Santa Rosa Junior College Strategic Planning Town Hall Meeting

FEBRUARY 11, 2022

February 11 Agenda

Call to Order and Welcome

Icebreaker

Town Hall Meeting Process

Strategic Planning Overview

BREAK

Review of 2014-19 Strategic Plan

SRJC Environmental Scan

BREAK

Small Group Conversations

Small Group Reporting Out

Final Words & Adjournment

Purpose of Strategic Planning Townhalls

Provide all community stakeholders an opportunity to influence the strategic plan and future direction of Santa Rosa Junior College District.

Establish and affirm a shared mission vision and values among all constituent groups.

Provide a structure for the effective utilization and allocation of campus resources.

Establish district level objectives and goals that guide operational and tactical plans.

Guide for establishing annual goals and priorities.

Responsibility of Strategic Planning Town Hall Communication Norms

Actively engage in respectful conversations and dialogue about the District.

Bring a perspective on who the college serves and how the college should fulfill its mission.

Open to new perspectives and ideas.

Be an advocate for actions efforts related to diversity, equity, and inclusion.

Be Considerate, Kind, Caring, and Empathic.

Provide Concise Statements and Thoughts (no more than 2 minutes).

Use "I" Statements When Conveying an Opinion.

Be Open to the Truths and Opinions of Others.

Town Hall Meeting Process

Opportunities for Communication:

Breakout Room Discussions

Zoom Chat

Jamboards

Town Hall Surveys

Comment Form

Strategic Planning Town Hall Participation

All members of the District community are welcome to participate.

County of Sonoma community members are welcome to participate.

Attendees will be required to pre-register to attend meeting.

Attendees will be asked to complete End of Meeting Survey/Reflections.

Data collected from survey/reflections will be used to develop final recommended change to strategic planning outcomes (e.g., mission, objectives, key performance indicators).
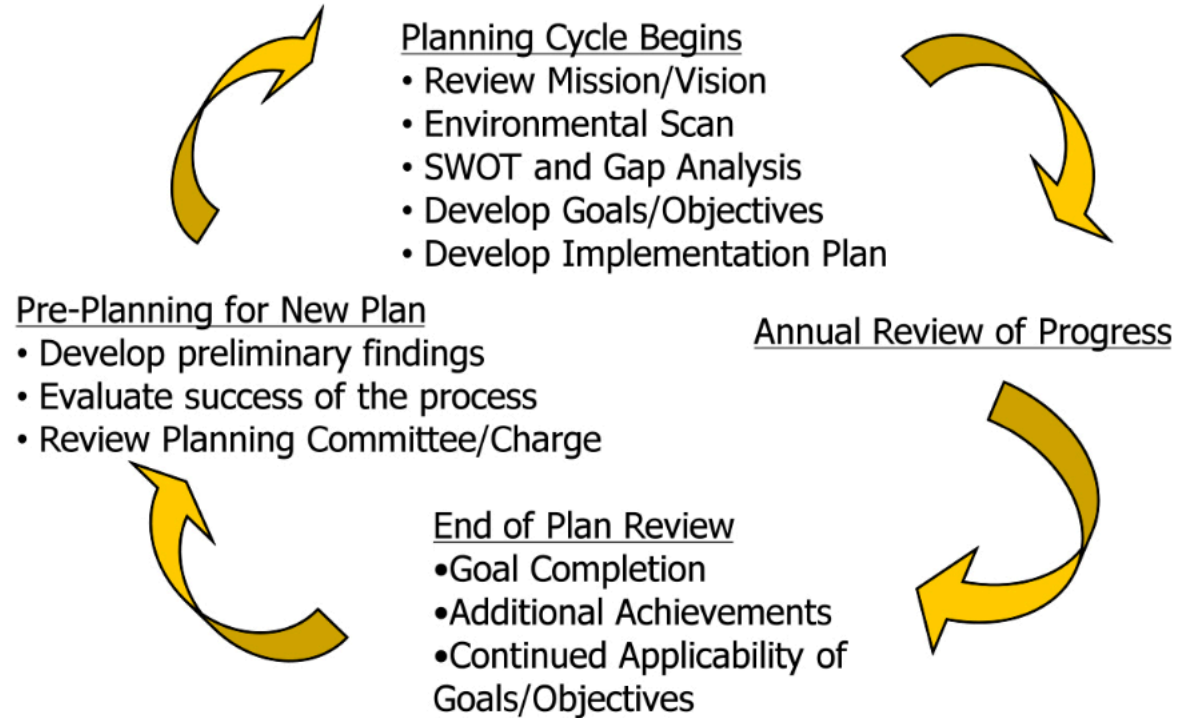
Strategic Planning Overview

Elements

Process

Terminology

What is Strategic Planning?

The strategic plan is a high-level planning document that articulates the college institutional mission and vision, **guides resource allocation**, and promote organizational focus.

The strategic plan also allows college to reflect on our current stage and **envision the future**.

Process to Develop, Implement, and Review a Planning Process

Planning Cycle Begins
• Review Mission/Vision
• Environmental Scan
• SWOT and Gap Analysis
• Develop Goals/Objectives
• Develop Implementation Plan

Pre-Planning for New Plan
• Develop preliminary findings
• Evaluate success of the process
• Review Planning Committee/Charge

Annual Review of Progress

End of Plan Review
•Goal Completion
•Additional Achievements
•Continued Applicability of Goals/Objectives

What is Strategic Planning?

Communicate the process, purpose, who is involved, and how decisions will be made

Seek and use feedback from as many stakeholders as possible, both on and off campus

Scan externally and internally to identify strengths, areas to improve, opportunities, and potential threats
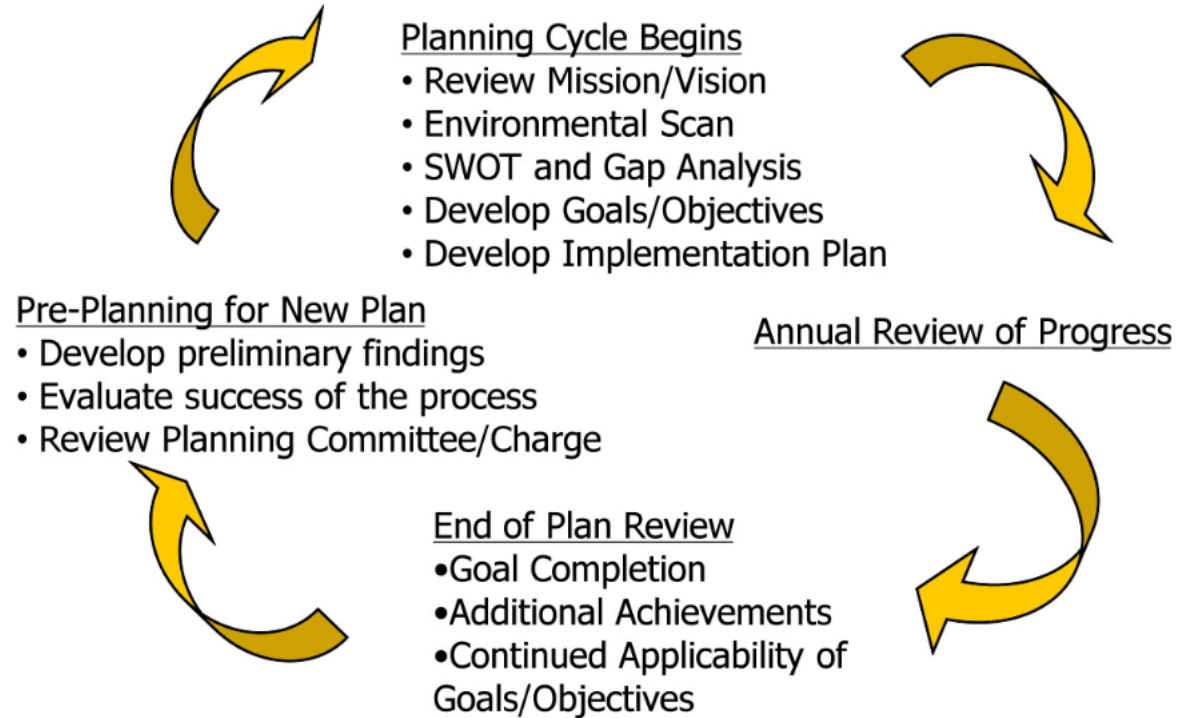
Prioritize what the institution wants to accomplish

Outline how the institution will invest its resources (including time and people) to accomplish those goals

Align resources, day-to-day work, and initiatives across the institution with the plan

Measure, monitor, and modify the plan as needed

Process to Develop, Implement, and Review a Planning Process

Planning Cycle Begins
• Review Mission/Vision
• Environmental Scan
• SWOT and Gap Analysis
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• Develop Implementation Plan

Pre-Planning for New Plan
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Annual Review of Progress

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Levels of Planning

Operational Level Plans are those associated with our Program and Resource Planning Process.

Tactical Level Plans are those associated used to guide committees or campus-wide workgroups.

Strategic Level

- Institutional Objectives and Goals
- Implementation Plan

Operational Level

- Divisional-Level Plans
- Departmental-Level Plans

Tactical Level

- Policies
- Procedures

Strategic Planning Overview

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Terminology

SRJC
Strategic Plan
Guiding Principles
(scaffolding)

Additional definitions:

Goals: a specific targets (measurable)

Objectives: a general direction.

Innovation:

The creation and implementation of new programs, resources, policies, and/or services to the college.

Growth:

Expanding on current programs and expanding the utilization of resources to achieve objectives/goals of the college.

Stability:

Maintaining consistent standards of quality, resource allocation. Stability is used to limit or prevent negative influences (external or internal) on goals/outcomes.
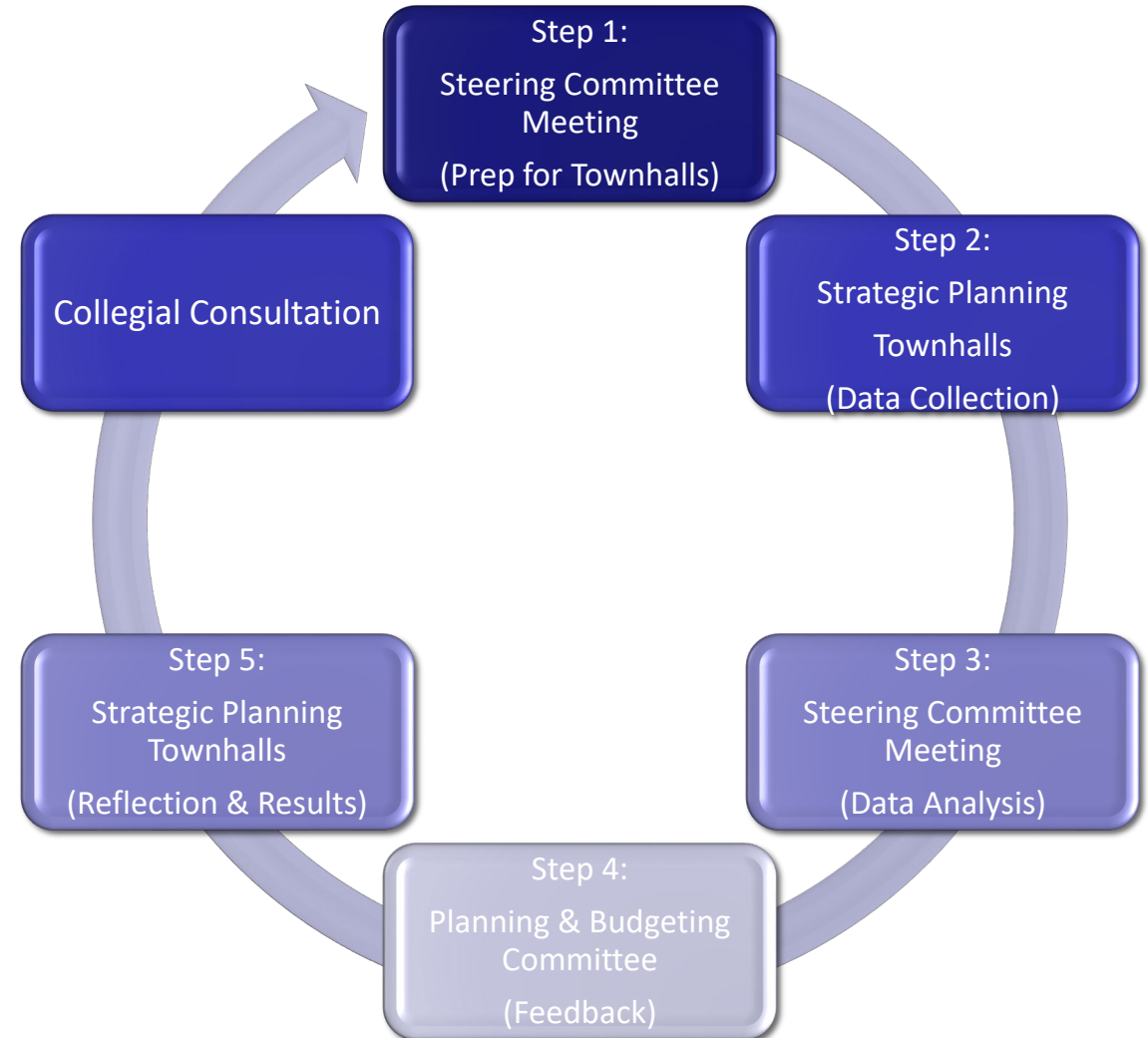
Intervention:

Changing the course of a program, policy, activity, or area to improve college outcomes.

Activities/Inputs → Cycle for Processing Inputs
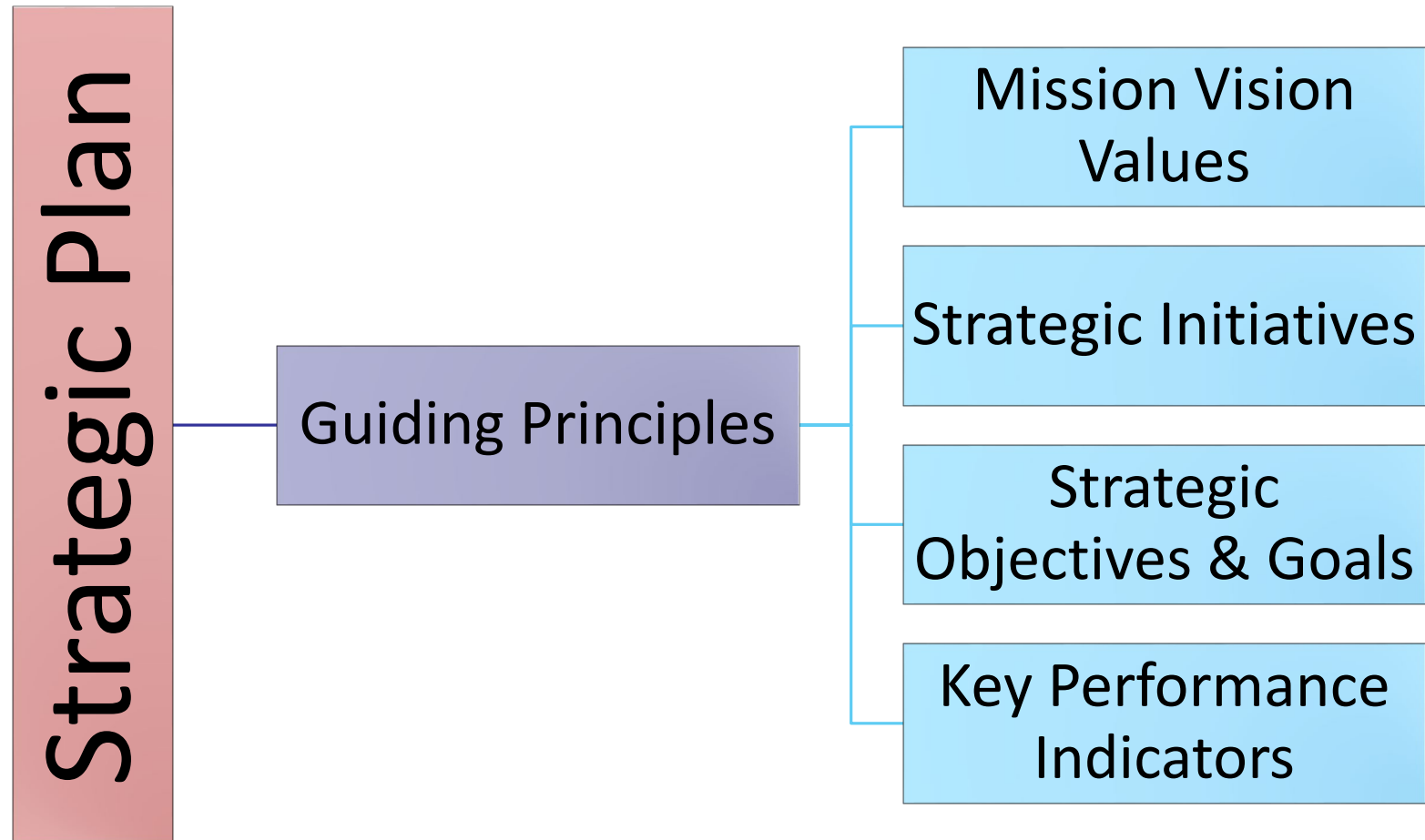
Activities/Inputs:
1. Mission, Vision, Values
2. Strategic Plan Structure
3. Strategic Initiatives/Objectives
4. Strategic Goals
5. Key Performance Indicators

Cycle for Processing Inputs:
- Step 1: Steering Committee Meeting (Prep for Townhalls)
- Step 2: Strategic Planning Townhalls (Data Collection)
- Step 3: Steering Committee Meeting (Data Analysis)
- Step 4: Planning & Budgeting Committee (Feedback)
- Step 5: Strategic Planning Townhalls (Reflection & Results)
- Collegial Consultation

Strategic Planning Outputs

1. Draft: Mission, Vision, Values

2. Draft: Strategic Plan Structure

3. Draft: Strategic Initiatives/Objectives

4. Draft: Strategic Goals

5. Draft: Key Performance Indicators

RESEARCH & PLANNING

Strategic Plan Structure

Strategic Plan

Guiding Principles

- Mission Vision Values
- Strategic Initiatives
- Strategic Objectives & Goals
- Key Performance Indicators

RESEARCH & PLANNING

Strategic Planning Overview

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Terminology

RESEARCH & PLANNING

Review of 2014-19 Strategic Plan

2014-19 Strategic Plan

Santa Rosa Junior College

Our Vision

Santa Rosa Junior College aspires to be an inclusive, diverse and sustainable learning community that engages the whole person.

2014-19 Strategic Plan

Our Mission

Santa Rosa Junior College passionately cultivates learning through the creative, intellectual, physical, social, emotional, aesthetic and ethical development of our diverse community.

- We focus on student learning by preparing students for transfer; by providing responsive career and technical education; and by improving students' foundational skills.

- We provide a comprehensive range of student development programs and services that support student success and enrich student lives.

- We support the economic vitality, social equity and environmental stewardship of our region.

- We promote personal and professional growth and cultivate joy at work and in lifelong learning.

- We foster critical and reflective civic engagement and thoughtful participation in diverse local and global communities.

- We regularly assess, self-reflect, adapt, and continuously improve.

RESEARCH & PLANNING

2014-19
Strategic Plan

We value *Diversity* that includes:

- Equal access for all students
- Multi-ethnic global perspectives and cultural competencies
- Employees who reflect the communities we serve
- Honesty and integrity in an environment of collegiality and mutual respect

Our Values

We value *Learning* that includes:

- Excellent and innovative instruction and support services
- A learning- and learner-centered environment
- A welcoming physical environment
- A caring and supportive attitude among faculty and staff
- Access to programs and courses that lead to transfer and/or gainful employment

We value *Academic Excellence* that includes:

- Academic freedom balanced with academic responsibility, integrity and ethical behavior
- Effective and transparent communication with information being shared in a timely fashion
- Collaboration in continuous quality improvement of SRJC's programs and services

We value *Sustainability* that includes:

- The teaching of sustainability principles and concepts
- Research on sustainable development projects/ issues
- Incorporating ecological values and practices in the District's operations
- Support and promotion of sustainability efforts in our community
- Fiscal solvency and stability

We value *Community* that includes:

- Community partnerships and advocacy for workforce and economic development
- Cultural enrichment opportunities
- Lifelong learning

We value *Beauty* that includes:

- Well-maintained and aesthetically pleasing facilities and grounds
- Holistic wellness
- Joy in learning and work

We value *Compassion* that includes:

- Helping students develop a vision for their lives
- Civic engagement opportunities that contribute to real world problem solving
- Empathy to identify the challenges and address the needs of others
- Collaborative leadership

We value *Innovation* that includes:

- Creativity, openness and risk taking
- Multiple perspectives
- Response to demographic, global, and technological changes

2014-19 Strategic Plan
Goals and Strategic Objectives

Goal

A. Support Student Success

Support development of the whole student from early college awareness through successful completion of educational and career goals

- Expand and sustain access by eliminating barriers, expanding strategic outreach efforts, and delivering services effectively through current technologies

- Increase retention and academic progress through student engagement with: academic and student services, faculty and staff, and campus and community activities

- Increase the number of students who complete their educational plans and goals

- Enhance cultural competency to better serve all student populations with a focus on first generation college students and the increasing Latino/a population

Strategic Objectives

2014-19 Strategic Plan
Goals and Strategic Objectives

B. Foster Learning and Academic Excellence

Foster learning and academic excellence by providing effective programs and services

- Support and promote teaching excellence across all disciplines

- Engage students and spark intellectual curiosity in learner-centered environments

- Integrate academic and student support services across the college

- Identify and implement responsive instructional practices that increase the learning and success of our diverse students

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2014-19 Strategic Plan
Goals and Strategic Objectives

C. Serve our Diverse Communities

Serve our diverse communities and strengthen our connections through engagement, collaboration, partnerships, innovation, and leadership

- Identify the educational needs of our changing demographics and develop appropriate and innovative programs and services with a focus on the increasing Latino/a population

- Contribute to the richness of our multicultural community by promoting cultural initiatives that complement academics and encourage the advancement and appreciation of the arts

- Meet the lifelong educational and career needs of our communities (e.g. seniors, emerging populations, veterans, re-entry students)

- Provide relevant career and technical education that meets the needs of the region and sustains economic vitality

2014-19 Strategic Plan
Goals and Strategic Objectives

D. Improve Facilities and Technology

Provide, enhance, integrate, and continuously improve facilities and technology to support learning and innovation

- Incorporate best practices and innovations for facilities and technologies in order to enhance learning and working environments

- Improve and sustain infrastructure, facilities, and technology to proactively support our diverse learning community

- Increase District-wide coordination and collaboration to improve facilities and technology access, efficiency, and effectiveness

- Provide effective facilities and technology technical training for all employees to ensure operational effectiveness

2014-19 Strategic Plan
Goals and Strategic Objectives

E. Establish a Strong Culture of Sustainability

Establish a culture of sustainability that promotes environmental stewardship, economic vitality, and social equity

- Expand, support, and monitor district-wide sustainability practices and initiatives

- Infuse sustainability across the curriculum and promote awareness throughout District operations

- Promote social and economic equity in the communities we serve

- Ensure economic sustainability by leveraging resources, partnering with our communities, and contributing to the economic growth of the region

2014-19 Strategic Plan
Goals and Strategic Objectives

F. Cultivate a Healthy Organization

Cultivate an inclusive and diverse organizational culture that promotes employee engagement, growth, and collegiality

- Foster an environment focused on collegiality and mutual respect in regards to cultural and individual perspectives

- Recruit and hire outstanding faculty and staff and implement an exemplary Professional Development Program for all employees

- Establish robust programs to improve the health and wellness of students and employees

- Increase safety planning, awareness and overall emergency preparedness

RESEARCH & PLANNING

2014-19 Strategic Plan
Goals and Strategic Objectives

G. Develop Financial Resources

Pursue resource development and diversification while maintaining responsible fiscal practices and financial stability

- Increase the amount of discretionary, unrestricted general fund local revenue

- Increase and maintain the District reserves above the state requirements

- Pursue alternative funding sources including grants, partnerships, and scholarships to support our diverse communities and students

- Manage enrollment and course offerings to maximize apportionment funding

2014-19 Strategic Plan
Goals and Strategic Objectives

H. Improve Institutional Effectiveness

Continuously improve institutional effectiveness in support of our students, staff, and communities

- Fully implement continuous quality improvement strategies to achieve greater transparency, effectiveness, efficiency, and participation

- Enhance internal and external communication systems to ensure effectiveness

RESEARCH & PLANNING

2014-19 Strategic Plan Key Performance Indicators

STUDENT HEADCOUNT

INSTITUTIONAL STUDENT LEARNING OUTCOMES

EMPLOYEE AND STUDENT FEEDBACK

ANNUAL FTES

COMPLETION RATE

PARTICIPATION RATE

GREAT COLLEGES TO WORK FOR SURVEY

CARBON FOOTPRINT
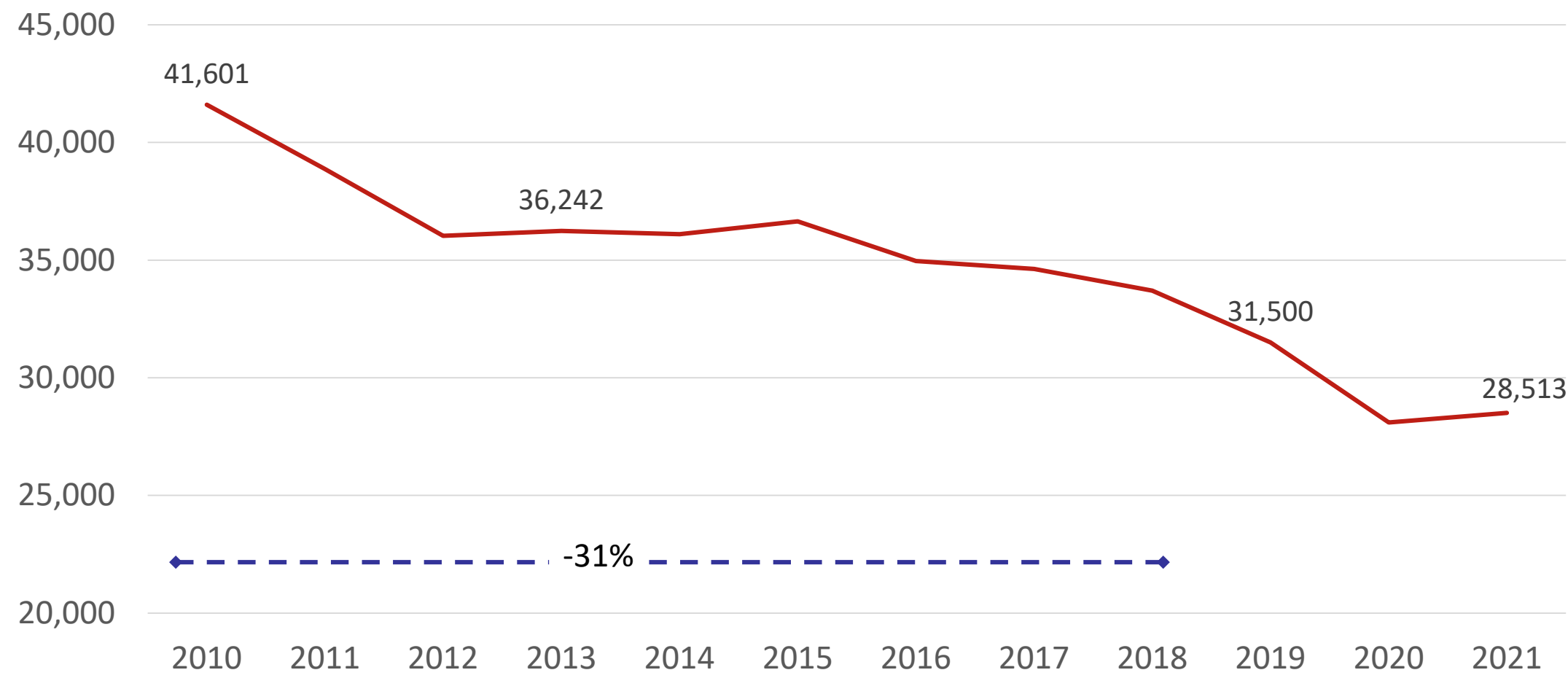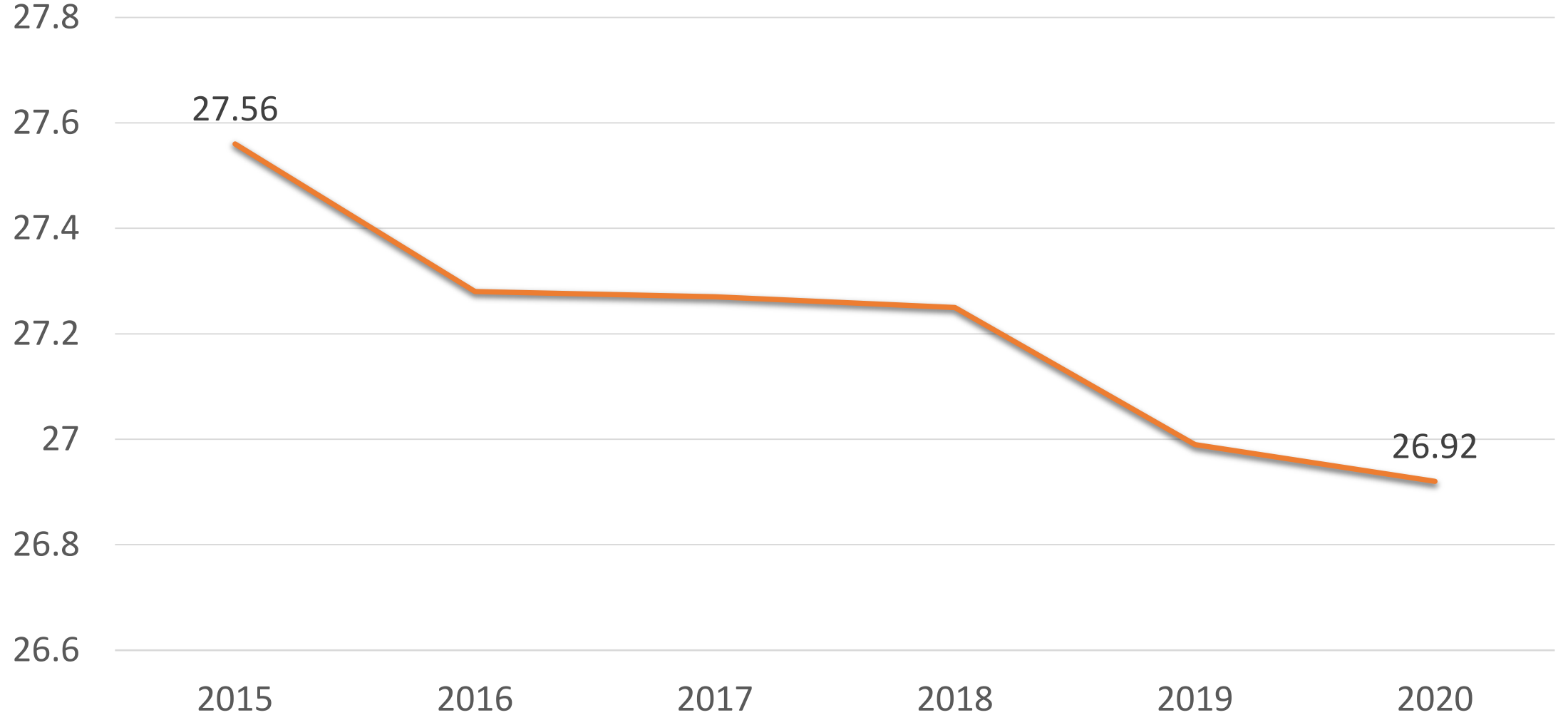
FISCAL STABILITY - SELF-ASSESSMENT

PRODUCTIVITY

RESEARCH & PLANNING

Santa Rosa Junior College Environmental Scan

SRJC Headcount by Age

RESEARCH & PLANNING
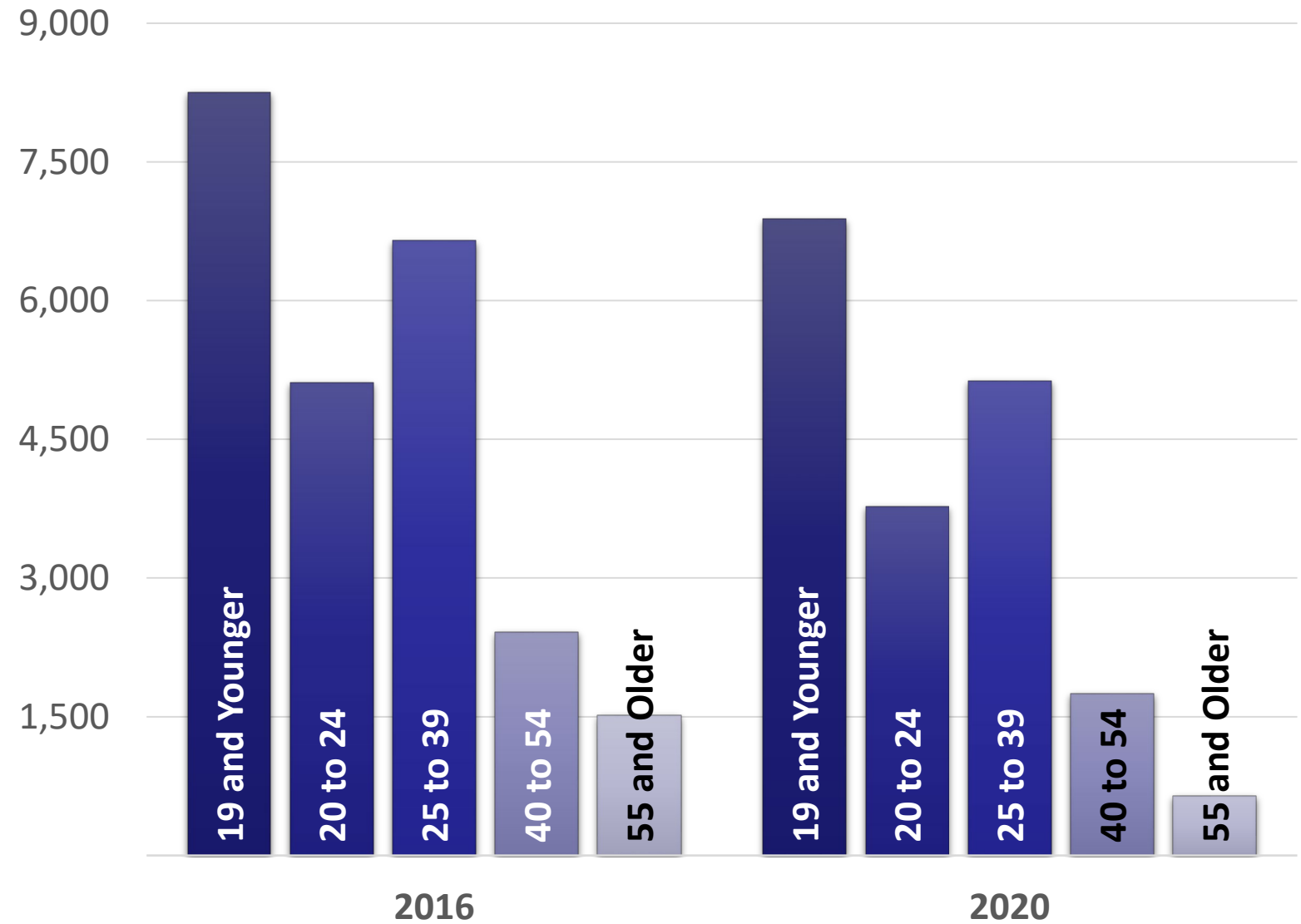
Headcount Type Proportions	2016	2020
Continuing Student	54.1%	50.9%
HS Concurrent	5.7%	7.5%
New Student	17.6%	15.8%
New Transfer	5.4%	6.2%
Returning Student	17.1%	19.6%
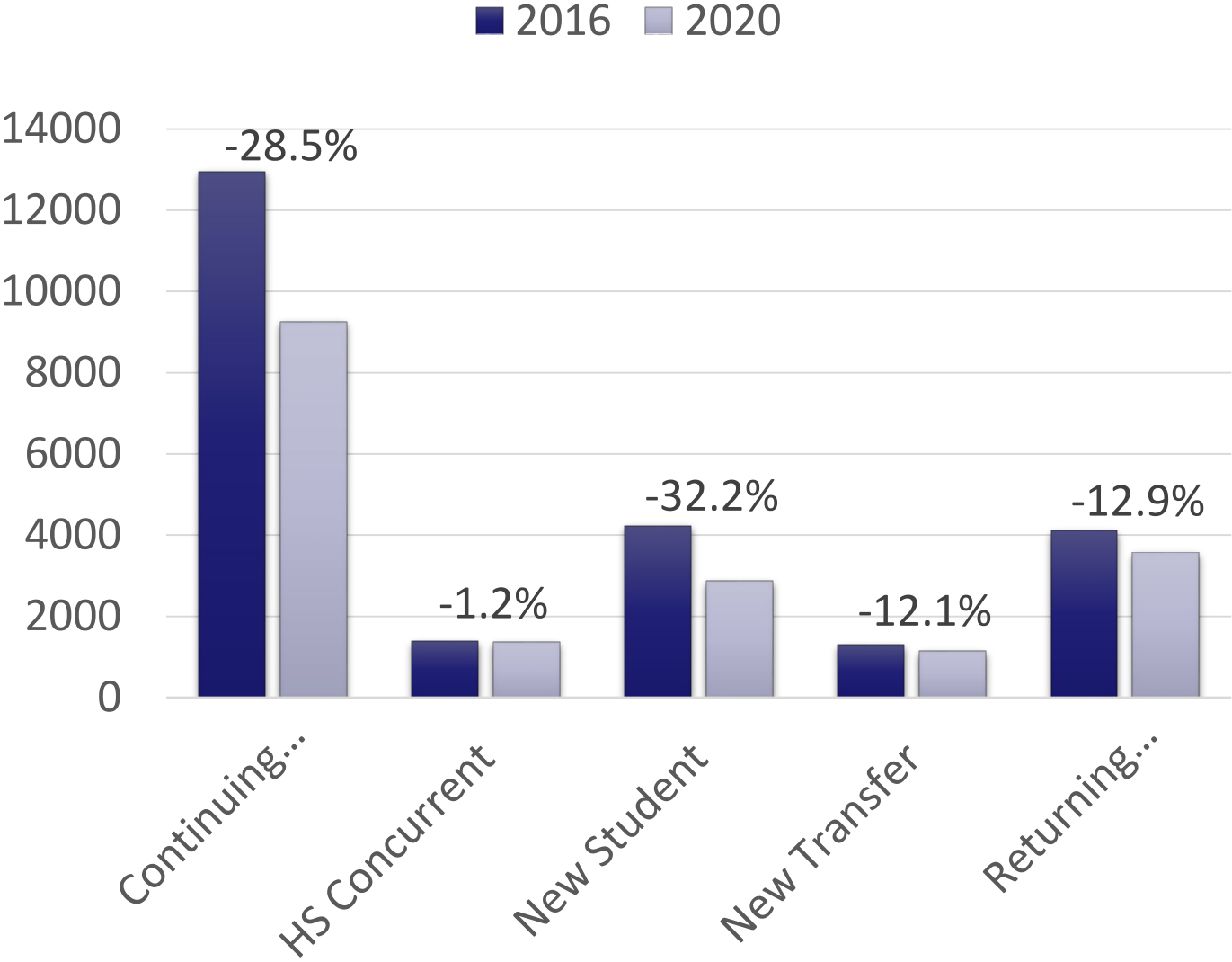
Santa Rosa Junior College Ethnic Representation (2020-21)

- African American - 3.9%
- Asian - 4.0%
- Multi-Ethnic - 4.4%
- Native American -0.7%
- Pacific Islander - 0.4%
- Unknown - 4.4%
- White - 46.2%
- Latinx - 35.9%

RESEARCH & PLANNING
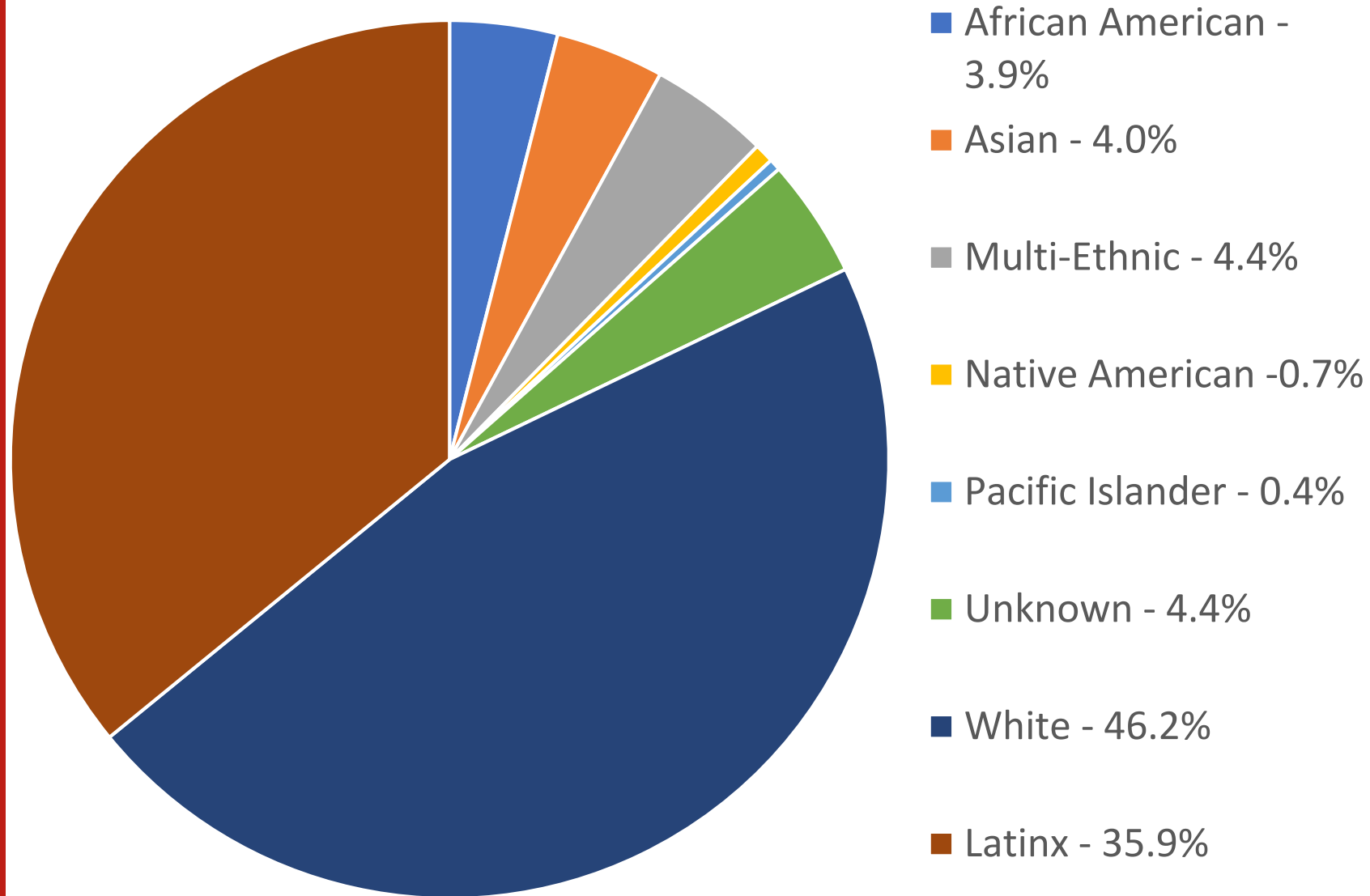
Student Demographics for the Past 8 Years

	Students	Population %
Black/African American	**2,961**	**2.7%**
Asian	**4,383**	**3.9%**
Latinx	33,130	29.8%
Multi-Ethnic	**6,126**	**5.5%**
Native American	815	>1%
Pacific Islander	**480**	**>1%**
Unknown	4,557	4.1%
White	**58,538**	**52.7%**

Source: Source: SCJCD Fact Book 2021

Ethnicity by Campus, 2019				
Ethnicity	College Farm %	Off Campus Locations %	PSTC %	SWC %
African American	0.4%	0.4%	1.8%	1.5%
Asian	4.8%	2.0%	2.0%	5.7%
Filipino	0.9%	0.7%	0.4%	0.3%
Latinx	26.2%	88.6%	21.9%	86.1%
Multi-Ethnicity	2.6%	0.7%	5.1%	0.4%
Native American/Alaskan Native	0.4%		1.0%	
Pacific Islander	0.0%		14.4%	
Other	10.0%	2.6%	0.5%	2.9%
White	54.6%	5.1%	52.8%	3.0%

SRJC Enrollment

Location	2015-16 %	2016-17 %	2017-18 %	2018-19 %	2019-20 %
Shone Farm	0.6%	0.6%	0.6%	0.6%	0.7%
Off Campus Location(s)	0.8%	0.8%	1.1%	1.1%	1.3%
Online	11.8%	13.1%	15.8%	18.3%	19.8%
Petaluma	12.4%	11.7%	11.5%	11.1%	10.7%
PSTC	2.9%	3.2%	3.3%	3.2%	2.9%
Santa Rosa	69.3%	68.5%	65.7%	63.4%	61.9%
SWC	2.1%	2.1%	2.0%	2.2%	2.6%
Total	**140,751**	**133,224**	**129,596**	**122,760**	**116,785**

Average Age by Campus, 2016 to 2020					
Location	20 and Younger	20 to 24	25 to 39	40 to 54	55 and Older
Shone Farm	20.3%	19.7%	32.1%	14.3%	13.5%
Off Campus Location(s)	11.4%	5.6%	38.4%	35.9%	8.7%
Online	34.2%	24.8%	29.9%	8.3%	2.8%
Petaluma	44.8%	23.9%	22.4%	6.3%	2.6%
PSTC	13.1%	17.1%	46.7%	18.8%	4.3%
Santa Rosa	40.7%	22.6%	24.8%	7.6%	4.3%
SWC	4.2%	7.4%	42.1%	34.3%	12.1%

Ethnicity by Campus, 2019			
Ethnicity	**Online %**	**Petaluma %**	**Santa Rosa %**
African American	2.5%	2.1%	2.6%
Asian	4.4%	3.2%	4.3%
Filipino	1.1%	0.5%	1.0%
Latinx	35.9%	41.1%	40.4%
Multi Ethnicity	6.2%	5.5%	5.9%
Native American/Alaskan Native	0.7%	0.6%	0.6%
Pacific Islander	5.3%	5.3%	4.8%
Other	0.3%	0.3%	0.4%
White	43.5%	41.3%	39.9%

Enroll Status - Fall Semesters
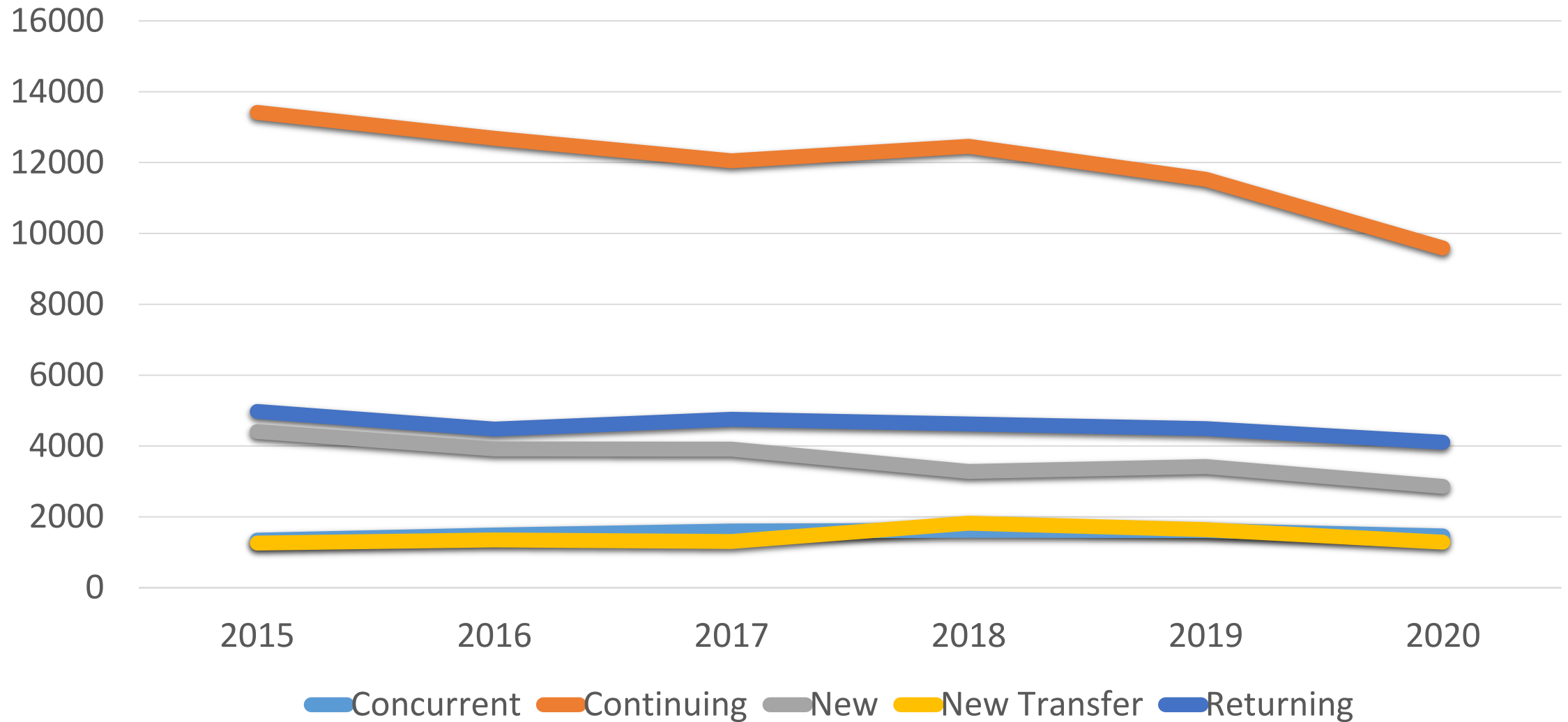
Enroll Status - Spring Semester

Concurrent · Continuing · New · New Transfer · Returning
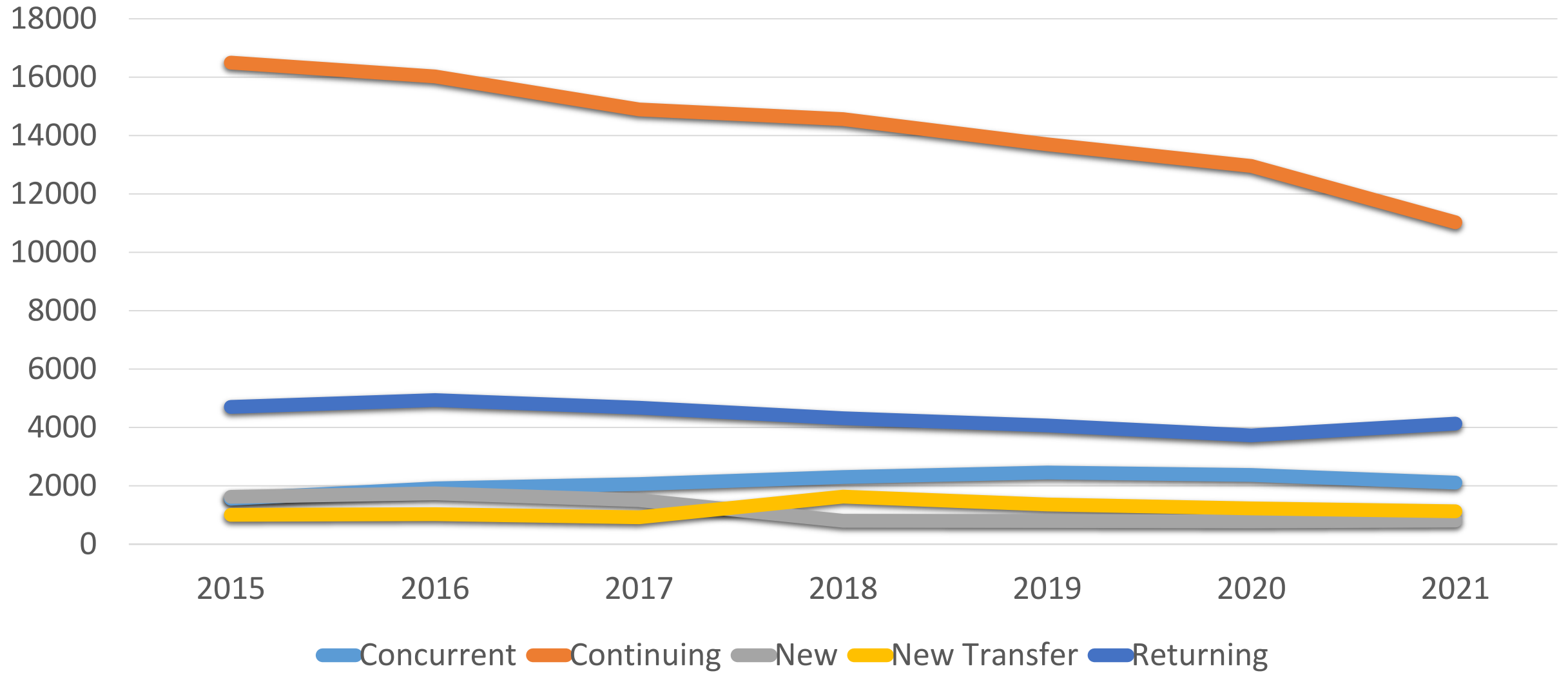
District Population Trend

Trustee Region 1 Population Trend

24.9K

30K

28K

25.8K

25K

24.9K

23K

20K

2015 · 2016 · 2017 · 2018 · 2019 · 2020 Projected

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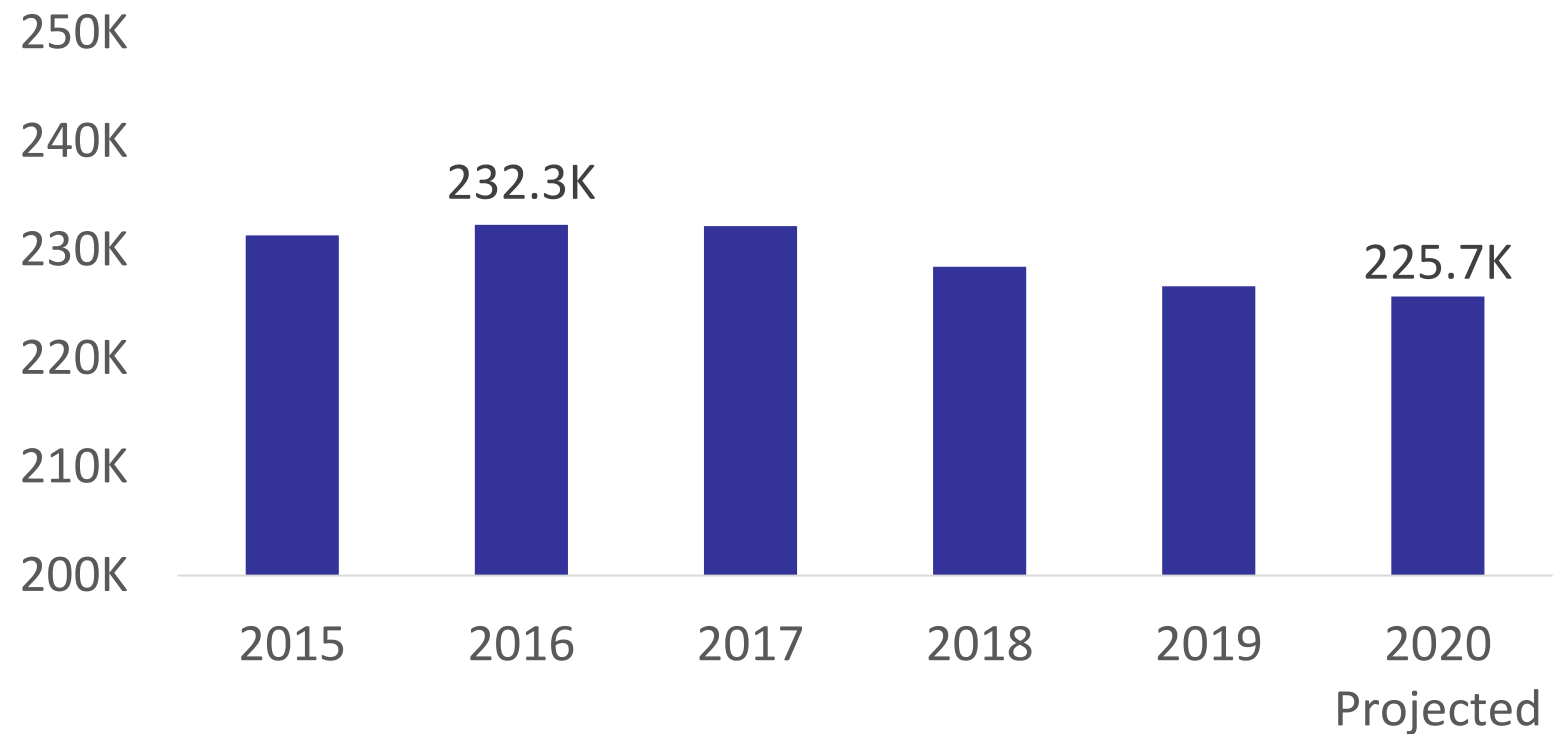
Trustee Region 6 Population Trend

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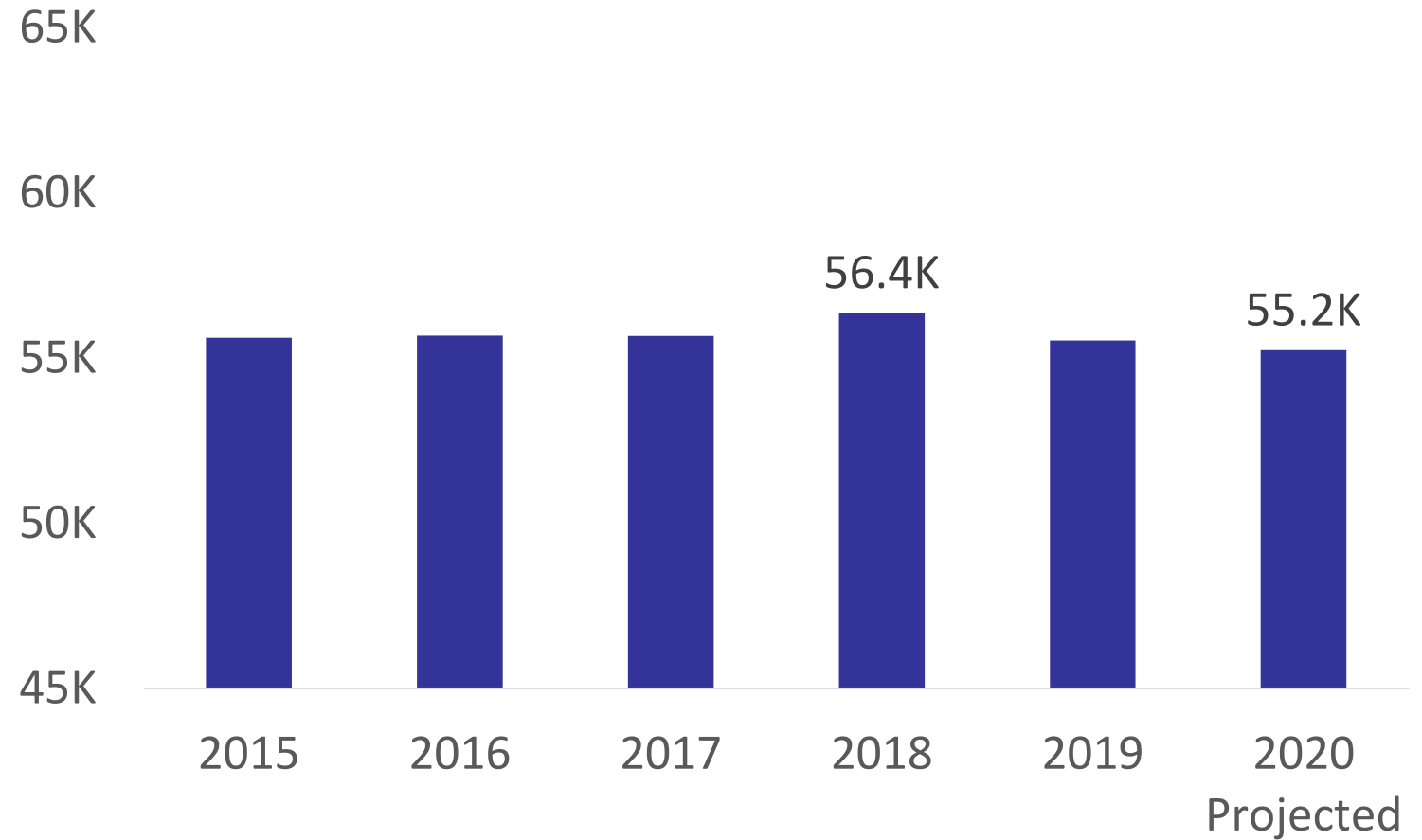
Trustee Region 7 Population Trend

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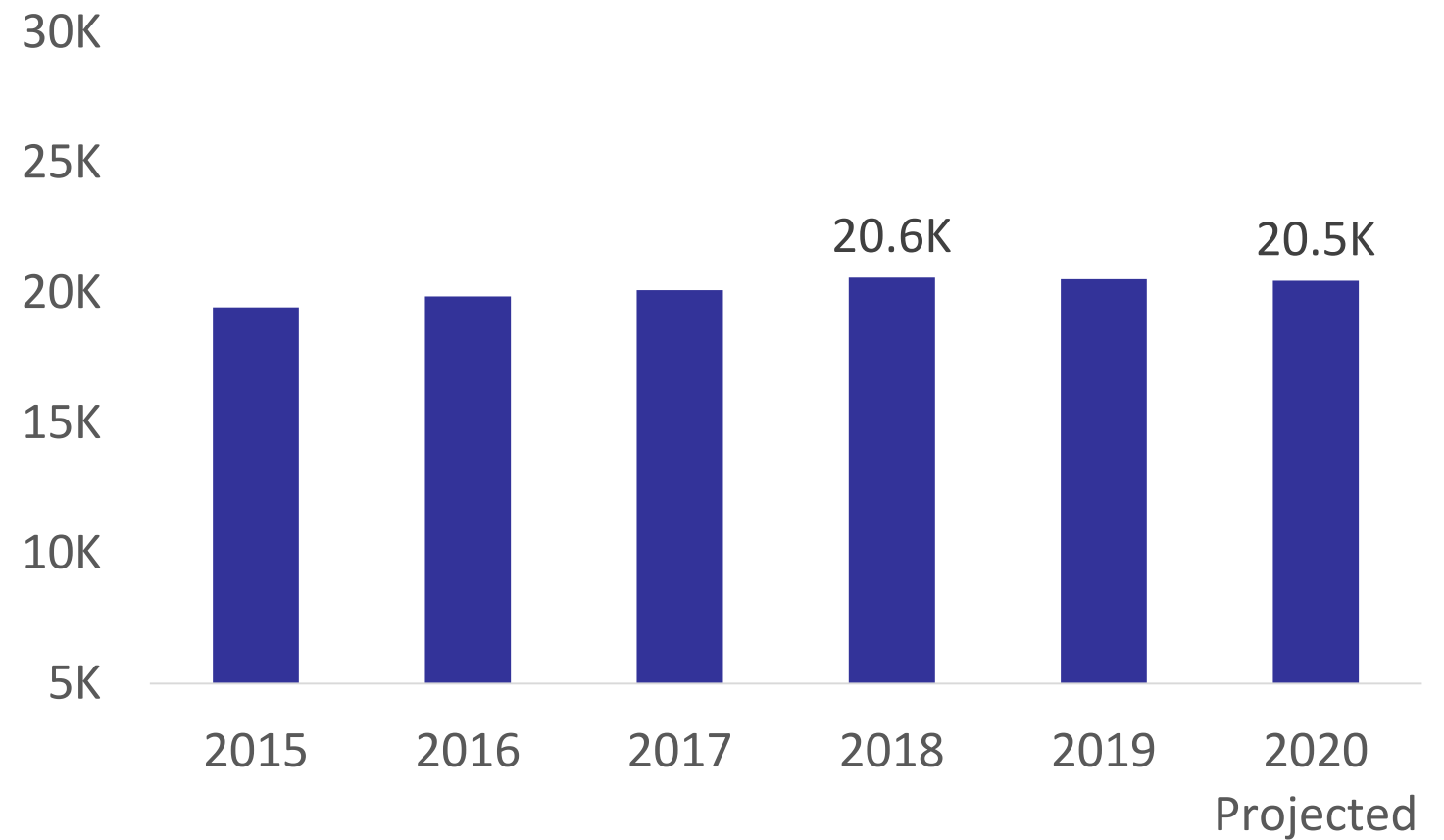
Student Ethnicity by Board of Trustee Area, 2020

Ethnicity	3,4,5 %	2 %	6 %	1 %	7 %	Out of County %	Totals %
African American	66%	7%	2%	7%	2%	17%	2.5%
Asian	65%	7%	5%	9%	4%	11%	3.8%
Filipino	53%	12%	7%	12%	4%	13%	0.9%
Latinx	54%	11%	14%	9%	3%	10%	40.0%
Multi Ethnicity	51%	13%	7%	9%	6%	14%	5.6%
Native American Alaskan Native	50%	9%	12%	4%	6%	20%	0.7%
Pacific Islander	71%	9%	8%	5%	2%	6%	0.4%
Other	42%	17%	11%	10%	8%	12%	3.8%
White	42%	17%	11%	9%	10%	11%	42.4%

Age Group Proportions by Trustee Area					
	Board of Trustee Region				
Age Group	**3 4 5**	**2**	**6**	**1**	**7**
Under 15	23%	17%	18%	16%	13%
15-19	6%	7%	7%	6%	5%
20-24	7%	5%	5%	5%	3%
25-65	48%	54%	52%	49%	54%
65+	16%	18%	19%	24%	25%

Sonoma County Population

Total Sonoma County Population

.41% increase

502,146

504,217

.88% decline

499,772

Net .47% decline

2015   2016   2017   2018   2019

505,000
504,000
503,000
502,000
501,000
500,000
499,000
498,000
497,000
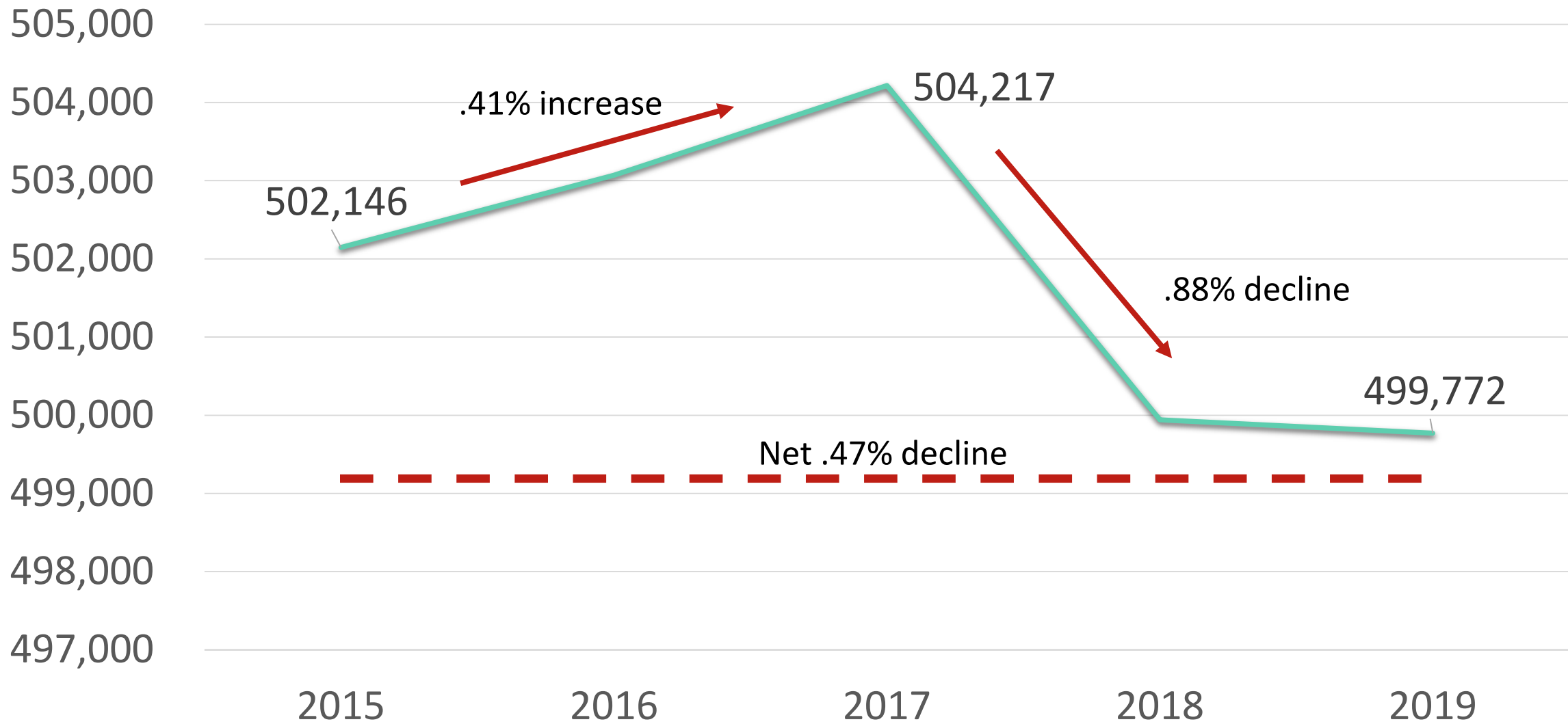
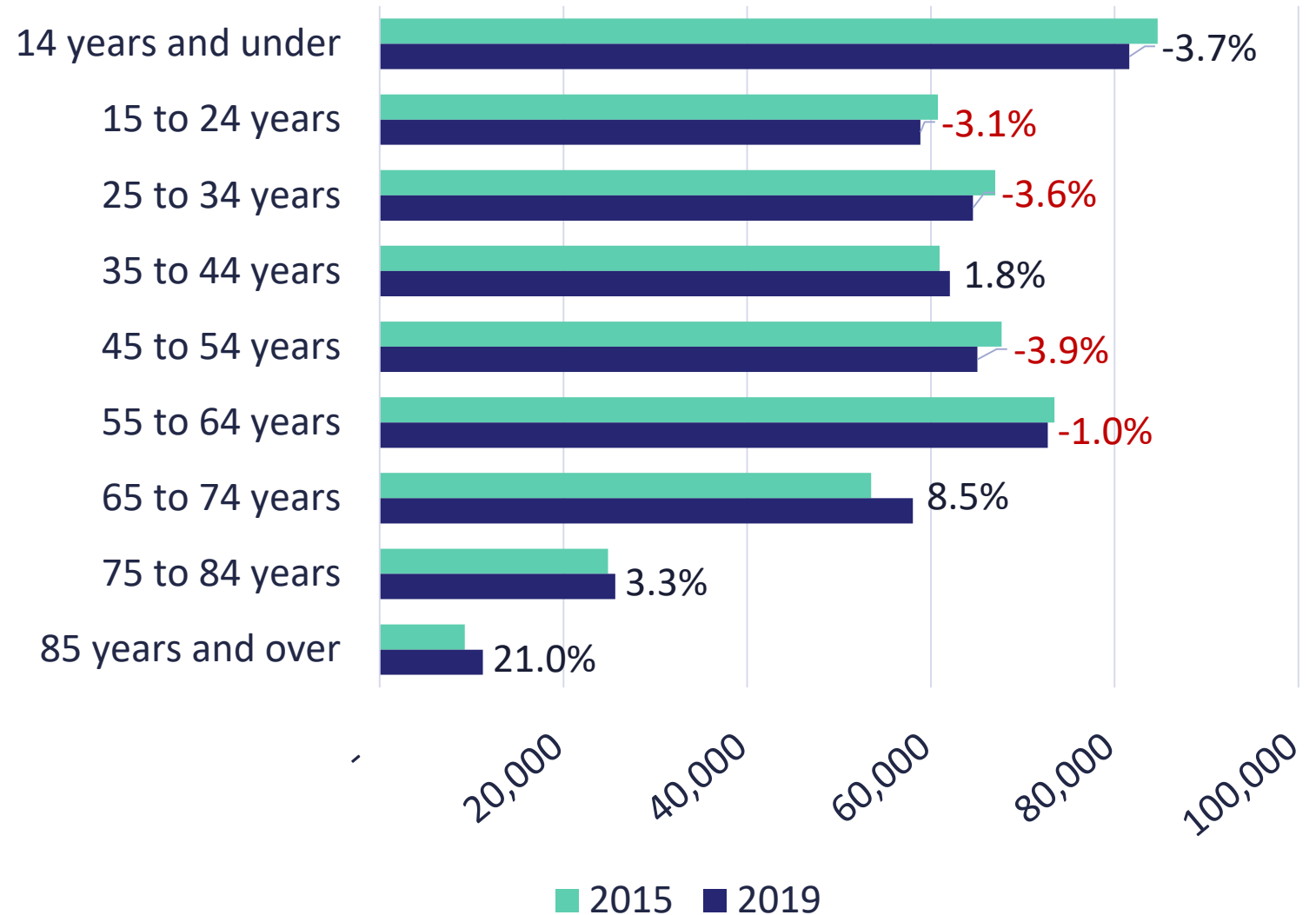| Ethnicity	2015	2019	% Change
White alone	320,545	316,022	-1.4%
Hispanic or Latino (of any race)	127,774	133,569	4.5%
Black or African American alone	6,762	7,399	9.4%
American Indian and Alaska Native alone	2,671	2,343	-12.3%
Asian alone	18,839	20,082	6.6%
Native Hawaiian and Other Pacific Islander alone	1,398	1,483	6.1%
Some other race alone	1,682	2,239	33.1%
Two or more races	15,407	16,635	8.0%

Sonoma County Age Trends
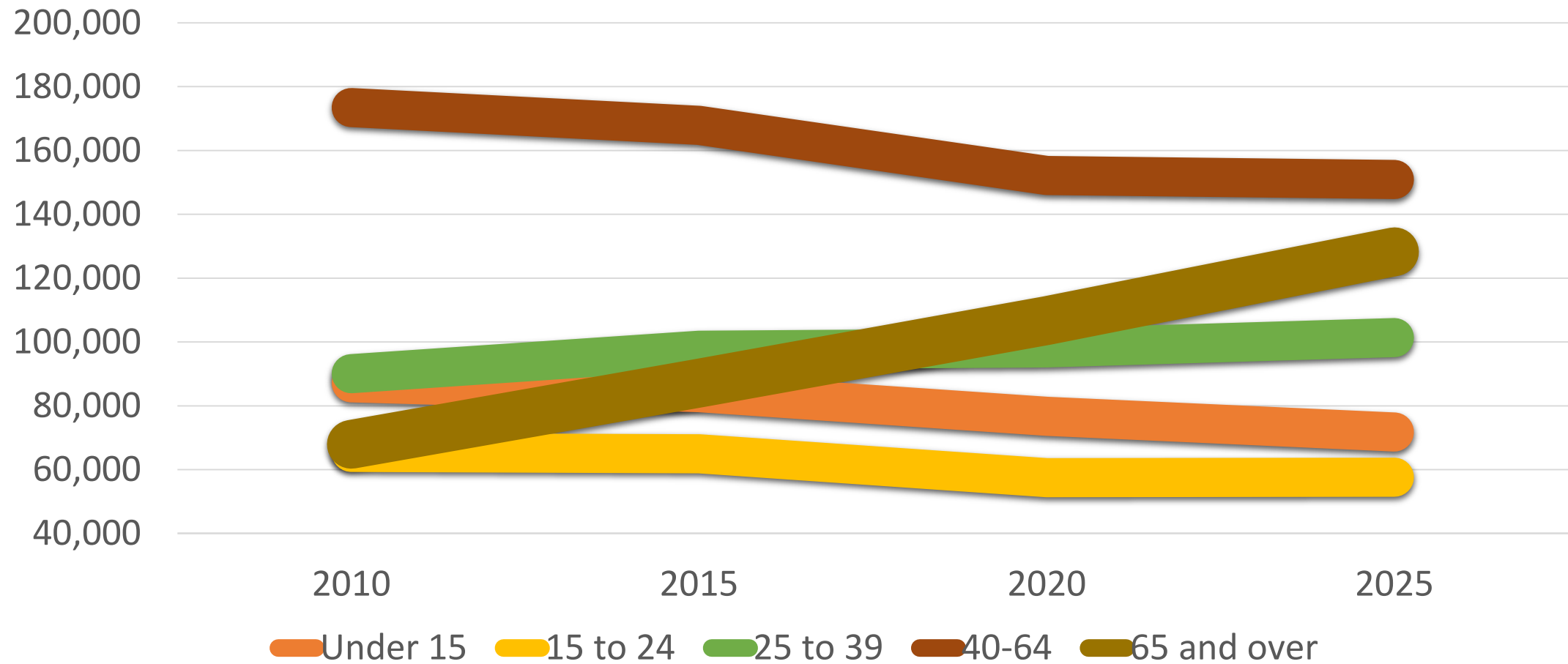
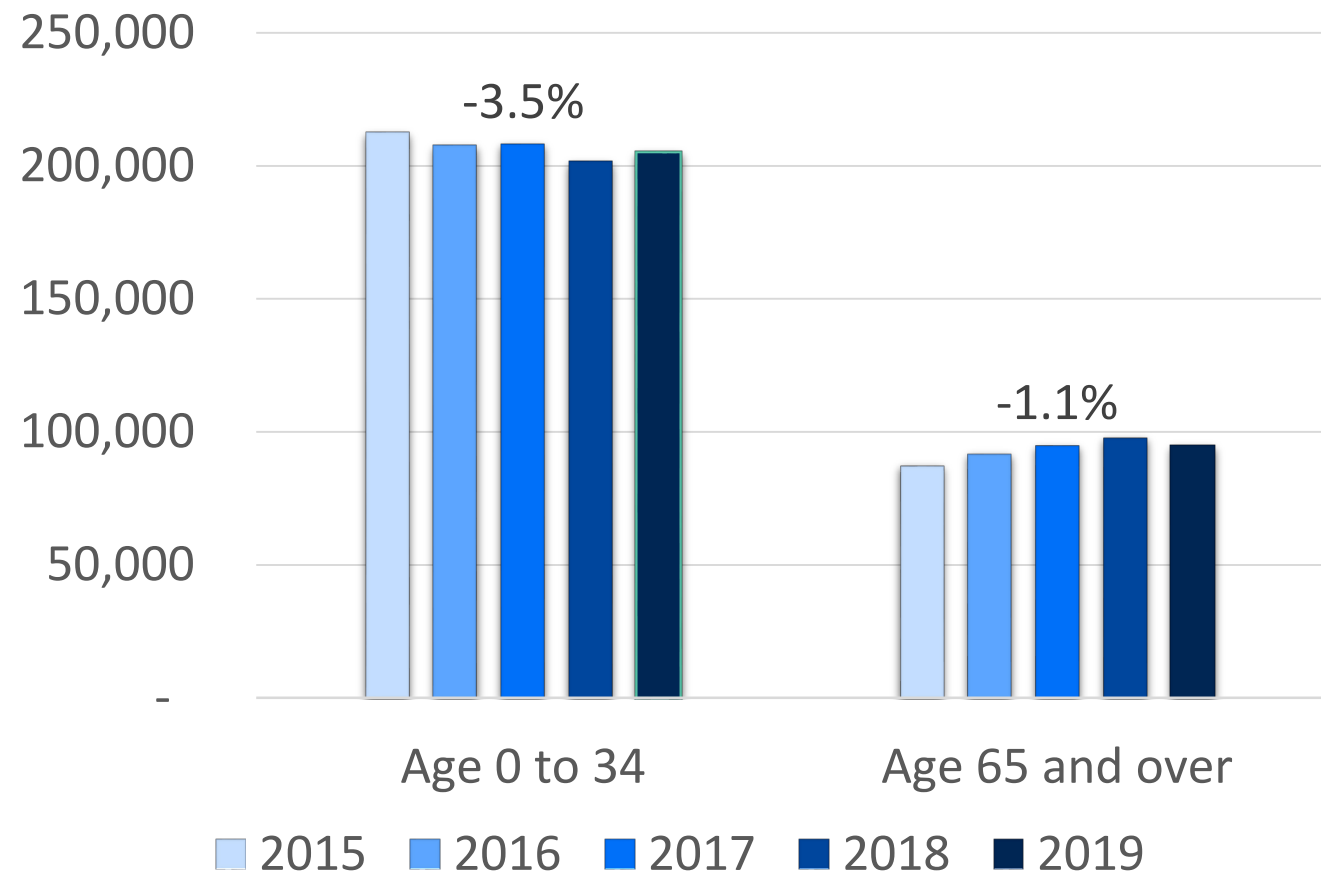Sonoma County Age Group Comparison (2015 vs 2019)

Source: American Community Survey

2/14/2022

Sonoma County Population by Age
2015/2019 Comparison

Age Group	Change
14 years and under	-3.7%
15 to 24 years	-3.1%
25 to 34 years	-3.6%
35 to 44 years	1.8%
45 to 54 years	-3.9%
55 to 64 years	-1.0%
65 to 74 years	8.5%
75 to 84 years	3.3%
85 years and over	21.0%

2015   2019

Age Range	2015 #	2016 #	2017 #	2018 #	2019 #	% Change
14 years and under	84,692	83,442	82,537	80,816	81,594	-3.7%
15 to 24 years	60,774	59,176	58,948	58,249	58,864	-3.1%
25 to 34 years	66,986	65,058	66,635	62,547	64,563	-3.6%
35 to 44 years	60,940	62,392	62,955	63,735	62,062	1.8%
45 to 54 years	67,707	67,519	64,552	63,949	65,057	-3.9%
55 to 64 years	73,431	73,388	73,647	72,616	72,719	-1.0%
65 to 74 years	53,507	56,376	58,211	60,222	58,048	8.5%
75 to 84 years	24,841	23,536	25,766	25,828	25,649	3.3%
85 years and over	9,268	12,183	10,966	11,980	11,216	21.0%
Total Population	**502,146**	**503,070**	**504,217**	**499,942**	**499,772**	**-0.5%**

Largest within State Migration for Sonoma County

Migrating Out		Migrating In	
County	**Count**	**County**	**Count**
Marin County	2,819	Marin County	1,887
Solano County	1,440	Lake County	1,219
Los Angeles County	1,300	Sacramento County	1,102
San Francisco County	1,268	Contra Costa County	748
Santa Clara County	1,184	Stanislaus County	745
Alameda County	1,003	Alameda County	679
San Mateo County	969	San Francisco County	662
Sacramento County	825	Solano County	624
Napa County	757	Los Angeles County	556
San Diego County	599	Mendocino County	519
Contra Costa County	523	Santa Clara County	446
Lake County	513	Yolo County	443
Mendocino County	440	Napa County	418
Santa Cruz County	365	San Diego County	379
Yolo County	318	Butte County	306
Humboldt County	279	El Dorado County	302
Ventura County	235	Santa Barbara County	301
San Bernardino County	230	Humboldt County	249
Orange County	214	Placer County	236

Largest out of State Migration for Sonoma County

Migrating out to		Migrating in from	
State/Country	**Count**	**State/Country**	**Count**
Washington	941	Oregon	881
Arizona	626	Central America	607
Oregon	623	Europe	579
Nevada	602	Asia	522
Texas	499	New York	471
Colorado	450	Washington	434
North Carolina	340	Utah	420
Virginia	321	Arizona	321
Florida	300	Nevada	312
Idaho	259	Texas	291
Michigan	158	Massachusetts	277
New Hampshire	155	Illinois	259
Kentucky	148	Alaska	247
Pennsylvania	144	Missouri	223
Maryland	138	Hawaii	212
Illinois	131	Colorado	211
Minnesota	128	Florida	202
New York	120	Africa	181
Montana	113	Oceania	180

Education Attainment

Source: American Community Survey

	2015	2019	% Change
Less than 9th grade	23,069	19,492	-15.5%
9th to 12th grade, no diploma	23,183	17,627	-24.0%
High school graduate (includes equivalency)	68,387	68,082	-0.4%
Some college, no degree	91,028	85,406	-6.2%
Associate's degree	33,968	34,043	0.2%
Bachelor's degree	73,795	83,916	13.7%
Graduate or professional degree	43,250	50,558	16.9%

Percent of Total Population for Language Spoken at Home					
Language	2015	2016	2017	2018	2019
English	74.3%	74.3%	73.5%	73.8%	74.5%
Spanish	19.6%	20.2%	20.2%	20.6%	19.9%
Other Indo-European languages	2.9%	2.1%	2.4%	2.6%	2.5%
Asian and Pacific Islander languages	2.7%	2.9%	3.2%	2.6%	2.7%
Other languages	0.5%	0.5%	0.7%	0.5%	0.4%

Sonoma County: Language Spoken at Home

Data Source:

American Community Survey

Portrait of Sonoma County

TABLE 2 **Measuring the 2014 Agenda for Action Recommendations**

| AREA	RECOMMENDATION	2014 REPORT DATA	MOST RECENT DATA
A Long and Healthy Life	Redouble Antismoking Efforts	14.3% of adults smoke	13% of adults smoke
	Increase Access to Health Insurance	15% of residents don't have insurance	6% of residents don't have insurance
Access to Knowledge	Make Universal Preschool a Reality	~50% of 3- and 4-year-olds are enrolled in preschool	48.1% of 3- and 4-year-olds are enrolled in preschool
		$9,500 average annual full-time cost in licensed childcare/preschool centers	$11,400 average annual full-time cost in licensed childcare/preschool centers
	Prioritize On-Time High School Graduation	79.3% of high school students graduate in 4 years	81.1% of high school students graduate in 4 years
	Reduce Youth Disconnection	11.8% disconnected	8.7% disconnected
A Decent Standard of Living	Raise Earnings: Improve Pay	$9 minimum wage	$14 minimum wage
		$30,214 median earnings (adjusted for inflation, $33,700 in 2019 dollars)	$40,183 median earnings
		12.1% living in poverty	6.4% living in poverty (the poverty level is annually adjusted for inflation)
	Make Housing Affordable	45.7% spend 30% or more of income on rent	52.4% spend 30% or more of income on rent

Source: See the end of the Notes section for complete sourcing.

A PORTRAIT OF CALIFORNIA 2021–2022 | REGIONAL REPORT SERIES

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Portrait of Sonoma County
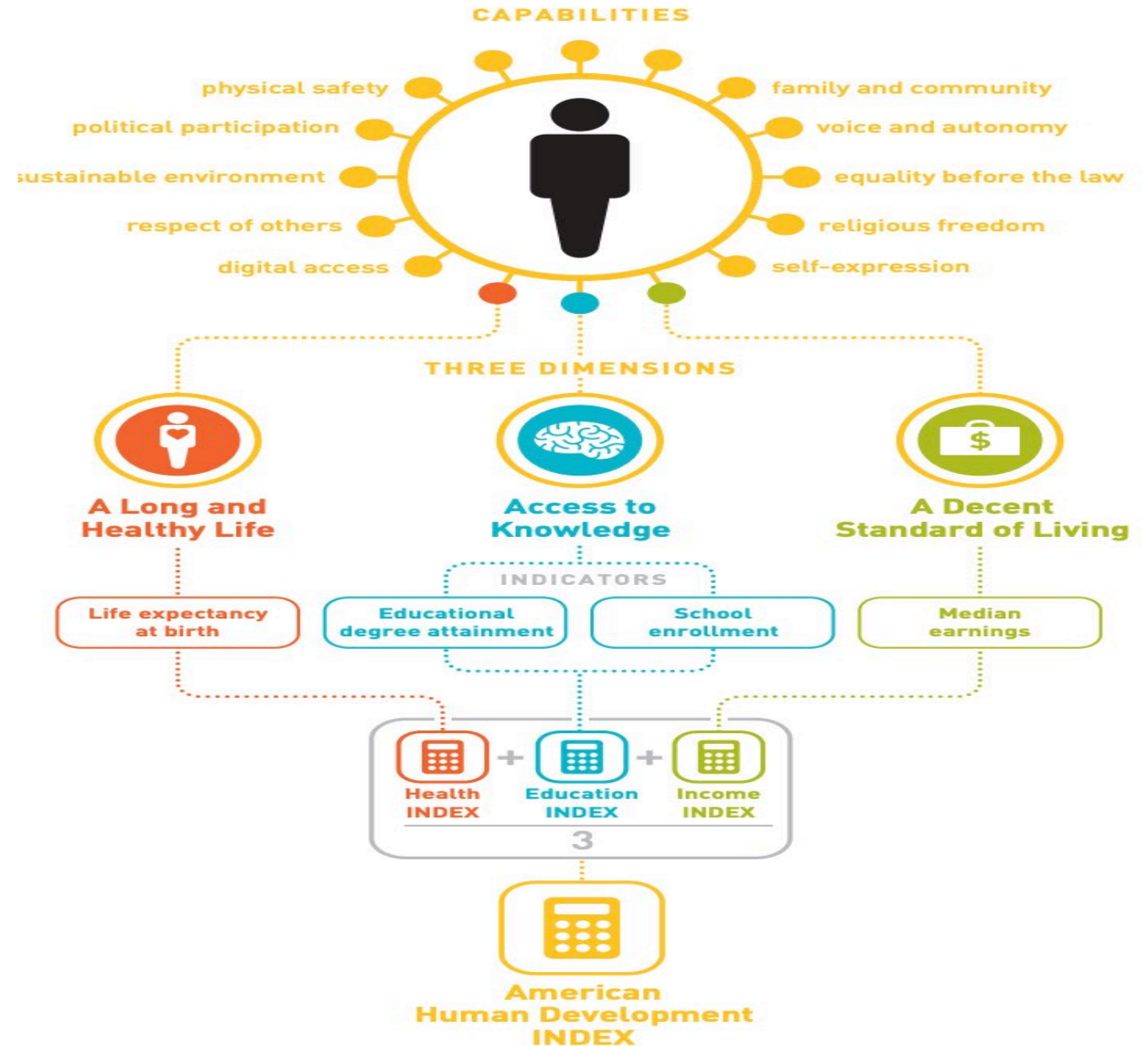
Portrait of Sonoma County


FIGURE 3 HDI in Sonoma County, 2012–2019
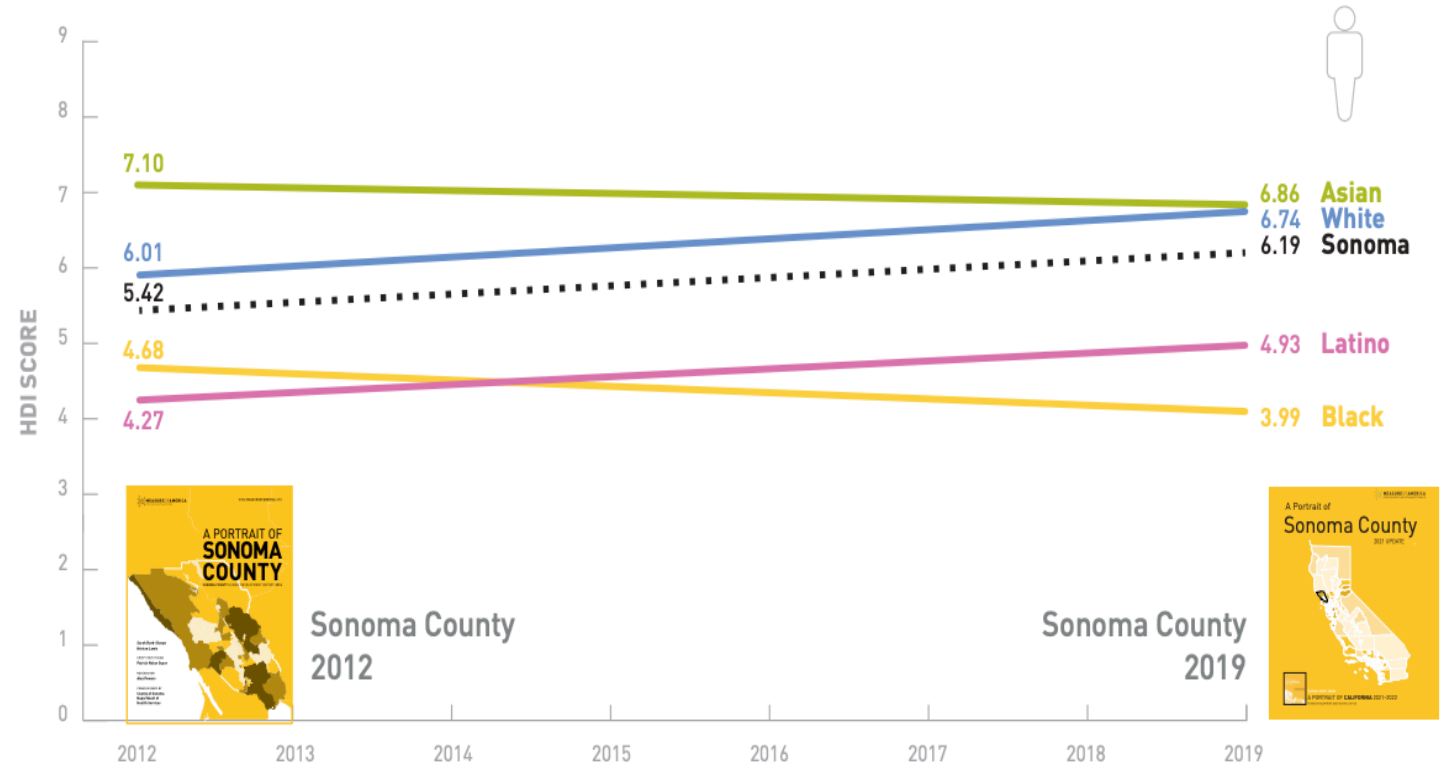
Source: 2012—*Portrait of Sonoma County* (2014). 2019—Life expectancy: Measure of America calculations using mortality data from the California Department of Public Health and population data from the US Census Bureau ACS PUMS, 2014–2019. Education and earnings: Measure of America calculations using US Census Bureau ACS PUMS, 2019.

High School Trends

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5-Year Headcount and Rate Change for SRJC Feeder High Schools by BOT Area

High School	2016	2021	Change
Santa Rosa	257	243	-5%
Montgomery	220	193	-12%
Rancho Cotati	169	180	7%
Piner	124	174	40%
Maria Carrillo	173	145	-16%
Elsie Allen	103	95	-8%
Roseland Charter	0	21	
Technology High School	10	11	10%
Northwest Prep at Piner-Olivet	3	7	133%
Region 3 4 5 Total	**1059**	**1069**	**1%**
Casa Grande	181	210	16%
Petaluma	123	134	9%
Region 2 Total	**304**	**344**	**13%**
Windsor High	164	160	-2%
Healdsburg	70	49	-30%
Cloverdale	43	28	-35%
Geyserville	4	7	75%
Point Arena	3	10	233%
Region 6 Total	**284**	**254**	**-11%**
Analy	129	123	-5%
El Molino	89	57	-36%
Tomales (Marin CO)	24	10	-58%
Region 7 Total	**242**	**190**	**-21%**
Sonoma Valley High	113	106	-6%
Region 1 Total	**113**	**106**	**-6%**

Sonoma County 10-year 12th Grade Enrollment Forcast
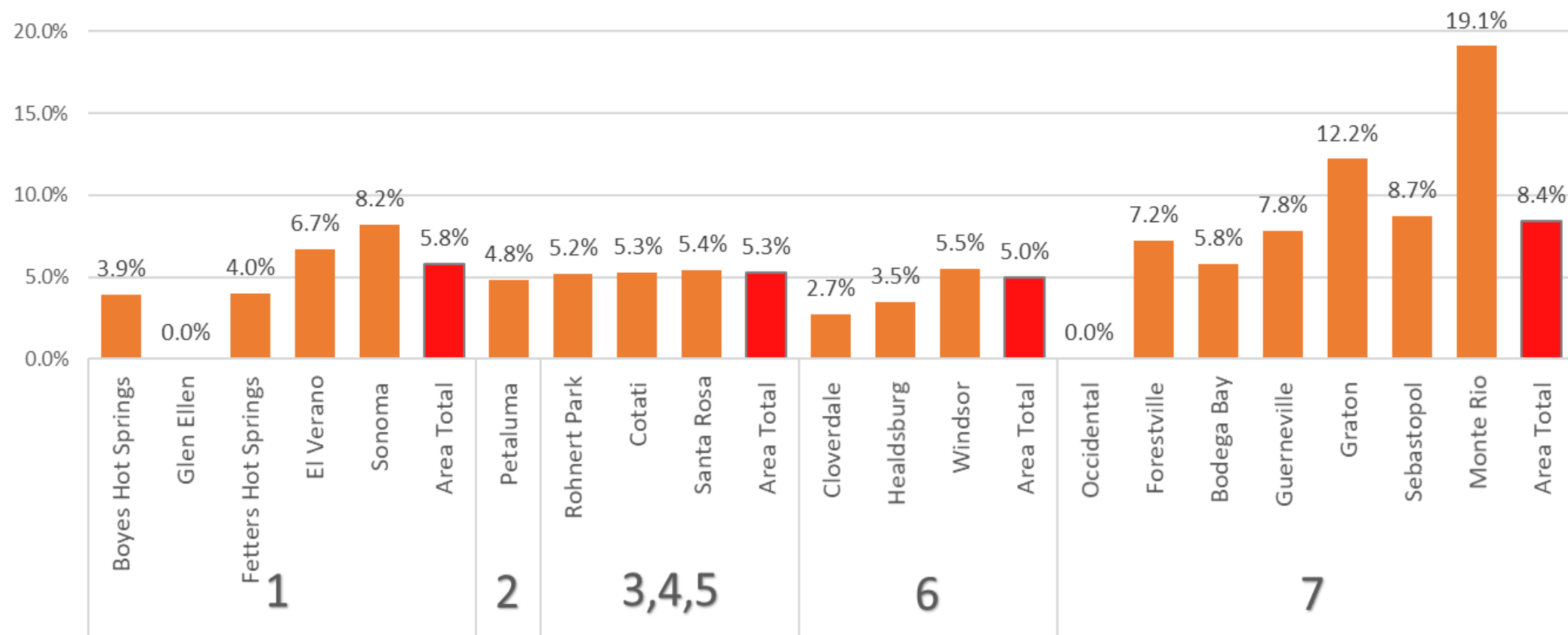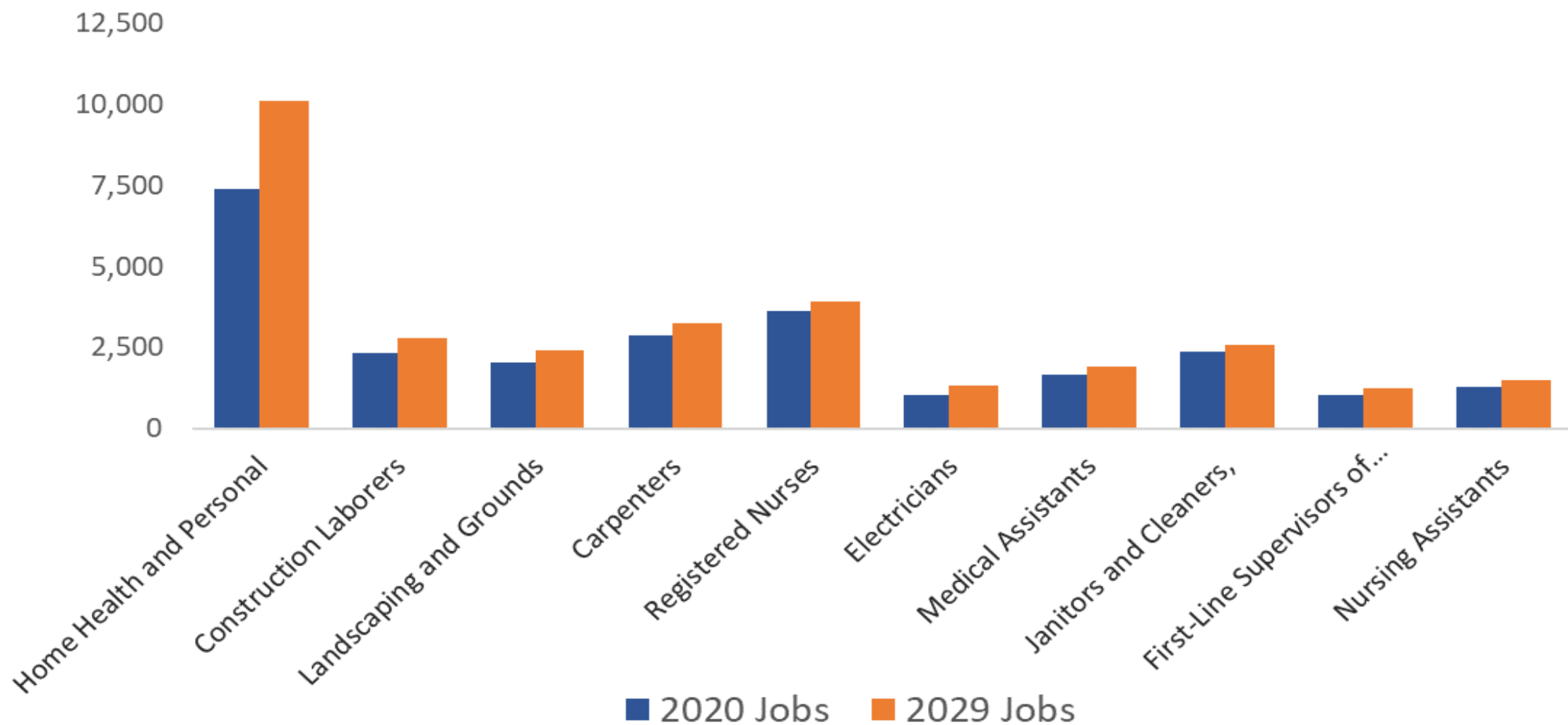
RESEARCH & PLANNING
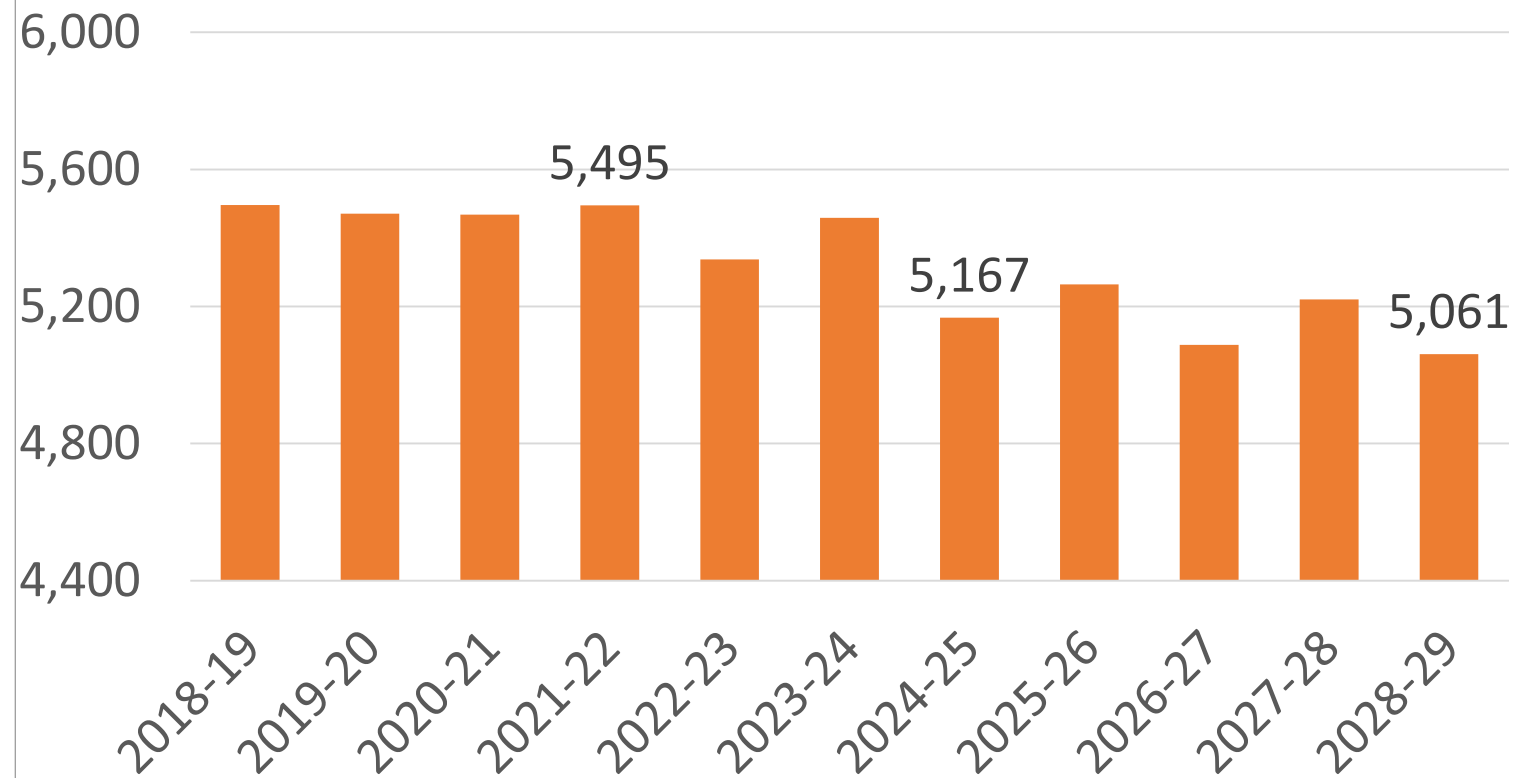
Sonoma County Employment Trends

2-Year Historical Unemployment Rates
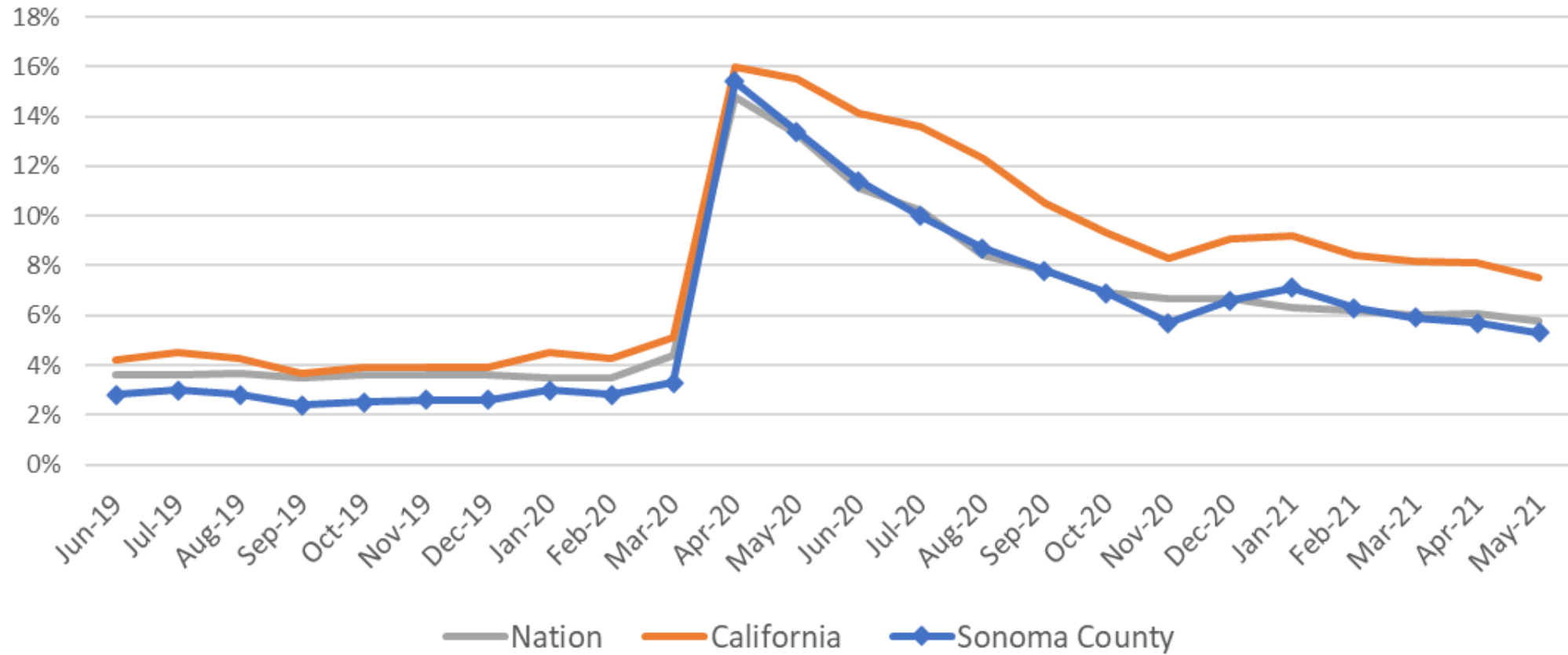
2021 Unemployment Rate by Board of Trustee Region and City
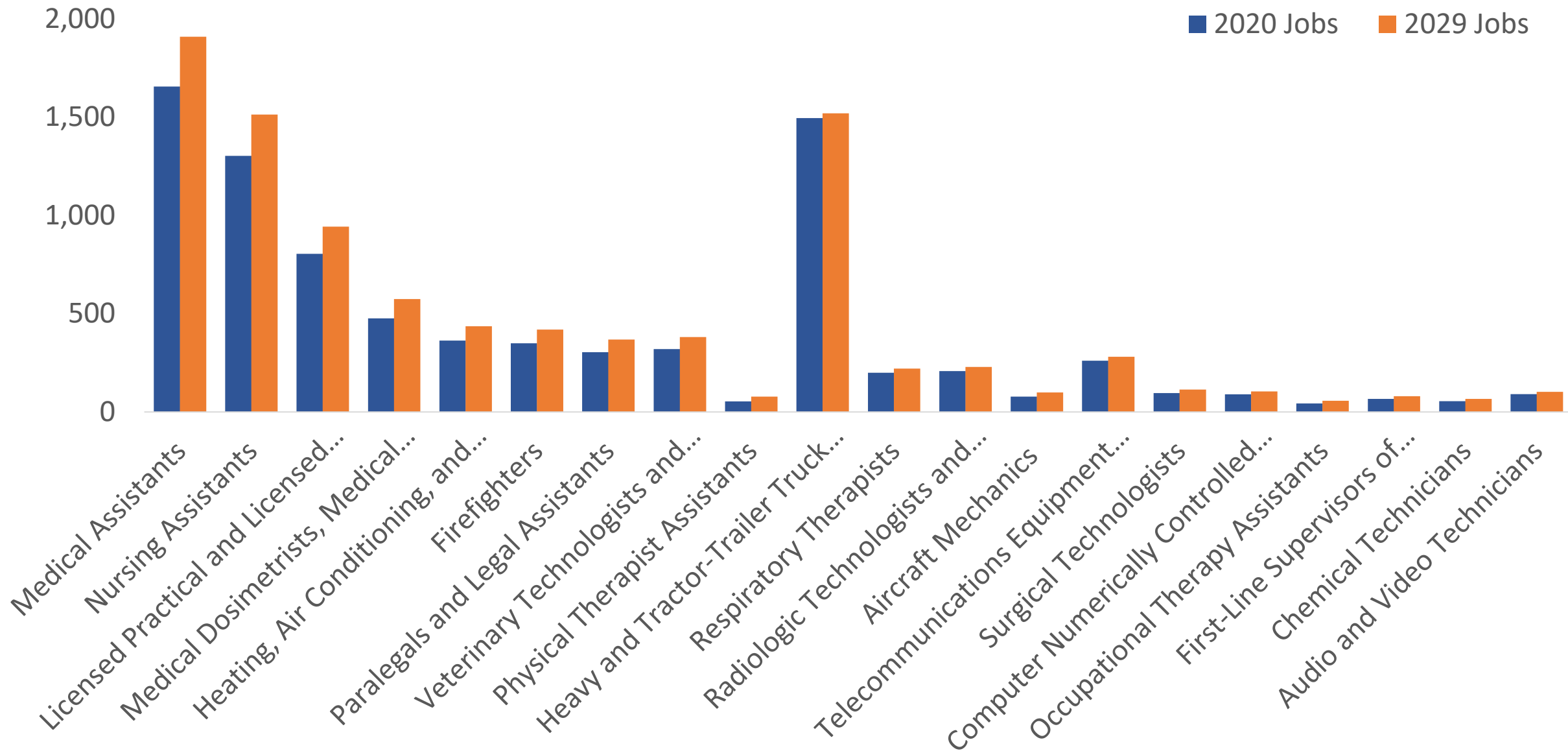
Fastest Growing Middle-Skill Occupations

Occupation	2020 Jobs	2029 Jobs	Change in Jobs (2020-2029)	% Change	2020 Median Hourly Earnings
Physical Therapist Assistants	53	78	25	46%	$37.09
Occupational Therapy Assistants	42	56	14	32%	$41.32
Aircraft Mechanics	78	99	21	27%	$39.88

Highest Paying Middle-Skilled Occupations

Occupation	2020 Jobs	2029 Jobs	Change in Jobs (2020-2029)	% Change	2020 Median Hourly Earnings
Paralegals and Legal Assistants	303	368	65	22%	$35.26
Firefighters	348	418	70	20%	$30.97
Licensed Practical and Licensed Vocational Nurses	804	942	138	17%	$35.72

Middle Skills Jobs

Middle-skill occupations require either some college, postsecondary non-degree award, or associate's degree.

2020 Jobs

- Bookkeeping, Accounting, and...
- Medical Assistants
- Teaching Assistants, Except...
- Heavy and Tractor-Trailer Truck...
- Nursing Assistants
- Automotive Service Technicians...
- Emergency Medical Technicians...
- Licensed Practical and Licensed...
- Dental Assistants
- Preschool Teachers, Except Special
- Computer User Support Specialists
- Medical Dosimetrists, Medical...
- Dental Hygienists
- Heating, Air Conditioning, and...
- Firefighters
- Veterinary Technologists and...
- Paralegals and Legal Assistants
- Telecommunications Equipment...
- Hairdressers, Hairstylists, and...
- Electrical and Electronic...

2,500 2,000 1,500 1,000 500 0

2020 Median Hourly Earnings

$0 $15 $30 $45 $60

Living Wage in Sonoma ($17.50)

2/14/2022

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Highest Paid Middle Skilled

2020 Jobs

2020 Median Hourly Earnings

- Dental Hygienists
- Licensed Practical and Licensed…
- Electrical and Electronic…
- Paralegals and Legal Assistants
- Firefighters
- Dental Assistants
- Telecommunications Equipment…
- Automotive Service Technicians…
- Computer User Support Specialists
- Bookkeeping, Accounting, and…

2,500 2,000 1,500 1,000 500 0

$0 $15 $30 $45 $60

Living Wage in Sonoma ($17.50)

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SRJC Graduation Trends
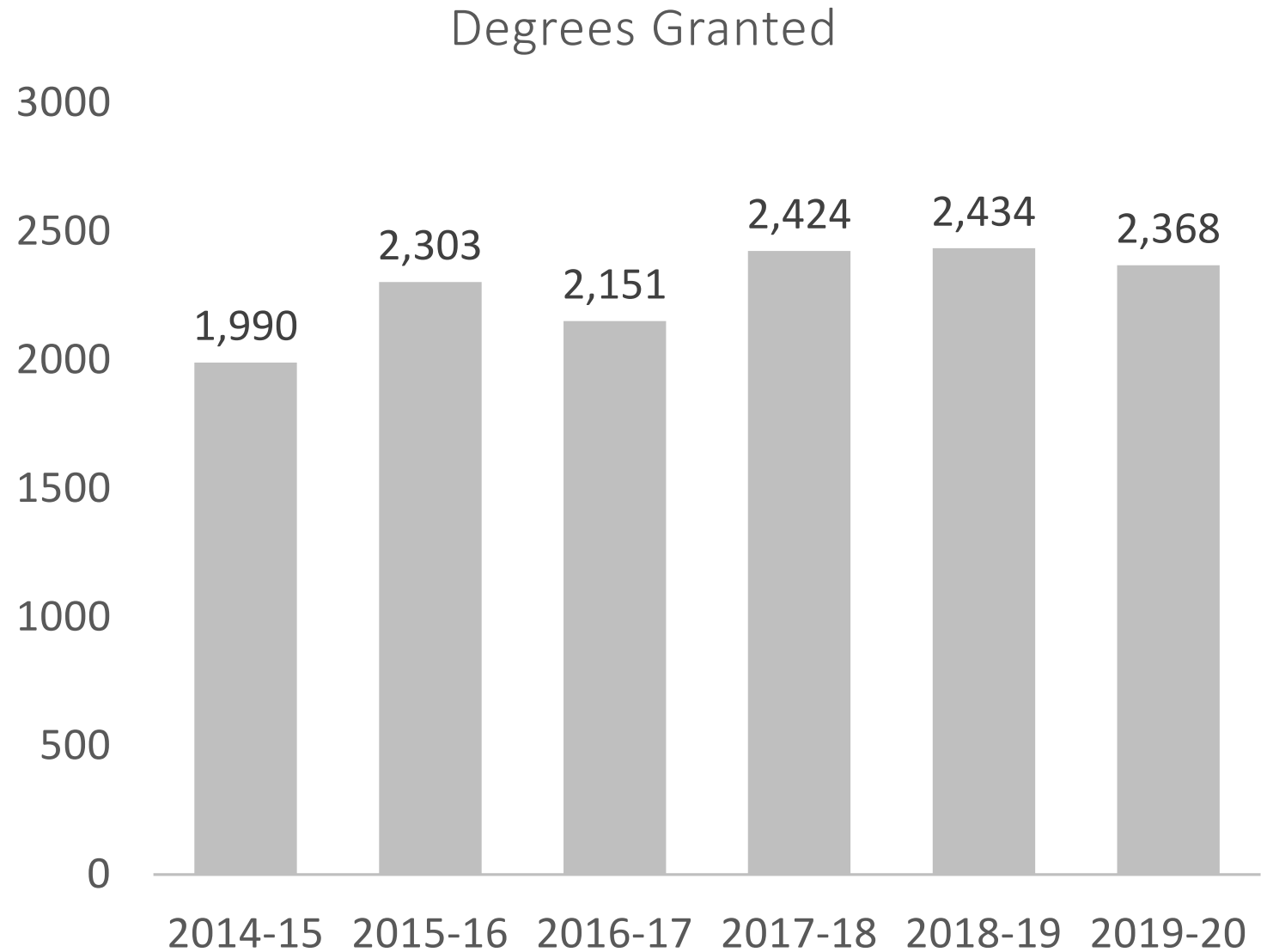
Certificates Earned

Certificates Granted

Year	Certificates Granted
2014-15	3,066
2015-16	3,457
2016-17	2,937
2017-18	2,828
2018-19	2,874
2019-20	2,134

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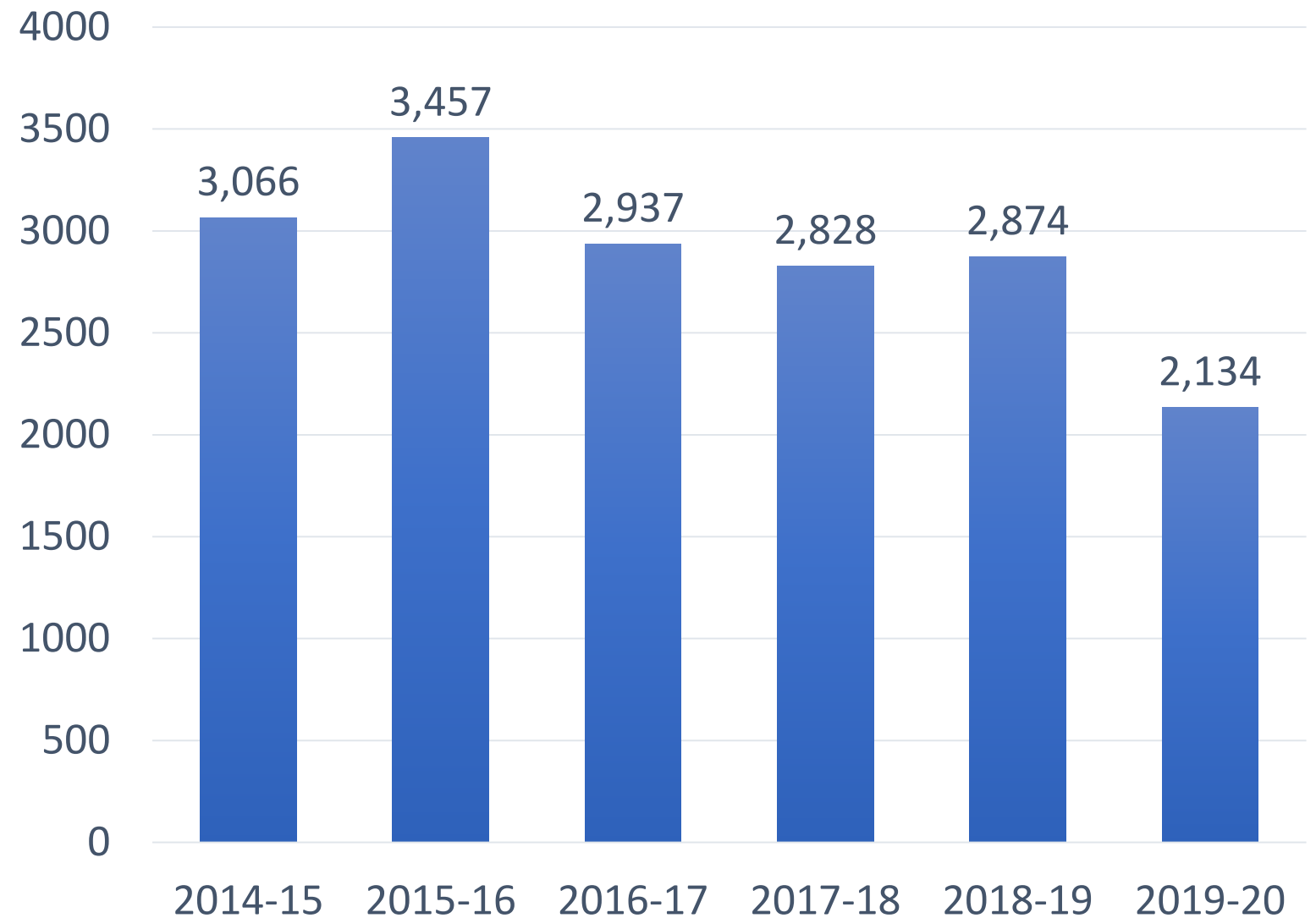
Associate Degree for Transfer and Associate Degree (AA/AS) Comparison

2/14/2022

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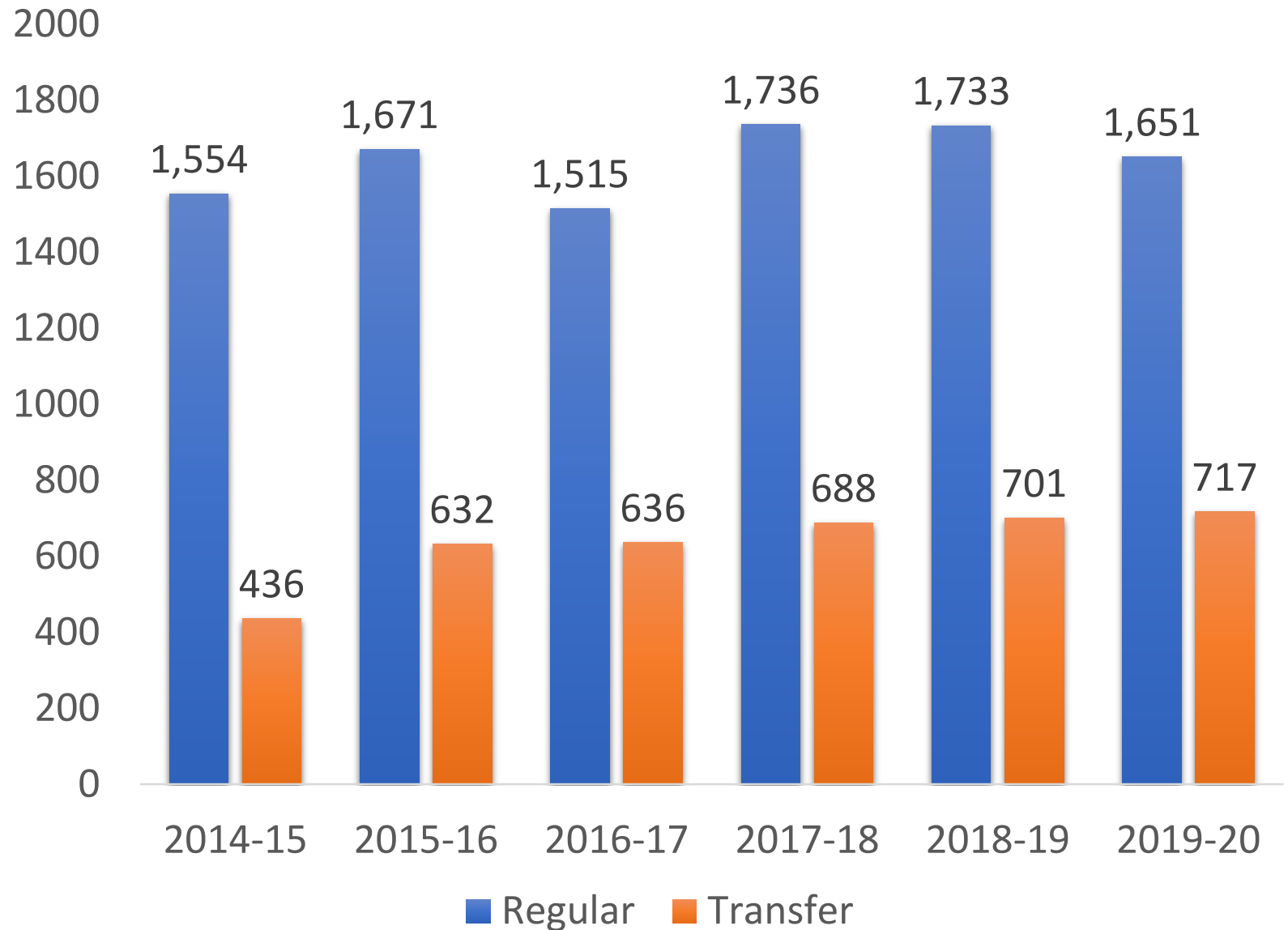
Transfers to the University of California

2/14/2022

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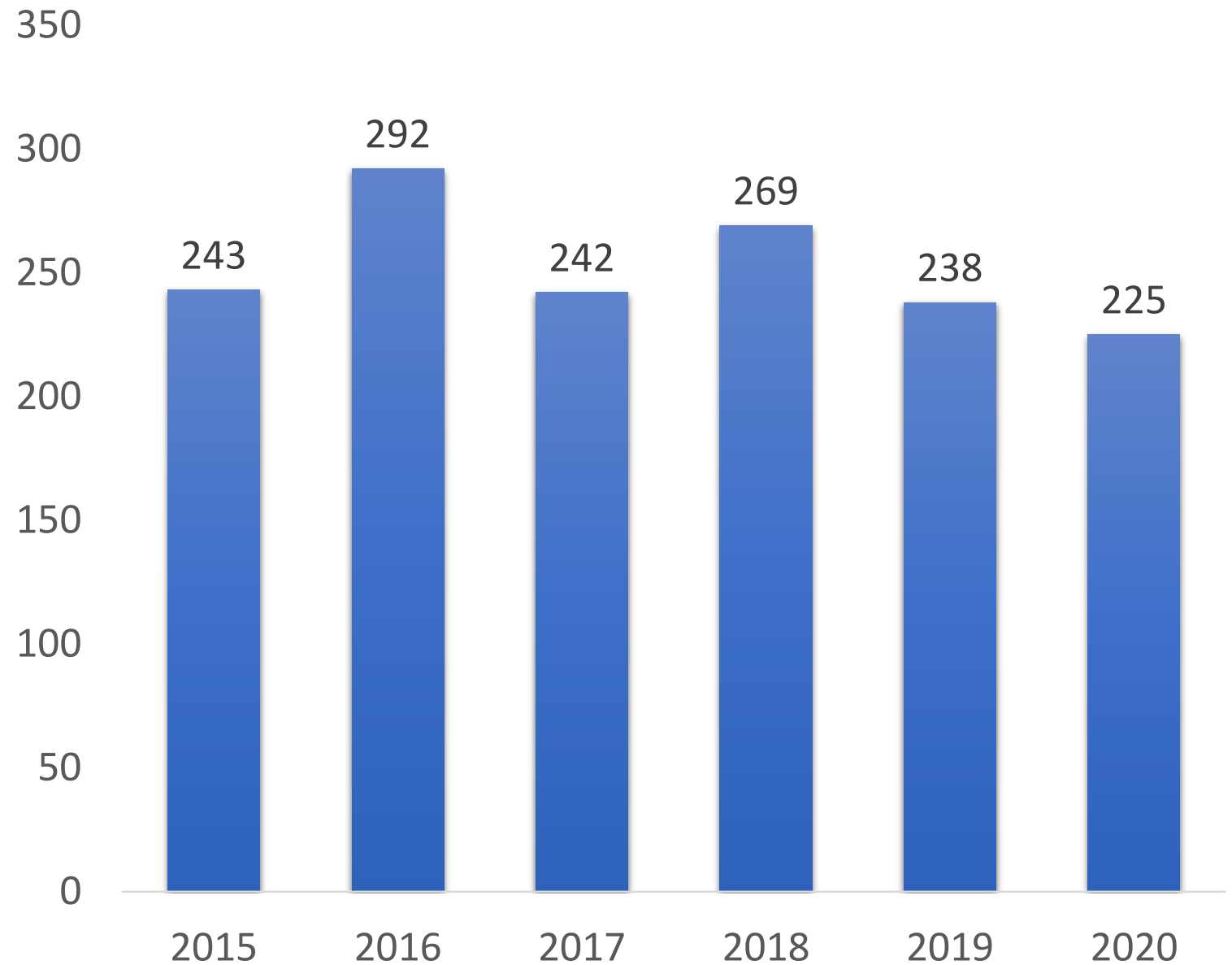
SRJC Employee Demographics

2013-14 Employee Ethnicity Demographics

	Overall	Management	Faculty Full-Time	Faculty Associate	Classified
Black/African American	2%	5%	1%	1%	7%
Asian	5%	9%	7%	4%	4%
Latinx	7%	8%	6%	5%	11%
Multi-Ethnic	2%	4%	2%	2%	4%
Native American	1%	N/A	3%	1%	2%
Pacific Islander	<1%	N/A	N/A	<1%	<1%
Unknown	<1%	N/A	1%	<1%	1%
White	82%	74%	79%	87%	70%

Current Employee Ethnicity Demographics

	Overall	Management	Faculty		Classified
			Full-Time	Associate	
Black/African American	3%	4%	1%	2%	7%
Asian	5%	9%	9%	4%	3%
Latinx	13%	18%	13%	9%	20%
Multi-Ethnic	2%	3%	2%	1%	3%
Native American	1%	N/A	<1%	1%	<1%
Pacific Islander	<1%	N/A	N/A	<1%	<1%
Unknown	3%	4%	4%	2%	4%
White	73%	62%	71%	81%	62%

Small-Group Conversations

What did the environmental scan tell you about SRJC?

What was missing from the environmental scan?

Do you have a clear understanding of each element of strategic planning? If not, which element needs further clarification?

Do you have any concerns or questions about our strategic planning process?

Thank you for Attending

Our next Town Hall is scheduled for February 25 from 9:00am to 12:00pm.

The topic is "Establishing New Mission, Vision, and Value Statements"

Please visit the Strategic Planning website and register to attend.

(strategic-planning.santarosa.edu)

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