

TO: Donald V. DeRosa, President  
Phil Gilbertson, Provost  
Members of Academic Council  
Members of the Institutional Priorities Committee

FROM: Elizabeth Griego, Vice President for Student Life  
John P. Carvana, Assistant Vice President for Community and  
Professional Development

SUBJECT: Program Review for Multicultural Programs/CIP/SUCCESS

DATE: May 10, 2007

From October 2006 through March 2007, the Student Life Departments of Multicultural Programs, Community Involvement, and SUCCESS underwent an administrative program review. Under the leadership of Assistant VP John P. Carvana and Directors Ines Ruiz-Huston (Multicultural and CIP) and Anita Bautista (SUCCESS), extensive self-studies were written for each program in preparation for the review. The self-studies included descriptions of the department's staffing, resources, policies, programs, and approaches, as well as metrics that help determine program success and sustainability. The Multicultural Program and SUCCESS reports were organized using the categories published by the Council on Academic Standards (CAS) for these departments. Although no CAS standards exist for our CIP program which is unique to Pacific, common CAS categories were employed in organizing the report. The process of writing the reports helped clarify our thinking regarding the strengths, needs, and priorities for each area.

The review itself raised many significant questions, resulting in helpful conversations and a list of very useful recommendations. We are much indebted to the outstanding leadership of Dr. Cynthia Dobbs, Assistant Dean of the College and Associate Professor of English, for her chairmanship of the program review committee. We gave Cynthia the challenging task of managing a small committee which ultimately organized to review three different but highly related programs, wrote three reports, and combined three reports into a combined set of major and minor recommendations. We recognize the skill involved in synthesizing the committee's reports and observations and we are grateful for a review process that was exceptionally inclusive in welcoming input, suggestions, and stories from Pacific faculty, staff, and especially, students. This review came at a welcome time in our organizational development within the Division, and we have benefited from the committee's insight that has led us to greater understanding of the direction and resources needed to help us accomplish our objectives and learning outcomes for these three important programs.

Cynthia was assisted in her work by the following committee members whom we would like to acknowledge and thank here for their service and contributions to Student Life at Pacific:

- Cris Clay, Executive Director, Community Re-Entry Program
- Lisa Cooper, Director of the Educational Resource Center
- Dr. Jose Michel, Director, Extended Opportunity Programs and Services, San Joaquin Delta College
- Chantou Thoeun, CIP and Pacific alumna (2006)
- Scott Rausch, Area Coordinator, North Area, Housing and Greek Life
- Natasha Wilson, Pacific student (graduating 2007)
- Dr. Xiaojing Zhou, Associate Professor of English and Director of Ethnic Studies

#### Response to Recommendations

1. **Revise organizational structure:** We understand the major recommendation of the review to be that we move to separate the Community Involvement Program (CIP) and Multicultural Affairs. In the attempt to conserve resources, these two offices were combined under one directorship, and we agree that the number of responsibilities assigned to a single person has limited the effectiveness of both programs and particularly limited the effectiveness of the CIP program. We also agree with the program review recommendation that CIP and SUCCESS be more closely aligned under an **Executive Director for CIP and SUCCESS** with shared administrative support and office space for the two programs. We believe that providing institutional funding to supplement federal grant funding for SUCCESS will strengthen the program and signal to the USDE our institutional commitment and support. In the FY08 budget cycle, we will seek funding for an additional staff position, and in the meantime during the FY08 year, we will consider alternative ways to temporarily share staffing through existing positions in order to separate the two programs and lend greater staffing support. We will move the CIP program administration to locate it in adjacent office space to SUCCESS in Bannister Hall, and we will seek to keep these programs together as Bannister Hall is vacated in the near future.
2. **Clarify program administrative reporting:** After carefully considering the committee's recommendations for where these three programs should report, we have concluded that all three programs will continue to report to the Assistant VP for Community and Professional Development. Concomitant with other initiatives that have been instituted to strengthen the Division's

commitment to diversity and developing intercultural competence among staff and students, we have reviewed the position responsibilities and description of the Assistant VP and will be recommending to the president some adjustments in his assignments to facilitate deeper engagement with these issues within the Division as well as more transparent alignment with other areas in Student Life (such as the Center for Community Involvement) and with Academic Affairs. We will retitle this position Assistant VP for Diversity and Community Engagement. The inclusion of the three separate programs Multicultural Affairs, CIP, and SUCCESS in the administrative portfolio of the Assistant VP for Diversity and Community Engagement further signals the priority the Division places on supporting underserved students.

3. **Strengthen and expand CIP:** We will work with the provost and admissions and financial aid offices to expand the geographic boundaries for CIP outside of the greater Stockton area beginning in FY 08. We will expand and re-engage the CIP Advisory Board. We will reinvigorate the community service expectation for CIP students and use these service opportunities to more strategically serve our community partnerships. We will seek a “much more rigorous program of curricularly-linked service learning and leadership development in the area of civic engagement” with stronger ties to Ethnic Studies, Gender Studies, and the Jacoby Center’s Leadership Program. Finally, we will seek to return to previous expectations that CIP responsibilities include admissions outreach. This tie was severed in FY07 to help manage the number of commitments for the director, and with increased staffing, we hope to return to a strengthened partnership with admissions that will increase the number of CIP students admitted to and served in the program. We will develop outcomes-based goals for the program to make it more results-oriented.
4. **Strengthen and expand Multicultural Affairs:** We will seek to integrate the outreach multicultural educational programming more centrally within the Division, including providing tighter organizational links to the Office of Student Leadership and Involvement and the Greek Life Multicultural Affairs Council. We will also seek to partner more effectively with the Assistant Provost for Diversity and the Inter-American Center as these initiatives develop. We will vest with the director responsibility for such University-wide programs as the Town Hall meetings, pre-planned calendar of speakers on diversity issues, cultural months and celebrations, and the Sustained Dialogue program. With the planned move of the Women’s Center and Pride

Center to join the ALANA Center in McCaffrey, the Director of Multicultural Affairs will be centrally located to facilitate closer collaboration and communication among these entities and with ASUOP and the rest of Student Life and the University.

5. **Implement recommendations for SUCCESS program:** The principle recommendation for SUCCESS is to create the position Executive Director of CIP and SUCCESS with the charge to bring these two programs more closely in alignment and to eliminate the confusing overlap that exists for students. In addition, we will implement most of the recommendations made in the program review report, including increasing the number of computers available to students, hiring more student tutors, updating the web page, and continuing progress on program development and assessment of learning outcomes.

In conclusion, we support and have learned from the recommendations of the program review committee. We will spend the summer and much of next year implementing the suggestions that we have been given and ultimately, we will develop and implement more effective programs to serve our remarkable students. We thank the members of the program review committee for their time and wisdom and for their contributions to strengthening Student Life.