

# Academic Senate Presentation: Update on District Strategic Plan and Next Steps

**Jeremy Smotherman, Ed.D.**  
**Senior Director, Institutional Effectiveness, Research, &  
Planning**

**John Stover, Ph.D.**  
**Academic Senate, President**

April 16, 2025



# Presentation Flow

- Strategic Planning Process
- Strategic Planning Action Steps Workgroup
- Action Steps
- Next Steps

## **Academic Senate 10+1**

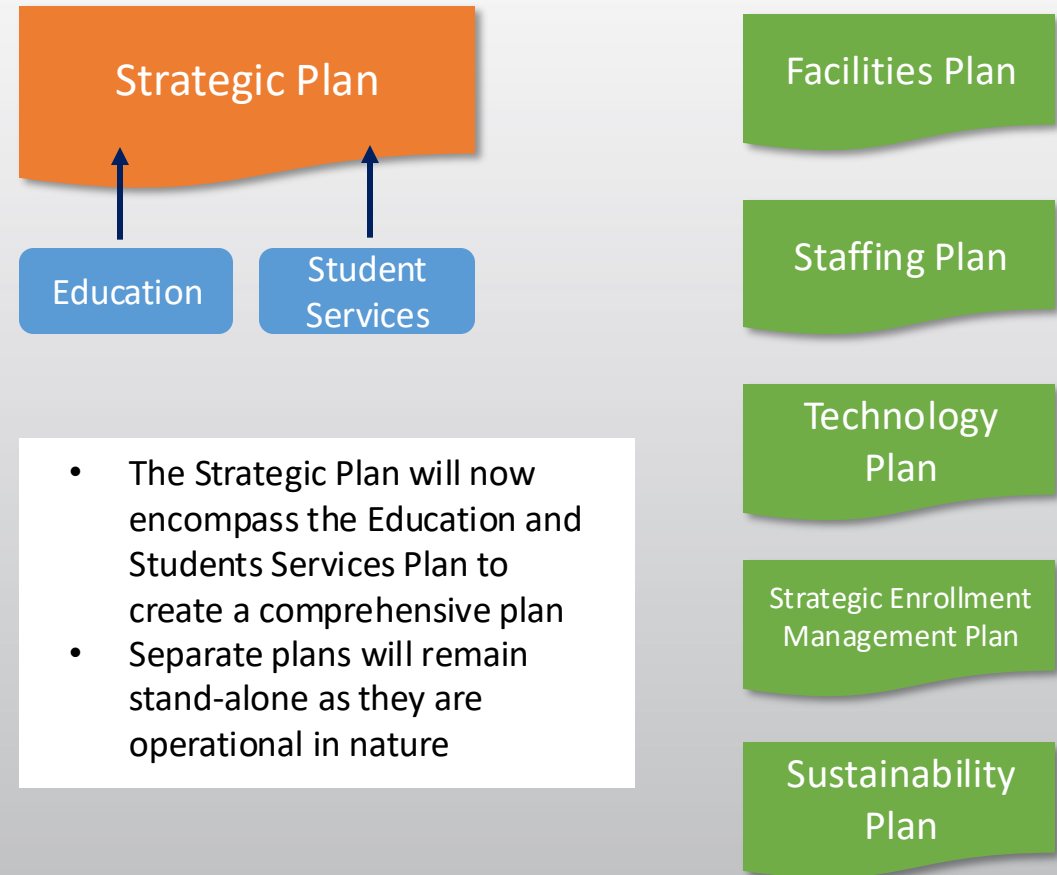
***(10) Processes for institutional planning and budget development (mutually agreed upon).***

**Process agreed upon in the Planning and Budget Council.**

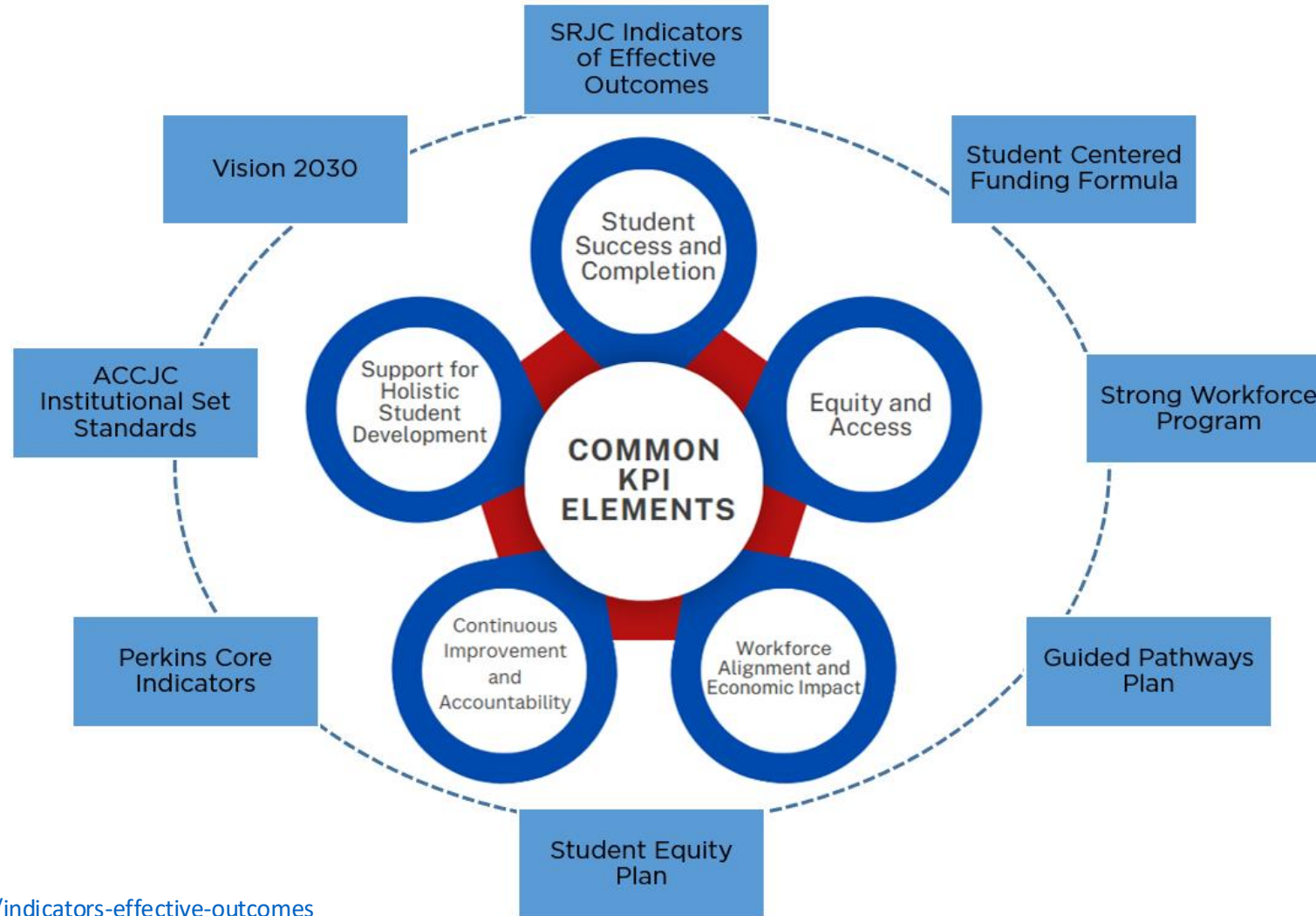
## Previous District Planning Process



## Current District Planning Process



# Alignment with federal, state and local initiatives



<https://strategic-planning.santarosa.edu/indicators-effective-outcomes>

# Strategic Planning Process

# Strategic Plan Timeline



# Santa Rosa Junior College...

## Mission

...**transforms the lives** of our culturally rich student body, employees, and community by cultivating a **welcoming and antiracist environment, centered on social responsibility and cultural awareness**. We offer **exceptional teaching and learning** in support of associate degree, certificate, transfer preparation, workforce preparation and community education programs, integrated with **comprehensive student support** services.

## Vision

...commits to **setting the standard** in cultivating an **accessible, open, barrier-free, sustainable environment** for students, employees, and the community. The college envisions **equitable, impactful, transformative, enriching, and holistic learning opportunities** that inspire our **students** to thrive.

## Values

- A Healthy and Resilient College
- Teaching and Learning
- Community Engagement and Relationships
- Wellbeing
- Integrity
- Effectiveness and District Stability
- Our Responsibility to the Environment and Society



# Initiatives



## STUDENT SUCCESS AND SUPPORT

Provide students with services, programs, and events in support of basic needs and educational goals in order to reduce student success equity gaps



## CAMPUS CLIMATE AND CULTURE

Cultivating a campus climate and culture for individuals connected to the District that embodies our Mission, Vision, and Values statements

## ACADEMIC QUALITY

Support excellent teaching and maximize education learning outcomes



## RESPONSIVENESS TO OUR COMMUNITY

Ensure that SRJC is supporting the diverse educational, social, and economic needs of our community



# Goals

Initiative	ACADEMIC QUALITY	STUDENT SUCCESS & SUPPORT	RESPONSIVENESS TO OUR COMMUNITY	CAMPUS CLIMATE & CULTURE
GOAL #1	<p>Support excellent teaching and maximize education learning outcomes</p> <p>Ensure quality of courses and andragogy across disciplines and modalities.</p>	<p>Provide students with services, programs, and events in support of basic needs and educational goals to reduce student success equity gaps</p> <p>Build a culture and ecosystem that creates a sense of belonging and purpose for all students.</p>	<p>Ensure that SRJC is supporting the diverse educational, social, and economic needs of our community</p> <p>Offer SRJC programming that impacts all members of our community.</p>	<p>Cultivating a campus climate and culture for individuals connected to the District that embodies our Mission, Vision, and Values</p> <p>Formalize a campus climate that is culturally aware and prioritizes efforts in support of (IDEAA).</p>
GOAL#2	<p>Inspire and prepare students for transfer, degree or certificate completion, and lifelong learning through critical thinking and civic engagement</p>	<p>Leverage basic needs services in support of student success while at the college and in the community</p>	<p>Provide equitable access to District opportunities in recognition of diversification in county population.</p>	<p>Promote a community culture of sustainability.</p>

# Action Steps Workgroup: Facilitation Team

## Co-Lead

Senior Director  
Institutional Effectiveness Research  
and Planning

Office of Institutional Effectiveness,  
Research, and Planning

Director of Strategic Initiatives

Senior Director of Marketing  
Communications & Public Affairs

Vice Presidents

## Co-Lead

Academic Senate  
President

- Coordinates meeting schedules, agenda preparation, and data collection to support the development of Actions
- Ensures that the process for developing Action recommendations maintains the integrity of Academic Senate (10+1) purview and employee labor relations

# Action Steps Workgroup *(current members Sp25)*

## FACULTY

Mark Anderman  
Aylin Atilgan  
Bita Bookman  
Kirby Bunas  
Leslie Crane  
Erin Daniels  
Amy Merkel  
Lynn Erikson Rhode  
Mark Ferguson  
Roy Gattinella  
Dawn Lukas  
Daniela Kingwill  
Inge Stockburger

## CLASSIFIED

Jenna Barrett  
Erika Moreno Pratt  
Guy Tillotson  
Anabel Valdovinos  
Maura Wong Cooper

## MANAGEMENT

Hector Delgado  
Marlyn Garcia  
Stephanie Jarrett  
Mary-Catherine Oxford  
Whitney Schultz  
Kim Starke

## STUDENTS

Anne Donnelly  
Emily Marian

Subgroups were created to help develop Action Step recommendations. Workgroup members were able to self-select their subgroup. All action step recommendations were shared with the broader workgroup during the March meeting.

# Action Steps Workgroup *(including past members & Sp24 District Education Plan Workgroup Members)*

## FACULTY

Mark Anderman  
Aylin Atilgan  
Bita Bookman  
Kirby Bunas  
Leslie Crane  
Erin Daniels  
Amy Merkel  
Lynn Erikson Rhode  
Mark Ferguson  
Roy Gattinella  
Dawn Lukas  
Daniela Kingwill  
Inge Stockburger  
*Scott Synder*  
*Mark Ferguson*  
*Nancy Persons*  
*Chadwick Hedge*  
*Tara Jacobson*  
*Sarah Whyllly*

## CLASSIFIED & MANAGEMENT

Jenna Barrett  
Erika Moreno Pratt  
Guy Tillotson  
Anabel Valdovinos  
Maura Wong Cooper  
Hector Delgado  
Marlyn Garcia  
Stephanie Jarrett  
Mary-Catherine Oxford  
Whitney Schultz  
Kim Starke  
*Julio Rene Flores*  
*Robert Holcomb*  
*Theresa Richmond*  
*Anabel Valdovinos*  
*Chas Crocker*  
*Josh Adams*

## STUDENTS

Anne Donnelly  
Emily Marian

*Subgroups were created to help develop Action Step recommendations. Workgroup members were able to self-select their subgroup. All action step recommendations were shared with the broader workgroup during the March meeting.*

# Action Steps:

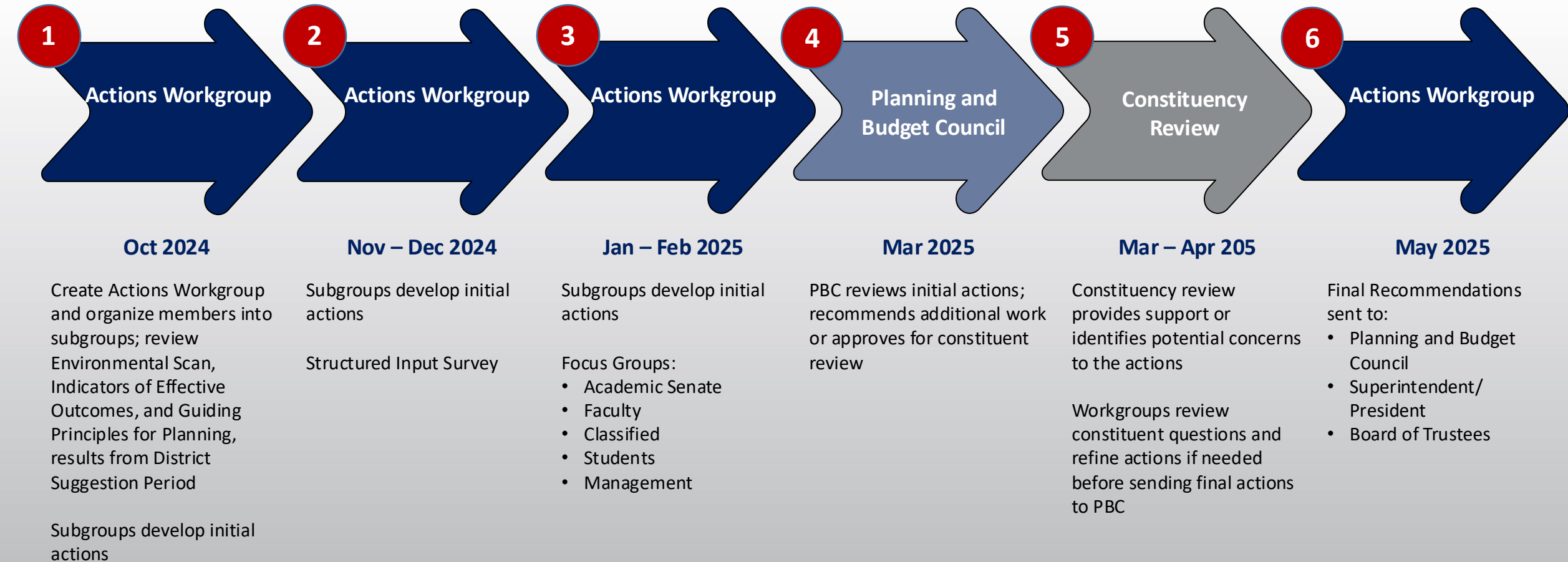
## *Process for Developing Recommendations*

*(starting 29 Oct 2024)*

- We reviewed our Mission and highlighted areas where action steps would align.
- We reviewed our charge: *Recommend short-term and long-term Actions to identify how we will achieve our **Initiatives** and **Goals**.*
- We engaged in framing activities and introduced a template by which Action Steps would be aligned with Initiative and Goals as reflective of our overall Mission (see below).
- We used this template extensively throughout the rest of Fa24 and into Sp25 as we drafted and explored action steps in the subgroups.

Santa Rosa Junior College prioritizes [Initiative] by [Initiative Description] with [Action Step] that [Goal] and will provide [Indicator of Effective Outcome] by [Target]

# Action Steps Workgroup: Process Timeline (2024-2025 Academic Year)



# Action Steps: Structured Input and Focus Groups

Structured Input Survey  
Response  
148

Academic Senate Focus  
Group Participants  
18

Classified Focus Group  
Participants  
22

Management Team Focus  
Group Participants  
57

Faculty Focus Group  
Participants  
11

Student Focus Group  
Participants  
5



# Action Steps: Structured Input and Focus Groups

## Structured Input Survey Response

The Structured Input Survey was used to develop Action Step themes and provide insight into potential action steps. The Facilitation Team recommended, and the Strategic Planning Actions Workgroup agreed, that more information was needed in order to develop meaningful action steps that will support the Districts mission. In response to this recommendation, the Strategic Planning Actions Workgroup scheduled conducted seven focus groups.

# Action Steps: Structured Input and Focus Groups

## Academic Senate Focus Group Pilot

The Academic Senate participated in a pilot focus group during their January spring retreat. Senators in attendance were separated into two groups. While both focus group discussed each strategic initiative and goal, the majority of the time was focused on the Academic Quality Initiative.

# Action Steps: Structured Input and Focus Groups

## Faculty Focus Group

Two focus groups for faculty were conducted in February. The majority of the time was focused on the Academic Quality Initiative.

# Action Steps: Structured Input and Focus Groups

## Classified Focus Group

Two focus groups for Classified Professionals were conducted in February. While both focus groups discussed each strategic initiative and goal, the majority of the time was focused on the following initiatives: Campus Climate and Culture, Responsiveness to our Community, and Student Success and Support.

# Action Steps: Structured Input and Focus Groups

## Student Focus Group

One focus group for Students was conducted in February. During that focus group, students did address all initiatives and goals. The majority of the time was focused on Academic Quality as well as Student Success and Support.

# Action Steps: Structured Input and Focus Groups

## Management Team Focus Group

The Management Team focus group was conducted during their February Management Team meeting. The Management Team discussed all initiatives. The majority of time was spent on Campus Climate and Culture, Responsiveness to our Community, and Student Success and Support.

# Action Steps: Structured Input and Focus Groups

## Focus Group Wrap Up

The Strategic Planning Actions Workgroup was provided a copy of all focus group data for each initiative/goal. The Strategic Planning Actions Workgroup used focus group data to guide the creating of the recommended action steps.

# Action Steps: Recommendations



# Action Steps: Themes

	ACADEMIC QUALITY	STUDENT SUCCESS & SUPPORT	RESPONSIVENESS TO OUR COMMUNITY	CAMPUS CLIMATE & CULTURE
GOAL #1	<i>Ensure quality of courses and andragogy across disciplines and modalities.</i>	<i>Build a culture and ecosystem that creates a sense of belonging and purpose for all students.</i>	<i>Offer SRJC programming that impacts all members of our community.</i>	<i>Formalize a campus climate that is culturally aware and prioritizes efforts in support of (IDEAA).</i>
THEMES	<ul style="list-style-type: none"> <li>Set a standard of education</li> <li>Enhance current services</li> <li>Professional development</li> </ul>	<ul style="list-style-type: none"> <li>Enhance student life activities</li> <li>Community relationships</li> <li>Internal community development</li> <li>Employee diversity</li> </ul>	<ul style="list-style-type: none"> <li>Enhance current activities</li> <li>Focus on non-traditional students</li> <li>Community engagement</li> <li>Staffing</li> </ul>	<ul style="list-style-type: none"> <li>Establish a set standard</li> <li>Internal engagement</li> <li>Policies and procedures</li> <li>Impactful/educated communication</li> </ul>
GOAL #2	<i>Inspire and prepare students for transfer, degree or certificate completion, and lifelong learning through critical thinking and civic engagement</i>	<i>Leverage basic needs services in support of student success while at the college and in the community</i>	<i>Provide equitable access to District opportunities in recognition of diversification in county population.</i>	<i>Promote a community culture of sustainability.</i>
THEMES	<ul style="list-style-type: none"> <li>Student communication</li> <li>Student job development</li> <li>Community engagement</li> <li>Care of students</li> </ul>	<ul style="list-style-type: none"> <li>Enhance student life activities</li> <li>Student communication</li> <li>Community Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Community engagement</li> <li>Enhance current resources</li> <li>Internal collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Facilities management</li> <li>Community engagement</li> <li>Communication</li> <li>Purchasing strategy</li> </ul>

Note: The Structured Input Survey was used to identify Action Step themes.

**Academic Quality** *Support excellent teaching and maximized education learning outcomes*

**Goal #1** Ensure quality of courses and andragogy across disciplines and modalities.

**Action Steps**

**Success Metric**

1

Ensure variety of course offerings that help students complete their educational goals by prioritizing the implementation of the Strategic Enrollment Management Plan, aligning course scheduling with student needs and modality considerations, conducting annual assessments of need and course demand, and effectively communicating course requirements for different educational pathways.

Achieve 17,500 annual FTES starting in the 2027-28 academic year.

2

Ensure excellence in instruction across disciplines and modalities by prioritizing professional development that supports faculty in utilizing their disciplinary expertise to enhance teaching and learning, equips them with evidence-based practices to improve student retention and persistence, and educates them on local procedures, policies, and practices to provide student-centered support.

Increase term-to-term persistence by 4% for students who begin at SRJC with fewer than 12 units by the 2027-28 academic year.

3

Increase accessibility across courses by incorporating principles of Universal Design into the classroom experience, ensuring equitable use, flexibility, intuitive design, perceptible information, tolerance for error, low physical effort, and appropriate size and space for use.

Increase term-to-term persistence by 4% for students utilizing accommodation services by the 2027-28 academic year.

**Academic Quality** *Support excellent teaching and maximized education learning outcomes*

**Goal #2** Inspire and prepare students for transfer, degree or certificate completion, and lifelong

**Action Steps**

**Success Metric**

1

Complete the implementation of educational pathways that enhance student success by ensuring over 80% of students with an identified pathway have a comprehensive educational plan enabling students to complete an Associate Degree for Transfer in two academic years.

At least 20% of new SRJC students (beginning in the 2025-26 academic year) will complete their identified pathway within three years.

2

Inspire and prepare students for continuous learning by integrating critical thinking and civic engagement into education while maintaining updated instructional resources and materials.

Increase enrollments in noncredit programs by 6% by the 2028-29 academic year.

**Student Success  
& Support**

*Provide students with services, programs, and events in support of basic needs and educational goals in order to reduce student success equity gaps.*

**Goal #1** Build a culture and ecosystem that creates a sense of belonging and purpose for all students

**Action Steps**

**Success Metric**

1

Enhance participation in **Student Orientation** programs that connects new students with vital SRJC departments and provides an initial opportunity for peer engagement and community building.

Achieve 70% new student participation in Student Orientation, with 50% of participants enrolling in classes the following semester, demonstrating the program’s impact on student retention.

2

Establish a **Mentorship Program** that connects SRJC students with mentors who support their educational journey, career exploration, and community engagement.

Connect 10% of new SRJC students and 20% of returning students with a mentor.

3

Establish an annual **Employee Information Session** to provide employees with essential District updates to support student access and success.

Over 90% of SRJC employees attending the annual Employee Orientation, contributing to employee retention and development.

4

Establish **Student Support Networks** that help students build connections and support networks to achieve their educational goals, initially focusing on student parents and students enrolling in Distance Education courses.

Increase enrollment of student parents by 2% and improve term-to-term persistence for Distance Education students by 1%

**Student Success & Support**

*Provide students with services, programs, and events in support of basic needs and educational goals in order to reduce student success equity gaps.*

**Goal #2**

Leverage basic needs services in support of student success while at the college and in the community

**Action Steps**

**Success Metric**

1

Ensure equitable access to basic needs services and activities at all SRJC locations by maintaining a standard suite of support services at each District site.

Maintain enrollment levels while increasing degree and certificate completion by 4%.

2

Establish community partnerships to connect students with essential basic needs services beyond SRJC, including food security, transportation, technology support, physical and mental health services, housing security and childcare support.

Maintain enrollment levels while increasing degree and certificate completion by 4%.

**Responsiveness to our  
Community**

*Ensure that SRJC is supporting the diverse educational, social, and economic needs of our community.*

**Goal #1** Offering SRJC programming that impacts all members of our community.

**Action Steps**

**Success Metric**

**1**

Use environmental scan data specific to Sonoma County to guide program development and community engagement by analyzing high school trends, replacement worker needs, migration patterns, and key industry workforce development.

Maintain enrollment levels while increasing degree and certificate completion by 4%.

**2**

Enhance infrastructure and capacity for dual enrollment, including concurrent enrollment, College and Career Access Pathways (CCAP), and career pathway development.

Increase enrollment as outlined in the Strategic Enrollment Management Plan.

**Responsiveness to our  
Community**

*Ensure that SRJC is supporting the diverse educational, social, and economic needs of our community.*

**Goal #2**

Provide equitable access to District opportunities in recognition of diversification in county population.

**Action Steps**

**Success Metric**

1

Enhance services, workshops, and resources tailored to populations experiencing equity gaps by offering additional evening and weekend programs and providing multilingual communication.

Close equity gaps in course completion, course retention, and academic program completion by 2028.

2

Increase the diversity of employee applicant pools by 10% by collaborating with nationally recognized professional organizations and expanding outreach for job opportunities.

Increase employee diversity and experience by 2028.

**Campus Climate & Culture**

*Cultivate a campus climate and culture for individuals connected to the District that embodies our Mission, Vision, and Values statements*

**Goal #1**

Formalize a campus climate that is culturally aware and prioritizes efforts in support of inclusion, diversity, equity, antiracism, and accessibility (IDEAA).

**Action Steps**

**Success Metric**

1

Develop community partnerships that support student engagement in learning and align with SRJC's Vision.

Reduce gaps in persistence rates.

2

Enhance community engagement and collaboration by driving cultural awareness through inclusive practices that foster trust, mutual respect, and interconnectedness in support of SRJC's mission and values.

Increase participation in inclusive engagement initiatives by students, employees, and community members by 10%, and improve perceptions of cultural awareness, trust, and belonging across all groups as measured by climate and community surveys.



**Campus Climate & Culture**

*Cultivate a campus climate and culture for individuals connected to the District that embodies our Mission, Vision, and Values statements*

**Goal #2**

Promote a community culture of sustainability.

**Action Steps**

**Success Metric**

1

Offer sustainability-related activities and events that inspire students to complete their academic programs and incorporate sustainability into their career plans.

Increase program completion by 4% for associate degrees, certificates, and community education/CDCPs, with a growth in student participation in sustainability-related activities and events that connect to academic and career goals.

2

Maintain fiscal sustainability that ensures long-term continuity and support for the Strategic Plan goals.

Meet or exceed set standards as identified in our ACCJC Annual Report. Achieve and maintain 17.5K FTEs.

Month	Key Activity
October - January	Action Steps workgroup development sessions
<b>December 2024</b>	Action Step Survey
<b>January 2025</b>	<b>Action Steps: Focus Group Pilot:</b> Academic Senate (Jan 24)
<b>February 2025</b>	<b>Focus Groups:</b> <ul style="list-style-type: none"> <li>• 2x Faculty Sessions (Feb. 20 &amp; Feb 21)</li> <li>• 2x Classified (Feb 20. &amp; Feb 21)</li> <li>• 1x Student (Feb 20)</li> <li>• 1x Management(Feb 28)</li> </ul>
<b>March 2025</b>	Combine and Refine Action Steps
<b>April 2025</b>	<b>Constituent Group Roadshow</b> 
<b>May 2025</b>	Final action step refinements
<b>June 2025</b>	Present to Board of Trustees for approval



### Constituent Group Roadshow

Constituent Group	Date
Planning and Budget Council	April 14, 2025
Student Government Assembly	April 14, 2025
Academic Senate	April 16, 2025
Academic Senate	April 30, 2025
Classified Senate	May 2, 2025
President's Cabinet	May 5, 2025
Management Team	May 9, 2025
Planning and Budget Council	May 11, 2025

# Wrap-Up Q&A



Dr. Jeremy Smotherman  
Senior Director, Institutional Effectiveness, Research, and Planning  
[jsmotherman@santarosa.edu](mailto:jsmotherman@santarosa.edu)