

# **Santa Rosa Junior College**

## **Program Resource Planning Process**

### ***Welcome and Connect Center 2022***

#### **1.1a Mission**

The Welcome and Connect Center provides onboarding, student success and retention services. The Assessment Services Department has relocated to the Admissions and Records Department.

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

These services include:

- assistance with college processes including admissions, registration, financial aid paperwork, and campus technology
- new student needs assessment and connection to campus resources and assistance with completion of 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 service, 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 Welcome & Connect Center 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:

- assistance with college processes including 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 Welcome and Connect Center provides onboarding, student success and retention services. The Assessment Services Department has relocated to the Admissions and Records Department.

These services include:

- assistance with college processes including 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, 9am-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 Formula, 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 as compared to the district average(s)

**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

**Students who enter and complete math and English during their first year gain access to to more upper division courses and complete their degree faster**

- Inform students who accessed math or English in Fall to work with counseling to pursue options for 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 English)
- 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 connected to the Dream Center, are part of 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 Budget Analysis\***

Currently, the Welcome & Connect Center annual funding is comprised of district general funds, categorical funds, and grant funding.

There is further uncertainty of categorical funds due to declining enrollment. It depends on the District's SSSP core service volume relative to the rest of the 114 colleges within the CCC system. The funding formula is based on services provided to *enrolled* students.

#### **Need for additional funds:**

##### **1. Student Employee Funds**

Welcome & Connect Center has relied upon student workers to staff the reception area for several years. District and categorical funds cover the majority of those costs. We attempt to leverage our Federal Work Study Allocation with student assistance, however District funds are needed to backfill a student's award that would be expended prior to the end of year. Student workers have not only been utilized for reception needs, but have been integral in assisting the department with outreach, and student retention efforts. They have been following up with target groups to provide information about programs and services, to connect students with the next step (ed planning), and with relevant programs and services. Our efforts to sustain/increase successful student retention rates relies upon their assistance in performing these high-touch and time intensive efforts.

## **2. Staff Development/Training**

There is an increasing need for staff development and training to ensure that our staff keeps abreast of the changing environment and requirements. This will help the Department, which in turn help the District, to learn the best practices, and to continuously improve our practices in welcome center operations, and other student success and retention work. The Manager, Student Support has a unique role that covers multiple areas with an evolving environment and it is important to continually learn in order to be an effective manager and a resource to other student service departments. Classified staff have also expressed their desire for more professional development through both local and statewide training opportunities. Currently, there is no travel/conference budget in the District account for the Department. The estimated need is \$4,500, which was previously provided through SSSP funds.

## 2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0003	Santa Rosa	01	06	\$4,500.00	District funding for Professional Development not covered by SEA funds (travel and conference attendance, etc.)

## 2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
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, Student Outreach, Onboarding, and ISP	40.00	12.00	Manage and oversee District-wide programs related to outreach, onboarding and persistence, undocumented students and international students.
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 Student Success, Peer Coaching Services for onboarding and retention.

## 2.2d Adequacy and Effectiveness of Staffing

## **Staffing Needs for Welcome & Connect Center:**

### **Current Staffing**

The Santa Rosa Campus Welcome & Connect Center is comprised of the Manager, Student Support, a Coordinator, Student Success Programs, and 7 student employees.

The Manager, Student Support position was filled in March of 2021, and works with oversight by Director, Student Outreach, Onboarding, and International Student Program. Various student success initiatives at both state and local levels intensified the need for dedicated leadership in onboarding and retention work, 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.

### **I Staffing Needs**

#### **Classified Employees**

The Welcome & Connect Center and first year retention programming requires a great deal of oversight and management. In December of 2021, the Student Success Specialist I was transferred to another department, leaving only 1 regular classified employee. To provide supervision of peer coaching, and maintain services in the Welcome & Connect Center at a satisfactory level, at least one additional classified position is needed.

The Welcome & Connect Center's 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 one staff member. 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 both welcome coaching (onboarding, and enrollment and financial aid assistance) and connect coaching (peer support for retention needs). Through 21/22 student employee wages will be funded through SEA funds, and grant funding.

With the transition to remote learning, the size of the team and the operation was reduced to a smaller scale. At this time, the estimated cost of student employee wages in the Welcome & Connect Center is \$96K 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 Success Specialist II	Student Success Specialist II	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
------	----------	----	---	------------	--------------------------

### 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
------	----------	----	---	------------------	-----	-----------	------------	-----------	------------	---------

## 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	Laptops	5	\$1,300.71	\$6,503.56	Kyle Wallstrum	Welcome & Connect Center	Kyle Wallstrum

## 2.4f Instructional/Non-Instructional Software Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
------	----------	----	---	------------------	-----	-----------	------------	-----------	------------	---------

## 2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
------	----------	----	---	------------	----------	-------------	-----------	-------------

## 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 area is too small to be a workspace for up to 12 employees at a 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 best utilize the current office space.

### **3.1 Develop Financial Resources**

As described in Section 1.2, the Welcome & Connect Center supports the SCFF through retention and first year achievement 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 methods, as well as the resumption of in-person services beginning April 19, 2022.

### **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 Admissions and Records, Enrollment Services, Coordinator, Admissions and Records, and Coordinator, Student Success Programs. All have attended trainings; CPR certification status is unknown.

The Department needs to have updated training sessions for safety and emergency preparedness for regular staff members and student workers. This will increase the 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. We recycle any and all paper and plastic products, and promote events related to sustainability and climate change whenever possible.

### **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 2021-22 virtual workshops. Outcomes Assessment will be reported as required.

### 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)

In December 2021, the Student Success Specialist/Assessment Services was transferred to the Admissions and Records Department. As a result, Performance Measures will no longer be included in this PRPP.

## **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. Assessment Services now resides in Admissions and Records PRPP.
0002	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	Assessment Services now resides in Admissions and Records PRPP.
0003	Santa Rosa	01	02	Show increase in persistence for first year students fall to spring, and fall to fall.	Follow retention plan framework and first year achievement philosophies from onboarding through first year.	First results Spr 20	Ongoing
0004	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. Assessment Services now resides in Admissions and Records PRPP.
0005	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. Assessment Services now resides in Admissions and Records PRPP.
0006	Santa Rosa	01	04	COMPLETE:Build a knowledgeable and efficient team	Continue to provide professional development opportunities to staff.	Ongoing	Funds for conferences, travel, webinars, etc.

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0007	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. Assessment Services now resides in Admissions and Records PRPP.
0008	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. Assessment Services now resides in Admissions and Records PRPP.
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. Assessment Services now resides in Admissions and Records PRPP.
0010	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. Assessment Services now resides in Admissions and Records PRPP.

**6.2b PRPP Editor Feedback - Optional**

—

## 6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	Santa Rosa	01	02	Show increase in persistence for first year students fall to spring, and fall to fall.	Follow retention plan framework and first year achievement philosophies from onboarding through first year	Ongoing	SEA funding for peer coach salaries.
0002	Santa Rosa	01	04	COMPLETE:Build a knowledgeable and efficient team.	Continue to provide professional development opportunities to staff.	Ongoing	Funds for conferences, travel, webinars, etc.
0003	Santa Rosa	01	02	Increase participation in Connect for Success Warm Handoff event.	Connect recent HS graduates with First Year Peer Coaches	2022-2023	Funds for supplies