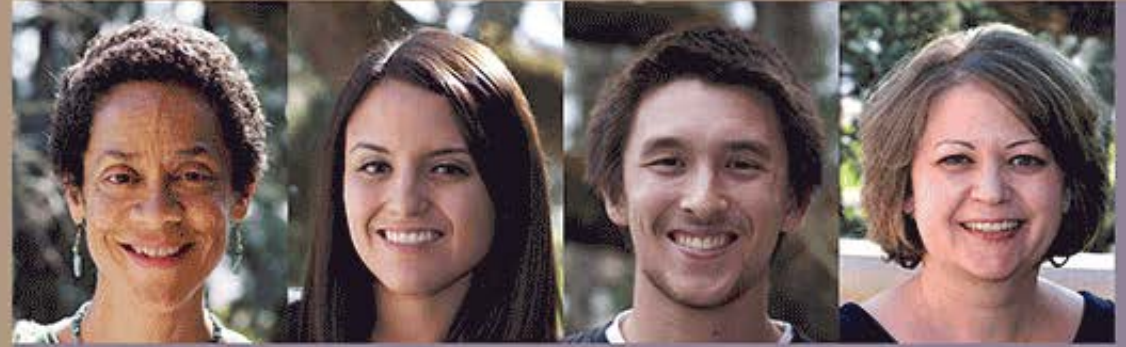




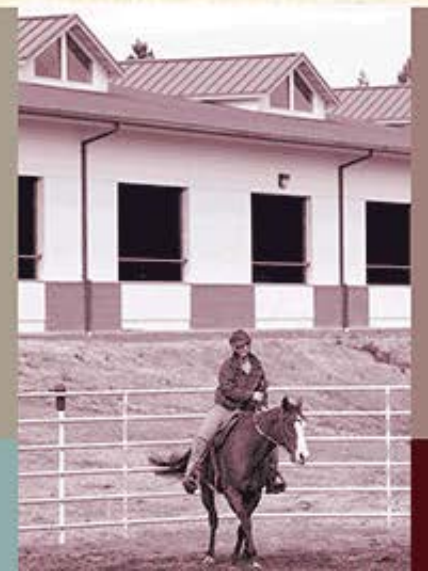
SANTA ROSA
JUNIOR COLLEGE



Strategic Plan



Petaluma
Public Safety Training Center
Santa Rosa
Shone Farm
Southwest Santa Rosa Center





Guiding a Premier Institution of Higher Education

I am pleased to present to you the 2014 Santa Rosa Junior College Strategic Plan.

The process to develop this plan has been transparent, inclusive, participatory and collaborative. It embodies our beliefs and aspirations.

When I began my tenure here in January, 2012, my goal was to make a great college better. The Strategic Plan will serve as our North Star for guiding our future direction as a premier institution of higher education. My pledge is to turn these words into reality. Let's join together to build on the foundation of 96 years of excellence. As we approach our 100 year anniversary, I am excited and enthusiastic to work with you as we lay the foundation for the second 100 years.

Thanks to all of you who worked so diligently in shaping the plan and to those who will be participants in its implementation.

With great pride and gratitude,



Dr. Frank Chong
Superintendent and President

BOARD OF TRUSTEES

Jeff Kunde, President

Donald S. Edgar, Vice President

B. Robert Burdo, Clerk

Richard W. Call

W. Terry Lindley

Onita Pellegrini

Don Zumwalt

Robert Edmonds, Student Trustee



A Community Engaged

Over the past 18 months, more than 400 faculty, staff, administrators, students, community partners, and Board trustees have worked together to develop the Sonoma County Junior College District's first-ever district-wide strategic plan. Their work has resulted in the 2014 Strategic Plan which will guide the direction of our District and college over the next three to five years.

The plan emerged under the guidance of the Strategic Planning Task Force and with the involvement

of the larger college community who discussed strategies and key issues, and offered feedback to the draft plan.

Opportunities for engagement included:

- A day-long planning retreat and regular Strategic Planning Task Force meetings
- Facilitated input from workshops held during three Professional Development Activity days
- **A Board of Trustees study session**
- Feedback from members of SRJC's external community provided via Community Conversations held in four locations throughout Sonoma County
- An ongoing series of college and community-wide surveys, and newsletters, plus regular updates of the Strategic Planning website
- Presentations to college-wide faculty, staff and student constituent groups

This work has been informed by best practices and data gathered from multiple sources, including a

comprehensive **environmental scan** and an interactive website. Critical demographic, social, and economic data were provided by the District's Office of Institutional Research and used to identify current and future demographic trends, social and economic patterns and future educational pathways in the region.

The 2014 Strategic Plan reflects a collectively agreed upon future for the Sonoma County Junior College District and Santa Rosa Junior College, and provides a common framework of goals, objectives and shared outcomes. It also serves as a starting point for strategy development and problem solving that the College as a whole and each department/unit can apply towards meeting the specific needs of our students, employees and facilities.



Our Vision

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

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.



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 *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

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

We balance and integrate core values to assure the success of our diverse learning communities.



Our Goals and Objectives

In support of the Sonoma County Junior College District's vision, mission, and values, we are committed to the following goals and strategic objectives:

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

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

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

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

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

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

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

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



Strategic Planning



**SANTA ROSA
JUNIOR COLLEGE**

STRATEGIC PLANNING TASK FORCE

Kris Abrahamson
Joshua Adams
Michael Aparicio
Tyra Benoit
April Chapman
Deborah Chigazola
Frank Chong
Li Collier
Scott Conrad
Michelle Dowling
Robert Edmonds
Robin Fautley
Karen Furukawa
Katie Gerber
Anthony Graziani
KC Greaney
Tony Ichsan
Hilleary Izard
Jurgen Kremer
Sarah Laggos
Martin Lee
Cherry Li-Bugg
Ellen Maremont Silver
Ricardo Navarrette
Omar Paz, Jr.
Nancy Persons
Douglas Roberts
Michael Roth
Mary Kay Rudolph

Jane Saldaña-Talley
Marianne Schwarz-Kesling
Kris Shear
Terry Shell
Ganesan Srinivasan
Julie Thompson
Stephanie Thompson
Debbie Weatherly
Patie Wegman
Susan Wilson
Alan Wintermeyer

CONTRIBUTORS

Juan Arias
Alicia Artz
Laura Aspinall
Kathy Bell
Paul Bielen
Denise Blabon
Dan Blake
Sonoma County Office of Education
James Blue
Abby Bogomolny
Michelle Booher-Poggi
Russ Bowden
Shawn Brumbaugh
Ed Buckley
Paula Burks
Wanda Burzycki
Fran Byrn
Karl Byrn
Brian Checuti
Linda Close

Casey Cole
Canon Crawford
Victor Cummings
Taylor Dawson
Anne DeClouette
Héctor Delgado
Carl Dobson
John Eberly
Lindsay Eigenauer
Patrick Ekoue-totou
Jeane Erlenborn
Amy Ethington
Robert Ethington
Jeanne Fadelli
Ramona Faith
Petaluma Health Care District
Anna Felciano
Douglas Fisher
Alexa Forrester
Ann Foster
Karen Frindell Teuscher
Jessica Froiland
Maria Gaitan
Mike Garcia
Valarie Garcia
Melinda Giambruno
Joseph Glossop
Joel Gordon
Carla Grady
Margaret Grayson
Curt Groninga
Kimberly Gross
Vincent Hamilton

Carol Hatrick
Beverly Henningsen
Jesse Hilsenrad
Sarah Hopkins
Lily Hunnemedier-Bergfelt
Anne Marie Insull
Tara Jacobson
Kate Jolley
Jessica Jones
Ferdous Joya
Kimberly Kalember
Babs Kavanaugh
BK Consulting
Deborah Kirklin
Douglas Kuula
Laura Larque
Lauralyn Larsen
Shannon Lawee
Nick Lawrence
Helen Lazar
Adrienne Leihy
Kat Lewis
Scott Lorbeer
Lisa Lupa Staewen
Marianne Maimone
Sean Martin
Matt McCaffrey
Marianne Campbell
Kate McClintock
Jill McCormick
John Mercer
Amy Merkel
Colleen Meydenbauer

Sabrina Meyer
Jerry Miller
James Newman
Eve Nighswonger
Clifford Norton
Monica Ohkubo
JoAnn Olsen
Shannon O'Reilly
Venona Orr
Janet Parmer
Matt Pearson
Freyja Pereira
Lisa Perkins
Brian Phifer
Joshua Pinaula
Lisa Prezioso
Catherine Prince
M. Liko Puha
Norberto Quiroz
David Rabbitt
Sonoma County Board of Supervisors
David Rau
CeCe Rettig
Betsy Roberts
Javier Rodriguez
Angela Romagnoli
Darci Rosales
Tracy Ruelle
Stephanie Sanchez
Mary Sandberg
Peg Saragina
Carl Seira
Lauren Servais

Cassandra Shafer
Hunter Share
Marianne Sheehan
Pat Soran
Audrey Spall
Karen Stanley
Ben Stone
*Sonoma County Economic
Development Board*
Steve Sullivan
Angelica Tercero
Robert Thompson
Dana Throckmorton
Robert Toering
Diane Traversi
Phyllis Usina
Anna Valdez
Laura Vallejo
Rafael Vasquez
Holly Vettori
Alicia Virtue
Kasey Wade
Leonard Wagner
Karen Walker
Wendy Wasik
Gary Watts
Deborah Ziccone
Abigail Zoger

*And so many others
who contributed to this
remarkable effort!*