

# **Santa Rosa Junior College**

## **Program Resource Planning Process**

### ***Welcome and Connect Center 2021***

#### **1.1a Mission**

The Student Success & Assessment Services Department, currently referred to as the Welcome and Connect Center provides onboarding and retention services.

Our mission is to support first year achievement goals, and to increase retention from fall to spring, and fall to fall.

These services include:

- the implementation of AB705 compliant placement practices including a high quality student experience that provides accurate information about placement rights and options
- assistance with college processes such as admissions, registration, financial aid paperwork, and campus technology
- new student needs assessment and connection to campus resources and matriculation services
- peer coaching services
- first year retention services

In all onboarding and retention services the staff, and first year peer coaches provide quality customer services, follow research based retention practices, and maintain a high knowledge base of campus resources and processes.

#### **1.1b Mission Alignment**

The mission of the Welcome & Connect Center aligns with the District's vision, mission, values, and strategic goals and objectives of student development, learning, success, and serving

diverse communities. In particular, the Assessment provides services that meet the following goals and objectives of the new District Strategic Plan:

A1: Expand and sustain access by eliminating barriers, and delivering services effectively through current technologies;

A4: Enhance cultural competency to better serve all student populations including the increasing Latinx;

B3: Integrate academic and student support services across the college;

C1: Identify the educational needs of our changing demographics and develop appropriate and innovative programs and services;

D1-D4: Provide, enhance, integrate and continuously facilities and technologies in order to enhance learning and working environment;

E3-E4: Promote social and economic equity in the communities we serve; leverage resources, partner with our communities;

F1-F2: Foster an environment focused collegiality and mutual respect in regards to cultural and individual perspectives; implement an exemplary professional development program for all employees

H1-2: Pursue continuous quality improvement strategies to achieve greater effectiveness and efficiency; enhance internal and external communication systems.

The Department staff works collaboratively to set goals and to achieve them through collective efforts. These include:

- the implementation of AB705 compliant placement practices including a high quality student experience that provides accurate information about placement rights and options
- assistance with college processes such as admissions, registration, financial aid paperwork, and campus technology
- new student needs assessment and connection to campus resources and matriculation services
- peer coaching services
- first year retention services

In all onboarding and retention services the staff, and first year peer coaches provide quality customer services, follow research based retention practices, and maintain a high knowledge base of campus resources and processes.

The Department continues to assess its services program to ensure that its mission is attuned to the district strategic goal of supporting student success.

## **1.1c Description**

The Student Success & Assessment Services Department, currently referred to as the Welcome and Connect Center provides onboarding and retention services.

These services include:

- the implementation of AB705 compliant placement practices including a high quality student experience that provides accurate information about placement rights and options
- assistance with college processes such as admissions, registration, financial aid paperwork, and campus technology
- new student needs assessment and connection to campus resources and matriculation services
- peer coaching services
- first year retention services

In all onboarding and retention services the staff, and first year peer coaches provide quality customer services, follow research based retention practices, and maintain a high knowledge base of campus resources and processes.

## **1.1d Hours of Office Operation and Service by Location**

The Welcome & Connect Center is open Monday - Friday, 8am-5pm, and closed on Fridays in June and July. The Center oversees the coordination of Saturday Services each term and fully operates on each of those Saturdays.

## **1.2 Program/Unit Context and Environmental Scan**

The Student Centered Funding Forumula, Guided Pathways, and SEA goals are rooted in principles that call for monitoring and supporting first year achievements with a particular eye towards momentum points and milestones.

## **We know:**

- Students who are fully matriculated complete at a higher rate
- Students who are fully matriculated gain priority registration and access to classes with a high fill rate (math and English)
- Student who enter math and English during their first year gain access to to more upper division courses and complete their degree faster
- AB540 students face increased barriers
- Low-income students face barriers to access and success in community colleges
- First generation student success rates are disproportionate

## **The Welcome and Connect Center helps to address and support this knowledge base in the following ways:**

- **Students who are fully matriculated complete at a higher rate**
  - Facilitates accurate and streamlined placement information and processes
  - Promote priority registration requirements and deadlines
  - Provide peer to peer information to suggest how to leverage an ed planning counseling appointment (prepare, research, ask correct questions)
- **Students who are fully matriculated gain priority registration and access to classes with a high fill rate (math and English)**
  - Concerted effort to reach students to get priority to use it for the purpose stated above
- **Student who enter and complete math and English during their first year gain access to to more upper division courses and complete their degree faster**
  - Concerted effort to reach students who accessed math or English in Fall to take the alternative course in spring so that both transferable math and English are completed during year one
  - SRJCRReady programming to support success in transfer level math and English with emphasis on a load with corequisite (target audience those who enrolled in math or E)
  - Students enrolled in math or English in first year are considered high touch and are receiving weekly inreach and strategic interventions
- **AB540 students face increased barriers**
  - Students have AB540 assigned are placed on the first year high touch cohort
- **Low-income students face barriers to access and success in community colleges**
  - In addition to assistance with the financial aid process, and the connection to campus resources, first year peer coaches support first year low income students with academic coaching and strategies as we know it is critical to success to address the multitude of barriers.
- **First generation student success rates are disproportionate**
  - Concerted effort to ease the transition into the college environment by providing navigational strategies, resource connections, community connections, and assistance with college processes.

## **2.1a Budget Needs**

### **Budget Analysis**

**The Welcome & Connect Center (formerly known as the Student Success & Assessment Services) Budget Analysis\***

## 2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	ALL	00	00	\$150,000.00	

## 2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Student Success Specialist I	40.00	12.00	Full time, funded by SEA. Supports Assessment Department in providing support to students through the dissemination of high quality info; also supports other SEA functions including the Welcome & Connect Center, Onboarding and Retention Services
Student Success Technician	20.00	12.00	Hired July 2017 .50 position funded by 80% SSSP and 20% District. Supports Assessment Department in providing testing services at a level similar to that of a Testing Technician. May assist with HiSET and GED proctoring, SSSP follow-up services and Assessment MIS data maintenance to ensure proper end of term reconciliation.
Student Success Coordinator	40.00	12.00	Full time funded by SEA. Supports Assessment/placement functions., the Welcome & Connect Center, Onboarding and Retention Services

## 2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Director, Assess. Svcs. and Student Success Tech.	40.00	12.00	Full-time position, funded by SSSP & GED revenue. Oversees daily operation at Assessment; assist in the continued implementation of AB705; coordinates the procurement and implementation of all shared student service technologies, coordinates all student e-communication, oversees onboarding and first year retention services.
Manager, Student Support	40.00	12.00	Full-time position, funded by SEA. Oversees Welcome & Connect Center, Dream Center and serves as District Ombudsperson.

## 2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
First Year Peer Coaches	210.00	12.00	Provides Welcome & Connect Center Support and Success Coaching Services for onboarding and retention. The total cost to do so on a small scale is \$150K per year. Note the cost was 200K in its first year during a strong launch and high traffic. We have currently scaled down, allowing attrition to occur in anticipation of decreased Innovation Grant funds.

## 2.2d Adequacy and Effectiveness of Staffing

### Staffing Needs for Assessment Services:

#### **Current Staffing**

The Santa Rosa Campus Welcome & Connect Center (formerly Student Success & Assessment Services) is comprised of the Director of Assessment Services and Student Success Technologies, a FT Student Success Specialist II, a FT Student Success Specialist, 0.50 FTE Student Success Technician (currently vacant), and 15 student employees.

The Director, Assessment Services and Student Success Technologies position is fairly new, and was filled in August of 2016. Various student success initiatives at both state and local levels intensified the need for dedicated leadership in assessment service delivery, as well as in technology solutions to further improve student support services in general, including for online students, in order to fulfill student success mission and to ensure District's ability to comply with accreditation standards. When placement testing was ceased, the Director continued to assume additional duties to help streamline all procurement and implementation projects in the student service areas, electronic student communication, as well as onboarding and retention services. This position was eliminated as of 1/31/21.

The Manager, Student Support oversees the Welcome & Connect Center as of 2/1/21. There are multiple administrative duties still in place related to Assessment Services, and also spread into Admissions & Records and SRJC Petaluma.

#### **I Staffing Needs**

##### **Classified Employees**

With the implementation of AB 705 being iterative there is still a significant amount of work to be done. There are various placement models that meet the needs of different students (e.g. International, re-entry, traditional, dual enrolled) that need to be both enforced by complex technology programming, and communicated effectively to both students and the community. After a January 2019 implementation, some refining is already taking place to improve upon the models. The state calls for colleges to continue to monitor and refine indefinitely.

The Welcome & Connect Center and first year retention programming is requiring a lot of oversight and management in its implementation phase. The first year continues to lay the

groundwork for practices and structure. The mission of scaling up the peer coaching team set forth by the Innovation Grant has called for twelve 25 hour per week equivalent student employees. It is critical to document all activities, services and outcomes for both the purpose of the grant and to secure future funding.

It has become evident that two classified employees is not sufficient for meeting placement and the Welcome & Connect Center needs regularly as the scope and volume of the work is vast. It is not good practice to have an area requiring public hours and a requirement of full time supervision and oversight to have only two staff. A combination of vacations, absences and lunch breaks will cause an interruption to supervision of the area, and student employees.

### **Student Employees**

The heart of the operations in the Welcome & Connect Center (WCC) is the peer support provided by Student Employees. The WCC is supported by a combination of student employees who provide welcome coaching (onboarding, and enrollment and financial aid assistance) and student employees who provide connect coaching (peer support for retention needs). Through 20/21 student employee wages will be funded through SEA funds, and the final year of the Innovation Award.

With the transition to remote learning, and the waning Innovation Award funds, the size of the team and the operation was reduced to a smaller scale. Though the Innovation Award called for us to scale up, it was important to gradually reduce it its final year to determine future costs. At this time, the estimated cost of student employee wages in the Welcome & Connect Center is \$150K per academic year. It is important to remember, that the operations of the center rely upon the peer support. The functions would not be operable if student employees were eliminated and Classified Employees were to begin to replace the hands on assistance. The number of persons needed to maintain a level of service would not be achieved through the use of Classified Employees, and the the framing of peer support would have to evolve to professional support causing classification concerns across departments.



## 2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Santa Rosa	01	02	Student Employees Success Coaches	Student Employee Success Coaches	Classified

## 2.3a Current Contract Faculty Positions

Position	Description
N/A	N/A

**2.3b Full-Time and Part-Time Ratios**

<b>Discipline</b>	<b>FTEF Reg</b>	<b>% Reg Load</b>	<b>FTEF Adj</b>	<b>% Adj Load</b>	<b>Description</b>
N/A	0.0000	0.0000	0.0000	0.0000	N/A

### **2.3c Faculty Within Retirement Range**

N/A

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

N/A

### 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

Submitted to ITG.

### 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	Santa Rosa	01	02	ITG - iPads	5	\$600.00	\$3,000.00	Hilleary Zarate	Welcome & Connect Center	Hilleary Zarate
0001	Santa Rosa	01	02	ITG - iPad Charging Case	1	\$350.00	\$350.00	Hilleary Zarate	Welcome & Connect Center	Hilleary Zarate

### 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

The location of the Welcome & Connect Center is optimal due to the partnerships with A&R and Financial Aid and the visibility to students entering building.

Without the use of the adjacent classrooms the areas is too small to be a workspace for up to 12 employees at at time. Further, when students are being served the capacity of the room grows to around 20 and the area is far too cramped.

It is unclear if this situation will be resolved now that the Plover Foyer expands to additional computer and to the seating area with laptops for coaching sessions. The foyer became operational just before the transition to remote services.

The lack of a classroom and meeting room has proven to be problematic for workshop facilitation. We choose not to have the workshops in other locations as they are an opportunity to highlight our new area, so we are trying to make it work.

## 3.1 Develop Financial Resources

As described in Seciton 1.2, the Welcome & Connect Center supports the SCFF through retention and first year acheivement efforts.

## **3.2 Serve our Diverse Communities**

As described in Section 1.2, the Welcome & Connect Center aims to support our diverse community through concerted efforts to reach disproportionately impacted students. We believe we are reaching a diverse community through our concerted efforts given to first generation students in partnership with development in cultural awareness and resources for undocumented students.

As a scaled up program we are reaching all first year students either through a high touch or medium touch programming. We are offering services and workshops remotely to address diverse schedules and learning.

## **3.3 Cultivate a Healthy Organization**

As described in Section 1.2, the Welcome & Connect Center aims to support our diverse community through concerted efforts to reach disproportionately impacted students. We believe we are reaching a diverse community through our concerted efforts given to first generation students in partnership with development in cultural awareness and resources for undocumented students.

As a scaled up program we are reaching all first year students either through a high touch or medium touch programming. We are offering services and workshops remotely to address diverse schedules and learning mediums/styles.

### **3.4 Safety and Emergency Preparedness**

The Building and Area Safety Coordinators for the northeast side of Plover Hall have been identified as the Dean of Student Success and Retention and the Administrative Assistant for the Department. Both have attended trainings and received CPR certificate in 2013.

The Department has organized training sessions for safety and emergency preparedness, including one from CIRT in Spring 2013. Regular staff members as well as STNC and Student Workers attended. This has increased the staff knowledge and skills in preparing for and responding to unforeseen safety and emergency situations.

### **3.5 Establish a Culture of Sustainability**

The Welcome & Connect Center (onboarding and retention services) operates with high tech, high touch eliminating the use of paper in most cases.

### **4.1a Course Student Learning Outcomes Assessment**

N/A



## 4.1b Program Student Learning Outcomes Assessment

### Service Area Learning Outcomes (SLOs)

A student's retention and persistence rates will be increased compared to the District rates as a result of attending one or more of the Welcome & Connect Center 2020-21 virtual workshops.

Fall 2020		
	WCC	District
Population Number	144	19,783
Persistence	81.94%	67.54%
Retention	60.42%	31.53%

Spring 2021		
	WCC	District
Population Number	177	19,783
Persistence	100.00%	67.54%
Retention	72.88%	31.53%

### 4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
Service/Program	Assessment, Prep., Steps	Fall 2015	Spring 2016	Summer 2016
Service/Program	Knowledge of SSSP Mandates	Fall 2014	Spring 2015	Summer 2015
Service/Program	Noncredit ESL Testing	Fall 2013	Spring 2014	Summer 2014
Service/Program	GED Testing	Spring 2013	Fall 2013	Fall 2013
Service/Program	Placement Testing	Spring 2012	Summer 2012	Fall 2012
Service/Program	ESL Testing	Fall 2009	Fall 2009	Spring 2010
Service/Program	GED Testing	Fall 2009	Fall 2009	Spring 2010
Service/Program	Distance Learning Proctoring	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
ENGL Placement		X	X	X	X			X		X	X	X				X
MATH Placement	X	X		X	X			X		X	X					X
Onboarding Services	X	X		X	X			X		X	X					X
Retention Services	X	X		X	X			X		X	X					X

## 4.2b Narrative (Optional)

SALO: A student's retention and persistence rates will be increased compared to the District rates as a result of attending one or more of the Welcome & Connect Center 2020-21 virtual workshops.

In looking at the data, this is true for both fall and spring semesters in 20-21. It is especially encouraging to see that 100% of students who attended a Spring 2021 workshop persisted to the Fall 2021 semester.

Going forward, the Welcome & Connect Center will continue to offer workshops, and also check in with students to see what new workshops they would like to attend. Feedback has included Canvas and Time Management as two topics that are needed by students.

## 5.0 Performance Measures

During the 19/20 academic year the Welcome & Connect Center served a first year cohort of 2692 students with high touch, high tech interventions. The Center, which invites all students recorded 3632 in-person contacts. Of those contacts 42% were repeat visitors. 405 referrals were received from faculty, of which students were reached multiple times with offers of support and engagement. The WCC hosted 30 workshops, received 7771 downloads of the MySRJCAApp, and administered and processed 1148 Guided Self-Placements. After the college transitioned to

remote instruction, 2034 contacts were made to offer tech support to those students who indicated they needed help, and digital resources meant to bridge the transition were accessed over 12000 times. (SOURCE: Welcome & Connect Center Annual Report 2019-2020)

During the 18/19 academic year we processed 20,711 initial placements were given to students who are directed to receive matriculation services. Secondary placements were given to many others to override tests made with AB705 compliant measures. Of the initial placements, 8343 tests were proctored for math, English and ESL.

## **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	COMPLETE: To comply with Student Success Act of 2012 on assessment services	Assess all non-exempt students	Initial Fall 2013; ongoing	Increased part time staff to provide testing on and off site with sufficient number of sessions in peak testing seasons, evenings, and weekends.
0001	Santa Rosa	01	03	COMPLETE:Expand follow-up services specific to the assessment step.	Providing resources for test preparation up front while communicating benefits. Promote the benefits to taking both Engl/ESL & Math during first year. Following up with those who wish to remediate and retest by promoting Jam options. Following up with lowest level college skill placements in order to connect at-risk students with next-step resources. Following up with students after test to assist them with scheduling counseling appointments online.	Spring 17 - Ongoing	Stident Workers
0001	ALL	01	07	COMPLETE:Working towards AB705 compliance by spring 2019			
0001	ALL	01	07	COMPLETE: AB 705 compliance	Identify related tasks and increase coordination between Student Services and Academic Affairs in regards to better student placement; establish new policies and procedures for AB705 compliant placement models for Math and English.	Fall 2017-Fall 2019	Coordination and collaboration among faculty, staff, and administrators from Student Services, Academic Affairs, and other departments across the District; funds to support professional development related to AB705
0001	Santa Rosa	01	02	Show increase in persistence for first year studnets fall to spring, and fall to fall.	Follow retention plan framework and first year acheivement philosophies from onboarding through first year	Ongoing - First results Spr 20	
0002	ALL	01	02	COMPLETE:Continue planning and preparation of Common Assessment Initiative (CAI) implementation when available	Faculty and staff training, competency mapping, multiple measures research and adaptation, cut score setting, and full conversion to CAI when available	Initial Fall 2012; ongoing	Funds and time for faculty / staff development, faculty work in when pilot school outcomes are complete and necessary adjustments to competency mapping are required; combination of grant and SSSP funds to support implementation; support and guidance from the CO and OIR/IT.
0003	ALL	01	02	COMPLETE:To evaluate the implementation of new policies and procedures related to assessment	Continue to monitor the implementation of the placement re-take policy to ensure compliance and fairness	Initial Summer 2014; ongoing	IT programming/reporting; staff training and time for data tracking/analysis; discussion with Math Department

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0004	Santa Rosa	01	04	COMPLETE:Build a knowledgeable and efficient team of testing professionals	Continue to provide professional development opportunities to staff.	Ongoing	Funds for conferences, travel, webinars, etc.
0005	ALL	01	02	ONGOING:Continue to improve assessment services to meet changing needs and enhance efficiency	<ul style="list-style-type: none"> <li>· Increase collaboration and coordination between Assessment Services and other Student Services and Academic Departments to improve testing services and scheduling efficiency;</li> <li>· Expand partnership with English and Math Departments to offer placement preparation to students for more accurate placement; implement effective communication strategies for more students to partake the JAM workshops.</li> </ul>	Spring to Fall 2015; ongoing	Leadership from Director, Assessment and Student Success Technologies; Faculty/staff time for collaboration and innovation.
0006	ALL	01	02	ONGOING: Continually improved student communication regarding assessment services	Update Assessment and Placement website information; enhance the marketing for preparation services	Ongoing	Staff time; IT support
0007	Petaluma	04	02	COMPLETE: Increase efficiency at PC Assessment Center; integrate Assessment operation with other Student Services areas at Petaluma Campus to provide cross training and better service coverage.	Install NetSupport School software at PC 641, a large, multi-purpose computer lab for efficient test administration; continue to work with PC leadership on integrating Assessment operation with other Student Services areas at Petaluma Campus to provide cross training and better service coverage.	Continued efforts till complet	Staff time; IT support
0009	ALL	04	04	COMPLETE:Expand assessment services to high school students, online students, and international students.	Build partnerships with high school districts; enable remote testing and authentication through student success technologies	Ongoing	Leadership from Director, Assessment and Student Success TEchnologies; high school districts' support; cooperation from Distance Education and International Student Program.
0010	Santa Rosa	01	03	COMPLETE:Expand high school equivalency testing services	Establish a HiSET (another form of High School Equivalency Test in addition to the current GED format) Testing Center at Santa Rosa campus to support HEP students and others in the communities.	Fall 2016 to Spring 2017	Staff time/efforts to establish agreement with new vendor; IT support; coordination with HEP, Accounting, etc.

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0011	ALL	01	02	COMPLETE:Expand assessment services to all off-campus sites.	Provide access to assessment services for noncredit students to enroll at off-campus sites and to meet noncredit SSSP mandates.	Ongoing	Coordination with all three assessment centers, IT, ESL, College Skills, Adult Education, Academic Affairs and school districts will be necessary to deliver this service.



## 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	COMPLETE: To comply with Student Success Act of 2012 on assessment services	Assess all non-exempt students	Initial Fall 2013; ongoing	Increased part time staff to provide testing on and off site with sufficient number of sessions in peak testing seasons, evenings, and weekends.
0001	Santa Rosa	01	03	COMPLETE:Expand follow-up services specific to the assessment step.	Providing resources for test preparation up front while communicating benefits. Promote the benefits to taking both Engl/ESL & Math during first year. Following up with those who wish to remediate and retest by promoting Jam options. Following up with lowest level college skill placements in order to connect at-risk students with next-step resources. Following up with students after test to assist them with scheduling counseling appointments online.	Spring 17 - Ongoing	Stident Workers
0001	ALL	01	07	COMPLETE:Working towards AB705 compliance by spring 2019			
0001	ALL	01	07	COMPLETE: AB 705 compliance	Identify related tasks and increase coordination between Student Services and Academic Affairs in regards to better student placement; establish new policies and procedures for AB705 compliant placement models for Math and English.	Fall 2017-Fall 2019	Coordination and collaboration among faculty, staff, and administrators from Student Services, Academic Affairs, and other departments across the District; funds to support professional development related to AB705
0001	Santa Rosa	01	02	Show increase in persistence for first year studnets fall to spring, and fall to fall.	Follow retention plan framework and first year acheivement philosophies from onboarding through first year	Ongoing - First results Spr 20	
0002	ALL	01	02	COMPLETE:Continue planning and preparation of Common Assessment Initiative (CAI) implementation when available	Faculty and staff training, competency mapping, multiple measures research and adaptation, cut score setting, and full conversion to CAI when available	Initial Fall 2012; ongoing	Funds and time for faculty / staff development, faculty work in when pilot school outcomes are complete and necessary adjustments to competency mapping are required; combination of grant and SSSP funds to support implementation; support and guidance from the CO and OIR/IT.
0003	ALL	01	02	COMPLETE:To evaluate the implementation of new policies and procedures related to assessment	Continue to monitor the implementation of the placement re-take policy to ensure compliance and fairness	Initial Summer 2014; ongoing	IT programming/reporting; staff training and time for data tracking/analysis; discussion with Math Department

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0004	Santa Rosa	01	04	COMPLETE:Build a knowledgeable and efficient team of testing professionals	Continue to provide professional development opportunities to staff.	Ongoing	Funds for conferences, travel, webinars, etc.
0005	ALL	01	02	ONGOING:Continue to improve assessment services to meet changing needs and enhance efficiency	<ul style="list-style-type: none"> <li>· Increase collaboration and coordination between Assessment Services and other Student Services and Academic Departments to improve testing services and scheduling efficiency;</li> <li>· Expand partnership with English and Math Departments to offer placement preparation to students for more accurate placement; implement effective communication strategies for more students to partake the JAM workshops.</li> </ul>	Spring to Fall 2015; ongoing	Leadership from Director, Assessment and Student Success Technologies; Faculty/staff time for collaboration and innovation.
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0007	Petaluma	04	02	COMPLETE: Increase efficiency at PC Assessment Center; integrate Assessment operation with other Student Services areas at Petaluma Campus to provide cross training and better service coverage.	Install NetSupport School software at PC 641, a large, multi-purpose computer lab for efficient test administration; continue to work with PC leadership on integrating Assessment operation with other Student Services areas at Petaluma Campus to provide cross training and better service coverage.	Continued efforts till complet	Staff time; IT support
0009	ALL	04	04	COMPLETE:Expand assessment services to high school students, online students, and international students.	Build partnerships with high school districts; enable remote testing and authentication through student success technologies	Ongoing	Leadership from Director, Assessment and Student Success TEchnologies; high school districts' support; cooperation from Distance Education and International Student Program.
0010	Santa Rosa	01	03	COMPLETE:Expand high school equivalency testing services	Establish a HiSET (another form of High School Equivalency Test in addition to the current GED format) Testing Center at Santa Rosa campus to support HEP students and others in the communities.	Fall 2016 to Spring 2017	Staff time/efforts to establish agreement with new vendor; IT support; coordination with HEP, Accounting, etc.

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0011	ALL	01	02	COMPLETE:Expand assessment services to all off-campus sites.	Provide access to assessment services for noncredit students to enroll at off-campus sites and to meet noncredit SSSP mandates.	Ongoing	Coordination with all three assessment centers, IT, ESL, College Skills, Adult Education, Academic Affairs and school districts will be necessary to deliver this service.