



2025-2030

DISTRICT STRATEGIC PLAN



SANTA ROSA
JUNIOR COLLEGE

President's Message



Dear SRJC Community,

The development of Santa Rosa Junior College's 2025–2030 Strategic Plan took place during a period of significant change. Originally envisioned as a 2023–2028 plan, the timeline was extended to ensure alignment with new leadership priorities and to allow more time for meaningful engagement across the District. This strategic extension created space for broad participation, deeper constituency input, and thoughtful review at every stage of the planning process. From the disruptions of the COVID-19 pandemic to transitions in District leadership and shifts in the political and social landscape, our environment has challenged us to think differently about the future. Through it all, this plan was built with intentionality, transparency, and collaboration, grounded in a shared commitment to SRJC students and mission. It provides a clear framework to focus our efforts, strengthen our community, and guide SRJC through the opportunities and challenges ahead. With this plan, we are not just imagining a stronger SRJC — we are building from a solid foundation and legacy of 106 years.

This Strategic Plan outlines a clear direction focused on a meaningful educational experience that promotes student success and completion. Built around four strategic initiatives and supported by defined goals, action steps, and success measures, it provides a structure for intentional, student-centered action over the next five years. Themes of student success, academic integrity, equity, sustainability, and technological advancement are woven throughout, connecting our work across instruction, student services, operations, finance, and participatory governance into a unified effort. We are all working towards the goal of educating and supporting SRJC students.

As a proud Hispanic-Serving Institution, SRJC is committed to equity-minded practices that reflect and support the diverse communities we serve. This means understanding who students are and how the social, economic and political realities of Sonoma County shape their educational journeys. Through this lens, we can design educational experiences that are responsive, just, and impactful. This Strategic Plan guides how we will work together and advance the shared goal of educating and supporting SRJC students.

What gives this plan its strength is not just its vision but its commitment to action and accountability. Throughout the planning process, we heard a consistent call for greater clarity, follow-through, and measurable progress, and that call shaped the work ahead. A strategic plan must be more than words; it must shape how we serve students, support our community, and fulfill our mission every day. We will track our progress, assess our impact, and regularly reflect on how well our efforts align with the outcomes we have promised. Implementation will involve setting annual priorities, but progress will be ongoing, visible, and shared across the college.

As you engage with the Strategic Plan, I invite you to consider how your work contributes to this collective focus. While governance bodies will guide many elements of implementation, everyone plays a role in advancing the mission, vision, and values of SRJC. This plan reflects a shared responsibility to foster an environment where every student belongs, persists, and succeeds. Together as faculty, students, classified professionals, and administrators, we will shape the future of SRJC and define the legacy we leave for the generations of students who will follow.

Thank you for your dedication to the mission of SRJC, students, and the ways in which we serve Sonoma County.

In community,

Dr. Angélica García
Superintendent/President



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Mission / Vision / Values

Mission

Santa Rosa Junior College 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



Santa Rosa Junior College 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 grounded in kindness, innovation, collaboration, and restorative justice that identifies and removes oppressive structures.



Teaching and Learning that encompass excellence, freedom, and responsibility in academics that promote civic engagement, a love of learning, and success for all students.



Community Engagement and Relationships founded on cultural competency, trust, embrace of difference, and interconnectedness.



Wellbeing centered on the physical and mental wellness of all members of our community.



Integrity that emphasizes honesty, transparency, and ethical engagement.



Effectiveness and District Stability that support fiscally responsible planning centered on student needs.



Our Responsibility to the Environment and Society expressed in our commitment to sustainability and social equity.

A young man with dark hair and glasses, wearing a blue hoodie, is shown in profile, looking towards the right. In the background, another person is visible, also looking towards the right, with their hand raised towards a whiteboard. The scene is set in a classroom or meeting room with warm lighting.

Strategic Planning Process

Strategic Planning Process

Santa Rosa Junior College's Strategic Plan was developed through an inclusive, collaborative process that amplified the voices of students, employees, and employee constituent groups across the District community. Grounded in our commitment to student success and mission-centered decision making, the planning process began with a comprehensive review of our Mission, Vision, and Values. The review resulted in the Board of Trustees updating all three statements.

As part of this process, SRJC reimagined its broader District planning structure to ensure strong alignment and coordination across the institution. The Strategic Plan functions as the single, central framework that guides all institutional priorities. Education and student services planning are directly connected to the Strategic Plan's initiatives, ensuring academic priorities are clearly embedded in the College's direction. Operational plans—such as Facilities, Technology, Staffing, Sustainability, and Strategic Enrollment Management—are aligned in support of these priorities. This integrated, student-centered approach reinforces SRJC's core educational mission and ensures that student success remains the focus of planning across all areas of the institution.

Figure 1: District Planning Process Timeline Graphic



Coordinating Committee 2022-2023 and Town Halls

The Planning and Budget Council directed and supported the Strategic Planning Coordinating Committee, which was co-chaired by the Senior Director of Institutional Effectiveness, Research, and Planning and the Academic Senate President. The committee facilitated a number of Town Halls and was responsible for collecting, analyzing, and presenting the gathered data to the Planning and Budget Council. For those unable to attend the Town Halls, recordings were made available, and participants were given the opportunity to complete the same survey used during the sessions. The Town Halls provided participants with an overview of SRJC's newly drafted Mission, Vision, and Values. The sessions also explored how these foundational statements would shape the structure of the Strategic Plan, including the development of strategic initiatives, objectives, and key performance indicators (KPIs).

Action Steps Workgroup 2024-2025

As part of the implementation phase, the Strategic Plan called for the formation of a workgroup tasked with building upon the established strategic initiatives and goals by identifying concrete actions for the District to implement. The Strategic Plan: Actions Workgroup was charged with recommending both short-term and long-term actions that would guide the achievement of the college's goals. Grounded in SRJC's Mission, Vision, and Values, the actions focused on leveraging educational programs—across degrees, certificates, transfer and workforce preparation, and student support services—to create a more connected, high-quality academic experience that supports every stage of the student journey.

Recommendations developed by the Strategic Plan: Actions Workgroup were submitted to the Planning and Budget Council (PBC) for review. The PBC forwarded its final recommendations to the Superintendent/President, who then presented them to the Board of Trustees for adoption. This process reflects SRJC's commitment to participatory governance, and it ensures that the Strategic Plan is grounded in collective insight, experience, and values of the college community.

Strategic Planning Process

Strategic Plan: Actions Workgroup included representatives from across the college community. Thirteen faculty members were initially identified by the Academic Senate, representing a range of academic disciplines and including both contract and associate faculty, and a total of 19 faculty served, including two faculty representatives from the All Faculty Association (AFA). Two student representatives were selected by the Student Government Assembly. Thirteen classified professionals were appointed through a collaboration between SEIU and the Classified Senate, with members representing Academic Affairs, Student Services, Finance and Administrative Services, and Human Resources. Additionally, eight members of the management team were identified by the President's Office, also representing the same component areas.

Indicators of Effective Outcomes

SRJC's strategic planning process is grounded in measurable outcomes that reflect our mission of **student success, equity, and community engagement**. Guided by clearly defined indicators of effective outcomes, we rely on data-driven insights to shape strategic goals and actions that foster sustainable growth and meaningful institutional change.

The **Key Performance Indicators (KPIs)** outlined below share a unified purpose: to promote student success, advance equity, and strengthen institutional accountability in alignment with state and systemwide priorities for California Community Colleges. Each set of KPIs supports initiatives designed to improve student outcomes, enhance educational quality, and ensure that our programs remain responsive to workforce and community needs.

In developing SRJC's KPIs, we drew upon guidance from a variety of local and statewide entities that influence institutional effectiveness. Across these sources, several common performance indicators emerged as strong markers of student and institutional success. While not exhaustive, these indicators provide a representative framework for the goals we are striving to achieve.

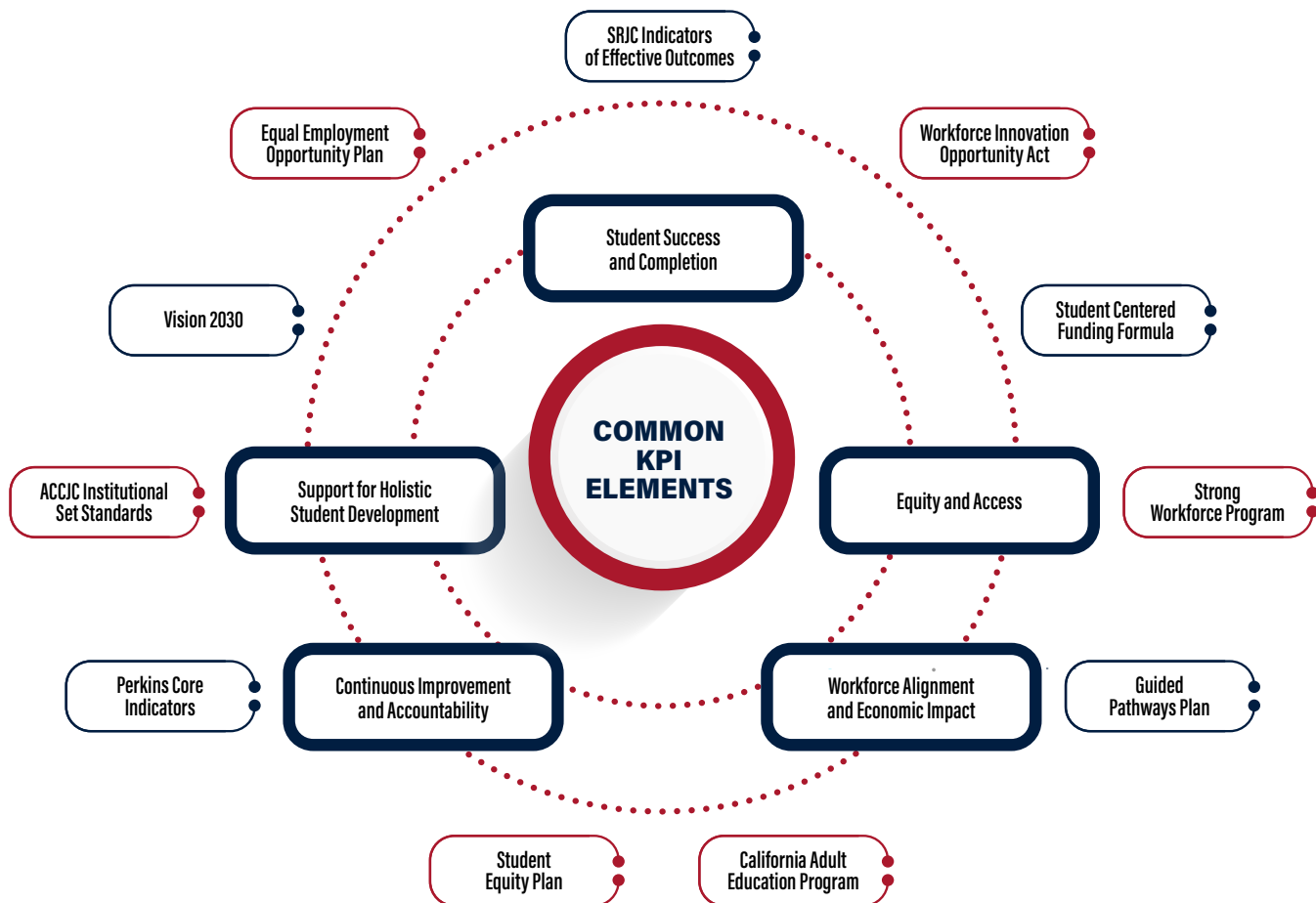
1. **Student Success and Completion:** Each KPI set emphasizes improving rates of course completion, credential attainment, and degree or certificate completion. For example, ACCJC Institutional Set Standards and Perkins Core Indicators track completion as a measure of institutional effectiveness and Career Technical Education (CTE) program quality, while Vision 2030 and Guided Pathways focus on accelerating time to completion for all students.
2. **Equity and Access:** Ensuring equitable outcomes for historically underserved populations is central. The Student Equity Plan, Equal Employment Opportunity (EEO) Plan, and Student Centered Funding Formula prioritize closing achievement gaps and expanding opportunity for underrepresented students and employees. Workforce Innovation Opportunity Act (WIOA) and California Adult Education Program (CAEP) similarly emphasize access to educational pathways for adult learners, immigrants, and individuals with barriers to employment.
3. **Workforce Alignment and Economic Impact:** Programs such as the Strong Workforce Program, WIOA, CAEP, and Perkins Core Indicators are designed to align with labor market demands, measuring employment rates and wage gains for CTE program completers. This focus on workforce readiness also appears in Student Centered Funding Formula and Vision 2030 goals, emphasizing living wage attainment as a benchmark for program effectiveness.



Strategic Planning Process

4. **Continuous Improvement and Institutional Accountability:** ACCJC Institutional Set Standards, Guided Pathways metrics, and SRJC's Indicators of Effective Outcomes provide ongoing measures of performance, fostering transparency, evidence-based planning, and responsiveness to community needs. SRJC's EEO Plan reinforces accountability by assessing hiring practices and promoting a diverse, inclusive campus workforce.
5. **Support for Holistic Student Development:** Recognizing that student success is multifaceted, these KPIs encompass academic, career, and personal support. For example, Guided Pathways Plan focuses on clear program pathways and integrated support services, while Student Equity Plan addresses non-academic barriers to success, such as financial and mental health resources.

Figure 2: Graphic showing common KPI Elements in alignment with federal, state and local initiatives



Initiatives

The four strategic initiatives outlined in this plan serve as the foundation for SRJC's long-term priorities. Each initiative represents a key area of focus that supports the District's mission, advances student success, and ensures we remain responsive to the evolving needs of students and our community. Together, they provide a clear structure to guide our collective work and align institutional efforts over the next five years.

Each initiative includes two goals, along with defined action steps, student success metrics, and operational measures to track our progress toward achieving them. Student success metrics are designed to be achieved by the end of the 2029-30 academic year.

1 Academic Quality

Support excellent teaching and maximize education learning outcomes

3 Responsiveness to our Community

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

2 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

4 Campus Climate & Culture

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





Action Steps

GOAL 1: Ensure quality of courses and andragogy across disciplines and modalities.

Action Step 1

Ensure a variety of course offerings that help students complete their educational goals by prioritizing the implementation of the Strategic Enrollment Management Plan (SEMP), 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.

Student Success Metrics:

25% of new SRJC students (beginning in the 2025- 26 academic year) will complete their identified pathway within three years.

Baseline: 21%

Target: 25%

Operational Metrics

- 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 SEMR).

Action Step 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.

Student Success Metric:

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

One Semester

Baseline – 60%

Target – 64%

One Academic Year

Baseline – 49%

Target – 53%

Operational metrics:

Conduct an inventory of professional development opportunities related to disciplinary expertise and evidence-based practices for retention and persistence; and collect data on faculty participation to inform planning and establish a baseline for future growth targets by 2027-28. Each department/program collaborates to identify discipline-relevant professional development opportunities annually for their faculty.

Action Step 3

Increase equitable access to incorporate the three core principles of Universal Design for Learning (UDL): Engagement, Representation, and Action & Expression, into program design and delivery.

Student Success Metric:

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

One Term

Baseline: 73%

Target: 77%

One Academic Year

Baseline: 55%

Target: 59%

Operational Metric:

Departments may select which principles of Universal Design are appropriate.

GOAL 2: Inspire and prepare students for transfer, degree or certificate completion, and lifelong learning through critical thinking and civic engagement.

Action Step 1

Complete the implementation of educational pathways that enhance student success by ensuring students with an identified pathway have a comprehensive educational plan.

Student Success Metric:

At least 23% 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.

Operational Metric:

Ensure over 80% of students with an identified pathway have a comprehensive educational plan by end of their first year.

Action Step 2

Inspire and prepare students for continuous lifelong learning by integrating critical thinking and civic engagement into education.

Student Success Metric:

Increase enrollments in noncredit programs by 6% by the 2029-30 academic year.
Increase enrollments in credit programs by 9% by the 2029-30 academic year.

Operational Metric:

Improvement in Institutional Learning Outcomes (ILOs) related to Critical Thinking and Responsibility as measured through program review and assessment cycles.



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 Step 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.

Student Success Metric:

50% of the Student Community Orientation participants enroll in classes the following semester, demonstrating the program's impact on student retention.

Baseline – New Metric
Target – 50%

Operational Metric:

Achieve 80% new student participation in Student Community Orientation.

Action Step 2

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

Student Success Metric:

Increase persistence of new SRJC students.
Baseline – 70%
Target – 74%

Student Success Metric:

Increase persistence of returning SRJC students.
Baseline – New Metric
Target – 74%

Operational Metric:

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

Action Step 3

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

Student Success Metric

Meet or exceed set standards as identified in our ACCJC Annual Report.

1. Course Completion Rates
2. Certificates
3. Associate Degree
4. Transfer
5. Exam Pass Rate/ Job Placement for specific programs.

Operational Metric:

Achieve over 90% of SRJC employees attending the annual Employee Information Session(s).

Action Step 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.

Student Success Metric

Increase persistence of student parents.
Baseline – New Metric
Target – 74%

Student Success Metric:

Increase persistence of returning SRJC students.
Baseline – New Metric
Target – 74%

Operational Metric

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 Step 1

Ensure equitable access to basic needs services and activities at all SRJC locations by establishing equitable suites of support services at each District site.

Student Success Metric

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

Degrees and Certificates:

Baseline – new metric
Target (degrees) – 14%
Target (certificates) – 15%

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.

Action Step 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.

Student Success Metric:

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

Degree Completion:

Baseline – 10%
Target – 14%

Certificates Completion:

Baseline – 9%
Target – 13%

Operational Metric:

Develop at least one community partnership per basic needs area by the end of 2030.



Responsiveness to Our Community

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

GOAL 1: Offer SRJC programming that impacts all members of our community.

Action Step 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.

Student Success Metric:

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

Degrees:

Baseline – 10%
Target – 14%

Operational Metric:

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

Certificates:

Baseline – 9%
Target – 13%

Action Step 2

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

Student Success Metric:

Increase enrollment in dual enrollment and career pathway programs by 10% annually, with a focus on first-generation and underrepresented students, in line with the Strategic Enrollment Management Plan's goal of expanding access to higher education and improving career readiness.

Operational Metric:

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

GOAL 2: Provide equitable access to District opportunities in recognition of diversification in county population.

Action Step 1

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

Student Success Metric:

Eliminate equity gaps in course completion, course retention, and academic program completion by 2030.

Operational Metric:

Develop a service protocol for enhancing evening and weekend programs. Develop a multilingual communication protocol.

Action Step 2

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

Student Success Metric:

By 2030 reduce underrepresentation of employees compared to availability estimates through the utilization analysis process and reduce adverse impact in selection rates.

Operational Metric:

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

GOAL 1: Formalize a campus climate that is culturally aware and prioritizes efforts in support of inclusion, diversity, equity, antiracism, & accessibility (IDEAA).

Action Step 1

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

Student Success Metric:

Eliminate equity gaps in student persistence rates.

Operational Metric:

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

Action Step 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.

Student Success Metric:

Eliminate equity gaps in student persistence rates.

Operational Metric:

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

GOAL 2: Promote a community culture of sustainability.

Action Step 1

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

Student Success Metric:

Increase program completion by 4% for associate degrees, certificates, and community education/CDCPs.
At least 15% of participating students report an increased interest in programs related to sustainability.

Degree:

Baseline – 10%
Target – 14%

Certificates

Baseline – 9%
Target – 13%

Operational Metric

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.
- OER / Zero Cost Books and Resources.

Action Step 2

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

Student Success Metric:

Meet or exceed set standards as identified in our ACCJC Annual Report.

1. Course Completion Rates
2. Certificates
3. Associate Degree
4. Transfer
5. Exam Pass Rate/ Job Placement for specific programs

Operational Metric:

Achieve and maintain 17,500 FTES.



Thank you

We extend our sincere appreciation to the Board of Trustees, both past and present, the Planning and Budget Council, and the faculty, classified professionals, administrators, and students who generously volunteered their time and shared their ideas and expertise throughout the planning process.

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SANTA ROSA
JUNIOR COLLEGE

*Serving the
community since 1918*



We acknowledge that we gather at Santa Rosa Junior College on the territorial traditional land of the Pomo People in Santa Rosa and the Coast Miwok People in Petaluma, past and present, and honor with gratitude the land itself and the people who have stewarded it throughout the generations.

The Sonoma County Junior College District does not discriminate on the basis of race, religious creed, color, national origin, ancestry, ethnic group identification, physical disability, mental disability, medical condition, genetic condition, marital status, sex, gender, gender identity, gender expression, genetic information or sexual orientation in any of its policies, procedures or practices; nor does the District discriminate against any employees or applicants for employment on the basis of their age. This non-discrimination policy covers admission, access and treatment in District programs and activities, including but not limited to academic admissions, financial aid, educational services, athletics, and application for District employment.