

Santa Rosa Junior College

Program Resource Planning Process

Scholarship 2018

1.1a Mission

SRJC Scholarship Programs provide comprehensive scholarship and related outreach services which assist entering, continuing, program completing and transferring students in achieving their educational goals.

1.1b Mission Alignment

Strategic Plan: Goals and Objectives	Scholarship Alignment with Strategic Plan
A. Support Student Success: Support development of the whole student from early college awareness through successful completion of educational and career goals	
Expand and sustain access by eliminating barriers, expanding strategic outreach efforts, and delivering services effectively through current technologies	<p>Provide outreach to all District high schools (including alternative, continuation and community schools) and other on-campus and community locations upon request.</p> <p>Participate in SRJC Team outreach efforts throughout the year. Scholarship Programs saw the return of the Doyle Scholarship in 2013-14 for the high school class of 2013 and managed an additional 53% program growth in 2015-16 from 2014-15. A vacancy remained in the Scholarship Outreach Coordinator position for 2015-16, but will be filled by spring 2017. For the report year, Scholarship Outreach was primarily provided to high schools by the Financial Aid Outreach Coordinator with some assistance from a Scholarship Technician. Our staff members visit all area high schools including continuation schools. The addition of one full-time Scholarship Technician in 2016-17 (filled by an SRJC Bookstore employee on March 20, 2017) and the Outreach Coordinator will allow the Scholarship Office to engage more with outreach into high schools within the District's service area.</p> <p>Scholarship Programs has a cooperative role in developing, offering, and implementing a Promise program. SRJC and the Doyle Trust have been "Keeping the Promise" to Sonoma County residents since 1950 with the Doyle Scholarship program.</p>

<p>Increase retention and academic progress through student engagement with academic and student services, faculty and staff, and campus community activities</p>	<p>With a portion of the distribution from the Anonymous Donor scholarships (renamed in Spring 2017 to the The Robert and Shirley Harris Family Foundation Endowment), the Scholarship Office managed multiple, large-scale programs including the Foster Youth Success Completion Incentive Award, which incentivizes and recognizes progress towards the student's goal and the Teaching Fellows Program, which engages students in a meaningful way with faculty, staff, and students.</p> <p>In 2015-16 the SRJC Foundation received a renewal of a grant in excess of \$180,000 to provide scholarship support for underrepresented groups including ESL, Puente, EOPS, HEP, and single parents. The primary beneficiaries of this grant are students enrolled in non-credit, basic skills coursework. This is a renewable grant intended to support students as they progress through their educational goals. These funds are awarded as Adult Literacy Scholarships.</p>
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<p>Increase number of students who complete their educational plans and goals</p>	<p>Scholarship recipients, in general, have higher retention and completion rates than the general District population (see section 5 data elements).</p>
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B. Foster Learning and Academic Excellence Foster learning and academic excellence by providing effective programs and services

<p>Integrate academic and student support services across the college</p>	<p>All Doyle Scholars (first-time, full-time freshmen) are required to complete the three Student Success steps of Orientation, Assessment and Educational Planning to receive their award, resulting in a strong foundation for their success. Doyle Scholars may now renew their awards for a second year. Recipients must meet Satisfactory Academic Progress (SAP) standards and remain on track with their long-term educational plan.</p> <p>Scholarship Programs challenge students to participate fully in the learning process through understanding and meeting the application criteria and by establishing academic award standards that promote full-time enrollment and academic success.</p>
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C. Serve our Diverse Communities Serve our diverse communities and strengthen our connections through engagement, collaboration, partnerships, innovation, and leadership

<p>Identify the educational needs of our changing demographics and develop appropriate and innovative programs and services with a focus on the increasing Latino/a population</p>	<p>Promote open access through actively eliminating barriers to a college education. Through the Foundation and Business & Community Scholarship programs, the Scholarship Office engages with a wide variety of organizations to provide an array of awards to our diverse student population.</p> <p>Since 2015-16, the qualifying GPA for the Doyle Scholarship is 2.75, providing access to nearly 700 additional high school graduates. In order for students to renew their Doyle awards for a second year, the academic standard was lowered from a 2.5 term GPA to 2.0 and 67% completion rate (SAP standards). This allows students who struggle with the transition from high school to college to retain their Doyle awards and provide financial incentive to continue in school.</p>
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D. Improve Facilities and Technology *Provide, enhance, integrate, and continuously improve facilities and technology to support learning and innovation*

Incorporate best practices and innovations for facilities and technologies in order to enhance learning and working environments

Scholarship operations are continually monitored and improved for technology improvements. Scholarship seeks to enhance operational efficiency while opening up access to students through technology.

In 2015-16, Scholarship Programs awarding system transitioned from our "home grown" payment system (MoneyBags) to become fully integrated with the new financial aid management system, PowerFAIDS. This allows students and staff to have a clear understanding of their full financial aid package in one system and in real time. Academic year 2016-17 will be the first award year in the new system.

E. Establish a Strong Culture of Sustainability *Establish a culture of sustainability that promotes environmental stewardship, economic vitality, and social equity*

Expand, support, and monitor district-wide sustainability practices and initiatives

Since 2013, the Foundation continuing and transferring applications have been paperless. We continue to use an application developed in SIS that allows students to apply for hundreds of scholarships through one application. Separate Cycle scholarship applications are offered online as PDF forms, eliminating the need to print numerous copies.

Student communications have been streamlined to utilize the Student Portal in SIS, rather than sending paper letters to students.

In 2015-16, the Doyle Scholarship application switched from paper to an electronic submission format. Applicants were able to access the application via the Scholarship Office web page, then complete and submit the application online.

F. Cultivate a Healthy Organization *Cultivate an inclusive and diverse organizational culture that promotes employee engagement, growth, and collegiality*

Recruit and hire outstanding faculty and staff and implement an exemplary Professional Development Program for all employees

Scholarship Programs employees are provided opportunities to grow and develop professionally. Employees participate in Professional Development Activities, job-related trainings, and are granted release time for job-related classes.

G. Develop Financial Resources *Pursue resource development and diversification while maintaining responsible fiscal practices and financial stability*

Pursue alternative funding sources including grants, partnerships, and scholarships to support our diverse communities and students

The Scholarship Office, in collaboration with the SRJC Foundation, pursues funding resources to assist with expanding the size and breadth (i.e. diversity) of scholarship awards for SRJC students.

H. Improve Institutional Effectiveness *Continuously improve institutional effectiveness in support of our students, staff, and communities*

Fully implement continuous quality improvement strategies to achieve greater transparency, effectiveness, efficiency, and participation	Scholarship Programs employees participate in the District's shared governance process and are engaged in District-wide planning and committees.
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1.1c Description

Scholarship Programs operates year-round and provides scholarship information, resources and support services to students, parents and community members. The office publicizes local, state and national scholarship opportunities, coordinates scholarship selection committees and administers scholarship payments to incoming, continuing, and transferring students. For the 2015-16 year 1,098 qualified scholarship applications were received for the SRJC Foundation Continuing and Transferring scholarships and more than 600 applications were received and screened for "separate cycle" opportunities for various business and community scholarships. The Scholarship Office offered more than 2,522 individual awards to 1,566 students. The Doyle Scholarship Program expanded to offer \$1,000 awards to 1,643 students from the high school class of 2015. Student success steps of orientation, assessment, and education planning are requirements for students to receive the Doyle and Doyle Trustee scholarships.

1.1d Hours of Office Operation and Service by Location

LOCATION & HOURS

Santa Rosa Campus

Plover Hall

TEL (707) 527-4740

M - Th, 8:00 AM-5:00 PM

F, 8:00 AM - 12:00 PM

Closed Fridays in June & July

Petaluma Campus

Closed daily 1:00-2:00PM

Jacobs Hall, Room 109

TEL (707) 778-2461

M, T, Th, 8:00 AM-5:00 PM,

W, 8:00 AM-7:00 PM

Closed Fridays

1.2 Program/Unit Context and Environmental Scan

All funds in the 4000s and 5000s are used each year. The Scholarship Office prints brochures, letters and other related materials to distribute to all scholarship recipients (close to 2000) as well as outreach materials for all local high school seniors and the general public.

The distribution from the Doyle Trust resumed in September 2012 with a 5% administrative cost allowance (ACA) of \$30,500 for the 2012-13 year. This was after four years at a \$0 level, reflecting reduction in workload and costs associated with contraction of the Doyle program. The Doyle ACA will be able to assist with costs associated with program growth in the future.

ACA for 2013-14: \$45,000

ACA for 2014-15: \$65,750

ACA for 2015-16: \$91,000

Qualified students from the class of 2014 were offered 873 awards. Of these, 480 students enrolled full-time at SRJC and met the academic and student success requirements during the 2014-15 academic year. With the lowering of the GPA requirement from 3.0 to 2.75, the Doyle Scholarship Program nearly doubled the number of awards offered to 1,643 for the class of 2015 to attend SRJC during the 2015-16 academic year. Of these applicants, 831 Doyle and Doyle Trustee awardees attended SRJC and received at least one award payment. The Doyle Scholarship Program continues to award full-year \$1000 scholarships to qualified local high school graduates and is now offering a second year renewal opportunity to Doyle Scholars.

2.1a Budget Needs

For 2016-17, Scholarship Programs had a total revised budget of \$409,694. In spring 2017 the Student Financial Services underwent a re-organization. The reorganization went into effect on April 1, 2017. The Manager, Scholarship Programs received a promotion to Manager, Student Financial Services (Financial Aid/Scholarship/Veterans Affairs) and one Scholarship Technician position was promoted to Coordinator, Scholarship & Outreach. This position has been vacant since April 6, 2018 and the position is currently on hold.

The Scholarship Office is currently operating with two Scholarship Technicians, part-time assistance from the Administrative Assistant I in the Veterans Affairs Office, and

the Manager, Student Financial Services. The operations continue to grow and the need for an additional staff member remains.

The Doyle Program continues to grow. In 2016-17, more than 2,500 students applied for Doyle scholarships and 1,795 students received disbursements (70% overall claim rate). The SRJC Foundation based scholarship programs also continue to grow. Data for the 2016-17 academic year shows that more than 1,000 students received institutional scholarship awards. The Doyle Scholarship Program is in an active growth period. The Scholarship Office is anticipating to offer Doyle awards of up to \$4 million. The SRJC Foundation scholarships have also seen significant growth. It is not just the volume that has changed, but the programs offered are more complex and require increasing levels of detailed oversight.

With this growth in mind, Scholarship Programs was approved to hire a third Scholarship Technician to meet the demands of our programs. With our area's reorganization last spring, Melissa Peterson was re-organized from a Scholarship Technician to Coordinator, Scholarship Programs & Outreach. Now, Melissa Peterson is leaving SRJC and creating a vacancy in our department. The current state of the District's budget means that this position will not be recruited in the near future, yet the need for an additional staff person has not gone away.

Both the Doyle and SRJC Foundation based scholarships are manually reviewed, awarded, and processed. With the implementation of PowerFAIDS financial aid management system, scholarship awards are added to the student's financial aid package and disbursements are made through this system. The processing of award payments has significantly improved with the integration of scholarships with the financial aid process. However, PowerFAIDS is not a scholarship management system.

The Scholarship Office tracks over 650 unique scholarship offerings annually. Each offering has its own set of criteria, award amounts, number of awards available, and assigned selection committee. Many awards require a secondary screening by donors and many require interviews, letters of recommendation, or other supplemental information. Four thousand, four hundred and sixty five (4,465) students were awarded scholarships in 2017-18. The size and scope of the program was not sustainable at the 2017-18 staffing levels given the current tools available. Moving forward, it will become increasingly difficult to provide the level of service our students and selection committees deserve with a vacancy, two technicians, and Excel as our scholarship management "database."

Now is the time to invest in a proper Scholarship Management System (SMS). A true SMS moves our operations from being dependent on time consuming, labor intensive, human-error prone systems (Excel, Word Documents, PDF applications, Outlook calendaring, etc.) to an inclusive functional award management system. All of our scholarship information will be contained in ONE centralized database. A sophisticated system will allow us to track the award from start to finish. It will maintain award criteria, allow for a wide-variety of deadlines, track multiple step processes, notify selection committees, allow on-line application submission, allow for on-line application review, streamline the renewal process, allow for document intake, and provide a platform for student communication amongst other things.

The biggest advantage will be the improvement of the student experience. Students will be better informed of scholarship opportunities, have access to an easier application process, will know if they need to submit supplemental information at the time of application, and will receive earlier notification of award selection. The Scholarship Office will spend less time hand-matching thousands of students to hundreds of different scholarships and less time manually printing, copying, and mailing application materials to nearly 200 hundred unique selection committees.

Another advantage is the enhanced relationship with donors. With more transparent information about each scholarship award, awarding criteria, background information, and even donor biographies, students and donors will be more connected to one another and more vested in the student's success and scholarship outcomes.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0000	ALL	00	00	\$0.00	
0001	ALL	07	02	\$35,000.00	Scholarship Management System to manage the scholarship award process from start to finish. Current manual process is labor intensive and human-error prone. A new system will streamline the process and provide for a better experience for students, selection committees, and staff.

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Scholarship Technician (75%)	30.00	12.00	VACANT - EFFECTIVE APRIL 1, 2017. Employee promoted to Coordinator, Scholarship & Outreach. Processes scholarship awards; participates in outreach efforts to current and prospective students; coordinates with SRJC Foundation staff for disbursement of scholarship funds; advises students, parents and community members regarding scholarship requirements; determines scholarship recipient eligibility; works with more than 2,000 awards each year valued at greater than \$1,500,000; enters student information into specialized financial aid software; assists with front counter and phone coverage.
Administrative Asst I	30.00	12.00	VACANT - EFFECTIVE OCTOBER 1,2010 PERMANENTLY REASSIGNED THROUGH REENGINEERING; Provides front counter and phone coverage for students, parents and community members; answers questions regarding scholarship policies and procedures; maintains scholarship advertisements in office as well as on-line; provides clerical support to supervisor.
Scholarship Technician	40.00	12.00	Processes scholarship awards; participates in outreach efforts to current and prospective students; coordinates application and award process for Doyle Scholarships; disburses Doyle funds to eligible students; determines applicants' academic eligibility and financial need; monitors continuing eligibility; works with more than 2,000 applications with an award value of over \$2,000,000; advises students, parents and community members regarding scholarship requirements; generates POs and graphics orders. Evaluates and determines basic student eligibility for financial aid programs; verifies financial aid information reported on applications and additional documents; prepares award letters; enters student information into specialized financial aid software; assists with front counter and phone coverage.
Coordinator, Scholarship & Outreach	40.00	12.00	VACANT - EFFECTIVE April 6, 2018. Coordinates scholarship outreach presentations for the District; provides informational presentations to SRJC students, area high schools, parents and community; advises students in their scholarship search and application process; plans and organizes the Circle of Honor event to recognize scholarship donors and recipients.
Scholarship Technician	40.00	12.00	Processes scholarship awards; participates in outreach efforts to current and prospective students; coordinates application and award process for Doyle Scholarships; disburses Doyle funds to eligible students; determines applicants' academic eligibility and financial need; monitors continuing eligibility; works with more than 2,000 applications with an award value of over \$2,000,000; advises students, parents and community members regarding scholarship requirements; generates POs and graphics orders. Evaluates and determines basic student eligibility for financial aid programs; verifies financial aid information reported on applications and additional documents; prepares award letters; enters student information into specialized financial aid software; assists with front counter and phone coverage.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Manager, Student Financial Services	40.00	12.00	Administers the comprehensive scholarship programs for SRJC including the Doyle Scholarship Program, SRJC Foundation Scholarship and Business & Community Scholarship programs. Manages the operation of the Scholarship Office including budget management, staff supervision, new scholarship development, outreach activities, financial reporting and analysis, and disbursement of scholarship funds. Under the direction of the Director, Student Financial Services, plan, organize and manage the day-to-day operations of the Financial Aid and Scholarship Office including application review, awarding, record-keeping and reporting activities; maintain contact with lending institutions to report on the status of loan recipients, availability of funds and current criteria for making loans; train, supervise and evaluate the performance of assigned staff.

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Student Employee	24.00	12.00	Provides front counter and phone coverage for students, parents and community members; answers questions regarding scholarship policies and procedures; maintains scholarship advertisements in office as well as on-line; provides clerical support to supervisor.

2.2d Adequacy and Effectiveness of Staffing

For the 2017-18 year, Scholarship Programs had 1.0 FTE Manager and 3 FTE Support Staff. One of the Scholarship Technician positions was supported by a vacancy in Financial Aid. The vacancy was transferred to the Scholarship Office to address the growth in the Doyle and other scholarship programs. The conversion of one of the Scholarship Technician positions to the Coordinator position was a result of the Student Financial Services re-organization in 2016-17.

The Scholarship Programs department is in a steady growth period since the return of distributions from the Doyle Trust in 2012-13. Distributions have increased each year since the return. When the program contracted in 2008, the department saw a contraction in staffing: one employee transferred to Financial Aid and another was reengineered due to reduction of workload in Scholarship. With the growth and changes to the Doyle Scholarship program, additional staff is needed to accommodate the size and complexity of the program.

The addition of a Scholarship Technician (filled March 20, 2017) is critical to our program's ability to continue to serve students and provide appropriate services to current and future students. The Doyle Scholarship program continues to grow. In 2015-16 we added the opportunity for students to renew their scholarships for a second year **and** we added a second award application cycle. While all scholarship processing is high touch and requires attention to detail and regular oversight, our area has seen the addition of several ongoing, high maintenance programs. For example, the Teaching Fellows Program requires oversight of student eligibility at regular intervals throughout the academic year, frequent contact with faculty mentors for student accountability and participation, active program participation as a member of the steering committee, attendance at cohort meetings, and annual reporting. The Foster Youth Completion Incentive Award and Adult Literacy grant require extensive oversight, are labor intensive, and require additional reporting. The SRJC Foundation has shifted the reporting burden for the Adult Literacy grant to the Scholarship Office.

Scholarship Programs has also been an integral partner with Student Equity and has been assigned over \$60,000 in *direct student support* (these non-cash awards include gas cards, food vouchers, school supplies, backpacks, print cards, and bus passes). The proper awarding, disbursement, tracking, and reporting of these awards is time intensive.

The generous gift of \$6 million from the Robert and Shirley Harris Family Foundation Endowment (previously Anonymous Donor) to support student scholarships at SRJC continued to grow in 2016-17 and 2017-18. These funds continued to have a significant impact on the Scholarship Programs operations. The Scholarship staff will need to be prepared to administer these expanded programs. This endowed fund is providing \$220,000 of distribution in 2016-17. The endowment provided funding for up to 16 students to participate in the SRJC Teaching Fellows Program for a year-long Fellowship. Feedback from faculty and students continues to be overwhelmingly positive. The anonymous gift also allowed for a Financial Aid Student Success grants, continuing and transferring student awards, and continuation of the Foster Youth Completion Incentive award (a high-touch program with frequent evaluations of the student's academic progress).

The Adult Literacy Award was developed as a result of a grant received by the SRJC Foundation (renewable up to five years). Initial awards for 2015-16 were up to \$200,000. This grant includes provision for a 5% ACA, which is being utilize to partially fund a part-time STNC Administrative Assistant. The ACA was reduced to 2.5% for Scholarship Operations by the SRJC Foundation. The other 2.5% was allocated to grant writer to submit the annual grant proposal. This reduction in ACA no longer allows the Scholarship Office to fund STNC support for this time intensive program. The funds are utilized to support the current operations.

In 2016-17 Scholarship Programs administered scholarships for more than 650 named scholarships from more than 525 individual scholarship funds and over 4,000 individual awards. Scholarship applications, processing, and awarding continues to be a hands-on and personalized process. Other notable contributions continue to add to the growth of our Scholarship Programs. The Osher/Osher Lahm Scholarships continue to provide more than \$1000,000 annually. Other notable funds include the F & C Lahm Family, Schaffner Teaching Scholarships; Glenn H. and Mildred B. Long Music Scholarships; and the Leona Dixon Lisignoli and Reno Lisignoli Scholarships.

All of these programs have created additional workload that far exceeds the available staff of 3.0 FTE.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Santa Rosa	01	02	VACANT - Coordinator, Scholarship & Outreach	Coordinator, Student Financial Services	Classified
0002	Santa Rosa	01	02	VACANT - Administrative Assistant 1 - 50%	Administrative Assistant 1-50%	Classified

2.3a Current Contract Faculty Positions

Position	Description
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2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
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2.3c Faculty Within Retirement Range

N/A

2.3d Analysis of Faculty Staffing Needs and Rationale to Support Requests

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
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2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software

2.4c Instructional Equipment Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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2.4d Non-Instructional Equipment and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
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2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
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2.5b Analysis of Existing Facilities

Facilities in Plover Hall on the Santa Rosa campus are adequate and allow room for program growth. The configuration of Student Financial Services (SFS) in Plover hall has been remodeled to accommodate the need for adequate service space for Veterans Affairs. The remodel has affected all three areas in SFS: Financial Aid, Scholarship, and Veterans Affairs.

Students regularly use the kiosks in the lobby area to access various on-line scholarship opportunities and applications.

3.1 Develop Financial Resources

The distribution from the Doyle Trust resumed in September 2012, with a 5% ACA of \$30,500 for the 2012-13 year. The administrative cost allowance will be able to assist with program growth in the future.

The administrative cost allocation from the Doyle Trust is:

2013-14: \$45,000

2014-15: \$65,750

2015-16: \$91,000

2016-17 *projected*: \$100,000

3.2 Serve our Diverse Communities

All classified job announcements include preference for applicants who are bilingual (English/Spanish). The Manager of Scholarship Programs successfully completed the 4-unit Spanish 1 class at SRJC in Spring 2014 and the 4-unit Spanish 2 class at SRJC in Fall 2014 with dual objectives 1) to develop Spanish language skills and 2) to better understand the language barriers of English language learners.

Scholarship Programs continues to offer Spanish language scholarship workshops to prepare students to complete the SRJC Foundation application and learn about scholarship opportunities. Spanish language scholarship workshops.

The current STNC Administrative Assistant II is bilingual (English/Spanish) and is providing service to students in both languages.

3.3 Cultivate a Healthy Organization

The District-wide closure for the fall and spring PDA days allowed Classified Staff members to fully participate in the activities. Staff members attend SRJC courses and other trainings which are relevant to their job skill requirements.

In addition to trainings, the 75% Scholarship Technician has been actively involved in the following SRJC activities:

- Member, SRJC Student Equity Committee
- Member, SRJC Outreach Team

3.4 Safety and Emergency Preparedness

Student Financial Services has three area safety leaders: Rachael Cutcher (Scholarship), Craig Rowland (Veteran's Affairs), and Brian Wilson (Financial Aid). These employees participate in District-wide safety trainings.

The Manager, Student Financial Services is First Aid/AED certified.

3.5 Establish a Culture of Sustainability

Since 2013, in cooperation with Information Technologies, Scholarship Programs has been utilizing an online application that students submit completely electronically through their SRJC "myCubby" student portal. The application was designed to integrate seamlessly into the scholarship database in SIS. The online application mimicked the paper applications in look and content.

The Foundation Continuing and Transferring scholarship applications are now completely paperless with students applying online via an application developed by programmer Jean Brennan and is accessed when the student logs into their student portal in the Student Information System. The application is available from January - March 1 only.

This automation reduced the amount of printed materials and the number of staff hours required for data entry and application verification of eligibility. This automation also allowed the Scholarship Office to conduct outreach to students throughout the application process. We were able to track student progress throughout the application period (if they started an application, whether the student met eligibility and when the application was officially submitted). The Scholarship Office was able to send tailored portal announcements encouraging students to complete the applications, to attend workshops, and to contact the office with questions.

In 2015-16, the Doyle Scholarship application was made available for electronic submission. Paper applications were made available upon request. Nearly all of the 1,500+ applications received were submitted electronically.

The use of electronic communication and distribution of scholarship materials to the selection committees continues to be successfully utilized.

The Scholarship Program advertises and promotes "separate cycle" applications throughout the year for special Foundation scholarships, various community and business organizations, and local and national scholarship programs. These applications continue to be made available to students online as fillable and printable PDF documents.

Announcement of scholarship opportunities continue to be made through electronic means rather than paper.

Accessibility

By making scholarship forms available online, students have the ability to access this information from a variety of locations and during times beyond scheduled public service hours.

Both Plover and Jacobs Halls have multiple computer kiosks available to students designated exclusively for scholarship research and information. Students who do not have access to a computer would still have the opportunity to visit the Scholarship Office in Santa Rosa or Petaluma and receive either access to a computer station and printer, or can request printed copies from the Scholarship staff.

4.1a Course Student Learning Outcomes Assessment

n/a

4.1b Program Student Learning Outcomes Assessment

Program Level SLOs:

As a result of interactions with Student Financial Services, including Financial Aid, Scholarship Programs and Veterans Affairs, students will:

- 1. Apply for and receive financial assistance to assist with the costs of attending college.**
- 2. Learn to manage finances, plan a budget and understand the costs associated with attending SRJC and/or a four-year institution.**
- 3. Identify conditions that are likely to contribute to, or interfere with, their academic performance.**

4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
Service/Program	Scholarship Workshop	Spring 2010	Summer 2010	Fall 2010
Service/Program	Scholarship Service	N/A	N/A	Fall 2010
Service/Program	Apply for/receive scholarships	Fall 2015	Spring 2016	N/A
Service/Program	Manage finances/plan budgets	Spring 2011	Summer 2011	Spring 2012
Service/Program	Identify success/fail factors	N/A	N/A	N/A

4.2a Key Courses or Services that address Institutional Outcomes

Course/Service	1a	1b	1c	2a	2b	2c	2d	3a	3b	4a	4b	5	6a	6b	6c	7
Business & Community Scholarship Apps	X	X	X	X	X					X	X	X	X	X		X
Doyle Scholarship Application		X	X	X	X					X	X					X
National Scholarship Applications	X	X	X	X	X					X	X	X	X	X		X
SRJC Foundation Scholarship Application	X	X	X	X	X					X	X	X	X			X

4.2b Narrative (Optional)

Students are required to complete scholarship applications to access scholarship programs available through the SRJC Scholarship Office. Applications vary in length and depth of required responses. Most scholarship applications can now be accessed on-line and either submitted on-line or printed out and submitted in person or by mail.

The Foundation application process is competitive and students must develop an estimated year-long budget as well as write a college-level essay explaining their educational and career goals.

The Business & Community Scholarship applications submitted to outside organizations typically require a budget, an essay and letters of recommendation. Students must contact instructors and/or community members to request these letters. This process requires students to interact with faculty outside of their usual classroom experience.

Many SRJC students also apply for state and national awards. These scholarship applications are lengthy and require students to make their points clearly and concisely. To be competitive, students must complete applications that provide evidence of determination in their chosen field and related endeavors.

The process of completing various scholarship applications affords students an opportunity to develop skills in several institutional learning outcome areas.

5.0 Performance Measures

Scholarship recipients' **rate of persistence** from Fall to Spring is consistently significantly higher than the District-wide rate. Doyle Scholars' persistence was **39% higher** than the District-wide rate. Other Scholars also remain consistently higher in persistence Fall to Spring, **31% higher** than the District-wide rate.

Scholarship recipients have a degree applicable **course completion rate** at a higher percentage than District-wide students. In 2016-17, the rate of completion over District-wide was **13.7% higher** for Doyle Scholars and **15% higher** for Other Scholars.

In 2016-17, scholarship recipients successfully completed **Basic Skills ESL and Math courses** at a higher rate than the District-wide rate. In 2016-17, Doyle Scholars successfully completed Basic Skills Math courses **10% higher** than District-wide rates. Basic

Scholarship recipients receive a high percentage of the SRJC **AA/AS degrees** awarded annually. In 2016-17, **20.7% of other scholarship recipients** earned AA/AS degrees compared to a district-wide rate of 5%.

Doyle Scholars and Other Scholarship recipients with a **Primary Disability** exceed the District-wide rate: Doyle Scholars (8.9%), Other Scholars (14.9%), District-wide (6.2%).

In 2016-17 **60.8%** of other scholarship recipients were in an **ethnic group** other than white (39.2%). District-wide, 50% of students are in an ethnic group other than white (50%). For 2016-17, **38.32%** of Doyle Scholars were Hispanic and **40.63%** of Other Scholars were **Hispanic** while the general population percentage of Hispanic students was **32.1%**. Enhanced scholarship outreach efforts to the ELL and Latino communities continue to be credited. Doyle and Other Scholarship recipients represent a diverse group of students.

This year, not all 100% of Doyle Scholars were in the under 24 **age group**. The Doyle Program is designated to recent high school graduates, and a few recent graduates received their high school diplomas as adult learners, qualifying them for the Doyle.

The number of Scholarship recipients who attended the **Petaluma** Campus exclusively in 2016-17 increased: **47 Doyle Scholars** attended Petaluma Campus only (up from 33 in 2015-16) and **16 Other Scholars** (up from 13 in 2015-16) attended the Petaluma Campus only.

Scholarship awards continue to assist with student's financial needs. In 2016-17, **39.11% of Other Scholars** received Pell Grants and **25.36% of Doyle scholars** received Pell Grants compared to a District-wide measure of **11.72%** receiving Pell Grants.

In general, Doyle Scholars and Other Scholars consistently persist from Fall to Spring at very high rates, are ethnically diverse, and complete degrees at significantly higher than average rates.

2106-17	Doyle Scholar First Year	Other Scholar	District No.'s	Doyle Scholar%	Other %	District %
GENERAL DATA						
Total Students	895	1,051	31,532	2.8%	3.3%	100.0%
Enrolled in CREDIT	895	1,051	31,532	2.8%	3.3%	100.0%
Is English Primary Language?						
YES	863	968	30,060	96.4%	92.1%	95.3%
NO	32	83	1,472	3.6%	7.9%	4.7%
ENROLLMENT LOCATION						
Online Courses ONLY	-	5	1,744	0.0%	0.5%	5.5%
Santa Rosa Campus ONLY	580	501	14,821	64.8%	47.7%	47.0%
Petaluma Campus ONLY	47	16	1,693	5.3%	1.5%	5.4%
Other ONLY	-	5	2,046	0.0%	0.5%	6.5%
Santa Rosa & Petaluma	216	371	7,689	24.1%	35.3%	24.4%
Santa Rosa & Other	51	149	3,224	5.7%	14.2%	10.2%
SR, Petaluma, Other	1	4	315	0.1%	0.4%	1.0%
PETALUMA UNIT BREAKDOWN						
3.0 or less	27	46	2,130	10.5%	21.8%	32.1%
3.5 - 6.0 units	48	58	1,950	18.6%	27.5%	29.4%
6.5 - 9.0 units	29	35	935	11.2%	16.6%	14.1%
9.5 - 12.0 units	35	18	538	13.6%	8.5%	8.1%
12.5 - 15.0 units	19	16	370	7.4%	7.6%	5.6%
15.5 - 18.0 units	18	7	258	7.0%	3.3%	3.9%

18.5 - 21.0 units	24	7	173	9.3%	3.3%	2.6%
21.5 - 24.0 units	28	12	137	10.9%	5.7%	2.1%
24.5 - 27.0 units	19	7	83	7.4%	3.3%	1.3%
27.5-30.0	6	3	43	2.3%	1.4%	0.6%
30.0+	5	2	14	1.9%	0.9%	0.2%
12.0 - 21.0	65	31	898	25.2%	14.7%	13.5%
21.5+	64	25	327	24.8%	11.8%	4.9%

ACCESS

Gender

Male	387	339	14,059	43.2%	32.3%	44.6%
Female	480	696	16,798	53.6%	66.2%	53.3%
Unknown	28	16	675	3.1%	1.5%	2.1%

Age Group

< 20	889	232	8,370	99.3%	22.1%	26.5%
20 - 24	4	375	9,874	0.4%	35.7%	31.3%
25 - 29	1	155	4,519	0.1%	14.7%	14.3%
30 - 34	-	107	2,636	0.0%	10.2%	8.4%
35 - 39	-	74	1,693	0.0%	7.0%	5.4%
40 - 49	1	76	2,169	0.1%	7.2%	6.9%
50 +	-	32	2,271	0.0%	3.0%	7.2%

Race/Ethnicity

White	414	412	15,787	46.3%	39.2%	50.1%
Asian	37	54	1,229	4.1%	5.1%	3.9%
Black	6	25	797	0.7%	2.4%	2.5%
Hispanic	343	427	10,123	38.3%	40.6%	32.1%
American Indian/Alaskan	2	21	208	0.2%	2.0%	0.7%
Pacific Islander	-	2	120	0.0%	0.2%	0.4%
Filipino	8	10	311	0.9%	1.0%	1.0%
Multiple Ethnicities	50	64	1,640	5.6%	6.1%	5.2%
Unknown	35	36	1,317	3.9%	3.4%	4.2%

Disability

Primary Disability	80	157	1,965	8.9%	14.9%	6.2%
Secondary Disability	9	33	356	1.0%	3.1%	1.1%

Dept of Rehabilitation	-	2	37	0.0%	0.2%	0.1%
Financial Aid						
Not Received	-	37	25,500	0.0%	3.5%	80.9%
Received	895	1,014	6,032	100.0%	96.5%	19.1%
BOG Waiver	411	863	10,437	45.9%	82.1%	33.1%
PELL Grant	227	411	3,694	25.4%	39.1%	11.7%
Other	895	1,002	3,598	100.0%	95.3%	11.4%
PROGRESS						
Persistence						
Enrolled in Fall	889	947	22,758			
Persisted to Spring	853	854	15,624	96.0%	90.2%	68.7%
Did not Persist	36	93	7,134	4.0%	9.8%	31.3%
COURSE COMPLETION						
Degree Applicable						
Attempted	7,550	7,409	117,734			
Failed	1,193	1,074	30,555	15.8%	14.5%	26.0%
Successful	6,357	6,335	87,179	84.2%	85.5%	74.0%
BASIC SKILLS						
ESL						
Attempted	9	110	848			
Failed	-	13	126	0.0%	11.8%	14.9%
Successful	9	97	722	100.0%	88.2%	85.1%
English						
Attempted	122	37	848			
Failed	27	8	126	22.1%	21.6%	14.9%
Successful	95	29	722	77.9%	78.4%	85.1%
Math						
Attempted	123	79	1,938			
Failed	43	22	797	35.0%	27.8%	41.1%
Successful	80	57	1,141	65.0%	72.2%	58.9%

ACADEMIC SUCCESS

Degree	4	218	1,601	0.4%	20.7%	5.1%
Certificate	-	37	521	0.0%	3.5%	1.7%

6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	ALL	01	02	Doyle Scholarship Program growth	Adapt to program growth if Doyle Trust distributions increase. The program has evolved into a two-year program with dual awarding cycles. Criteria has been changed to allow more students to maintain the award and to encourage persistence and student success.	Fall 2016 and Spring 2017	Staff processing and tracking time. May require additional STNC staff.
0002	ALL	01	02	Adult Literacy Award Program	Continue to administer this high touch program. Students with low basic skills levels require more from staff in order to be successful. Grant reporting has been requested of the Scholarship Office by the SRJC Foundation.	Fall 2016 and Spring 2017	Labor-intensive program requiring staff processing and tracking time. Grant comes with a \$10,000 ACA to partially support a part-time STNC Administrative Assistant II.
0004	ALL	01	02	Develop new award program	Develop new need-based student award program if needed based on gift to SRJC Foundation.	Fall 2015 and Spring 2016	Manager's time to brainstorm needs and program ideas and then to collaborate with interested parties and develop program criteria; staff processing time which may outstrip current staff capacity.
0005	ALL	01	02	Online Separate Cycle application development	Explore online application and submission process for scholarships outside of the Foundation and Doyle application process.	Fall 2016 and Spring 2017	Programming and development time; high school volunteers.
0006	ALL	08	07	Implementation and integration of scholarship operations into the PowerFAIDS program	Utilize the communication tools, letter management/student notification system, and auto-packaging rules when applicable for scholarship. Streamline scholarship award and payment processes.	Fall 2016 and Spring 2017	Staff training and processing time.

6.2b PRPP Editor Feedback - Optional

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6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	01	02	Doyle Scholarship Program growth	Adapt to program growth as Doyle Trust distributions increase. The program has evolved into a three-year program with dual awarding cycles. Criteria has been changed to allow more students to maintain the award and to encourage persistence and student success.	Ongoing	Staff processing and tracking time. May require additional STNC staff.
0002	ALL	01	02	Adult Literacy Award Program	Continue to administer this high touch program. Students with low basic skills levels require more from staff in order to be successful. Grant reporting has been requested of the Scholarship Office by the SRJC Foundation.	Grant funded through 2019	Labor-intensive program requiring staff processing and tracking time. Grant comes with a 5% ACA to support the Scholarship Office. NOTE: In 2018, the SRJC Foundation designated 2.5% to Scholarship and 2.5% to support the grant writing renewal effort.
0004	ALL	01	02	Develop new award program	Develop new need-based student award program as needed based on gifts to SRJC Foundation.	Ongoing	Manager's time to guide the development of new programs and to collaborate with interested parties and develop program criteria; staff processing time which may outstrip current staff capacity.
0005	ALL	01	02	Implement a Scholarship Management System	Implement Scholarship Management System to support current scholarship programs including Foundation and Doyle application process.	2018-19	Student Financial Services will require the assistance of Purchasing (procurement), IT (programming and implementation), and the Director of Assessment and Student Success Technologies (process management) to implement a new program with the goal of offering scholarship applications to students by January 2019 for the 2019-20 award year.
0006	ALL	08	07	Continued integration of scholarship operations into the PowerFAIDS program	Utilize the communication tools, letter management/student notification system, and auto-packaging rules when applicable for scholarship. Streamline scholarship award and payment processes.	Ongoing	Staff training and processing time.

