

Santa Rosa Junior College

Partnership Resource Team (PRT) Process Summary Report

Institutional Effectiveness Partnership Initiative

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Areas of Focus

- A. Marketing and Outreach
- B. Coordination Between Instruction and Student Services
- C. Budget Deficit

Summary by Area of Focus

- A. Marketing and Outreach: SRJC has identified six objectives in their Innovation and Effectiveness Plan:
 - 1. Develop and implement a robust Communications and Marketing plan that is integrated into the Strategic Enrollment Management Plan and that addresses internal and external communications and coordination of efforts for outreach to any/all demographics across the institution.
 - 2. Establish and adhere to an Institutional Brand Style Guide to help with consistent messaging regardless of department or funding source.
 - 3. Increase collaboration between the current PR/Marketing Department and the other departments doing outreach in Student Services to coordinate and support all the outreach efforts to K-12, older adults, etc. for a consistent, unified approach.
 - 4. Survey prospective and current students to determine best/preferred medium for outreach (email vs. texting for different types of messaging), and use the results to inform outreach and marketing planning.
 - 5. Move SIS into a more usable, scalable model for integration with Starfish to help with enrollment management communication and progress reporting on a real-time basis.
 - 6. Develop and implement more “high-touch” outreach to reduce losses in the access, retention, and completion pipeline.

Progress:

Between the second and third visit of the PRT, Santa Rosa was besieged by devastating fires that destroyed hundreds of homes and businesses. Many of SRJC’s students and employees lost their homes or were otherwise directly affected by this calamity. Understandably, many of SRJC’s plans were necessarily delayed. However, our PRT was deeply impressed by the progress in evidence, as well as by the spirit of resilience and unity we witnessed.

Specific progress evidenced include:

- 1. The establishment of a Marketing Planning Workgroup;
- 2. Beginning work toward the development of SRJC Design Style Guidelines;
- 3. The convening of a marketing/outreach retreat; and

4. The establishment of a steering committee to oversee the adoption and implementation of a new Student Information System.

Suggestions for Sustaining Progress:

1. Consider adopting measures of effectiveness of various approaches to marketing and outreach.
 2. SRJC's communications to its students and employees during the fires was exceptional. Consider writing an article about this experience for the benefit of future employees.
- B. Coordination Between Instruction and Student Services: SRJC has identified three objectives in their I&EP.
1. Establish a Student Success and Equity Committee (SSEC) that integrates all success initiatives including, but not limited to, Student Equity, Student Success and Support Program (SSSP), and Basic Skills.
 2. Analyze data and develop goals using a logic model that will provide a "road map" for implementation of Student Success Initiatives.
 3. Align integrated Student Success program plan with College/District Strategic Plan.

Progress:

1. A restructured Student Success and Equity Committee was established, held a formational retreat, and adopted five integrated student success goals, with specific teams assigned to monitor progress on each goal;
2. Draft graphics were developed as a "road map" for implementation of the student success goals;
3. Three faculty-driven grants are in process that advance the integrated student success goals.

Suggestions for Sustaining Progress:

1. A fundamental shift in the allocation of resources is taking place within the California Community Colleges. Many colleges—if not all—are struggling with maintaining a close and balanced relationship between Instruction and Student Support. SRJC is not alone in this regard, and sustaining progress on this area of focus will require a continued close working relationship of mutual respect between the CIO and CSSO of the institution, the continuing close engagement of the CEO, and the robust participation of faculty and staff on the Student Success and Equity Committee.
 2. Integral to such "robust participation" is the constant need for shared goal development, punctilious transparency (see our Suggestions for Sustaining Progress under the third area of focus), and constant assessment of results.
- C. Budget Deficit: SRJC has identified four objectives in its I&EP.
1. Evaluate the charge, processes, and culture of the Budget Advisory Committee (BAC), and make improvements as needed. .

2. Develop, implement, and disseminate information on clear connections between planning and budgeting processes, especially in regards to enrollment, faculty allocations (including productivity targets) and categorical funding.
3. Consider faculty hiring deceleration.
4. Continue to support international student (IS) enrollment through such means as student housing developed on district-owned property.

Progress:

1. The charter of the Budget Advisory Committee was reviewed, and the CFO led a presentation of "Where Does the Money Go?";
2. A review of where the most critical new and replacement full-time faculty positions has begun;
3. The installation of portables for ELS, as a source of new international students, is underway.

Suggestions for Sustaining Progress:

1. A need for more intensive training of new Budget Advisory Committee members was discussed during our visit;
2. The calamitous fires will probably exacerbate the enrollment challenges faced by SRJC in the short run. But the spirit of resilience and unity we witnessed, along with the implementation of the I&EP, should help to allay these challenges in the long term. Most important of all, what is required to face difficult fiscal challenges is trust, and deep trust can only be built through punctilious transparency. We applaud your steps in that direction.

Conclusion: We enjoyed the opportunity to be of service to Santa Rosa Junior College. It was easy to see why SRJC has an excellent reputation. We admire your resilience and unity in light of the adversity you have recently faced. We are confident that you will meet the challenges that result from this calamity with the same intelligence and grace that are your hallmark.