

Santa Rosa Junior College

Program Resource Planning Process

Admissions and Records 2021

1.1a Mission

The Admissions and Records (A&R) offices provide critical support for the matriculation and instructional goals of District students. Its primary mission is to ensure open and equitable student access and assure that assessment, enrollment, record management and distribution, student confidentiality, grading, attendance accounting and reporting are consistently maintained and updated as state, federal and District policies change. Admissions and Records maintains offices on both the Santa Rosa and Petaluma campuses.

1.1b Mission Alignment

SRJC passionately cultivates learning through the creative, intellectual, physical, social, emotional, aesthetic and ethical development of our diverse community.

The mission of the A&R office is directly aligned with the District's mission and College initiatives, specifically in the areas of:

A. SUPPORT STUDENT SUCCESS: Support development of the whole student from early college awareness through successful completion of educational and career goals.

A&R provides the core services of admissions, registration and graduation for all students. These services include the following:

- Provide online application via CCCApply for the general population.
- Implementation of AB705 compliant placement practices
- Provide paper applications for noncredit ESL, Older Adults and the incarcerated.
- Provide enrollment services for all credit and non-credit courses
- Provide automated welcome letters and enrollment nudge letters
- Provide admissions support of Dreamers and DACA students
- AB540 information and classification to eligible students
- Adjudication of Petition for Waiver of College Regulations

- Athletic eligibility determination
- Bilingual services to students
- Certificate and degree determination
- College Catalog-annual production and distribution
- Commencement Program-production and distribution
- Evaluation of incoming academic transcripts
- Faculty contact and support regarding census and grade roster submission
- FERPA Compliance for the District including the Solomon Amendment
- GE and IGETC certification
- Grade adjustments and changes
- High School Dual Enrollment Program
- International Student Admissions
- Policy and Procedure development
- Prerequisite Equivalency determination and evaluation
- Prerequisite Challenge processing
- Priority registration appeals
- Residency determination
- Official transcript services
- Enrollment and degree verification services
- Subpoenas for student records
- Support for student and faculty portals
- Academic and priority registration calendars
- Student Information System (SIS): lead liaison with Information Technology Department in the development and maintenance of SIS.

B. SERVE OUR DIVERSE COMMUNITIES: Serve our diverse communities and strengthen our connections through engagement, collaboration, partnerships, innovation, and leadership

A&R opened the Dream Center in May 2015 which is a “one-stop shop” in a safe, caring place for undocumented students new and continuing at Santa Rosa Junior College. Students will receive personalized support from A&R in collaboration with the Dream Center as they begin their college journey.

A&R provides training and staff support in the areas of admission, registration, records and program completion for the following locations and programs:

- Dream Center
- Southwest Center
- Public Safety Training Center
- Older Adult
- Adult Education
- Apprenticeship
- Special Education
- Welcome & Connect Center

C. IMPROVE FACILITIES AND TECHNOLOGY: Provide, enhance, integrate, and continuously improve facilities and technology to support learning and innovation.

A&R coordinates monthly meetings with the Information Technology team to discuss enhancements and issues with the current Student Information System (SIS). The A&R and IT leaders communicate regularly to maintain and improve the current system.

A&R staff participate on statewide workgroups to improve student service technologies including ongoing improvements and enhancements to the current SIS.

D. ESTABLISH A STRONG CULTURE OF SUSTAINABILITY: Establish a culture of sustainability that promotes environmental stewardship, economic vitality, and social equity.

The A&R Offices strive to provide services to students in an efficient and sustainable fashion. All A&R forms are available online and can be completed and submitted online.

A&R communicates with students electronically. A&R regularly updates information and FAQs on the A&R webpages. The Schedule of Classes and College Catalog area also available online.

The official Welcome letter is emailed to students and posted in the Student Portal. Important information on the required steps to enroll are provided in this letter. In addition, all new students receive reminder "nudges" informing them of the mandatory Student Success steps needed to be completed prior to enrolling during priority registration.

A&R recycles all non-confidential paper and shreds confidential documentation before recycling.

1.1c Description

The A&R office serves a vital role in the effectiveness of SRJC. All students are served by A&R in one way or another. From applying to the college to applying for graduation and requesting official transcripts to be sent to other institutions. A&R is responsible for the implementation of AB705 compliant placement practices including a high quality student experience that provides accurate information about placement rights and options. In addition, coordinating the development of the annual Academic Calendar with various constituents across the District. A&R is also the contact for all faculty in accessing and submitting their grade rosters. Therefore, timely and informative communication with all students and all staff across the District is essential. A&R sends internal and external communication to students, staff and faculty on a regular basis to ensure effectiveness. A&R also works closely with both the IT and Public Relations Departments to coordinate critical and timely announcements.

1.1d Hours of Office Operation and Service by Location

- The Admissions and Records Office at the Santa Rosa Campus is open from 8:00 am to 5:00 pm on Monday through Friday.
- The Admissions and Records Office at the Petaluma Campus is open from 8:00am to 5:00pm Monday and Thursday; 8:30am to 5pm on Tuesday; 8:00am to 7:00pm on Wednesday; and 8:00a m to 12:00pm on Friday.
- During the months of June and July offices on both campuses are closed on Friday.
- Super Saturday Services are provided twice a year prior to the start of each semester.

1.2 Program/Unit Context and Environmental Scan

A&R not only provides critical services to all students and faculty of the District, the Director of the Department serve on District-wide councils and committees, provide interpretation of Federal, State and local regulations and requirements as to how they relate to the District as a whole, and then recommend, develop and implement District policy in response to these regulations.

2.1a Budget Needs

Given the broad range of services provided by A&R, the budget is used with a high rate of effectiveness in each category.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
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2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
A&R Specialist	40.00	12.00	Lead Specialist responsible for processing verifications, prerequisite challenges; customer service on counter and phones; assists with Dream Center
Evaluation Specialist II	40.00	12.00	Lead Evaluator position responsible for certifying athletic eligibility for students participating in the College's athletic programs; responsible for the coordination and evaluation of incoming transcripts for graduation, majors and transfer.
A&R Specialist	40.00	12.00	Lead Registration Specialist responsible for batch registrations; customer service at counter and phones
A&R Specialist	40.00	12.00	Lead Transcript Specialist position responsible for official transcript processing and fee posting; assists with processing student petitions; customer service on phone and counter.
A&R Specialist	40.00	12.00	Information Specialist responsible for customer service on phones and counter, residency and SID merges
Coordinator, Admissions & Records	40.00	12.00	Monitors office budget; Technical Liaison with computing services; Lead trainer for the Student Information System; operates and maintains the control site of CCCAPPLY; maintains official department documents.
A&R Specialist	20.00	12.00	Lead Registration Specialist responsible for batch registrations; customer service at counter and phones
Evaluation Specialist II	40.00	12.00	Lead Evaluator responsible for the coordination of graduation processes and secondary on athletic eligibility; evaluation of incoming official transcripts for general education, transfer, degree majors.
A&R Specialist	40.00	12.00	Lead Records Specialist position responsible for official transcript processing and fee posting; assists with processing student petitions; customer service on phone and counter.
Evaluation Specialist I	40.00	12.00	Responsible for evaluation of incoming official transcripts for general education, degree, majors and transfer. Primary responsibility for prerequisite equivalency evaluation and verification.
Evaluation Specialist I	40.00	12.00	Responsible for evaluation of incoming official transcripts for general education, degree, majors and transfer. Primary responsibility to process CSU GE and IGETC certifications.
Coordinator, Student Academic Records	40.00	12.00	Position responsible for maintaining student academic record information and faculty grade roster information; end of semester processing and reports; responsible for the evaluation and processing of all District certificate awards; processing and responding to subpoenas.

Position	Hr/Wk	Mo/Yr	Job Duties
Evaluation Specialist I	30.00	12.00	Responsible for evaluation of incoming official transcripts for general education, degree, majors and transfer. Primary responsibility to process CSU GE and IGETC certifications.
VACANT/ERI - Evaluation Specialist I	40.00	12.00	Responsible for the evaluation and processing of incoming official transcripts for general education, degree, majors, certificates and transfer. Primarily responsible for processing CSU GE and IGETC certifications.
Programmer Analyst (A&R)	40.00	12.00	A&R programmer responsible for critical A&R programming needs such as end of semester processing, the online application, electronic transcripts, welcome letter and nudges.
Student Success Specialist I	40.00	12.00	Full time, funded by SEA grant. Supports Assessment area now under A&R in providing support to students through high quality student experience that provides accurate information about placement rights and options.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Director, Admissions, Record & Enrollment Services	40.00	12.00	Responsible for the coordination, management and operations of District Admissions, Records & Enrollment Development Offices, including faculty rosters, evaluations and enrollment management of the District; responsible for the coordination and production of the College's annual catalog; prepares and monitors budget compliance for the department. Preparation and distribution of weekly enrollment reports; strategic enrollment; receives and hears appeals from students to waive college rules and regulations with the authority to make exceptions to college policies and procedures; responsible for proper accounting of all District enrollment fees and tuition collection, and ensures minimum exposure to error or misappropriation.

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Student Employee	15.00	12.00	Front counter and phone customer service; filing and imaging of student records.
Student Employee	18.00	12.00	Front counter and phone customer service; filing and imaging of student records.
Student Employee	25.00	12.00	Evaluations area student responsible for preparing graduation files, mailing out diplomas and certificates and imaging student records.
STNC	20.00	4.00	Evaluations area backfill for vacant Evaluation Specialist I position.
STNC	20.00	4.00	Evaluations area backfill for vacant Evaluation Specialist I position.

2.2d Adequacy and Effectiveness of Staffing

The **Santa Rosa A&R Office** employs 13 full-time, and 1 part-time classified staff, and the **Petaluma A&R Office** employs 2 full-time classified staff serving a student population of approximately 40,000 per academic year; with a ratio of 1:3250 staff to students. The Admissions, Records and Enrollment Development Office is one of the largest departments in the Student Services component of the District.

The A&R offices serve approximately 21,000 students during each Fall and Spring semester and approximately 13,000 in the Summer term. The department is divided into four components: **Admissions**--which includes admissions, information, registration, residency; **Evaluation & Graduation**--which includes athletic eligibility, evaluations, degree and certificate awards; **Academic Records** - student records, transcripts and rosters; **Assessment** - includes assessment for placement to help students start on a successful pathway in college.

Since 2014, the A&R budget also supports one FT net new IT Programmer primarily dedicated to the programming needs of A&R. Although the Programmer currently reports to the IT Director, the A&R Director consults regularly with the IT Director on the workload prioritization of projects. This programming position has been critical in the development and deployment of SSSP programming however, the original rationale was to work primarily on automating more of the Records and Evaluations areas (degree audit, transcripts) functionality.

In summer 2018, work resumed on the next phase of the homegrown Degree Audit system which will significantly assist in the auto-awarding of degrees and certificates. Student's transfer work from other institutions is included in the Degree Audit to provide a more accurate and comprehensive tool for students, staff and counselors.

The A&R Director and staff continue to serve on the steering committees for the CCCApply online application, myPath and eTranscriptCA electronic transcript service. Both of which require ongoing updates and programming that A&R staff lead in collaboration with IT. The former AAll for the office was reclassified to a coordinator due to the need for regular

communication and coordination with the IT and PR departments. This position is critical in coordinating the technological needs of A&R and working closely with the programmers to implement and automate A&R functions and student support services.

2.2e Classified, STNC, Management Staffing Requests

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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
NOT APPLICABLE	0.0000	0.0000	0.0000	0.0000	

2.3c Faculty Within Retirement Range

NOT APPLICABLE

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

NOT APPLICABLE

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

With the new construction of the A&R conference room, we are requesting one Interactive Flat Panel (IFP) to have the ability to host Zoom meetings and conduct training in the conference room. Media Services is aware of this need for the conference room and have quoted a total price of \$6000 based on mounting of 86".

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
0001	ALL	08	06	ITG - Interactive Flat Panel	1	\$6,000.00	\$6,000.00	Vayta Smith	Plover 522 Conference	Mitch Leahy

2.4f Instructional/Non-Instructional Software 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

Construction has been completed, no additional spaces are needed.

3.1 Develop Financial Resources

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3.2 Serve our Diverse Communities

Diversity of staff is a vital component of the Admissions, Records & Enrollment Development Offices necessitated by the diversity of the student population being served. The department promotes sensitivity to diversity and strives to provide a welcoming and comfortable environment for our increasingly diverse student population. All current recruitments for classified, student and short-term, non-continuing positions include a stated preferred skill of Spanish/English bilingual.

The online application (Open CCCApply) is available in English and Spanish.

As part of the initiative to increase access to Latino students in outlying areas, the use of the online application proved to be a barrier to enrollment due to the high number of students who were computer illiterate. As a result, the Spanish paper application was re-instituted, and a team of bilingual A&R and Assessment staff performed outreach events to help students complete the paper application and successfully enroll in non-credit classes at the local high school, jail program and community centers close to their home or work.

Over a third of the permanent, part-time, short-term and student employees in the Admissions, Records & Enrollment Development Offices (both the Santa Rosa and Petaluma Campuses), including International Student Admissions are able to provide bilingual services in the following seven languages: Spanish, Japanese, Laotian, Thai, Tagalog and French.

In addition to being ethnically diverse, the staff in A&R reflects a diverse educational attainment level from high school to master's degree graduates, and an age range from 18 to 69. The offices are staffed predominately by females.

3.3 Cultivate a Healthy Organization

All Classified staff are encouraged to enroll in classes, professional and personal development workshops. The Dean is proactive in obtaining or preserving funds in the budget to cover the costs and release time for staff to participate in these types of development activities.

Regular staff meetings are held each month to provide staff with necessary training on changes to policies, procedures or education code.

Staff participate on District-wide committees, interviewee committees, task forces and PDA activities.

Staff also participate in necessary state and national trainings, meetings and webinars.

3.4 Safety and Emergency Preparedness

Panic buttons are installed at each front counter window of A&R. All the front counter work stations are equipped with "panic Buttons" which when pressed immediately alert the District Police. There is also a panic button installed in the Director's Office (away from the front counter).

The Plover Lobby is equipped with three cameras that focus on the counter areas of A&R as well as Financial Aid and Scholarship. A camera is also in placed inside the Records vault.

An emergency preparedness area has been established in front of the A&R vault. This area includes the following supplies:

1. Emergency backpack kit containing medical supplies
2. Emergency water and food rations
3. Flashlights
4. Incident reports
5. Emergency Blankets

6. Fire extinguisher
7. Emergency 2-way radio

A&R currently has four Area Safety Coordinators (ASC), Debbie Riedmuller, Ilda Lua, and Mitch Leahy. All three ASCs attend the District sponsored safety trainings and are currently involved in developing an office safety plan. Regular safety trainings are provided for all A&R staff.

3.5 Establish a Culture of Sustainability

A&R has made great strides in regards to sustainability:

- All of the A&R forms are available online, and the majority of those forms are able to be submitted/downloaded online via Formstack, thus eliminating the need for printed forms.
- All registration transactions are automated and sent to student email on file and/or student portal: registration confirmation, welcome letter, student success nudges, action on petitions, graduation and certificate petitions.
- Announcements regarding important dates/deadlines and upcoming registration announcements are sent regularly via email and/or posted in their Student Portal.
- 95% of Enrollment and Degree Verifications are done online through the National Student Clearinghouse replacing paper verifications and mailings and student pick-ups.
- 100% of official transcript requests are processed online through the National Student Clearinghouse. SRJC is a member of eTranscriptCA in the sending and receiving of electronic official transcripts and partners with other transcript vendors.
- The department recycles all non-confidential paper with a blank side as scratch paper and shreds all confidential documents.
- A centralized FAXing system has been implemented, allowing email connection to our department FAX machines.
- Recycle printer cartridges

4.1a Course Student Learning Outcomes Assessment

NOT APPLICABLE

4.1b Program Student Learning Outcomes Assessment

4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
Service/Program	Constant Contact CRM software	Fall 2012	Fall 2013	N/A
Service/Program	Constant Contact CRM software	Fall 2011	Fall 2012	N/A
Service/Program	Constant Contact CRM software	Fall 2013	Fall 2014	N/A
Service/Program	Constant Contact CRM software	Fall 2010	Fall 2011	N/A
Service/Program	EMT Connect email Communicatio	Summer 2009	Fall 2010	N/A
Service/Program	Matric Step Student Email	Fall 2014	N/A	N/A
Service/Program	Outreach effectiveness	Fall 2008	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

4.2b Narrative (Optional)

1. Goal is to have 95-100% of transcript orders be electronic. More efficient, quicker, and cost effective. Provide concise information on transcript ordering page and an easier to read format for ordering.
2. After applying to SRJC, at least 50% of dual enrolled high school students will complete their dual enrollment form and successfully register in classes.
3. Expand communication and awareness of using SRJC's Degree Audit System, including Evaluation services, as important tools that support student goals and completion of an Associate degree award and transferability. Encourage students to apply early and in the appropriate term that meets the College's requisite outcomes established by the State's new funding formula.
4. Educate and encourage students when ordering official transcripts online and including IGETC certification forms, if needed, at the time of the order. Communicate with students when they need to order an outgoing official transcript to use the electronic transcript feature instead of mailing, unless necessary.

5.0 Performance Measures

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	Implement one Summer and Fall registration cycle for students	For year two, continue to evaluate, identify and resolve any unintended consequences of the summer/fall registration cycle.	2018-19	A&R and IT staff time to continue to monitor and enhance the summer/fall registration cycle.
0003	ALL	01	02	Complete Phase 2 and implement comprehensive Degree Audit tool.	Develop and implement a module in SIS that will allow A&R evaluation staff to enter transfer course and AP test articulations into SIS that will then auto populate the Degree, Certificate and GE pattern audits. This will automate staff workload and significantly reduce repetitive manual processes and paperwork.	Completed	A&R and IT staff time to meet to develop, test and implement transfer credit screen module in SIS.
0004	ALL	01	02	Implement Reverse Transfer and increase number of degrees awarded.	Collaborate with National Student Clearinghouse to implement Reverse Transfer which will allow SRJC to identify students who transferred to four year universities without earning a degree at SRJC but have since completed the remaining graduation requirements at the university.2018-19	2015-2016	A&R and IT staff time to meet to discuss programming needs and implementation timeline. This may be an additional workload for evaluation staff, and therefore discussion and planning will be needed.
0005	ALL	08	02	Online form integration with SIS	Many of the A&R forms were converted to ADA compliant online forms using FormStack. However, this process is not integrated with SIS creating additional workload and inefficiencies for staff.	Completed	A&R and IT staff time to meet and program forms into SIS.
0006	ALL	08	06	Revise current SRJC policies	Revise and update the FERPA policy 8.2.9 and implement online FERPA training module for all District employees; revise Grading Policy 3.10 to include EW grade (excused withdrawal); revise Degree Policy 3.2 to allow for reverse transfer degree awarding.	Completed	A&R and IT staff time to meet and discuss programming needs. Shared Governness will be needed to review, discuss and implement policy and procedures.
0007	ALL	08	07	Revise FERPA policy and forms; develop online training module for all staff and faculty. All staff and faculty are required to receive FERPA training.	Ensure policy is complaint with Federal regulations and provide an annual online training for staff and faculty using the HR training software LawRoom.	Ongoing	Staff time to review regulations and attend trainings to develop and launch staff and faculty trainings. Work with IT and HR staff to launch the LawRoom training module.

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0008	ALL	08	07	Major/Certificate course substitutions routing system	Major/Certificate course substitutions are processed with a routing system which the departments have embraced and provided beneficial for students during the pandemic.	Completed	
0009	ALL	01	06	Enhancing commencement program virtually	Modified the annual Commencement ceremony to an online virtual ceremony working with various campus departments to bring the ceremony to life and showcase SRJC's graduates.	Completed	
0010	ALL	08	07	Outsourcing printing of certificates and diplomas	In progress to outsource diploma and certificate printing per semester while retaining the ability to print backdated degrees in-house as needed.	Ongoing	In contract with vendor
0011	ALL	08	06	Automation of Promise Grant Priority Registration	Automated priority and promise grant restoration for students who improve their academic standing; also automated counselor approval for 100+ units to restore priority: https://admissions.santarosa.edu/how-restore-priority-registration-and-promise-grant	Completed	
0012	ALL	01	06	Electronic Dual Enrollment Form	Created the electronic dual enrollment form with routing to parents and schools.	Completed	
0013	ALL	08	06	Expanding Electronic Out-Going Transcripts	Expanded electronic transcript delivery to any destination with the NSCH.	Ongoing	
0014	ALL	08	06	Improving Records Merge Functionality in SIS	Improved the student records merge functionality including: <ul style="list-style-type: none"> oAutomated email communication when a record is merged oAutomated merging of student records in connected systems such as Ilinx, SARS, Canvas oCreated an improved tracking log of merged student data 	Completed	

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0015	ALL	01	02	Automation of Studnet Fee reminders	Created a monthly email reminder to students who owe fees with info about payment, payment plans and financial aid.	Completed	
0016	ALL	01	02	Automation of Studnet Hold reminders	Created an automated email reminder informing the student that they have active holds and how to address those holds.	Completed	
0017	ALL	08	06	Additional assistant with Spanish speaking staff	Added the SWC to the A&R Spanish phone line to enhance Spanish speaking assistance	Completed	
0018	ALL	01	06	Creation of online application for Older Adult Program	<ul style="list-style-type: none"> Created electronic application enrollment forms for the older adult program. 	Completed	

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	Implement one Summer and Fall registration cycle for students	For year two, continue to evaluate, identify and resolve any unintended consequences of the summer/fall registration cycle.	2018-19	A&R and IT staff time to continue to monitor and enhance the summer/fall registration cycle.
0003	ALL	01	02	Complete Phase 2 and implement comprehensive Degree Audit tool.	Develop and implement a module in SIS that will allow A&R evaluation staff to enter transfer course and AP test articulations into SIS that will then auto populate the Degree, Certificate and GE pattern audits. This will automate staff workload and significantly reduce repetitive manual processes and paperwork.	Ongoing	A&R and IT staff time to meet to develop, test and implement transfer credit screen module in SIS.
0004	ALL	01	02	Implement Reverse Transfer and increase number of degrees awarded.	Collaborate with National Student Clearinghouse to implement Reverse Transfer which will allow SRJC to identify students who transferred to four year universities without earning a degree at SRJC but have since completed the remaining graduation requirements at the university.2018-19	Ongoing	A&R and IT staff time to meet to discuss programming needs and implementation timeline. This may be an additional workload for evaluation staff, and therefore discussion and planning will be needed.
0005	ALL	08	02	Online form integration with SIS	Many of the A&R forms were converted to ADA compliant online forms using FormStack. However, this process is not integrated with SIS creating additional workload and inefficiencies for staff.	Completed	A&R and IT staff time to meet and program forms into SIS.
0006	ALL	08	06	Revise current SRJC policies	Revise and update the FERPA policy 8.2.9 and implement online FERPA training module for all District employees; revise Grading Policy 3.10 to include EW grade (excused withdrawal); revise Degree Policy 3.2 to allow for reverse transfer degree awarding.	Completed	A&R and IT staff time to meet and discuss programming needs. Shared Governness will be needed to review, discuss and implement policy and procedures.

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0007	ALL	04	07	Remodel A&R and current Dream Center	With the expansion of ISP and the Outreach Team moving into A&R, there is a need for more workstations for staff. The curved wall in A&R prohibits any workstation expansion, therefore remodeling to remove the curved wall and expand the current Welcome Center, and also install a new meeting room will provide adequate staff space as well as a conference room for meetings.	Completed	A&R staff time to meet with facilities to plan the remodel. Some staff on the north end of A&R may need to be relocated during the three month construction in spring 2019, therefore swing space will be needed.
0008	ALL	08	07	Revise FERPA policy and forms; develop online training module for all staff and faculty. All staff and faculty are required to receive FERPA training.	Ensure policy is compliant with Federal regulations and provide an annual online training for staff and faculty using the HR training software LawRoom.	Ongoing	Staff time to review regulations and attend trainings to develop and launch staff and faculty trainings. Work with IT and HR staff to launch the LawRoom training module.