Santa Rosa Junior College
Program Resource Planning Process

Scholarship 2019

1.1a Mission

SRJC Scholarship Programs provide comprehensive scholarship and related outreach services which assist entering, continuing, program completing, and transferring students in achieving their educational goals.

1.1b Mission Alignment

Strategic Plan: Goals and Objectives	Scholarship Alignment with Strategic Plan
A. Support Student Success: *Support development of the whole student from early college awareness through successful completion of educational and career goals*	
Expand and sustain access by eliminating barriers, expanding strategic outreach efforts, and delivering services effectively through current technologies	Provide outreach to all District high schools (including alternative, continuation and community schools) and other on-campus and community locations upon request. Participate in SRJC Outreach efforts throughout the year. Scholarship Programs continue to grow. The Doyle Scholarship Program now awards over $4 million annually and the SRJC Foundation Scholarship programs are approaching $2 million in awards. The Scholarship Office was poised to be adequately staffed with two full time scholarship technicians and a Coordinator of Scholarship and Outreach all in place for much of the 2017-18 academic year. However, the Coordinator, Scholarship and Outreach left SRJC in early April 2018 at the peak of our scholarship processing time. A vacancy remained in this position for throughout the reamainder of 2018 and into spring 2019. This position is in recruitment and we are hopeful that a successful candidate will be hired before May, 2019. For the report year 2017-18, Scholarship Outreach was primarily provided to high schools by the SRJC Outreach Office, the Coordinator, Scholarships and Outreach, and the Financial Aid Outreach Coordinator. These staff members visited all area high schools including continuation schools.
Increase retention and academic progress through student engagement with academic and student services, faculty and staff, and campus community activities	With a portion of the distribution from the **Robert and Shirley Harris Family Foundation Endowment**, the Scholarship Office managed multiple, large-scale programs including the Foster Youth Success Completion Incentive Award, which incentivizes and recognizes progress towards the student's goal and the Teaching Fellows Program, which engages students in a meaningful way with faculty, staff, and students.

	The Adult Literacy grant continues to provide scholarship support for underrepresented groups including ESL, EOPS, HEP, and single parents. The primary beneficiaries of this grant are students enrolled in non-credit, basic skills coursework. This is a renewable grant intended to support students as they progress through their educational goals. These funds are awarded as Adult Literacy Scholarships.
Increase number of students who complete their educational plans and goals	Scholarship recipients, in general, have higher retention and completion rates than the general District population (see section 5 data elements).

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

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

D. Improve Facilities and Technology *Provide, enhance, integrate, and continuously improve facilities and technology to support learning and innovation*	
Incorporate best practices and innovations for facilities and technologies in order to enhance learning and working environments	Scholarship operations are continually monitored and improved for technology improvements. Scholarship seeks to enhance operational efficiency while opening up access to students through technology. In 2015-16, Scholarship Programs awarding system transitioned from our "home grown" payment system (MoneyBags) to become fully integrated with the new financial aid management system, PowerFAIDS. This allows students and staff to have a clear

	understanding of their full financial aid package in one system and in real time. Looking forward, in academic year 2019-2020, Scholarship Programs award system will be moved from SIS to an outside vendor, AwardSpring. This will allow a more streamlined and user friendly experience for scholarship awards for student applicants, evaluators, donors, and staff.

E. Establish a Strong Culture of Sustainability *Establish a culture of sustainability that promotes environmental stewardship, economic vitality, and social equity*	
Expand, support, and monitor district-wide sustainability practices and initiatives	Since 2013, the Foundation continuing and transferring applications have been paperless. We continue to use a an application developed in SIS that allows students to apply for hundreds of scholarships through one application. Separate Cycle scholarship applications are offered online as drupal forms, eliminating the need to print numerous copies. PDF forms were removed in order to meet ADA compliance for online materials. As noated in Section D, scholarship applications will be moved from SIS to a scholarship management system (AwardSpring) during the 2019-20 academic year. Student communications have been streamlined to utilize the Student Portal in PowerFAIDS, rather than sending paper letters to students. The Doyle Scholarship application was moved to a Drupal form for the 2018-19 academic year. For the 2019-2020 academic year, this form was removed and students are able to apply for the Doyle Scholarship simply by completing the FAFSA or California Dream Act Application.

F. Cultivate a Healthy Organization *Cultivate an inclusive and diverse organizational culture that promotes employee engagement, growth, and collegiality*	
Recruit and hire outstanding faculty and staff and implement an exemplary Professional Development Program for all employees	Scholarship Programs employees are provided opportunities to grow and develop professionally. Employees participate in Professional Development Activities, job-related trainings, and are granted release time for job-related classes.

G. Develop Financial Resources *Pursue resource development and diversification while maintaining responsible fiscal practices and financial stability*	
Pursue alternative funding sources including grants, partnerships, and scholarships to support our diverse communities and students	The Scholarship Office provides program guidance and assistance to the SRJC Foundation in their pursuit of funding resources to actively grow scholarship awards available for SRJC students.

H. Improve Institutional Effectiveness *Continuously improve institutional effectiveness in support of our students, staff, and communities*	
Fully implement continuous quality improvement strategies to achieve greater transparency,	Scholarship Programs employees participate in the District's shared governance process and are engaged in District-wide planning and committees.

effectiveness, efficiency, and participation	

1.1c Description

Scholarship Programs operates year-round and provides scholarship information, resources and support services to students, parents and community members. The office publicizes institutional, local, state and nationally recognized scholarship opportunities, coordinates scholarship selection committees, and administers scholarship payments to incoming, continuing, and transferring students. For the 2017-18 academic year 2,403 awards were made from the SRJC Foundation program totaling $1,816,160; 221 outside awards totaling $256,949, and 1,796 Doyle Scholarship awards totaling $1,671,670.

1.1d Hours of Office Operation and Service by Location

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

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

F, 8:00 AM - 12:00 PM

Closed Fridays in June & July

Petaluma Campus
Closed daily 1:00-2:00PM

Jacobs Hall, Room 109
TEL (707) 778-2461

M, T, Th, 8:00 AM-5:00 PM,
W, 8:00 AM-7:00 PM

Closed Fridays

1.2 Program/Unit Context and Environmental Scan

All funds in the 4000s and 5000s are used each year. The Scholarship Office prints brochures, letters and other related materials to distribute to all scholarship recipients (close to 2000) as well as outreach materials for all local high school seniors and the general public.

The distribution from the Doyle Trust resumed in September 2012 with a 5% administrative cost allowance (ACA) of $30,500 for the 2012-13 year. This was after four years at a $0 level, reflecting reduction in workload and costs associated with

contraction of the Doyle program. The Doyle ACA will be able to assist with costs associated with program growth in the future.

ACA for 2013-14: $45,000

ACA for 2014-15: $65,750

ACA for 2015-16: $91,000

ACA for 2016-17: $117,500

ACA for 2017-18: $172,252

2.1a Budget Needs

For 2017-18, Scholarship Programs had a total revised budget of $467,957 ($294,948 Scholarship Programs/$173,009 Scholarship-Doyle Funds). In spring 2017 the Student Financial Services underwent a re-organization. The reorganziation went into affect on April 1, 2017. The Manager, Scholarship Programs received a promotion to Manager, Student Financial Services (Financial Aid/Scholarship/Veterans Affairs) and one Scholarship Technician position was promoted to Coordinator, Scholarship & Outreach. This position has been vacant since April 6, 2018. Due to the extended vacancy and the needs of the department, a new position was requested and approved for hire. The new position is titled Coordinator, Student Financial Services. The change is to allow the staff member to serve in all areas of the Student Financial Services Department. This position has been recruited and hired with a proposed start date of May 15, 2019. The Coordinator, Scholarship & Outreach will remain on hold.

The Scholarship Office has been operating with two Scholarship Technicians, part-time assistance from the Administrative Assistant I in the Veterans Affairs Office (vacant as of December 30, 2018), and the Manager, Student Financial Services. The operations continue to grow and the need for an additional staff member remains.

The Doyle Program continues to grow. In 2016-17, more than 2,500 students applied for Doyle scholarships and 1,795 students received disbursements (70% overall claim rate). The SRJC Foundation based scholarship programs also continue to grow. Data for the 2016-17 academic year shows that more than 1,000 students received institutional scholarship awards. The Doyle Scholarship Program is in an active growth period. The Scholarship Office is anticipating to offer Doyle awards of up to $4 million. The SRJC Foundation scholarships have also seen significant growth. It is not just the volume that has changed, but the programs offered are more complex and require increasing levels of detailed oversight.

With this growth in mind, Scholarship Programs was approved to hire a third Scholarship Technician to meet the demands of our programs. With our area's reorganization last spring, Melissa Peterson was re-organized from a Scholarship Technician to Coordinator, Scholarship Programs & Outreach. Now, Melissa Peterson is leaving SRJC and creating a vacancy in our department. The current state of the

District's budget means that this position will not be recruited in the near future, yet the need for an additional staff person has not gone away.

Both the Doyle and SRJC Foundation based scholarships are manually reviewed, awarded, and processed. With the implementation of PowerFAIDS financial aid management system, scholarship awards are added to the student's financial aid package and disbursements are requested through this system. The processing of award payments has significantly improved with the integration of scholarships with the financial aid process. However, PowerFAIDS is not a scholarship management system.

The Scholarship Office tracks over 650 unique scholarship offerings annually. Each offering has its own set of criteria, award amounts, number of awards available, and assigned selection committee. Many awards require a secondary screening by donors and many require interviews, letters of recommendation, or other supplemental information. Four thousand, four hundred and sixty five (4,465) students were awarded scholarships in 2017-18. The size and scope of the program was not sustainable at the 2017-18 staffing levels given the current tools available. Moving forward, it will become increasingly difficult to provide the level of service our students and selection committees deserve with a vacancy, two technicians, and Excel as our scholarship management "database."

Now is the time to invest in a proper Scholarship Management System (SMS). A true SMS moves our operations from being dependent on time consuming, labor intensive, human-error prone systems (Excel, Word Documents, PDF applications, Outlook calendaring, etc.) to an inclusive functional award management system. All of our scholarship information will be contained in ONE centralized database. A sophisticated system will allow Scholarship Program staff to track the award from start to finish. It will maintain award criteria, allow for a wide-variety of deadlines, track multiple step processes, notify selection committees, allow on-line application submission, allow for on-line application review, streamline the renewal process, allow for document intake, and provide a platform for student communication amongst other things.

The biggest advantage will be the improvement of the student experience. Students will be better informed of scholarship opportunities, have access to an easier application process, will know if they need to submit supplemental information at the time of application, and will receive earlier notification of award selection. The Scholarship Office will spend less time hand-matching thousands of students to hundreds of different scholarships and less time manually printing, copying, and mailing application materials to nearly 200 hundred unique selection committees.

Another advantage is the enhanced relationship with donors. With more transparent information about each scholarship award, awarding criteria, background information, and even donor biographies (future enhancement), students and donors will be more connected to one another and more vested in the student's success and scholarship outcomes.

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0000	ALL	00	00	$0.00	
0001	ALL	07	02	$35,000.00	Scholarship Management System to manage the scholarship award process from start to finish. Current manual process is labor intensive and human-error prone. A new system will streamline the process and provide for a better experience for students, selection committees, and staff.

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Scholarship Technician (75%)	30.00	12.00	VACANT - EFFECTIVE APRIL 1, 2017. Employee promoted to Coordinator, Scholarship & Outreach. Processes scholarship awards; participates in outreach efforts to current and prospective students; coordinates with SRJC Foundation staff for disbursement of scholarship funds; advises students, parents and community members regarding scholarship requirements; determines scholarship recipient eligibility; works with more than 2,000 awards each year valued at greater than $1,500,000; enters student information into specialized financial aid software; assists with front counter and phone coverage.
Administrative Asst I	30.00	12.00	VACANT - EFFECTIVE OCTOBER 1,2010 PERMANENTLY REASSIGNED THROUGH REENGINEERING; Provides front counter and phone coverage for students, parents and community members; answers questions regarding scholarship policies and procedures; maintains scholarship advertisements in office as well as on-line; provides clerical support to supervisor.
Scholarship Technician	40.00	12.00	Processes scholarship awards; participates in outreach efforts to current and prospective students; coordinates application and award process for Doyle Scholarships; disburses Doyle funds to eligible students; determines applicants' academic eligibility and financial need; monitors continuing eligibility; works with more than 2,000 applications with an award value of over $2,000,000; advises students, parents and community members regarding scholarship requirements; generates POs and graphics orders. Evaluates and determines basic student eligibility for financial aid programs; verifies financial aid information reported on applications and additional documents; prepares award letters; enters student information into specialized financial aid software; assists with front counter and phone coverage.
Coordinator, Scholarship & Outreach	40.00	12.00	VACANT - EFFECTIVE April 6, 2018. Coordinates scholarship outreach presentations for the District; provides informational presentations to SRJC students, area high schools, parents and community; advises students in their scholarship search and application process; plans and organizes the Circle of Honor event to recognize scholarship donors and recipients.
Scholarship Technician	40.00	12.00	Processes scholarship awards; participates in outreach efforts to current and prospective students; coordinates application and award process for Doyle Scholarships; disburses Doyle funds to eligible students; determines applicants' academic eligibility and financial need; monitors continuing eligibility; works with more than 2,000 applications with an award value of over $2,000,000; advises students, parents and community members regarding scholarship requirements; generates POs and graphics orders. Evaluates and determines basic student eligibility for financial aid programs; verifies financial aid information reported on applications and additional documents; prepares award letters; enters student information into specialized financial aid software; assists with front counter and phone coverage.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Manager, Student Financial Services	40.00	12.00	Administers the comprehensive scholarship programs for SRJC including the Doyle Scholarship Program, SRJC Foundation Scholarship and Business & Community Scholarship programs. Manages the operation of the Scholarship Office including budget management, staff supervision, new scholarship development, outreach activities, financial reporting and analysis, and disbursement of scholarship funds. Under the direction of the Director, Student Financial Services, plan, organize and manage the day-to-day operations of the Financial Aid and Scholarship Office including application review, awarding, record-keeping and reporting activities; maintain contact with lending institutions to report on the status of loan recipients, availability of funds and current criteria for making loans; train, supervise and evaluate the performance of assigned staff.

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Student Employee	24.00	12.00	Provides front counter and phone coverage for students, parents and community members; answers questions regarding scholarship policies and procedures; maintains scholarship advertisements in office as well as on-line; provides clerical support to supervisor.

2.2d Adequacy and Effectiveness of Staffing

For the 2017-18 year, Scholarship Programs had 1.0 FTE Manager and 3 FTE Support Staff. One of the Scholarship Technician positions was supported by a vacancy in Financial Aid. The vacancy was transferred to the Scholarship Office to address the growth in the Doyle and other scholarship programs. The conversion of a Scholarship Technician position to the Coordinator position was a result of the Student Financial Services re-organization in 2016-17.

The Scholarship Programs department is in a steady growth period since the return of distributions from the Doyle Trust in 2012-13. Distributions have increased each year since the return. When the program contracted in 2008, the department saw a contraction in staffing: one employee transferred to Financial Aid and another was reengineered due to reduction of workload in Scholarship. With the growth and changes to the Doyle Scholarship program, additional staff is needed to accommodate the size and complexity of the program.

The addition of a Scholarship Technician (filled March 20, 2017) is critical to our program's ability to continue to serve students and provide appropriate services to current and future students. The Doyle Scholarship program continues to grow. In 2015-16 the program added the opportunity for students to renew their scholarships for a second year **and** added a second award application cycle. While all scholarship processing is high touch and requires attention to detail and regular oversight, our area has seen the addition of several ongoing, high maintenance programs. For example, the Teaching Fellows Program requires oversight of student eligibility at regular intervals throughout the academic year, frequent contact with faculty mentors for student accountability and participation, active program participation as a member of the

steering committee, attendance at cohort meetings, and annual reporting. The Foster Youth Completion Incentive Award and Adult Literacy grant require extensive oversight, are labor intensive, and require additional reporting. The SRJC Foundation has shifted the reporting burden for the Adult Literacy grant to the Scholarship Office.

Scholarship Programs has also been an integral partner with Student Equity and has been assigned over $60,000 in *direct student support* (these non-cash awards include gas cards, food vouchers, school supplies, backpacks, print cards, and bus passes). The proper awarding, disbursement, tracking, and reporting of these awards is time intensive.

The generous gift of $6 million from the Robert and Shirley Harris Family Foundation Endowment (previously Anonymous Donor) to support student scholarships at SRJC continued to grow in 2016-17 and 2017-18. These funds continued to have a significant impact on the Scholarship Programs operations. The Scholarship staff will need to be prepared to administer these expanded programs. This endowed fund provided $220,000 of distribution in 2017-18. The endowment provided funding for up to 16 students to participate in the SRJC Teaching Fellows Program for a year-long Fellowship. Feedback from faculty and students continues to be overwhelmingly positive. The anonymous gift also allowed for a Financial Aid Student Success grants, continuing and transferring student awards, and continuation of the Foster Youth Completion Incentive award (a high-touch program with frequent evaluations of the student's academic progress).

The Adult Literacy Award was developed as a result of a grant received by the SRJC Foundation (renewable up to five years). Initial awards for 2015-16 were up to $200,000. This grant includes provision for a 5% ACA, which had been utilized to partially fund a part-time STNC Administrative Assistant. The ACA was reduced to 2.5% for Scholarship Operations by the SRJC Foundation. The other 2.5% was allocated to the grant writer to submit the annual grant renewal proposal. This reduction in ACA no longer allows the Scholarship Office to fund STNC support for this time intensive program. The funds are utilized to support the current operations.

In 2017-18 Scholarship Programs administered scholarships for more than 650 named scholarships from more than 525 individual scholarship funds and over 4,000 individual awards. Scholarship applications, processing, and awarding continues to be a hands-on and personalized process. Other notable contributions continue to add to the growth of our Scholarship Programs. The Osher/Osher Lahm Scholarships continue to provide more than $1000,000 annually. Other notable funds include the F & C Lahm Family, Schaffner Teaching Scholarships; Glenn H. and Mildred B. Long Music Scholarships; and the Leona Dixon Lisignoli and Reno Lisignoli Scholarships.

All of these programs have created additional workload that far exceeds the available staff of 3.0 FTE.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	Santa Rosa	01	02	VACANT - Coordinator, Scholarship & Outreach	Coordinator, Student Financial Services	Classified
0002	Santa Rosa	01	02	VACANT - Administrative Assistant 1 - 50%	Administrative Assistant 1-50%	Classified

2.3a Current Contract Faculty Positions

Position	Description

2.3b Full-Time and Part-Time Ratios

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

2.3c Faculty Within Retirement Range

N/A

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

2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale

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

2.4c Instructional Equipment Requests

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

2.4d Non-Instructional Equipment and Technology Requests

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

2.5a Minor Facilities Requests

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

2.5b Analysis of Existing Facilities

Facilities in Plover Hall on the Santa Rosa campus are adequate and allow room for program growth. The configuration of Student Financial Services (SFS) in Plover hall has been remodeled to accommodate the need for adequate service space for Veterans Affairs. The remodel has affected all three areas in SFS: Financial Aid, Scholarship, and Veterans Affairs.

Students regularly use the kiosks in the lobby area to access various on-line scholarship opportunities and applications.

3.1 Develop Financial Resources

The distribution from the Doyle Trust resumed in September 2012, with a 5% ACA of $30,500 for the 2012-13 year. The administrative cost allowance will be able to assist with program growth in the future.

The administrative cost allocation from the Doyle Trust is:
2013-14: $45,000
2014-15: $65,750
2015-16: $91,000
2016-17: $117,500
2017-18: $172,252

3.2 Serve our Diverse Communities

All classified job announcements include preference for applicants who are bilingual (English/Spanish). The Manager of Scholarship Programs successfully completed the 4-unit Spanish 1 class at SRJC in Spring 2014 and the 4-unit Spanish 2 class at SRJC in Fall 2014 with dual objectives 1) to develop Spanish language skills and 2) to better understand the language barriers of English language learners.

Scholarship Programs continues to offer Spanish language scholarship workshops to prepare students to complete the SRJC Foundation application and learn about scholarship opportunities.

Three bilingual (English/Spanish) Financial Aid Technicians are available in Student Financial Services, two on the Santa Rosa Campus and one on the Petaluma Campus. In addition to financial aid support, these staff members provide scholarship information and support services to current and prospective students.

3.3 Cultivate a Healthy Organization

The District-wide closure for the fall and spring PDA days allows Classified Staff members to fully participate in the activities. Staff members attend SRJC courses and other trainings which are relevant to their job skill requirements.

3.4 Safety and Emergency Preparedness

Student Financial Services employees participate in District-wide safety trainings.

The Manager, Student Financial Servcies is First Aid/AED certified.

3.5 Establish a Culture of Sustainability

Since 2013, in cooperation with Information Technologies, Scholarship Programs has been utlizing an online application that students submit completely electronically through their SRJC "myCubby" student portal. The application was designed to integrate seamlessly into the scholarship database in SIS. The online application mimicked the paper applications in look and content.

The Foundation Continuing and Transferring scholarship applications are now completely paperless with students applying online via an application developed by programmer Jean Brennan and is accessed when the student logs into their student portal in the Student Information System. The application is available from January - March 1 and August 1 - October 1 annually.

This automation reduced the amount of printed materials and the number of staff hours required for data entry and application verification of eligibility. This automation also allowed the Scholarship Office to conduct outreach to students throughout the application process. We were able to track student progress throughout the application period (if they started an application, whether the student met eligibility and when the application was officially submitted). The Scholarship Office was able to send tailored portal announcements encouraging students to complete the applications, to attend workshops, and to contact the office with questions.

In 2015-16, the Doyle Scholarship application was made available for electronic submission. Paper applications were made available upon request. Nearly all of the 1,500+ applications received were submitted electronically.

The use of electronic communication and distribution of scholarship materials to the selection committees continues to be successfully utilized.

The Scholarship Program advertises and promotes a limited number of "separate cycle" applications throughout the year for Foundation scholarships that have criteria so specialized that they cannot be accommodated with the one-stop application. Various community and business organizations, and local and national scholarship programs are also advertised online. These applications are currenlty being made available to students online as Drupal forms. Scholarship Programs has eliminated the past practice of providing fillable and printable PDF documents.

Announcement of scholarship opportunities continue to be made through electronic means rather than paper.

NEW FOR 2019-2020:
The new Scholarship Management System (SMS) will nearly eliminate the need to utilize paper distribution for the scholarship awarding process. The SMS application is online, documents are uploaded at the time of application, and scholarship committee members will be assigned unique login credentials to access the applications online. Scholarship Programs is looking forward to the further reduction of paper distribution and paper waste.

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

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

4.1a Course Student Learning Outcomes Assessment

n/a

4.1b Program Student Learning Outcomes Assessment

Program Level SLOs:

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

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

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

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

4.1c Student Learning Outcomes Reporting

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

4.2a Key Courses or Services that address Institutional Outcomes

Course/Service	1a	1b	1c	2a	2b	2c	2d	3a	3b	4a	4b	5	6a	6b	6c	7
Business & Community Scholarship Apps	X	X	X	X	X					X	X	X	X	X		X
Doyle Scholarship Application		X	X	X	X					X	X					X
National Scholarship Applications	X	X	X	X	X					X	X	X	X	X		X

SRJC Foundation Scholarship Application	X	X	X	X	X					X	X	X	X			X

4.2b Narrative (Optional)

Students are required to complete scholarship applications to access scholarship programs available through the SRJC Scholarship Office. Applications vary in length and depth of required responses. Scholarship applications are accessed on-line.

The scholarship application process is competitive. At a minimum, students are required to write a college-level essay explaining their educational and career goals.

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

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

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

5.0 Performance Measures

Scholarship recipients' **rate of persistence** from Fall to Spring is consistently significantly higher than the District-wide rate. Doyle Scholars' persistance was **38% higher** than the District-wide rate. Other Scholars also remain consistently higher in persistence Fall to Spring, **24% higher** than the District-wide rate.

Scholarship recipients have a degree applicable **course completion rate** at a higher percentage than District-wide students. In 2017-18, the rate of completion over District-wide was **10% higher** for Doyle Scholars and **9% higher** for Other Scholars.

In 2017-18, scholarship recipients successfully completed **Basic Skills ESL and Math courses** at a higher rate than the District-wide rate. In 2017-18, Doyle Scholars successfully completed Basic Skills Math courses **8% higher** than District-wide rates.

Scholarship recipients receive a high percentage of the SRJC **AA/AS degrees** awarded annually. In 2017-18, **16.5% of other scholarship recipients** earned AA/AS degrees compared to a district-wide rate of 5.47%.

Doyle Scholars and Other Scholarship recipients with a **Primary Disability** exceed the District-wide rate: Doyle Scholars (11.14%), Other Scholars (15.34%), District-wide (6.68%).

In 2017-18 **58.64%** of other scholarship recipients were in an **ethnic group** other than white (41.36%). District-wide, 51.72% of students are in an ethnic group other than white (48.28%). For 2017-18, **37.58%** of Doyle Scholars were Hispanic and **35.86%** of Other Scholars were **Hispanic** while the general population percentage of Hispanic students was **33.39%**. Enhanced scholarship outreach efforts to the ELL and Latino communities continue to be credited. Doyle and Other Scholarship recipients represent a diverse group of students.

This year, not all 100% of Doyle Scholars were in the under 24 **age group**. The Doyle Program is designated to recent high school graduates, and a few recent graduates received their high school diplomas as adult learners, qualifying them for a first-time Doyle Scholarship.

The number of Scholarship recipients who attended the **Petaluma** Campus exclusively in 2017-18 increased: **77 Doyle Scholars** attended Petaluma Campus only (up from 47 in 2016-17) and **13 Other Scholars** (a decrease from 16 in 2016-17) attended the Petaluma Campus only.

Scholarship awards continue to assist with student's financial needs. In 2017-18, **38.38% of Other Scholars** received Pell Grants and **31.82% of Doyle scholars** received Pell Grants compared to a District-wide measure of **12.75%** receiving Pell Grants.

In general, Doyle Scholars and Other Scholars consistently persist from Fall to Spring at very high rates, are ethnically diverse, and complete degrees at significantly higher than average rates.

2017-18	Doyle Scholar (First Year)	Other Scholar	District	Doyle Scholar%	Other %	District %
GENERAL DATA						
Total Students	1059	1545	31380	3.37%	4.92%	100.00%
Enrolled in CREDIT	1059	1545	31380	3.37%	4.92%	100.00%

Is English Primary Language?						
YES	1047	1433	30139	98.87%	92.75%	96.05%
NO	12	112	1241	1.13%	7.25%	3.95%
ENROLLMENT LOCATION						
Online Courses ONLY	2	7	1969	0.19%	0.45%	6.27%
Santa Rosa Campus ONLY	659	818	14527	62.23%	52.94%	46.29%
Petaluma Campus ONLY	77	13	1747	7.27%	0.84%	5.57%
Other ONLY	0	6	1900	0.00%	0.39%	6.05%
Santa Rosa & Petaluma	266	448	7635	25.12%	29.00%	24.33%
Santa Rosa & Other	53	251	3305	5.00%	16.25%	10.53%
SR, Petaluma, Other	2	2	297	0.19%	0.13%	0.95%
PETALUMA UNIT BREAKDOWN	329	271	6623			
3.0 or less	49	72	2295	14.89%	26.57%	34.65%
3.5 - 6.0 units	54	94	1920	16.41%	34.69%	28.99%
6.5 - 9.0 units	39	43	941	11.85%	15.87%	14.21%
9.5 - 12.0 units	26	25	494	7.90%	9.23%	7.46%
12.5 - 15.0 units	25	14	324	7.60%	5.17%	4.89%
15.5 - 18.0 units	26	6	239	7.90%	2.21%	3.61%
18.5 - 21.0 units	28	6	150	8.51%	2.21%	2.26%
21.5 - 24.0 units	26	5	120	7.90%	1.85%	1.81%
24.5 - 27.0 units	34	4	89	10.33%	1.48%	1.34%
27.5-30.0	10	1	33	3.04%	0.37%	0.50%
30.0+	12	1	18	3.65%	0.37%	0.27%
12.0 - 21.0	85	29	816	25.84%	10.70%	12.32%
21.5+	87	13	292	26.44%	4.80%	4.41%
ACCESS						
Gender						
Male	475	577	13864	44.85%	37.35%	44.18%
Female	574	947	16785	54.20%	61.29%	53.49%
Unknown	10	21	731	0.94%	1.36%	2.33%

Age Group						
< 20	1051	400	8547	99.24%	25.89%	27.24%
20 - 24	8	522	9680	0.76%	33.79%	30.85%
25 - 29	0	234	4510	0.00%	15.15%	14.37%
30 - 34	0	129	2524	0.00%	8.35%	8.04%
35 - 39	0	106	1748	0.00%	6.86%	5.57%
40 - 49	0	97	2147	0.00%	6.28%	6.84%
50 +	0	57	2224	0.00%	3.69%	7.09%
Race/Ethnicity						
White	495	639	15150	46.74%	41.36%	48.28%
Asian	43	86	1237	4.06%	5.57%	3.94%
Black	14	49	716	1.32%	3.17%	2.28%
Hispanic	398	554	10479	37.58%	35.86%	33.39%
American Indian/Alaskan	2	19	197	0.19%	1.23%	0.63%
Pacific Islander	2	8	111	0.19%	0.52%	0.35%
Filipino	9	12	289	0.85%	0.78%	0.92%
Multiple Ethnicities	65	95	1665	6.14%	6.15%	5.31%
Unknown	31	83	1536	2.93%	5.37%	4.89%
Disability						
Primary Disability	118	237	2095	11.14%	15.34%	6.68%
Secondary Disability	0	20	124	0.00%	1.29%	0.40%
Dept of Rehabilitation	0	3	36	0.00%	0.19%	0.11%
Financial Aid						
Not Received	1	45	25032	0.09%	2.91%	79.77%
Received	1058	1500	6348	99.91%	97.09%	20.23%
PELL Grant	337	593	4002	31.82%	38.38%	12.75%
Other	1058	1479	4259	99.91%	95.73%	13.57%
PROGRESS						
Persistence						

Enrolled in Fall	1039	1435	21225			
Persisted to Spring	969	1204	14385	93.26%	83.90%	67.77%
Did not Persist	70	231	6840	6.74%	16.10%	32.23%
COURSE COMPLETION						
Degree Applicable						
Attempted	8601	10549	117377			
Failed	1536	1945	29917	17.86%	18.44%	25.49%
Successful	7065	8604	87460	82.14%	81.56%	74.51%
BASIC SKILLS						
ESL						
Attempted	20	105	667			
Failed	4	10	91	20.00%	9.52%	13.64%
Successful	16	95	576	80.00%	90.48%	86.36%
English						
Attempted	169	67	1318			
Failed	33	15	442	19.53%	22.39%	33.54%
Successful	136	52	876	80.47%	77.61%	66.46%
Math						
Attempted	71	86	1225			
Failed	25	34	488	35.21%	39.53%	39.84%
Successful	46	52	737	64.79%	60.47%	60.16%
ACADEMIC SUCCESS						
Degree	6	255	1718	0.57%	16.50%	5.47%
Certificate	1	61	525	0.09%	3.95%	1.67%

6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date

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

6.2b PRPP Editor Feedback - Optional

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6.3a Annual Unit Plan

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