Santa Rosa Junior College

Program Resource Planning Process

Scholarship 2024

1.1a Mission

Through a sincere commitment to new, continuing, and transfer-ready SRJC students, we strive to alleviate the financial barriers to higher education. We make a conscious effort to reach out to those with exceptional economic and educational needs. We are dedicated to providing high-quality service in an equitable, sensitive, and confidential environment to all individuals, regardless of background, culture, or lifestyle. SRJC Scholarship Programs adheres to federal, state, and local regulations, laws, and policies in the administration of scholarships.

1.1b Mission Alignment

Strategic Plan: Goals and Objectives	Scholarship Alignment with Strategic Plan
A. Support Student Success: *Support development of the whole student from early college awareness through successful completion of educational and career goals*	
Expand and sustain access by eliminating barriers, expanding strategic outreach efforts, and delivering services effectively through current technologies	Provide outreach to all District high schools (including alternative, continuation and community schools) and other on-campus and community locations upon request. Participate in SRJC Outreach efforts throughout the year. Scholarship Programs continue to grow. The Doyle Scholarship Program now awards over $4 million annually and the SRJC Foundation Scholarship programs are approaching $2 million in awards. The Scholarship Office was poised to be adequately staffed with two full time scholarship technicians and a Coordinator of Scholarship and Outreach all in place for much of the 2017-18 academic year. However, the Coordinator, Scholarship and Outreach left SRJC in early April 2018 at the peak of our scholarship processing time. A vacancy remained in this position for throughout the reamainder of 2018 and into spring 2019. This position is in recruitment and we are hopeful that a successful candidate will be hired before May, 2019. For the report year 2017-18, Scholarship Outreach was primarily provided to high

	schools by the SRJC Outreach Office, the Coordinator, Scholarships and Outreach, and the Financial Aid Outreach Coordinator. These staff members visited all area high schools including continuation schools.
Increase retention and academic progress through student engagement with academic and student services, faculty and staff, and campus community activities	With a portion of the distribution from the **Robert and Shirley Harris Family Foundation Endowment**, the Scholarship Office managed multiple, large-scale programs including the Foster Youth Success Completion Incentive Award, which incentivizes and recognizes progress towards the student's goal and the Teaching Fellows Program, which engages students in a meaningful way with faculty, staff, and students. The Adult Literacy grant continues to provide scholarship support for underrepresented groups including ESL, EOPS, HEP, and single parents. The primary beneficiaries of this grant are students enrolled in non-credit, basic skills coursework. This is a renewable grant intended to support students as they progress through their educational goals. These funds are awarded as Adult Literacy Scholarships.
Increase number of students who complete their educational plans and goals	Scholarship recipients, in general, have higher retention and completion rates than the general District population (see section 5 data elements).

B. Foster Learning and Academic Excellence *Foster learning and academic excellence by providing effective programs and services*	
Integrate academic and student support services across the college	All Doyle Scholars (first-time, full-time freshmen) are required to complete the three Student Success steps of Orientation, Assessment and Educational Planning to receive their award, resulting in a strong foundation for their success. Doyle Scholars may now renew their awards for a second year. Recipients must meet Satisfactory Academic Progress (SAP) standards and remain on track with their long-term educational plan. Scholarship Programs challenge students to participate fully in the learning process through understanding and meeting the application criteria and by establishing academic award standards that promote full-time enrollment and academic success.

C. Serve our Diverse Communities *Serve our diverse communities and strengthen our connections through engagement, collaboration, partnerships, innovation, and leadership*	
Identify the educational needs of our changing demographics and develop appropriate and innovative programs and services with a focus on the increasing Latino/a population	Promote open access through actively eliminating barriers to a college education. Through the Foundation and Business & Community Scholarship programs, the Scholarship Office engages with a wide variety of organizations to provide an array of awards to our diverse student population. The qualifying GPA for the Doyle Scholarship is 2.75 and 2.0 for a Doyle Trustee Scholarship, providing greater access to SRJC for our area high school students. In order for students to renew their Doyle awards for a second year, the academic standard was lowered from a 2.5 term GPA to 2.0 and 67% completion rate (SAP standards). This allows students who struggle with the

transition from high school to college to retain their Doyle awards and provide financial incentive to continue in school.

D. Improve Facilities and Technology *Provide, enhance, integrate, and continuously improve facilities and technology to support learning and innovation*	
Incorporate best practices and innovations for facilities and technologies in order to enhance learning and working environments	Scholarship operations are continually monitored and improved for technology improvements. Scholarship seeks to enhance operational efficiency while opening up access to students through technology. In 2015-16, Scholarship Programs awarding system transitioned from our "home grown" payment system (MoneyBags) to become fully integrated with the new financial aid management system, PowerFAIDS. This allows students and staff to have a clear understanding of their full financial aid package in one system and in real time. Looking forward, in academic year 2019-2020, Scholarship Programs award system will be moved from SIS to an outside vendor, AwardSpring. This will allow a more streamlined and user friendly experience for scholarship awards for student applicants, evaluators, donors, and staff.
E. Establish a Strong Culture of Sustainability *Establish a culture of sustainability that promotes environmental stewardship, economic vitality, and social equity*	
Expand, support, and monitor district-wide sustainability practices and initiatives	Since 2013, the Foundation continuing and transferring applications have been paperless. We continue to use a an application developed in SIS that allows students to apply for hundreds of scholarships through one application. Separate Cycle scholarship applications are offered online as drupal forms, eliminating the need to print numerous copies. PDF forms were removed in order to meet ADA compliance for online materials. As noated in Section D, scholarship applications will be moved from SIS to a scholarship management system (AwardSpring) during the 2019-20 academic year. Student communications have been streamlined to utilize the Student Portal in PowerFAIDS, rather than sending paper letters to students. The Doyle Scholarship application was moved to a Drupal form for the 2018-19 academic year. For the 2019-2020 academic year, this form was removed and students are able to apply for the Doyle Scholarship simply by completing the FAFSA or California Dream Act Application.
F. Cultivate a Healthy Organization *Cultivate an inclusive and diverse organizational culture that promotes employee engagement, growth, and collegiality*	
Recruit and hire outstanding faculty and staff and implement an exemplary Professional Development Program for all employees	Scholarship Programs employees are provided opportunities to grow and develop professionally. Employees participate in Professional Development Activities, job-related trainings, and are granted release time for job-related classes.

G. Develop Financial Resources *Pursue resource development and diversification while maintaining responsible fiscal practices and financial stability*	
Pursue alternative funding sources including grants, partnerships, and scholarships to support our diverse communities and students	The Scholarship Office provides program guidance and assistance to the SRJC Foundation in their pursuit of funding resources to actively grow scholarship awards available for SRJC students.
H. Improve Institutional Effectiveness *Continuously improve institutional effectiveness in support of our students, staff, and communities*	
Fully implement continuous quality improvement strategies to achieve greater transparency, effectiveness, efficiency, and participation	Scholarship Programs employees participate in the District's shared governance process and are engaged in District-wide planning and committees.

1.1c Description

Scholarship Programs operates year-round and provides scholarship information, resources and support services to students, parents and community members. The office publicizes institutional, local, state and nationally recognized scholarship opportunities, coordinates scholarship selections, and administers scholarship payments to incoming, continuing, and transferring students.

1.1d Hours of Office Operation and Service by Location

LOCATION & HOURS
Santa Rosa Campus
Plover Hall
TEL (707) 527-4740

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

Closed Fridays from 1 PM - 2PM

Closed Fridays in June & July

1.2 Program/Unit Context and Environmental Scan

The SRJC Scholarship Office administers the SRJC Foundation Scholarship Program, the Frank P. and Polly O'Meara Scholarship Programs, Outside Scholarships funds and promotes scholarship opportunities to SRJC students.

These programs are robust and provide more than $5 million annually to SRJC students. Ranked #1 among California Commun ity Colleges for scholarship support to students, these programs operate at the highest standards for scholarship management and equitable awarding to students. This is accomplished with two Scholarship Technicians and a Manager. The growth of all of the scholarship components means more students are receiving scholarship support. Yet, the current staffing levels are not meeting the program growth. This inbalance is not sustainable. An additional full-time Scholarship Technician is needed to maintain operations and accommodate growth areas such as the Doyle Student Housing Scholarship.

The Frank P. and Polly O'Meara Doyle Trust resumed distributions to fund the Doyle Scholarship Program in September 2012. A 5% administrative cost allowance (ACA) is assessed annually to assist with the operations of the scholarship program.

2.1a Budget Needs

The Scholarship Office has been operating with the Manager, Student Financial Services and two Scholarship Technicians.

The Doyle Program continues to grow. Doyle Trust contributions are healthy leaving the program room to grow. As of 2020-2021 students who are enrolled at least half-time to maintain their Doyle Scholarship awards (pro-rated for less than full-time). And, as of the 2021-2022 academic year, the residency requirement was lifted to allow International and non-resident students access to this opportunity. New In 2023-2024, the Doyle Student Housing Scholarship was offered to residents in Polly Hall, in addition to the current Doyle Scholarships they may be offered.

The SRJC Foundation based scholarship programs remains healthy. Scholarship programs offered remain a complex process and require increasing levels of detailed oversight. Combined, the Doyle and Foundation Scholarships disbursed more than **5,000 awards for greater than $5 million.**

Both the Doyle and SRJC Foundation based scholarships require a high touch process. The AwardSpring scholarship management system has significantly streamlined the application, review, and awarding process. Student Financial Services currently uses PowerFAIDS financial aid management system. Scholarship awards are manually added to the student's financial aid package and disbursements are requested through

this system. The processing of award payments has significantly improved with the integration of scholarships with the financial aid process. However, PowerFAIDS and AwardSpring are not integrated resulting in a manual "packaging" process.

In 2022-2023, the Scholarship Office and SRJC Foundation partnered to provide scholarship reviewer trainings, which will continue on an annual basis each January, February, and March. The purpose of the trainings is to provide a common rubric and to continue to build on equitable awarding standards as supported by the National Scholarship Providers Association (NSPA) and the Federal Student Aid commission (FSA). More than 200 reviewers attending the initital trainings and participated in the review process.

The Scholarship Office tracks over 650 unique scholarship offerings annually. Each offering has its own set of criteria, award amounts, number of awards available, and assigned selection committee. Many awards require a secondary screening by donors and many require interviews, letters of recommendation, or other supplemental information.

With the increasing scrutiny on scholarship awarding processes, application reviews, student selections, and program growth in all areas, the Scholarship Office is significantly understaffed. **The addition of one full-time Scholarship Technician** will keep the operations moving smoothly and ensure timely, accurate, and equitable awarding to students.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	ALL	07	02	$10,000.00	Scholarship Management System to manage the scholarship award process from start to finish. IMPLEMENTED implemented in 2019. $10,000 is the annual contract maintenance fee.

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Scholarship Technician	40.00	12.00	Processes scholarship awards; participates in outreach efforts to current and prospective students; coordinates application and award process for Doyle Scholarships; disburses Doyle funds to eligible students; determines applicants' academic eligibility and financial need; monitors continuing eligibility; works with more than 2,000 applications with an award value of over $2,000,000; advises students, parents and community members regarding scholarship requirements; generates POs and graphics orders. Evaluates and determines basic student eligibility for financial aid programs; verifies financial aid information reported on applications and additional documents; prepares award letters; enters student information into specialized financial aid software; assists with front counter and phone coverage.
Scholarship Technician (Vacant as of July 1, 2024)	40.00	12.00	Processes scholarship awards; participates in outreach efforts to current and prospective students; coordinates application and award process for Doyle Scholarships; disburses Doyle funds to eligible students; determines applicants' academic eligibility and financial need; monitors continuing eligibility; works with more than 2,000 applications with an award value of over $2,000,000; advises students, parents and community members regarding scholarship requirements; generates POs and graphics orders. Evaluates and determines basic student eligibility for financial aid programs; verifies financial aid information reported on applications and additional documents; prepares award letters; enters student information into specialized financial aid software; assists with front counter and phone coverage.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Manager, Student Financial Services	40.00	12.00	In Recruitment - Manager, SFS was serving as the Interim Director, SFS from December, 2020 to January, 2023 with no backfill of this position, creating a large staffing void in this area. Administers the comprehensive scholarship programs for SRJC including the Doyle Scholarship Program, SRJC Foundation Scholarship and Business & Community Scholarship programs. Manages the operation of the Scholarship Office including budget management, staff supervision, new scholarship development, outreach activities, financial reporting and analysis, and disbursement of scholarship funds. Under the direction of the Director, Student Financial Services, plan, organize and manage the day-to-day operations of the Financial Aid and Scholarship Office including application review, awarding, record-keeping and reporting activities; maintain contact with lending institutions to report on the status of loan recipients, availability of funds and current criteria for making loans; train, supervise and evaluate the performance of assigned staff.

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
STNC	25.00	12.00	Provides support for both Scholarship Programs and Financial Aid. Reviews emergency grant applications; holds Zoom hours and phone coverage ("front desk" coverage). Provides critical assistance to Scholarship Programs during peak application submission, review, and processing.

2.2d Adequacy and Effectiveness of Staffing

Scholarship Programs currently has 2.0 FTE Classified staff members. This is a reduction of 1.0 FTE from the past year.

The addition of a Scholarship Technician is critical to our program's ability to continue to serve students and provide appropriate services to current and future students. While all scholarship processing is high touch and requires attention to detail and regular oversight, our area has seen the addition of several ongoing, high maintenance programs. For example, the Teaching Fellows Program requires oversight of student eligibility at regular intervals throughout the academic year, frequent contact with faculty mentors for student accountability and participation, active program participation as a member of the steering committee, attendance at cohort meetings, and annual reporting. The Foster Youth Completion Incentive Award and Adult Literacy grant require extensive oversight, are labor intensive, and require additional reporting. The

SRJC Foundation has shifted the reporting burden for the Adult Literacy grant to the Scholarship Office.

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

Scholarship Programs administers scholarships for more than 650 named scholarship opportunities from more than 525 individual scholarship funds and over 5,000 individual awards. Scholarship applications, processing, and awarding continues to be a hands-on and personalized process.

All of these programs have created additional workload that far exceeds the available staff of 2.0 FTE. Better alignment of positions would provide the support where it is most needed.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Santa Rosa	02	04	Scholarship Technician (new)	Scholarship Technician	Classified
0001	Santa Rosa	02	04	Scholarship Technician (replacement for vacancy)	Scholarship Technician	Classified

2.3a Current Contract Faculty Positions

Position	Description

2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description

2.3c Faculty Within Retirement Range

N/A

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

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale

2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software

2.4c Instructional Equipment Requests

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

2.4d Non-Instructional Equipment and Technology Requests

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

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 configuration of Student Financial Services (SFS) in Plover hall is adequate. Updates to lighting in Plover Hall is a marked improvement.

3.1 Academic Quality

3.2 Student Success and Support

3.3 Responsiveness to Our Community

3.4 Campus Climate and Culture

3.5 Establish a Culture of Sustainability

AwardSpring has eliminated the need to utilize paper distribution for the scholarship awarding process. The application is online, documents are uploaded at the time of application, and scholarship committee members will be assigned unique login credentials to access the applications online.

Accessibility

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

Both Plover and Jacobs Halls have multiple computer kiosks available to students designated exclusively for scholarship research and information. Students who do not have access to a computer would still have the opportunity to visit the Scholarship Office in Santa Rosa or Petaluma and receive access to a computer station and assistance with online applications.

4.1a Course Student Learning Outcomes Assessment

n/a

4.1b Program Student Learning Outcomes Assessment

Program Level SLOs:

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

1. Apply for and receive financial assistance to assist with the costs of attending college.

2. Learn to manage finances, plan a budget and understand the costs associated with attending SRJC and/or a four-year institution.

3. Identify conditions that are likely to contribute to, or interfere with, their academic performance.

4.1c Student Learning Outcomes Reporting

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

4.2a Key Courses or Services that address Institutional Outcomes

Course/Service	1a	1b	1c	2a	2b	2c	2d	3a	3b	4a	4b	5	6a	6b	6c	7
Doyle Scholarship Application		X	X	X	X					X	X					X
SRJC Foundation Scholarship Application	X	X	X	X	X					X	X	X	X			X

4.2b Narrative (Optional)

Students are required to complete scholarship applications to access scholarship programs available through the SRJC Scholarship Office. The scholarship application process is competitive.

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

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

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

5.0 Performance Measures

Doyle Scholars continue to be a more diverse than the District-wide population of students, receive the Pell grant at higher rate. These students complete their attempted degree applicalbe courses at a significantly higher rate than the general population. Each year more than 90% of Doyle Scholars persisit from Fall to Spring.

6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	ALL	01	02	Doyle Scholarship Program growth	Adapt to program growth as Doyle Trust distributions increase. The program has evolved into a three-year program with dual awarding cycles. Criteria has been changed to allow more students to maintain the award and to encourage persistence and student success.	Ongoing	Staff processing and tracking time. May require additional STNC staff.
0002	ALL	01	02	Adult Literacy Award Program	Continue to administer this high touch program. Students with low basic skills levels require more from staff in order to be successful. Grant reporting has been requested of the Scholarship Office by the SRJC Foundation.	Grant funded through 2024	Labor-intensive program requiring staff prrocessing and tracking time. Grant comes with a 5% ACA to support the Scholarship Office. NOTE: In 2018, the SRJC Foundation designated 2.5% to Scholarship and 2.5% to support the grant writing renewal effort.
0004	ALL	01	02	Develop new award program	Develop new need-based student award program as needed based on gifts to SRJC Foundation.	Ongoing	Manager's time to guide the development of new programs and to collaborate with interested parties and develop program criteria; staff processing time which may outstrip current staff capacity.
0005	ALL	01	02	Maintain Scholarship Management System and continue to evaluate for efficiencies.	Scholarship Management System to support current scholarship programs including Foundation and Doyle application process.	Ongoing	Student Financial Services will require the assistance of Purchasing (procurement), IT (programming and implementation), and theDirector of Assessment and Student Success Technologies (process management) to implement a new program with the goal of offering scholarship applications to students by January 2019 for the 2019-20 award year.
0006	ALL	08	07	Continued integration of scholarship operations into the PowerFAIDS program	Utilize the communication tools, letter management/student notification system, and auto-packaging rules when applicable for scholarship. Streamline scholarship award and payment processes.	Ongoing	Staff training and processing time.

6.2b PRPP Editor Feedback - Optional

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6.3a Annual Unit Plan

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