

Santa Rosa Junior College

Program Resource Planning Process

Student Equity 2018

1.1a Mission

The Student Equity Program is committed to serve Sonoma County Junior College District students and its diverse community. The program strives to ensure students equal educational opportunity, provide them support services to optimize their opportunities for success and help them achieve their educational goals. In fall 2014, under the guidance of Student Success Act of 2012, the first Student Equity Plan was developed and approved in conjunction with a new SSSP Plan to achieve this mission. Annual plans will be developed to increase the support for student success and to narrow the equity gaps for disproportionately impacted student groups based on campus research.

1.1b Mission Alignment

The mission of the Student Equity program aligns with the District mission of cultivating learning through the development of our diverse community by promoting student learning and providing support services that help students meet their educational goals. These programs will help achieve several of the District Strategic Plan goals and objectives.

SSSP provides core matriculation services, including orientation, assessment and placement, counseling, advising, and education planning services. From pre-enrollment services to K-12 students through the completion of student educational and career goals, SSSP supports student success and improve institutional effectiveness by informing students of their academic preparedness, assisting them in setting educational goals and ensuring that they have a plan to meet those goals, and providing support services to assure that students persist in achieving these goals. Because a comprehensive enrollment management effort must include both recruitment and retention efforts, research and services required by SSSP regulations assist the institution in its enrollment management efforts and continuous improvement of student retention and success.

A: Support Student Success

- Formed a SSSP / SE Work Group with both Student Services and Academic Affairs representatives to lay the foundation work for Student Equity planning and implementation;
- Collaborated broadly across the district in developing Student Equity Plans and projects

- Have conducted extensive research on various student populations to identify disproportionate impact on student success, course completion, and goal attainment;
- Launched and evaluated various Student Equity initiatives in 2014/15 with specific goals to narrow achievement gaps for first generation students and the increasing Latino/a population;
- Established a position of Director of Student Equity and an English Language Learners Coordinator position through Student Equity to increase concerted outreach to high school, middle school, and the communities across the district;

B: Foster Learning and Academic Excellence - Integrate academic and student support services

- Formed the Student Success and Equity Committee to guide the collaborate and coordinate student success and equity efforts across components and at all locations;
- Provided integrated support to Basic Skills students through many SSSP and Student Equity supported initiatives, including Peer Assisted Learning Specialist Program (PALS), online tutoring subscription, increased instructional assistance in classroom and labs, instructional software, etc.
- Planned and have made progress in forming new identity-based learning communities, including Umoja for African American Students, APASS for Asian Pacific Americans, and for student athletes to provide integrated support from instructors, counseling, and administrative support;
- Formed more link-course learning communities through Student Equity to enhance student learning experience and foster academic excellence;
- Increased program coordination between SSSP, Student Equity, BSI, HSI, EOPS, MESA, Foster Youth, CalWORKS, and SHS/SPS;
- Formed a team of Growth Mindset Trainers that have trained over 135 students to date;
- Provided professional learning opportunities to faculty, staff, and administrators on student success and equity at various conferences, webinars, and local trainings.

C: Serve our Diverse Communities

- Established and continue to expand partnerships with local communities with a focus on the increasing Latino/a population through NC SSSP and Student Equity programs;
- Planned and have made progress in establishing Dream Center for undocumented students and Multicultural Success Centers to promote diversity and equity in partnership with several departments and other categorical programs;
- Supported Latina/o student graduation to promote a culture of success.

D: Improve Facilities and Technology

- Facilitated the renovation and grand opening of the Office of Student Equity, located in Plover 539-540

E: Establish a strong culture of Sustainability - Promote social and economic equity in the communities we serve

- Conducted equity research on access, course completion, and goal attainment to identify disproportionate impact, and launched many initiatives under Student Equity Program to address the achievement gap;
- Increased outreach efforts and expanded partnerships with local communities to provide more education opportunities for English Language Learners for them to gain better language and job skills
- Provided water bottles to special population programs and target pops

F. Cultivate a Healthy Organization

- Established various committees and work groups to work collaboratively and collegially on student success initiatives;
- Provided a comprehensive series of professional development opportunities for all district employees to broaden their cultural and individual perspectives

G: Develop Financial Resources

- By increased retention efforts, the district is likely to see higher FTES and therefore increase the general fund

H: Improve Institutional Effectiveness

Ongoing efforts to:

- Use continuous quality improvement strategies to evaluate projects and activities;
- Provided project evaluation training to all Student Equity funded projects;
- Encourage broad participation and greater transparency through research and data-drive decision making in resource allocation for student success and equity;
- Provide constant communication to the college community in regards to SSSP and Student Equity program implementation via shared governance channels, presentations, workshops, and newsletters.
- Focus on evidence based projects to facilitate successful completion of all SRJC students;

1.1c Description

Student Equity Program

As stated in the section above, the Student Equity program launched in fall 2014. Led by the Student Success and Equity Committee that was formed in spring 2014, the planning and implementation of the program has just begun. With broad participation from all district constituencies, the first Student Equity Plan was developed, vetted, and approved by the District.

Campus-based research is conducted annually and provided to the SSEC, IEPI, and Board through a series of annual reports and planning documents. The research identifies achievement gaps among student populations. The Student Equity Plan provides strategies to address the identified disproportionate impact, many of which have been implemented starting fall 2014. The state guidelines on Integrated Student Success planning, implementation and evaluation are also in its initial stage at this time, and will continue to evolve.

1.1d Hours of Office Operation and Service by Location

The newly created Office of Student Equity is located in Plover 539-540.

Managed by the Director of Student Equity, the office is open Monday - Friday 8am - 5pm.

The Student Equity program provides staffing for a variety of other positions housed at different locations.

1.2 Program/Unit Context and Environmental Scan

The newly established Student Equity Program was allocated \$1,975,87 Local distribution of the funds are driven the strategies designed to address disproportionate impact for certain student populations, not by solely traditional departments or areas. This is remarkable because it indeed highlights the level of collaboration and coordination across various components, departments, and programs.

It is required that colleges conduct research on access, course completion, ESL and Basic Skills completion, degree and certificate completion, and transfer for students, disaggregated by gender, ethnicity, age, disability status, and economic status. For 2014/15, the types of strategies implemented for the Student Equity Program at SRJC can be summarized as:

- Concerted outreach
- Innovative instructional programs
- Integrated support
- Program coordination
- Direct student assistance
- Professional learning

Starting in 2015/16, there are more requirements for this program regarding research and program scope per SB 860 (78220-1):

(1) Campus-based research as to the extent of student equity by gender and for each of the following categories of students:

(A) Current or former foster youth.

(B) Students with disabilities.

(C) Low-income students.

(D) Veterans.

(E) Students in the following ethnic and racial categories, as they are defined by the United States Census Bureau for the 2010 Census for reporting purposes:

(i) American Indian or Alaska Native.

(ii) Asian.

(iii) Black or African American.

(iv) Hispanic or Latino.

(v) Native Hawaiian or other Pacific Islander.

(vi) White.

(vii) Some other race.

(viii) More than one race.

COORDINATION WITH OTHER CATAGORICAL PROGRAMS:

(A) Students with disabilities.

(B) Extended Opportunity Programs and Services and Special Services.

(C) Fund for Student Success.

(D) Student Success and Support Program.

(E) Programs for foster youth.

(F) Programs for veterans.

(G) Special Services for CalWORKs Recipients.

- (H) Student Financial Aid Administration.
- (I) Student Success for Basic Skills Students.

These new requirements will result in larger program/activity scope and higher level of budget needs across the district.

Data Collection and Reporting

It was discovered that there was a deficit in the Matriculation MIS data collection process resulting in the inability to report accurate data to the Chancellor's Office in recent years. The Dean of Student Success and Retention, along with several Student Services Departments, has been working closely with the Information Technology Department to identify appropriate data elements to be collected, accurately capture information regarding matriculation services utilized by students and re-map the computer programs to various data source so that the District's funding stream is maximized. As of Spring 2013, significant progress has been made in MIS data collection and reporting mechanism for matriculation services.

The MIS data elements on matriculation services (SM) has been changed into student success services (SS). The new data elements will become mandatory starting summer 2014, but optional during 2013/14. The reporting guideline has changed significantly to ensure compliance with new SSSP regulations. This resulted another round of needs to conform to the new reporting standards. The Dean worked with an ad hoc committee, Student Success and Support Work Group, to methodically identify how the District collects the new data in order to map correctly. The District is on track to have a trial run of SS data submission for spring 2014.

Gaps still exists in how the District may collect information from students and core service providers, particularly in the area of follow-up services. Efforts are being made utilizing swipe cards and encoders, as well as other means of data collection. Continued collaboration with Counseling Department, Information Technology Department, and the Office of Institutional Research is a necessity to ensure accurate data reporting.

To address the need to strengthen follow-up services, various follow up mechanisms are in place or in the implementation stage to help increase the retention and success of our students. This includes an Early Connection Program (using SARS Early Alert program) that allows instructors to provide specific feedback to students about their academic performance early in the semester so that they can take advantage of the services offered such as counseling and tutoring. The District will continue to provide follow-up services to students with probation/dismissal status, which is mandated by Title 5 and requires that students, who are not making progress toward their educational goals, meet with a counselor to plan coursework appropriate to their skills, time commitments and educational goals.

2.1a Budget Needs

Student Equity Budget

The 2016/17 allocation is \$2,005,582 for this program. This year the update to the Student Equity, SSSP, and BSI plans was suspended to allow for time institutions to improve integration of student success programs. However, at this time integration of funding is not expected. Since

the first revised plan in 2014, Student Equity funds have been allocated to over 40 departments to carry out projects and activities based on local research which identified disproportionately impacted student groups. These activities align with strategies outlined in the program plan and can be summarized as:

- Concerted outreach
- Innovative instructional programs
- Integrated support
- Program coordination
- Direct student assistance
- Professional Learning

Due to late disbursement of the funding, personnel turnover, and the long time frame for staff hiring, the program is expected to have carryover again this year. With the recent focus on integration, the CCCCO changed SSSP and Student Equity funding to a two year allocation period, which more closely aligns with Basic Skills funding. This will allow for these funds to be utilized in the coming academic year.

It is unclear what the funding for Student Equity will be in the future, especially with integration as the current focus. Additionally, there was no augmentation identified in the January 2017 budget and the allocation formula includes unemployment rates and FTES, which may negatively impact the 17-18 funding for SRJC.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	Santa Rosa	03	03	\$1,000.00	This request is to increase existing funding by \$1,000 for supplies, printing, equipment for ongoing support of the Office of Student Equity which is currently expanding its scope and services.
0002	Santa Rosa	03	03	\$5,000.00	ITG funds for an automatic screen, laptop for Success Coaches, large digital display, and portable projector.

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
ELL Outreach Coordinator (Petaluma)	40.00	12.00	Coordinates and supports district wide outreach; facilitates a middle school success program; recommends ELL recruitment and retention strategies; public presentations; support ESL outreach efforts; collaborates with Public Relations and other departments to coordinate and support district wide outreach efforts.
ELL Outreach Coordinator (Santa Rosa)	40.00	12.00	Coordinates and supports district wide outreach; facilitates a middle school success program; recommends ELL recruitment and retention strategies; public presentations; support ESL outreach efforts; collaborates with Public Relations and other departments to coordinate and support district wide outreach efforts.
AAIII Student Equity	40.00	12.00	Oversees various admin support tasks; compiles financial reports; works with OIR to review data; monitors budgets; updates and maintains website; supervises student employees and STNCs.
Veteran's Affairs AAII	10.00	12.00	Oversees various admin support tasks; compiles financial reports; works with OIR to review data; monitors budgets; updates and maint
Student Success Specialist	16.00	12.00	Provide enrollment and retention support services at SWC and other off-campus locations; funded 0.4 FTEs for two positions
Student Success Specialist	16.00	12.00	Provide enrollment and retention support services at SWC and other off-campus locations; funded 0.4 FTEs for two positions
Program Specialist I (MESA)	32.00	12.00	Performs various support tasks for student success and support programs; troubleshoots and resolves problems, and recommends solutions related to mandated student success services
Program Specialist I (Foster Youth)	40.00	12.00	Performs various support tasks for student success and support programs; troubleshoots and resolves problems, and recommends solutions related to mandated student success services
Inter-cultural Center Coordinator	40.00	12.00	Coordinate multicultural student success programs. Support diverse intercultural programming and events.
Program Specialist I (Transfer Center)	40.00	12.00	
Librarian	3.00	9.00	Provides staffing for the library extended house project.
Research Analyst	10.00	12.00	Provides data gathering and analysis to identify disproportionate impact; supports project evaluation; helps track and monitor student success; participates in SSEC.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Director, Student Equity	40.00	12.00	Assist in the development and implementation of a district-wide Integrated Student Success Plan; coordinate student equity strategies for the district; assist in the development and monitoring of a the Student Equity budget

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Student Worker: Umoja	15.00	9.00	Provide advocacy, administrative support, and student engagement for Student Equity and the Umoja learning community.
Student Worker: Puente	10.00	9.00	Provide advocacy, administrative support, and student engagement for Student Equity and the Puente learning community.
Student Worker: Connections	9.00	9.00	Provide advocacy, administrative support, and student engagement for Student Equity and the Connections learning community.
Student Worker: Student Equity	10.00	9.00	Provide administrative support, student engagement, and event support for Student Equity.
Native American Program Coordinator (STNC)	25.00	8.00	Provide coordination for the Native American Summer Bridge program; promote SRJC programs to Native American community; develop relationships with NA community organizations
Learning Communities Administrative Assist (STNC)	20.00	10.00	Provide administrative support to our Learning Communities for activities, purchases, and events.
ELL Outreach Coordinator (SWSRC) (STNC)	25.00	12.00	Provide outreach and coordination support
Photographer (STNC)	15.00	12.00	Provide photo documentation of equity related events and programs; develop a photo bank that represents diverse student population at SRJC.
Public Relations Marketing Assistant	18.00	12.00	Assist in the scheduling of diversity photographer; assist equity projects in developing marketing materials; provide support and follow up for student equity outreach projects
PALS Instructional Assistants (STNC)	0.00	9.00	Provide peer tutoring and grading support to designated sections of Math, English, and CTE.
Office of Institutional Research	25.00	12.00	Provides data gathering and analysis to identify disproportionate impact; supports project evaluation; helps track and monitor student success.
A/R Specialist Dream Center	40.00	10.00	Provides specialized A/R support for undocumented students.
DSPS Tutor and Skills Coach	20.00	9.00	Provides specialized tutoring for DRD students in the College to Career program.
Child Development STNC	10.00	12.00	Provides peer tutoring and technical support for certificate and permit applications.
Student Health Services	20.00	12.00	Provides expanded services, tracking and monitoring of referrals, develop and deploy a survey
Student Workers: C2C Specialized Tutoring	40.00	9.00	
Instructional Aide: Petaluma Tutorial	20.00	10.00	Specialized mathematic tutoring.; Labs to provide specialized tutoring to students.
Student Worker: Library Extended Hrs and Processin	10.00	9.00	

Position	Hr/Wk	Mo/Yr	Job Duties
Student Worker: MSES Student Ambassadors	25.00	9.00	

2.2d Adequacy and Effectiveness of Staffing

Office of Student Equity Staff

The Office of Student Equity supports over 40 different projects across multiple departments. To accomplish the goals of the Integrated Student Success Plan, the Office of Student Equity relies on the Director of Student Equity, AAll, and STNC administrative assistant to help implement, monitor, and support each project as well as provide district-wide coordination and delivery of student equity related activities. The ELL Outreach Coordinator provides connection to the community and support services for students. The OSE staff effectively monitors the Student Equity project expenditures, budget, and administrative processes needed to facilitate the district's financial management of Student Equity categorical funds. The STNC AA is a critical staff member and provides office coverage, student employee supervision, student referrals, facilitates project purchases, room reservations, and direct student support.

Generally speaking project leadership and support includes, at minimum:

1. Customized support to each equity-funded project, such as PAF generation, requisitions, purchase orders, invoices, and other administrative functions such as travel requests, field trips, guest speakers, and quotes for a variety of faculty initiated projects.
2. Provides guidance to ensure equity projects meet statewide and district standards, policies, and procedures.
3. Significant coordination for equity and success related events and other co-curricular activities. Due to confusion regarding the use of carryover funds, the OSE often also assist projects in developing their project budgets to ensure that staffing does not exceed the allocation.
4. Valuable administrative support for the district-wide Student Success and Equity committee, including graphic design, CCCC information, reports, data, and summaries of activities and expenditures.
5. Facilitates state required reporting such as the CCCC budget templates, mid-year and end of year reports.

The ELL Outreach Coordinators provide critical leadership and support to SRJC's Outreach efforts. With a focus on noncredit and our diverse community, ELL Outreach activities include attending the high school ELAC and DLAC meetings, attending community outreach events, responding to ELL inquiries, working with the ESL department to promote, developing partnerships, and supporting the enrollment development and student equity plan activities aimed at increasing access to SRJC's high quality instructional programs and support services.

The STNC administrative support provides additional support for all equity projects, such as Native American Summer Bridge, multicultural events, student success workshops, textbook loan programs, professional development opportunities, and direct student support programs.

The seasonal STNC Native American program coordinator supports the development and implementation of a Summer Bridge program for Native American students. In effort to build relationships, support students, and increase cultural events for Native Americans, this position has been recommended to continue in the fall as a pilot using carryover funds.

The Student Equity student workers provide valuable research and administrative support to the department, but more importantly they provide a direct connection to the culturally based learning communities and clubs. They also support the integration of the student voice into the departmental planning, goals, and activities. They attend various committee meetings, lead important research topics, and assist with in-reach and retention efforts.

Equity Funded Project Staff

Many of the equity funded projects include personnel that are not directly managed by the department. This includes program specialists for Foster Youth, MESA, and Transfer Center. Student Equity also provides partial staffing for the Southwest Santa Rosa Center, Veteran's Affairs, and the Petaluma Inter-cultural Center. Equity funds provide STNCs for the Dream Center, Learning Communities, Tutoring Center, Writing Center, DSPS department, Southwest Santa Rosa Center, Library, Student Health Services, and Office of Institutional Research. These positions carry out the necessary day to day implementation of the student equity projects and the STNC conversion has been challenging given that we have yet to complete a comprehensive project evaluation.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Santa Rosa	03	03	STNC AAI	Administrative Assistant I	Classified

2.3a Current Contract Faculty Positions

Position	Description
Learning Community Faculty (Cultural-based)	<p>Student Equity provides reassign time to Umoja and APASS learning communities.</p> <ul style="list-style-type: none"> o Meet the semester prior for planning the program as needed (typically once or twice a month). o Facilitate meetings of learning community program partners. o Makes occasional presentations to campus groups. EX: Faculty Senate, SSEC. o Track persistence, completion and transfer statistics of students (in partnership with OIR) o Work with co-coordinator to monitor expenses. o Assist with mentoring, student recruitment & orientation. o Complete the learning community PRPP with input from all partners. o Assist with planning and implementing events which build community including (2+) college campus visits & tours and celebrations of student benchmarks and achievements. o Act as primary contact to state wide learning community associations.
Native American Summer Bridge	<p>Similar to the learning communities, Student Equity provided 5% reassign time to a faculty partner to assist with program development and coordination.</p>
Faculty Equity Coordinator	<ul style="list-style-type: none"> • Assist faculty in the exploration, establishment, and expansion of innovative best practices in student learning across the district, including, but not limited to, supplemental instruction (**Note 2), contextualized learning and other effective student success practices. · Develop and implement supplemental instructional and tutorial services to target underachieving student populations, as identified in the Student Equity Plan and explore student success strategies with faculty and administrators. · Develop and facilitate trainings in best practices for student tutors, tutors, instructional assistants and other staff providing supplemental instruction. • Coordinate the planning and establishment of learning communities as outlined in the Student Equity Plan. • Lead professional learning that addresses the diverse nature and needs of the campus community in collaboration with HSI, Basic Skills, and other categorical programs for faculty, staff, administrators, and tutors. • Consults with faculty, administrators and staff on strategies and activities that support the achievement of Student Equity goals across the district. • Collaborate with Staff Development Team at SRJC to provide professional learning activities related to Student Equity goals for faculty, staff, and administrators, including, but not limited to PDA Days, new employee orientation, and other regular trainings/workshops related to Student Equity. • Participate in annual planning and revision of Student Equity Plan.
Transfer Center Counselor	<p>Student Equity, in partnership with SSSP, supports a counselor in the transfer center aimed at increasing transfer rates of target populations.</p>
Library Extended Hours	<p>The library extended hours project includes personnel costs for librarians.</p>

2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
N/A	0.0000	0.0000	0.0000	0.0000	

2.3c Faculty Within Retirement Range

Does not apply.

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

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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

The growing mission of the Office of Student Equity requires extensive administrative support. In order to provide high quality, consistent, and knowledgeable staff to support the many diverse equity projects it will be important to attract and retain qualified staff. The integration of student success efforts requires multifaceted support from a variety of departments. The Office of Student Equity is a key member of the coordinating team for this effort.

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

The newly renovated Office of Student Equity has provided valuable dedicated space for important collaboration, facilitation, and implementation of student success at SRJC. The biggest challenge with this space is the limited storage for supplies used in a variety of engagement and outreach events. The mixed use function of the main space can be challenging during peak times, but the side offices have provided swing office space to accommodate both individual and group work. Although the OSE is a bit tucked away in Plover, ample natural light and proximity to services makes this a highly functional office location.

Although the OSE has become a hub of student success and equity, there is still a pressing need for dedicated, student oriented space to support identity and cultural student organizations and learning communities. Facilities such as this help facilitate the development of social support and cultural awareness that has been shown in the literature to directly increase student success (Cummins, 2017; Oakley, 2008). Many of the SRJC

learning communities are part of a statewide charter that encourages or requires a dedicated space for learning community students and staff to gather.

A large multi-cultural student success center should be prioritized in the Facilities Master Planning process.

3.1 Develop Financial Resources

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3.2 Serve our Diverse Communities

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3.3 Cultivate a Healthy Organization

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3.4 Safety and Emergency Preparedness

–

3.5 Establish a Culture of Sustainability

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4.1a Course Student Learning Outcomes Assessment

Does not apply.

4.1b Program Student Learning Outcomes Assessment

The Program Level Student Learning Outcomes are embedded within each of the individual programs and activities supported by Student Equity. The Office of Student Equity will work closely with OIR and each department receiving funding to incorporate Student Learning Outcome assessments that reflect the intent of the Program and support continuous program improvement.

Student will have a better understanding of resources available to assist them in academic success and close opportunity gaps.

4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
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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
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4.2b Narrative (Optional)

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5.0 Performance Measures

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6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	ALL	03	03	Development and implementation of an Integrated Student Success Plan, including institutional governance, alignment, and monitoring of Student Equity Indicator data.	Perform campus-based research to identify achievement gaps; Refine goals for student equity indicators; collaborate with Institutional Effectiveness efforts; Map of SE indicators to SRJC pillars of success.	2017-18 Academic Year	Partnerships with BSI, SSSP, and OIR. Strong collaboration with academic affairs and CTE, participation of SSEC, administrative support;
0002	ALL	03	03	Reduce opportunity gaps and increase access for underrepresented / unserved student populations.	Develop, implement, and support Student Equity initiatives according to SE Plan framework: Concerted Outreach; Innovative Instructional Program; Integrated Student Support; Program Coordination, Professional Learning, and Direct Student Support. See SE Plan for a list of activities and projects.	2017-18 Academic Year	Cross component collaboration through implementation teams; possible funding sources in addition to Student Equity funds; continued professional learning; careful monitoring of the data; .
0003	ALL	02	01	Develop and support district-wide, innovative programming aimed at increasing student engagement, retention, and persistence.	Build on and support existing retention efforts at SRJC, increase collaboration with Student Affairs and Engagement programs, survey and share statewide best practices on student retention, support the successful launch of a Basic Needs Resource Center, monitor student success data to inform and evaluate programming, guide the envisioning for an InterCultural Center on the Santa Rosa Camps. .	2017-18 Academic Year	Committee partnerships, understanding and participation with existing retention efforts at SRJC including SAEP, SSSP, and Student Health Services, funding and support to pilot and expand Petaluma programming, IT support, OIR support, Facilities Planning and Operations support.
0004	ALL	06	03	Facilitate cross component, district-wide collaboration maximize student success.	Work with existing and new committees and collaboratives to identify areas for collaboration and leveraging of resources both human and financial; explore further integration and support with AEBG, Strong Workforce, and Guided Pathways.	2017-18 Academic Year	Support from committees and councils to allow time to discuss equity issues; organization and time management; strong collaboration between student services and academic affairs; regular meeting time; timely email follow up and project follow through.
0005	ALL	03	03	Increase community wide understanding of and engagement in the Student Success and Equity goals and activities.	Develop materials and other communication tools to effectively communicate with faculty, staff, and students through multiple venues including intercultural events.	2017-18 Academic Year	Support and partnerships with Public Relations; input from students; support from SAEP and learning communities; partnership with the Intercultural Events committee; support and partnership with Petaluma Intercultural Center.

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0006	ALL	06	04	Work collaboratively to provide Professional Learning to all stakeholders at SRJC around equity, inclusion, and best practices for improving student success.	Meet regularly with other professional development leaders, departments, and students to identify and implement district wide professional learning opportunities.	2017-18 Academic Year	Collaboration with Professional Development Committee, support from academic departments, faculty partnerships, support from Public Relations, institutional support of travel requests.

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	03	03	Development and implementation of an Integrated Student Success Plan, including institutional governance, alignment, and monitoring of Student Equity Indicator data.	Perform campus-based research to identify achievement gaps; Refine goals for student equity indicators; collaborate with Institutional Effectiveness efforts; Map of SE indicators to SRJC pillars of success.	2017-18 Academic Year	Partnerships with BSI, SSSP, and OIR. Strong collaboration with academic affairs and CTE, participation of SSEC, administrative support;
0002	ALL	03	03	Reduce opportunity gaps and increase access for underrepresented / unserved student populations.	Develop, implement, and support Student Equity initiatives according to SE Plan framework: Concerted Outreach; Innovative Instructional Program; Integrated Student Support; Program Coordination, Professional Learning, and Direct Student Support. See SE Plan for a list of activities and projects.	2017-18 Academic Year	Cross component collaboration through implementation teams; possible funding sources in addition to Student Equity funds; continued professional learning; careful monitoring of the data; .
0003	ALL	02	01	Develop and support district-wide, innovative programming aimed at increasing student engagement, retention, and persistence.	Build on and support existing retention efforts at SRJC, increase collaboration with Student Affairs and Engagement programs, survey and share statewide best practices on student retention, support the successful launch of a Basic Needs Resource Center, monitor student success data to inform and evaluate programming, guide the envisioning for an InterCultural Center on the Santa Rosa Camps. .	2017-18 Academic Year	Committee partnerships, understanding and participation with existing retention efforts at SRJC including SAEP, SSSP, and Student Health Services, funding and support to pilot and expand Petaluma programming, IT support, OIR support, Facilities Planning and Operations support.
0004	ALL	06	03	Facilitate cross component, district-wide collaboration maximize student success.	Work with existing and new committees and collaboratives to identify areas for collaboration and leveraging of resources both human and financial; explore further integration and support with AEBG, Strong Workforce, and Guided Pathways.	2017-18 Academic Year	Support from committees and councils to allow time to discuss equity issues; organization and time management; strong collaboration between student services and academic affairs; regular meeting time; timely email follow up and project follow through.
0005	ALL	03	03	Increase community wide understanding of and engagement in the Student Success and Equity goals and activities.	Develop materials and other communication tools to effectively communicate with faculty, staff, and students through multiple venues including intercultural events.	2017-18 Academic Year	Support and partnerships with Public Relations; input from students; support from SAEP and learning communities; partnership with the Intercultural Events committee; support and partnership with Petaluma Intercultural Center.

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0006	ALL	06	04	Work collaboratively to provide Professional Learning to all stakeholders at SRJC around equity, inclusion, and best practices for improving student success.	Meet regularly with other professional development leaders, departments, and students to identify and implement district wide professional learning opportunities.	2017-18 Academic Year	Collaboration with Professional Development Committee, support from academic departments, faculty partnerships, support from Public Relations, institutional support of travel requests.