

Mt. San Antonio College Research Agenda: Student Centered Funding Formula

November 2, 2020 (Note: **Highlights** indicate latest changes)

In President's Cabinet notes, there are many projects that focus on **Student Centered Funding Formula (SCFF) — Continued Follow Up:**

A. Tracking Students in Support Cohorts (Student Support Cohort System Workgroup)

On August 27, 2019, President's Cabinet was joined by the Student Support Cohort System Workgroup: Dale Vickers, Chief Technology Officer; Antonio Bangloy, Director of Enterprise Application Systems; Barbara McNeice-Stallard, Director of Research and Institutional Effectiveness; and Wook Kim, Professional Expert, Research & Institutional Effectiveness. Wook Kim led a discussion of design principles for the collection and analysis of data on students participating in support cohorts. The team will use EOPS as a pilot for the project. [Update: as of September 16, 2019, Audrey recommended we change from EOPS to Arise]

On November 26, 2019, Cabinet was joined by Dale Vickers, Chief Technology Officer, and Barbara McNeice Stallard, Director of Research and Institutional Effectiveness, to provide an update on the efforts of the **Student Support Cohort System Workgroup**. The update is [attached](#). The purpose of the Student Support Cohort System Workgroup is to examine the needs of students from a holistic perspective while creating foundational data metrics that are typically collected across similar programs and/or services. Our goal remains the same based on our 1st meeting discussions - all areas should have a foundation of information being collected and each center should have custom sections too. All work should be funneled to a central repository so the College can review and track college-wide indicators of success. The beginning use of a casement management type process was evident in some areas (even with pictures of each student). Arise is the program of focus for the **Analytics** component noted below.

Overview: Since our last progress report in August 2019 to PC, the work has progressed as follows:

- ✓ **Meetings:** Meetings were held to allow deeper discussions and progress reports: Workgroup, Academic Support Centers Coordination Project, as well as Research and Institutional Effectiveness (RIE) and Information Technology (IT) Departments.
- ✓ **Program/Service Description:** Teams are being asked to validate information about their programs and centers: who they service, what types of services, where they host their data, and the metrics they want to collect now and in the future. A database of this information is being created.
- ✓ **Metrics:** Common metrics are being drafted and cross validated from Student Services, Academic Support Centers

Coordination Project, and the Student Equity Research meeting. These three groups were examining their common metrics separately. Now that they are being brought together, there are many common, common metrics of value to the College and programs/services. This process validated the work of the groups.

- ✓ **Analytics:** Big Data Analytics are progressing using Python as the analytical tool. The team is learning more about the software, metrics to put into the software, and the predictive nature of it. Agile (aka Sprint) method is being used to do quick Sprints (e.g., 2-3 weeks of work) and evaluate its outcomes. Analyses have yet to yield viable predictive analytics, but we still have ideas to try! The team is also exploring the new software program, EAB, for analytics and case management processes.

Big Data Conference: Members of the team (Barbara McNeice-Stallard, Lisa DiDonato, Jaime Rodriguez, and Wook Kim) attend the Big Data conference sponsored by the WASC Senior College and University Commission - *Putting Analytics to Work: Enhancing Institutional Productivity in the Age of Big Data*, January 14, 2019, Kellogg West Conference Center, Cal Poly Pomona. The conference allowed the team to learn of different views in Big Data and to leverage those ideas to this project. The team also learned how to use Qualtrics (survey software) in different manners.

Chris Schroeder, Darwin Macatiag, Antonio Bangloy, and Barbara McNeice-Stallard met to discuss the concepts of Big Data and the analytics that are available as students roam the campus. The likelihood of using those metrics for this project remains remote.

COVID-19 immediately halted our work and it will begin again in July, 2020. The work will focus on examining the EAB Navigate Analytics and continue with the Sprints to see if the Big Data analytics can produce results. The work will also include an overlap with the student equity researchers to examine how the funded programs are tracking their cohorts.

November 2020 Update

Analytics: The Research Team (Lisa DiDonato and Barbara McNeice-Stallard) and the Information Technology Team (Antonio Bangloy, Chuong Tran, Wook Kim) are working with Professor Sohair Zaki and her Programming Club students (Mark Alvarez, Krystopher Mandujano and Gigi Hui) on a **Big Data Project**. Students are putting their knowledge to use from their Big Data courses that Professor Zaki put together into a highly prized certificate program. They “were able to create runnable Jupyter notebook to analyze and a Tableau”. Based on the preliminary work, there are some connections being found. Per the student’s report, “We were able to test the model for logistic regression and can include more models in the future. In the Tableau version, we were able to find a positive trend of counselor trips versus student’s chance of passing their math requirement.” More counselor visits align with higher likelihood of completing Math. The group met again on November 2, 2020 and will be

discussing next steps shortly. (Source: 10-10-2020 Mount San Antonio College, Programming Club report to Research Department).

Analytics: Research (Lisa DiDonato, Wook Kim, Barbara McNeice-Stallard) continue to work with EAB and the Mt. SAC Leadership Team to cautiously review predictive analytics and how it could be used to support student success. The EAB reporting team will discuss this further to President's Cabinet at its next reporting session November 17, 2020.

Cohorts: On a related matter, Wook Kim is working closely with others from Information Technology to examine each of the cohorts on campus and where their data is housed. They will be coming up with a plan of action shortly.

Next Report: No Longer required to report to President's Cabinet.

Academic Support Coordination Project Quarterly Report

On September 3, 2019, President's Cabinet was joined by Madelyn Arballo, Vice President for Continuing Education, and Meghan Chen, Dean of Library and Learning Resources, to present the **Academic Support Coordination Project Quarterly Report** ([attached](#)). Within the report, it states that, "Cohort Tracking Project. Barbara has assigned a researcher (Wook Kim) to this project who is going to reach out to several student services centers, the writing center, and ASAC as a starting point for designing an APEX template for tutoring centers. Currently, the idea is that one APEX template for student services and one APEX template for academic support will be developed by IT. Each center would be able to customize those templates further. A representative from the Academic Support Centers project needs to be present at these meetings." Barbara will work with John Cardenas on this project. Wook should be invited to future large group ASC meetings.

On November 6, 2019, as part of the Cohort work, Barbara McNeice-Stallard and Lisa DiDonato, in collaboration with John Cardenas, Rafael Delgado, and Lester Lawenko, led the Academic Support Team in common metric discussions. The audience reviewed the Workgroup's Cohort tracking project, re-engaged with their own description of their centers/programs, and began identifying their common metrics. Audrey Yamagata-Noji, Student Services showcased the work they are doing to examine how services students are using are being recorded and what other services and/or metrics they would like to be recorded. Lisa DiDonato also updated the group on the work RIE-IT are leading on predictive analytics using Arise data. Lisa DiDonato is now the assigned researcher to this project.

On December 10, 2019, President's Cabinet was joined by Madelyn Arballo, Associate Vice President of Continuing Education, and Meghan Chen, Dean of Library and Learning Resources, to provide the **Academic Support Coordination Quarterly Report**. Their next report out is 3/10/2020. **In their report, they noted that:**

The Tutoring Coordinators group held its semester meeting on 11-6-2019 during which Research and Institutional Effectiveness (RIE), presented an overview of the Cohort Tracking Project and how it involves the tutoring centers. The core of the presentation was by Dr. Yamagata-Noji, VP of Student Services, who shared Student Services data points and metrics which encompass quantitative and qualitative examples that made the conceptual very concrete and easy to grasp. She generously shared her vision and presentation slides with the group.

Each tutoring center whose representative was in attendance filled out a data matrix so that RIE would have common data for the next "sprint" of the Cohort Tracking Project. This next phase will enable the college to have a more complete understanding of the academic support programs and services students use as part of their Mt. SAC journey toward their educational goals.

Other notable outcomes/efforts include:

- ✓ In 2018-19, 51% of students used tutoring centers. If we increase our ability to record services used, this number should increase.
- ✓ 386 students used online tutoring via NetTutor, an online tutoring service provided through CVC-OEI, which represents a 40% increase in the number of users compared to 2017-18.
- ✓ All tutoring centers have been structurally supported by having faculty assigned as faculty of record and establishing student registration and data collection processes.
- ✓ A draft of a job description for Tutors is being created and will be vetted appropriately
- ✓ Progress is being made to have all academic support centers have PIEs
- ✓ On September 8, 2019, the second **Tutoring and Student Success Fair** was held. Some 22 different areas participated. The top 10 tables visited were: WIN (202 students), Writing Center (176), TERC (167), Library (166), ASAC (143), MARC (133), Speech & Science (129), STEM (116), LLC (71), and EOPS/CalWORKS (62). Student feedback: 410 respondents (110 more students than the first fair), **100% stated that they learned something new about our various tutoring services**. Additionally, **408 said they are more likely to use our tutoring services because of attending the Tutoring and Student Success Fair**.
- ✓ Tutoring Center/Program Survey: The intent of the survey is to collect information regarding current practices in onboarding, ongoing training, and tutoring pedagogy; also asking centers to identify gaps and areas of support needed. Results will be released in early 2020.
- ✓ Canvas-Based Online Tutor Training Module: the team created a Canvas shell that houses a full breadth of

potential topics that tutoring centers and programs can access once the module has been completed.

On April 7, 2020, President's Cabinet was joined by Meghan Chen, Dean of Library and Learning Resources, and Madelyn Arballo, Associate Vice President, School of Continuing Education, to provide a [quarterly update on Academic Support Centers](#). The focus for the last three weeks has been getting the Academic Support Centers that already have a brand up and running with online tutoring, and services are set to begin this week. Student assistants have transitioned to short-term hourly employees, and are now able to start. They have been staggering start times of the Centers over the next two weeks to arm employees with the tools they need to provide services online. Staff have been working hard to figure out the deliveries and platforms to use; training is also being rolled out. Tutors and students can interact in the online discussion spaces. The regulatory requirement of "line of sight" (direct supervision of tutoring) has been established for every tutoring center except one. Madelyn reported that they are still looking for clarification on positive attendance in asynchronous processes as the platforms do not offer what we need for record keeping. Help is needed from instructional faculty to lead their students to the virtual tutoring centers. The following centers have established processes to deliver online learning support:

- Accessibility Resource Centers for Students (ACCESS)
- Academic Support and Achievement Center (ASAC)
- Art Design Lab
- EOPS/CalWORKs
- Language Learning Lab (LLC)
- Math Activities Resource Center (MARC)
- Speech and Sign Success Center (SSSC)
- STEM
- Tech Ed Resource Center (TERC)
- Writing Center (WC)
- WIN

On July 14, 2020, President's Cabinet was joined by Meghan Chen, Dean of Library and Learning Resources, and Madelyn Arballo, Associate Vice President, School of Continuing Education, to provide a quarterly update on Academic Support Centers. Based on this work, it was found that:

- Most tutoring labs and support centers began offering online support between two to three weeks after the state Stay-at-Home order was issued. Although difficult to establish the technology to meet the immediate student needs, all centers were able to offer support. The usage across the centers/labs declined significantly from past terms. The data below provides the year-to-date activity and also reflects spring academic support before the shut-down and during

remote support.

- Complementing Mt. SAC's local tutoring centers is NetTutor, the CVC funded online tutoring service. NetTutor provides tutoring in subjects for which tutors are hard to find and evening and weekend hours. In Spring 2020, NetTutor served 1,510 students for 964 hours.
- Academic Support Centers (Instruction) were each provided with their SEAP allocations, budget structures, and account strings, along with some initial guidelines for spending (12-month budget, approval cues, and line items). Human Resources and Fiscal Services provided support and direction on hiring hourly tutors and staff. Instructional managers responsible for center budgets were invited in addition to those providing day-to-day oversight. Attendees were informed that further discussions on reporting and research would follow.
- Students will soon have the ability to check-in to tutoring centers/labs via a virtual "swipe system." Lab staff will have "remote access" to oversee and walk the students through this virtual check-in system. Security and access rights protocol are in place and include only permanent employees. The system is web-based and basically replaces the current lengthy authentication process and can be done in a VPN-free environment. The look and feel of the system will be as if the student were entering a lab in person. Further:
 - Staff will confirm enrollment status and the identity of the student using an ID and even a scanner
 - New students will enroll immediately with the help of the staff
 - Staff will need to check-out the students after tutoring to ensure attendance collection
 - A back-up system will be needed to ensure those who leave before "checking out."
- The Academic Support and Achievement (ASAC) team is piloting this process, and all tutoring centers will be included in the next couple of weeks in that set up. The goal is to be prepared for a more streamlined check-in/out process for students starting in Fall 2020. The virtual check-in system is the work of the IT network staff led by Chris Schroeder.
- Noncredit attendance collection for online tutoring is improving with small changes in business processes. The rapid implementation of online tutoring in spring 2020 resulted in some gaps in terms of attendance collection. Cumbersome sign-in processes and the ability for some students to bypass the point-of-entry systems led to losses of attendance. Those issues are being addressed. The majority of tutoring is delivered synchronously for which positive attendance is collected. There is a small percentage of asynchronous support provided by the center faculty. Attendance for these "courses" must use the noncredit distance education alternative attendance model, which is tedious and very complex. Noncredit faculty are working with lab faculty to count and document these types of instructional deliveries and student interactions which will be reported using the alternative formula.

On October 20, 2020, the group reported to President's Cabinet on their work. These President's Cabinet Notes will be posted shortly and be part of the next SCFF update.

Next report out is January 2021

B. Noncredit Support of SCFF & Multiple Measures

On June 25, 2019, President's Cabinet was joined by Madelyn Arballo, Associate Vice President of Continuing Education, and Tami Pearson, Dean of Continuing Education and Workforce Development, to provide the scheduled report on Noncredit Support of SCFF & Multiple Measures Placement following AB 705 ([attached](#)).

On October 8, 2019, President's Cabinet was joined by Madelyn Arballo, Associate Vice President of Continuing Education; Tami Pearson, Dean of Continuing Education and Workforce Development; and Shannon Rider, Special Projects Manager, who presented a scheduled report ([attached](#)) on **Noncredit Support of the Student Centered Funding Formula and Multiple Measures** placement. The report is the continuing update on five SCFF research questions. Key observations:

1. Converted all but 2 noncredit labs to collecting full FTES apportionment.
2. Implemented an online registration process through Banner Self-Service for 4 tutoring labs
3. Mt. SAC now the largest noncredit FTES program in the state: 7,936.01 FTES, 32% growth since 2014-15.
4. Fastest growth since 2016-17 is in VESL Career Paths, 246.9%, and Short-term Vocational, 202.1%.
5. Mt. SAC Adult Basic Education connected with PACT (Parole and Community Team), attends monthly meetings, and a few previously incarcerated signed up to earn diplomas or gain skills.
6. Adult Secondary Credit Transitions 2017-18 to 2018-19 totaled 99 of 606 or 16%.
7. Overall, 2055 of 8556 (24%) noncredit students transitioned to credit from 2015-16 to Spring 2019.
8. 5114 students attained a CDCP Certificate from Summer 2016 to Summer 2019: 2747 Asian, 1742 Latinx.
9. Discussions began with Pomona, Bonita, and Rowland on Mt. SAC offering CTE courses on high school campuses.
10. In 2017-18 of 13,372 high school students taking noncredit a-g courses 1810 (14%) took credit courses at Mt. SAC with an 80% pass rate.
11. Two courses on basic math and English were developed for AIME—Academic Intervention in Math and English.
12. 113 students took an AIME English course in 2018-19, 59% subsequently enrolled in English 1A, and 72% passed.
13. Articulated with 25 noncredit mirrored Short Term Vocational courses with 21 students earning CTE credit.
14. Staff from SCE STV co-locate at Pomona AJCC. Staff from the AJCC reciprocate and co-locate at Mt. SAC.

January 14, 2020: President's Cabinet was joined by Madelyn Arballo, Associate Vice President for the School of Continuing Education; Shannon Rider, Manager, Strong Workforce Program; and Tami Pearson, Dean of Continuing Education and Workforce Development, to present the quarterly progress report ([attached](#)) on the Noncredit Support of SCFF & Multiple Measures Project.

On May 12, 2020, President's Cabinet was joined by Shannon Rider, Special Project Manager for the School of Continuing Education, Tami Pearson, Dean of Continuing Education, and Madelyn Arballo, Associate Vice President of Continuing Education provided an update on Noncredit Support of SCFF and Multiple Measures ([attached](#)). Due to the pandemic,

there has been a refocus on the current situation, and the team is reevaluating their research agenda. Rather than shifting away from the focus on the SCFF, research also focuses on supporting services to students to address the fact that the impact and challenges to them are more severe. Highlights:

- After the final recalculations for 2018-19, Mt. SAC is the largest noncredit producer of FTES in the state (see chart), with a 31% growth over the last four years.
- Mt. SAC is the largest in the state in CDCP noncredit FTES, with a 59% increase growth in the last four years (CDCP is Career Development and College Preparation).
- The team has been looking at student engagement by program since moving to online. For Spring, 93% or 912 noncredit courses shifted offerings online. Just over half of the students are still engaged in their courses, with Off Campus High School, Vocational Re-entry, Short-Term Vocational, and Adults with Disabilities maintaining the highest enrollment. Some courses even had increased enrollment after moving to online, including Healthy Aging, Lifelong Learning, and Brain Health. Workgroups are looking at identifying tools and strategies of those groups that have higher retention to share across the program areas.
- Adults with Disabilities and High School Programs are looking at correspondence education. There have been discussions with the Chancellor's Office to look at competency-based education.
- The School of Continuing Education has developed a survey of noncredit students via text or email to determine the barriers to success in an online learning environment as well as the resources needed to expand equitable access including home situations. An analysis of those results will follow.
- SCE Counselors have been working to develop student need-based plans that serve as an ongoing guiding document to ensure coordination and leveraging

On September 15, 2020, the group reported on the progress of their work. Cabinet was joined by Madelyn Arballo, Associate Vice President of the School of Continuing Education; Tami Pearson, Dean of Continuing Education; and Shannon Rider, Special Project Manager of the School of Continuing Education to provide an update on Noncredit Support of the Student Centered Funding Formula and Multiple Measures (https://www.mtsac.edu/president/cabinet-notes/2020-21/09-sep/11_SCE_SCFF_Cabinet_9152020.pdf). Highlights:

- The School of Continuing Education is in their third year of the research plan. They are continuing alignment with the SCFF funding formula and addressing enrollment trends, equity, and student progress to maximize outcomes. This year's plan is impacted by the pandemic, but they're starting to collect data to make comparisons.
- In 2019-20, 8,143 noncredit FTES were reported which reflects a growth of 3% from previous year and a 9% growth in Career Development and College Preparation (CDCP) FTES (7,043).

- Overall headcount for Spring 2020 shows a decrease of -37% with the largest headcount decreases seen in males (-45%) vs. females (-32%); ages 23-29 by -63%; and Black/African American students by -54%.
- Distance Education has created a community of practice leadership group, including a DL toolkit and submitted over 100 new noncredit DL amendments.
- Moving forward with noncredit differentiated instruction of correspondence education in ABE, High School Diploma, and AWD and competency-based education in High School Diploma Education, and Vocational ESL Short-term courses.
- There was both a student and faculty survey completed and they reported different levels of issues about preparedness.
- Technology support updates include a time ticketing process was implemented for noncredit for registration and a virtual check-in system for tutoring labs which is currently being piloted with ASAC, WIN, and Language Learning Center.
- SCE is seeing needs of students in technology, which has been determined as an immediate need. Computers and devices (217) were loaned to SCE students by Student Services and SCE, and noncredit students have been included in campus food distributions, the Fresh Success program, and provided CARES funds to support.
- SCE is continuing to advocate for noncredit attendance collection methods, unresolved noncredit MIS data issues, protection of adult education funding, and work-based learning for noncredit.
- SCE is continuing to participate in return to campus workgroups and meetings. The CNA and EMT programs were part of the Summer pilot programs. There are some noncredit programs prioritized in Tier 2, and they are working on their safety plans.
- Shifting with the labor market, a noncredit contact tracer training program is planned for Winter or Spring.
- SCE has been keeping local partnerships strong in preparing for future job sectors and regional economic recovery.
- SCE is working on referrals from America's Job Centers of California to intake students in entry-point, skilled transfer assessment programs. AJCC has been a mutually beneficial relationship.

Next report is October 20, 2020

C. Implementing SCFF Research Agenda and Data Reporting/Analytics

See table below for update as of September 17, 2019. Information on the June 18, 2019 President's Cabinet meeting went as follows:

President's Cabinet was joined by Barbara McNeice-Stallard, Director of Research and Institutional Effectiveness, who presented an update ([attached](#)) on the Student Centered Funding Formula Research Agenda and Data Reporting/Analytics. Cabinet discussed the report and suggested changes that are reflected in the attached document which was revised before posting. Cabinet agreed that Barbara and Bill will follow up with local K-12 districts to assure that they are fully participating in CalPASS-Plus in a timely fashion.

President's Cabinet was joined by Barbara McNeice-Stallard, Director of Research and Institutional Effectiveness, who presented this update on the **Student Centered Funding Formula Research Agenda and Data Reporting/Analytics**. Members of Cabinet (Bill, Audrey) and Madelyn Arballo, Dale Vickers, and Barbara presented twice on Mt. SAC's SCFF work – CCLC conference and a [webinar](#) for the RP Group. Both sessions allowed the field to understand the leadership nuances of the Mt. SAC work and how the College is joining together to improve its efforts for student success.

On April 21, 2020, President's Cabinet was joined by Barbara McNeice-Stallard, Director of Research and Institutional Effectiveness, who presented an update ([attached](#)) on implementing the Student Centered Funding Formula Research and Data Analytics Project. Members of the Research team attended a Big Data Conference at which the team learned of different uses of big data and about leveraging those ideas for us in this SCFF project. Work on the project has been paused since the pandemic and will resume in May. The Research team will be working with EAB Navigate analytics and will continue to work on producing reports that can be widely used. EAB has some predictive analytics modules that may be useful to special programs for tracking their students. Barbara reports that special programs like Arise already have indicators set to see how students are doing and to predict if the student needs intervention. The EAB module allows a program to provide their own specialized metrics which will be a very empowering tool for special programs. The Research team has been providing a lot of support working with Student Services on an EAB based early alert system. They are also coordinating with Koji Uesgui on the Hope Survey.

On July 21, 2020 Cabinet was joined by Barbara McNeice-Stallard, Director of Research and Institutional Effectiveness (RIE) for an update on Implementing SCFF Agenda and Data Reporting/Analytics (https://www.mtsac.edu/president/cabinet-notes/2020-21/07-july/5_Research_Agenda-SCFF-Plan-072120.pdf). Highlights:

- COVID halted the work on Tracking Students in Support Cohorts. IT, appropriately, paused work on this project. Recently, REI secured funding to update the Operational Data Store (ODS) which provides data views for the Research Department staff. On a positive note, Barbara met with her team and IT on implementing the EAB analytics function, and Lisa DiDonato shared Research's Smartsheet on the potential cohorts across the campus. IT is updating the SmartSheet, which should provide more

opportunities for the Cohort Tracking project. Barbara will share the Smartsheet with Bill. Meghan Chen and Madelyn Arballo are moving forward at an exceptional speed with their cohort tracking work from the Academic Support Coordination Project work. Going online allowed the Academic Support Centers to change to a virtual “swipe system.” This is work that the College may share across the state.

- The Noncredit Support of SCFF and Multiple Measures work has continued. Our noncredit is #1 in FTES in the state with 31% growth over the last four years. The School of Continuing Education (SCE) has successfully switched to online courses, and some courses have even increased enrollment. Correspondence courses, an accreditation option for noncredit courses only, are being reviewed for implementation in the Adults with Disabilities program. SCE is reviewing competency-based education as a possibility for displaced workers who must transition to new occupations. Our system is not well prepared to award credit for prior learning and associated transferrable skills. The process involves assessing a displaced worker’s current skill set and providing gap training to fill in the skills needed for a new in-demand occupation. Currently, California has no funding system or college degree/certificate award system that recognizes this need.

- CalPASS PLUS follow-up for K-12 full participation is still on hold. Barbara will ask if the ASSIST database is operational as this might help with momentum on this project.

- The Auto Award/Near Completion/Selection of Major work is continuing. The team began using Power BI as a data dashboard tool to display data in a more powerful way than Argos reports could provide. COVID-19 has taken time away from the completion work. The Completion Center is contacting students via email and mailing completion certificates to students. The Center is shifting their approach to more work with students for Fall enrollment.

- The EAB Navigate team, along with Faculty leadership, used EAB Navigate to conduct an early alert campaign. Faculty identified students who might need some assistance in specific areas and/or were not showing up for classes. These students were contacted via phone and emails and referred to services such as counseling. Faculty appreciated the effort, but identified that there was no feedback about the outcomes of their early alert notifications. Audrey will bring this matter to AMAC with Francisco Dorame to discuss the possible forming of a response team for the Fall.

- Research continues to be busy on various research projects.

See table below for update on all projects as of President’s Cabinet Notes up to October 6, 2020.

Next report out is this one, November 2, followed by February 2021.

D. CalPASS-PLUS follow up for K-12 full participation

On June 18, 2019, President's Cabinet agreed that Barbara and Bill will follow up with local K-12 districts to assure that they are fully participating in CalPASS-Plus in a timely fashion.

Over the past few months, staff from Research (Maria Tsai) and IT (Antonio Bangloy, Chuong Tran, Dale Vickers, Barbara McNeice-Stallard) began meeting with the California Community Colleges Technology Center (John Hadden, Michael Rajkumar, Monica Zalaket, Jennifer Coleman) to determine if data we currently ask for in the [AQ](#) is elsewhere in the labyrinths of data available at the Chancellor's Office.

By December 11, 2019, the team determined that a small percentage is currently accessible and more might be possible in the future. Work is continuing. Per John Hadden's email of December 12, 2019, he noted the following:

“Analysis:

- *AQ Currently uses 65 fields (a combination of input and output fields)*
- *MMPS can currently deliver data for 3 of those fields*
- *Given our access to verified data, when available, MMPS could provide data for an additional 27 fields for a total of 30 fields that could serve as input into the AQ.*

Some caveats:

- *MMPS does not have verified data for all students*
- *No verified data is available for out of state students*
- *MMPS's ability to provide verified data for all fields is closely tied to the data source. For example, CCGI has access to in-progress data where other data sources may/do not.*
- *Recommendations based on self-reported data will not provide most of the input data that would be available when verified data is available.*

As I mentioned during the meeting yesterday, adding the additional fields will require approval and then prioritization on the MMPS roadmap, I'm unable to provide any type of timeline for when we would be able to incorporate the additional data elements. I will work with the Chancellor's Office on this request.”

April 16, 2020: Currently, we have your request in our backlog. We continue to collaborate with the Chancellor's Office on the prioritization of features and requests for enhancements. However, your request has not yet been approved for moving into our development cycles. I wish I had better news, or that I could provide a timeline for when we would start the work. I will keep you posted when the status of that changes.

John Hadad | Product Manager
Multiple Measures Initiative (MMI)

Central Administrator Project (CAP)
 California Community Colleges Technology Center (CCCTC)
 jhadad@ccctechcenter.org
 office: 530-413-8583

Similar to the last report in July 2020, as of November 2, 2020, the project is still in a holding pattern in the CCC Tech cue. John Hadad moved to the OEI project. Monica Zalaket is the CCC Tech contact person for the moment. Barbara McNeice-Stallard asked Monica for a deeper evaluation of the scope of work for this project and if ASSIST would help move it along in the priority line. If this project needs to be moved higher on their cue, then we may need Dr. Scroggins to help us.

Next report out is February 2020.

E. Auto Award/Near Completion/Selection of Major

On August 13, 2019, Cabinet was joined by George Bradshaw, Dean of Enrollment Management; Francisco Dorame, Dean of Counseling; and Dale Vickers, Chief Technology Officer; to report on Auto Award of Degrees and Degree Completion. Using the Degree Works Degree Audit function combined with several prescreening criteria, the team has identified students who were qualified to earn a degree or certificate but did not petition to do so. Through “Award Pending” letters ([attached](#)), qualifying students are informed that they are eligible for the awards. They are asked to respond within two weeks if they do not wish to receive the award. For those not responding, follow up phone calls and emails are made by A&R staff. There were 967 auto-award degrees awarded last year. Cabinet also discussed the Completion Center ([presentation attached](#)) and the number of degrees and certificates awarded through this process.

On December 3, 2019, Cabinet was joined by George Bradshaw, Dean of Enrollment Management; Francisco Dorame, Dean of Counseling; Dale Vickers, Chief Technology Officer; Antonio Bangloy, Director of Enterprise Applications Systems; and Allen Castillo, Senior Systems Analyst/Programmer. The team provided a visual presentation of progress on the Auto Award/Near Completion project. The presentation featured Argos reports showing currently enrolled students who are close to completing an associate degree—cuts are shown for 85%, 85-90%, and 90-95% completion of courses needed for the student’s declared major. The data is based on extracts from DegreeWorks (MAP or Mountie Academic Plan-[link](#)) using the Degree Audit feature of DegreeWorks. The reports are available only to counselors who use this information when meeting with students and planning their course schedules to achieve completion of the degree. Additionally, the Argos reports show related degrees that students are close to completing—also useful information for the counseling sessions.

Based on PC feedback 9/17/2019, Lisa is now meeting with the Completion Center (Francisco Dorame) to understand their work further and to provide more demographics of the students. Information Technology is piloting a system to allow Counsellors to view which degrees, certificates students could get if they took a few more courses.

On May 12, 2020, President's Cabinet was joined by George Bradshaw, Dean of Enrollment Management, Antonio Bangloy, Director of Enterprise Application Systems, Francisco Dorame, Dean of Counseling, Dale Vickers, Chief Technology Officer, Chuong Tran, Assistant Director of Enterprise Application Systems, and Allan Castillo, Senior Systems Analyst/Programmer, provided an update on the Auto Award/Near Completion Project ([attached](#)). To address increasing degree completion, the team has focused on data for students who have more than 45 units—close to completion. More than 1800 students annually have above 45 units with a GPA 2.0 and above and math and/or English degree requirements completed. Our current auto award process can only award degrees based on each student's declared major and requires students to petition for graduation. Progress includes:

- Using Argos Reports, the team identified students who had met their declared major degree requirements without petitioning and also those who had met degree requirements beyond their declared major. In such cases, the College contacts students to determine their desire for the degree before awarding that degree.
- Additionally, an Argos report is able to identify students who are one or two classes away from a degree. For these students, the counselors in the Completion Center focus on contacting and assisting those students who are near completion.
- While the Argos reports were usable, the tool had limitations: 1) more data analysis is needed, 2) the screen presentation of the data is chaotic and not useful, 3) no mobile device access, 4) the reports are hard to navigate, and 5) there is a need to identify patterns of missing courses so that Deans and Department Chairs have the data needed to schedule sufficient numbers of needed course sections.

With this feedback in mind, the team looked at Microsoft Power BI. This tool was chosen because Power BI does not require a Virtual Private Network for access and Mt. SAC already own the license. The team provided Cabinet an impressive demonstration of how Power BI meets the above needs—and more. Charts present counts of student near completion data by degree, by majors, and by completion percentage. A map presents geographical concentration of near-completion students by completion percentage by zip code. The user can drill down to show specific student counts for all views.

On August 11, 2020 President's Cabinet was joined by George Bradshaw, Dean of Enrollment Management, Dale Vickers, Chief Technology Officer, Antonio Bangloy, Director of Enterprise Application Systems, Chuong Tran, Assistant Director of Enterprise Application Systems, and Allan Castillo, Senior Systems Analyst/Programmer, to provide an update on the Auto Award/Near Completion project. Highlights:

- Currently, we are able to generate a list of students who are eligible for the degree in their declared major. Power BI software provides a new functionality to do "what if" scenarios which will assist counselors in advising students who are near to completing the degree in their major.

- Searches can be done not only on their degree major, showing the percentage of the degree completed, but also on alternate degree or major for which they would be near to completion.
- Using these BI reports, Counselors can reach out to “near completion” students to encourage them to take needed courses to complete their degree. Counselors can also work with students who are struggling in their gateway classes in their major but may consider related majors that may require courses already taken.
- As reported in the recent EAB Navigate update, in order to use the EAB one-click registration feature, students will still need to use Degree Works for their list of ed plan courses and EAB Navigate for registration.
- Power BI provides dashboards to help with reporting degree completion trends by ethnicity, by major, by degree codes, by zip code locations, and by a combination of multiple filters.

Next report out is November 10, 2020.

F. Auto Award counselor-aided student assent system (Audrey, George, Francisco, Dale)

Report out combined with above.

G. EAB Navigate Schedule Building & Data Analytics

On August 20, 2019, Cabinet was joined by the Student Support Workgroup (Dale Vickers, Chief Technology Officer; Antonio Bangloy, Director of Enterprise Application Systems; George Bradshaw, Dean of Enrollment Management; Francisco Dorame, Dean of Counseling, and Monica Cantu-Chan, Director of IT Project Implementation, to discuss the implementation of EAB Navigate for 1) student semester schedule building from their education plan, 2) students utilizing one touch registration from that schedule, and 3) data analytics from the student registrations to inform instructional class scheduling. The full EAB Team is listed on the [attachment](#). Mt. SAC’s EAB team will meet with representatives from EAB on August 29th. The agenda for this Project Launch Onsite visit is [attached](#). The lead person from the company will be on campus the day before the meeting as a “secret shopper” to experience our student’s interaction with the educational planning, schedule building, and registration process, and he will meet with Audrey as preparation for the team meeting.

On November 19, 2019, Cabinet was joined by Francisco Dorame, Dale Vickers, Tom Mauch, Antonio Bangloy, and Monica Cantu-Chan for an update ([attached](#)) on the EAB Navigate Schedule Building & Data Analytics project. Cabinet was pleased that significant progress continues. An example of the progress include the status of the Academic Planning:

- 100% completion for Certificates (including data entry validation)
- 100% completion for AA, AS and AS-T degrees

- Counseling validation of Academic Plans to begin November 25, with an estimated completion date of December 20.

On February 18, 2020, President's Cabinet was joined by Francisco Dorame, Dean of Counseling; George Bradshaw, Dean of Enrollment Management; Antonio Bangloy, Director of Enterprise Applications Systems; Monica Cantu-Chan, Director, IT Project Implementation; and Caron Gomes, Systems Analyst, Counseling, to provide an update on implementation of EAB Navigate software for student intake, communication, class schedule building, and one-click registration. Progress is moving forward with several key benchmarks that must be met to begin an anticipated pilot this summer.

On May 19, 2020, President's Cabinet was joined by Barbara McNeice-Stallard, Director of Research and Institutional Advancement; Monica Cantu-Chan, Director of IT Project Implementation; Antonio Bangloy, Director of Enterprise Application Systems; Dale Vickers, Chief Technology Officer; Tom Mauch, Associate Vice President of Student Services; and Francisco Dorame, Dean of Counseling, to provide an update on EAB Navigate Schedule Building and Data Analytics (attached). Highlights:

- While the opportunity to use the EAB Early Alert System has been part of the EAB package purchased by the College, there had been no plan to implement this feature. However, the pandemic provided challenges with which this module could assist. After roll out of this module, there have been 2,359 total Early Alert notifications raised by instructors; of those, there were 1,998 unique students flagged for follow up. This has resulted in outreach contacts totaling 2,767 messages to students, and Student Services staff and counselors called 1,874 students with an additional 348 students called by tutors. This provided an early opportunity for engagement with students to make sure they receive the assistance they need moving forward. The feedback from students is that they are very appreciative.
- Francisco noted that Counseling traffic is back to 100% of pre-COVID numbers, and it is very positive that students have found their way back to counseling.
- Next steps include 1) closing the loop to provide feedback to the faculty who have referred students; 2) documenting contacts and placing notes for a case management system of student counseling; 3) revisiting content administration tools and resources; 4) revisiting text messaging from Navigate for student profiles; and 5) designing and configuring alerts and case workflow.
- Testing the EAB Navigate one-touch registration feature has been placed on hold due to the pandemic. The team is expecting to resume full testing of this feature in June
- Issues: 1) EAB Navigate has the ability to process only one drop code, but Mt. SAC has multiple drop codes; and 2) Not yet underway is looking into the analytics processes and dashboards which include Population Health, Effectiveness, Historical Trends, and Predictive Analytics. These additional data elements will enrich the dashboards and provide useful information for serving students. All data can be downloaded in a variety of formats and used for reporting.

On August 18, 2020, President's Cabinet was joined by Francisco Dorame, Dean of Counseling, George Bradshaw, Dean of Enrollment Management, Dale Vickers, Chief Technology Officer, Monica Cantu-Chan, Director, IT Project Implementation, Antonio Bangloy, Director, Enterprise Application System, and Caron Gomes, Systems Analyst/Programmer to provide an EAB Navigate update (https://www.mtsac.edu/president/cabinet-notes/2020-21/08-aug/9_EAB_Navigate_Update.pdf). Highlights:

- The pilot was launched with Bridge (236) and STEP (546) students. They're continuing to work with students to make sure they're engaging with all components of EAB Navigate. A watch list has been created to track the students to gather information about those students.
- A support webpage for Navigate has been created for students at <https://www.mtsac.edu/navigate/>
- The registration component is beginning the testing phase. There are nearly 300 different registration scenarios that are being tested and they are working with Ellucian on resolving any issues.
- EAB is running through some test scenarios as it relates to the appropriate drop codes.
- The Early Alert System "Air Traffic Controller" format is preferred for our students. It will be launched as a pilot with the Bridge program in the Fall 2020. The faculty provided significant input on the system led by the Academic Senate. The teams have come up with customized alerts that relate to each group.
- Cohort testing has been successful with the Bridge and STEP programs. The attributes will need to be customized by EAB for programs who use these.
- The 2020-21 Catalog will be manually added to EAB Navigate.
- The intake survey includes student information including an onboarding questionnaire on how they are connecting, how they are paying for college, what additional information they would like, and resources and/support programs that they would like more information on. This provides important feedback from students on how to improve support.

Next report out is November 17, 2020.

H. Increasing Financial Aid Awards: ProVerify software and Case Management

On July 23, 2019, Cabinet was joined by Dale Vickers, Chief Technology Officer, Antonio Bangloy, Director, Enterprise Application Systems, and Chau Dao, Director, Financial Aid to provide an update on increasing financial aid awards ([Financial Aid Completion Plan](#)).

On August 20, 2019, President's Cabinet was joined by Chau Dao, Financial Aid Director. Dr. Dao provided a comparison ([attached](#)) of the first financial disbursement for Fall 2018 versus Fall 2019. Great news! The number of students receiving aid is up from 4,478 to 6,679 and the aid is up from \$1,853,707 to \$2,791,333.

Barbara will work with FA to provide data on impact of their in reach & outreach work.

On October 1, 2019, Cabinet received information that the second 2019-20 Pell Disbursement report ([attached](#)) as of September 12 shows 8,040 Pell Grant recipients up from 5,699 at the same period a year ago. Wow! Great work by our Financial Aid team.

On November 19, 2019, Cabinet received information that the latest data on Financial Aid Processing ([attached](#)) shows remarkable progress from recent innovations: As of mid-November, 54% of Financial Aid files were complete and verified for 2018-2019 and 76% are complete and verified for 2019-2020. This means 1,880 more Pell Grants and \$1,484,790 more grant dollars to students

In the November, 2019 CCLC Presentation it is clear that the work with ProVerify and other aspects of the Financial Aid Office's work to improve efficiencies are having a tremendous impact:

- Financial Aid Awarded
 - Fall 2018: only 54% of submitted FAFSAs had been awarded
 - Fall 2019: 76% of submitted FAFSAs have been awarded
- Fall 2019: instituted Financial Aid Lab for direct application assistance
- Pell
 - 1,880 more students awarded Pell for October 2019 over October 2018 (\$1.485M)
 - 2018-19 = 16,496 Pell awards for entire year
 - 2019-20 = 16,972 Pell awards YTD
- **ProVerify** (third party vendor)
 - Enables students to complete IRS verification online
 - Enables parents to submit verification documentation electronically (DocuSign)
 - Enables students to track their progress and understand what still needs to be done
 - Enables staff to readily see students' status

Next report out is as needed.

Educating the College on SCFF

President's Cabinet is also educating the College on the ever changing nuances of the SCFF and taking action to protect the District budget accordingly:

- On June 4, 2019...
 - President's Cabinet discussed how this Mt. SAC SCFF Research Agenda will be [presented](#) at the [Community College League of California](#) in November, 2019. Bill, Audrey, Dale, and Barbara will demonstrate how *Institutional Practices to Increase Student Centered Formula Performance Outcomes* are being accomplished at the college. The session will focus on the Student Centered Funding Formula and how it has shifted college income basis from enrollment to a blend of enrollment, financial aid awards, and student outcome performance. The presenters will talk about implementing a research, planning, budgeting, and action agenda to improve overall college funding while staying true to the college mission.
- On June 11, 2019...
 - The Budget Conference Committee has concluded its work ([attached](#)) including the following actions:
 - Changes to the Student Centered Funding Formula:
 - Cap the student success allocation at 10% of the total formula allocation
 - Clarify that for 2018-19, transfer data is based on publicly available information
 - Starting in 2019-20, transfer data is based on recently enrolled students
 - Implement a three-year rolling average for the student success metrics
 - Implement an unduplicated count for the highest award obtained
 - Cabinet also discussed the negative impacts on Mt. SAC's allocations through the Student Centered Funding Formula ([attached](#)) including:
 1. no funding for the \$5,147,484 earned at 2018-19 P1;
 2. cut of \$1,902,468 in the "constrained" 2018-19 P1 due to lack of SCFF funding, and
 3. cut of \$1,293,937 for 2018-19 and ongoing due to Chancellor's Office error in miscounting transfer students
 - Cabinet discussed actions to maintain a sustainable balanced budget under the uncertain future of the Student Centered Funding Formula. In particular, decisions that increase the compensation of employees based on reclassification and/or reorganization was identified as needing to be accompanied by a commitment for additional ongoing funding for such changes. The following process was approved.
 - Reclassifications that result in additional ongoing costs will require approval of funding through the New Resource Allocation process.
 - Changes in job descriptions that include range changes will continue to require Board approval but will not be implemented until a New Resource Allocation is approved for the additional ongoing funding.
 - Request to Fill forms will be signed by Fiscal Services only when all compensation is fully funded.

- On June 25, 2019...
 - The Community College League of California has produced a summary ([attached](#)) of Student Centered Funding Formula “Factors and Rates [from the] May Revise 2019-20 Budget.” These are the point values that drive college unrestricted general funds through the SCFF each year.
 - Given the complexities that have emerged in implementation of the Student Centered Funding Formula, particularly this year, Bill has written “Budgeting in the Era of the Student Centered Funding Formula” ([attached](#)) in an effort to produce a comprehensive but understandable narrative about how SCFF has drastically changed not just the formula by which we receive funds but also the way Mt. SAC carries out our budget building process.
- On August 13, 2019...
 - The Chancellor’s Office 2019-20 Memo on the July Advance Principal Apportionment ([attached](#)). The memo describes the three changes enacted this year in the budget act for 2019-20, AB 74 ([link](#)) that apply to the “success metrics” 10% of the SCFF formula:
 - Three-year averages of each of the measures are used in the allocation.
 - Only the highest of all awards are counted for the year and only if the student was enrolled in the district in the year the award was granted.
 - It amends the definition of a successful transfer. Under the definition that will be used beginning with the 2019-20 apportionment, “a student must have completed 12 or more units in the district, exited the CCC system in the following year, and be enrolled in a four-year university in that year of exit.”
- On August 27, 2019...
 - At the Budget Workshops in July, the Chancellor’s Office presentation ([attached](#)) announced that:
 - SCFF rates will be recalculated for 2019-20 so that the funds are distributed 70% base (enrollment), 20% equity (financial aid), and 10% student success. (See page 24 of the attachment.)
 - As shared in last week’s Cabinet notes, new changes in the formula for 2019-20 include that
 - only the highest award earned in the same year will be counted,
 - the success/completion metrics will be averaged over the last three years, and
 - a transfer student is now defined as taking 12 units at the college during the year prior to transfer.
 - Timeline for the 2019-20 fiscal year “recalculation” mentioned in the first bullet will be P1 for base FTES (data through fall 2019 semester) and a final date of January 14, 2020 for supplemental (financial aid) and success/completion data reported “for apportionment purposes” (page 30) through MIS submission.
 - By recalculating the SCFF metric dollar values after January 14th, districts will not know the input dollar values on SCFF performance and will thus not know the actual SCFF apportionment for 2019-20 until recalculation.
 - The Chancellor’s Office distributed 2019-20 Advance Exhibit R ([attached](#)) instead of Exhibit C which would have had the specifics of the SCFF allocations elements for each district—now not known until next year. Districts will thus now get as an “advance apportionment” which is the “hold harmless” minimum revenue or the “constrained” 2018-19 P2

- apportionment (called “Total Computational Revenue” TCR).
 - Mt. SAC’s 2018-19 P2 was \$187,627,396 just slightly above our hold harmless value of \$187,112,691.
 - And more changes are on the way. See pages 37, 38 and 39 of the attachment.
 - Given the uncertainty of the apportionment of 2019-20, Cabinet is recommending that the Mt. SAC 2019-20 budget assume an unrestricted general fund revenue of the hold harmless minimum revenue guarantee.
- The SCFF Faculty Flex Day presentation is [attached](#). Included are details on the 2018-19 SCFF allocations mess throughout the year—from Advance (July 18) to first P1 (March 19) to second P1 (April 19) to P2 (June 19) and including legislative action for 2019-20. Also described are the impacts on Mt. SAC budgeting practices as they were under FTES funding to now under Student Centered Funding Formula.
- On November 22, 2019 the Mt. SAC group (Bill, Audrey, Madelyn, Dale, and Barbara) presented at the Community College League for California on the College’s work on SCFF as noted above (see June 4, 2019). The room was packed beyond capacity (more chairs had to be brought in) and the audience asked deep, thoughtful questions about how we do our work, how we work together, where we get the resources to do the work, how much the software costs, and how the leadership work all came together. It is clear that the College’s work on SCFF is what other colleges may wish to do also and to do so they would need strong alliances and trust across their campus.
- On December 9, 2019 the Mt. SAC group (Bill, Audrey, Madelyn, Dale, and Barbara) presented this same work via a [webinar](#) for the Research and Planning (RP) Group for California Community Colleges. Over 90 logins were in use throughout the session. Different types of questions were asked than at the CCLC session such as details regarding why our math placement levels were not as dramatic as the English levels (because English started earlier – math will catch up). They also wanted to know more about the implications of giving students awards that they’d earned, but not applied for.
- On January 14, 2020, [President’s Cabinet](#) discussed the Student Centered Funding Formula (SCFF) Oversight Committee of the Chancellor’s Office. The Committee make their [Priority One Recommendations](#) to:
 - Include first-generation students in the funding formula, and
 - Define first-generation students as those for whom neither parent has a bachelor degree.
- On February 25, 2020, [President’s Cabinet](#) discussed the [P1 Rebench 2019-20 SCFF allocation](#) to Mt. SAC. The Chancellor’s Office [Schedule C](#) was also discussed. Note that the increase in this year’s funding is from a base of \$187,483,410 to \$197,283,690 in a total computational revenue. However, due to a state property tax shortfall which currently stands at \$330M, the Chancellor’s Office has imposed a deficit factor of 3.6897% which is reflected in the attached Schedule C and lowers our current allocation to \$190,004,430, which is \$2.521M above the adopted budget for 2019-20. However, in past years, the property tax shortfall has been substantially resolved by the end of the fiscal year. Morris reported that the SCFF allocation will be rebench at P2 and Exhibit C revised by late June. As a result, Cabinet delayed consideration of several 2019-20 requested items until the New Resource Allocation consideration at the first Cabinet meeting in July.
- On March 3, 2020, [President’s Cabinet](#) reviewed the [Chancellor’s Office memo](#) on SCFF 2019-20 P1 Rebenching and 2018-19 Recalculation along with the [Exhibit C 2019-20 allocation for Mt. SAC](#) and for all [CCC districts](#).
- On August 11, 2020 Cabinet continued discussion of the 2020-21 State Budget:

- a. Lizette Navarette, Vice Chancellor of College Finance and Facilities Planning, provided a Fiscal & Policy Update (https://www.mtsac.edu/president/cabinet-notes/2020-21/08-aug/8a_CCC_Office_Fiscal_and_Policy_Update.pdf) from the Chancellor's Office. The report on the budget process states that there will be no formal August revision, the typical Omnibus technical clean-up bill process is underway, and the Chancellor's Office is preparing shared request for feedback. Trailer bill impacts are hard to track and often times go sideways, following their progress is important. Lizette emphasized the protections in place for California community colleges, particularly FTES protection so that colleges do not lose apportionment as a result of emergency conditions due to the pandemic. SCFF hold harmless provisions were extended by adding an additional two years to 2023-23. Morris reports that there is not enough money in SCFF apportionment for the level of deferrals for the months specified in the statute. The current SCFF apportionment is short and only enough for about seven months before deferrals kick in. There are already 22 districts in hold harmless, so districts with a lack of cash to cover the deferrals is a system-wide issue. Our deferral is about \$46.6M.
- On August 18, 2020 President's Cabinet received a report on the budget from Moris Rodrigue, Vice President of Administrative Services. Morris reported that the Chancellor's Office Budget Workshop was very focused and had good information flow. The Legislative Analyst's Office also released their preliminary analysis of California's 2020-21 Spending Plan. Highlights from the Chancellor's Office Budget Workshop:
 - The general feeling is that the Chancellor is going to retain the lower FON number, 408 for Mt. SAC.
 - The CARES ACT institutional funds Federal Fact Sheet is being revised. It looks like part of lost revenue (parking was emphasized) due to the pandemic will be allowed for CARES Act funding. This will be helpful as there are some staffing budgets that are paid from student parking fees. The Chancellor's Office will be putting out more information.
 - The 2020-21 Budget deficit factor is revised to .95%. The 2019-20 Tentative budget included \$190M in **SCFF** state revenue, so that should move up to about \$195M for **SCFF** in the Adopted Budget to be proposed to the Board in October.
 - As reported in previous Cabinet Notes, the Legislature will not propose a budget bill for a total revision of the 2020-21 state budget but rather just an omnibus bill with technical changes. Indicators are that there will not be a downward adjustment. The bigger questions surround the strength of the economy during the fiscal year to avoid any mid-year cuts.
 - Current economic indicators are trending up. Residential assessed values are not declining, so there is no indication of a reassessment for property values.
- On September 15, 2020 President's Cabinet continued discussion of the 2020-21 State Budget. Discussion:
 - We need to continue to control our biggest budget liability by monitoring employee costs. This will be done by monitoring vacant position budgets, which are requiring additional Cabinet approval for both "unfreezing" and status changes. While we have a temporary reprieve of any reductions in Student Centered Funding Formula allocations, there is a real concern that, when this one-time state protection ends, we won't be at the same level of SCFF performance of 18-19 because we will not have recovered from all of these other issues that may drive down attendance and student performance. We are preparing for the 22-23 budget year which will not have any rescue money, and we anticipate that we may not have the SCFF metrics performance that we have seen in the past. The Fall of 2022 will show us if we're able to recover.

- Other Funding Education:

- On March 3, 2020, [President's Cabinet](#) reviewed a [memo](#) from the Chancellor's Office on [AB 806](#) which grants permanent extension of priority enrollment to homeless and formerly homeless students.
- On March 3, 2020, [President's Cabinet](#) reviewed a [memo](#) from the Chancellor's Office on [AB 943](#). The bill allows colleges to use Student Equity and Achievement Program (SEAP) funds to provide emergency financial assistance to eligible students to overcome unforeseen financial challenges that would directly impact a student's ability to persist in the student's course of study.
- On April 7, 2020, [President's Cabinet](#) reviewed CCLC's analysis of the [CARES Act](#). Of the \$2.2 trillion in funding, \$30 billion is targeted for education with \$13.5 billion for K-12 and \$14.25 billion for higher education. Discernment to colleges and universities will be based 75% on Pell Grant FTES and 25% on other FTES. \$1 billion is reserved for Minority Serving Institutions. Of the higher ed allocations, roughly half will go to students (regardless of financial aid status) for direct emergency aid and the remaining to the institutions for COVID-19 fiscal impact going forward (from the date either of receipt of funds or of action on the CARES Act). All funding is one time.
- Numerous references to the CARES Act in April to the current time period, such as:
 - On July 7, 2020 Adrienne Price provided a 4th Quarter Grants update (https://www.mtsac.edu/president/cabinet-notes/2020-21/07-july/8_Grants_Update_070720.pdf). New applications include one to the Institute of Museum and Library Services – **CARES Act** Grants for Museum and Libraries with a request of approximately \$354K over a two-year project period and one to the California Community Colleges Chancellor's Office – Nursing Education Program Support request of approximately \$263K over a one year period. Her report also included upcoming applications, as well as a breakdown of active projects for the 2019-20 fiscal year with a total fiscal year funding of \$12.8M.
 - Only July 14, 2020 President's Cabinet discussed the CARES Act adjustment. The College will be asking for copies of receipts for CARES Act items in case of an audit. As we are moving through the spending of this money, Morris will bring periodic reports so that everyone knows how the money is being spent.
 - On July 28, 2020 Morris Rodrigue, Vice President of Administrative Services reported that a sample form (https://www.mtsac.edu/president/cabinet-notes/2020-21/07-july/10_1_2020-21_CARES_Act_Institutional_Request_Form.pdf) is available for CARES Act institutional funding requests. This form is similar to others that the College uses and will help track spending for audit purposes. He has confirmed that supplies can be shipped to an employee's home due to the emergency conditions if the purchase is no more than \$500 and the information on this exception has been sent to managers (https://www.mtsac.edu/president/cabinet-notes/2020-21/07-july/10_2_Temporary_changes_to_AP6330.pdf).
 - On August 18, 2020, Morris Rodrigue, Vice President of Administrative Services reported that the CARES ACT institutional funds Federal Fact Sheet is being revised. It looks like part of lost revenue (parking was emphasized) due to the pandemic will be allowed for CARES Act funding. This will be helpful as there are some staffing budgets that are paid from student parking fees. The Chancellor's Office will be putting out more information. In that same meeting, Audrey

Yamagata-Noji, Vice President of Student Services came up with a range of scenarios for additional student CARES Act funding. She can easily award just under \$4M to students based on their unmet need whenever the money is available.

- On September 1, 2020 Audrey Yamagata-Noji, Vice President of Student Services noted that Student Health Services has submitted a CARES ACT – Institutional Request for mental health services for \$35,000.
- On September 15, 2020, Audrey Yamagata-Noji, Vice President of Student Services shared that they reviewed CARES Act funding for emergency grants for students. Although the team has compiled a list of students eligible to receive grants based on high levels of unmet need, the dissemination of grants similar to what was done in Spring will be further reviewed for funding. Cabinet approved the allocation of \$50,000 to fund the process to approve individual student applications for emergency grants.
- On September 22, 2020 Morris Rodrigue, Vice President of Administrative Services reported that the College is working on how we will allocate all of the Federal COVID mitigation dollars. The largest pot of money still remaining sits in the CARES institutional funding account. Plans will be developed when we see what is needed for instructional purposes. Some of the State COVID mitigation funds will be used for student food pantry and reengagement of students—amounts still to be determined.

Research Agenda

The following is an update on the status of **C. Implementing SCFF Research Agenda and Data Reporting/Analytics**. These are projects prioritized for action to impact student success. These projects, while focused on the Student Centered Funding Formula, are certainly helping students with their [Guided Pathways to Success \(GPS\)](#). There is somewhat of an overlap between these projects and the SCFF-Continued Follow-up projects listed above.

Priority	Topic	Questions	Lead(s)	Completed
	A. Completion Data			
2	Degrees and Certificates	What are the stumbling blocks to completion?	Instruction, RIE	ongoing

Notes/reporting

Multiple places where there students could use more assistance. We first need to know what our business operations are.

Group #1 of the Pathways Workgroup oversees Research, Integrated Planning, and Collaborative Inquiry. They worked with many across campus to build a visual display of What needs to happen for students to earn degree or certificate or to transfer? This work included faculty, staff, and managers from areas such as Counseling, Admissions and Records, High School Outreach, Research and Institutional Effectiveness, School of Continuing Education, and more. Each area provided analyses of the Strengths, Weaknesses, Opportunities, and Threats (SWOT). Based on this work, losses on the pipeline from admission to completion were found and some already are fixed. For example, students who wished to graduate had to go to Admissions and Records to complete a paper form. There is now a process for issuing awards that aligns with College and Financial Aid policies and does no hard to students.

Second, we need to know more about students' perspectives. In Summer 2019, Research Department worked with Richard Myers, English to conduct one pilot study with evening credit students. The study allowed students to draw their Guided Pathways to Success experiences. These 22 flipchart drawings, some might call *participatory diagramming or graphic elicitation*, are allowing us to see where students are being well supported and where they see roadblocks. Student Intern, John Phu from Cal State LA is helping to make sense of it along with Marcell Gilmore, Research. The Research Office will conduct more studies in fall 2019 with noncredit and day-time credit students to gather students' input. Suggested classes and people to help with the data collection and analyses are requested.

In fall 2019, RIE gathered more posters from different students: English 1C, ESL, Psychology. This work is being transformed by Studio 13 and a first draft is being reviewed.

On July 23, 2019, Audrey reported that the Completion Center is open in 9G under the direction of Francisco Dorame. Staffing is hired and counselors have been assigned. Staff is working on a plan to ensure students are aware of completion requirements. Per the August 13, 2019 PC presentation on the [Completion Center](#) (Counseling and Student Records) there continues to be some excellent work calling students who are close to completing their majors. See Section E above for update.

Priority	Topic	Questions	Lead(s)	Completed
George Bradshaw gives a Pod Cast on the process for obtaining an award.				
Timeline: ongoing				
1	Degrees and Certificates	Where are the losses on the pipeline from admission to completion?	RIE, Instruction	ongoing
Notes/reporting				
Same as above.				
2	Degrees and Certificates	What impact does academic support (tutoring, SI, etc.) have on reducing these losses?	RIE, Instruction	ongoing
Notes/reporting				
At the beginning of this document, there is an outline of work done on the SCFF-Continued Follow-Up project A. Tracking Students in Support Cohorts (Student Support Workgroup). The Cohort Project will allow the College to combine students' usage of programs/services across the College. It is important to measure many aspects of student success such as learning styles and affective domain (e.g., well-being) that help the student be able to achieve their outcomes (degrees). The Academic Support Services provide many of these services to the students. An academic referral to Counseling may require academic and person counseling.				
Research Department conducted a few interviews in summer 2019 to better understand operations and services. It is time for action. Barbara will meet with John Cardenas to review the Academic and Student Support Services programs work in capturing students' use of their programs. Barbara, Antonio, and Wook Kim along with Lisa DiDonato will be using Arise program as the pilot for this work as opposed to EOPS. Wook continues to work with IT to examine the technology they are using to record students' use of services. IT and Research will continue their conversations about the technology platforms being used.				
Meghan Chen and Madelyn Arballo are leading the Academic Support Services project that outlines this work in more depth. See Section A for update.				
Timeline: Summer/Fall 2019				
3	Degrees and Certificates	How many local certificates do we have that are below 16 units?	RIE, Instruction	Done
Notes/reporting				
Datamart Report provided input on the number that were being awarded. Updated July 20, 2020.				

California Community Colleges Chancellor's Office
Program Awards Summary Report

	Annual 2016-2017	Annual 2017-2018	Annual 2018-2019
Mt. San Antonio CCD Total	4,690	5,650	7,104
<i>Certificate requiring 16 to fewer than 30 semester units (SCFF)</i>			9
Associate in Science for Transfer (A.S.-T) Degree	94	240	405
Associate in Arts for Transfer (A.A.-T) Degree	430	611	842
Associate of Science (A.S.) degree	758	773	1,007
Associate of Arts (A.A.) degree	927	1,010	1,456
Certificate requiring 30 to < 60 semester units	286	217	338
Certificate requiring 18 to < 30 semester units	296	325	385
Certificate requiring 12 to < 18 units	1	37	47
<i>Certificate requiring 6 to < 18 semester units (Local)</i>	517	640	788
<i>Other Credit Award, < 6 semester units (Local)</i>	44	35	54
Noncredit award requiring from 480 to < 960 hours	360	488	561
Noncredit award requiring from 288 to < 480 hours	753	978	916
Noncredit award requiring from 192 to < 288 hours	24	14	
Noncredit award requiring from 144 to < 192 hours	1		
Noncredit award requiring from 96 to < 144 hours	158	232	252
Noncredit award requiring from 48 to < 96 hours	15	31	
Noncredit award requiring < 48 hours	26	19	44

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Priority	Topic	Questions	Lead(s)	Completed
	A. Completion Data			
3	Degrees and Certificates	Which programs have low numbers of students completing?	RIE, Instruction	Done
Notes/reporting				
Our program review, Planning for Institutional Effectiveness (PIE), allows programs to see all award data across the College. Programs discuss the data and actions needed.				
As per the above introduction, a new tool, developed by consultant Ganesh Nathan, the Degree Completion Analytics Dashboard (sample report attached) is capable of deriving the number of students who are 80%, 90%, and 95% complete with a degree or certificate. The dashboard displays a Division Summary, a Courses Remaining Report (for each student giving courses needed to finish their declared major), and an Eligible Degrees Report (with other degrees for which a student is near completion).				
2	Transfers	How many transfers does each program produce?	RIE	ongoing
Notes/reporting				
When students obtain a certificate and/or degree, the Research team can send their information to the National Student Clearinghouse to secure their transfer status (e.g., program of study, degree conferred). Some programs would expect their students to transfer, while others would not. For students without a program award, Research Department will need to work with IT to determine which students appear to be taking courses related to which program of study using MAP (aka Degree Works).				
Timeline: Spring 2021 (to be assigned to a researcher)				
3	Transfers	What is the status of our CalPASS+ agreements?	RIE, Dual Enrollment, High School Outreach	ongoing
Notes/reporting				
Mt. SAC has been a CalPASS+ Member for at least the last 10 years. The High Schools that we work with are not all in CalPASS+ and those who are part of the Data Co-Op do not consistently submit their data. This makes data-driven decision making difficult. Barbara and Bill will work together on this project. Report might include:				
✓ # of USD (and high schools) with MOU ✓ # with data submissions & consistency ✓ What important to USD? Improves students' placement into English and Math using more granular data.				
In Fall 2019, Dr. Scoggins began work with the others to discuss the need for more systematic high school data. Communications began with John Hadad jhadad@ccctechcenter.org from the Tech Center (jhadad@ccctechcenter.org) and Tim Calhoon tcalhoon@ccctechcenter.org too.				

Priority	Topic	Questions	Lead(s)	Completed
		CCGI is minimal. Andy Newman <anewman@ccctechcenter.org> is the lead for the Tech Center's Enabling Services team that can assist in getting us setup to receive the K-12 data. Colleges would be able to access this data for their local implementation of AB 705 if they are not using the CCCApply approach. The Chancellor's Office is developing Memorandum of Understandings (MOUs) with the Dept of Education with other educational sectors for data exchange. They do have agreement with CDE, but the information was receive in a format difficult to use. Chancellor's Office is developing a version of CCCApply that allows HS data and it has a backend that connects to CalPASS, CGI (state tested and it does not work for California), and CalPADS. Since September, 2019, staff from Research (Maria Tsai) and IT (Antonio Bangloy, Chuong Tran, Dale Vickers, Barbara McNeice-Stallard) began meeting with the California Community Colleges Technology Center (John Hadden, Michael Rajkumar, Monica Zalaket, Jennifer Coleman) to determine if data we currently ask for in the AQ is elsewhere in the labyrinths of data available at the Chancellor's Office. On December 11, 2019, the team determined that a small percentage is currently accessible and more might be possible in the future. Work is continuing. Per John Hadden's email of December 12, 2019, he provided: <i>"a summary of our findings below, along with some relevant exceptions/limitations based on the availability of verified data.</i> <i>Analysis:</i> <i>AQ Currently uses 65 fields (a combination of input and output fields)</i> <i>MMPS can currently deliver data for 3 of those fields</i> <i>Given our access to verified data, when available, MMPS could provide data for an additional 27 fields for a total of 30 fields that could serve as input into the AQ.</i> <i>Some caveats:</i> <i>MMPS does not have verified data for all students</i> <i>No verified data is available for out of state students</i> <i>MMPS's ability to provide verified data for all fields is closely tied to the data source. For example, CCGI has access to in-progress data where other data sources may/do not.</i> <i>Recommendations based on self-reported data will not provide most of the input data that would be available when verified data is available.</i>		

Priority	Topic	Questions	Lead(s)	Completed
		<i>As I mentioned during the meeting yesterday, adding the additional fields will require approval and then prioritization on the MMPS roadmap, I'm unable to provide any type of timeline for when we would be able to incorporate the additional data elements. I will work with the Chancellor's Office on this request."</i> April 16, 2020: Currently, we <i>have</i> your request in our backlog. We continue to collaborate with the Chancellor's Office on the prioritization of features and requests for enhancements. However, your request has not yet been approved for moving into our development cycles. I wish I had better news, or that I could provide a timeline for when we would start the work. I will keep you posted when the status of that changes. John Hadad Product Manager Multiple Measures Initiative (MMI) Central Administrator Project (CAP) California Community Colleges Technology Center (CCCTC) jhadad@ccctechcenter.org office: 530-413-8583 Similar to the last report in July 2020, as of November 2, 2020, the project is still in a holding pattern in the CCC Tech cue. John Hadad moved to the OEI project. Monica Zalaket is the CCC Tech contact person for the moment. Barbara McNeice-Stallard asked Monica for a deeper evaluation of the scope of work for this project and if ASSIST would help move it along in the priority line. If this project needs to be moved higher on their cue, then we may need Dr. Scroggins to help us. Timeline: To Be Determined.		
3	Transfers	Do we have state data on UC and CSU transfers by TOP code?	RIE	ongoing
Notes/reporting				
There is an Assembly Bill in Legislature that would establish a statewide-integrated database with longitudinal data. It could be used for research purposes only with security protections. Another Assembly Bill that would establish an oversight CPEC-type body that would own it (as an independent body). Would all institutions want to cooperate? Threatens the independence of the UC system to share data. AB 1306 (Obernolte) Creates the California Cybersecurity Integration Center IC). (UC Named) It appears to not be supported. There is an interest in the Chancellor's Office to have granular data with respect to the metrics used for special programs: ○ How are you using the money? ○ Which students are receiving the money and benefiting from it (e.g., equity, fairness, best practices).				

Priority	Topic	Questions	Lead(s)	Completed
Transfer data from National Student Clearinghouse shows us the students' major. Need to find UC/CSU data by TOP Code. Timeline: Post-COVID-19				
1	Counseling Case Management	What is it about the student/counselor interaction should be analyzed for impact on success?	Counseling	Ongoing
Notes/reporting Per Francisco Dorame (6/18/2019), a systematic process for allowing Counseling Interns at Mt. SAC was created in 2017-18. This process allows Counseling Department to improve upon our abilities to offer internships. In the past, internship requests would be received on an individual basis. The following creates a systematic process for tracking and monitoring the interns. This makes it more purposeful: (1) how we vet the interns, (2) how we give priority to students who needed hours to complete their graduate program, and (3) how we evaluate our internship process. The following is an overview of the three types of internships offered: 1. Counseling Interns (traditional): Unpaid volunteers who complete the Interest Form. Set number of hours per graduate school requirement. Primary role is to shadow a Counselor (appointments, workshops, meetings, classrooms) to secure the first-hand experience. Also, the Counseling Interns will get some level of experience to engage in a counseling session so that the Counselor can provide them with feedback. Have 6-8 Counseling Interns per semester. Counseling Interns must provide a report to their graduate program. They come from many colleges including U of La Verne, LB State, APU, Cal State San Bernardino, etc. At Mt. SAC, many other employees are also part of the process of helping the Counselling Interns. This is a non-paid position because they have to secure a number of hours for their graduate program. Based on the number of hours required for each graduate program, we ask them to do some of those hours for Mt. SAC during one semester, typically (about 250 hours). They must complete an Interest Form to demonstrate their reasons for approaching Mt. SAC, their expertise, and their desired learning. 2. Counseling Students close to their degree or just completed their degree: Paid and processed as Professional Experts or more frequently as Hourly Staff. For example, we have 4 interns working on STEP program. They are recruiting students (outreach, call, and information sessions) as part of the onboarding process. Work with Instruction to build the workshop schedules within STEP. Assuring students are successfully completing Edu Plans and registration. We have similarly placed an hourly staff to work in the Completion Center. Tend to work based on the hours needed for each project. They must complete an Interest Form to demonstrate their reasons for approaching Mt. SAC, their expertise, and their desired learning. 3. Blended from above: Unpaid volunteers who complete the Interest Form. Work on a specific project. These are short-term projects (workshops, panelists). Bridge program asks them to do a specific program on Health and Wellness and another one on Study Skills. These interns already have some tangible experience. Another area where they provide assistant is in Career and Transfer Services. This blended				

Priority	Topic	Questions	Lead(s)	Completed
Internship approach allows for opportunities for them to showcase their skills so they can build more experience in higher education. It is about matching their expertise with the College needs so that they are provided experience and the College is provided expertise. Tend to work based on the hours needed for each project and related to the needs for their graduate internship, if relevant. They must complete an Interest Form to demonstrate their reasons for approaching Mt. SAC, their expertise, and their desired learning. In summary, the above opportunities allow the College to provide internships for about 15 to 16 interns per semester. This is an excellent service to the Community and to the discipline of Counseling. This may overlap with the SCFF-Continued Follow-Up project A. Tracking Students in Support Cohorts (Student Support Workgroup) as it relates to well-being.				
3	Counseling Case Management	What factors trigger students when they need extensive discussion with counselors?	Counseling	ongoing
Notes/reporting				
Added counselor case management system by using Degree Works and ability for counseling professionals to act as a team (note fields to update next counselor). Phase 2 for future are Success Centers and Support Cohorts that are not active members of the case management system. We need to identify and collect information about them. A counsellor would like to know if students are going to DREAM, REACH centers and to which tutoring centers and for which courses. Reviewing that information will allow further discussions with students about their actions and thus counselor can advise them as to next level to improve their outcomes. We have the systems, but not the inputs. Whole workload and training that goes with that. Writing Center has the data, but how do you get it into Degree Works or Referential System? For example, the Success Center could have a profile and the Support Center could have a profile. Both allow each Center to see what the student is doing, congratulate them on it, and suggest more actions such as "Pay special attention to student next time comes into your center." Navigator versus MyPath versus Mt. SAC way. Which way? The Chancellor's Office Data Warehouse project could help, at the state level, do profiles of students to show that we need to invest more in XYZ.				

Priority	Topic	Questions	Lead(s)	Completed
		What are the successful interventions that work? Talk to those leaders to ask them what they are doing and how well it is working! Pride Center – this is a safe place for them – psychosocial safeness for them; what are the elements necessary to create this? Safeness – self-defined gender identify is a key element to safeness? How do we ensure that the technology backend is aligned with these needs for case management?		
		What are the next steps with this research?		
2	Close to Completion	How many students have ≥45 units? What are their characteristics?	Enrollment Mgt	ongoing
Notes/reporting				
For Fall 2019 enrollment, Marketing worked with Enrollment Management to try a smaller scale project (due to vendor limitations). This project was not nearly as effective. It is recommended that the College re-consider other vendors for the future.				
On May 7, 2019, President's Cabinet reviewed the Call Center Engagement Campaign in partnership with BlackBoard (proposal attached). Engagement campaigns are designed to help proactively move students through applying/ registering, improve student engagement, optimize enrollment and retention, and improve the overall student journey. Blackboard and Mt. San Antonio College mutually determined the campaign objectives and target populations. The Spring 2019 Call Center Impact Report (attached) defines the three target populations and shows engagement campaign outreach results. Of the 10,703 target population, 8,333 were voice messaged, 2,783 were engaged with live conversation, and 7,169 enrolled. Of that number, 197 were deemed incremental gains in enrollment for a 440% financial return on the original investment of \$85,000 for the contract. The Call Center Impact report shares several additional campaign insights. Target groups were: • GROUP 1– Missed Fall Term (Criteria 1 – Enrolled in spring 2018 or summer 2018; Criteria 2 – Missed Fall 2018 enrollment; Criteria 3 – remove if enrolled in winter 2019; Criteria 4 – No holds and no probation; Find registration date for Spring 2019.) • GROUP 2 – Attended in Fall, but Have Not Registered for Spring. (Criteria 1 – Attended in Fall 2018; Criteria 2 – Has not registered for Spring 2019; Criteria 3 – Registration Date has Passed; Criteria 4 – No holds and no probation; Find registration date for Spring 2019.) • GROUP 3- Applied for Fall, but did not enroll. (Criteria 1 – Applied to attend in Fall 2018; Criteria 2 – Did not enroll in classes in Fall 2018) To recap, Uyen Mai, Director of Marketing and Communication noted that: • “Blackboard ended up taking a \$1.5Million contract with Strong Workforce, so we could no longer work with them on the Call Center. • For Spring 2019, we tried a company called Answer Connect to provide reminder phone calls. They could only accommodate 1,500 calls. • For Fall 2019, Marketing created a Call Center in-house with work study students. We called about 4,000 students, beating out the				

Priority	Topic	Questions	Lead(s)	Completed
		professional call center, at least for quantity. We're looking forward to seeing how the data comes out once enrollment numbers are reached in Winter/Spring."		
		In the future, they are going to try using RAVE to leave students reminder messages automatically. For higher-level contact, in-house call center students will be asked to call students to walk them through some specific needs they may have.		
		As of April 20, 2020 the update is as follows: - RAVE was fully implemented in March 2020. This allowed for communicating with students via text, email, and leaving a voice message. RAVE will be used for upcoming general announcements about enrollment. Announcements with custom student information or targeted populations will continue to go through IT. - Due to COVID-19, Marketing's call center utilizing work study students is on a brief hiatus. The past data indicated that students who received a voice message were more likely to enroll than those receiving a phone call. As such, using RAVE during these times is an efficient use of resources.		
		Timeline: Summer & Fall 2020 enrollment cycles		
1	Close to Completion	How many of these have CSU "golden four" for transfer? What incentives would motivate these students to complete?	Transfer, RIE	ongoing
Notes/reporting				
This question aligns with the above enrollment project.				
	B. Noncredit			
2	Noncredit Growth Potential	What is the annual growth in noncredit FTES statewide and by college over the last five years?	SCE	Ongoing
Notes/reporting				
On March 26, 2019, Madelyn Arballo attended President's Cabinet . She provided an update on this question.				
Extensive research and data analysis have answered the question and served as a springboard for increases in both scope and effectiveness of noncredit in support of the outcomes within SCFF. Cabinet discussed each of these, expressed appreciation for the extent of new and expanded initiatives, and set direction and priorities for future work				

Priority	Topic	Questions	Lead(s)	Completed
On June 25, 2019, President's Cabinet was joined by Madelyn Arballo, Associate Vice President of Continuing Education, and Tami Pearson, Dean of Continuing Education and Workforce Development, to provide the scheduled report on Noncredit Support of SCFF & Multiple Measures Placement following AB 705 (attached). Section first Section B above for updates.				
3	Noncredit Growth Potential	High school credit recovery is slowing down as is ESL enrollment, what data is available on this and other future growth trends in the Mt. SAC extended service area?	SCE	Ongoing
Notes/reporting				
Same as above				
2	Noncredit Growth Potential	What are the growth opportunities to partner with K- 12 in non-credit and dual enrollment?	SCE	Ongoing
Notes/reporting				
Same as above.				
1	Noncredit Growth Potential	What are the growth potential for alignment with credit programs on campus, e.g., English and Math Review courses to support Multiple Measures Placement?	SCE	ongoing
Notes/reporting				
Same as above.				
	C. Auto Award of Degrees and Certificates			

Priority	Topic	Questions	Lead(s)	Completed
2	Increase Auto Award	What is the degree and certificate potential growth through Auto Award?	A&R	done
Notes/reporting				
George Bradshaw, Dean of Enrollment Management, shared an analysis (attached) of degrees, certificates, and awards for the last three years at President's Cabinet March 12, 2019 . Strong growth in associate degrees for transfer - a 61% increase from 2016-17.				
For auto awarding, there were a saw a small number, 113, Awarded Auto Petition.				
2	Increase Auto Award	What policy/process challenges will Auto Award create?	A&R	done
Notes/reporting				
Communications on Auto Awards from George Bradshaw in Nov/Dec 2018 to President's Cabinet shows different student groups and how auto-issuing awards was being handled.				
3	Increase Auto Award	How do we match non-current (past five years) student transcripts with degree and certificate requirements?	A&R	done
Notes/reporting				
Communications on Auto Awards from George Bradshaw in Nov/Dec 2018 to President's Cabinet shows different student groups and how auto-issuing awards was being handled.				
On September 16, 2019, George noted:				
- We've been awarding degrees and certificates via the "auto-award" really an auto petition process since 2012 - An Argos report is run after we roll grades for every term. With this report we can determine the students who met all of the requirements for either the degree or certificate the student has listed as their major - Once we have the list A&R will double check the information to ensure accuracy - With the data review accomplished A&R will send the students a letter notifying them of their accomplishment and notifying them of the timeline whereby they need to respond if they do not want the degree/certificate - If A&R does not hear back prior to the deadline, the campus will issue the degree/certificate - What was new for 2018-2019 was the decision to look back at past enrollments (up to 5 years back) for students who were in "faux" majors (i.e., majors that the campus can't award actual degrees) such as Transfer Biology, Transfer Chemistry, etc.				

Priority	Topic	Questions	Lead(s)	Completed
- Once these “faux majors” were evaluated for “next best degree fit” we were able to award additional degrees, see the attached document. - You’ll notice the spike in Fall for both Degrees and certificates. This was directly related to the strategic look back at past enrollments with faux majors on file. - In 2019-20 the College will only look at current students for this process. For more updates, see Section E on Auto Award/Near Completion/Selection of Major.				
3	Increase Auto Award	How can we allow current students to readily update their major and then trigger a counselor review?	Enrollment Mgt	done
Notes/reporting				
Students have to re-verify their major each time they begin the enrollment process for a semester.				
3	Increase Auto Award	How to prompt students to update their major with a pre-registration action item including a confirmation of major?	Enrollment Mgt, Counseling	done
Notes/reporting				
Students have to re-verify their major each time they begin the enrollment process for a semester.				
1	Priority for 1 or 2 Courses to Completion	How many students are 1 or 2 courses short of completion?	Enrollment Mgt	done
Notes/reporting				
On April 30, 2019, President’s Cabinet was joined by Francisco Dorame, Dean of Counseling; Dale Vickers, Chief Technology Officer; and Antonio Bangloy, Director of Enterprise Applications Systems, to discuss the Auto Award/Near Completion/Selection of Major/Counselor-Aided Student Assent System. A new tool, developed by consultant Ganesh Nathan, the Degree Completion Analytics Dashboard (sample report attached) is capable of deriving the number of students who are 80%, 90%, and 95% complete with a degree or certificate. The dashboard displays a Division Summary, a Courses Remaining Report (for each student giving courses needed to finish their declared major), and an Eligible Degrees Report (with other degrees for which a student is near completion). Section first Section B above for updates.				
D. Enrollment Analysis				
2	Continuing Students	Which students are not returning for the	Enrollment Mgt	ongoing

Priority	Topic	Questions	Lead(s)	Completed
		following term?		
Notes/reporting				
Section first Section, Part E above for updates.				
3	Continuing Students	<i>How can we maximize enrollment of continuing students?</i>	Enrollment Mgt	ongoing
Notes/reporting				
Section first Section, Part E above for updates.				
1	New Students	How can we maximize enrollment of new students, particularly for those qualifying for financial aid?	Enrollment Mgt	ongoing
Notes/reporting				
	E. Impact of Multiple Measures Placement			
1	Implementing AQ	What is the profile of students who follow/do not follow AQ recommendations? Success rates of each group? Disproportionate impact (DI)?	RIE	Ongoing
Notes/reporting				
Rpt to MM Task Force 2/28/2019 Timeline: fall 2019				
2	Implementing AQ	What is the predictive validity of the high school performance data used for MMP in producing successful course completion?	RIE	done

Priority	Topic	Questions	Lead(s)	Completed
Notes/reporting				
Rpt to MM Task Force 2/28/2019				
1	Implementing AQ	How successful is the use of corequisites for similarly qualified students? Disproportionate impact?	RIE	done
Notes/reporting				
Rpt to MM Task Force 2/28/2019				
1	Implementing AQ	What themes emerge when student focus groups are asked about the AQ process?	RIE	done
Notes/reporting				
Rpt to MM Task Force 2/28/2019				
1	Guided Self Placement	What models have proven effective in guided self-placement? When counselor input is added to the MMP model, what impact is observed on student successful course completion?	Counseling	ongoing
Notes/reporting				
“What models have proven effective in guided self-placement?” The models we are using include: • Videos on math, English, and Read • Counselor interview • AWE & DRP • High school and college coursework (taking next level) based on AQ • Training and updates from discipline faculty				
1	Impact of MMP on FTES	What changes has MMP had on FTES in English 1A/Math 100s and below? Disproportionate impact?	RIE, Instruction	done

Priority	Topic	Questions	Lead(s)	Completed
Notes/reporting				
Rpt to MM Task Force 2/28/2019				
3	Impact of MMP on FTES	How effectively is MMP data used to schedule the appropriate number of sections?	Instruction	ongoing
Notes/reporting				
Rpt to Enrollment management.				
1	Impact of MMP on FTES	How effective are corequisite courses in supporting student success in transfer level Math and English?	RIE, Instruction	done
Notes/reporting				
Rpt to MM Task Force 2/28/2019				
1	Impact of MMP on FTES	How effective are noncredit Math and English review classes in supporting student success in first class taken?	SCE	ongoing
Notes/reporting				
See Section B above for updates.				
2	Impact of MMP on Completion	What changes has MMP had on program completion? Has higher MMP had an effect on earlier entry into and completion of programs?	RIE	Ongoing
Notes/reporting				
As of July 19, 2020, the data indicates that there is a marked higher completion of transfer level English and mathematics courses within the first year of students entering Mt. SAC.				
It is too early to answer the question, "Has higher MMP had an effect on earlier entry into and completion of programs?"				
Timeline: To Be Determined				
F. Financial Aid				

Priority	Topic	Questions	Lead(s)	Completed
3	Reduce time to award	What is the current process time to verify FAFSA?	FA	done
Notes/reporting To address these issues, Financial Aid implemented ProVerify. <i>ProVerify</i> is an automated verification solution that retrieves electronic tax data directly from the IRS within 72 hours of completing an e-Signed IRS Form 4506-T. Students and their parents do not have to obtain a tax transcript from the IRS.				
1	Improve FA processing	What effective practices are in use at other colleges?	FA	done
Notes/reporting Financial Aid implemented ProVerify.				
3	Identify FAFSA Data Barriers	What FAFSA data is left incomplete?	FA	done
Notes/reporting To address these issues, Financial Aid implemented ProVerify. This implementation allows the staff more time to work with the students on their individual needs. The work shift for FA staff is that we will be increasing follow-up campaign to get all FA files completed. Hiring is nearly complete for additional FA Specialists, and FA Manager to help in this capacity.				
3	Fix FAFSA Data Barriers	How can student's best acquire missing FAFSA data?	FA	done
Notes/reporting To address these issues, Financial Aid implemented ProVerify. This implementation allows the staff more time to work with the students on their individual needs. The work shift for FA staff is that we will be increasing follow-up campaign to get all FA files completed. Hiring is nearly complete for additional FA Specialists, and FA Manager to help in this capacity.				
2	Improve Student Follow Up	How effective is our contact with student who are missing data? Email? Text?	FA	done
Notes/reporting To address these issues, Financial Aid implemented ProVerify. This implementation allows the staff more time to work with the students on their individual needs. The work shift for FA staff is that we will be increasing follow-up campaign to get all FA files completed. Hiring is nearly complete for additional FA Specialists, and FA Manager to help in this capacity.				
	G. Data Integrity and Completeness			

Priority	Topic	Questions	Lead(s)	Completed
1	Transfer Data, e.g. CalPASS	What can we learn from transfer data sources: National Clearinghouse, CalPASS, UC and CSU data exchange?	RIE	ongoing
Notes/reporting				
There are many data points we can learn from these data sources including: ✓ Transfer institution ✓ Major ✓ Bachelor degree conferred, program of study ✓ When transferred ✓ Which semesters at transfer institution ✓ Swirl: If also came back or went to other community colleges Mt. SAC has been a CalPASS+ Member for at least the last 10 years. The High Schools that we work with are not all in CalPASS+ and those who are part of the Data Co-Op do not consistently submit their data. Barbara and Bill will work with the Tech Center to see about accessing this data. (see previous section on updates for AQ) What is an excellent research project for transfer? We could begin with ACCESS. RIE provided transfer data to the ACCESS department. ACCESS is reviewing it. RIE will be able to provide a more in-depth outline of the findings, after discussing them with ACCESS, in a future update. As of November 2, 2020, COVID slowed the process of this work. The group began meeting in fall 2020. Work has progressed in the Power BI Dashboards that include transfer data. John Barkman and Jaime Rodriguez are the researchers assigned to this project. Timeline: To Be Determined.				
3	Pell/Promise/ AB540 data	What is our data verification when reporting Pell? BOG? AB540?	FA	done
Notes/reporting				
FA and IT verified MIS reports and alignment with Argos Rpts				
2	Pell/Promise/ AB540 data	Are we missing key data that is blocking these reports?	FA	done
Notes/reporting				
No. We are not missing any key data.				

Priority	Topic	Questions	Lead(s)	Completed
2	Pell/Promise/ AB540 data	Do the Chancellor's Office SCFF databases reflect our own data integrity?	FA	done
Notes/reporting				
Daniel Berumen, RIE is working with Enrollment Management workgroup to see how closely he can predict our SCFF metrics. In conjunction with Rosa Royce, she will predict the funding potential. On December 2, 2019 the Chancellors Office released the data for the SCFF for 2018-19 and previous two years. New calculations were done which necessitated RIE and Fiscal validating the data. Anomalies were found and are being discussed with the CO. As of July 19, 2020, the Research Office is able to validate the data provided by the Chancellor's Office on these measures. There was a collaboration with Research, Information Technology, and Financial Aid to further understand the nuances of the SCFF numbers as well as those of the related Argos reports, MIS Submission, and the data warehouse data.				
1	Acquire Reliable Wage/Earnings Gain Data	What sources are being used by the Chancellor's Office?	RIE	ongoing
Notes/reporting				
The Chancellor's Office Data Element Dictionary for the Student Success Metrics (SSM) uses the following for earnings/wages: Employment Development Department Unemployment Insurance Wage File is used to measure earnings. Exempt employment status means that some of our students would not be in this EDD database. A more comprehensive wage data source, such as the IRS, is needed to find students who are self-employed, for example. Email was sent to K. Booth 6/18/2019 to gather more EDD exception information. Depending on the metric, how they make the calculation as detailed below. Calculate median annual earnings: • Annualize earnings in the second fiscal quarter after the academic year of exit Multiply quarterly fiscal wages by four, using the quarterly wages in the second fiscal quarter immediately following the selected year AND • Adjust for inflation Use the CA CIP-U fiscal year averages from 1955 used to create deflator table used to adjust for inflation Denominator: SM 100 students who were matched in the UI wage file, who did not transfer and who exited higher education: • Were matched in the UI wage file Wage record found in any of the four quarters following selected year AND				

Priority	Topic	Questions	Lead(s)	Completed
- Did not transfer in the year following the selected year No valid course enrollment reported by CSU, UC, and the National Student Clearinghouse for any postsecondary institution AND - Exited the community college system Student Enrollment file is null for the academic year following the selected year As of July 19, 2020, the Chancellor's Office research department is understaffed. Once the Chancellor's Office research section becomes staffed up for servicing the Colleges, this will be addressed with them. As of November 2, 2020, the Chancellor's Office released updates on the Student Success Metrics dashboard. Next steps are to work with the Chancellor's Office to secure a more comprehensive data source. Timeline: To Be Determined				
2	Acquire Reliable Wage Gain Data	Is the LaunchBoard data accurate for Mt. SAC?	RIE	ongoing
Notes/reporting Moving target. Chancellor's Office data corrected and re-corrected many times. There were coding issues and logic changes. Using data provided by the Chancellor's Office was required and difficult. As of July 19, 2020, the 2018-19 data did not include wage gain data for the appropriate cohort. The Research Office works closely with the Student Centered Funding Formula (SCFF) summary data provided by the Chancellor's Office for the College via Data On Demand. This data is used to verify the data the Chancellor's Office uses to fund the College. However, these are supposed to be the same data source. As of now, there is no way to verify that the data are correct as there is no secondary data source.				
Once the Chancellor's Office research section becomes staffed up for servicing the Colleges, this will be addressed with them. As of now, they are doing the best that they can to service the dashboards and many other essential duties related to COVID plus take furloughed days. Timeline: To Be Determined				
2	Acquire Reliable Wage Gain Data	How can we improve student participation in the "leaver's survey" for matching major with job class?	Instruction, RIE	ongoing
Notes/reporting The Career Technical Education Outcomes Survey (CTEOS) data contains three sources of data: (1) Self-reported survey, (2) data from the Chancellor's Office MIS Unit, and (3) Burning Glass . CTEOS is conducted on a yearly basis with all California Community Colleges by the Chancellor's Office via a contract with Santa Rosa Junior College. It is free to the Colleges.				

Priority	Topic	Questions	Lead(s)	Completed
For the 2017-18 CTEOS self-reported survey, the cohort of students will include those who in the 2015-2016 academic year met one or more of the following criteria: ✓ Completers: Have received a vocational/CTE award that is Chancellor's Office approved and enroll in 0-5 units each semester the next year (not enrolled or only minimally enrolled). ✓ Terminal Certificates: Received a vocational/CTE award of at least 6 units that is not Chancellor's Office approved (such as certificates with less than 12 units) and are not enrolled the following year. ✓ Skills Builders: Have completed 9 units that are SAM coded A-D, with at least one course SAM coded A-C (within the prior 3 years), have not received a vocational/CTE award of 6 or more units, and are not enrolled the following year. CTE Deans response: CTE faculty and managers discussed this topic many times over the past few years. They continue to remind students about the survey and ask for their participation. CTE Deans and faculty work closely with the Research Office to administer a short in-class survey to measure students' current views on their program of study. Results are periodically shared with students. It is through this use of survey data that faculty are reminding students of the value they place on their opinions. How do we improve the contact information? There are opportunities to use faculty members' knowledge of students' up-to-date contact information. There are many programs where they know their students very well – cell, where working. This information, however, does not always make it into the centralized Banner system via the students' portal. Banner data is what the Research Office uses to extract contact information and give it to CTEOS. If the student is still at the College or is no longer enrolled, what are the options we can use to provide this up-dated information to the CTEOS survey administrators? How can we use this information to continue our contact with the students for enrollment, related campus events, and alumni communications? 9/9/2019 note from CTE Meeting: Strongworkforce (Dejah Swingle) is compiling an alumni database (contact person is Jacinta); Goal is to attain updated information from the Banner system and other sources like the Strongworkforce Alumni database. As of July 20, 2020, if circumstances around COVID accommodations allow, work on the Strong Workforce Alumni Database will commence Fall 2020. Alternatives are being explored to supplement faculty sources for up-to-date-student information (Dejah Swingle).				
Timeline: Spring 2021.				
2	Integrate Wage Gain Data Into Banner	How can we use wage data for strategic planning at the college level? Program level?	All	ongoing
Notes/reporting				

Priority	Topic	Questions	Lead(s)	Completed
		Wage data will be added to the metrics being tracked by the Institutional Effectiveness Committee (IEC) for the College's Strategic Plan. On a yearly basis, this data will be reviewed, evaluated against a goal, and action taken accordingly		
		<u>Program-Level Planning</u> (Per Dejah Swingle 9/12/2019)		
		In addition to the wage data generated by CTEOS, U.S. Bureau of Labor Statistics Standard Occupational Code (SOC) regional wage data is incorporated into reports generated by the Center of Excellence when a program in development is submitted for regional approval. Regional wage data for specific SOC codes is incorporated into CTE program review. The CTE programs also use the SOC wage data for the Los Angeles region to qualify for Strong Workforce funding.		
		It may be interesting to compare the wage data generated by the CTEOS with the SOC regional wage data to gauge if Mt. SAC graduates are obtaining regional wage levels after graduation. Differences in wages obtained could be discussed at program advisory committees.		
		As of April 21, 2020, data was gathered. An analyses and narrative will be provided at a future update.		
		As of July 20, 2020, wage data for businesses within a 100 mile radius of Mt. SAC by SOC code is available and is incorporated into the program web pages. The SOC codes were chosen by faculty as appropriate to each program. Methods to incorporate this information into research efforts is being explored.		
		Timeline: spring 2021.		
Barbara's onedrive: Student Centered Funding Formula, 2020-11-03PC, ResearchAgenda-SCFF-Plan-PC-11-03-2020				