Santa Rosa Junior College
Program Resource Planning Process

Student Affairs and Engagement Programs 2014

1.1a Mission

Vision

To engage all students in the richest of learning opportunities so they are inspired to serve and lead in their communities.

Mission

The mission of Student Affairs is to support and enhance student learning by providing compelling opportunities and transformative experiences in leadership, advocacy, service and cross-cultural understanding.

1.1b Mission Alignment

Student Affairs & Engagement Programs is fully aligned with District's Strategic Plan goals and objectives.

Strategic Plan: Goals and Objectives	Student Affairs/Engagement Programs 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	Student Affairs & Engagement Programs (SA&EP) developed the Call Program for Prospective & Continuing Students (CPPCS), also known as the Call Campaign. This allows Student Ambassadors to communicate one-on-one with students regarding their registration process; Developed a new ID card reader system to track student attendance at workshops, trainings, orientations, events, etc. Currently deploying card readers in different departments throughout the District. The SAO regularly provides information about its programs and

	services at all outreach trainings and events that happen on campus.
Increase retention and academic progress through student engagement with academic and student services, faculty and staff, and campus and community activities	SA&EP is on the frontlines of providing compelling and transformative engagement services, programs and activities that increase retention; for a complete listing of these programs, see 1.1c.
Increase the number of students who complete their educational plans and goals	SA&EP works collaboratively on planning and coordinating the Welcome Centers on each campus; this program is meant to provide new students with a comfortable and welcoming environment in which to meet with a counselor and complete their educational plans. SA&EP also helped to coordinate the Educational Planning Fair that took place in April, 2014, on both campuses.
Enhance cultural responsiveness to better serve all student populations with a focus on first generation college students and the increasing Latino/a population	For 2013-14, SA&EP successfully delivered a comprehensive slate of multicultural programs intended to increase cultural competence among our students, staff and community. These programs were collaboratively developed and very responsive to current issues and community needs.

B. Foster Learning and Academic Excellence *Foster learning and academic excellence by providing effective programs and services*

Support and promote teaching excellence across all disciplines	The SA&EP is responsible for responding to student complaints and grievances and for enforcing the Academic Integrity policy. Faculty are regularly consulted with and trained in how best to address these areas.
Engage students and spark intellectual curiosity in learner-centered environments	Through Student Government, clubs, Center for Student Leadership programs, Student Ambassadors and our community service efforts, we are preparing our students for participation as citizens at the local, national and global levels. Students who complete their SRJC experience without an

	understanding of their social responsibilities in a democracy, have not been wholly educated. SA&EP actively develops and coordinates programs in service of this principle.
	The SA&EP is committed to educating and preparing our students with the skills necessary to be successful leaders in our diverse communities. We know from many reports and research that employers are looking for graduates who understand and can demonstrate competence in the following three areas: 1. how to build teams; 2. how to solve problems and think critically in a group setting; and 3. how to communicate effectively within teams. We build our SLOs and programs around these societal and career-based needs.
	A summary of all student engagement programs are included in 1.1c.
Integrate academic and student support services across the college and curriculum	SA&EP is connected to all student support services and is well versed in academic programs and personnel; the info desk on each campus serves as the hub for information, referrals, tours, and other important services for all students, both academically and outside the classroom.
Identify and implement responsive instructional practices that increase the learning and success of our diverse students	N/A

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	The Dean, Student Affairs & Engagement Programs attends the Student Success & Equity Committee and assisted in the writing of the Student Success & Equity Plans; the Assistant Director, Student Affairs sits on the EEOA Committee and is partly responsible for writing the District's Equal Employment Opportunity policy,

	Faculty Diversity Internship proposal, and Umoja learning community proposal. SA&EP responds to the needs and concerns of our diverse student body in planning multicultural programs and activities; they also provide key advising and support to our multicultural clubs including MEChA, BSU, Polynesian Nation and the Native American Students club; in 2013-14, the Associated Students provided funds for staff attendance at the Umoja Conference; they also provided funds for the La Raza Youth Conference. The SA&EP, largely responsible for Day Under the Oaks, did outreach to our local elementary schools that primarily serve underrepresented populations with promotions in Spanish for 2014. The CyBear Student Life Resource Center provides student IDs to our ELL population outside of normal working hours to meet their unique schedules.
Contribute to the richness of our multicultural community by promoting cultural initiatives that complement academics and encourage the advancement and appreciation of the arts	The Associated Students, a program of the SA&EP, regularly allocates funding to support the Arts and Cultural Programs; the 2013-14 allocation was approximately $25,000.
Meet the lifelong educational and career needs of our communities (e.g. seniors, emerging populations, veterans, re-entry students)	SA&EP offers programs, activities and services that serve all diverse and emerging populations; there is not a demograhic we don't touch during the course of a semester. We continually seek out ways to reach populations who historically have been underserved or who have challenges in accessing our services.
Provide relevant career and technical education that meets the needs of the region and sustains economic vitality	N/A

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	SA&EP acts as the guardian and steward of the Bertolini Student Center; we conduct weekly rounds of

	all floors and create punch lists and services requests for maintenance and improvements; we are constantly making requests to improve the technology in the building including: new digital displays for the Bear's Den and Counseling Lobby, new HD LCD projector for the Student Activities Center and additional videoconferencing rooms.
Improve and sustain infrastructure, facilities, and technology to proactively support our diverse learning community	SA&EP has created a list of new features that would add to the sustainability of the building, including: new water bottle filling station (installed October 2014) on the 1st floor, electric hand dryers for the 1st floor public restrooms, bike repair stand just outside the building and composting services in the Dining area. Additions that support our diverse communities include two new glass cases on floors 2 and 3 that feature Native American art from the Museum; dedicating a 1st floor glass case to multicultural programs
Increase District-wide coordination and collaboration to improve facilities and technology access, efficiency, and effectiveness	SA&EP regularly consults with Facilities Operations on all service requests for maintenance, upgrades, custodial and overall facilities enhancement.
Provide effective facilities and technology technical training for all employees to ensure operational effectiveness	Consult with IT and Media Services to provide timely training on use of all technology in the building including digital displays, exterior displays, media closet for SAC, videoconferencing and Media Enhanced classroom use.

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	The SAO and A.S. are college leaders in advocating for improved sustainability policies and practices; see section 3.5 for more information.
Infuse sustainability across the curriculum and promote awareness throughout District operations	see section 3.5

Promote social and economic equity in the communities we serve	see section 3.5
Ensure economic sustainability by leveraging resources, partnering with our communities, and contributing to the economic growth of the region	see section 3.5

F. Cultivate a Healthy Organization *Cultivate an inclusive and diverse organizational culture that promotes employee engagement, growth, and collegiality*

Foster an environment focused on collegiality and mutual respect in regards to cultural and individual perspectives	Through the Associated Students Senate and student participation on College-Wide Committees, we are practicing participatory governance within the institution through processes that are inclusive and respectful of all participants and in which information and decision-making are shared. These opportunities provide a learning lab for students on collegiality and shared governance.
Recruit and hire outstanding faculty and staff and implement an exemplary Professional Development Program for all employees	When the opportunity arises, all efforts are made to hire the highest quality staff that increase the diversity of the Student Affairs team. Professional development is regularly encouraged and supported.
Establish robust programs to improve the health and wellness of students and employees	SA&EP works collaboratively with SHS/SPS to provide health programs and events that both inform, educate and entertain students in a festive environment.
Increase safety planning, awareness and overall emergency preparedness	SA&EP has taken the lead for emergency preparedness within the Bertolini Student Center and beyond. Several staff serve as Safety Coordinators and are certified in FA/CPR; The Director is also SEMS certified and shepherds the emergency preparedness efforts in the Bertolini Student Center.

G. Develop Financial Resources *Pursue resource development and diversification while maintaining responsible fiscal practices and financial stability*

Increase the amount of discretionary, unrestricted general fund local revenue	N/A
Increase and maintain the District reserves above the state requirements	N/A

Pursue alternative funding sources including grants, partnerships, and scholarships to support our diverse communities and students	This is an area the SAO plans on being more involved with in 2014-15.
Manage enrollment and course offerings to maximize apportionment funding	N/A

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	SA&EP has developed strategic LAPs based on its SLOs for the past 5 years. Each year, staff reflect on what was learned and apply that learning to its programs and services; appropriate adjustments, additions and deletions are made so that students are served at the highest level possible given human and fiscal resources.
Enhance internal and external communication systems to ensure effectiveness	Both the 2010-11 and 2011-12 LAPs were conducted around the SLO of communication skills and specifically better communication within the SA&EP offices and with the Associated Students leadership. Since that time, communication has definitely improved within the department, and staff and students are more aware of the tools necessary to maintain trusting relationships.

1.1c Description

INTRODUCTION

The Student Affairs Office is the hub for student life and engagement programs, and the first stop for college information, student involvement opportunities and leadership development programs. We believe students get the most from their collegiate experience and increase their chance of success when they get involved in our unique programs designed to support and complement classroom learning. By engaging in our programs, students make valuable connections with other students, staff, and the larger community; give purpose and meaning to their experience; and open paths to personal success and development.

The department administers a comprehensive program of activities and services to address student learning outcomes in collaboration with campus, community and statewide organizations. Many of the programs and activities are facilitated jointly with the Associated Students (Student Senate & Committees), the Inter-Club Council, the Counseling Department, and various other campus departments/offices.

The Student Affairs Office (Santa Rosa & Petaluma Campuses) and affiliated student life programs are supervised by the Dean, Student Affairs & Engagement Programs (DSAEP) who also supervises the Assistant Director, Student Affairs (ADSA), the Petaluma Campus Student Activities Advisor (PCSAA), the SAO Administrative Assistant III, the Coordinator, Student Center, the Advisor, Student Accounts & Special Programs (ASASP), and the Coordinator, Student Engagement Programs (CSEP). The Dean, Student Services for the Petaluma Campus coordinates and collaborates with the DSAEP and provides day-to-day oversight and supervision for the SAA and student life programs on the Petaluma Campus.

In addition, 30+ students are employed part-time in such positions as Student Ambassadors, Graphic Designer/Bearfacts Editor, Tour Guides, CyBear Center/ID Student Assistants and Information Desk Assistants; and occasionally, STNC's (funded by the Associated Students) are used to work on special projects and events, including A.S. elections. The Student Affairs Office (Santa Rosa Campus) also houses the Associated Students Senate Offices, the Inter-Club Council space, the Center for Student Leadership and the CyBear Center/ID operation.

The Student Affairs Office in Santa Rosa is responsible for operational oversight of the 75,000 s.f. Lawrence A. Bertolini Student Center, including the 75-seat Center for Student Leadership, the 125-seat Girvin Student Activities Center, the 60-seat Senate Chambers, the 250-seat Craig Dining Commons and the 40-seat Staff Dining Room. Oversight of these five rooms represents the scheduling of approximately 80 reservations per month.

The Student Affairs Office in the Richard Call Building on the Petaluma Campus is responsible for the operational oversight of the Student Affairs offices, coordination of the Welcome Center and Resource Center, and the supervision of all Student Ambassadors on the campus. Details regarding the Petaluma operation are detailed below in the section titled *Petaluma Campus Student Affairs & Engagement Programs*.

A major emphasis in Student Affairs is the advisement and advocacy of student government through the Associated Students. The DSAEP is the principal liaison between the student government (Student Senate) and the college and serves as the certificated advisor to the Associated Students (A.S.) organization. The A.S. is aligned across the college in the shared governance system through assignments on College-Wide Committees and select hiring committees. Details on the A.S. is provided below.

STUDENT AFFAIRS PROGRAMS & ACTIVITIES

Associated Students Organization/Student Government
The A.S. of SRJC is the official voice of students as recognized by the SRJC Board of Trustees. It includes student government, student programs (activities and events) and student clubs. All students who register for classes each semester are considered Associated Students and are represented by the Student Senate – the main representative body responsible for appointing students to college-wide committees and providing input on college policy and programs. They also are the primary advocacy organization on all policy issues affecting students. Funding for the Student Senate is generated by two separate revenue streams: the Student Representation Fee ($1 per semester, per student), and the Associated Students Programs (ASP) membership fee (an optional $15 per semester and administered through the ASP Opt-Out program). The

ASP Committee, responsible for the ASP benefits program and coordinating student events and activities, receives most of its funds from the optional ASP membership fee.

Currently, there are eleven (11) elected positions within the Student Senate. Four (4) of those students also sit on the ASP Committee. The Vice President for the Petaluma Campus and Vice President of Organizations-Petaluma Campus have offices within the Petaluma Campus SAO while all other Senators have offices on the Santa Rosa Campus. There are an additional 20+ students who volunteer to support both the Senate and the ASP Committee throughout the year. The Student Ambassadors also provide much needed support for A.S. programs and activities. During the 13-14 academic year, the A.S. funded Student Ambassadors and STNCs for their programs totaling approximately $5,000. The Student Senate, ASP Committee and other A.S. committees provide over 150 programs, events and activities during the academic year between the Santa Rosa and Petaluma Campuses.

During 2013-14, the Associated Students continued to provide high-level, diverse programs and activities meant to both educate and inspire college and community life. The A.S. is committed to support student retention efforts through consistent and timely programs, events and activities.

The Associated Students Programs (ASP) Committee is the program/event body of the Associated Students. The committee is advised by the ADSA and each semester provides a wide variety of activities for students on both campuses; the ADSA collaborates with the PCSAA in Petaluma on all Petaluma Campus programs/activities. The Student Senate, ASP committee, all other committees, the Inter-Club Council (ICC), in collaboration with the SAO, sponsored the following programs/activities for 2013-14 on both campuses (not an all inclusive list):

Fall 2013 Events:
July 19-21: A.S. Summer Leadership Retreat
August 15: First Oaks Back to School Night, Petaluma
August 22: First Oaks Back to School Night, Santa Rosa
August 19-22: Fall Greeter Program, Santa Rosa and Petaluma Campus
August 19-30: A.S. Book Loan Workshop, Santa Rosa and Petaluma Campus
September 4: A.S. BBQ/Club Day and Student Information Day, Santa Rosa Campus
September 5: A.S. BBQ/Club Days and Student Information Day, Petaluma Campus
September 9-10: Blood Drive, Santa Rosa Campus
September 10: Club Day, Santa Rosa Campus
September 17: Constitution Day Events, Santa Rosa and Petaluma Campuses
September 24: National Voter Registration Day
October 5: Clo's Classic Football Game Carnival
October 8: Club Day, Santa Rosa Campus
October 10: Addiction Inc. Film Viewing and Panel Discussion, Petaluma Campus
October 23: Designated Driver Heroes Event
October 24: Campus Club Advising: Tool Kit
October 29: A.S. Harvest Festival/Club Day, Petaluma Campus
November 7: Andy Lopez "Teach-In"
November 12: Club Day, Santa Rosa Campus
November 15: Project Censored the Movie, Petaluma Campus
November 19: Welcome Assembly Member Levine to SRJC, Santa Rosa Campus
December 4: Meet Your Senate Panel

December 10: Human Rights Day, Petaluma Campus
December 10: Club Day, Santa Rosa Campus
December 11: Designated Driver Heroes Event
December 16-19: Finals Frenzy

Spring 2014 Events:
January 5: A.S. Winter Leadership Retreat
January 22: MLK: John Leonard Burris
January 23: Conversations on Raeel: Education
January 30: Community Oversight of Police in Sonoma County
February 1: Glimpses
February 5: M.A.D. Wednesday
February 11: Neighborhood Fair
February 11: Club, Santa Rosa Campus
February 11: A.S. Club Rush, Petaluma Campus
February 12: M.A.D. Wednesday
February 26: M.A.D. Wednesday
March 5th: One Day American, One Day Alien, Jon Jang Lecture
March 11: Club Day, Santa Rosa Campus
March 12: M.A.D. Wednesday
March 13: Advocacy Forum on Police Accountability
March 26: M.A.D. Wednesday
April 2: M.A.D. Wednesday
April 4: A.S. Film Festival, Petaluma Campus
April 8: Club Day, Santa Rosa Campus
April 9: M.A.D. Wednesday
April 14: David Del Monte Lecture: Celestino Fernandez
April 15: Donald Lacey Lecture
April 15: Assembly: Elections Week
April 16: M.A.D. Wednesday
April 17: Music as a Means Concert
April 21-25: A.S. Elections
April 23: M.A.D. Wednesday
April 29: Nichole Clark Lecture
April 29: Radley Balko Lecture
April 30: M.A.D. Wednesday
May 4: Day Under The Oaks, Open House and Community Education Fair
May 7: M.A.D. Wednesday
May 8: Evan Low Lecture, Petaluma Campus

2013-14 has been called "The Year of Engagement" and witnessed a quantity and quality of events, activities, social activism and co-curricular programs not seen for the past 20 years. This level of student engagement is attributed to the following reasons: the coming of age of the BSC and surrounding quad as a center of student life, increased diversity programs provided by our multicultural clubs and ADSA, a college president who widely encourages these types of activities and community collaboration, a re-emphasis on the importance of student engagement by the Student Success Act, and grant money that has allowed Student Health Services to become a major player in providing outreach events and

activities. The SAO and partners look forward to sustaining this level of engagement as a way to support student development and success.

The Inter-Club Council is the governing body of all student clubs and advised by the ADSA on the Santa Rosa Campus and the SAA on the Petaluma Campus. Each semester, 1000+ students are involved in clubs and organizations. During the 2013-14 academic year, this represented a high of 70 clubs at the Santa Rosa campus plus eight clubs at the Petaluma campus. Clubs provide over 500 events and activities each year for the College and community and this involvement is reflected in the number of facility-use applications and special events applications processed in order to schedule these events. For Bertolini Student Center alone we scheduled nearly 700 room uses for 1st floor activities and events, the majority of which were for student activities and clubs. Additionally nearly 70 Special Event Applications were approved for 2013-14; these included bigger events and fundraising.

Another facet of student engagement that has increased over the 2013-14 is the number of sports/athletic clubs at the College. There are currently 10 sports/athletic clubs at the college that were founded on the Santa Rosa campus the ASDA coordinates/administrates as part of the Student Life program that are as follows:

SRJC Men's Volleyball
SRJC Men's Rugby Club
SRJC Power Soccer Club
SRJC Women's Golf Club
SRJC Women's Rugby Club
SRJC Boxing Club
SRJC Ice Hockey Club
SRJC Cheer & Spirit Team
SRJC Judo Club
SRJC Martial Arts Club

The expansion of the sports clubs on campus has increased the number of facility requests use application for use of campus athletic venues primarily the Tauzer Gymnasium for practices and competitions. As the sports/athletic clubs foster there may become a need for additional administrative assistance with the advisement and coordination of the clubs from the Kinisiology Athletic Department. During season, a majority of the sports/athletic clubs travel to compete against opponents that are other California Community Colleges, CSU, and UC Univerisities.

More clubs means more cultural events, educational lectures, community outreach events, increased involvement with local, state and national organizations, and many more programs that benefit both campus and community life. Additionally, student club fundraising grew dramatically to over $125,000 in 13-14. Campus clubs have increased student engagement opportunities which in turn increases student retention and success. We know our persistence rate for student clubs and organizations is about 92%, much higher than the District average of 70%.

The Associated Students Book & Emergency Loans are administered by the ADSA on the Santa Rosa Campus and the PCSAA on the Petaluma Campus. A total of 37 loans were processed and

made availale to students from August 2013 until May 2014. Students can receive up to $300 per semester for books and $150 per semester for an emergency loan.

The Student Trustee is elected annually through the A.S. elections process and has an office within the A.S. space in the Bertolini Student Center.

The A.S. budget for 2013-14 was approximately $230,000. The revenue is generated from both the $15 ASP Activities Fee and the $1 Student Representation Fee. This budget is used to support campus instructional programs and student services programs (26 total), A.S. events and activities, A.S. scholarships, Student Affairs staff salaries and benefits (.90 FTE), and student employee stipends.

ASP Benefits include but are not limited to a $5 parking discount, $11 in bookstore coupons, a $2 food service coupon, free home athletic events, free theatre performances and free Petaluma Cinema Series events.

Day Under the Oaks
The Student Affairs Office takes a leadership role in planning and implementing the college's open house and community education fair; this role is shared with the Public Relations office. The SAO is responsible for the coordination of operations including exhibits, concessions, signage, materials, event footprint, and overall event layout. This is the college's largest event and thus takes a tremendous amount of both fiscal and human resources. The 2014 event required over 600 hours of SAO staff time and approximately $40,000 to attract nearly 10,000 community members to our beautiful Santa Rosa Campus. A new plan is being developed for how to best coordinate this large event without unnecessary stress on SAO staff; these responsibilities fall on top of their other duties during the busiest time of year.

Student Ambassadors
Student Ambassadors are a trained corps of student leaders who are engaged in numerous service opportunities and programming events that aid in their development and contribute to the success of SRJC. As peer advisors they enhance the overall vibrancy of the college and participate in the following activities and programs: Tours & Outreach; New Student Orientations; Cultural Enrichment Programs; Entertainment Programs; and Leadership Development Training.

Numbering approximately 30 in 13-14, the Student Ambassador Corps is one of many examples of student development programs that are service-oriented. Student Ambassadors participate in many campus events and community activities in order to engage new and returning students in educational and leadership opportunities at the college. The Student Ambassador Corps requires dedicated students who will foster and encourage prospective and current SRJC students to pursue their educational goals. The Student Ambassador Corps supports a myriad of retention activities in order to assist students toward achieving their personal goals.

Since 2009-10, overall funding was cut by approximately $20,000 to this vital program. As a result, the SAO has hired fewer Student Ambassadors and subequently decreased tour and program support offerings. Fortunately, for the past several years, the A.S. has been able to backfill some of these reductions which allowed for some additional Student Ambassador support for college -wide events. Most notably, over the past academic year Student

Ambassadors have supported the PDA days both for Fall and Spring semesters as well as the return of Day Under the Oaks, First Oaks and other special District-wide events.

Multicultural Events Committee & Programs
The Student Affairs Office is responsible for supporting and developing multicultural events throughout the District. The Multicultural Events Committee (MEC) chaired by the ADSA, meets to review application *proposals* to use the limited MEC funds. These funds are accessed by different departments, student clubs, and the Student Affairs Office to provide events and activities that highlight the College's commitment to diversity and cross-cultural awareness. The MEC annually sponsors/co-sponsors lectures, conferences, and a variety of cultural celebrations that address cultural diversity in a global society. Below you will find a wide variety and sampling of some featured events sponsored by the MEC during the 2013-2014 academic year.

November 7, 2013: "Andy Lopez 'TEACH IN' An Open Conversation about Gun Violence and Police Accountability." Panelist: Alicia Sanchez (President KBBF 89.1 FM, Bilingual Broadcasting Foundation Inc); Rev. Ann Gray-Byrd (President, Sonoma County, NAACP); Efren Carillo (Sonoma County Supervisor); Arnie Barragan (SALVA, Cinco de Mayo Steering Committee); Jill Ratvich (District Attorney, Sonoma County); Loroenzo Duenas (Sonoma County Sherrifs Department); and Robert West Edmonds (SRJC Student Trustee). This event focused on gun control and the tragic killing of a local Santa Rosa City Latino teen by a Sonoma County Sherrif. The panelist were law enforcement representatives and members of local community-action groups. This event was well attended with over 300 persons in attendance at the Bertolini Student Center Dinning Commons and outdoor Bertolini Quad.

November 20, 2013: International Education and Globalization, a cultural event where you share your experience and improve cultural awareness in your Community." Panelist: Dr. Kent Wisniewski (Social and Behavioral Science Department); Dr. Solen Sanli Vasquez (Social and Behavioral Science Department); David Sipho Mahlaku (International Student from South Africa); Kunal Patel (Former SRJC International Student from Tanzania). This event focused on cultural assimilation and experiences of international and foreign exchange students. The event was well attended with over 60 person participating among students, faculty, and staff.

November 20, 2013: Worldfest Night, Keynote Speaker, Dr. Brad Washington, "The Promise of International Education." This event was sponsored by the International Students Club and one of the events conducted in celebration of International Education Week. The lecture focused on the significance of International Education and the diversity International students bring with them to american Higher Education institutions. The event featured performances by the Ballet Folklorico Sarita, Chinese Martial Arts Club, Social Dance Club, and Meke Fijian, Polynesian Nations Club. The event was well attended with over 60 participants.

January 22, 2014: MLK Comemmoration Lecture: John L. Burris, Civil Rights Attorney. This event was held in commemoration and celebration of Martin Luther King, Jr. life. The featured speaker was John L. Burris a national Civil Rights Attorney most noted for his high profice cases and is well known in California and around the nation for his specific legal work in police brutality cases representing plaintiffs. John is considered a national legal expert and noted for his successful multi-million dollar legal settlement for Rodney King and Oscar Grant. The event was well attended with over 160 person participating among students, faculty, and staff.

January 23, 2014: Panel Discussion, "Conversations on Race, Part I: Closing the Education Gap" was conducted in celebration of Black History Month. The event focused on finding solutions to the current academic achievement gap of Latino/as, Native Americans, and African-Americans in Sonoma County, K-12 education system. The Panelists: Michael Bryant, President, Japanese American Citizens League (JACL) Laura Gonzales, Member, Santa Rosa City School Board; Dr. April Harris, SRJC Faculty, Social Sciences Dept.; Diann Kitamura, Assistant Superintendent, Santa Rosa City Schools, former Executive Director "4C the Power" Mark Goitom, President, SRJC Black Student Union/NAACP College Chapter; David Grabill, Attorney, Housing Advocate, Quality Education for Every Student (QUEST).

February 3, 2014: MEC Lecture: Rickey Vincent "Cultural Competence within the Academy" was conducted in celebration of Black History Month. The featured speaker, Dr. Rickey Vincent a professor at University of California- Berkeley discussed the relevance of having cultural competence working with diverse stuent populations. Dr. Vincent also lectured about his book "Party Music; The Inside Story of the Black Panthers' Band and How Black Power Transformed Soul Music."

February, 25, 2014: MEC Event: "What is a Umoja Learning Community?" was conducted in celebration of Black History Month and facilitated by Dr. Brian Phifer, Assistant Director of Student Affairs/New Student Programs. The workshop covered tenets of the Umoja state-wide consortium and achievement gap of African-American and African diaspora students in Sonoma County.

March 5, 2014: MEC Lecture: Jon Jang "One Day American, One Day Alien: Artist of Color Who Changed the National Anthem" facilitated by Jon Jang a nationally recognized composer and pianist, offered a lecture on controversial renditions of the National Anthem. Jon Jang has recorded with Max Roach, James Newton, and David Murray. He is considered a scholar in Asian American Studies and Music. Jan has taught at Stanford University and University of California-Berkeley.

March 11, 2014: Forum on Justice, "Sonoma County: Where do we go from Here?" was conducted in celebration of Womens History Month. The event focused on finding solutions to the current urban violence committed against Latino and African-American Yourth in Sonoma County. The Panelists: Daniel Malerno Malpica, Department of Chicano and Latin Studies, Sonoma State University, Brian Phifer, Assistant Director of Student Affairs, Santa Rosa Junior College; Nancy Palandati, Attorney, American Civil Liberties Union; Caroline Banuelos, Chairperson, Sonoma County Community and Law Enforcement Task Force; Sonoma County Sherrifs Department.

April 15, 2014: MEC Lecture: Donald Lacy, Comedian, Actor, Director, Writer, and Social Activist. Conducted a motivational speech to students, faculty, and staff about the perils of urban violence. As a comedian he was inducted into the Bay Area Blues society Hall of Fame in 2013. A S. F. S. U. alumnus, Donald holds a B. A. Degree in Theater Arts, (with a film minor). His T.V./Film acting credits include: Cherry with James Franco, which was released in 2012, Denny

on the NBC show Trauma in 2010, "Jack", directed by Francis Ford Coppola, facilitated a motivational lecture to staff, faculty, and students about urban violence and the Love Life Foundation. The LoveLife Foundation was founded in November of 1997 by Donald Lacy in memory of his daughter, LoEshé Adanma Lacy. LoEshé's name in English means "Love Life." Sixteen year-old LoEshé was an innocent bystander when she was senselessly murdered. Her murder took place on October 20, 1997 across the street from McClymonds High School where she was a student. The LoveLife Foundation is an Oakland-based community building organization committed to promoting life and saving lives through community revitalization, leadership and development. The mission of the LoveLife Foundation is to provide a supportive and empowering environment for at-risk youth, and to mobilize community support to change economic and social conditions that lead to violence. We aim to help youth discover positive and life-affirming alternatives to the destructive influences of drugs, gangs, and the dangers of life on the streets.

Center for Student Leadership
Description (Mission Statement)
The Center for Student Leadership (CSL) is a Student Affairs initiative that serves to ***engage*** students, faculty, staff and the community in a variety of learning opportunities designed to ***expand*** their knowledge and abilities in leadership and service, so that principles of civic responsibility, respect, justice, and integrity may ***evolve*** in their relationships and communities. The program is coordinated by the Assistant Director, Student Affairs and Coordinator, Student Center at the Santa Rosa Campus. The program continues to grow and the total number of lecture offerings has increased this past academic year with special emphasis on organizational dynamics and women's leadership issues.

Operations (Program Support)
The CSL is not funded by district funds. Minimal honorariums are offered through Cybear Trust. Facilitators are solicited from among the SRJC faculty and off-campus educational institutions and community agencies. Student Leaders assist and collaborate with the Coordinator, Student Center in planning and implementing the programs and activities of the CSL.

CSL Events/Workshops for 2013-14
August 28, 2013, Listen, learn - then lead, Stanley McChrystal (16 mins.)

September 25, 2013, Dare to Disagree, Margaret Hefferman, (13 mins.), & Everyday Leadership, Drew Dudley, (7 mins.)

October 23, 2013, How to Start a Movement, Derek Sivers, (4mins.) & Learning From Leaderships Missing Manual, Fields Wicker Miurin, (16 mins.)

November 20, 2013, How Great Leaders Inspire Action, Simon Sinek, (18 mins.)

December 18, 2013, The Transformational Power of Classical Music, Benjamin Zander, (20 mins.)

January 29, 2014, A Life of Purpose, Rick Warren, (20 mins.)

February 26, 2014, Lead Like the Great Conductors, Itay Talgam, (20 mins.)

March 26, 2014, Why We Have Too Few Women Leaders, Sheryl Sandberg, (15 mins)

April 23, 2014, The Power of Vulnerability, Brene Brown, (20 mins.)

May 14, 2014, Bring On The Learning Environment, Ken Robinson, (17 min.)

CSL Program Recommendations
- Collaborate more with students and allow them to select leadership development themes of interest.
- Collaborate more with faculty and generate leadership themes that they believe are relevant.
- Form community alliances to develop relationships with potential presenters and attendees.
- Establish more CSL events at Petaluma, coordinated by the Petaluma Student Activities Advisor.

Cybear Center/ID Area - Santa Rosa Campus
Description (Mission Statement)
Our purpose is to develop and sustain a Student Life Resource Center that provides club advising, student activities assistance, enhanced copy and print services, student ID cards and equipment designed to support academic, co-curricular and professional projects. Our copy services include: color and black & white copies, scanning, laminating, transparencies, faxing, internet access, document handling options, local phone use; and free workstations supplied with staples, hole-punches, paper cutters, white out, pens and pencils, markers, paper clips, tape and glue. The area is also frequently a first stop for students who need assistance with registering, information and referrals.

1. Current Status
Currently the center in Santa Rosa operates Monday-Friday, 8am-5pm. There is one full-time classified staff and one student employee. The operation in Petaluma is called "CyBear South" and is further discussed in the Petaluma section below.

2. Student ID Card Operations/Copy Services
The Student ID area has been in place for over 25 years at the College. The service provides photo and non-photo IDs to registered students, as well as staff, faculty, alumni and community members over 60 years of age. Students pay $3.00 per photo. All other photo IDs are free. All non-photo IDs are free. Most computer labs on campus require SRJC photo IDs to use their equipment. The library will accept SRJC non-photo IDs as long as another form of valid photo ID is presented along with it. A valid SRJC ID card must have a current validation sticker on the back to be considered valid. Alumni and Gold Cards do not require validation stickers as they are valid for life.
An ASP sticker for the current semester allows students access to all ASP benefits.

There are currently only two high quality copiers on the Santa Rosa Campus. There are 4 PCs and 1 Mac for students to use for projects, web surfing, etc. Basic computer, copier instruction and directions are provided by staff. The center provides a phone for free local calls. At the Petaluma Campus there is only the ID card operation and fax services until funding is allocated to support the copying side of the operation. Locker rentals are available at both campuses for a fee of $10.00 per semester. Rental is on a first-come-first serve basis and begins the first day of classes each semester.

3. Current Services Evaluation
The Cybear Center/ID area provides services to approximately 55 students per day/270 per week/1080 per month/ 12960 per year. The services provided are not replicated anywhere on campus, except for copies and supplies provided in the library. In the current space, there is plenty of room for expansion. It is proposed that this include a new self-service copier; a high quality paper folder; two larger scanners; a new paper cutter; and a large poster printer.

There continues to be a serious need for staffing in the evenings for student IDs and for offering CyBear services for evening students. There's an on-going need for additional student employee funds. Currently, the majority of the budget is only for Federal Work Study student employees and CyBear Trust money supplements student employee coverage when needed. The ID systems on both campuses were replaced in the summer of 2012.

4. Recommendations
- Expand CyBear services to include mail service; packaging and parcel shipping; large poster printing; passport and visa; notaries; and photo printers.
- Apply ID revenues towards sustaining back-up staff and evening hour service.
- Fund student employees with 50% FWS & 50% District money.
- Develop ID card system into a Smart Card to be integrated with services throughout the District; progress has been made in the summer of 2014 to now encode SID #s into the magnetic stripe on the back of card.
- Increase fee for photo ID to $5.00 and apply revenue specifically to providing staffing in the evenings and other hours as needed.
- Develop more services at Petaluma's CyBear South, as population and need increases.
- Develop the Santa Rosa into the Student Life Resource Center to better support club activities.

5. Statistics Per Year (approximate including summer session)
Total Photo IDs per year= 15,000
Total Non-Photo IDs per year= 1500
Total B&W Single Sided Copies= 9000
Total B&W prints= 40,000
Total Color Copies= 12,000
Total Faxes= 550
Total Laminating= 400
Total Transparencies= 200
Total Student Computer Assists= 300
Total Customer Contacts= 20,000

Information Center - Santa Rosa Campus

The SAO, Santa Rosa Campus Information Center is the first-stop, information center for the new Bertolini Student Center and the first point of contact for many prospective students and their families. It is a primary information and referral outpost for the college and is used by the SRJC community for mail service, special event ticket sales, Lost & Found center, Calculator loaner program, validation stickers, general Q&A and phone inquiries about college services. During the 2013-14 academic year, the Service Desk had over 20,000 contacts with the public and fielded nearly 950 phone calls. In addition, there were over 7,200 visits to the Student Affairs Office which included use of the free phone, free computer, and use of the A.S. offices and club space.

Another service provided by CyBear Center staff is the coordination of four (4) digital displays located throughout the building that are updated on a daily basis with campus information.

Tours Program
The Student Affairs Office provides free Campus Tours throughout the year except on college holidays, weekends and spring break. Tours are provided Monday through Friday between 8:30am and 3:30pm. During the Summer Session (June through mid-August) tours are only available Mondays through Thursdays. Tours are given by trained Student Ambassadors who are veteran students with a good understanding of the culture, customs and geography of the college. **During the academic year 2013-14, 150 tours were given to a total of 1,485 prospective students and families**.

Petaluma Campus Student Affairs offers free Campus Tours by appointment Monday through Friday between 8:30 a.m. and 4:00 p.m. During the Summer Session (June through mid-August) tours are available Mondays through Thursdays.

Greeters Program
New and returning students to SRJC often need class schedule information and directions to find their class location. During the first four days of the fall semester, the SAO manages five(5) Student Greeter tables (3 at the Santa Rosa Campus and 2 at the Petaluma Campus). These tables are staffed by either one or two student employees from 8m to 5pm. The fundamental purpose of the program is to offer directions and information to all students during the first week of classes. In addition, maps, service information, class schedules, health service information and various other department information is available on the table. Over 15 students are normally employed for this service and between 2000-2500 questions are answered at the three Santa Rosa and two Petaluma Campus locations.

STUDENT RIGHTS & RESPONSIBILITIES

Ombudsperson Services
The Ombudsman (Director, Student Affairs & New Student Programs on the Santa Rosa Campus and Dean, Student Services on the Petaluma Campus) offers confidential, informal, independent, and neutral dispute resolution services to all members of the student community.

The roll of the Ombudsman at Santa Rosa Junior College is to intervene at the beginning of the complaint process, and to attempt to resolve issues informally before they proceed to more formal processes such as a Student Grievance. The Ombudsman is an advocate for a fair process according to the mission of the college and not an advocate for the student or college staff. The Ombudsman considers all sides of a question as impartially and objectively as

possible, mindful of perceived conflicts of interests. The Ombudsman operates in an advisory capacity, and relies on the cooperation and good will of students, faculty, staff and the administration of the college community. The Ombudsman:

- Acts as a source of information on college rules, regulations, policies, and procedures;
- Assists in identifying and evaluating options for resolving and managing conflicts and providing help in pursuing those options;
- Refers students to appropriate persons in order to resolve problems;
- Acts as a facilitator or mediator between students and other members of the college community when requested;
- Identifies key issues and makes recommendations for systemic change in the Student Complaint/Grievance procedures.

Student Conduct/Academic Integrity

The DSAEP is responsible for reviewing and adjudicating all Academic Dishonesty cases on the Santa Rosa campus, SW Center, Shone Farm and PSTC; the Dean, Student Services, Petaluma Campus covers all Petaluma cases.

The evolution of the Ombudsman into the District Student Complaint/Grievance & Academic Integrity (SCG/AI) expert includes acting as mediator and consultant to faculty/chairs/deans for classroom related issues. Position has absorbed the load once carried by chairs and deans as first consult on complaints and interpretation of District policy/procedure 3.11 & 8.22.

Totals for Complaint/Grievances & Academic Integrity for 2013/14:

- 78 Faculty/Academic Dean Consults on SCG/AI (unduplicated);
- 94 Complaints/Grievances (not all became official complaints and/or grievances);
- 17 Academic Dishonesty Cases;
- 8 CIRT cases; these are students of concern brought to my attention by faculty or other students.
- Also conducted two separate PDA trainings for faculty/chairs/deans on SCG Policy 8.2.2 and AI Policy 3.11.

PETALUMA CAMPUS STUDENT AFFAIRS & ENGAGEMENT PROGRAMS

- Events: (Does not include events Student Ambassadors promoted; Cinema Series, Campus Greeters, Career Expo or Student Leadership meetings)
- Fall 2013: 19 different events
- Spring 2014: 24 different events
- Event titles:
  - First Oaks Fall Student Welcome August 15, 2013
  - Addiction Incorporated Film Viewing co-sponsored with Healthy Community Consortium
  - New Student Information Day/Volunteer Fair/Barbeque September 5, 2013
  - A.S. Harvest Festival & Club Day October 29, 2013
  - Wednesday night Cinema Series (A.S. Benefit; 29 evenings; 243 A.S. attendees)
  - New Student Campus Greeters (3 days at the start of each semester)
  - A.S. Music on the Plaza Wednesdays 11:30 AM – 1:30 PM (13) weeks Spring 2014
  - 6th Annual A.S. Student Film Festival (screened 19 student films) April 4, 2014
  - Evan Low Presentation May 8, 2014

- Finals Frenzy each finals week
- Petaluma Senators participated in Associated Student Senate meetings
- Clubs:
  - Regular Interclub Council Meetings to support clubs with their events and activities
  - 10 clubs met at the Petaluma Campus, meeting regularly
  - Sponsored Club Rush, bake sales, live music and dance events and year-end events
  - Petaluma student clubs raised $1443
- Associated Student Senate:
  - New constitution created two seats for Petaluma on the 2013-2014 A.S. Senate
  - Vice President of Organizations Petaluma
  - Vice President of Petaluma Campus
  - Both Petaluma Senate seats elected April 21-25, 2014 A.S. Election
- Student ID services:
  - Created 956 student IDs on Petaluma Campus (19% increase from last year)
  - Updated 628 student IDs with A.S. benefits (57% increase from last year)
- Student Ambassadors:
  - (15) Student Ambassadors provided peer to peer support for students on the Petaluma Campus
  - Outreach at Petaluma Farmers' Markets
  - Supported Petaluma Building Community Breakfast June 5, 2014
  - Petaluma Career Expo & Job Fair – gathered SLO, Student Learning Outcome data
- Welcome Center
  - Student Ambassadors served 116 Petaluma Campus new students with assistance to steps to student success
  - "Create your Future Start here" campaign promoted at the Welcome Center http://www.santarosa.edu/app/new-student-programs/steps.shtml
  - Each student encouraged to sign-up for their Assessment Placement tests and Introduction to College Counseling 270 or take on-line orientation
- Student Grievances/Ombudsman reports:
  31 reported to the dean, none became formal complaints

The Student Affairs & Engagement Programs (SA&EP) office and operations on the Petaluma Campus are supervised by the Petaluma Campus Student Activities Advisor.

The Petaluma Campus SA&EP Department is located in the Richard Call Building and shares the lobby with Student Health Services. The CyBear Center South is located PC 607 where student photo IDs are made, fax services provided for a fee, and limited copy and print services to students. There are two dedicated offices for student leaders including one for the Associated Students V.P. of Petaluma Campus PC 605 and a shared office space for the Programs representative and the Petaluma Campus Inter-Club Council Chair PC 606. This provides space for the student leaders to create agendas, minutes and plan student events and activities.

Current Facilities, Petaluma Campus, Richard Call Building
PC 601 Student Clubs work space
PC 602 Conference Room – Associated Students Senate public meeting location

PC 604 ADSAPC & Student Off-Campus Housing Assistance
PC 605 Associated Students Senate Vice President, Petaluma Campus
PC 606 Associated Students Senate Vice President Organizations, Petaluma/Inter-Club Council Chair
& Associated Students Programs committee representative
PC 606-A Front Desk Student Affairs & New Student Programs
PC 607 CyBear Center South
PC 608 Lobby – shared with two departments: Student Affairs
& Engagement Programs and Student Health Services
PC 609 Meeting Room – table for 12 scheduled by Student Health Services

Petaluma Campus has student representatives who sit on both the Associated Students Programs Committee and Associated Students (A.S.) Senate which currently meet on both the Santa Rosa and Petaluma Campuses. Clubs are activated on the Petaluma Campus though the Petaluma Campus Inter-Club Council (ICC) which meets weekly (as needed with posted agendas) when classes are in session.

The Rotary Plaza which is adjacent to the SA&EP Office is the programming area for student events such as Welcome Days, music concerts, Health Education events, Volunteer Fairs and "Finals Frenzy." Students on the Petaluma Campus benefited from the current A.S. constitution which includes the position of a V.P. of Petaluma Campus and V.P. Organizations, Petaluma.

The Petaluma Campus Cinema Series offers Wednesday night film viewings, with a one-hour introduction, followed by the viewing of the film. As of fall 2010, this was included as a benefit of the CubCard+ membership program.

Student Ambassadors (15) are hired throughout the academic year to work at the special events including the student Welcome Center. Student Ambassadors also provid peer to peer support for students on the Petaluma Campus, Outreach at Petaluma Farmer's Markets, and Supported the Petaluma Building Community Breakfast June 5, 2014, and the Petaluma Career Expo & Job Fair.

Service Desk – Petaluma Campus
The SANSP Service Desk is often the first point of contact for many prospective students and their families offering direction, student involvement advice and provides a free phone for local calls. The front desk is staffed by Student Ambassadors who also give campus tours. Student Affairs is frequently a primary information and referral point for the Petaluma Campus and is used by the Petaluma Campus community for mail service, special event ticket sales, validation stickers, photo ID cards, general Q&A and inquiries about college services. During the 2012-13 academic year, the Service Desk had over 3,400 contacts with the public.

CyBear Center South/ID Operation - Petaluma Campus
Staffed by the ADSAPC and Student Ambassadors, CyBear Center South provides both students and staff with the following resources: faxing, stamps for sale and single envelope U. S. postal mail service. There is also a computer kiosk available for student use.

The ID operation provides photo and non-photo IDs to registered students, as well as staff, faculty, alumni and community members over 60 years of age. The cost of a student photo ID is $3.00, while non-photo IDs and staff photo IDs are free. The SRJC libraries will accept non-

photo IDs as long as another form of valid photo ID is presented along with it. An SRJC ID card must have a current validation sticker on the back to be considered current and usable. Alumni and Gold Cards do not require validation stickers as they are valid for life. The ID operation produces over 12,000 IDs annually District-wide.

The Petaluma Campus SANSP Department has implemented regular Photo ID hours of service provided by the Student Activities Advisor and Student Ambassadors Monday – Thursday 10:00 am – 5:00 pm with Wednesday night service hours extended to 7 pm.

Off-campus Housing Program
The Student Off-Campus Housing Assistance (SOcHA) program is a key support service for many students, both local and out of district. An average of 200 rental listings located through out the SRJC District is maintained on the web site on a monthly basis which greatly benefits both students and community landlords. The web site has been fully automated, allowing for totally virtual service, other than administrative oversight provided by the Student Activities Advisor. There is a desk and a computer in the Student Activities Advisor's Office on the Petaluma Campus for an employee to enter updates to the SOcHA web site.

1.1d Hours of Office Operation and Service by Location

Student Affairs Office
Santa Rosa Campus - Bertolini Student Center
Monday – Friday, 8am – 5pm.
CyBear Center :
Monday - Friday, 8am – 5pm
Wednesday, 5pm - 7pm, by appointment only
Student Affairs Office
Petaluma Campus - Richard Call Building
Monday, Tuesday, Thursday, 10am – 5pm
Wednesday, 10am – 7pm
Friday, tours available by appointment
Plus on-site advising and supervision as needed

1.2 Program/Unit Context and Environmental Scan

To truly understand the efficiency and effectiveness of Student Affairs programs, clarification is needed in the following areas:

1. Classified Payroll: The Student Affairs Office employees 3.5 FTE of classified staff. The data sheet fails to provide information on where the funding comes from for those 3.5 FTE. In fact, nearly .9 FTE is covered by the Associated Students categorical funds. Further, of the approximately $300k in payroll/benefits paid out to the 3.5 FTE classified staff in Student Affairs, nearly $80k is paid by the A.S. **In reality then, the District pays approximately $220k for 3.5 FTE of classified support staff.** This is a very reasonable amount to fund given the dedicated service to students that these 3.5 employees provide.

2. FTES Generation: Though Student Affairs generates no direct FTES, we did have computing services collect data for students involved in our leadership programs. This

included student government, clubs, student ambassadors, greeters and other student volunteers. We estimate that we were able to collect SIDs for only about 25% of the total number of students involved in 2012-13. These roughly 25% (467 students), generated 504.58 total FTES for the college. If we could have collected SIDs for all students involved in our programs in 2012-13, we likely would have been close to 2000.00 FTES. Although we weren't responsible for enrolling students in these units, we believe that our programs are a major reason why students stay at SRJC. The persistence data, 92.27% for those involved in our programs, supports this inference. Our student life and engagement programs give students meaning, purpose and enjoyment, which are major contributors in student success and retention.

2.1a Budget Needs

In all your responses to the questions in this section, please refer to Attachment 1: Program/Unit Review Data Sheet to provide evidence. [Refer to other appropriate sources of evidence (and cite your sources) such as existing budget printouts from Accounting, annual budget development worksheet (three year trend).
Hot link to definitions
These questions only apply to budget categories of 4000s and 5000s (supplies and services). Faculty and classified staffing will be addressed later.

•Is the budget allocated/used effectively?
•How do your budget statistics compare to the district-wide range?
•Describe areas where your budget might be inadequate to fulfill your program/unit's goals and purposes.
•If you need additional funds, please explain.

Student Affairs uses their annual budget strategically and effectively to maximize programs and services to students. Historically, funding has been sufficient to implement a quality offering of baseline Student Affairs programs and services. However, the budget reductions of 2003 were never recovered and have affected the level of service in key areas. It is requested that when possible, the District restore $3,100.00 in the discretionary line items that were reduced. This amount represents only 55% of the total reductions of 2003.

Additionally, in 2009-10, Student Affairs took a 23% budget cut in our 2's, 4's and 5's (totalling $13,500). These reductions affected numerous programs and services including: student employees, lectures and events, travel, supplies, and off-campus printing. It is requested that in addition to the $3,100 mentioned above, that the District restore the $13,500 cut from 2009-10 when the fiscal climate permits. **This would total $16,600 in restorative funding**.

Currently, the area of greatest need is the staffing component of the Petaluma Campus Student Affairs & New Student Programs office. The office opened in March, 2006, however, without increased funding for human resources, it will be impossible to effectively implement programs and activities that support student success and retention. See 2.2e below for details.

	After the Petaluma Campus need for staffing, there remains a need for funds for the District-wide support of our Student Ambassadors program. It is now used by multiple departments at multiple sites. For the exact funding request, see section 2.2e. Finally, there is a great need to augment the current .5 FTE Coordinator, Student Engagement Programs to a 1.0 FTE position. Student Affairs has absorbed many of the responsibilities of the now defunct New Student Programs area but without additional staffing. Student Affairs has also taken on many new responsibilities as a result of the Student Success Act and concomitant roles to increase student engagement and persistence. See section 2.2e for more information.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	ALL	01	02	$6,000.00	Augment operational expenses to support First Oaks and Student Information Days on both campuses; these are the two marquee student engagement and success events for the year in Student Services.
0001	ALL	01	02	$2,500.00	Augment Student Affairs travel budget to support greater use by staff seeking professional development.
0001	ALL	01	02	$2,000.00	Augmentation of Multicultural events supplies line item for increased progams and activities.
0002	ALL	01	02	$1,000.00	Travel (Restoration of 2009/10 cut)
0002	ALL	01	02	$1,400.00	Operational Expenses (Restoration of 2009/10 cut)
0002	Petaluma	01	02	$950.00	Petaluma Campus, OCH, off-campus printing (Restoration of 2009/10 cut)
0002	Petaluma	01	02	$100.00	Petaluma Campus, OCH, supplies (Restoration of 2009/10 cut)
0002	Petaluma	01	02	$250.00	Petaluma Campus, OCH, graphics (Restoration of 2009/10 cut)
0002	Petaluma	01	02	$200.00	Petaluma Campus, OCH, travel (Restoration of 2009/10 cut)
0003	Petaluma	01	02	$3,000.00	LOCATION: 60 Petaluma program operational expenses, including: tables, chairs, backdrops, canopies and other equipment for events/activities.
0003	Santa Rosa	01	02	$1,332.00	Student Employees (Restoration of 2009/10 cut)
0003	Santa Rosa	01	02	$1,347.00	Supplies (Restoration of 2009/10 cut)
0003	ALL	01	02	$400.00	Multicultural Events, supplies (Restoration of 2009/10 cut)
0003	ALL	01	02	$1,000.00	Multicultural Events, Lectures/Speakers (Restoration of 2009/10 cut)
0005	ALL	01	02	$2,000.00	Events marketing; campus-wide information; department brochures. (Restoration of 2003 cut)
0005	ALL	01	02	$600.00	Guest speakers; educational workshops. (Restoration of 2003 cut)
0005	ALL	01	02	$200.00	Publications and books related to student government, leadership development and civic engagement. (Restoration of 2003 cut)
0005	ALL	01	02	$300.00	Bearfacts printing supplies. (Restoration of 2003 cut)

2.2a Current Classifed Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Administrative Assistant III	40.00	12.00	Oversight of a full-service front desk operation including supervision of student employees; supports the work of the Director, Student Affairs & New Student Programs; tracks SAO budgets and initiates financial transactions using Financial

Position	Hr/Wk	Mo/Yr	Job Duties
			2000 and online budget transfers; responsible for maintaining office organization for a comprehensive student support center including assistance to 3 managers, 2 classified staff, 20 student employees and over 50 student volunteers.
Advisor, Student Accounts & Special Programs	40.00	12.00	Accountant for all student organizations and clubs, including the Associated Students operation; maintains all records using Quickbooks; provides monthly P and L statements for the Student Senate and A.S. Programs Committee; coordinates the Student Greeters program; performs monthly A/P and A/R for CyBear Center copy operation; oversight of the front desk operation in the absence of the AAIII.
Coordinator, Student Center	40.00	12.00	Coordinates the day to day operations of the CyBear Center including copying, printing, laminating, etc.; coordinates the ID operation including supplies, technology, and production; supports the LeaderCenter through scheduling and promotion of lectures and activities.
Coordinator, Student Engagement Programs	20.00	12.00	Coordinates engagement and advocacy programs for the Student Affairs Office, the Associated Students and related programs and services; Advises the A.S. Advocacy Committee; Coordinates online Bearfacts newsletter using CRM technology; supports the development and implementation of engagement activities for new and returning students; supports advocacy events and activities.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Director, Student Affairs & Engagement Programs	40.00	12.00	Administrative responsibility for development and supervision of, extra-curricular and co-curricular programs of Student Affairs. The Director is also responsible for the supervision and management of Student Affairs including developing, monitoring and managing the budgets of each program, supervising and evaluating managers, classified and student staff and serves as the ombudsperson for the student grievance process; serves as the Certificated Advisor to the Student Government Association including fiduciary responsibility for the A.S. budget; reviews and adjudicates all academic integrity cases for the Santa Rosa Campus; responsible for coordinating Student Services technology; operational oversight of the Bertolini Student Center.
Asst. Dir., Student Affairs	40.00	12.00	Supervises and coordinates the planning of extra-curricular and co-curricular student programs, and student initiated events. Serves as the advisor to officially recognized clubs, the Associated Students Programs Commitee and its programs. Assists the Director in developing and conducting student leadership training and program development including the Center for Student Leadership. Responsible for all multicultural programs in the District. Manages classified and student staff.
Student Activities Advisor	40.00	12.00	Plans extra-curricular and co-curricular student programs, student initiated events and related Student Affairs programs and services. Serves as advisor to the Petaluma Campus Life Council and promotes Petaluma Campus student life; plans and supervises the operations of the Student Off-campus Housing Assistance Program, manages, trains and provides professional development for classified and student staff.

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties

STNC Special Assignment	20.00	4.00	Assists in the coordination of special programs and events; assists with other special projects and programs including student elections; funded by Associated Students categorical funds.
Student Ambassador - 20 hrs/wk x 20 students	20.00	12.00	Peer mentoring; tour leaders; assists with special projects; assists with events and activities including health awareness, diversity awareness, entertainment; Welcome Center peer support.
Information Desk Assistant 20 hrs/wk x 4 students	20.00	12.00	Customer service for full-service, first-stop information and referral service desk; assists with special projects and events.
CyBear Center Assistant 20 hrs/wk x 3 students	20.00	12.00	Provides copy and print services in assisting students with special projects or assignments; makes photo IDs.
Bearfacts Editor/Graphic Artist	20.00	12.00	Designs posters and flyers for the Student Affairs Office and the Associated Students; coordinates the design, content and layout of the Bearfacts newsletter for both campuses.
STNC Special Assignment	20.00	4.00	Assists with monitoring Bertolini Student Center evening special programs and events; assists with other special projects and programs including student elections; funded by Associated Students categorical funds.
STNC, Advisor, Student Senate Activities	25.00	6.00	Assists with the coordination and advising of Student Senate activities including Senate advising, by-law development, social media and web wite, and retreats and travel.
STNC, Coordinator, Day Under the Oaks	25.00	6.00	Coordinates the College's annual open house and community education fair.

2.2d Adequacy and Effectiveness of Staffing

Santa Rosa Campus

The Student Affairs program on the Santa Rosa campus has experienced tremendous growth since the opening of the Bertolini Student Center (BSC). Managing the operation of a full-service, comprehensive Student Center, including the scheduling of all first floor activities, events and meetings, has increased the work load of all SAO staff in Santa Rosa. Since moving into the Student Center, many new programs and services have been added to the department's responsibilities, including: Lost & Found, Press Democrat Readership Program, the increased use of the Student Ambassadors, making personal phone calls to all new and returning students, administration of Academic Integrity, increased use of the Ombudsman, District reponsibility for student engagement programs to support the Student Success Act, and the growth of student clubs to an all time high of 70+.

To accommodate this shifts in workload and support for District initiated goals and priorities, the following staff augmentations are requested:

- Increase current .5 FTE Coordinator, Student Engagement Programs (CSEP) to 1.0 FTE; this additional .5 FTE would be used to better support engagement activities throughout the District; it would also shift some of the BSC workload from AAIII to CSEP.

- Create budget line item for the Student Ambassadors (SAs) program; SAs have become a much needed resource on both campuses and their use has steadily increased for the past five years. Acting as peer advisors, they fill a vital role in reaching and serving our students in such areas as tours, the Welcome Center, Greeters tables, outreach services, online application assistance and events/activities. Since 2006, we have been augmenting the Student Affairs budget by requesting budget transfers from other departments, somewhere between $15 and 30k per year; this is not a very efficient way to run a proram. If Student Ambassadors are to continue to be a key component of student access and retention initiatives, there must be a concomitant increase in the student employee base budget that reflects the District's prioritization of this key student success program.
- All other staffing needs/shortages can be covered by a major restructing of the Student Affairs department.

Petaluma Campus
The Petaluma Campus is experiencing tremendous growth in both FTES and facilities for student life/activities. This will require that we have appropriate Student Affairs staffing to cover this expansion. In order to carry out the plan for increased Student Affairs programs and services on the Petaluma Campus, which includes a fully operational Student Affairs Office (opened March 2009), the approval to hire an 1.0 FTE Administrative Assistant will be imperative.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Petaluma	01	02	None	Petaluma Campus AAII, Shared (SA&NSP/Resrce Ctr)	Classified
0001	ALL	01	02	Student Ambassadors (includes Student Greeters)	Student Ambassador, funding 7 students x 18 hr/wk	Student
0001	ALL	01	02	Coordinator, Student Engagement Programs (.5 FTE)	Same	Classified
0001	Santa Rosa	06	02	None	STNC, DUO Operations	STNC

2.3a Current Contract Faculty Positions

Position	Description
N/A	

2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
	0.0000	0.0000	0.0000	0.0000	

2.3c Faculty Within Retirement Range

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
0001	ALL	00	00		

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

Maintenance and replacement of desktop technology and related equipment needs has been well supported by ITG and IT. The 7-year replacement cycle has worked well for all of the Student Affairs programs, including the CyBear Center and the Associated Students. The Bertolini Student Center has been outfitted with appropriate technology and equipment that complements its structural beauty and comprehensive functionality. All Petaluma Campus technology needs and requests are addressed collaboratively by Student Affairs staff and Petaluma Campus administrators.

2.4c Instructional Equipment and Software Requests

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

2.4d Non-Instructional Equipment, Software, and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0001	ALL	00	00	Event Management Software	1	$60,000.00	$60,000.00	Robert Ethington	N/A	Robert Ethington
0002	Santa Rosa	04	02	Digital Display for Dining Services, Bertolini	1	$3,000.00	$3,000.00	Robert Ethington	N/A	Robert Ethington

2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
0001	Santa Rosa	04	02	Urgent	Bertolini	Servery	$3,000.00	The salad bar needs to be remodeled/redesigned so that customers can reach the back row of salad/salad toppings; currently some customers are not able to reach this row without ducking their heads under the sneeze guard.
0001	Santa Rosa	04	02	Urgent	Bertolini	Student Activities Center	$500.00	The floor sockets need existing covers removed and replaced with covers that are flush with the dance floor; current covers present a safety hazard.
0001	Santa Rosa	04	02	Urgent	Bertolini	Dining Commons	$500.00	Several light ballasts need replacing in both the Dining Commons and Student Activities Center; light fixtures will not work until replaced.
0001	Santa Rosa	04	02	1 Year	Bertolini	Dining Commons	$3,000.00	The Dining Commons needs mecho shades for the West upper windows. The sun is really bright during afternoon events and assemblies.
0002	Santa Rosa	04	02	Urgent	Bertolini	Student Activities Center	$700.00	Theater style curtains for the entrance to the Bertolini Student Activities Center. This will create a buffer zone between the East double doors and the main room. These curtains would be much like the curtains that separate the Burbank lobby from the seating area. The breezeway in Bertolini is very noisy and a buffer zone would help with board meetings, movies and lectures.
0002	Santa Rosa	04	02	Urgent	Bertolini	Senate Chambers	$1,000.00	Add 18" side sections (oval-shaped) to the table in the Senate Chambers; currently, it is difficult to see others at the table when there are more than 12 attendees in the room.
0002	Santa Rosa	04	02	1 Year	Bertolini	Student Activities Center	$2,000.00	The projector screen needs to be raised at least 2 feet higher; this can be accomplished by cutting the wall that hangs from the ceiling over the stage; I believe this is only a cosmetic wall and not load-bearing. The screen is currently too low when used for movies, presentations, etc. A facade will need to be built so the naming rights can be appropriately added.
0003	Santa Rosa	04	02	1 Year	Bertolini CSL	4643, CSL	$5,000.00	Add doorway to Center for Student Leadership into bathroom hallway for Senate Chambers; currently there is no bathroom for groups using CSL.

2.5b Analysis of Existing Facilities

The Santa Rosa Campus Student Affairs operation, including the CyBear Center and the Associated Students, moved into the Bertolini Student Center in January, 2010. Because of this, there is no analysis of existing facilities needed. The new facility solved many of our past limitations. The planning included multiple conversations to assure ADA compliance. Other than the six relatively minor items listed in 2.5a, we work in a tremendous facility.

There has been a consistent need and request by students to have vending machines located at the Bertolini Student Center.

The Petaluma Campus Student Affairs operation, including the CyBear Center and the Associated Students, moved into the Richard Call building in March, 2009. The facility is both attractive and functional, allowing Student Affairs the space to build a comprehensive student life program. The planning of the Richdard Call Building also included many conversations on ADA compliance. Collaborative scheduling of room 602 has allowed the Associated Students to have use of the Conference Room for Student Senate meetings and small events, etc.

3.1 Develop Financial Resources

The **Umoja Learning Community** is a statewide consortium and resource focused on culturally responsive curriculum and practices effective for African and African-American students. In accordance with the vision of SRJC which is to aspire to be an inclusive, diverse, and sustainable learning community that engages the whole person. Over the course of the 2013-14 academic year a cohort of students, faculty, staff, administrators and community partners developed a Task Force group to address the achievement gap of African-American and African diaspora students. These discussions took place at the Santa Rosa campus at Umoja Task Force and Black Student Union meetings. Many of the achievement gap discussions led to sponsored community forums and panel discussions.

In a further effort to explore the possibilities of bringing a Umoja Learning Community to Santa Rosa Junior College, Black Student Union students and their Advisors attended the fall Umoja Conference, November 8-9, 2013 entitled "150 Years after the Emancipation Proclamation, the Fierce Urgency of Now" at the College of Alameda. As a follow-up to the fall Umoja conference , Black Student Union members and advisors also elected to attend the spring 2014 Umoja Regional Symposium, March 15, 2014 at the Umiversity of California- Davis. Finally, in June 2014, Santa Rosa Junior College became a member of the statewide Umoja consortium and sent a 3-member faculty/staff delegation (Andre Larue, faculty, Humanities Dept; Dr. April Harris, faculty, Interdisciplinary Studies; and Dr. Brian Phifer, Assistant Director, Student Affairs) to the Umoja Summer Learning Insititute, June 9-13, 2014, at the Mission Inn Hotel & Spa, Riverside, CA. The Summer Learning Institute (SLI) is an intensive retreat designed for Umoja Community program staff. The training focuses on immersing attendees in the philosophy, pedagogy, theoretical foundations, and best practices based on the Umoja Community model. Educators from California Community Colleges have the opportunity to engage in courageous and bold discussions with other Umoja Community program staff. Participants are encouraged

to attend as a college team, as they are given the opportunity to discuss and refine their programs based on information learned at the institute.

The final phase of implementation of the Umoja Learning Community is to secure funding from Matriculation & Student Equity funds. The goals and student learning outcomes (SLO's) of the Umoja Learning Community are consistent with the Student Success Act (SSSP). Further the SRJC Umoja Team is also looking into applying for 2 grants respectively from Hanover and the Lumina foundation.

3.2 Serve our Diverse Communities

The Student Affairs Office has (3) three individuals on a professional staff of (7) seven that reflect a commitment to diversity; in addition, (5) five are women and (2) two speak Spanish. We have an extremely diverse staff of student employees; over 80% reflect a commitment to diversity; and almost 40% are bilingual in the following languages: Spanish, Tagalog, Samoan, Arabic, Swahili, Mandarin and French.

Student Affairs promotes diversity issues and awareness through our many multicultural programs and activities. By using the District's Multicultural Events budget and Associated Students funding, we are able to provide and/or support approximately 50 programs a year on multicultural awareness. These programs are often collaboratively sponsored with the Associated Students, Arts & Lectures and many academic departments. Diversity Student Ambassadors are also utilized as program assistants for all of our Multicultural events and activities.

3.3 Cultivate a Healthy Organization

Classified staff are encouraged to participate in the events and activities of the college. The Director is flexible with their schedules so that this is possible. They are also supported when they want to take classes at the college or elsewhere. One (1) of them is Job Steward Secretary to the CEC; and one (1) is the President of SEIU; the classified staff also sit on several college wide committees.

3.4 Safety and Emergency Preparedness

For 2013-14, the Director, Student Affairs in collaboration with the Dean, Counseling & Support Services has been designated to develop a Building Emergency Preparedness plan for all three floors of the Bertolini Student Center in collaboration with Doug Kuula, Manager, Environmental Health & Safety.

Progress has been made on the Building Safety Plan; the Director, Student Affairs and the Dean, DSPS & Student Conduct have been meeting with the Manager, Environmental Health & Safety to develop the plan. We developed a building protocol for responding to emergencies:
BSC Emergency Protocol
1. Determine Type of Emergency (power outage, earthquake, fire, active shooter, medical)
2. Notify District Police at 527-1000
3. Activate the BSC Emergency Protocols
4. Inventory of staff present if possible
5. Check in with BSC BSC's and ASC's

6. Make decision on whether or not to clear the building
7. Make sure any special needs students are assisted out of the building
8. Check on status of fire doors
9. Do Floor/Wing Check including Food Service Staff (1 West)
10. Check stairwells, bathrooms and other special areas for any problems or people
11. Hold staffs in place until such time as they are officially released
12. Position Student Ambassadors and staff at exterior entrances to keep anyone else from entering the building, put out signs
13. Check on elevators; have student ambassadors at elevators to escort riders (only special need students)

Bertolini Area Safety Coordinators (ASCs)
1st Floor East – Sandy Sigala
1st Floor West – Andy Chhay
2nd Floor East – Marcia Labrucherie/Nicole Frantz
2nd Floor West – Inez Barragan/Monica Gachet
3rd Floor East – Jo Ann Olsen
3rd Floor West – Marianne Schwarz-Kesling/Amy Ethington
Bertolini Building Safety Coordinators (BSCs): Robert Ethington/Patie Wegman

We have also been meeting regulary as the Bertolini Student Center Advisory Committee to discuss safety issues and make building improvements including procuring radios, survival kits, etc.
In early June 2014, we Facilities Operations conducted a fire drill to test all doors that close automatically.

3.5 Establish a Culture of Sustainability

Introduction
The Student Affairs Office has been on the front lines of the College's movement towards more sustainable policies and practices. Student leaders have been responsible for championing contemporary sustainability theory and principles while strategically positioning themselves to influence the College's acceptance and support of this new direction. Within our department, staff and students alike have shown a keen and disciplined understanding of the importance of making sustainability a key learning outcome for all in our community. Here are some the projects and principles we have supported and continue to work on:

Sustainability Accomplishments (Past and On-going)

- The Associated Students were instrumental in getting the college to endorse the Talloires Declaration; collaborated with administration, faculty and staff to make this important signing happen on April 20th, 2011.

- The Associated Students and Student Affairs Office have worked collaboratively with Business Services, Food Services and Shone Farm to have grass-fed, organic beef patties as a part of the Dining Facilities' menu; in addition every attempt is made to use fresh fruits and vegetables from Shone Farm.

- The Associated Students and Student Affairs Office have also worked collaboratively with Business Services, Food Services and Shone Farm to begin piloting a composting

program for "back of house" green waste in the Bertolini Student Center kitchen; this new program has been in place for one year now.

- Partnered with the Climate Protection Campaign to offer students and staff real-time ridesharing using smartphone technology (Carma); this should help to mitigate parking issues, saved students/staff money, and decrease GHG emissions.

- The A.S. Constitution was amended to include a Vice President for Sustainability to coordinate the sustainability initiatives of the Student Senate.

- Conducted two successful waste audits on the Bertolini Student Center food waste containers.

- Created the "Green Squad," an educational team making students and staff aware of the appropriate use of waste receptacles in the Bertolini Student Center Dining Commons.

- Students have led Professional Development workshops for faculty and staff to engage them in discussion on how to make the campuses more sustainable.

Continued Efforts & Future Sustainability Initiatives

- Build relationships with key college stakeholders and decision makers, including the Integrated Environmental Planning Committee (IEPC), to create a vision statement and strategic plan for the institutionalization of sustainability philosophy and practices into a comprehensive sustainability management plan. Students work with campus leaders in both Santa Rosa and Petaluma to promote District-wide sustainability efforts.

- Continue to develop the Bertolini Student Center into the model sustainable building at SRJC for both facilities and sustainable practices and behavior; in addition to the composting mentioned above, the students are interested in installing waterless urinals, electric hand dryers and LED lighting throughout the facility.

- Recently approved for the BSC: Water bottle filling station on the 1st floor, bike repair stand to be located just outside of the building, and a sustainability glass case to be located outside the building; a bike repair stand to be installed outside of the Bertolini Student Center; all of these projects should be completed by October, 2014.

- Conduct a comprehensive sustainability audit of the Bertolini Student Center.

- In order to reduce the the use of paper, we must develop a unified plan for how to communicate with our students using technology including social media, constant contact, mycubby portal, giving students a dedicated SRJC email address, etc. This will allow us to electronically send out the Bearfacts newsletter instead of printing it for students.

- Implement Fair Trade sourcing for supplies, vendors, and food by working with the Auxiliary Enterprises Committee; this will include an update to the current Environmental Purchasing Policy.

- Advocate for policies that affect sustainability at the local, state, and national levels; students have been successful in collaborating with local government officials.

- Student Affairs has a staff member on the Integrated Environmental Planning Committee and the Petaluma Campus Sustainability Task Force.

Core Values for Sustainability

- Aspire to Zero Waste

- Use Renewable Resources for Energy

- Integrate Source Reduction Strategies

- Practice Local & Organic Food Sourcing

- Use Green Building Principles in all Projects

- Limit Greenhouse Gas (GHG) Emissions (Climate Protection)

- Purchase Using Fair Trade Guidelines

- Integrate Sustainability Throughout Curriculum

4.1a Course Student Learning Outcomes Assessment

Student Affairs Office
Student Learning Outcomes:
Leadership in Communities, 2.0 unit course
(Discontinued in fall 2012)

Student Learning Outcomes:
   As a result of taking the Leadership in Communities class, students will be able to:
   1. Demonstrate an understanding of the importance of personal responsibility and leadership in affecting community development and transformation.
   2. Demonstrate an understanding of how personal actions, attitudes and lifestyles affect sustainability.
   3. Demonstrate how to communicate effectively to improve relationships and group collaboration.
   4. Demonstrate the ability to synthesize leadership principles and problem solving skills in the context of a campus policy initiative or project.
   5. Demonstrate an understanding and appreciation for those from other cultural backgrounds and perspectives.

Objectives:
   1. Students will explore theories and principles of leadership from different political and socio-cultural perspectives.
   2. Students will study the relationship between principles, values and beliefs and their impact on leadership purpose.
   3. Students will discuss the importance of communication in building effective relationships and teams; students will utilize experiential activities to develop team competence.
   4. Students will discuss and critique the principle of sustainability and its prescriptions for leaders in a changing society.
   5. Students will apply an ethical decision making model to real life leadership dilemmas.

6. Students will explore the topic of accountability through experiential activities and role plays.
7. Students will explore different styles of leadership by using the TEAM inventory as the basis for discussion.
8. Students will discuss the levels of civic engagement and the relationship between leadership and community service.
9. Students will identify a campus policy initiative or problem and design and implement a research project based on the cycle of transformation.

4.1b Program Student Learning Outcomes Assessment

Student Affairs & Engagement Programs
Includes Student Affairs, Leadership Development Programs, the Associated Students & Engagement Programs
Student Learning Outcomes:

As a result of participation in one or more Programs and Services within the Student Affairs & New Student Programs department, students should be able to:

1. Demonstrate effective communication skills to build relationships, teams and sustainable communities
2. Demonstrate an understanding and appreciation for those from other cultural backgrounds and perspectives
3. Demonstrate an ability to analyze and apply complex information in solving real world problems
4. Demonstrate an ability to successfully use the college's matriculation steps
5. Demonstrate an understanding of the programs and services available to support student success and personal development

4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
Service/Program	Student Leadership Programs	Spring 2009	Spring 2009	Fall 2010

Service/Program	Sustainability Initiative	Spring 2010	Spring 2010	Fall 2010
Service/Program	Effective Communication	Spring 2011	Spring 2011	Fall 2011
Service/Program	Effective Communication (repea	Spring 2012	Spring 2012	Fall 2012
Service/Program	Student Leadership Orientation	Spring 2013	Spring 2013	Spring 2013
Service/Program	Student Affairs/Call Program	Spring 2014	Spring 2014	Fall 2014

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
A.S. Programs Committee (ASP)		X	X	X	X	X		X	X		X	X	X	X	X	X
A.S. Programs Committee (ASP)		X	X	X	X	X		X	X		X	X	X	X	X	X
Center for Student Leadership Trainings				X	X	X		X	X		X	X	X	X	X	X
CyBear Center/ID Operation	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Greeters Program			X	X	X	X		X	X		X	X	X	X	X	X
Information Desk Operation	X	X	X	X	X	X		X	X		X	X	X	X	X	X
Inter-Club Council (ICC)		X	X	X	X	X		X	X		X	X	X	X	X	X
Student Ambassadors/Employees		X	X	X	X	X		X	X		X	X	X	X	X	X
Student Government (Senate)		X	X	X	X	X		X	X		X	X	X	X	X	X
Student Off-Campus Housing		X									X					

4.2b Narrative (Optional)

Through an on-going and deliberate program of compelling educational opportunities, the Student Affairs Office addresses ILOs daily. Students are challenged to increase awareness in the areas of cross-cultural understanding; critical thinking; global understanding; communication; problem-solving; decision-making; and personal responsibility. It is through our diverse array of involvement opportunities that students begin to apply their knowledge and skills to real-life situations in the student development learning laboratory. Students are given feedback and held accountable so that personal change may occur. In this unique community, students are able to find meaning and purpose to open up their respective leadership pathways now and in the future.

For more information on our 2013-14 Learning Assessment Project please refer to section 5.0.

5.0 Performance Measures

Quantitative Data
As stated earlier, cohort data was collected for a total of 467 student leaders who volunteered/worked through the Student Affairs Office Leadership Programs during 2012/13 on both the Petaluma and Santa Rosa Campuses (see Table 5.0). These positions include: Student Government leaders; Student Ambassadors and other student employees, and students in Clubs & Organizations. Analysis of the data noted the following:

- Approximately 49% of the students involved in Leadership Programs reflect our commitment to diversity and recruiting students from underrepresented groups. One may also infer that it is reflective of the multicultural attraction of our programs.

- Of our 12/13 students who were enrolled for fall 2012 (414), 382 of them were also enrolled for spring 2013, giving us the **92.27% persistence rate**; nearly a 3% increase over 2011/12. With the District rate of 69.21%, the SAO numbers are approximately **23% greater** than that of the District rate. This backs up the predominant student involvement research that states that students who are involved/engaged with leadership programs are more likely to persist towards their academic goals.

Table 5.0 (Program/District Cohort Data)

2012-2013 Student Success Data		
	Program %	**District %**
Total Students	467	37431
Enrolled in Credit	466	32359, 86.45%
Enrolled in Non-Credit	265	13425, 35.87%
Total FTES	504.58	
Credit FTES	474.39	
NC FTES	30.19	
Non-Credit Category		
Elementary & Secondary Basic Skills	249	8879, 23.72%
Health & Safety	24	427, 1.14%
Persons with Substantial Disabilities	8	1443, 3.86%
Short-Term Vocational	1	206, .55%
English Primary Language		
YES	401, 85.87%	29896, 79.87%
NO	66	7535, 20.13%
Enrollment Location		**District %**
Santa Rosa Campus only	352	19645, 52.48%
Petaluma Campus only	13	3562, 9.52%
Santa Rosa & Petaluma	71	4657, 12.44%
Santa Rosa & Other	24	1747, 4.67%
Online ONLY	6	1887, 5.04%
Other ONLY	1	5671, 15.15%
Gender		**District %**
Female	246, 52.68%	19866, 53.07%
Male	216, 46.25%	16747, 44.74%
Unknown	5, 1.07%	818, 2.19%
Age Group		**District %**
< 20	140	7911
20 - 24	198	11368
25 - 29	52	5298
30 - 34	26	3243
35 - 39	10	2099
40 - 50	20	3334
50 +	21	4178
Race/Ethnicity		**District %**
Black	9, 1.93%	906, 2.42&
Asian	21, 4.50%	1399, 3.74%
Filipino	6, 1.28%	294, .79%
Hispanic	146, 31.26%	11033, 29.48%
Am. Indian/Alaskan	9, 1.93%	308, .82%
Pacific Islander	4, .86%	153, .41%
White	232, 49.68%	19757, 52.78%

Unknown	16, 3.43%	2164, 5.78%
Multiple Ethnicities	24, 5.14%	1417, 3.79%
Disability		District %
Primary Disability	59	2062
Secondary Disability	22	884
Dept of Rehabilitation	1	75
Financial Aid		District %
Not Received	200	24137
Received	267	13294
BOG Waiver	265	13072
PELL Grant	129	4774
Other	70	1672
STUDENT SUCCESS		
Persistence		District %
Persisted to Spring	382, **92.27%**	69.21%
Course Completion		
Degree Applicable		District %
Attempted	3729, 79.24%	128756, 78.45%
Failed	727, 19.50%	33687, 26.16%
Successful	3002, **80.50%**	95069, 73.84%
ESL		District %
Attempted	9, .19%	1813, 1.10%
Successful	9, 100%	1429, 78.82%
English		District %
Attempted	27, .57%	1705, 1.04%
Failed	7, 25.93%	595, 34.90%
Successful	20, 74.07%	1110, 65.10%
Math		District %
Attempted	42, .89%	2211, 1.35%
Failed	15, 35.71%	730, 33.02%
Successful	27, 64.29%	1481, 66.98%
Academic Success		District %
Degrees	31, 6.64%	1531, 4.09%
Certificates	6, 1.28%	572, 1.53%

Student Affairs 2013-14 Learning Assessment Project
During the summer of 2013, the Student Affairs Office had some conversations about the "Summer Melt" phenomenon, where recent high school graduates who are college eligible, especially those from low income communities, will "melt" away during the summer and for various reasons not enroll for courses in the fall. Many of these students have even successfully completed their applications to enroll in the fall and some have been accepted to receive financial aid. Nationally, 10-20% of these students will fail to enroll in the fall.

Based on the research (http://www.ed.gov/blog/2013/07/summer-melt/) conducted on this phenomenon and the need to boost fall enrollment, the Student Affairs Office decided to implement a new program entitled the **Call Program for Prospective & Continuing Students (CPPCS)**. Though the primary target was first time students, we decided to harvest the phone numbers from all students who had applied for fall 2013 using CCC Apply but had yet to enroll for fall semester. This yielded a total of 4,003 students; 555 of them didn't have phone numbers or had incorrect ones for a total of 3,448 students that were actually called during the period of August 6-15; of these, 958 (28%) actually

registered for fall semester after the phone calls were made. Though it's impossible to determine cause and effect without a follow-up phone call, we felt pretty good about these numbers and decided to repeat the CPPCS for spring 2014 semester. However, this would not be a call program based on the Summer Melt phenomena, but rather students who got off track during the winter break and needed a gentle reminder or key information in order to actually enroll for spring.

For spring 2014, we used the cohort of students registered for fall 2013 but who had not yet registered for spring. This yielded a total of 9,910 student phone numbers to be called; 1,444 of them had incorrect or no phone numbers so 8,466 students were actually called during the period of December 11-20; 4,874 (58%) of those students went on to register for spring 2014, but again, we couldn't determine cause and effect without follow-up phone calls. So, we decided to call this subset of students (4,874) during the month of February 2014 and ask them key questions so we could measure the effectiveness of the CPPS. The results constitute the SAO LAP for 2013-14.

SLO: As a result of receiving a phone call from a SRJC Student Ambassador, 20% of continuing students registered for fall 2013 semester but not yet registered for spring 2014 semester, and who missed their priority registration window, will receive key information or reminders necessary to tip them into registering for spring semester.

Methodology: Of the 8,446 students who were called during the end of fall semester 2013, 4,874 (58%) of them went on to register for spring. We were able to collect contact sheets for 4,534 of these students; the goal was to make direct contact with approximately 10% of these students (453) and ask them six follow-up questions regarding the phone call they received during December 11-20; since our first contact with this group was by phone, we decided to conduct our follow-up survey by phone as well; the questions we asked are below.

Questionnaire Used for SLO Phone Calls:
1a. *Did you receive a phone call from SRJC reminding you to register for spring 2014?*
1b. *If no, would you mind a phone call for registration reminders?*
2. *Was it helpful to have a reminder phone call about spring registration?*
    (4, very helpful, 3, helpful, 2, neutral, 1, not helpful)
3. *Did the phone call make a difference in your decision to register for the   spring semester?*
4. *Did you learn anything you didn't know based on the conversation or voicemail?*
    list any responses.
5. *Is there anything we can help you with now?*
    list any responses.
6. *Would anything be helpful to provide during our phone call for fall registration?*
    list any responses.

Results: Though we had the contact information sheets for 4,534 of the students who registered for spring 2014, 3,210 of them were not reachable by phone for various reasons. The remaining 1,324 were reached by phone. 344 of the 1,324 answered 'yes' to the question asking them if they had received a phone call in December from the CPPCS program. 283 of these 344 students answered question #3 which was the key question to assess our department SLO. It asked the question, "Did the phone call make a difference in your decision to register for spring semester?" 91 of the 283, or 32%, answered 'yes' to this question. It is difficult to say whether the phone call was actually the reason or one of the reasons that students decided to register for spring, or if it just reminded and/or motivated the students to stop procrastinating and get registered. However, we do know that 32% of the students polled sited it as a difference maker in their decision. If we were to extrapolate this data and apply the 32% to the 3,854 (4,534 - 15% for wrong numbers) students who registered for spring after receiving a phone call, we know that approximately 1,233 students were somehow affected positively by the phone call. Even if we conservatively estimate the power of a person-to-person conversation with an unregistered student, it it clear by anecdotal remarks from our Student Ambassasdors that supportive information was

exchanged with these students that was helpful in their decisions around spring registration. Based on these findings, Student Affairs has decided to once again implement the CPPCS program for students who have applied for fall semester but not yet registered. We will likely also once again call continuing students at the end of fall semester.

Recommendations:
1. Continue with the CPPCS for both fall and spring semesters;
2. Develop a new script with simplified questions and clearer referral options for those called;
3. Continue to train Student Ambassadors in phone etiquette and other communication strategies with the target audience;
4. Collaborate with other key student success programs in the timing and content of the phone calls;
5. Work with IT to develop a plan to text students as a way to follow-up after phone calls.

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	Create student complaint poster/brochure to better advise students on how to file a student compaint	Meet with student graphic artist on layout	by Oct 2014	In progress, complete by Oct, 2014
0001	ALL	06	06	Develop and conduct time audits for all Student Affairs and NSP staff; per MOU on A.S. funding of staff salaries		phase 2 fall 2014	Phase 1 completed Spring 2014; phase 2 to be implemented fall 2014
0001	ALL	06	02	Student Affairs & Engagement Programs Reorganization		by Dec 20, 2014	Initial discussions have taken place; currently rewriting job descriptions; big discussion will happen at SAO retreat on July 10, 2014
0001	ALL	04	02	Redesign all SAO and A.S. web pages.		by Dec 2014	In process to coincide with District transition to drupal framework and new design and navigation
0001	ALL	01	02	Work with Academic Senate to develop incentives for faculty advisors of clubs.	Meet with Robin Fautley and Julie Thompson	Dec 2014	This project has shifted to amending college policy to include all permanent employees as Advisors; the new proposal goes to the Academic Senate in fall 2014
0001	ALL	06	03	Establish EBT acceptance program in F&N		by May 31, 2015	In process with F&N and Andy; Jessica Jones is pointing the process with support from the A.S.
0002	ALL	05	01	Plan and schedule Sustainability Retreat at Pepperwood Preserve		by Nov 2014	In discussions with the A.S. to create a Sustainable Leadership Institute for SRJC; to be funded by the Leadership Development Trust.
0002	ALL	01	02	Create planning calendar for annual events and activities sponsored by SAO and A.S.		by Oct 2014	Initial discussions have taken place; may take up project in September 2014
0002	ALL	01	02	Work with IT to develop online co-curricular transcript for all students.		by May 2015	Project in queue but reprioritized because student conduct online and card reader program are more important
0002	ALL	04	06	Develop plan for improved signage for Student Affairs, Leadership Programs and the Associated Students	Meet wtih students and Fac Ops to design better Bertoini signage	by Dec 2014	
0003	ALL	01	01	Develop a plan for "Bring a Professor to Lunch" program		unknown	Shelved until we get Coordinator, Student Engagement Programs 1.0 FTE.

6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
Other	

6.2b PRPP Editor Feedback - Optional

This unit will be absorbing additional responsibilities in a variety of areas. The recent addition of student disciplipe as well as advocacy will result in an increased workload, the need to assess the inpact of the additional duties on the staff, and a reorganization within the department. Discussions have already taken place regarding moving the supervision of the Schools Relations Office to the Dean of Counseling and Student Support (July 1) and the temporary downsizing of the New Student Programs area and transitioning key pieces into Student Affairs. The New Student Programs area will need the replacement of a classified position to be revitalized effectively. When it's determined that the New Student Program area should become a higher priority space will also become an issue since the initial location in Plover Hall has been rededicated to Student Psychological Services. An opportunity for space may arise if the Work Experience program evolved differently of if MESA funding shifts dramatically.

Day Under the Oaks and the increase in programs under the watchful eye of the College President have altered the landscape of the Student Affairs program and increased the amount of activity and accountability accordingly. Returning the Schools Relations office along with a re dedication of New Student Programs to the supervision of the Student Affairs Office would serve to realign activities along with the Student Success Act mandates. Additional funding will be required to make these program viable in a measurable manner along with a possible realignment within the structure of Student Services.

This Supervising Administrator supports the notion that the Director of Student Affairs be re-classified as a Dean so that the title and pay grade is commenserate with the level of responsibility associated with Student Success Act related programs, the maintainence of the Bertolini Student Center facility, exposure and liability related to student clubs and community related programming and student discipline and advocacy.

6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	06	06	Develop and conduct time audits for all Student Affairs and NSP staff; per MOU on A.S. funding of staff salaries	phase 1 completed resulting in shift in district percentage of staff salaries; conduct phase 2 during fall 2014 semester	Dec 2014	
0001	ALL	06	02	Student Affairs & Engagement Programs Reorganization Plan	Hold staff retreat to discuss options; rewrite job descriptions	by Dec 2014	
0001	ALL	04	02	Redesign all SAO and A.S. web pages to fit new framework	In progress; continue evaluating pages and sending changes to web content editor; get staff training in drupal editing	by Dec 2014	
0001	ALL	01	02	Change policy/procedure 8.5.2 to include all permanent employees as club advisors	Meet with Robin Fautley and Julie Thompson; take to Academic Senate for approval	by Oct 2014	
0001	ALL	04	02	Develop plan of action for possible student ballot initiatives on Student Center Fee and Transportation Fee	Meet with Student Senate to develop plan	by August 2014	District support and funding for campaign
0002	ALL	01	01	Create student rights and responsibilities brochure that includes student complaint/grievances, academic integrity, student conduct, free speech, etc.	Meet with graphic artist on layout	by Dec 2014	funding for printing
0002	ALL	05	04	Develop Sustainable Leadership Institute for students, staff and faculty	Have meeting with IEPC and IEE	by Spring 2015	Mixed funding sources including Leadership Development Trust in SAO
0002	ALL	01	01	Work with IT to develop online co-curricular transcript for all students.	decide on priority of multiple IT projects	by May 31, 2015	
0002	ALL	06	03	Establish EBT acceptance program in F&N	in process; continue to meet with Andy from F&N	by Nov 2014	
0003	ALL	01	01	Create planning calendar for annual events and activities sponsored by SAO and A.S.		by April 30, 2015	
0003	ALL	04	06	Develop plan for improved signage for Student Affairs, Leadership Programs and the Associated Students	Meet with Fac Ops	by May 31, 2014	Funding from A.S.