Santa Rosa Junior College
Program Resource Planning Process

Student Success 2014

1.1a Mission

Student Success and Support Program (SSSP), along with Student Equity, is committed to serve Sonoma County Junior College District students and its diverse community. The program strives to ensure students equal educational opportunity, provide them support services to optimize their opportunities for success, and help them achieve their educational goals. Under the guidance of Student Success Act of 2012, the SSSP Plan is being developed in conjunction with a new Student Equity Plan to achieve this mission.

1.1b Mission Alignment

The SSSP mission is consistent with the District mission of cultivating learning through the development of our diverse community by promoting student learning and providing support services that help students meet their educational goals. This program will help achieve the District Strategic Plan goals and objectives. SSSP provides core matriculation services, including orientation, assessment and placement, counseling, advising, and education planning services. From pre-enrollment services to K-12 students through the completion of student educational and career goals, SSSP supports student success and improve institutional effectiveness by informing students of their academic preparedness, assisting them in setting educational goals and ensuring that they have a plan to meet those goals, and providing support services to assure that students persist in achieving these goals. Because a comprehensive enrollment management effort must include both recruitment and retention efforts, research and services required by SSSP regulations assist the institution in its enrollment management efforts and continuous improvement of student retention and success. SSSP, along with Student Equity, aligns with Areas A, B, C, E, and H of strategic goals and objectives of the District:
A: Support Student Success
B: Foster Learning and Academic Excellence - Integrate academic and student support services
C: Serve our Diverse Communities
E: Establish a strong culture of Sustainability - Promoate social and economic equity in he communities we serve
H: Improve Institutional Effectiveness

1.1c Description

SSSP is a California State-mandated program that consists of core matriculation services that are dedicated to success of students and effectiveness of institutions. Matriculation is a process that enhances student access to the California Community Colleges and promotes and sustains

the efforts of students to be successful in their educational goals. The purpose of Matriculation is to ensure that all students complete their college courses, persist to the next academic term and achieve their educational objectives.

Prior to Student Success Act of 2012, Matriculation consists of eight components: the first five of these directly affect students.
- Component 1: Admissions
- Component 2: Assessment/Placement - Students participate in a process that uses background information (multiple measures) and test scores to determine their placement levels for English, ESL, Math and Chemistry courses.
- Component 3: Orientation – Students learn about the college and its resources.
- Component 4: Counseling/Advising — Students meet with counselors to develop a road map to their success; a Student Educational Plan (SEP).
- Component 5: Follow-up – Various forms of follow-up services are provided to students, particularly those on probation or dismissal.

Matriculation also had three other components that are less visible to students supporting success by ensuring the effectiveness of the institution.

- Component 6: Coordination/Training - The goal of this component is to ensure that all appropriate faculty and staff understand the Matriculation process and Components.
- Component 7: Research - Matriculation regulations require that research is conducted to determine the efficacy of Matriculation services and that this research is utilized to improve services.
- Component 8: Pre- and Co-requisites - Matriculation program provides support and direction to ensure the requirements for prerequisites and co-requisites are appropriate, necessary and enforced in a fair and impartial manner.

Under Student Success Act of 2012, which became effective on January 1, 2013, the Matriculation Program has been renamed as Student Success and Support Program with four core service components: assessment, orientation, Counseling/advising for education plans, and follow-up for at-risk students. The new program plan is in development following State guidelines on funding and reporting, with a focus on these core services, along with related direct services such as research, technology, and professional development related to SSSP.

To address the need to strengthen follow-up services, various follow up mechanisms are in place or in the implementation stage to help increase the retention and success of our students. This includes an Early Connection Program (using SARS Early Alert program) that allows instructors to provide specific feedback to students about their academic performance early in the semester so that they can take advantage of the services offered such as counseling and tutoring. The District will continue to provide follow-up services to students with probation/dismissal status, which is mandated by Title 5 and requires that students, who are not making progress toward their educational goals, meet with a counselor to plan coursework appropriate to their skills, time commitments and educational goals.

1.1d Hours of Office Operation and Service by Location

Managed by the Dean of Student Success and Retention, the Student Success Office is located in Plover Hall, rm. 538. The Dean maintains the administrative responsibility over the Credit and Non Credit Matriculation Programs. Prior to the new Dean's arrival in Fall 2012, the Matriculation program responsibilities were assigned to the Dean of Counseling and Support Services who is located on the second floor of the Bertolini Student Center. Office hours are Monday through Friday from 8:00 AM to 5:00 PM.

The Noncredit Matriculation program provides funding for staff responsible for maintaining the Student Services Office at the Southwest Santa Rosa Center at 950 South Wright Road. Staff includes one Noncredit Matriculation Coordinator and two STNC Registration Technicians. The office at the Southwest Santa Rosa Center is open from 9:00 AM to 7:00PM Monday through Thursday. Supervisory responsibility for the staff resided with the Director, Admissions and Enrollment Services, prior to the arrival of the Dean of Student Success and Retention.

1.2 Program/Unit Context and Environmental Scan

The responsibility for the Matriculation program was divided between the Vice President of Student Services/Assistant Superintendent, the Director, Admissions and Enrollment Services and the Dean, Counseling and Support Services during FY 2011/12, and portion of 2012/13 (till September 2012. The three individuals share the supervision of staff, the monitoring of the budget and the maintaining of the District's compliance with the mandates defined by the Matriculation regulations. Together, they provided needed leadership for Matriculation Program and initiated the momentum within the District to position the Program towards the alignment with Student Success Task Force recommendations that culminated in the new Student Success Act of 2012.

There are a number of issues facing the SSSP Program that require additional discussion and planning, including staffing, methods of service delivery and technology solutions, data collection and reporting, policies and procedures affecting SSSP, and ongoing research to evaluate program effectiveness.

The Student Success Act of 2012 and Budget Outlook

The District received an allocation of $646,343 from the CCCCO for FY 2012/13. The Matriculation Program received an additional $203,025 from the District in order to maintain the current levels of services. Although the amount of funding allows for some stability, the combined total of funding continues to be short of the amount of funding necessary to maintain staffing levels at the Southwest Santa Rosa Center, as well as to support both the Credit and Noncredit Matriculation efforts of the Counseling Department at all District locations.

In FY 2013/14, the District received augmentation of SSSP funding at a total amount of $1,148,139. This allowed SSSP to return the District backfill, as well as to address urgent needs in Assessment staff, computerized assessment capacity, adjunct counseling needs, as well as to implement some technological solutions that allow the District to start addressing follow-up and other service needs.
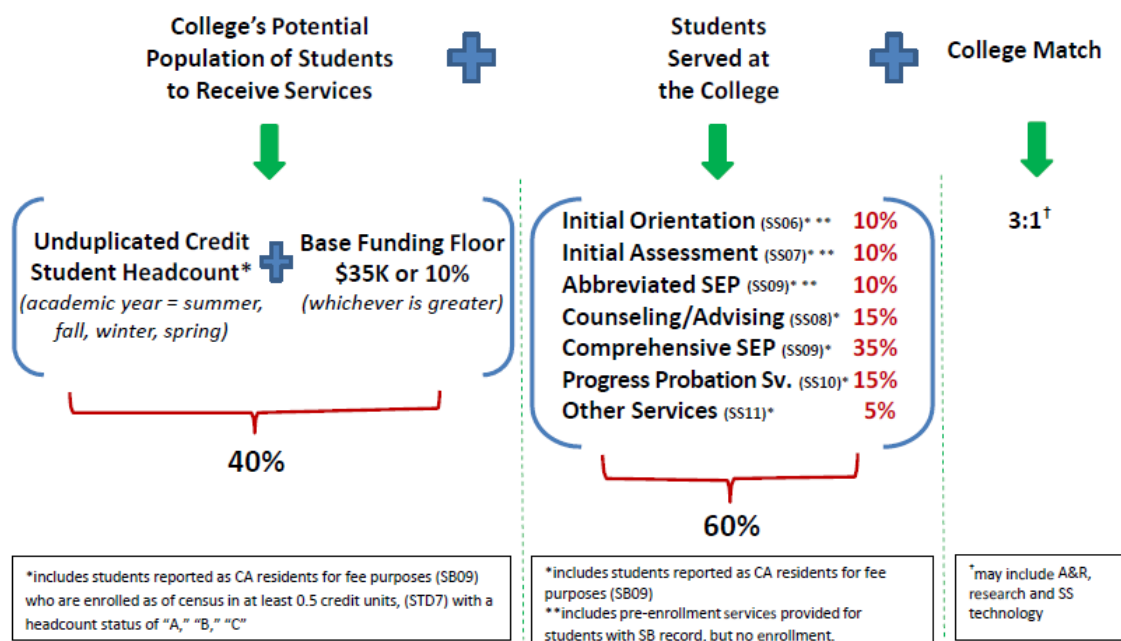
The budget outlook for 2014/15 is positive for SSSP with the State's commitment to further increase SSSP funding. The budgetary challenge may be the size of the District matching funds in order to maximize SSSP allocation for the District.

Another challenge lies in the new allocation formula for SSSP, which will be largely based on the SSSP service delivery, starting 2015/16 with data based on 2014/15. It will be critical for the District to evaluate the current service models to bring them to scale, and to collect and report

the service data as accurately as possible during 2014/15 in order to compete with all other colleges providing the same services.

Should the anticipated funding increase materialized in 2014/15, the District needs to decide the Student Success funding allocation and priorities based on the Student Success and Support Program Plan that is under development with the lead through the newly formed (March 2014) Student Success and Equity Committee, and how the District supports the other matriculation components other than the core fundable services.

Student Success and Support Program Credit Funding Formula

College's Potential Population of Students to Receive Services		Students Served at the College	College Match

Unduplicated Credit Student Headcount*
(academic year = summer, fall, winter, spring)
+
Base Funding Floor $35K or 10%
(whichever is greater)

40%

Initial Orientation (SS06)* **	10%
Initial Assessment (SS07)* **	10%
Abbreviated SEP (SS09)* **	10%
Counseling/Advising (SS08)*	15%
Comprehensive SEP (SS09)*	35%
Progress Probation Sv. (SS10)*	15%
Other Services (SS11)*	5%

60%

$3:1^{\dagger}$

*includes students reported as CA residents for fee purposes (SB09) who are enrolled as of census in at least 0.5 credit units, (STD7) with a headcount status of "A," "B," "C"

*includes students reported as CA residents for fee purposes (SB09)
**includes pre-enrollment services provided for students with SB record, but no enrollment.

*may include A&R, research and SS technology

Data Collection and Reporting

It was discovered that there was a deficit in the Matriculation MIS data collection process resulting in the inability to report accurate data to the Chancellor's Office in recent years. The Dean of Student Success and Retention, along with several Student Services Departments, has been working closely with the Information Technology Department to identify appropriate data elements to be collected, accurately capture information regarding matriculation services utilized by students and re-map the computer programs to various data source so that the District's funding stream is maximized. As of Spring 2013, significant progress has been made in MIS data collection and reporting mechanism for matriculation services.

The MIS data elements on matriculation services (SM) has been changed into student success services (SS). The new data elements will become mandatory starting summer 2014, but optional during 2013/14. The reporting guideline has changed significantly to ensure compliance with new SSSP regulations. This resulted another round of needs to conform to the new reporting standards. The Dean worked with an ad hoc committee, Student Success and Support Work Group, to methodically identify how the District collects the new data in order to map correctly. The District is on track to have a trial run of SS data submission for spring 2014.

Gaps still exists in how the District may collect information from students and core service providers, particularly in the area of follow-up services. Efforts are being made utilizing swipe

cards and encoders, as well as other means of data collection. Continued collaboration with Counseling Department, Information Technology Department, and the Office of Institutional Research is a necessity to ensure accurate data reporting.

Programmatic Coordination

The absence of the Dean of Student Success and Retention during FY 2011-12 underscored the need for an individual who provides programmatic coherence across the various components of the District. The position is strategically tasked with responsibilities that intersect with each of the various programs, departments and services of the District resulting in the ability to have an impact on institutional planning, District compliance and direct services for students.

The programmatic requirements as well as the desired student learning outcomes of Matriculation are common to all of Student Services. The Matriculation program provides funding and direction when needed to the Student Services management team. The Matriculation program also provides support and direction to Academic Affairs regarding curriculum, prerequisites, research and information technology.

The early assessment of incoming students, mandatory placement testing and common assessment tools will require intentional coordination and planning efforts to provide adequate services in a timely manner. Matriculation assessment data should be collected with the intent to enhance student success by providing information that assists instructional departments with their schedule development and assists Student Services programs in providing students with the support needed to attain their desired educational goals.

Upon the arrival of the new Dean of Student Success and Retention, there has been an increased level of collaboration and coordination among all involved in matriculation services to ensure concerted efforts for student success and retention. Under the guidelines of the new Student Success and Support Program, the Dean will be responsible for working with other Student Services managers to develop programs, communicating across components, and accurately representing the District's efforts at the State level when needed. The blending of the new program implementation and ensuring compliance will be a major task for the collective efforts of the District. Communicating and marketing the efforts of Student Services programs to the college community will be essential.

The Dean has become the primary resource regarding interpretation of legislation, program implementation, policy and procedure revisions, and related data collection. The Dean of Student Success and Retention has worked closely with the Vice President, Student Services/Assistant Superintendent, the Dean, Counseling and Support Services, and the Dean, Student Services, Petaluma Campus, to allocate funding resources when available to programs with an emphasis on the core fundable services as well as other success and retention related initiatives.

The Southwest Santa Rosa Center

The Student Services Office (formerly Matriculation Office) was established to support the District's strategic role as an educational partner in the economic and civic development in the southwest area of Santa Rosa and adjacent communities. The primary function of the Student Services Office is to provide extensive matriculation services, including college information, registration, assessment, orientation, and counseling/advising.

The non-instructional staffing at the Southwest Santa Rosa Center is maintained primarily with Noncredit Matriculation funds, totaled $169,260 in FY 2012/13. There was no District backfill for the State allocation shortfall. As a result, the hours of operation are limited and difficult to maintain with any consistency with a minimal staff of one classified Noncredit Coordinator with two STNC Registration Technicians (often one at a time due to STNC funding shortage) at the Student Services Office, particular during peak registration seasons.

The lack of funding to provide regular counseling services has resulted in the inability to both engage students to utilize the service and attract skilled bilingual counseling faculty to provide needed services. Counseling services were suspended in in Fall 2011, reinstated in Spring 2012, and suspended again in Summer 2012. The Dean of Student Success and Retention collaborated with Counseling Department and the Coordinator of NC Matriculation at SWC to provide steady counseling services starting late fall of 2012, about three hours per week.

Meetings and ongoing discussions have been held attempting to clarify roles and expectations of both instructional and non-instructional staff regarding the Southwest Santa Rosa Center operation, coordination of the facility, and program planning. The current management structure for the SWC needs to be reconsidered to provide adequate support and timely decision making onsite.

The extreme inadequacy of management and staffing at SWC prompted the Dean of Student Success and Retention to submitted a staffing proposal in 2013 to convert the incumbent NC Coordinator to a management position to more accurately reflect the role and responsibilities and provide on-time management decision-making capacity, and to add regular classified staff to meet the growing non-credit SSSP service needs at SWC and other off-campus locations.

The District conducted a Student Survey at SWC in Fall 2012 and a group of administrators and classified staff performed an evaluation of the Center, examining fiscal, enrollment, facilities, student services, and other aspects of the operation at the Center. The evaluation report revealed that while SWC has provided much needed services to the community, providing mainly ESL instruction with the support services in assessment, registration, orientation and some counseling, there is a significant gap between the current service level and the desired service level, particularly in counseling services.

The SWC has been serving more students recently, particularly in noncredit ESL area. This reflects the awareness of the Deferred Action for childhood Arrivals (DACA) that was signed into law in June 2012. Combined with the anticipated increase in academic offerings and noncredit ESL outreach to multiple off-campus sites, the services volume has increased during 2013/14, and the trend is expected to continue in 2014/15. Working with A&R, the NC SSSP program has added assessment, orientation, and registration services to Guerneville and Windsor during 2013/14, and will deliver services to Comstock and Sonoma in 2014/15.

Starting Spring 2013, the admissions application process became online, which involves the creation of email accounts for each new applicants as a first step, which will in turn demand more staff time to provide additional assistance to those in need of help to apply and register. This has created a big challenge to provide timely registration service to students, particularly during peak registration seasons and at off-campus sites. After collaboration with A&R and ESL Department, it was decided in fall 2013 that paper applications will be used for all noncredit ESL students, and then processed at A&R Office after the initial in-take.

SSSP Services at Other District Locations

The Student Success Act of 2012 will require mandated services for all non-exempt students that must include not only the Santa Rosa and the Petaluma Campus, but also the Shone Farm, the Public Safety Training Center, the Southwest Santa Rosa Center and online students. Coordination and planning need to be strengthened in determining how student services should be delivered across the District to ensure equity in programs and services.

2.1a Budget Needs

Annual funding from the Chancellor's Office for Matriculation Program varies each year. With the budget reduction since FY 2009-10, the District has contributed more to the program to cover the State funding shortfall.

These funds have been used to support the eight components of Matriculation in 2012/13. A total of fourteen departments receive funding from Matriculation: Santa Rosa A&R, Counseling, Matriculation Office, Assessment Services, Transfer Center, Career Center, College Skills, Vice President for Student Services, Veterans Affairs, Puente, Institutional Research, Computing Services, Petaluma Assessment, and Petaluma A&R. Although the new funding guideline for SSSP only allow the funds to be used towards the core services, the State allowed one-year extension as a transitional period for colleges to continue the support to the original eight matriculation components during 2013/14. The Dean of Student Success and Retention filed this request on behalf of the District and it was approved.

Starting 2014/15, District will need to provide funding for all non-fundable functions previously funded by SSSP. District is informed and prepared for this transition. These include staff positions in A&R and Information Technology.

Budget Analysis

- Allocations from the Chancellor's office for FY12/13 totaled $646,343 and $169,260 for Credit and Noncredit Matriculation, respectively.
- A total of $203,025 supplemental funding (backfill) was provided by the district to maintain desired service levels for Credit Matriculation Program. There was no direct District supplement funding for the Noncredit Matriculation Program.
- Over 90% of the funds were used for personnel costs; the remaining funds were used to cover site license obligations and office operational.
- Due to the budget constraints, the Matriculation Programs have reduced the allocation to STNC funds, which limited the available services. The SWC was only able to offer very limited counseling services during FY 2012/13.

Budget Needs

Credit SSSP: After the Student Success Act of 2012 became law, the State is providing more funds to implement the mandated services of orientation, assessment, counseling/advising for education planning, and follow-up for at-risk students (defined by the revised MIS Data Elements on Student Success (SS). The funds will be used for these core areas of services. District-based research has indicated gaps between current service level and the required level in all these areas, particularly in education planning and follow-up.

During 2013/14, Credit SSSP received augmented funding at $1,148,139. With the increase, the Program was able to return the backfill to the district as well as increasing the testing and counseling staffing.

However, the District needs to provide more resources to strengthen the core service capacity to meet state mandates. The following positions have been proposed; to be funded 100% with credit SSSP funding:
- Counselors: 5 (to increase capacity for counseling and education planning services; four at Santa Rosa, and one at Petaluma);
- SSSP Program Specialists: 2 (to provide follow-up services; one at District level, the other at program/area level that will be assigned to Petaluma Campus);
- Evaluator: 1 (in addition to existing evaluators to provide adequate transcript evaluation for assessment purpose).

The implementation of SSSP also requires the support of technology solutions, professional development for faculty and staff, information dissemination regarding SSSP registration priority, using various communication tools, as well as train and mobilizing student ambassadors to assist communication, orientation and education planning scheduling, and follow-up on at-risk students.

Non Credit SSSP: Taking into account discussed in the Environmental Scan, the SSSP Program needs continued support from the District, particularly for the Noncredit Matriculation Program at the Southwest Santa Rosa Center to:

- Establish sufficient management capacity onsite to better coordinate academic, student services and other operational efforts; conversion of NC Matric Coordinator to Manager, SWC, was approved in May 2014, but District needs to provide agreed-upon 15% funding for this position to relieve the NC SSSP funding constriction; estimated at $19,251 at 2013/14 level. The NC SSSP will provide 85% of the funding for this position.
- Provide two 0.8 FTE regular classified staff (proposed Matric Tech I & II positions in 2013/14; pending approval); total cost estimated at $66,504 and $72,157, respectively, at 2013/14 level; cost to be shared by District/NC SSSP at 50/30 split.
- Provide consistent and increased amount of counseling services;
  Increase Student Services Office operation hours, especially during peak service seasons.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	ALL	01	04	$45,000.00	Professional development related to SSSP as required by Title 5: webinars, workshops, meetings and conferences.
0002	ALL	01	02	$20,000.00	Communication materials: flyers, cards, posters, etc
0003	ALL	01	07	$43,500.00	Software/licenses in addition to existing programs in delivering SSSP services

2.2a Current Classifed Positions

Position	Hr/Wk	Mo/Yr	Job Duties
A&R Tech III (SR)	40.00	12.00	Performs clerical work in the area of Admissions and Records. Funded 100% by Matriculation
Veterans Affairs AA I (SR)	30.00	12.00	Performs clerical work in the area of Admissions and Records. Funded 0.5 FTE by Matriculation.
Testing Specialist (SR)	40.00	12.00	Performs specialized duties in the administration of Placement Tests including English as a Second Language (ESL) Placement and General Education Exams (GED). Funded 100% by Matriculation.
Testing Tech (SR)	20.00	12.00	Administers a variety of tests used by the District including Placement Test. Funded 100% by Matriculation; Increased to 40 hours/week starting November 2013.
Testing Specialist (PET)	26.00	12.00	Administers a variety of tests used by the District at the Petaluma Campus including Placement Test and ESL placements. Funded 100% by Matriculation. Increased to 40 hour/week starting November 2013.
Research Analyst (SR)	40.00	12.00	Performs highly skilled professional work in the Office of Institutional Research. Funded at 50% by Matriculation.
Programmer Analyst (SR)	40.00	12.00	Performs highly skilled professional work in the Computing Services office. Funded at 9% by Matriculation
Internet Service Specialist (SR)	40.00	12.00	Coordinates and supports the District's internet services. Funded at 7% by Matriculation.
Network Technician (SR)	40.00	12.00	Identifies, troubleshoots and resolves problems encountered by District internet network and other computer technology. Funded at 100% by Matriculation.
Web Support Specialist (SR)	20.00	12.00	Provides website development, maintenance and oversight for individual departments or programs. Funded 100% by Matriculation. The incumbent retired in December 2012; portion of the funds were used for an STNC to perform similar functions.
Coordinator for NonCredit Matriculation	40.00	12.00	Coordinates the Noncredit Matriculation program for the SRJC Southwest Santa Rosa Center. Funded by Noncredit Matriculation at 100%.
Research Tech (PET)	20.00	12.00	Performs clerical work in the area of Admissions and Records at the Petaluma campus. Funded at 10% by Matriculation.
A&R Tech II (PET)	20.00	12.00	Performs clerical work in the area of Admissions and Records. Funded 45% by Matriculation.
Evaluation Specialist I (SR)	30.00	12.00	Performs specialized work in the area of Admissions and Records. Funded 18.2% by Matriculation
A&R Tech III (PET)	40.00	12.00	Performs clerical work in the area of Admissions and Records. Funded 25% by Matriculation.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Dean I	40.00	12.00	Interprets and implements the Matriculation policies and procedures, including selection and evaluation of staff, program budget development and monitoring; coordinates and acts as the Student Services component liaison with other college departments in regard to all aspects of technology development and implementation for the component; District-wide student equity planning and direction of special projects that support student equity goals. Oversees the district wide Assessment Services Department at Santa Rosa and Petaluma Campus.

Position	Hr/Wk	Mo/Yr	Job Duties

(continued from previous page)

Funded by District and Matriculation funds at 50% each.

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
A&R Tech II (PET)	4.00	12.00	Assists with registration and Noncredit Matriculation Program
Testing Proctor (SWC)	5.00	12.00	Assist with Noncredit Assessment process at the SWSRC.
A&R Tech II (SWC)	20.00	12.00	Total of three (3) Noncredit Matriculation funded positions. Hours vary; average 20 hours per week. Assist with registration and Noncredit Assessment process.
Testing Proctor (All locations)	0.00	12.00	2-3 positions; hours vary; assists placement
Student Workers (SR/PET)	0.00	12.00	2-3 positions; hours vary; assists office coverage, testing material preparation, and basic office work.

2.2d Adequacy and Effectiveness of Staffing

The provision of adequate SSSP services is vital to the program's mission and plan implementation. As analyzed in previous sections, the Matriculation Program has seen dramatic reduction in State funding, which resulted in the reduction of staffing and services to students. In light of the new Student Success and Support Program requirements, the District needs to strengthen the support to the mandated core services of assessment, orientation, and counseling/advising for education plans. Urgent additional funding support is needed to provide support at both campus and district levels to assist the implementation of the credit SSSP (Program Specialists), additional counselors, and Evaluation Specialist for assessment purposes. For the Non Credit SSSP, the District needs to support the funding for the manager position at SWC, STNC worker hours for SWC, the Petaluma Campus, as well as off-campus outreach, and the counseling services, preferably bilingual, at SWC.

Through the evaluation process of the Southwest Santa Rosa Center conducted during 2012-13, we have identified urgent needs for sufficient on-site management capacity, STNC worker hours restoration (STNC workers may also assist the Noncredit SSSP needs at Petaluma Campus), and the counseling services, preferably bilingual, at SWC.

The Staffing Proposal for SWC was included in 2013 PRPP and submitted to the District for approval during 2013/14. The proposed the positions and funding needs are also listed under 2.1a – Budget Analysis.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Petaluma	01	02		Program Specialist I, Student Success	Classified
0002	ALL	01	02		Program Specialist II, Student Success	Classified
0003	Santa Rosa	01	02	Evaluation Specialist		Classified
0004	Other	01	02	Matriculation Technician I		Classified
0005	Other	01	02	Matriculation Technician II		Classified
0006	Other	01	02	Manager, Southwest Santa Rosa Center		Management
0007	Other	01	02	Matriculation Technician I		STNC
0008	ALL	01	02		Program Specialist I, Student Success	STNC
0009	ALL	01	02		Director, Student Equity (Step 13)	Management
0010	ALL	01	02	Student Ambassador		Student

2.3a Current Contract Faculty Positions

Position	Description
Counselor - Full time	Provides general counseling services and is housed in the College Skills Department. Funded by Matriculation at 50%
Counselor - Full time	Provides counseling and coordination to the Transfer Center. Funded by Matriculation at 50%
Counselor - Full time	Provides counseling and coordination to the Puente Project. Funded by Matriculation at 100%.

2.3b Full-Time and Part-Time Ratios

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

2.3c Faculty Within Retirement Range

N/A

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

Additional counselors are needed to o increase capacity for counseling and education planning services; four at Santa Rosa, and one at Petaluma. This will help the District to meet the SSSP mandates on counseling and education planning services.

Also, there is an increasing need for faculty participation in SSSP implementation, including placement preparation, professional development, and participation in SSSP and Student Equity plan development.

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
0001	Santa Rosa	01	02	Counseling	4 positions; provide general counseling services to meet SSSP mandates; 100% funded by SSSP categorical funds.
0002	Petaluma	01	02	Counseling	1 position; provide general counseling services to meet SSSP mandates; 100% funded by SSSP categorical funds.
0003	ALL	01	02	Math/English/other	Adjunct faculty is needed for various SSSP services: placement assessment preparation, follow-up with at-risk students, professional development related to SSSP.

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

The District needs to allocate funding to investigate and implement Technology solutions to efficiently deliver SSSP services; and to accurately collect and report student success data.

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	01	07	Technology solutions to be determined	4	$25,000.00	$100,000.00	Li Collier	various	Li Collier

2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
0001	Other	00	00	1 Year	Southwest Center	Student Services Office	$0.00	There has been increased number of students visiting the Student Services Office. The current waiting area is too small to accommodate this need during peak registration seasons. A re-configuration of the Office will enlarge the waiting area and resolve this issue. Cost unknown.

2.5b Analysis of Existing Facilities

The implementation of SSSP and Student Equity Plans require more staffing in locations that is close to the Dean of Student Success and Retention, as well as to the Counseling Department. There will be need for several offices in 2014-15.

The Assessment facilities at Petaluma Campus has become inadequate as the need for testing is growing there. A separate request has been made through Assessment PRPP.

For the noncredit SSSP program, the service space is limited for registration, orientation, assessment, and counseling. District needs to identify facilities that can best serve the current students and meet the growth of noncredit student population.

3.1 Develop Financial Resources

The Assessment Department seeks to diversify funding through two testing services: GED testing and proctoring services for community members who take online classes at other institutions. The Department intends to explore other testing services to increase revenue when facilities and staffing become available.

3.2 Serve our Diverse Communities

The Assessment and Counseling Departments strive to hire staff with diverse cultural background. Both Departments have bilingual (English and Spanish) faculty and staff to provide SSSP services.

3.3 Cultivate a Healthy Organization

As part of the Student Success Act of 2012, the District needs to provide professional development for staff to attend workshops, conferences, and trainings that enhance knowledge of SSSP and student equity. To keep abreast of the new Student Success and Support Program implementation, the allocation for this purpose needs to increase. Credit SSSP program may provide in-state trainings and conferences when funds are available. It is requested here that the District provide funds for out-of-state training so that administrators, staff, and faculty will gain national perspective of the student success and completion agenda.

3.4 Safety and Emergency Preparedness

The Building and Area Safety Coordinators for the northeast side of Plover Hall, where the Student Success Office is located, have been identified as the Dean of Student Success and Retention and the Administrative Assistant for the Department.

The Building and Area Safety Coordinators for the Southwest Santa Rosa Center are the Dean of Dean of Language Arts and Academic Foundations and the Manager, Southwest Center.

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

3.5 Establish a Culture of Sustainability

Plan to transition Assessment services to computerized placement, thus reducing costs in graphics, paper.

Support in District wide efforts for use of electronic forms such as SIS.

4.1a Course Student Learning Outcomes Assessment

N/A

4.1b Program Student Learning Outcomes Assessment

The Program Level Student Learning Outcomes are embedded within each of the individual programs and activities supported with Matriculation funding. The Student Success and Support Program will work closely with each department receiving funding to incorporate Student Learning Outcome assessments that reflect the intent of the Program.

4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented

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
Admissions		X			X											X
Assessment	X	X	X	X	X			X		X						
Counseling		X		X	X		X	X		X			X	X		X
Follow Up				X	X											X
Orientation		X		X	X		X	X		X						

4.2b Narrative (Optional)

Matriculation is a process that enhances student access to the California Community Colleges and promotes and sustains the efforts of students to be successful in their educational goals. All new students are encouraged to participate in the various Matriculation components that address Institutional Learning Outcomes; foundation skills, personal development and management, communication, critical analysis, intercultural literacy and interaction, and responsibility.

As the Matriculation Program transitions into the new Student Success and Support Program, the District needs to review and follow the new program guidelines to ensure compliance and provide the best support services to the students.

Student Success and Support Program Goals and Objectives

The first goal of SSSP, as related to student success, is to ensure that all students:

- Are assessed and placed in appropriate courses
- Work with counselors to develop their education plans
- Complete their college courses
- Persist to the next academic term
- Achieve their educational objectives through the assistance of Student Success and Support Program and other student services programs.

The second goal of SSSP, as related to institutional effectiveness, ensures the:

- Partnership of student services and instruction
- District wide accountability
- Efficient use of resources
- Implementation of institutional research
- Increased participation of underrepresented students
- Coordination and training for faculty and staff to understand the student support services
- Appropriateness and fairness of prerequisites and co-requisites.

The Student Success and Support Program will delineate the responsibilities for both the District and the students. A new plan for the program implementation will be developed in conjunction with Student Equity Plan, and guide the District-wide efforts to assist students in successfully achieve their education and career goals. A new committee, Student Success and Equity Committee, was approved in spring 2014 and is leading the development of both plans.

5.0 Performance Measures

Efforts are underway to ensure a more comprehensive approach to collecting and accurately reporting SSSP data. Student Success (SS) MIS data will be reported to the Chancellor's Office starting spring 2014 semester (mandatory starting summer 2014). The data will subsequently be used for ARCC 2.0 Scorecard and SSSP funding allocation. District needs to analyze the data to continuously improve the program performance.

Through the work of many programs and individuals, particularly the SSSP Workgroup that was formed in fall 2013 (and continued till March 2014 when the Student Success and Equity Committee was officially formed), the District has made a lot of progress towards the implementation of SSSP, as outlined in the progress/accomplishment list in Section 6.1. These include revision of related policies and procedures, registration priorities, staffing resource allocation to support core services, MIS data elements review, collaboration with IT improve data collection and reporting, implementation of intervention strategies, and professional development for district employees regarding SSSP.

The Student Success and Support Program effectiveness will be directly measured in amount of the services delivered. SRJC needs to include in its SSSP Plan how to evaluate the service delivery and program effectiveness.

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	Develop a District Student Success and Support Program (SSSP) plan in conjunction with Student Equity Plan	Establish District policy and procedure to implement SSSP; describe the methods of core service delivery and exemption criteria; design mechanisms to identify at-risk students and provide follow-up services; collaborate with Research and IT to evaluate program effectiveness.	Fall 2013-Fall 2014	SSSP Workgroup has done a lot of preparation work prior to the formation of an official Student Success and Equity Committee (SSEC) in February 2014; SSEC is in progress with the development of both plans, taking into consideration of other District planning goals; Sub-groups are researching and reviewing data, develop goals and strategies for SSSP and student equity.
0002	ALL	01	07	Enhance data collection and reporting accuracy	Collect and review service delivery data to ensure accurate MIS reporting	Fall 2013-ongoing	All MIS Student Success (SS) data elements were reviewed; Re-mapped MIS with SIS data points; Identified qualifying orientation services; Identified data collection deficiencies, particularly in counseling, education planning, and follow-up services; Began installation of Alpha Cards to collect service information at locations off SARS GRID; Programming to improve data collection has been made and ongoing; Trial submission of SS data in spring 2014.
0003	ALL	01	04	Provide professional development related to SSSP implementation	To create a campus-wide collaborative structure and environment to maximize program effectiveness.	Fall 2013 and ongoing	Multiple presentations have been made to various constituent groups regarding SSSP and related projects; coordinated various conference, collaboration with other colleges, and training opportunities.
0004	ALL	01	07	Develop a budget plan to allocate SSSP funds appropriately within the District in conformance with State guidelines.	Set guiding principles for allocation; Clarify funding guidelines from CCCCO; Allocate budget to core, fundable services for 2013/14; Develop budget proposal for 2014/15; Identify District match to maximize potential state funding.	Fall 2013-Fall 2014	Allocated funding augmentation in 2013/14 to core service departments after returning over $200K to the District for planned backfill; Shared funding guidelines with impacted departments; Developed local allocation principles; Prepared multiple draft proposals for 2014/15 based on SSSP program needs; In progress identifying eligible services to meet match requirement; Identified funding priorities in key service departments
0005	ALL	00	00	Strengthen and improve core SSSP services	Increase service capacity in orientation, assessment, counseling and education planning, and follow-up services; Review and modify modes of service delivery	Fall 2013 - Spring 2015	Counseling developed and launched online orientation; Increased staffing for assessment at both Santa Rosa and Petaluma Campuses;

							Proposed and received approval for SSSP Program Specialist I & II, for Petaluma and the District, respectively; Proposed and received approval for five counselors with SSSP funding when allocation is materialized; Proposed to add one Evaluation Specialist for A&R for assessment purpose; Completed conversion of Plover 558 to a computerized classroom for joint purpose of placement testing and counseling / education planning; Implemented SARS Message program to help ease counseling wait period for students; In progress working with Counseling and other departments for delivery methods of orientation and education planning.
0006	ALL	01	07	Review and revise policies and procedures related to SSSP to comply with new regulations	Establish clear rights and responsibilities for both students and the District in SSSP services; Establish exemption criteria; Review and revise appeals / challenge procedures; Establish registration priority in compliance with new regulations; Establish uniform district policies on placement testing	Fall 2013 - Fall 2014	Completed the revision and received approval for 8.6/P, Student Success and Support, including exemption criteria and means for students to satisfy SSSP requirements; Completed the revision and near Board approval for 8.3.4/P, Student Placement Assessment; Established new Registration Priority chart in compliance with regulations; will be implemented starting fall 2014; Established a uniform District policy on placement re-take rule
0007	ALL	01	02	Educate campus community on SSSP and student equity to achieve buy-in for student success initiatives	Share SSSP and student equity information with all constituent groups; Develop a Student Success theme and design campaign to communicate SSSP requirements to students; Communicate registration priority changes to students	Spring 2013 - ongoing	Provided presentations (about 20) to constituent groups from spring 2013 to spring 2014; Developed a student success team; In progress working with SS departments, IT, and Public Relations to design effective campaigns to students and the public; Revised Welcome Letter to new students to communicate SSSP steps and registration
0008	ALL	01	02	Identify and implement intervention strategies to improve retention and success	Research and identify barriers to student success at SRJC; Develop and implement strategies to remove barriers	Spring 2013 - ongoing	Research and identify barriers to student success at SRJC; Develop and implement strategies to remove barriers
0009	ALL	01	02	Establish rigorous research in student retention, success, and equity to assist in SSSP and Student Equity planning and implementation	Provide analysis of student success barriers and design programs/strategies to remove them; Analyze gaps in core SSSP services, design and implement new/revised service delivery modes; Ongoing research to evaluate SSSP effectiveness	Fall 2012 - ongoing	Student Drop Survey: designed in spring 2013, and implemented for summer 2013; Phase I provides information on reasons of student drops; provided access and summary results to all academic deans and key student services managers; Phase II needs to focus on how the survey may be revised and tie in

				Analyze data in student equity to identify underserved / underachieved groups; and design and implement strategies to improve success scorecard.			available services with drop reasons to provide last-chance intervention; Gap analysis: worked with IT to extract reports on core SSSP services to identify initial gaps in Fall 2012; more comprehensive reports developed in spring 2014; in progress working with Counseling to develop strategies to provide scalable services to meet SSSP mandates, including service delivery modes and technology solutions; In initial stage working with OIR to establish methodology of ongoing research for SSSP evaluation and student equity analysis and evaluation.
0010	ALL	01	02	Collaborate within and outside of the District to promote student retention and success	Build partnership with District organizations and operational units; Build partnership with programs/organizations outside of the District	Fall 2012 - ongoing	Established foundational partnerships with Academic Senate, Basic Skills Committee, and other faculty groups and individuals to collaborate on student success initiatives; Partnered with English and College Skills departments to create and promote placement JAMs to help students prepare for placement testing; Established close partnerships with IT and research to implement strategies for SSSP service delivery and retention; Established initial contact with SCOE in regards to alignment between HS and SRJC.
0011	ALL	01	02	Provide resources to enhance noncredit SSSP and registration services at SWC and other off-campus sites to serve more NC students	Re-evaluate SWC operation; Improve management/staffing capacity for SWC and outreach; Build strong partnership with NC ESL Department for its program expansion; Improved facilities at SWC for efficient service delivery	Fall 2012 - ongoing	Evaluated SWC operation in partnership with NC ESL department; presentation made to the Board in spring 2013; Prepared, submitted, and received approval to convert the classified NC Matric Coordinator to SWC manager; Prepared and submitted staffing proposal for regular, classified positions in partnership with A&R; Partnered with A&R and NC ESL program to provide extended enrollment services to off-campus sites; Worked with Counseling to provide regular counseling services at SWC and Public Safety Center; in progress for service expansion at all District sites; Worked with IT and facilities to reconfigure SWC office space and enhance technology capacities.

6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
ALL	The goals and objectives of the Student Success and Support Program has been revised and CCCCO has provided program requirements and funding guidelines under revised Title 5 regulation. A new plan is being developed to align with the state regulations to ensure appropriate resource allocation and program effectiveness. The District is in need of synergized efforts in all aspects of student success and retention.

6.2b PRPP Editor Feedback - Optional

The Student Success Act of 2012 has become the driving force to how Student Success and Support Program services are delivered at SRJC. The compliance with its mandates are central to the planning of Student Services. Well-devised strategies, coordination and communication across components regarding assessment, curriculum, research and the technologies related to the program implementation, continued professional development and sharing of best practices are all critical to a concerted effort across the District to ensure student access and success through the provision of core matriculation services and follow-up services.

The overarching goal for the District is to provide students with the support services necessary to assist them in successfully achieving their education and career goals. To accomplish this, it requires collaboration, communication, and planning across the District through the following venues:

1. Develop and implement communication campaign to inform and encourage students to participate in the core SSSP services, with emphasis on the mandatory nature for all new, non-exempt students.

2. The Student Success and Equity Committee should serve as the central thinking tank for the District in developing strategies, coordinating programs, collecting and providing research data and interpretation, communicating and sharing best practices on student success in conjunction with student equity.

3. Within the Student Services components, there should be regular meetings that include Counseling and Support Services, Student Services Petaluma Campus, Student Success and Assessment Services, Admission and Records, Financial Aid, Student Affairs, and other support programs to discuss unit plans for concerted efforts in service delivery.

4. Increase collaboration and coordination with Academic Affairs administrators, faculty, and support programs to develop and implement intervention strategies to remove barriers to student achievement, particularly for basic skills students.

5. Build local research and reporting capacity to regularly monitor and evaluate program effectiveness.

Much work has been done to implement SSSP across the District; yet much more still need to be carried out during 2014/15. The Student Success Act requires all non-exempt students to participate these core services and links the participation with registration priority; at the same time requiring colleges to provide these services in a timely manner. The Student Success and Equity Committee will provide the leadership in the planning and implementation of student initiatives along with student equity. These planning efforts will closely align with District

Strategic Plan, Basic Skills Initiatives, unit planning (PRPP), and other college planning. This alignment will help maximize program effectiveness and efficiency to improve student retention, success, and completion.

6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	00	00	Develop and implement a District Student Success and Support Program (SSSP) plan	Strengthen and improve core SSSP service capacity and delivery; Carry out policies and procedures for SSSP and the established exemption criteria and appeals process; Design mechanisms to identify at-risk students and provide follow-up services; Collaborate with Research and IT to establish program evaluation methodology to enhance program effectiveness.	Spring 2014 - Summer 2015	Time and support from the District for plan development through collaboration and shared governance structure; IT support to implement student success technologies, and to enforce policies and procedures.
0002	ALL	01	07	Develop a District SSSP budget plan	Implement guidelines on SSSP funding allocation within the District to allocate funds appropriately; Identify eligible district match.	Spring 2014 - Fall 2014	Understanding of funding guidelines from District leaders; District needs to provide match funding according to state requirement
0003	ALL	01	02	Develop and implement a District Equity Plan	Perform campus-based research to identify achievement gaps; Identify goals for improving success for all students; Implement strategies and activities to achieve the identified goals.	Spring 2014 - Summer 2015	Support from District leaders; Support from Institutional Research; A program director for Student Equity
0004	ALL	01	07	Enhance data collection and reporting accuracy	Collect and review service delivery data to ensure accurate MIS reporting	Spring 2014 - Spring 2015	Collaboration among various departments across components, especially Counseling
0005	ALL	00	00	Provide professional development related to SSSP implementation	To create a campus-wide collaborative structure and environment to maximize program effectiveness.	Spring 2014 and ongoing	Time and support from the District: staffing and budget
0006	ALL	01	02	Increase student retention and success through intervention strategies	Launch in large scale of Early Connection Program; Monitor program usage; Provide follow-up to students referred by faculty.	Spring 2014 and ongoing	IT support for programming and report retrieving; Additional staffing for SSSP Program
0007	ALL	00	00	Solidify Student Success theme; design and carry out campaigns to communicate SSSP requirements to students	Design campaign materials to effectively communicate with students through multiple venues	Spring 2014 - Spring 2015	Collaboration among student services departments; Support from PR and IT
0008	ALL	01	02	Enhance facilities and services provided through SWC	Provide sufficient staffing at SWC and for outreach; Improve facilities at SWC for efficient service delivery; Increase counseling hours at SWC	Spring 2014 - Summer 2015	District funding; Counseling support