



## ***Administrative & Operational Services***

### **2018 - 2019 Self-Study**

#### **Three-Year Program Review**

#### **Office of the President**

#### **Statement of Collaboration**

The department/office staff listed below collaborated in an open and forthright dialogue to prepare this Self Study. Statements included herein accurately reflect the conclusions and opinions by consensus of the department/office staff involved in the self-study.

#### **Participants in the self-study**

Cynthia Olivo, President

Jean Foster, Executive Assistant

Nitzya Hamblet, Administrative Assistant II

#### **Authorization**

After the document is complete, it must be signed by the Principal Author, the Department Manager, and (when appropriate) the Dean or appropriate Immediate Management Supervisor (IMS) prior to submission to the Program Review Committee.

Cynthia Olivo

Printed name of Principal Author

Cynthia Olivo

Signature

Cynthia Olivo

President

Title

2/1/2023

Date

Cynthia Olivo

Printed name of Department Manager

Signature

Cynthia Olivo

President

Title

2/1/2023

Date

Cynthia Olivo

Printed name of Dean or  
Immediate Management Supervisor (IMS)

Signature

President

Title

2/1/2023

Date

## 1.0 Mission and Goals

Mission, Vision, Core Values and College Goals drive all college activities. The Program Review committee would like to understand the connection of your department/office to the Mission, Vision, Core Values and College Goals. Summarize how your department/office supports each area.

*Mission: Fullerton College advances student learning and achievement by developing flexible pathways for students from our diverse communities who seek educational and career growth, certificates, associate degrees, and transfer. We foster a supportive and inclusive environment for students to be successful learners, responsible leaders, and engaged community members.*

*Vision: Fullerton College will transform lives and inspire positive change in the world.*

Core Values:

**Community** – *We promote a sense of community that enhances the well-being of our campus and surrounding areas.*

**Diversity** – *We embrace and value the diversity of our entire community.*

**Equity** – *We commit to equity for all we serve.*

**Excellence** – *We honor and build upon our tradition of excellence.*

**Growth** – *We expect everyone to continue growing and learning.*

**Inclusivity** – *We support the involvement of all in the decision-making process.*

**Innovation** – *We support innovation in teaching and learning.*

**Integrity** – *We act in accordance with personal integrity and high ethical standards.*

**Partnership** – *We work together with our educational and community partners.*

**Respect** – *We support an environment of mutual respect and trust that embraces the individuality of all.*

**Responsibility** – *We accept our responsibility for the betterment of the world around us.*

College Goals:

*Goal 1: Promote success for every student*

*Goal 2: Cultivate a culture of Equity*

*Goal 3: Strengthen Connections with the Community*

*Goal 4: Commit to accountability and continuous quality improvement*

The Office of the President promotes student success and is committed to working with our campus community to reduce the achievement gap. The President and/or members of President's Staff actively meet and work with community groups, business and educational partners. Some examples of community engagement include the Education Advisory Group of Los Amigos, the Anaheim Collaborative, the Fullerton Collaborative, North Orange County Chamber of Commerce and attending a variety of workshops and conferences focused on student equity and success. In addition, with the President's support, the President's Advisory Council is been charged with providing "leadership, advocacy, and the institutional guidance and vision for coordinating campus-wide student success efforts."

The President continues to foster and strengthen connections with community partners by serving on the Fullerton College Foundation Board of Directors, participating with Pathways of Hope and other community organizations. The President convenes quarterly meetings with the President of CSUF and Superintendents of the Fullerton Joint Union School District and Fullerton K-8 district.

## 2.0 Department/Office Description/Data & Trends Analysis

2.1 Describe the purpose, components, and staffing of this department/office.

The Office of the President provides leadership to plan, organize, coordinate and direct the educational programs and activities of the college in accordance with campus wide plans, the District Strategic Plan and Board of Trustees Policy and Procedures. The President serves as the primary advocate for the college at the District level and with the Board of Trustees for resource needs, policy issues, special projects, and the promotion of campus goals and achievements. The President and the Office of the President team serve as a welcoming “front door” to Fullerton College for community members by listening to those we serve, sharing information about the variety of ways that the college serves the local community and by soliciting feedback from community and business constituents.

2.2 Staffing – complete the table below. Please list the total number of personnel in each type of position in this department/office. Within each classification in the first column, please list the position titles. For confidentiality, **do not** include the names of any people in the positions.

CURRENT STAFF					
Classification (Include position titles)	# of staff in each position title	Percent of employment	Months per year of employment	Source of funding (General / Categorical)	FTE
<b>Managers</b>					
President	1	100%	12	General	1.0
<b>Classified</b>					
Executive Assistant	1	100%	12	General	1.0
Administrative Assistant II	1	100%	12	General	1.0
<b>Hourly – Adult</b>					
None at this time					
<b>Hourly - Student</b>					
None at this time					
<b>Professional Experts</b>					
None at this time					
				<b>Total FTE</b>	<b>3.0</b>

2.3 Other Resources

OTHER RESOURCES				
Please list each position by classification in the department/program	Services Provided	Number of Hours	Overall Cost	Source of funding (General / Categorical)
<b>Independent Contractors</b>				
None at this time				
<b>Volunteers</b>				

None at this time				
<b>Interns</b>				
None at this time				
Total Hours & Costs				
<b>Total FTE</b>				

- 2.4 Utilize the data provided in the tables above in a discussion of the appropriateness of the staffing levels of this department/office.

The current level of staffing is appropriate, however at peak times throughout the academic year, additional assistance is needed with coverage or office support needs.

- 2.5 How does this department/office serve the population of the college?

The Office of the President serves as the primary contact for the college, both externally and internally. Inquiries and requests submitted to the Office of the President are either handled in the office or directed to the appropriate Fullerton College department or personnel.

- 2.6 Since the previous Program Review Self-Study what significant changes have occurred that impact the services of this department/office?

Since the last Program Review Self-Study in 2015, Fullerton College had two interim Presidents. In FY1-22, Dr. Gilbert Contreras became Interim President temporarily leaving his position as Vice President of Student Services. In July 5, 2022, Dr. Monte E. Perez became Interim President after retiring from Los Angeles Mission College in July 2021. On January 9, 2023 the permanent President, Dr. Cynthia Olivo, was appointed.

- 2.7 Describe any laws, regulations, trends, policies and procedures or other influences that have an impact on the effectiveness of your department/office.

Overall the California Community Colleges have experienced a great deal of change. New initiatives including Guided Pathways, Strong Workforce, Vision for Success and a new California Community College Funding Formula have presented the college with opportunities to review our operations and practices. Planning related to these initiatives is ongoing.

- 2.8 Provide any other data that is relevant to your self-study.

Due to the confidential nature of the Office of the President, all the work is normally handled by the Office of the President staff without assistance from any hourly or student workers.

### **3.0 Strengths, Weaknesses, Opportunities, Challenges (SWOC)**

- 3.1 Based on your analysis in 2.1 through 2.8, what are the strengths of your department/office?

The Office of the President staff works well together as a team and responds to a variety of requests, inquiries, and paperwork requests in a timely manner. They also take time to listen to the concerns of callers and visitors before providing information, responses or guiding them to the appropriate department or personnel.

3.2. Based on your analysis in 2.1 through 2.8, what are the weaknesses of your department/office?

Due to peak times and the high volume of workload in the Office of the President, it can be challenging at times to accomplish all tasks by the necessary timelines and deadlines. During these times, extra support will be brought in as needed, often from neighboring departments in the 100 building.

3.3 Based on your analysis in 2.1 through 2.8, what opportunities exist for your department/office?

The Office is in a position to provide leadership for the education communities in our service area. The Office of the President has become the focal point for convening CSUF, School Districts, and enhancing dual enrollment opportunities at Fullerton Joint Union and Anaheim School Districts. The Office of the President has established several collaborations with non profit agencies, OC Office of Education and OC Probation to increase enrollments and student engagement.

3.4 Based on your analysis in 2.1 through 2.8, what challenges exist for your department/office?

The Office of the President is challenged to provide leadership as the college transitions into the post pandemic period. Students are more familiar with remote learning and the delivery of student services. The 21-22 Student Satisfaction Survey found that students want convenience and flexibility in obtaining their education. Secondly, faculty and staff have learned new ways to teach and provide services that are in person and remote. These developments have changed the nature of work and hybrid models of in person and remote teaching and service delivery are being proposed in the coming years. Finally, with the pandemic close to 20% of FC’s enrollment dropped. Bringing back the enrollment pre-pandemic is a top priority of the college.

#### 4.0 Service Area Outcomes (SAO) Assessment

4.1 List your SAOs and complete the expandable table below.

	Service Area Outcomes (SAO)	Date Assessment Completed	Date(s) Data Analyzed	Date(s) Data Used For Improvement	Number of Cycles Completed
1.	Provide open access, increase communication and increase responsiveness	Fall 2023, ongoing	Throughout 2023-2025	Throughout 2023-2025	0
2.	Maintain current level of performance during the staffing transition	Fall 2023, ongoing	Throughout 2023-2025	Throughout 2023-2025	0

4.2 Assessment: Complete the expandable table below.

<i>Service Area Outcomes Assessment for the Administrative/Operations Division of Fullerton College</i>			
Intended Outcomes	Means of Assessment & Criteria for Success	Summary of Data Collected	Use of Results
High level of service and satisfaction provided by the Office of the President	Fall 2023, ongoing	Qualitative feedback collected through President Open Forums, President Open Office Hours, written and verbal feedback received by the Office of the President	Feedback used to inform processes, operations
Minimal/reduced level of concerns regarding work flow and responsiveness to requests	Fall 2023, ongoing	Qualitative feedback collected through President Open Forums, President Open Office Hours, written and verbal feedback received by the Office of the President	Feedback used to inform processes, operations

4.3 How has assessment of SAOs led to improvements in services provided to the consumer by this department/office?

Based on feedback received during President’s Open Forums, President’s Open Office Hours, President Advisory Council, and other written and verbal feedback received, the Office of the President has implemented changes to the days and hours that open forums and office hours are hosted, in an effort to be more accessible to a greater portion of the campus community.

4.4 What challenges remain to make your SAOs more effective?

We currently do not have a survey or quantitative method to assess our effectiveness to support ongoing improvement. That said, we continue to utilize other qualitative measures to assess our overall effectiveness.

4.5 Describe how the SAOs are linked to the [college's goals](#).

Everything we do in the Office of the President is focused on cultivating and leading a welcoming environment across the college to provide a unique learning and working environment, in order to maximize student equity and success.

4.6 A. What methods are used to assess the department/office’s effectiveness to the population that interacts with your department/office?

Currently, the Office of the President relies on feedback from campus to evaluate the effectiveness of the interaction with other departments and offices. We have received several calls and emails on how pleasant and welcoming our office is and how easy it is to work with us. In addition, we have received feedback during President's Open Forums, President's Open Office Hours, President Advisory Council, as well as other written and verbal feedback

B. What do the results of the above methods of assessment indicate about the effectiveness of the department/office?

We discuss the feedback we receive from all forms as a team, in order to find ways that we can be more effective in service to our campus and the community.

C. How were the assessment results used to make improvements to services provided by this department/office? Please provide examples.

One example is that in response to feedback we received during President's Open Forums, President's Open Office Hours, President Advisory Council, and other written and verbal feedback received, the Office of the President has implemented changes to the days and hours that open forums and office hours are hosted. In addition, we solicited feedback and have implemented changes to our President's Advisory Council agenda, minutes and how information is distributed and shared.

## **5.0 Evaluation of Progress Toward Previous Goals** (Future program review templates for this section will identify "previous goals" as "previous strategic action plans".)

5.1 List the goals from your last self-study/program review.

Have a visible presence throughout the community.  
Strengthen relationships with K-12 school district leaders and community leaders.

5.2 Describe the level of success and/or progress achieved in the goals listed above.

- A. The Office of the President made changes in various events hosted by that office, including changing the location of events, surveying faculty and staff for optimal event times and transitioning the coordination of the campus Holiday Party over to the Classified Senate in 2015. While staff was not surveyed for each one of the changes that was implemented, the feedback that has been received from campus and district staff has been very positive.
- B. Connections to the community have been strengthened in a number of ways. Monthly Campus Open Forums are scheduled throughout the year and all faculty, staff and students are invited to attend. In addition, the President has participated in Community Forums related to our educational master plan and facilities plan, participated in advisory group meetings with California State University, Fullerton, and maintained strong working relationships with local K-12 Superintendents and Principals. In addition, the President and the college have hosted Principal Luncheons and Counselor Luncheons each semester on campus.

5.3 How did you measure the level of success and/or progress achieved in the goals listed above?

By analyzing feedback received and reviewing evidence of meeting agendas and documentation related to community meetings and events.

- 5.4 Provide examples of how the goals in the last cycle contributed to the continuous quality improvement of your department/office.

The office has a strong commitment to being responsive to all those who interact with the Office of the President. Communication opportunities have been developed and continue to be utilized, such as President’s Weekly, the News Center, President’s Open Forums and President’s Open Office Hours.

- 5.5 In cases where resources were allocated toward goals in the last cycle, how did the resources contribute to the improvement of the department/office?

No additional resources were allocated toward the goals in the previous cycle.

- 5.6 If funds were not allocated in the last review cycle, how did it impact your department/office?

No funds were allocated in the last review cycle and there was no negative impact to the office and the outcomes associated with the office.

**6.0 Strategic Action Plans (SAP) [formerly called Goals (6) and Requests for Resources (7)]**

Using the tables below, list the strategic action plans (SAPs) for your department/office. These plans should follow logically from the information provided in the self-study. Use a separate table for each SAP.

SAPs for this three-year cycle:

STRATEGIC ACTION PLAN # 1	
Strategic Action Plan Name: (formerly called short-term goal)	Lead and support the development of innovative and promising practices, educational partnerships and a Guided Pathways framework, in order to increase student success and reduce the achievement gap.
List College goal/objective the plan meets:	College Goal #: Goal 1 - Fullerton College will promote student success (Objectives 1-6) Goal 2 – Fullerton College will reduce the achievement gap (Objectives 1-5)
Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.	The President and the Office of the President team will actively lead and support initiatives, practices and processes that contribute positively to student equity and success. And will contribute to reducing/eliminating equity gaps-The Office of the President will ensure that we have activities to honor and recognize heritage month celebrations and cultural events in order to ensure we have a warm & welcoming environment to foster a higher sense of belonging for students and employees. Examples include Lunar New Year, Black History Month, and exploring what it means to be an Hispanic Serving Institution.
What <i>Measurable Outcome</i> is anticipated for this SAP?	In addition to feedback collected from President’s Open Forum, President’s Open Office Hours, President’s Advisory Council and other



	forms, institutional data will be utilized to measure progress with respect to these goals.	
What specific aspects of this SAP can be accomplished without additional financial resources?	The Office of the President is committed to these goals and is not specifically requesting additional resources for this department.	
If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel		
Facilities		
Equipment		
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
<b>Total Requested Amount</b>		

STRATEGIC ACTION PLAN # 2		
<b>Strategic Action Plan Name:</b> (formerly called short-term goal)	Provide leadership throughout educational, business and civic communities in order to effectively serve our community and leverage partnerships to benefit our students and their academic and career success.	
List College goal/objective the plan meets:	Goal 3: Fullerton College will strengthen connections with the community. (Objectives 1-5)	
<b>Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.</b>	The President will actively engage in community activities and be a visible partner with representatives from business, government and educational communities in order to positively impact the success of our students.	
What <i>Measurable Outcome</i> is anticipated for this SAP?	The Office of the President team tracks the various community events that the President attends throughout the year, as well as the President's professional memberships and community affiliations.	
What specific aspects of this SAP can be accomplished without additional financial resources?	The Office of the President is committed to this goal and is not specifically requesting additional resources for this department.	
If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel		
Facilities		
Equipment		

Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
<b>Total Requested Amount</b>		

STRATEGIC ACTION PLAN # 3		
Strategic Action Plan Name: (formerly called short-term goal)		
List College goal/objective the plan meets:	College Goal #:	
	Objective #:	
Briefly describe the SAP, including title of person(s) responsible and timeframe, in 150 words or less.		
What <i>Measurable Outcome</i> is anticipated for this SAP?		
What specific aspects of this SAP can be accomplished without additional financial resources?		
If additional financial resources would be required to accomplish this SAP, please complete the section below. Keep in mind that requests for resources must follow logically from the information provided in this self-study.		
Type of Resource	Requested Dollar Amount	Potential Funding Source
Personnel		
Facilities		
Equipment		
Supplies		
Computer Hardware		
Computer Software		
Training		
Other		
<b>Total Requested Amount</b>		

## **7.0 Long Term Plans**

Describe the long term plans (four-six years) for your department/office. Please consider future trends in your narrative. Identifying financial resources needed for these plans is optional.

The President will lead the advancement of Fullerton College in a number of areas, including progress in the areas of student success and reducing the achievement gap. In addition, the President will lead the college through the Measure J planning process which will result in upgraded and/or new facilities in support of the college educational master plan.

Another area that the President will provide leadership to is the Fullerton College Foundation. Although the Foundation is an independent entity, the college works closely with the Foundation in support of its primary mission to deliver scholarship opportunities to the students of Fullerton College. In FY 21-22 the Foundation voted in support of transitioning to an auxiliary foundation, which would result in a more direct working relationship with the college and NOCCCD.

## **8.0 Self-Study Summary**

This section provides the reader with an overview of the highlights, themes, and key segments of the self-study. It should not include new information that is not mentioned in other sections of this document.

The Office of the President is committed to the Mission, Vision, Course Values, and Goals of the College. The President is committed to a campus climate that is radically student-centered and to providing a learning and working environment that is welcoming to all. The President promotes learning and student success as the focus of the college and is committed to reducing the achievement gap. The President continues to look for ways to strengthen connections with our community. As the “face of the college,” the President listens actively to community members and demonstrates a commitment to engage with community members and invite their perspectives. The President shares information on how the college serves the local community on a regular basis throughout the year.

The Office of the President serves as the primary contact for the college. Inquiries and requests submitted to the Office of the President should be handled or guided to the appropriate Fullerton College department or personnel in a timely manner. Due to the confidential nature of the work in the Office of the President, all the work is handled by the staff without assistance from any hourly or student workers.

The office is always looking for ways to improve faculty and staff satisfaction with the Office of the President and the events that the office is responsible for planning and coordinating. A survey will measure the effectiveness of the office’s interaction with others.

## **9.0 Publication Review**

Fullerton College is committed to assuring integrity in all representations of its mission, programs, and services. As such, during the program review self-study process programs are required to document their publications (websites, brochures, magazines, pamphlets, etc.) that are used to promote programs and services to the campus community and community at-large. This review should specify when the publication was last reviewed, if the information in the publication is accurate, and if the information correctly represents the college’s mission, programs, and services.

Information on the college’s graphic standards is available here: <http://news.fullcoll.edu/campus-communications/web-help/graphics/>.

In the far right column please provide the URL where the publication can be accessed. If it cannot be accessed via the Internet, please provide a sample of the publication with your program review self-study. If you have any questions about what type of publication should be included, please contact Lisa McPheron, Director of Campus Communications at [lmcpheon@fullcoll.edu](mailto:lmcpheon@fullcoll.edu).

For publications that you have identified as inaccurate, please provide the action plan for implementing corrections below.

Publication	Date last reviewed	Is the information accurate?	URL of publication

## Routing & Response Page

Originator → IMS → Program Review Chair → Appropriate President's Staff Member

**Originator:** *Electronically submit completed Program Review to Division Dean/IMS for review.*

**Appropriate Immediate Management Supervisor (IMS):** *Select one and provide response if necessary. Forward electronically to appropriate Vice President's Office.*

### RESPONSE

Printed name of IMS

Title

Date

*I concur with the findings contained in this Program Review.*

*I concur with the findings contained in this Program Review with the following exceptions (include a narrative the basis for each exception):*

*Area of exception:*

*I do not concur with the findings contained in this Program Review (include a narrative explanation):*

**Appropriate President's Staff Member:** *Print Program Review, sign, and route both hard copy and electronic version to Program Review Chair.*

### ACKNOWLEDGING RECEIPT

Printed Name

Signature

Title

Date



# Fullerton College Mission Statement

## MISSION

Fullerton College advances student learning and achievement by developing flexible pathways for students from our diverse communities who seek educational and career growth, certificates, associate degrees, and transfer. We foster a supportive and inclusive environment for students to be successful learners, responsible leaders, and engaged community members.

## VISION

Fullerton College will transform lives and inspire positive change in the world.

*Approved by Fullerton College  
President's Advisory Council and  
accepted by President Schulz  
May 2017.*

## VALUES

### Community

We promote a sense of community that enhances the well-being of our campus and surrounding areas.

### Diversity

We embrace and value the diversity of our entire community.

### Equity

We commit to equity for all we serve.

### Excellence

We honor and build upon our tradition of excellence.

### Growth

We expect everyone to continue growing and learning.

### Inclusivity

We support the involvement of all in the decision-making process.

### Innovation

We support innovation in teaching and learning.

### Integrity

We act in accordance with personal integrity and high ethical standards.

### Partnership

We work together with our educational and community partners.

### Respect

We support an environment of mutual respect and trust that embraces the individuality of all.

### Responsibility

We accept our responsibility for the betterment of the world around us.