

Update on District Strategic Plan and Next Steps

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May 2, 2025



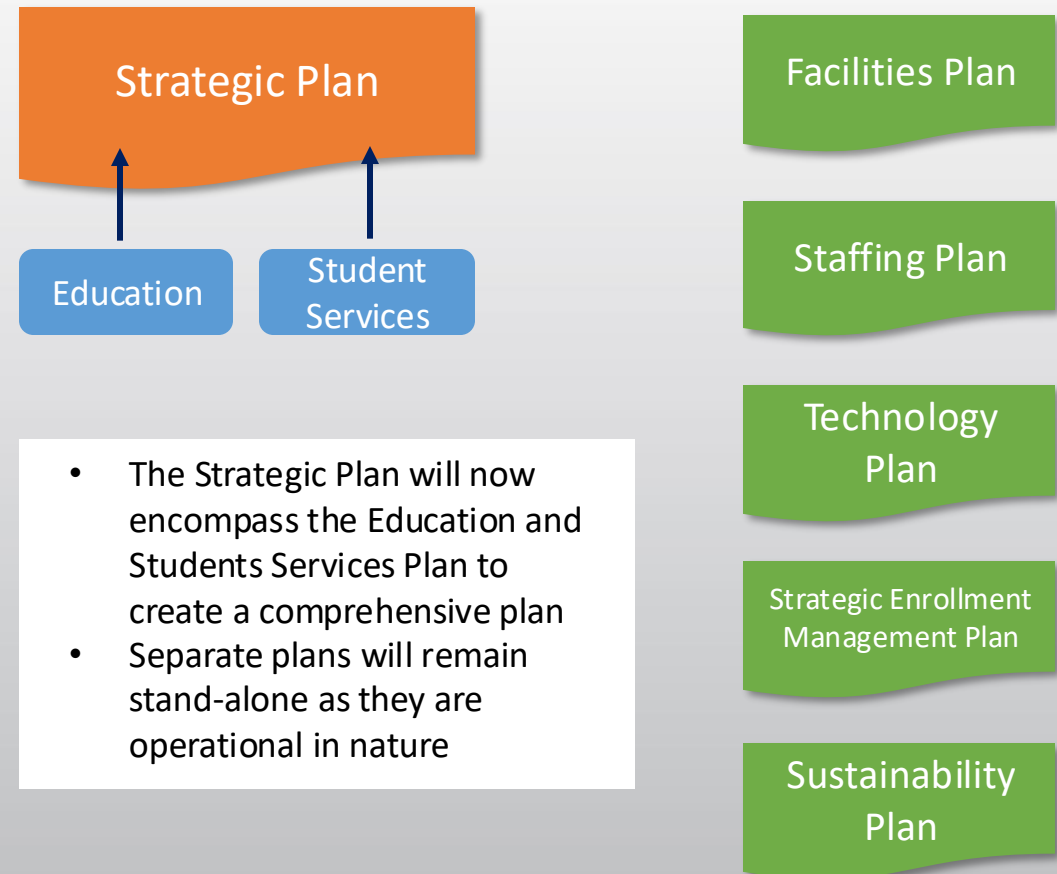
Presentation Flow

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

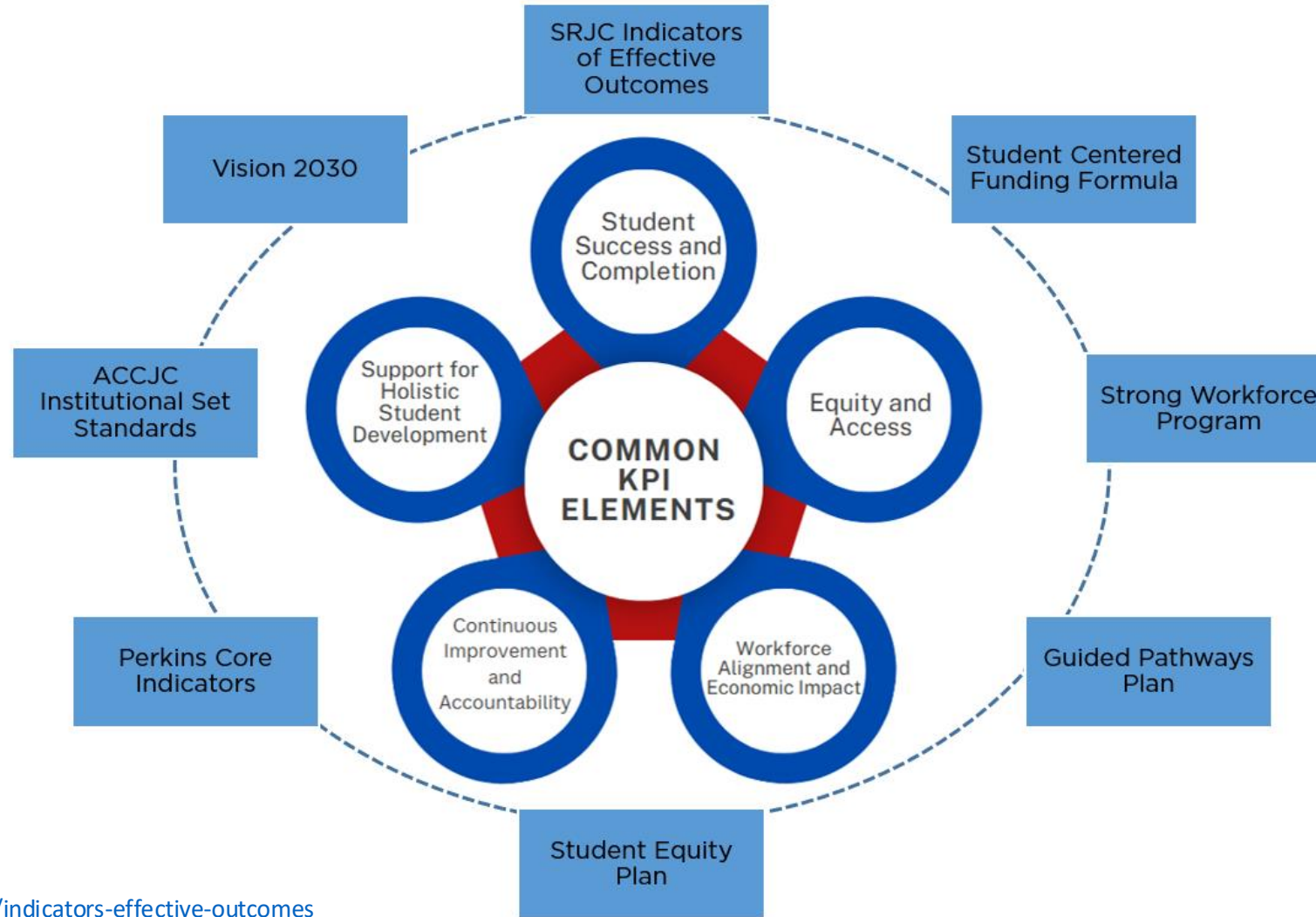
Previous District Planning Process



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

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

Co-Lead

Academic Senate
President

Senior Director of Marketing
Communications & Public Affairs

Vice Presidents

- 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

(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: 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"> Set a standard of education Enhance current services Professional development 	<ul style="list-style-type: none"> Enhance student life activities Community relationships Internal community development Employee diversity 	<ul style="list-style-type: none"> Enhance current activities Focus on non-traditional students Community engagement Staffing 	<ul style="list-style-type: none"> Establish a set standard Internal engagement Policies and procedures Impactful/educated communication
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"> Student communication Student job development Community engagement Care of students 	<ul style="list-style-type: none"> Enhance student life activities Student communication Community Engagement 	<ul style="list-style-type: none"> Community engagement Enhance current resources Internal collaboration 	<ul style="list-style-type: none"> Facilities management Community engagement Communication Purchasing strategy

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

Action Steps: Recommendations

as of 4/30/2025

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

Operational Metric

1

Ensure a 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.

23% of new SRJC students (beginning in the 2025- 26 academic year, moving up from 20% currently) will complete their identified pathway within three years.

Implement Guided Pathways. Reach 17,500 annual FTES by 2027-28. Ensure schedule is aligned with student needs and modality (per annual assessments aligned with SEMP).

2

Ensure excellence in instruction across disciplines and modalities by prioritizing professional development that (1) supports all faculty in utilizing their disciplinary expertise to enhance teaching and learning; and, (2) equips them with evidence-based practices to improve student retention and persistence.

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 access across courses by incorporating core principles of Universal Design of Engagement, Representation, and Action and Expression.

Increase term-to-term persistence by 4% for by the 2027-28 academic year.

Departments will select which principles of Universal Design are appropriate for departmental courses offerings.

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	Operational Metric
1 Complete the implementation of educational pathways that enhance student success by ensuring students with an identified pathway have a comprehensive educational plan.	Ensure over 80% of students with an identified pathway have a comprehensive educational plan by end of their first year.	At least 30% of new SRJC students pursuing an Associate Degree or certificate (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.	Improvement in Institutional Learning Outcomes (ILOs) of Critical Thinking and Responsibility

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	Operational Metric
1 Enhance participation in Student Community Orientation programs that connect new students with vital SRJC departments and provide an initial opportunity for peer engagement and community building.	50% of students who attend Student Community Orientation programs enroll in classes the following semester, demonstrating the program's impact on student retention.	Achieve 80% new student participation in Student Community Orientation.
2 Establish a Mentorship Program that connects SRJC students with mentors who support their educational journey, career exploration, and community engagement.	Increase persistence of new and returning SRJC students.	Connect up to 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.	Meet or exceed set standards as identified in our ACCJC Annual Report.	Achieve over 90% of SRJC employees attending the annual Employee Information Session(s).
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.	Improve persistence of student parents by 2%. Improve term-to term persistence for Distance Education students by 1%	Connect 10% of student parents and 20% of Distance Education students with at least one formal student support network.

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

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.

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.

Success Metric

Maintain enrollment levels while increasing degree and certificate completion by 4% for students receiving basic needs services at SRJC.

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

Operational Metric

Identify services/activities at each SRJC site that support the following: food security, transportation, technology support, physical and mental health services, housing security, and childcare support.

Develop at least one community partnership per basic needs area by the end of 2028.

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

Operational 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%.

The environmental scan informs 100% of new and revised programs.

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

Establish at least one College and Career Access Pathway agreement(s) with all secondary schools in Sonoma County.

Responsiveness to our Community

Goal #2

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

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

Action Steps	Success Metric	Operational Metric
1 Enhance services, workshops, and resources tailored to populations experiencing equity gaps by offering additional evening and weekend programs and providing multilingual communication.	Eliminate equity gaps in course completion, course retention, and academic program completion by 2028.	Develop a service protocol for enhancing evening and weekend programs. Develop a multilingual communication protocol.
2 Increase the diversity of employee applicant pools by 10% by collaborating with nationally recognized professional organizations and expanding outreach for job opportunities.	By 2028 reduce underrepresentation of employees compared to availability estimates [utilization analysis] and reduce adverse impact in selection rates [Aligns with SRJC Vision]	Increase number of applicants who report hearing about job postings from targeted outreach sources

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

Operational Metric

1

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

Eliminate equity gaps in student persistence rates.

100% of new community partnerships are in alignment with SRJC's Vision Statement.

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.

Eliminate equity gaps in student persistence rates.

All community events have at least one identified purpose of either: cultural awareness, fostering trust, mutual respect, and interconnectedness.

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

Operational Metric

1

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

Offer sustainability-related activities and events which identify at least one of the following goals:

Inspire students to complete their academic programs. incorporating sustainability into their career goals or plans.

Inspire students to incorporate sustainability into their career plans.

Increase program completion by 4% for associate degrees, certificates, and community education/CDCPs.

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
December 2024	Action Step Survey
January 2025	Action Steps: Focus Group Pilot: Academic Senate (Jan 24)
February 2025	Focus Groups: <ul style="list-style-type: none"> • 2x Faculty Sessions (Feb. 20 & Feb 21) • 2x Classified (Feb 20. & Feb 21) • 1x Student (Feb 20) • 1x Management(Feb 28)
March 2025	Combine and Refine Action Steps
April - May 2025	Constituent Group Roadshow
May 2025	Final action step refinements
June 2025	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
Classified Senate	May 2, 2025
President's Cabinet	May 5, 2025
Management Team	May 9, 2025
Planning and Budget Council	May 12, 2025



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