist is often doing two people's work.	* A community liaison and recruitment support position has been funded by the legislature and is in the process of being filled. * The Information Specialist position is being re-described. ADP Goal D: Develop Our Human Resources	
2. There is a need for better tracking of individuals recruited and of application and enrollment rates.	* The Information Specialist has begun to track the Kama`aina applicants and their enrollment rates. ADP Goal B: Function as a Seamless State System	
3. There is a need for more thorough follow-up of individuals with incomplete admissions applications (8% of applications).	* A vacant instructional faculty position has been re-assigned as a counseling position to serve as an Admissions Counselor. This position is currently in the process of being filled. * Add another clerical position to the Admissions Office ADP Goal D: Develop Our Human Resources	\$22,932
4. More than 30% of accepted applicants did not enroll (45% for Fa 06 and 35% for Sp 07).	* Continue practice of calling these students and coordinating with the Financial Aid office to encourage awardees to enroll. * Admissions Counselor will coordinate effort to encourage accepted-not-yet-enrolled to register. ADP Goal E: Develop Infrastructure to Support Learning & Teaching	
5. F-1 Visa students makes up only 2% of the student population.	* The Admissions Counselor will assist with the managed growth in enrollment of non-resident and F-1 visa students, keeping in mind their need for housing. ADP Goal F: Promote International	

	Profile of UH System	
6. After nearly 5.5 years the Admissions Officer is still half-time permanent and half-time temporary.	* Request that this position be made full-time permanent. ADP Goal D: Develop Our Human Resources	\$22,812
7. HawCC Articulation Data Base needs to be updated to be useful with STAR. (Inter campus “what if”)	* Submit a request for an additional clerk typist to free the Registrar to work on the Articulation Data Base. ADP Goal D: Develop Our Human Resources	\$22,932
8. Internal data reports are often not consistent with ODS reports.	* Request an IT programmer for Student Services reports and enrollment/retention reports for instructional programs – to create routines to generate internal reports from Banner and to test its reliability/consistency with ODS reports. ADP Goal D: Develop Our Human Resources	\$36,684
9. “Scholarship services” received the lowest rating on the Graduate survey and also “financial support” on the CCSSE report.	* Scholar X, a scholarship management program, has been purchased by the CC system and will be installed for Spring 08. * Dissemination of scholarship information is being streamlined and being coordinated by the DOSS Office and the Financial Aid Office. * The DOSS and Financial Aid Coordinator are working with UH Foundation to ensure that scholarships are announced and awarded. ADP Goal E: Develop Infrastructure to Support Learning & Teaching	\$1000 (annual maintenance)
10. There is a need for more thorough follow-up of individuals with incomplete financial aid applications (32% of applications of those who indicated HawCC as their primary institution).	* Add a Financial Aid Counselor to the Financial Aid Office ADP Goals D & E: Develop Our Human Resources & Develop Infrastructure to Support Learning & Teaching	\$67,728
11. Per the percentage of Hawai`i County people living in poverty, financial support may be falling short in meeting the need for female students who are heads of households. [27% of students awarded financial aid; 31% of female headed households live in	* Determine the percent of students who are female heads of household and determine the percent of students receiving financial aid and external financial awards who are female heads of households. ADP Goal E: Develop Infrastructure to Support Learning	

poverty]	& Teaching	
12. Two financial aid staff members (1 clerk typist III, 1 APT) after over 4 years are still in temporary positions.	* Request that these positions be made permanent ADP Goal D: Develop Our Human Resources	\$68,823 = 31,126 + 37,697
13. HawCC Financial Aid Office has 2 clerical positions, while other FA offices in the UHCC system have converted clerical positions to APT positions due to the nature of the actual work done.	* Convert the 2 clerical positions to 2 APT positions. ADP Goal D: Develop Our Human Resources	\$73,368 = 36,684 + 36,684
14. HawCC has the lowest retention rate among the UHCCs (14%).	* Counselors currently follow up with the academically at risk (on warning, probation, continuing probation, readmission following academic dismissal); but 4 more counselors are needed for proactive case management. (Counsel for the Advancement of Standards in Higher Education recommends 1:300 counselor student ratio; HawCC counselor: student ratio is 1:502) * Implement the Achieving the Dream Initiative. ADP Goals D & E: Develop Our Human Resources & Develop Infrastructure to Support Learning & Teaching	\$270,912
15. Ethnicity enrollment percentages from Fa 06 to Sp 07 show a 66% drop for Native Hawaiian students and a 65% drop for Filipino students. (count only; not specifically a retention count from Fa to Sp)	* Implement the Achieving the Dream Initiative for Native Hawaiian students and then use similar approach for Filipino students. ADP Goal E: Develop Infrastructure to Support Learning & Teaching	
16. There is a need for tracking unduplicated headcount of students utilizing counseling services.	* SARS (scheduling and reporting system) has been purchased and is the process of being installed. ADP Goal E: Develop Infrastructure to Support Learning & Teaching	
17. Ha`awi Kokua Lab lacks a lab assistant; thus leaving the lab unattended and students unassisted when the counselor for students with disabilities is in her office advising/counseling students and arranging for accommodations.	* Request an APT position to assist with the lab and with requesting materials, equipment, and services for students with disabilities. ADP Goal D & E: Develop Our Human Resources & Develop Infrastructure to Support Learning	\$36,684

	& Teaching	
18. The number of students taking Distance Ed courses offered by HawCC is growing without a clear policy regarding student services for these students.	* Develop a HawCC Student Services Policy for distance education students. ADP Goal E: Develop Infrastructure to Support Learning & Teaching	
19. For the following services more than 5% of students responding to the Graduate Student Survey indicated that they needed the service but did not get it (reasons not known): Understanding COMPASS Scores 7% Making an Educational Plan/Selecting Courses 8% How to Register Online 9% Transferring Credits into HawCC 6% Employment Assistance (on-campus jobs) 6% Employment Assistance (off-campus jobs) 8% Resume Writing/Interview Assistance 7%	* Work towards reducing the percentage for each to 5% or less by increasing personnel. ADP Goals A & D: Promote Learning & Teaching for Student Success & Develop Our Human Resources [Increasing enrollment through recruitment and retention without increasing personnel is going to put an even greater strain on personnel who already work many hours beyond the normal work week.]	
20. Clerical staff is short as counseling staff numbers have increased.	* Add another clerk typist to assist the counselors. ADP Goal D: Develop Our Human Resources	\$22,932
21. There is a shortage of office space for increasing staff.	* If additional office spaces cannot be identified, Rm 1 in Bldg 379 (Kaneikeao) may need to be converted into office spaces. This room is currently being used by Student Services for meetings and orientation sessions. Non-credit classes have also been offered in this room. [Additional buildings, if not a new campus, are not only desirable but needed.] ADP Goal E: Develop Infrastructure to Support Learning & Teaching	
22. Currently there is no Continuing Student Survey with which to compare the Graduate Student Survey results.	* Develop and pilot a Continuing Student Survey during early Sp 08. ADP Goal A: Promote Learning & Teaching for Student Success	
23. System Unit Review Template for Student Services needs improvement. (i.e., data elements need to reflect service achievements as well as student learning outcomes; need other	* Deans of Student Services will be addressing this in the next few months. ADP Goal E: Develop Infrastructure to Support Learning & Teaching	

bench mark assessments besides CCSSE)														
		<table> <tr> <td>Personnel</td> <td>645,807</td> </tr> <tr> <td>5.0 Faculty</td> <td></td> </tr> <tr> <td>5.5 APT</td> <td></td> </tr> <tr> <td>3.0 Clerical</td> <td></td> </tr> <tr> <td>Other</td> <td>1,000</td> </tr> <tr> <td>TOTAL</td> <td>\$646,807</td> </tr> </table>	Personnel	645,807	5.0 Faculty		5.5 APT		3.0 Clerical		Other	1,000	TOTAL	\$646,807
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