



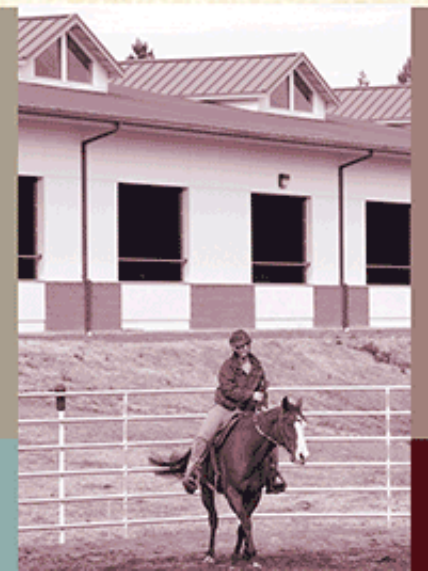
SANTA ROSA  
JUNIOR COLLEGE



# 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*

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## 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 Hunnemeder-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

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who contributed to this  
remarkable effort!*