

ACADEMIC AFFAIRS

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
1	Academic Senate	06 - Healthy Organization	07 - Operational	Academic Senate Goals for 2018-2019	To provide ranked goals defined by Senators, to be focal points for accomplishments by the Academic Senate during the year	Fall 2018 - Spring 2019	The Academic Senate Goals for 2018-2019 are given and progress discussed in section 5.
1	Agency Contracts	03 - Diverse Communities	04 - Personal/Professional Growth	Expand existing educational partnerships	Work with current special agencies to explore areas or growth withing existing programs/areas.		We have brought on a new agency this year.
1	Agriculture	01 - Student Success	01 - Student Learning & SLOs	Select and hire interns for Shone Forest following the model that was set in Spring '18 using donated funds from Dean Whittier	1. Provide hands-on instruction for NRM students. 2. Reduce fuels in the forest using BMP as presented by CalFire. 3. Build/maintain forest trails to industry standards. 4. Remove invasive species, specifically French Broom, to sustain ecological resiliency.5. Assist in the development of the Forest Management Plan	2018-2019	
1	Architecture and Construction Management	02 - Academic Excellence	01 - Student Learning & SLOs	See Engineering & Applied Technology PRPP		2014 academic year	
1	Art	01 - Student Success	01 - Student Learning & SLOs	Reconfigure space usage of Analy Hall by discipline to provide each area with maximum storage, safety and efficiency.	Relocate equipment and supplies for easiest access by each discipline. Remove all unnecessary furniture, tools, and debris from each classroom, office and storage room. Coordinate with Facilities to provide updated info on space usage. Coordinate with Health & Safety for all related matters.	1 year	Some progress has been made in making access to equipment used by disciplines. The small computer lab on the second floor has several new computers and now ready to accomodate the new CE printer for Applied Photography
1	Automotive Technology	02 - Academic Excellence	01 - Student Learning & SLOs	NATEF Certification for the Automotive program	1. Complete self evaluation 2. Implement necessary changes 3. Have an official inspection team visit and evaluate our program	Completed summer 2016	"1500 - 2000 man hours \$1000 - \$5000 in funds"
1	Behavioral Science	02 - Academic Excellence	01 - Student Learning & SLOs	Provide release time for SR Anthro faculty member to oversee lab, 5% per semester, 10% for summer	Course improvement, student success.	2018-19	Reassigned time and/or overload = 20% for faculty (5%-5%, 10%)
1	Biological Sciences	04 - Facilities/Technology	01 - Student Learning & SLOs	Remodel Baker Hall with the understanding that we will be included in the 2nd phase of the STEM cluster building	Replace roof and HVAC systems; make shared spaces more integrated and effective for students, faculty, and staff	2 years	The roof and HVAC project is now complete. However, rain damage to doors and carpets caused by the project has not been addressed. The next phase of construction is set to be completed in summer 2020 to avoid disrupting classes.
1	Business	01 - Student Success	01 - Student Learning & SLOs	Bookkeeping	-Evaluate BBK 50 - maybe 4 units and/or eliminate lab -Evaluate BBK 51 for possible discontinuance, maybe overlap with BAD 1		
1	Business	01 - Student Success	01 - Student Learning & SLOs	Accounting and Tax	-Develop BAD 55, BAD 56 and BAD57 for online delivery -Develop EA curriculum -Convert BAD 1 and BAD 2 from Moodle to Canvas	2016-2017	BAD 55, 56, & 57 Developed for online delivery. BAD 59 will be developed by semester end (online). EA curriculum all developed by last course. BAD 1 & BAD 2 converted to Canvas.
1	Business	01 - Student Success	01 - Student Learning & SLOs	Human Resources	- Move HR 61 to online -Explore putting HR 63 & 64 online		Several of the HR classes have been successfully converted to online delivery.
1	Business	01 - Student Success	01 - Student Learning & SLOs	Real Estate	-Add RE 53, RE 55, RE 56, and RE 57 to canvas -Strengthen the RE adjunct pool		Resized Real Estate Certificate and Real Estate Major. RE53, RE55 and RE56 all converted to canvas. Add RE57 and RE58 to canvas to complete entire major to canvas online delivery. Continue to refresh adjunct pool.

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1	Career and Technical Education and Economic Dev	08 - Institutional Effectiveness	06 - Continuous Improvement	CTE Web page and Outreach	Develop and implement outreach program and procedures	Spring 2015	
1	Career Center and Student Employment	04 - Facilities/Technology	06 - Continuous Improvement	Finalize plans to remodel and move into Garcia Hall	To free up Bertolini Hall so DRD can have their own space and we have our own space to better serve Students.	By Fall of 2020	Measure H funds, input from Garcia Committee, and follow-through.
1	Career Center and Student Employment	08 - Institutional Effectiveness	01 - Student Learning & SLOs	To hire 2 Job Developers	Provide more opportunities for student employee placement in the local business community. This also satisfies the Strong Workforce Program metrics re: placement, wage increases, and other career data.	Summer 2018-Fall 2020	Hired 2 positions funded by Strong Workforce funding, not district funds.
1	Career Center and Student Employment	08 - Institutional Effectiveness	07 - Operational	Hire AA II	Provide administrative support to all Workforce Development programs and departments.	Summer 2018 - ongoing	Hired AA II for the department.
1	Certified Nurse Assistant - Home Health Aide	02 - Academic Excellence	01 - Student Learning & SLOs	Increase enrollment in CNA and HHA program.	Continue to offer CNA every semester with 2 cohorts of CNA in the summer sessions. Offer HHA in the fall semester.	2018/2019	Additional faculty and support staff needed. CPHD approval obtained for 2 cohorts of students in the summer session.
1	Chemistry and Physics	01 - Student Success	01 - Student Learning & SLOs	Ensure proper levels of faculty and classified staffing.	Hire an additional Chemistry faculty member and additional classified staff and eliminate STNC positions in the Chemistry and Physics programs.	2016-2018	Chemistry faculty member (Dr. Matt Fontana) was hired. SLIA in Physics to be shared with EAT was hired.
1	Child Development	07 - Financial Resources	07 - Operational	Bring greater financial efficiency to the operations	Reduce the district's financial contribution for operations	2018-2019	Planning time to develop a strategic five year plan
1	College Skills	02 - Academic Excellence	01 - Student Learning & SLOs	Improve leadership, innovation, stability, and quality instruction in department.	Improve full-time to adjunct faculty ratio to come closer to ratios of Math and English Departments.	2017/2018	
1	Communication Studies	02 - Academic Excellence	01 - Student Learning & SLOs	Increase funding and support for the Department's major programs: (1) Intercollegiate Forensics; (2) Journalism & Multimedia Reporting; (3) The Petaluma Film Alliance programs.	To eliminate the structural deficits for Forensics and Journalism.	On going	Transitioned The Oak Leaf to online from print model and added two Oak Leaf Magazines per year. Have not received source of steady funding from college.
1	Community & Contract Education	05 - Sustainability	06 - Continuous Improvement	Increase Community Education Lifelong Learning Opportunities	Increase total number of new Community Education class offerings by 5%, while decreasing course cancellations by 1%	2017-2018	
1	Community Health Worker	01 - Student Success	01 - Student Learning & SLOs	Add local industry collaborations.	Complete 3 MOUs for internships in community clinics. To provide enhanced offsite experiences for students.	By Spring 2018	Program on Hiatus
1	Computer Studies	00 - None	00 - None	incorporate mobile media into curriculum		1 year	Tablet devices for instructor demos and for student use

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1	Culinary Arts	03 - Diverse Communities	06 - Continuous Improvement	Increase food to go sales.	Create another opportunity for students food production. Increase revenues	2014/2015	Faculty time. With the installation of the wood-fired pizza oven, the students are able to produce pizzas for both dine-in and to-go sales. Faculty time. Operation of the wood-fired pizza oven during caf�� service and representation by the Culinary Cubs at JC events where food is offered. 2018/2019: highly successful increase in food-to-go sales both from the culinary cafe & the bakery. In spite of schedule reductions & low enrollments in the cafe and front house classes, the bakery held the operation together. The Production & Specialty Production Baking classes alone produced revenue for two of the 8-week sessions.
1	Dean II Agriculture and Natural Resources	02 - Academic Excellence	01 - Student Learning & SLOs	Shone Farm strategic plan	Short term (1-5 years) and long term (6-10 years) planning document which will improve instructional programs, operations, communication, resource planning, and utilization. Each program will develop a plan to include their respective recommendations for instructional use and plan of Farm facilities and resources.	2017-18	Hire facilitator through grant. Retreat time and planning.
1	Dean II Arts and Humanities	08 - Institutional Effectiveness	07 - Operational	Strengthen classified staffing in key areas to ensure safety and vitality of courses.	Rehire of Art Galley Exhibits Specialist, restoration of Music administrative assistant to 100 percent, increase of administrative support for Communication Studies to 100 percent, and hire of professional expert for Fashion Studies discipline.	Ongoing	District funding has stopped most progress.
1	Dean II Business and Professional Studies	02 - Academic Excellence	01 - Student Learning & SLOs	Extensive and Complete Program Review	The BPS Cluster has many CTE and transfer programs, many which have adjunct faculty coordinators. In addition to the annual unit plans represented in the individual PRPPs, I want to conduct an extensive review of every program with the Program Coordinators to review program effectiveness and create revitalization plans for updating our programs that have low completers. Along those lines, we need to evaluate our industry advisory committees to ensure that we have current representation. My objective with advisory committees is for smaller more focused committees instead of larger and more broad committees.	1 - 3 Years	N/A
1	Dean II Health Sciences	04 - Facilities/Technology	07 - Operational	Additional dedicated space for ambulatory skills laboratory.	To increase student enrollment in all nursing, medical assisting, pharmacy, and phlebotomy programs.	2017-2020	remodel plans started for Race 4044 for additional skills lab sapce and large lecture classroom in Eliot swing space
1	Dean II Instruction and Strategic Program Dev	02 - Academic Excellence	01 - Student Learning & SLOs	Lead, develop, and implement dual enrollment program for district.	1. Idenify partner districts for dual enrollment, courses and faculty. 2. Prepare and execute CCAP agreements for dual enrollment, to begin Fall 2018. 3. Implemnt concurrent enrollment at 4 sites beginning Spring 17. 4. Expand dual enrollment at Pt Arena School District to begin Fall 17.	2017-18	"Dual enrollment with CCAP agreements are currently handled by the VPAA and VPSS. During the 2017/18 year, CCAP/Dual Enrollment process (AB288) was presented to all public high school districts in the county; work began with Healdsburg, Windsor and Cloverdale to determine possible pathways under CCAP. With SRJC reorg, this program is now under different supervision. District entered into one CCAP agreement with SRCS in the fall of 2018."
1	Dean II Kinesiology Athletics and Dance	05 - Sustainability	07 - Operational	Secure funding with-in the athletics operational budgets. continual cost increases in officials, equipment, travel, and meals has left the athletic budgets in the red.	Secure additional operational funding.	on-going	With the help of the VP's we will improve some of these areas during the 2019-2020 academic year.
1	Dean II LAAF	01 - Student Success	01 - Student Learning & SLOs	CRC approval of new ENGL & ESL courses	Finalize required course outlines.	2016-2017	Faculty participation

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1	Dean II STEM	04 - Facilities/Technology	01 - Student Learning & SLOs	Oversee design and planning of STEM Building	Oversee design process by managing faculty and staff involvement, collaborate with project managers, and ensure minute details involving lab and classroom design are addressed.	Fall 2018 thru Fall 2021	The design and planning phase of the STEM Building (Lindley Center for STEM Education) is complete and currently in DSA for review. The upcoming year will require reviewing DSA-submitted plans for data and power, determining the FF&E budget, identifying equipment to purchase, and identifying furniture systems with consultants.
1	Dean III Career and Technical Ed and Econ Dev	08 - Institutional Effectiveness	05 - Civic Engagement	Strengthen and develop our industry and educational partnerships	TBD	AY 13/14	All CTE faculty, staff and administration
1	Dean III Curriculum - Ed Support	01 - Student Success	01 - Student Learning & SLOs	Maintain a consistent level of excellent curriculum and scheduling related support service to the college community.	1. Process requests for new majors and certificates; and revisions of existing majors and certificates. 2. Process requests for new courses and revisions to existing courses. 3. Process scheduling proofs and schedule changes accurately and on a timely basis.	2017-18	1. Continue training of Curriculum Technicians
1	Dean III Learning Resources and Ed Tech	02 - Academic Excellence	01 - Student Learning & SLOs	Assess impact of library closures in light of budget reductions.	Identify best use of limited resources based on instructional demand for services.	2018-2019	Continuous effort is being made to increase work efficiencies through the adoption of a new library services platform. Areas identified for improved work flow have been identified and are being implemented as staffing changes and positions become vacant.
1	Dean III Learning Resources and Ed Tech	04 - Facilities/Technology	01 - Student Learning & SLOs	Continue ambitious classroom technology 5 year refresh cycle using Measure H funds to restore obsolete and worn classrooms and learning spaces to industry standard	Improve quality of instruction and standardize learning space design to facilitate easier, barrier free technology-enabled learning environments across the District.	2016-2021	This ongoing project is highly successful and has resulted in the upgrade of classrooms, conference rooms, and other learning spaces across the District.
1	Dean III Learning Resources and Ed Tech	02 - Academic Excellence	01 - Student Learning & SLOs	Transform scholarly learning spaces to meet new calls for technology-enhanced collaborative areas for knowledge creation and increased academic support across all disciplines.	Leverage SRJC investment in existing library building infrastructure to create collaborative learning spaces that can support trends in pedagogy and increased provision of academic support services to students.	2016-2019	This three-year project was completed this year.
1	Dean III Learning Resources and Ed Tech	02 - Academic Excellence	01 - Student Learning & SLOs	At the request of Capital Projects, support District requests to relocate displaced faculty and programs into Doyle Library as suggested and appropriate.	Support this District driven initiative to increase space utilization in Doyle Library and address District-identified needs.		The Library, Distance Education, and Media Services teams have provided initial input to Capital Projects and await feedback and information about the final decisions, outcomes, and timelines.
1	Dean III Learning Resources and Ed Tech	02 - Academic Excellence	01 - Student Learning & SLOs	Integrate the Maggini computer lab into Doyle Library, addressing loss of library space for student study and increased noise and traffic flows. Develop use of space policies that must be established for successful integration when multiple departments share mixed use of library space.	Support this District driven request to reduce the number of computing labs and create larger classrooms by integrating the computer lab into Doyle. Likely requires creation of silent study zones in the library to offset the noise and traffic associated with an open floor lab.		Architectural plans have been developed to accommodate this project. Capital Projects is soliciting feedback from stakeholders.
1	Dean III Learning Resources and Ed Tech	02 - Academic Excellence	01 - Student Learning & SLOs	Explore the integration of academic support services into Mahoney Library	Support this District driven initiative to design effective use of facilities in support of student learning on the Petaluma campus.		The Library, Distance Education, and Media Services teams have provided initial input to Capital Projects and await feedback and information about the final decisions, outcomes, and timelines.
1	Dean III Public Safety	01 - Student Success	01 - Student Learning & SLOs	Grow Police Academy throughput and percentage of affiliated students; sustain 4 police academies per year.	Address stakeholder needs for additional courses of instruction		
1	Dean III Public Safety	04 - Facilities/Technology	06 - Continuous Improvement	New Windsor Campus buildings to include student lounge, classrooms and multi-purpose room	Address issue of classroom space needed for additional academies		New Multipurpose Building completed
1	Dean III Public Safety	06 - Healthy Organization	03 - Vitality/Equity/Stewardship	Relationship building/advisory Committees	Continue to meet shareholder training needs	3-5 years	

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1	Dietetic Technology	01 - Student Success	02 - Student Services	Increase number of clinical SFE facilities to support the increasing number of DT students.	Continue to reach out to clinical facilities to demonstrate the benefit they could receive by housing our interns during their SFE rotations and the benefits they could receive by hiring our DT grads. Continue to market our program to Sonoma County.	2018-2019	We have met this goal. We have secured more SFE sites for our students.
1	Distance Education	02 - Academic Excellence	01 - Student Learning & SLOs	Support student success and retention by continuing to improve the quality of online courses.	* Continue to encourage all faculty to use the Canvas system in order to make their online course material more functional, engaging, and environmentally sound. * Ensure that students are engaged with their online courses by supporting the faculty's desire and ability to use modern, proven educational technology to facilitate learning. * Continue to use the state's course review rubric to help faculty evaluate their own courses and make improvements where necessary, as well as in the creation of new online courses through the Online College Project. * Continue to improve the efficacy of the Online Special Expertise Certificate course, providing the best possible instruction in both Canvas and online pedagogy, while limiting workload/time requirements as much as possible. * Continue to monitor Canvas support calls and system status to ensure course materials remain active and available, and users have uninterrupted access to their courses. * Continue helping faculty understand how to use Canvas course analytics to monitor student activity and engagement, and offering suggestions for resolving noted problems and increasing engagement.	2018/19	"* The DE staff will work to send targeted and compelling messages to faculty to encourage the use of Canvas by all faculty. * The DE staff, and the Instructional Designer in particular, will continue to use the state's course review rubric to offer suggestions for improvement to any faculty member who asks for a consultation, as well as using the rubric to evaluate courses in the Online College Project and in the Online Special Expertise Certificate course. * The Instructional Systems Administrator will need to continue to monitor the Canvas Support system, resolving both faculty and student issues that cannot be handled by Instructure. He will also need to monitor the status of the Canvas system and communicate any problems or changes to faculty and students, and integrate new resources requested or available that could improve online course quality at SRJC. * The DE staff will need to continue to learn more about the intricacies of Canvas analytics in order to identify system-wide issues and to train faculty to use them to improve student success and retention in their courses. * The DE staff will continue to meet with various instructional departments to help them create course roadmaps for their instructors."
1	Earth and Space Sciences	02 - Academic Excellence	01 - Student Learning & SLOs	Geography TMC major	Align SRJC major with Geography TMC. Finalize major SLO's; identify structure of the major, including relevant courses; submit paperwork.	Fall 2017	In Spring 2019 we worked with Adrienne Leahy to complete this. We anticipate completion of the Geography ADT in Fall 2019.
1	Emergency Medical Care	00 - None	00 - None	Increase classroom and laboratory space	Add two classrooms and one laboratory for EMC	24 mo.	Re-approve PSTC facility expansion project.
1	Emergency Medical Care	08 - Institutional Effectiveness	07 - Operational	Improve ambulance fleet, increase maintenance budget including tools	Purchase ambulances and tools for diesel engine maintenance	12 mo.	Identify funding source
1	Engineering and Applied Technology	02 - Academic Excellence	01 - Student Learning & SLOs	Increase staff support to meet the student & program needs.	Engineering Lab Support (on the way), increase lab assistant to 12 months, add AA support person (student), new program coordination time, Increase AA time, Increase chair/coordinator time, expand WWW industry support person to cover entire department.	Fall 2018	9 hr per week Lab SLIA hired (also 9 hrs for physics)
1	English as a Second Language	01 - Student Success	06 - Continuous Improvement	Adjust departmental assessment/placement in response to AB 705	To be in accordance with new legislation based on timeline given by the Chancellor's Office	2018-2020	Ongoing support from the Assessment Office and Institutional Research. The ESL Department is fortunate to have revised its credit pathway via the HSI grant, so we are well-ahead of the state timeline but need to adjust our assessment practices.
1	English as a Second Language	01 - Student Success	07 - Operational	Keep the non-credit ESL program viable.	Transition non-credit coordinating responsibilities from interim adjunct coordinators and department chair to non-credit ESL full-time faculty member	ongoing	District support for non-credit coordinator reassigned time.

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1	Fashion Studies	08 - Institutional Effectiveness	02 - Student Services	Develop a promotional video for the Fashion Studies Program	Develop a promotional video spotlighting course updates, technology improvements to design the lab, student fashion club and contests, and local internships and entry level job placement of students.	2017-2018	Several videos have been completed
1	Fire Technology	05 - Sustainability	03 - Vitality/Equity/Stewardship	Construct Fire Training area that reclaims water used in hose evolutions and recycles for future use.	Obtain property adjacent to PSTC, incorporate 500' x 100' training area into prospective site designs, dedicate funds, implement project timeline, prepare engineered drawings, develop RFB, award contract, begin construction	Board support by Dec 2018	While the proposal was enthusiastically supported by the District's Sustainability Committee and made a priority in its Green Point Plan, the District declined to purchase the property adjacent to the PSTC, effectively terminating the project
1	Food and Nutrition	02 - Academic Excellence	01 - Student Learning & SLOs	Revise the Nutrition and Dietetic Major to meet the Transfer Model Curriculum.	1. Assess the changes needed in the current major to achieve alignment with the TMC. 2. Submit and have approved a new Nutrition and Dietetic major.	F2017-S2018	
1	Foster Parent Training	05 - Sustainability	06 - Continuous Improvement	Develop a strategic approach to stabilize and improve foster parent training with Adult Education and ensure that the direct and educational services for foster youth are maintained and improved.	1) Develop a plan in conjunction with Student Services to maintain and improve foster youth direct and educational services,	Fall 2017-18	It is determined that the funds from Student Equity can continue to support a Student Success Specialist to support the Bear Cubs Scholars
1	Graphic Design	00 - None	00 - None	Rewrite GD58 to include information on designing for mobile devices.	1. Decide which information to keep of the current course. 2. Target information to delete. 3. Rewrite course with information on designing for mobile devices.	Spring 2013	
1	Health Care	02 - Academic Excellence	01 - Student Learning & SLOs	Meet the changing needs of the healthcare workforce.	Establish Spanish Medical Terminology Course	2015/2016	
1	Library Services	02 - Academic Excellence	01 - Student Learning & SLOs	Maintain library quality through effective faculty/staff job recruitments	Revise current faculty assignments to adapt services and instruction to changing student need and pedagogical practices, with focus on underserved populations, basic skills, and English language learners.	2016-2018	This project was completed.
1	Library Services	02 - Academic Excellence	01 - Student Learning & SLOs	Complete the Learning Commons space revitalization project through the construction of a series of digital media suites in Doyle Library.	Adapt library spaces in order to fully meet changing instructional patterns and student needs. Create integrated learning technologies and collaborative spaces for librarians to team with discipline faculty to support student research and student knowledge creation.	2017-2018	This project was completed.
1	Mathematics	01 - Student Success	01 - Student Learning & SLOs	We hope to have the Math lab funded in a more reliable and permanent method.	Request additional funding through District processes.	6 months	Although federal work study funding is available for students that qualify, it is rare. Discretionary budgets have decreased recently causing a reduction in student hours in the Math Lab.
1	Media Services	02 - Academic Excellence	07 - Operational	Complete Media Services staffing reorganization	Hire adequate staff to meet increasing demand for a wide array of sophisticated event and instructional services, and restructure as needed to meet new service goals within current budget constraints	2-3 years	See staffing funding requests.
1	Media Services	04 - Facilities/Technology	07 - Operational	Develop a plan for addressing upcoming bond-driven projects in light of budget cuts	Recommend a multi-year phased spending plan for Measure H and begin implementation of bond-driven projects and equipment expenditures. Rollover any remaining Measure A funds into Measure H and begin spending strategies for new bond money in alignment with capital projects office, institutional needs, and 2030 master plan, using the master technology plan as a framework.	2016-2019	Completed first 3-year cycle; beginning second 3-cycle for FY1920

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1	Media Services	04 - Facilities/Technology	07 - Operational	Create a staff training plan to ensure a strong professional development focus	Begin goal-setting strategies with team members to provide the tools and environment conducive to lifelong learning, encourage industry-recognized certifications, and set measurable goals for preparing for and achieving these certifications	12-24 months	Completed first phase with AVIXA CTS certification for systems technicians and managers.
1	Media Services	02 - Academic Excellence	01 - Student Learning & SLOs	Deploy an ambitious comprehensive digital refresh of learning spaces across the District to rapidly improve classroom instructional environments	Facilitate fuller integration of technology into learning; upgrade and standardize obsolete learning spaces	2016-2020	Approximately 6M in Measure H funds over a 5-6 year period
1	Medical Assisting	02 - Academic Excellence	01 - Student Learning & SLOs	To maintain an academically excellent MA program.	To perform SLO assessments for classes from Spring 2018.	Fall 2018	Adjunct instructors who taught the lectures will complete SLO assessments and be compensated per AFA contract
1	MESA	01 - Student Success	01 - Student Learning & SLOs	To revisit the alignment of MESA counseling services with retention casework	By June 2019, 100% of MESA students with a 2.0 or lower fall or spring semester GPA will be referred to a MESA counselor for retention advising; 60% of the students in this category will complete at least one counseling appointment in MESA with a MESA Retention Counselor; assigned counselors will contribute to supplemental instruction on STEM success strategies per SE proposal	07/01/18 -06/30/19	All MESA enrolled students with less than an overall 2.0 GPA during the fall 2018 semester were referred to a dedicated MESA Counselor. Additionally, student referrals were made for student lacking in completing required engagement" activities. Outcomes will be measured by 09/30/19."
1	Music	01 - Student Success	01 - Student Learning & SLOs	Staffing: Administrative Asst II	Increase contract of AAll Office Manager to 100%	2018-19	No progress
1	Nursing RN	01 - Student Success	01 - Student Learning & SLOs	Curriculum Revision	Review the nursing curriculum to determine if nursing units equired for graduation can be decreased to 40-44 units from 48 units. Also, consider breaking NR75B and NR75C into two courses each rather than one large course with a rotation included.	2017-2018	Curriculum meetings, release time for curriculum development for the Asst. Directors. Funding to pay for the BRN curriculum revision fee.
1	Older Adults Program	03 - Diverse Communities	05 - Civic Engagement	Adequate staffing to ensure we meet the community's needs and stay compliant.	Add a second assistant coordinator at 8 hours per week.	2016-17	
1	Pharmacy Technician	02 - Academic Excellence	01 - Student Learning & SLOs	Laboratory classroom in Emeritus 1558 designed with non functional hoods for use in Pharmacy Technician program. supplies and equipment orgainized for maximum use.	Support student success and training meeting workforce needs.	1 year	
1	Philosophy	02 - Academic Excellence	01 - Student Learning & SLOs	Maintain currency in curriculum	Ensure all courses are updated and assessed for SLOs as needed	Academic year 2018-19	We hired one full-time faculty member to replace to retirees. Plan to request one new full-time philosophy instructor to replace outgoing FT philosophy instructor.
1	Planetarium	03 - Diverse Communities	05 - Civic Engagement	Maintain or increase the use of our School and Special educational shows as noted in section 3.2	Facilitate the ability of area schools and educational organizations to utilize the planetarium to assist meeting their science and astronomy educational goals.	current school year	
1	Planetarium	05 - Sustainability	07 - Operational	Continue finding technical and equipment solutions to the outdated analog technologies of the planetarium as noted in sections 2.1b, 2.4b, and 2.4c	Look for and harvest technical and equipment work arounds needed to maintain the planetarium's outdated and mostly unavailable equipment and components needed to maintains the planetarium's functionality.	current school year	A feasibility study was conducted to determine the price of a one-time renovation. Estimates were also developed for on-going staff costs. The District is currently exploring creative solutions to bring back the planetarium or similar offerings.
1	Radiologic Technology	01 - Student Success	01 - Student Learning & SLOs	New DR X-ray room	We have proposed a grant through the Strong Workforce Program to obtain a new x-ray room replacement for the existing one nearly 40 years old.	2018-2019	A deposit has been paid, equipment is on order and we are awaiting confirmation from the vendor for demolition of the existing room and installation of new DR equipment.
1	Shone Farm	08 - Institutional Effectiveness	01 - Student Learning & SLOs	Design new classrooms and laboratories	Provide facilities which will improve the learning environment and increase our class offerings	2017/2018	
1	Social Science	02 - Academic Excellence	01 - Student Learning & SLOs	Expand Political Science offerings and increase rotation of specialty classes.	Add PS 18 & 25 to Petaluma rotation as well as adding an additional section in SR.	2017-2018	

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1	Theatre Arts & Fashion	04 - Facilities/Technology	07 - Operational	Secure Swing Space for Remodel	1. Confirmation of Swing Space: Maria Carrillo High School for 2018-2019. Newman Auditorium is confirmed for two plays for 2018-2019. The district is currently in negotiation with Sonoma County Schools regarding our use of Maria Carrillo High School for the remaining two musicals of 2018-2019.	Summer 2018	Maria Carrillo rental costs funded by the Measure H.
1	Work Experience	01 - Student Success	02 - Student Services	To continuously improve the working dynamics of Work Experience, Career Services, and Student Employment Services into one central service area, under the direction of current Dean, Workforce Development Brad Davis.	To centralize and better assist the students in a more fluid and symbiotic service center with the common goals of increasing student employment skill development, increase enrollment in all programs, and providing a higher level of services to students.	Summer 2019	
1	World Languages	02 - Academic Excellence	01 - Student Learning & SLOs	Completion of course assessments and SLO's	Regularly complete course assessments and revise COR's per Departmental Curric. Office timetables/rotation plans	2016-2017	

FINANCE AND ADMIN SERVICES

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1	ALL	05 - Sustainability	07 - Operational	Sustainability	PAF's and Timesheets electronic	Three years	We have been testing and tweaking, we hope to have PAF's in external testing in Fall 2019
3	ALL	05 - Sustainability	07 - Operational	Sustainability	Have all warehoused paperwork required to be kept be scanned in rather than hard copy	Three Years	Payroll is almost completely scanned and accounting is about half. The project has stalled due to lack of funding
1	ALL	08 - Institutional Effectiveness	07 - Operational	The District Police has requested a new Community Services Vehicle in order to effectively engage the community and conduct parking enforcement and other duties. The current vehicles are suffering from wear and tear, high milage and will need to be replaced in the near future.	To obtain a new Community Service Vehicle	6-12 months	On hold for funding
2	ALL	08 - Institutional Effectiveness	06 - Continuous Improvement	The District Police will be purchasing a new Electric Motorcycle with current traffic safety funds for Pedestrian safety and traffic enforcement. The officers assigned to this unit will need updated training throughout the year in order to be efficient and safe.	Schedule and provide the necessary training to those officers assigned to this unit.	6-12 months	On hold for funding
3	ALL	08 - Institutional Effectiveness	06 - Continuous Improvement	The District Police is currently researching Body-worn cameras for all sworn staff. The current trends in law enforcement are seeking more transparency and will soon require all police agencies to implement these devices.	To establish costs associated with the equipment and storage of data.	18 months	in process
4	ALL	08 - Institutional Effectiveness	07 - Operational	The District Police will be backfilling two Police Officer positions in the near future. One of those positions is slated to be a General Detective- Title IX Liaison." This position will require additional training and equipment."	To establish a new Police Department General Detective	18 months	On hold for funding
1	ALL	06 - Healthy Organization	07 - Operational	Update the District's Hazard Communication Program	1. Review 8 CCR 5194. 2. Update District's written plan. 3. Update the District's chemical inventory. 4. Train affected employees on the updated program and procedures.	18 months (12/31/19)	Task 1 is complete. Great progress made on all other tasks with project at 75% complete. Assuming no changes in current EH&S staffing levels, and good participation by affected departments, this project should be complete by 12/31/19 as planned. Training will be ongoing as required/needed.
2	ALL	06 - Healthy Organization	07 - Operational	Update the District's Blood Borne Pathogens Program	1. Review 8 CCR 5193. 2. Update District's written plan. 3. Train affected employees on the updated program and procedures.	2018/2019	Great progress made on all tasks. Task 1 complete with all other tasks approximately 85% complete. Assuming no changes in current EH&S staffing levels, and good participation by affected departments, this project should be complete by 12/31/19 as planned. Training will be ongoing as required/needed.
3	ALL	06 - Healthy Organization	07 - Operational	Create a Written District Ergonomics Program	1. Review 8 CCR 5110. 2. Update District's written plan. 3. Train affected employees on the updated program and procedures.	18 months (12/31/19)	Great progress. All tasks approximately 70% complete. Assuming no changes in current EH&S staffing levels, and good participation by affected departments this project should be complete by 12/31/19 as planned. Training will be ongoing as required/needed.
4	ALL	06 - Healthy Organization	07 - Operational	Updated the District's Respiratory Protection Program	1. Review 8 CCR 5144. 2. Update District's written plan. 3. Train affected employees on the updated program and procedures.	18 months (12/31/19)	Task 1 is complete. Progress limited on all tasks. Project at approximately 30% complete with staff work on other projects limiting progress. Estimate completion now by June 30, 2019 with approved/current staffing levels.

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
5	ALL	06 - Healthy Organization	07 - Operational	Continue to review EHS Learning Management System	1. Work with HR to search market to identify vendor options which better suit needed District HR/Safety training LMS needs. 2. Keep up with the development of employer system options associated with the Community College System-wide integration of Canvas student systems.	2019/20	The work for this project has been limited, complicated by the District budget crisis and limits to available resources (staff time, ERI and software funding). While progress has been slow, EH&S manager is researching available systems as able and is working to use existing training tools better. The need for a comprehensive, efficient and cost effective LMS that works with HR systems, and with other CC system-wide systems is desired but will require additional staff or funding resources to adequately assess and complete this work as planned.
6	ALL	06 - Healthy Organization	07 - Operational	Building Safety Inspection Program (On-going)	1. Implement Two Program Identified Inspections/Year	2019/20	Work is in progress and should be complete as planned assuming current EH&S staffing levels are maintained. Building Safety Inspections have been integrated into the annual Building and Area Safety Coordinators inspections in 2018/2019. EH&S is also currently planning and conducting inspections for Theater Safety and for Lab Safety for current and future space. This work will be on-going.
7	ALL	06 - Healthy Organization	07 - Operational	Aerial Lift Training (On-going)	1. Identify next group to train. 2. Train identified group. 3. Set up annual inspection and certification contract for District's aerial lifts. 4. Develop SRJC Aerial Safe Operating Procedure	2019/20	Progress made and work ongoing as planned. Task 1 has been completed. Task 2, employee training event should be complete by December 2019. Budget constraints in 2018/2019 required postponing work with Task 3 vendor contracts. Assuming funding is available, Task 3 can be completed as planned. A draft JHA, or Safe Operating Procedure (Task 4) is in progress and 75% complete and should be completed as planned, assuming no changes in current EH&S staffing levels.
8	ALL	06 - Healthy Organization	07 - Operational	Fork Lift Training (On-going)	1. Identify next group to train. 2. Train identified group. 3. Set up annual inspection and certification contract for District's aerial lifts. 4. Develop SRJC Forklift Safe Operating Procedure	2019/20	Progress made and work ongoing as planned. Task 1, identification of next group for training, is complete. Task 2, employee training event, should be complete as required to maintain compliance. Two new staff, were also identified and trained individually in Spring 2019 as new hires for Shone Farm and SR Warehouse. Assuming funding is available, Task 3 can be completed as planned. A draft JHA, or Safe Operating Procedure (Task 4) has not been initiated but assuming no changes in current EH&S staffing levels could be should be completed as planned.
9	ALL	06 - Healthy Organization	07 - Operational	Emergency Management Program (Building and Area Safety Coordinators)	1. Develop a database to track the Building and Area Safety Coordinators. 2. Work with Petaluma Campus to finalize BEPs. 3. Work with Santa Rosa Campus, PSTC, SWSR Center and Shone Farm to complete draft BEPs.	2018/19	Great progress made with Project 90% complete as planned. Task 1 database development complete. Task 2, drafting of final Petaluma Campus BEPs are 90% complete with final document reviews in progress now. Task 3 has been completed with all other campuses in receipt of the updated BEP template. Work will be ongoing for BEP completion and annual updates assuming current EH&S staffing levels can be maintained.

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
10	ALL	06 - Healthy Organization	07 - Operational	Emergency Management Program (Emergency Operations Center)	1. Hold Functional Exercise (1 - Spring) 2. Work on EOP Annexes/Appendices. 3. Take updates to EOP to the BOT. 4. Develop a training plan for 2018/2019	2018/19	Project complete as planned with the exception of Task 3. Tasks 1, the Functional Exercise remained on hold due to staffing and schedule concerns (complicated by ERI affect). Work continued with Task 2, EOP Annexes/Appendices were drafted as planned including a draft update to the Pandemic Plan and a Power Outage Plan update. Task 3 did not occur due to complications from ERI and other unexpected work demands throughout District. Task 4 was completed as planned. Work will continue for 2019/2020 assuming current EH&S staffing levels can be maintained.
11	ALL	06 - Healthy Organization	07 - Operational	Emergency Management Program (Budget)	1. Work with Finance and Administrative Services to augment the budget for emergency management.	2019/20	Work placed on hold due to budget constraints. One time funding approved for emergency events as needed. Increased budget and funding is needed to help fund preparedness, business continuity and resiliency projects District-wide.
15	ALL	06 - Healthy Organization	07 - Operational	Drone Policy/Procedure	1. Create Draft Drone Policy/Procedure. 2. Take to Committee's as appropriate/needed. 3. Take to College Council. 4. Take to Board for approval.	2019/20	Tasks 1 is 90% complete by December 2018. Staff constraints and District reorganizations may limited staff ability to complete Tasks 2 and 3 however work is still planned for completion by late FY 2019/2020 assuming current EH&S staffing levels can be maintained.
16	ALL	06 - Healthy Organization	07 - Operational	Update the District's Fall Protection Program	1. Review updates- Cal/OSHA and OSHA fall protection standards. 2. Review written plans from other colleges and universities. 3. Update District's written plan. 4. Develop fall protection plan standardards. 5. Purchase new equipment and provide training to affected employees.	2019/20	Tasks 1 and 2 completed by September 2018. Department staffing constraints and funding availability still limiting progress on Tasks 3, 4 and 5. Work will continue as planned but work may need to roll into 2020/2021 as budgets allow and assuming no changes in current EH&S staffing levels. Compliance-required work should proceed as required.
1	ALL	08 - Institutional Effectiveness	06 - Continuous Improvement	Improve District's staff knowledge of the procurement process	Provide on going training to internal staff on procurement requirements, use of finance system for issue of requisitions	On - Going	Ongoing, in process
2	ALL	08 - Institutional Effectiveness	06 - Continuous Improvement	Improve knowledge base of the Purchasing Staff	Provide on going training to purchasing staff on procurement methods allowed under state law, review and streamline current business processes	On going	Ongoing, in process
3	ALL	08 - Institutional Effectiveness	06 - Continuous Improvement	Cost Savings	Pursue and Document Annual Cost Savings related to the procurement process.	On-going	Ongoing, in process
1	ALL	00 - None	07 - Operational	Ensure optimal payroll services	No payrolls missed	On-going	Ongoing, complete
	ALL	08 - Institutional Effectiveness	07 - Operational	To improve operations and to streamline the process	To make the operation more efficient.	6 months	complete
	ALL	08 - Institutional Effectiveness	07 - Operational	To install a new (multi-time) parking permit machine in Burbank Circle in order to increase multiuse parking for campus business.	Purchase and install the new machine and remove the current antiquated coin machine meters.	12 months	On hold for funding
	ALL	08 - Institutional Effectiveness	07 - Operational	Research new technology applications for parking scanners and devices that are smart phone" compatiable"	Research new ways to scan vehicle license plates and other devices in order to enforce parking permits on vehicles.	18 months	On hold for funding
1	ALL	00 - None	00 - None	Increase Revenues for Copy Center	Keep printing work in house	on Going	Complete, we have kept printing in house and are working closely with departments and the bookstore.
2	ALL	08 - Institutional Effectiveness	06 - Continuous Improvement	Improve Customer Service Levels	Improve communication with end users and provide more information on copy center services and pricing to requestors	On Going	Jeff has been working closely with his customers. Complete
3	ALL	08 - Institutional Effectiveness	06 - Continuous Improvement	Implement Work Order Process in Escape	Automate the work order and billing process	on Going	The process has been halted.

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
1	Santa Rosa	05 - Sustainability	07 - Operational	To create a design specification for using on-site well water and reclaimed water from the Quinn mechanical sump area, for irrigation use on our campus.	Work with Salas-O'Brien and EBA General Engineering to create a design specification for the conveyance, storage, and controlling the use of this water for our daily irrigation use at the Santa Rosa Campus.	2018/19	On hold for funding
2	ALL	05 - Sustainability	07 - Operational	To expand the processing and diversion of organic waste to composting and recycling. This is in response to our expanding Sustainability initiatives, and from the State mandated AB 1826 guidelines for large agencies.	To increase organic waste diversion throughout the district, through contracts with our new waste hauling company, in-house composting, and by reducing waste sources, such as paper towels.	2018/19	in process
3	ALL	04 - Facilities/Technology	07 - Operational	To provide off-site training to four Grounds Operations staff in the operation of our district wide 'Maxicom' irrigation system operation and maintenance.	1. Reserve four places in the 2.5 day training in Sacramento. Designated staff attend trainings in October/November	2018/19	Will be occurring Fall 2019
4	Santa Rosa	05 - Sustainability	06 - Continuous Improvement	To complete our periodic 5 year tree maintenance survey and report	1. Schedule and contract with our Consulting Arborist, Bill Pramuk. Compile a thorough tree health and maintenance assessment of 150 large Oaks and other 'Heritage trees on the Santa Rosa Campus. Prioritize trees bases on level of need of care and overall health.	2018/19	On hold for funding
5	Petaluma	04 - Facilities/Technology	07 - Operational	To install a new irrigation point of connection to the City of Petaluma reclaimed water supply.	1. Meet with City of Petaluma Water Department to discuss supply details. 2. Develop a bid ready specification and plan. Bid and install new POC. 3 Have new system checked and retrofitted for use.	2018/19	On hold for funding
6	ALL	04 - Facilities/Technology	07 - Operational	To bring the central irrigation control of the Santa Rosa from 20% on-line to over 75%. on-line.	1. contract with a company to install data lines and controller conversions to 5 existing controllers. Install 2 additional ESP controllers with data line connectivity. Upgrade 'Maxicom' to latest software version. Make repairs to Petaluma and Santa Rosa Weather stations.	2018/19	On hold for funding
7	ALL	05 - Sustainability	06 - Continuous Improvement	To remove an additional 15000 square feet of lawn at the Santa Rosa Campus this year, in order to reduce water use and promote more sustainable landscapes	1. Prioritize lawns for removal. 2. Systematically remove lawns and convert to native vegetation or mulch.	2018/19	on hold
8	Santa Rosa	05 - Sustainability	06 - Continuous Improvement	To update and upgrade our Santa Rosa Campus Tree inventory	1. Continue to work with CSI-ST2 to inventory our entire campus forest. Gather specific tree data for both the Landmark survey and our inhouse database. Link inventory with web site, Natural Science Dept., classes, and the general college community.	2018/19	On hold for funding
9	Santa Rosa	04 - Facilities/Technology	07 - Operational	To install automatic irrigation sprinkler systems to Graduation lawn areas	Install valves, lines, and heads to three lawns near bus stop, main graduation lawn and south Burbank Circle	2018/19	On hold for funding
10	Santa Rosa	04 - Facilities/Technology	06 - Continuous Improvement	To continue to upgrade the Grounds, Recycling, and Tree Maintenance web pages	Add some sub pages for detail. Add pictures. Upgrade design	2018/19	in process
11	Santa Rosa	03 - Diverse Communities	03 - Vitality/Equity/Stewardship	To design and create new landscaping around the Jesse Peter Museum that improves traffic flow and educational opportunity.	1. Create a more funtional design and educational opportunity by designing gardens with plants used by regional Native Americans with descriptive signage. 2. Also, improve pedestrian traffic flow and outdoor learning spaces.	2018/19	On hold for funding
12	ALL	05 - Sustainability	03 - Vitality/Equity/Stewardship	To renew our Tree Campus USA status	To complete the yearly objectives as outlined by the Arbor Day Foundation, and submit report for approval.	2018/19	In process

INFORMATION TECHNOLOGY

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
1	ALL	1	7	Upgrading SIS to a next generation commercial product	Work with planning teams and Sig Consulting to help define next generation ERP needs	36 months	Contract with SIG ended. Plan is to re-engage in March 2020.
2	ALL	4	7	Upgrade Network Infrastructure from 1 GHz backbone to 10 GHz backbone	Year 1 - Upgrade the core routers and switches \$2M project. Buy Cisco UCS servers and Nimble Network storage appliances. COMPLETED Year 2- Upgrade access-layerswitches, upgrade wireless access points. IN PROGRESS Year 3- Upgrade wiring and switches and access points and expand adding new access points.	36 months	So far we have upgraded the connections to all sites except SW Center which is a leased site (we cannot upgrade). We are now upgrading the fiber ring in Santa Rosa over the next 3 years to connect all buildings with optical fiber (dual path for redundancy) and upgrading the switches in the buildings for the higher speed and capacity.
3	ALL	1	6	ADA 504/508 WCAG 2.0 Compliance	Work with Department Web authors to verify and or correct their Web content for ADA compliance. Ensure all PDFs, Videos, and Forms are ADA compliant.	ongoing	Ongoing, this past year we hired Leila Rand as our data accessibility coordinator and she helped author the recently approved District Data Accessibility Policy and she continues to conduct training for all employees on data accessibility (primarily on the web).
4	ALL	4	6	Migrate to SRJC Web to Acquia Cloud	Transfer all Department Web pages to Acquia	12 months	Complete
5	ALL	1	2	Implement combined Summer/Fall 2018 registration	Provide SIS programming changes that will allow students to register for both Summer and Fall 2018 classes.	12 months	Complete
6	ALL	2	6	Implement standard instructor work station on all SRJC sites	Work with Media and Academic Affairs to develop and implement a single standard hardware and software configuration for a consistent instructor station standard for the SRJC	24 months	In process, about 90% of all Instructor Stations are to the current IT Standard. Others will be converted as we have time and access to the rooms.
7	ALL	4	6	Implement effective software tools for MacOS and iOS managment	Identify and research software to improve support and security for MacOS and iOS devices.		Completed; purchased JAMF for managing iOS devices.

PETALUMA CAMPUS

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
1	Petaluma Gateway to College	07 - Financial Resources	01 - Student Learning & SLOs	1. Increase Average Daily Attendance (ADA) and Supplemental Funding	1a. The average attendance rate of GtC students will meet or exceed 80% per semester.	2016-2020	Goal Not Met: Current attendance rate is 78% over the course of each semester with junior (11th grade students) maintaining higher attendance as compared to seniors (12+ grade students).
2	Petaluma Gateway to College	01 - Student Success	02 - Student Services	2. Capacity building towards sustainability	2a. Increase the student persistence rate from spring to fall to 75%	2016-2018	Goal Met: The retention and persistence rate from spring 2018 to fall 2018 exceeded 75%.
2	Petaluma Gateway to College	07 - Financial Resources	02 - Student Services		2b. Increase the student persistence rate from fall to spring to 85%	2015-2018	Goal Met: The fall 2018 new student cohort persistence rate was nearly 90%, with all but 1-2 students persisting to the spring semester and 1 new student who graduated in their first semester.
2	Petaluma Gateway to College	07 - Financial Resources	02 - Student Services		2c. Recruit, train, and manage mental health therapist interns from universities to provide ongoing mental health treatment to high-risk students.	2017-2020	Goal Met: For the 2018-2019 academic year there was one (1) intern from Sonoma State University who was assigned to the Gateway to College Academy dual enrollment high school to provide academic planning and case management for our candidates for graduation.
2	Petaluma Gateway to College	07 - Financial Resources	01 - Student Learning & SLOs		2d. Pursue resource development and diversification	2013-2020	Goal Met: During the 2018-2019 academic year the Gateway to College Academy was awarded several block grants to enhance student support and professional development.
3	Petaluma Gateway to College	07 - Financial Resources	02 - Student Services	3. Enhance partnership with K-12 charter Local Education Agency (LEA)	3a. Develop updated MOU with LEA	2015-2018	Goal Met: The 2018-2019 MOU was finalized in the early part of the academic year.
3	Petaluma Gateway to College	01 - Student Success	02 - Student Services		3b. Increase the quantity of referrals from Petaluma City Schools personnel	2016-2018	Goal Met: The quantity of referrals from Petaluma City Schools increased, however, this will continue to be an ongoing goal as the program requires continuous recruitment.
4	Petaluma Gateway to College	02 - Academic Excellence	01 - Student Learning & SLOs	4. Foster learning and academic excellence by providing effective programming and services.	4a. Develop an Early College High School [blended, dual enrollment] master schedule that includes both high school core credit courses and program-designated college courses.	2015-2020	Goal Met: A master schedule and bell schedule that included both high school and dual enrollment courses was developed in compliance with California Department of Education educational codes including 180 instructional days per year, minimum number of annual instructional minutes, and every student was enrolled in at least 10,800 minutes for every 10-school day period.
5	Petaluma Gateway to College	07 - Financial Resources	02 - Student Services	5. Recruit new students every semester	5a. Enroll at least 24 students per semester (depending on facilities capacity) per semester	2013-2018	Goal Met: This will continue to be an ongoing goal, however for the fall 2018 semester there were 29 new students enrolled and for the spring 2019 24 new students were enrolled.
6	Petaluma Gateway to College	01 - Student Success	02 - Student Services	6. Enhance student and family engagement	6a. Continue hosting GtC Friends & Family events to build connections between students and their supporters	2016-2018	Goal Not Met: Due to staffing limitations, there were no GtC Friends & Family events held during the 2018-2019 academic year. However, these events have already been calendared for the 2019-2020 year.
6	Petaluma Gateway to College	01 - Student Success	02 - Student Services		6b. Provide caregivers with live, accurate student attendance and achievement data	2017-2019	Goal Met: During the 2018-2019 academic year all caregivers for students under 18 years of age were provided with instructions and tools to use the Aeries Parent Portal which hosts all of these data points.
7	Petaluma Gateway to College	01 - Student Success	01 - Student Learning & SLOs	7. Streamline dual enrollment processes for a seamless student experience	7a. Decrease steps necessary for Early College High School students to enroll in college courses.	2017-2020	Goal Met: In effort to streamline the dual enrollment procedures, all new students completed several High School Dual Enrollment Request Forms in advance of their enrollment dates. This strategy cut down the amount of time and resources needed to ensure students were able to register on-time per their designated registration date.

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
8	Petaluma Gateway to College	02 - Academic Excellence	01 - Student Learning & SLOs	8. Increase student average GPA	8a. All students meet or exceed a 2.0 college GPA each semester.	2017-2020	Goal Not Met: This objective will continue to be a goal for all students and particular attention will be paid to new (Foundation) students, as their first term GPA and completion rate is highly correlated with their high school diploma success rate.
1	Petaluma Academic Affairs	01 - Student Success	01 - Student Learning & SLOs	1.0 Develop and implement an enrollment management and growth plan for SRJC Petaluma, including short-and long-term strategies, increased efficiency, and outreach and marketing.	1.1 Develop/expand, market, offer, and evaluate outcomes for (a) 4-year degree completion partnerships, (b) majors and certificates that can be completed in whole at SRJC Petaluma, (c) Transfer Track, (d) integration of online offerings with F2F instruction, and (e) Guided Pathways model.	2018-2019	Ongoing: (a) the proposal for the Sonoma State University degree completion program made progress in SSU's Academic Senate; a second degree completion program with Brandmann University was established; (b) Majors and certificates that can be completed at Petaluma start to finish continue to expand each year - we now have 22 majors and 13 certificates; (c) Transfer Track offerings continue to be refined and optimized; (d) online instruction is rapidly growing and is impacting face-to-face enrollments at all sites - the Petaluma Dean of Instruction is regularly meeting with Department Chairs and Cluster Dean to consider our scheduled offerings District-wide; (e) ongoing - the District is in the inquiry" phase with Guided Pathways
1	Petaluma Academic Affairs	01 - Student Success	01 - Student Learning & SLOs		1.2 Rebuild SRJC Petaluma Instruction website to promote degree/transfer programs, certificates, faculty, and study support services.	2018-2019	Ongoing: SRJC Petaluma will convert to Drupal 8 along with the District this year, Petaluma has assisted Departments with adding information to their websites to improve representation of Petaluma certificates.
2	Petaluma Academic Affairs	02 - Academic Excellence	03 - Vitality/Equity/Stewardship	2.0 Explore and strengthen CTE presence at SRJC Petaluma	2.1 Pursue and implement categorical funding to support existing and new certificate offerings on campus.	2018-2019	Ongoing: SRJC Petaluma has secured an additional \$700,000 in 2019 Strong Workforce and CTEA/Perkins grants; SRJC Petaluma Administration actively advocate for the FEMA Disaster Relief grant to construct a \$ 10 million Construction and Trades Training Center on the Petaluma Campus.
2	Petaluma Academic Affairs	02 - Academic Excellence	03 - Vitality/Equity/Stewardship		2.2 Connect current CTE programs to local industry to build partnerships, identify training opportunities for staff, and build internship opportunities for students.	2018-2019	Ongoing: Water/Wastewater program hired a new professional expert to increase the number of available internships for students. Vet Tech completed its classroom remodel. Digital Media Audio enrollments have increased, the recording studio remodel plan was finalized and approved. Fitness, Nutrition, and Health as well as the Yoga Teachers Training engaged in heavy promotional/relationship building activities. CISCO Networking and IT Support re-vitalized their advisory group in 2018/2019, the popular Cyber Security summer camps for high schools students continued.
3	Petaluma Academic Affairs	01 - Student Success	01 - Student Learning & SLOs	3.0 Expand STEM offerings at SRJC Petaluma	3.1 Collaborate with STEM department chairs and cluster dean to develop a meeting with Petaluma faculty and STEM faculty to discuss Education Master Plan.	2018-2019	Ongoing: a map of STEM classes is complete with potential classes/majors for Petaluma identified. The discussion between STEM Department Chairs and Petaluma Faculty at the Petaluma Faculty Forum is tabled until 2019-2020 when key faculty return from sabbatical and study abroad.
3	Petaluma Academic Affairs	01 - Student Success	01 - Student Learning & SLOs		3.2 Identify resources and facilities needed to expand STEM and health programs, support Measure H Petaluma project.	2018-2019	Ongoing: The Measure H Sciences addition for Chemistry and Anthropology is under construction, equipment needs and funding are monitored weekly. A case statement was developed for fundraising to expand STEM offerings.
1	Petaluma Business Services	08 - Institutional Effectiveness	06 - Continuous Improvement	1.0 In collaboration with District Business Services, the SRJC Petaluma Business Services unit will facilitate the delivery of campus support and related business services.	1.1 Improve training and on-boarding of new employees to financial systems. Offer advanced training opportunities for existing employees on Escape, budget management, SRJC processes.	through 2019/20	Ongoing: Trained each new employee in purchasing, Escape and SRJC processes. Still working on developing advanced training.

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
1	Petaluma Business Services	08 - Institutional Effectiveness	06 - Continuous Improvement		1.2 Collaborate with departments to identify resource/reference material gaps. Create year-long calendar and organizational tools for deadlines, campus communications, collaborative meetings.	through 2020/21	Ongoing: Gaps have been identified, but due to other areas of focus such as ERI, budget cuts and reorg more work remains to be done.
1	Petaluma Business Services	08 - Institutional Effectiveness	06 - Continuous Improvement		1.3 Develop reference materials for processes identified as gaps and create resource materials, flow-charts, etc. Involves working collaboratively with SR departments for information.	through 2020/21	In progress, will update after reorg.
2	Petaluma Business Services	07 - Financial Resources	06 - Continuous Improvement	2.0 To fully support new programs and initiatives and campus events on Petaluma Campus with limited resources.	2.1 Collaborate with deans and managers to refine budget request, allocation, and budget tracking process. Provide business support and assess needs.	through 2019/20	In progress. We were able to fund one-time budget requests, but we still working towards ongoing requests.
3	Petaluma Business Services	07 - Financial Resources	03 - Vitality/Equity/Stewardship	3.0 Support Gateway to College financial planning and sustainability.	3.1 Work in partnership with Gateway to College Director to create budget planning tools and functional MOU.	through 2018/19	Completed MOU and re-evaluated budget for 2018/19. 2019/20 MOU and budget are still in progress.
4	Petaluma Business Services	07 - Financial Resources	03 - Vitality/Equity/Stewardship	4.0 Increase Emergency Preparedness for the District.	4.1 Create Disaster Preparedness forms for the District in collaboration with Budget Manager, SR. Once created, identify forms to utilize for DOC Petaluma.	through 2020/21	In progress with EHS.
4	Petaluma Business Services	07 - Financial Resources	03 - Vitality/Equity/Stewardship	4.0 Increase Emergency Preparedness for the District.	4.2 Update and refine DOC Finance Section. Coordinate and organize emergency supplies for DOC, BSC/ASC's in collaboration with PLC.	through 2019/20	Emergency supplies replenished and organized.
5	Petaluma Business Services	07 - Financial Resources	03 - Vitality/Equity/Stewardship	5.0 Participate in planning to reduce SRJC's structural deficit.	5.1 Through participation in District committees (BAC, FRET, Auxiliary Enterprises) continue involvement in identifying new sources of funding, best utilization of existing funding, and identification of cost savings and share info with Petaluma constituents.	through 2020/21	In progress.
6	Petaluma Business Services	05 - Sustainability	03 - Vitality/Equity/Stewardship	6.0 Increase Sustainable practices at Petaluma Campus.	6.1 Develop sustainable processes for storage/retention/access to financial information throughout the Business Services function.	through 2019/20	All files moved to Business Services shared drive, accessible only by Business Services staff.
1	Petaluma Facilities Operations	04 - Facilities/Technology	06 - Continuous Improvement	1.0 Maintain and improve Facilities Operations core operational mission of physical plant maintenance.	1.1 Improve Facility operations procedures and efficiency, identify and prioritize supportable repair projects, and defer measure H and grant funded projects to outside project managers.	Throughout 2017-18	Accomplished
1	Petaluma Facilities Operations	04 - Facilities/Technology	07 - Operational		1.2 Request additional funding and/or staffing to adequately support the campus.	Throughout 2017-18	Accomplished
1	Petaluma Facilities Operations	04 - Facilities/Technology	07 - Operational		1.3 Continue to right size the Facilities Operations department	Throughout 2017-18	Accomplished
2	Petaluma Facilities Operations	01 - Student Success	01 - Student Learning & SLOs	2.0 Continue to request adequate staffing and funding needed to support the department in order to maintain the campus.	2.1 Track event hours, request event support funds to offset lost maintenance hours.	Throughout 2017-18	Accomplished
2	Petaluma Facilities Operations	01 - Student Success	01 - Student Learning & SLOs		2.2 Track support needs and services supplied to other departments throughout the year to better evaluate the impact of new and expanding programs.	Throughout 2017-18	Accomplished
1	Petaluma Media Services	04 - Facilities/Technology	01 - Student Learning & SLOs	1.0 Upgrade 4 additional classrooms as agreed with Dean of Instruction and the major refresh of systems on Call 640 and 630, and Ellis.	1.1 Upgrade the media technology in six classrooms using feed back from the experimental classrooms	Current through 2019	The AV control system in Ellis was upgraded in January 2019. Six classrooms were updated during spring break 2019. Call 640 was upgraded in Summer 2019. Upgrades in Call 630 were postponed due to a possible space reassignment.
2	Petaluma Media Services	02 - Academic Excellence	07 - Operational	2.0 Work with internal and external users to support campus events.	2.1 Support the technical production needs of internal and external rental clients productions throughout the year.	Throughout 2018/19	Petalum Media supported 170 events and 445 video conferences through 2018/19 academic year. This took 2900 staff hours to support.

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
1	Petaluma Student Services	05 - Sustainability	02 - Student Services	1.0 Deploy enrollment and growth strategies for SRJC Petaluma	1.1 Jumpstart Objectives include a) Increasing numbers at current five sites, b) set up official partnerships with San Antonio, Sonoma Mountain, Carpe Diem, Tomales, and Alternative Ed Flex.	2018-2019	Accomplished 1a with increased numbers 1b not accomplished
1	Petaluma Student Services	05 - Sustainability	02 - Student Services		1.2 Develop strategic retention plan for Petaluma	2018-2019	In progress
1	Petaluma Student Services	05 - Sustainability	02 - Student Services		1.3 Continue building ESL through coordination with Petaluma Adult Education and SRJC Adult Education and develop strategies for providing financial support to new for-credit students	2018-2019	Accomplished
1	Petaluma Student Services	05 - Sustainability	02 - Student Services		1.4 Develop, implement, and market First Year Experience program	2018-2019	In progress
1	Petaluma Student Services	05 - Sustainability	02 - Student Services		1.5 If the Marin Talent Hub Grant is awarded, a) explore expansion of Jumpstart into Marin, b) develop coordinated transition with 10,000 Degrees, c) develop tracking and completion data system, d) incorporate in FYE efforts	2018-2019	Not acquired
2	Petaluma Student Services	01 - Student Success	02 - Student Services	2.0 Continue development of Student Success Teams at Petaluma	2.1 Stabilize budget and staffing of Student Success Teams at Petaluma	2018-2019	In progress
2	Petaluma Student Services	01 - Student Success	02 - Student Services		2.2 Soft rollout of Stafish Retention software to specific campus programs and departments.	2018-2019	In progress
2	Petaluma Student Services	01 - Student Success	02 - Student Services		2.3 Utilize Measure H construction process to fully meet student success and program goals	2018-2019	In progress
2	Petaluma Student Services	01 - Student Success	02 - Student Services		2.4 Identify Petaluma CTE population and develop CTE focused success components	2018-2019	Accomplished
2	Petaluma Student Services	01 - Student Success	02 - Student Services		2.5 Develop and implement strategies for noncredit SSSP completion	2018-2019	Not accomplished
2	Petaluma Student Services	01 - Student Success	02 - Student Services		2.6 Develop and implement strategies to guide undecided student to major declaration and career exploration	2018-2019	In progress
2	Petaluma Student Services	01 - Student Success	02 - Student Services		2.7 Relocate office to Richard Call Building, establish presence, and promote services	2018-2019	Accomplished
3	Petaluma Student Services	05 - Sustainability	02 - Student Services	3.0 Implement Outreach strategies in service of enrollment plan	3.1 Enhance faculty participation to 10 faculty members in Middle School program	2018-2019	Not accomplished
3	Petaluma Student Services	05 - Sustainability	02 - Student Services		3.2 Develop CTE recruitment strategy for existing and new CTE programs at Petaluma	2018-2019	Not accomplished
3	Petaluma Student Services	05 - Sustainability	02 - Student Services		3.3 Utilize new branding in expanded community marketing, with more focus on Rohnert Park, Cotati and Sonoma Valley	2018-2019	Accomplished
4	Petaluma Student Services	01 - Student Success	02 - Student Services	4.0 Implement student engagement strategies in service of building student life and vitality on campus	4.1 Increase resources to add capacity to existing Student Life staff	2018-2019	In progress, Student Staff increased, Coordinator's time base is temporarily increased.
4	Petaluma Student Services	01 - Student Success	02 - Student Services		4.2 Develop a plan for entrepreneurial student engagement enterprises, including E-Ship offering	2018-2019	In progress

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
4	Petaluma Student Services	01 - Student Success	02 - Student Services		4.3 Continue input on student center project including programming goals	2018-2019	Accomplished / Ongoing
4	Petaluma Student Services	01 - Student Success	02 - Student Services		4.4 Develop coordinated leadership opportunities as part of campus leadership development plan including a for-credit course	2018-2019	Not accomplished
4	Petaluma Student Services	01 - Student Success	02 - Student Services		4.5 Evaluate connection between involvement in engagement opportunities and student success measures	2018-2019	Not accomplished
4	Petaluma Student Services	01 - Student Success	02 - Student Services		4.6 Re-brand Student Affairs as Student Life	2018-2019	Accomplished
4	Petaluma Student Services	01 - Student Success	02 - Student Services		4.7 Develop and implemet support systems for Student Government and Clubs	2018-2019	In progress, support binders created
4	Petaluma Student Services	01 - Student Success	02 - Student Services		4.8 Work with students to establish Petaluma-based structures for student participation in Student Government	2018-2019	In progress
5	Petaluma Student Services	04 - Facilities/Technology	02 - Student Services	5.0 Continue organizational development of Petaluma Student Services	5.1 Develop consistent Student Services staff development and goal implementation process	2018-2019	Accomplished
5	Petaluma Student Services	04 - Facilities/Technology	02 - Student Services		5.2 Continue migration toward cross-trained staff for Enrollment Services (generalists) including investigation of Educational Code guidelines	2018-2019	In progress
5	Petaluma Student Services	04 - Facilities/Technology	02 - Student Services		5.3 Complete, implement, and fully utilize a system for executing our projects and activities to fulfill our programming goals (annual calendar template)	2018-2019	In progress
5	Petaluma Student Services	04 - Facilities/Technology	02 - Student Services		5.4 Increase and formalize partnerships and information systems with Academic Affairs	2018-2019	Accomplished
5	Petaluma Student Services	04 - Facilities/Technology	02 - Student Services		5.5 Continue to develop career and work experience services at Petaluma	2018-2019	Accomplished
5	Petaluma Student Services	04 - Facilities/Technology	02 - Student Services		5.6 Establish EOPS office and continuity of services	2018-2019	Accomplished
5	Petaluma Student Services	04 - Facilities/Technology	02 - Student Services		5.7 Explore new plan for assessment office and testing services in light of current policy changes	2018-2019	Accomplished
6	Petaluma Student Services	04 - Facilities/Technology	02 - Student Services	6.0 Increase reach and effectiveness of Intercultural Center	6.1 Increase diversity co-curricular programs in partnership with academic faculty. We will continue building relationships with targeted faculty allies in social sciences and humanities departments to develop programming that integrates with their curriculum and increases their commitment to bringing entire classes to ICC events or at least require all students to attend one ICC event per semester as one of their course assignments.	2018-2019	Accomplished

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
6	Petaluma Student Services	04 - Facilities/Technology	02 - Student Services		6.2 Explore offerings of ethnic studies courses in partnership with ICC programming. We will continue advocating for ICC Coordinator to teach HUMAN 6--which is in essence a comparative ethnic studies class--as a second-year linked course for the Our House Learning Community beginning in Fall 2019 and extending every year beyond. We will also explore offering the same or a similar course every spring which would be taught by ICC Coordinator in conjunction with ICC programming in order to extend this integrated co-curricular experience to the general student population beyond a specific learning community.	2018-2019	Not accomplished
6	Petaluma Student Services	04 - Facilities/Technology	02 - Student Services		6.3 Institutionalize Social Justice Conference as annual event We will explore establishing stable funding, including a yearly line-item allotment of \$2000 in the SGA budget, as well as a Foundation account.	2018-2019	Accomplished
6	Petaluma Student Services	04 - Facilities/Technology	02 - Student Services		6.4 Provide stable Dream Center services model Our goal is to provide dedicated staffing two days per week, as well as train full-time staff to provide basic Dream Center services as needed for students who drop in.	2018-2019	In progress
6	Petaluma Student Services	04 - Facilities/Technology	02 - Student Services		6.5 Launch intercultural learning community in partnership with Petaluma Academic Affairs and EOPS	2018-2019	Accomplished

STUDENT SERVICES

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
1	ALL	1	2	Implement one Summer and Fall registration cycle for students	For year two, continue to evaluate, identify and resolve any unintended consequences of the summer/fall registration cycle.	2018-19	COMPLETED
2	ALL	1	2	Implement dual enrollment CCAP partnerships with local high schools.	Continue to collaborate with high school administrators, Schools Relations and PR to enhance the high school concurrent program and add dual enrollment CCAP partnerships.	2018-19	Implemented two CCAP courses with Maria Carrillo and in discussion with other local high schools.
3	ALL	1	2	Complete Phase 2 and implement comprehensive Degree Audit tool.	Develop and implement a module in SIS that will allow A&R evaluation staff to enter transfer course and AP test articulations into SIS that will then auto populate the Degree, Certificate and GE pattern audits. This will automate staff workload and significantly reduce repetitive manual processes and paperwork.	2018-19	Implemented the Transfer Credit Module. Evaluators are currently entering transfer course work in SIS which is feeding into Degree Audit and Prerequisite Equivalency module.
4	ALL	1	2	Implement Reverse Transfer and increase number of degrees awarded.	Collaborate with National Student Clearinghouse to implement Reverse Transfer which will allow SRJC to identify students who transferred to four year universities without earning a degree at SRJC but have since completed the remaining graduation requirements at the university.2018-19	2015-2016	Not feasible or worthwhile project at this time.
5	ALL	8	2	Online form integration with SIS	Many of the A&R forms were converted to ADA compliant online forms using FormStack. However, this process is not integrated with SIS creating additional workload and inefficiencies for staff.	2018-19	COMPLETED
6	ALL	8	6	Revise current SRJC policies	Revise and update the FERPA policy 8.2.9 and implement online FERPA training module for all District employees; revise Grading Policy 3.10 to include EW grade (excused withdrawal); revise Degree Policy 3.2 to allow for reverse transfer degree awarding.	2018-19	District-wide Data privacy workgroup has been established, A&R staff are part of this group to revise and implement all data privacy policies including FERPA. A&R is working with HR to implement a LawRoom FERPA module for all District staff to complete with anticipated launch in spring 2020. EW policy was approved at the May 2019 Board meeting.
7	ALL	4	7	Remodel A&R and current Dream Center	With the expansion of ISP and the Outreach Team moving into A&R, there is a need for more workstations for staff. The curved wall in A&R prohibits any workstation expansion, therefore remodeling to remove the curved wall and expand the current Welcome Center, and also install a new meeting room will provide adequate staff space as well as a conference room for meetings.	2018-19	Construction began in January 2019 with a planned completion date of May 2019. However, due to contractor issues, the half completed project stalled in March and another contractor will need to be hired to complete the job. The project is now anticipated to resume in mid September 2019 and complete by December 2019.
8	ALL	8	7	Revise FERPA policy and forms; develop online training module for all staff and faculty. All staff and faculty are required to receive FERPA training.	Ensure policy is compliant with Federal regulations and provide an annual online training for staff and faculty using the HR training software LawRoom.	2018-19	Policy 8.2.9 is currently being revised and will be presented to College Council in October. A&R is working with HR to launch the FERPA training module in Lawroom for all District employees to complete. The FERPA webpage is currently being updated with release forms available for students and FAQ links for students, parents and faculty/staff.
1	ALL	8	2	Assist staff with the transition and changes in ISP due to change in leadership, staffing and budget	The interim ISP Director and the International Student Advisor both retired in summer 2018. Due to budget cuts and reorganization of management, the A&R Director will now direct the staff in ISP. A new Advisor is currently being recruited. Therefore, the ISP office and staff will need support with this significant change in staffing and budget.	2018-19	Successfully completed.
2	ALL	3	2	Continue to strengthen partnership with the on site ELS language school.	Provide orientations to new students at ELS, meetings and tours with visiting agents from other countries.	2018-19	Successful. Strong partnership with ELS and ISP continues.

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
3	ALL	1	2	Continue to assist international students with finding housing.	Coordinate efforts with local Homestay organization and advocate/participate on the District wide housing workgroup to find solutions for student housing.	2018-19	A&R/ISP Director participates on the Student Housing committee. Plans have been approved and a new student housing building will be opened in Fall 2022.
4	ALL	1	2	Develop Mentorship Program with APASS	Collaborate with the APASS faculty advisor and the International Student Club Advisor to develop and launch a mentorship program	2018-19	ISP surveyed our students and decided to launch a Cultural Coach program instead because there are already too many mentoring programs on campus. Students informed us that it was too confusing to add another mentor program.
5	ALL	4	2	Develop an International Student Module in SIS	Need a comprehensive module in SIS that will collect all information from student applications and allow for multiple reports to be automatically generated. Currently, the ISP office has a lot of manual paper processes to track and report out on our international students.	2018-19	COMPLETED. Currently working with IT on further enhancements.
6	ALL	1	6	Update video on ISP Homepage	Provide accurate, up-to-date information to our students and community	2018-19	COMPLETED
0	Santa Rosa	2	1	Create locally recognized certificate for C2C Program.	Learn process to create a certificated program for our College to Career students.	2018-19	Ongoing
1	Santa Rosa	1	2	Successfully implement and assess Student Equity Projects	Continue implementation of specialized Math tutoring for transfer level coursework.	2018-19	Ongoing
2	Santa Rosa	1	2	Successfully place C2C students into paid employment.	Work with Job Developer to ensure successful placements.	ongoing	Completed. Currently, our program is #1 in placements in the state.
4	Santa Rosa	1	2	Recruit new cohort of students for program	20 new students are starting in the 2018 cohort. We hope to increase participation in the coming year to 25 students through further outreach and recruitment efforts.	ongoing	23 new students are starting in the 2019 cohort. We hope to increase participation in the coming year to 25 students through further outreach and recruitment efforts.
1	ALL	1	2	Improve access to and completion of academic education plans for student with disabilities	Provide timely access to counseling to address the impact disability has on learning, class load and choice when creating academic education plans	Continue in 17-18	Completed
1	ALL	1	2	Improve access for students (local and distance ed) to DRD services through enhanced online experience and interactive software	Complete enhancements of Student Access Software and DRD website	Continue 17-18	Continue in 2019-20 by implementing Zoom meetings that students can use if coming to campus is a barrier to service.
2	ALL	1	2	Provide supervised, quality services to students with disabilities	Relocate DRD Testing and Support Services Office to east side of campus.	Immediate	Completed
1	Santa Rosa	1	2	Update and Expand Articulation Agreements with our 4-Year Partners	Annual Review of approved Articulation. Collaboration with Counselors and Academic Departments for potential agreements, missing components, and potential proposals. Increase and expand Articulation in new areas or areas where agreements are lacking.	Annual Updates; Ongoing	Up to date; ongoing
2	Santa Rosa	1	2	Articulate courses to C-ID (Course Identification Numbering System; Collaboration between the CSU and the CCC's throughout CA)	Review current approvals of SRJC courses for C-ID identifiers. Collaborate with Academic Department Faculty in revision of coursework or development of coursework that would align with C-ID description and earn further approvals. Approved courses benefit our students who are attempting to achieve an Associates Degree for Transfer (ADT) or have transferred amongst CCC campuses.	Ongoing	Up to date; ongoing
3	Santa Rosa	1	2	Curriculum Preparation of Associate Degree for Transfer Pathways (ADT)	Assisting discipline faculty, along with the Curriculum Staff, on preparing their curriculum through revisions, development, articulation or C-ID review in order to meet the criteria set forth by the Associate Degree for Transfer (ADT/TMC) Templates	Ongoing	Ongoing
4	Santa Rosa	8	2	Faculty and Staff Training on ASSIST, C-ID and Articulation	To provide training and support to Faculty and Staff in utilizing resources for articulation development.	Annual; Ongoing	Ongoing

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
5	Santa Rosa	8	2	Website Development and ongoing Maintenance	Provide and expand on current information for Student, Faculty, and Staff use on website for improved accessibility and accurate information.	Ongoing	Up to date; ongoing
6	Santa Rosa	5	7	Office Efficiency, Technology Updates and Sustainable Practices	To create efficient and effective tracking systems for articulation, utilize current technology and scan historical records and data in an efforts to gain accessibility to the information as well as to achieve more sustainable practices.	Ongoing	Ongoing
7	Santa Rosa	1	2	Annual update of Guides for Transfer in Specific Majors	Continue the cycle of updating guides each academic year to provide reliable information.	Annual; Ongoing	Up to date; ongoing
0	Santa Rosa	1	3	Expand follow-up services specific to the assessment step.	Providing resources for test preparation up front while communicating benefits. Promote the benefits to taking both Engl/ESL & Math during first year. Following up with those who wish to remediate and retest by promoting Jam options. Following up with lowest level college skill placements in order to connect at-risk students with next-step resources. Following up with students after test to assist them with scheduling counseling appointments online.	Spring 17 - Ongoing	Completed; shifted to AB 705 placement assessment in 2018/19
0	ALL	1	7	Working towards AB705 compliance by spring 2019			Completed for Math/English
0	ALL	1	7	AB 705 compliance	Identify related tasks and increase coordination between Student Services and Academic Affairs in regards to better student placement; establish new policies and procedures for AB705 compliant placement models for Math and English.	Fall 2017-Fall 2019	Completed for Math/English
1	ALL	1	2	To comply with Student Success Act of 2012 on assessment services	Assess all non-exempt students	Initial Fall 2013; ongoing	Ongoing
2	ALL	1	2	Continue planning and preparation of Common Assessment Initiative (CAI) implementation when available	Faculty and staff training, competency mapping, multiple measures research and adaptation, cut score setting, and full conversion to CAI when available	Initial Fall 2012; ongoing	Obsolete; CAI discontinued and replaced by AB 705
3	ALL	1	2	To evaluate the implementation of new policies and procedures related to assessment	Continue to monitor the implementation of the placement re-take policy to ensure compliance and fairness	Initial Summer 2014; ongoing	Obsolete; Revised assessment policy/procedure under AB 705
4	Santa Rosa	1	4	Build a knowledgeable and efficient team of testing professionals	Continue to provide professional development opportunities to staff.	Ongoing	Ongoing; shifting to onboarding services
5	ALL	1	2	Continue to improve assessment services to meet changing needs and enhance efficiency	<ul style="list-style-type: none"> • Increase collaboration and coordination between Assessment Services and other Student Services and Academic Departments to improve testing services and scheduling efficiency; • Expand partnership with English and Math Departments to offer placement preparation to students for more accurate placement; implement effective communication strategies for more students to partake the JAM workshops. 	Spring to Fall 2015; ongoing	Obsolete; Coordination/collaboration took place under AB 705; student communication regarding Math/English new placement rules completed
6	ALL	1	2	Continue to improve communication with students regarding assessment services	Update Assessment and Placement website information; enhance the marketing for preparation services	Ongoing	Updated per AB 705 requirements; ongoing
7	Petaluma	4	2	Increase efficiency at PC Assessment Center; integrate Assessment operation with other Student Services areas at Petaluma Campus to provide cross training and better service coverage.	Install NetSupport School software at PC 641, a large, multi-purpose computer lab for efficient test administration; continue to work with PC leadership on integrating Assessment operation with other Student Services areas at Petaluma Campus to provide cross training and better service coverage.	Continued efforts till complet	Completed

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9	ALL	4	2	Expand assessment services to high school students, online students, and international students.	Build partnerships with high school districts; enable remote testing and authentication through student success technologies	Ongoing	Completed in partnership with Outreach Team
10	Santa Rosa	1	3	Expand high school equivalency testing services	Establish a HiSET (another form of High School Equivalency Test in addition to the current GED format) Testing Center at Santa Rosa campus to support HEP students and others in the communities.	Fall 2016 to Spring 2017	Completed
11	ALL	1	2	Expand assessment services to all off-campus sites.	Provide access to assessment services for noncredit students to enroll at off-campus sites and to meet noncredit SSSP mandates.	Ongoing	Implemented; ongoing
12	Santa Rosa	1	6	Refine CAPP (CTEP, MDTP & CELSA) tests until CAI implementation. Continue to explore and share high school predictive measures used for placement as well as SAT as a measure.	Continue to: *improve the student experience with navigating the platform, *review course placement outcomes related to recently implemented tools *provide faculty necessary information/ facilitate dialogue	Ongoing	Completed under AB 705 for Math/English; In progress with ESL
1	ALL	1	2	Mandatory Orientations	Meet consolidated Student Equity and Achievement Program (SEA) mandates	2018/2019	Ongoing
2	ALL	1	2	Create an academic plan on file for all new students	Meet SEA program mandates	2018/2019	Ongoing
3	ALL	1	2	Register students during spring for summer/fall terms	Have all continuing students enrolled for fall and new incoming students ready for fall term before they leave for summer break. This is the first year in which we are implementing this and will review our process at the end of May	2018/2019	Completed
4	ALL	1	1	Implement online probation/dimissal workshops	Address success and retention issues and allow for greater attendance rates for having the workshop available online	2018/2019	Completed
1	ALL	1	2	Continue to share travel costs to attend Northern California Puente Motivational Conference.	Reduce travel costs (to rent the bus), and save time organizing trip, while meeting meeting Puente Mission.	2015-2016	Implemented; ongoing
2	ALL	2	2	Continue to work with Transfer Center to visit UC Davis Campus.	Collaborate with Transfer Center and reduce the cost to visit UC Davis Campus.	2015-2016	Implemented
3	ALL	2	2	Continue to share travel costs to visit Berkeley and Sacramento State.	Reduce travel costs (to rent the bus), and save time organizing trip, while meeting meeting Puente Mission.	2015-2016	Ongoing
1	ALL	1	2	Implement the integrated Student Success Plan under the guidelines of the consolidated Student Equity and Achievement (SEA) Program.	Strengthen and improve integrated student support; set integrated goals that align with State and local strategic visions; Collaborate with Research and IT to establish program evaluation methodology to enhance program effectiveness.	Triennially	Completed annually; ongoing
2	ALL	1	7	Develop an integrated SEA Program budget plan	Identify district priorities on student success efforts; use SEA program funds strategically	Annually	Draft completed; In progress within shared governance
3	ALL	1	2	Reduce equity gap for disproportionately impacted student populations	Update campus-based research to identify achievement gaps; Identify goals for improving success for all students; Implement strategies and activities to achieve the identified goals.	Bi- or Triennially	Up to date; ongoing
4	ALL	1	2	Provide matriculation services to all non-exempt students with an emphasis on education planning	Ensure matric service delivery at all campuses and off-campus sites	Ongoing	In progress at 93% for contiuing students; ongoing
5	ALL	1	7	Continue to monitor Student Success data collection and ensure reporting accuracy	Collect and review service delivery data to ensure accurate MIS reporting	Ongoing	Up to date; ongoing

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6	ALL	1	2	Implement AB705	Develop new placement policies and processes under AB 705; communicate with students, faculty, HS, and other partners.	Spring 2019	Completed
7	ALL	1	2	Increase student retention and success through Starfish (Early Connection) program and Student Success Peer Coach program	Develop and	Ongoing	In progress
8	ALL	1	2	Reach all non-exempt students to deliver SSSP services with an emphasis on education planning	Design Student Success Campaign materials to effectively communicate with students through multiple venues; Increase efforts for outreach and in-reach.	Ongoing	Ongoing
9	ALL	4	2	Enhance facilities and services provided through SWC	Provide sound infrastructure at SWC to support that location as well as off-campus sites	Ongoing	In progress
10	ALL	4	2	Enhance technology solutions to support service delivery	Develop innovative solutions for service delivery and timely intervention; ensure service delivery to all students regardless of modality and location, including SARS Zoom for Counseling and other services	Ongoing	Ongoing; SARS Zoom counseling implemented
11	ALL	1	2	Coordinate noncredit SSSP core services delivery to noncredit students	The implementation of the Adult Education Program presents potential for growth in noncredit SSSP (Most of the students in this program meet the guidelines for SSSP). Coordinated efforts are underway to increase access to services.	Ongoing	Ongoing
12	ALL	1	2	Continue to improve online student support services.	Increase service capacity for online students; coordinate support activities across components and departments; Steer ongoing efforts to narrow the gap between face to face services and online services according to ACCJC Standards and to also increase retention rates of distance learners. Provide guidance, resources and a framework for ongoing improvement with the goal of providing equitable depth and breadth in service and interactions	Spring 2015 and ongoing	Significant progress made; ongoing
13	ALL	1	2	Increase access for noncredit student to transition to credit courses with new AB 540 and AB 68 regulations.	New regulations with AB 540 and AB 68 will allow noncredit students to pay in-state tuition. This will allow more noncredit students without citizenship status to matriculate from noncredit to credit courses.	Fall 2018 and ongoing	Implemented and ongoing
14	ALL	1	4	Provide professional development related to SEA Program, AB705, and other initiatives	Inform college community of changes in student success initiatives; increase collaboration and scale up best practices	Ongoing	Ongoing
15	ALL	01 - Student Success	02 - Student Services	Develop a summer bridge program to better prepare entering students	Collaboration with 10,000 Degrees and other partners to establish a bridge program to support new students	Spring 2019 and annually	Launched SRJC Ready before fall 2019
1	ALL	1	2	Set up appointments for students on the Petaluma Campus to meet with university representatives on the Santa Rosa Campus through Zoom.	The majority of university representatives do not visit the Petaluma Campus. Setting up Zoom appointments will allow students on the Petaluma Campus to speak with reps without having to physically visit the Santa Rosa Campus.	Fall 2018-Spring 2019	Completed
2	ALL	1	2	Increase the number of transfer students identified through Student Equity data	Make personal contact with students who have 30+ transferable units enrolled in F2017 to work with them on their transfer goals.	Fall 2018-Spring 2019	Ongoing
3	Santa Rosa	1	2	Increase student appointments in Transfer Center	Provide more appointments for students with a goal to transfer to a four year university.	Fall 2018-Spring 2019	Implemented and ongoing
4	ALL	1	2	Take students on field trips to four-year universities	Allow students to experience four year campuses through organized field trips with the Transfer Center.	Fall 2018-Spring 2019	Implemented and ongoing
5	ALL	1	2	Hold a celebration for students who are transferring to a four year university	Recognize students who have worked hard to reach their goal of transfer.	Spring 2019	Completed
6	ALL	1	1	Rewrite SLO 2	Rewrite SLO 2 to be more relevant and measurable in order to assess.	Summer 2018	Completed

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
7	ALL	1	1	Create videos to be posted on the Transfer Center website for all workshops we provide in the Transfer Center	Provide videos of workshops for students who are unable to attend a workshop in person.	Fall 2018-Spring 2019	Completed initial set of videos; ongoing
8	Santa Rosa	1	2	Reach students where they are by visiting specific English and Math classes as well as specific clubs and programs (BSU, MeCHa, Puente, Umoja, Athletics, Vets, Chem/Bio/Engr Clubs, etc.)	Have more informed students by visiting classrooms and club meetings for a short introduction to the transfer process.	Fall 2018-Spring 2019	Implemented and ongoing
9	ALL	1	2	Reach out to high school concurrent enrolled students who plan on attending SRJC after HS graduation	Ensure these students start early with planning for transfer.	Fall 2018-Spring 2019	Implemented Transfer Bootcamp in summer 2019
10	Santa Rosa	1	2	Offer Transfer Check-Ups on the Santa Rosa Campus in the Bertolini Dining Hall	Set up a table during the lunch hour to answer questions and provide a quick check on transfer progress. Set up appointment for counseling session to follow up.	Spring 2019	Completed
11	ALL	1	2	Visit AVID programs in high schools to inform students of transfer options through SRJC.	Reach out to potential SRJC students who are likely to utilize the Transfer Center once they enroll at SRJC.	Fall 2018-Spring 2019	Implemented and ongoing
12	Santa Rosa	1	2	Offer faculty Don't Cancel Class" option"	Conduct a Transfer Center presentation to a class when a faculty member needs to cancel class.	Fall 2018-Spring 2019	Offered services
13	ALL	1	2	Increase faculty awareness and participation regarding transfer	The Transfer Center Director will be creating a Transfer Plan" to share with various constituents including the Academic Senate Department Chairs Council and Petaluma Faculty Forum. We will also begin to deliver posters to various departments on campus so they are aware of our activities.	Fall 2018-Spring 2019	Offered FLEX activities and presented to new faculty
14	Santa Rosa	1	2	Invite SSU's Business Department to present at SRJC	Business is one of the most sought after majors, but most students do not know what they want to do with the major. This opportunity will allow students a better understanding of the concentrations offered at a university and what careers they could enter with a bachelors degree in business. This would also create better relationships between SRJC and SSU.	Fall 2018-Spring 2019	Completed
15	Santa Rosa	4	7	Move Transfer Center to 2nd floor of Bertolini Center to create synergy with general counseling	Complete the remodeling of affected rooms in Bertolini to ensure functions of Transfer Center in its new location	Completion by Spring 2019	Completed
1	Petaluma	1	2	Outreach to Petaluma Campus	Develop data on students who are only on the Petaluma campus to provide necessary services	ongoing	In progress
2	Other	1	2	outreach to Southwest Center	provide necessary services to student attending SWC campus	2018-2019	In progress
3	ALL	1	1	update program outcomes as new legislation is introduced that may require changes to the CalWORKs program	staff trainings; student workshops; continuous communication with County Partnering agencies	ongoing	There have been quite a few changes to regulations around CalWORKs and how Community College programs, and the Counties, serve client/students. We will continue to have updates and ongoing trainings through the Department of Social Services, the CalWORKs Association, the Chancellor's Office and County Agencies.
1	ALL	1	2	Keep EOPS Staff & Program whole	1.1 EOPS & CARE programs will continue to provide services according to Ed Code and Title V to EOPS/CARE students	July 1, 2017 to June 30, 2020	We will continue to have updates and ongoing trainings through the EOPS Association, the Chancellors Office, FACCC, the Department of Social Services and the CalWORKs Association to keep staff apprised on legislated changes to the Programs.
2	ALL	1	2	Increase the number of Classified positions supporting EOPS & CARE	A full-time classified staff to cover the EOPS Office reception desk	July 1, 2017 to June 30, 2019	We have recently reassigned a permanent staff member to the front desk where she is following students who have applied to EOPS and tracking them from application, orientation and contract appointments. She also supports the student aides with answering phone calls, making student appointments and assisting visitors in the office.

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
3	ALL	4	2	Collaborate with Information Technology to continue improving EOPS & CARE SIS screens	Monitor and update our current SIS system to insure quality services, case management of EOPS students' record and accurate data reporting to District and State	July 1, 2017 to June 30, 2020	This continues to be an ongoing project as many of the screens in SIS do not operate in a way to assist staff and support student success. We have made some updates to several screens this past year and are continuing to note future updates as needed.
4	ALL	1	1	Student Retention: EOPS Summer Readiness program	Develop a model of classes and cohort team and esteem-building activities as a summer bridge program for prospective high school EOPS students enrolling at SRJC in the fall term	July 1, 2017 to June 30, 2020	EOPS continues to provide a Counseling 390 class for incoming students as a way of orienting students to the college and the EOPS program. We also provide a short (4 day) "Project Success" program to 9th through 12th graders who may have an interest in attending SRJC in the future.
5	ALL	1	2	Increase the number of Counseling Hrs. supporting EOPS/CARE/CAFYES students	As demand for EOPS services increases, EOPS needs to maintain the ratio of EOPS Counselors to number of students at 1/200	July 1, 2017 to June 30, 2020	We have recently been able to hire a full time, bi-lingual counselor and we are in the hiring process for a second full time counselor to serve the EOPS/CARE/NextUp population. We also have three adjunct counselors on the Santa Rosa Campus providing a combined 34 hours of counseling time per week. we also provide counseling hours on the Petaluma campus every day utilizing 50% of one Counselor from General Counseling as well as an additional 10 of adjunct counseling per week.
6	ALL	3	2	Design new Outreach Strategies for EOPS/CARE/CAFYES	Given the growing rate of HS Latino students dropping out, EOPS Outreach strategies need to be inclusive of 5th graders and up, and their families	July 1, 2017 to June 30, 2020	Our Outreach Coordinator continues to reach out to High Schools and Middle Schools, presenting on the benefits of attending SRJC and the supportive services provided by EOPS to eligible students.
7	ALL	3	2	Goal 6.1 Outreach strategies for CARE	To grow the number of CARE students served, we need new inreach" strategies through campus CalWORKS program to identify CARE eligible students"	July 1, 2017 to June 30, 2020	The number for CARE continues to be a struggle, many families who are eligible for CARE services can no longer afford to live in Sonoma County and have reported that they must move, not just out of the county, but out of the state, to be able to make ends meet. as the number of CalWORKs students continues to decline, so will the number of CARE students.
8	ALL	1	2	Implementation of new EOPS CAFYES program	To hire all staff approved under this new program funding, including filling a new position, EOPS Coordinator, Foster youth Educational support. Program goals include the enrollment of 50 eligible (verifiable) CAFYES students within 3 years, demonstrate progressive retention of 20-25% among these students, with 40% of them meeting/sompleting their academic goal within 4 years.	January 2016-June 30, 2020	The staff supporting the NextUp (formerly CAFYES) Program has been completed. We now have a full time Coordinator and a full time Foster Youth Educational Support Specialist. They are able to focus of the recruitment of former foster youth throughout Sonoma County in conjunction with outside agencies and Family Youth & Children services. the program has grown from serving 30 to over 100 eligible foster youth in the last two years
1	ALL	8	2	Implement financial aid support portion for the Presidential Promise initiative.	Train 2 new staff hired: Specialist and Technician 1.	6 months	Completed-AB19 is providing 1st year/ full-time students free tuition. SFS hired a Coordinator, Student Financial Services to support the ongoing outreach for this program.
2	ALL	8	2	Establish stabilized staffing level.	Train 2 new staff hired: Specialist and Technician I.	6 months	Current staffing levels have SFS down 3 staff. Due to the funding formula, we are looking to reorg 3 staff into a Tech 2, Admin 2, and Outreach Specialist while adding a new Tech position for the front counter.
3	Petaluma	1	2	FA Service at the Petaluma Campus.	Enhance FA services at Petaluma through a combination of means: creating student choice, cross-training, enhanced skill sets, etc.	1 year	Petaluma is looking at moving to a one-stop shop. We will be providing ongoing training to Petaluma staff and doing an interdistrict transfer to SR to assist with front counter and outreach.
4	Santa Rosa	8	2	Implement CCCBOG.	Process very few paper BOG applications by implementing the CCCBOG application.	6 months	SFS would like to eliminate the Paper Promise Grant application and require all students to complete a FAFSA or CADAA
5	ALL	8	6	Student portal.	Develop and implement a student portal through SIS	2 years	Ongoing-We have been continuously improving the Financial Aid Portal for students. We recently implemented SSO so a student can connect directly from their Cubby.

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
6	ALL	8	2	Process Cal Grants electronically.	Work with data uploads and downloads with CSAC and Regent FAM, rather than through manual entry.	3 years	In Process-We have developed a process to import CalGrant information into PF and are able to autopackage from the information. We still need to automate the payment process between WebGrants and PF
1	ALL	1	2	Doyle Scholarship Program growth	Adapt to program growth as Doyle Trust distributions increase. The program has evolved into a three-year program with dual awarding cycles. Criteria has been changed to allow more students to maintain the award and to encourage persistence and student success.	Ongoing	Continuous growth in the Doyle program is ongoing due to the increases in dividends. SFS is always reviewing data to determine what our students need and how to best grow the program.
2	ALL	1	2	Adult Literacy Award Program	Continue to administer this high touch program. Students with low basic skills levels require more from staff in order to be successful. Grant reporting has been requested of the Scholarship Office by the SRJC Foundation.	Grant funded through 2019	Continuous
4	ALL	1	2	Develop new award program	Develop new need-based student award program as needed based on gifts to SRJC Foundation.	Ongoing	Ongoing
5	ALL	1	2	Implement a Scholarship Management System	Implement Scholarship Management System to support current scholarship programs including Foundation and Doyle application process.	2018-19	Completed
6	ALL	8	7	Continued integration of scholarship operations into the PowerFAIDS program	Utilize the communication tools, letter management/student notification system, and auto-packaging rules when applicable for scholarship. Streamline scholarship award and payment processes.	Ongoing	Financial Aid regulations are changing often and require continuous updates to the financial aid systems.
1	ALL	7	2	SHS Funding Stabilization	1)Health Fee - reduce discretionary expenditures as possible, improve staff efficiencies 2)Quarterly fiscal reports on expenditures status. 3)Work with HSACCC and MHWA re: Health Fee legislative advocacy / reform impacting funding 4)MAA- continue participation, and stay informed on needed changes in the LEA direct billing option to increase revenue 5)Work closely with the District on MOE and other funding issues, SHS accountability, and future budget adjustments as needed. 6)Team meetings, consistent and efficient, towards necessary program planning changes linked to budgetary restrictions. 7)Reduce preventable stressors and set reasonable goals for staff in SHS that match the resources available.	Ongoing and Quarterly Reviews	1. All discretionary expenses cut. 2. Partially met 3. Participated in HSACC meetings SRJC contributed to content to a video to assist in advocacy efforts statewide for health services. 4. MAA back cast paid for by District. Continued MAA participation, holding on LEA. Attended LEA MediCal billing meetings in Sacramento. 5. In dialogue with District Administration on deficit and downsizing as needed. Applied for Title V funding. 6. Discussed with team throughout the year. Networking to identify additional funds. 7. Discussed may need to reduce operational hours further to set reasonable goals for staff functioning.
2	ALL	4	2	Technology Development and Applications in SHS	Technology Workgroup Activities 1)Coordination of implementation plans with Medicat (portal, self-check-in) 2) Analyze and continually assess workflow impact/changes and organize effective staff training, 3) Database QI checks (coding effectiveness, user periodic audits for documentation use) 4) Further develop a solid base of super-users 5) Applying additional software functions logically and with due process review. 6) Address department's hardware needs and challenges for smooth functioning, utilize bond funds as appropriate.	Ongoing	1. Successful implementation of self check -in- slow release over Summer, then fully implemented with Fall Semester. 2. Ongoing. 3. Database management work extensive by TWG this year. Learning processes for all and QI processes for appropriate code designations and use identified. 4. Super users developing more skills! 5. Self-check in delivering additional information regarding student health risks. 6. Able to purchase laptops through Mental Health one time categorical grant dollars.

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
3	ALL	1	2	Program Quality Improvement in SHS	<p>Quality Improvement Workgroup Activities</p> <p>1)Leverage funding to create a defined, sustainable and effective risk case management service in SHS</p> <p>a)Improve referral and case management outcomes in high risk students.</p> <p>b)Use of portal for secure messaging “ students understand how to use portal</p> <p>c)Students with identified risk of academic failure will be linked with student success program staff</p> <p>d)Work with OIR towards linking SHS served students with unique student success outcome tracking</p> <p>e)Post “doc role development and evaluation of integrated practice, focus on students with behavioral health issues.</p> <p>2)Quality improvement related to staffing continuity efforts and standardized guidelines</p> <p>a)Will increase number of chart reviews to 30/month. Focus will be encouraging feedback and learning standards for positive response to new electronic intake process expanding baseline data on students.</p> <p>3)Implement NCHA Spring 2019</p> <p>a)update optional questions reflective of current student health concerns</p> <p>b)oversee project implementation to meet research integrity standards</p> <p>4)Build internal tool for quality improvement and cross functional</p>	Ongoing	<p>1. Awarded new 2 year state grant for mental health services.</p> <p>a) Funding through Mental Health for Behavioral Health Post Doc located in medical clinic allowed for high risk students to be seen during same visit. Improved positive/progress outcome rates.</p> <p>b) Increased use of portal for contact of high risk and forwarding lab results.</p> <p>c) Student Success coaches welcomed students with academic risk for support and assistance.</p> <p>d) Report from OIR indicates improvements in student retention. Students reported high rates of being guided and supported in success.</p> <p>e) Post doc visited college departments to research ways to improve cultural competency in department. Completed updated referral list for services. Internal meetings to discuss how to best maximize time in clinic. Determined some booked appointments and some open times best mix. Daily posted hours of availability on dry erase board.</p> <p>2) Loss of third Nurse Practitioner creates quality gap.</p> <p>a) All acute visits by STNC NP's were reviewed for quality and need for follow up case management. New review criteria related to indepth self-check in screening developed.</p> <p>3) Completed- Electronically -first time!</p> <p>4) Internal tool is a central file based on PRPP outline- completed.</p>
4	ALL	1	2	Student Development / Student Employees and Student Leaders	<p>Student Development Workgroup for 18-19</p> <p>1) SHS SDWG to meet regularly for both internal student development issues and planning, as well as assuming a leadership role for the new SMHP Grant</p> <p>2) Provide quality SHS student employee training and supervision to:</p> <ul style="list-style-type: none"> • Adequately cross train for operational supports as part of initial training, and • Adjust for changes in technology and role. (Self-check in, portal, etc.) • Assure understanding and practice of department and college guidelines, policies and procedures. <p>3) MH Grant objectives - SHS provides leadership, resources and collaboration facilitation for expansion of select health related student trainings for a larger cohort of student employees, and student leaders.</p> <ul style="list-style-type: none"> • Student training/meeting schedules 18-19 • Emphasis on cross training • Soft skills: inclusion, training, evaluation • assign admin/operational support work to student’s highest skill level as appropriate 	<p>Summer</p> <p>Ongoing</p>	<p>1. SHS SDWG has continued to meet bi-monthly to develop trainings for student employees development in coordinatin with the Student Empowerment Academy (SEA). SHS student employees participate in weekly trainings provided by SHS and SEA.</p> <p>2. In anticipation of the department's consolidation into one Santa Rosa facility, many of the Student Health Aides are being cross-trained in medical and mental health reception duties. Self check in training was also being done at the same time, and is now close to complete.</p> <p>3. SHS had an active role in designing and implementing SEA trainings for SRJC employee cohorts in 18-19. The majority of SHS student employees have attened the SEA and SHS and have reported that these trainings have increased their skills for servind students seeking services. SHS student employees who have displayed mastery of foundational SHA duties have been assigned higher level admin/operational support projects.</p>

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
5	ALL	1	2	Health Promotion	Health Promotion/Outreach Workgroup 1) Develop 18-19 monthly communications plan, marketing, messaging priorities, sequencing, timelines, explore thematic applications 2) Leverage AmeriCorps students optimally for Fall outreach and program infrastructure building for 18-19 3) Collaborate with VP Student Health on activities related to SRJC student health. 4) Consider revival of the Student Health Outreach Worker as student employment resources permit 5) Review methods to reach students re: SHS and health resources, with more efficient use of emerging technology (apps, online, institutional partners more, move upstream) 6) Collect intake data in health centers to determine how students learned of SHS resources to support outreach strategies. 7) Support accurate collection of outreach/HP data into benchmark tracking documents to evaluate program effectiveness.	Summer Ongoing	1) Health Promotion messaging on resilience in the last year was focused on mental health resources. 2) Ameri Corps group was here for Fall, and then program discontinued nationally, and discontinued at the College. 3) VP Student Health attended meetings at Health Promotion Planning and Student Health Advisory Committee level. 4) Petaluma had some overlap in SHA time when outreach with Wheels of Wellness could take place on campus. 5) Continued to use facebook and video formats, in classroom presentation. Began exploring instagram and SRJC App use in Petaluma for specific services. 6) Added to collection at self check-in. 7) As above, in self-check in.
6	ALL	8	2	SHS Department Health: Communication, Relationships, Coordination and Efficiencies	1)Continue / strengthen the CORE staff facilitated meeting model , with regular meetings 2x per month 2)Engage staff in development/completion of an SHS Operations Manual (see QI) 3)Cross training as possible: working in different locations, different tasks for greater shared understandings 4)Develop concept paper outlining SHS functions and facility needs for both Santa Rosa and Petaluma campuses, as related to further downsizing needs in the future and reorganization plan. Include the perspective of succession planning 5)Continue Chaos Busting interventions with individual students, colleagues and within the college community 6)Maintain/develop MOUs for obtaining critical services on campus for students and sustainable working relationships with healthcare agency partners in Sonoma County. 7)Work within the college community to maintain, strengthen and/or initiate relationships for collaboration in the best interest of the students. 8)Individuals and the team will commit to Gratitude Practices for the coming year.		1. CORE meetings occurred twice per month. 2. Central documents file created in S drive. 3. More cross training of staff. 4. Have a general idea of how to prioritize for down sizing. 5. Communication with STNCs and MDs about changes. 6. Maps with who will be where during what times, and setting up check in station in Plover accomplished.
1	ALL	3	02 - Student Services	Staff Welcome Center/ Santa Rosa and Dream Centers with student assistants/Outreach Ambassadors.	Provide excellent services in welcoming new and prospective students, and support for undocumented students.	Summer/Fall 2018	Completed-The Welcome and Connect Center was established in June 2019 under Michelle Vidaurri. They are providing excellent services in welcoming new and prospective students. The Dream Center is staffed with two student employees who are providing excellent services as well.
1	ALL	8	04 - Personal/Professional Growth	Continue with an on-going training program/plan for the Student Outreach Team.	Create a widely trained Student Outreach Team, leveraging individual expertise and connecting with content experts throughout the District.	2018-19 AY	Completed-Year 1 training is complete. Randomized trainings continue to be provided as needs arise.
1	ALL	1	02 - Student Services	Develop Student Outreach Team liaison relationships with high schools	Cultivate relationships through communication, and site visits to the high schools (entire team.) Next visits planned are with Sonoma Valley, Santa Rosa, and Sonoma State University, with the intent to get to as many schools as possible during the year.	2018-19 AY	Completed-Site visits were conducted with the following high schools in 2018-19: Cloverdale, Healdsburg, Windsor, Elsie Allen, Sonoma Valley.

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
1	ALL	1	02 - Student Services	Develop a comprehensive facility layout for a Veterans Resource Center	Identify priority, and secondary, space needs to support enhanced service to Veterans; incorporate reporting, academic counseling, DSPS support, space for community agency visiting professionals, and a large lobby/recreation area.	1 year	Planning has not started. A new facility, large enough to house 6-7 offices, reception and lobby space. This was part of the Measure H campaign and should be listed in the Facilities Master Plan.
2	ALL	4	2	Provide larger service space for the Veterans office.	Provide an adequately sized service lobby for the Veterans Office, and provide adequate, secure workspace for the Admin. Asst.	1 year	Completed-Additional square footage. 900 square foot expansion planned for Fall 2015.
1	ALL	1	2	Update Student Grievance Policy & Procedures	Develop a draft with appropriate parties for review by constituent groups	by Dec 2018	In progress; waiting on outcome of reorganization.
2	ALL	6	2	Update Student Travel procedures	Collaborate with appropriate parties to consolidate forms	by Dec 2018	New forms created and ready to be distributed.
3	ALL	4	2	Coordinate Office of Student Equity move to Pioneer and begin Concept development for new Intercultural Center also in Pioneer Hall.	Continue to meet with facilities and architect on design; set-up student and staff advisory group on design	through 18/19	Intercultural Remodel on hold until reorganization complete.
4	ALL	1	2	Implement Student App (unknown vendor) on Santa Rosa Campus	Select Vendor; assign tasks	by September 2018	Student Life staff currently using app and adding tiles and services to the app.
5	ALL	6	2	Receive results from housing feasibility study and make decisions	Continue coordinating with Scion Group	by October 2018	Complete; currently finishing project design for DSA and CEQA.
6	ALL	1	1	Work with IT to develop online Student Co-curricular Transcript for all students.	Continue to meet with IT programming staff.	project on hold until new ERP	On hold
7	ALL	1	6	Develop plan for improved branding and marketing for of Student Life & Engagement on both campuses	Work with graphic artist and all stakeholders on design.	by October 2018	On hold until reorganization complete.
8	ALL	1	2	Transition all Student Life programs planning to EMS including all forms.	Continue to work with IT and Facilities	by December 2018	Major work done; more to implement...on hold with transition of EMS to fac ops.
9	ALL	5	2	Negotiate and finalize contracts with Transit partners in using Student Transportation Fee to fund free transit for students	Meet regularly with Transit partners	ongoing	Complete; negotiated 3 year contract with all providers.
10	ALL	3	2	Transition Multicultural Educator Award to Intercultural Events Committee	Consult with IEC Co-Chairs	Summer 2018	Complete
11	ALL	7	2	Implement Credit Card systems at front desk	Consult with Business Services	by May 2019	Complete
12	ALL	3	2	Overhaul Gold Card program	Consult with appropriate stakeholders	by fall 2018	In Process
13	ALL	1	2	Negotiate to have Food Services take CalFresh Cards	Collaborate with Food Services	by May 2019	On hold
1	ALL	3	3	Development and implementation of an Integrated Student Success Plan, including institutional governance, alignment, and monitoring of Student Equity Indicator data.	Perform campus-based research to identify achievement gaps; Refine goals for student equity indicators; collaborate with Institutional Effectiveness efforts; Map of SE indicators to SRJC pillars of success.	2017-18 Academic Year	Work transitioned with consolidation of SEA grant funding; work decentralized.
2	ALL	3	3	Reduce opportunity gaps and increase access for underrepresented / unserved student populations.	Develop, implement, and support Student Equity initiatives according to SE Plan framework: Concerted Outreach; Innovative Instructional Program; Integrated Student Support; Program Coordination, Professional Learning, and Direct Student Support. See SE Plan for a list of activities and projects.	2017-18 Academic Year	See above; some work currently be addressed by Student Life including target pop coaches, basic needs services, and the intercultural center planning.
3	ALL	2	1	Develop and support district-wide, innovative programming aimed at increasing student engagement, retention, and persistence.	Build on and support existing retention efforts at SRJC, increase collaboration with Student Affairs and Engagement programs, survey and share statewide best practices on student retention, support the successful launch of a Basic Needs Resource Center, monitor student success data to inform and evaluate programming, guide the envisioning for an InterCultural Center on the Santa Rosa Camps. .	2017-18 Academic Year	On-going; persistence rate is approximately 98% for all cohorts.

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
4	ALL	6	3	Facilitate cross component, district-wide collaboration maximize student success.	Work with existing and new committees and collaboratives to identify areas for collaboration and leveraging of resources both human and financial; explore further integration and support with AEBG, Strong Workforce, and Guided Pathways.	2017-18 Academic Year	Ongoing
5	ALL	3	3	Increase community wide understanding of and engagement in the Student Success and Equity goals and activities.	Develop materials and other communication tools to effectively communicate with faculty, staff, and students through multiple venues including intercultural events.	2017-18 Academic Year	Ongoing
6	ALL	6	4	Work collaboratively to provide Professional Learning to all stakeholders at SRJC around equity, inclusion, and best practices for improving student success.	Meet regularly with other professional development leaders, departments, and students to identify and implement district wide professional learning opportunities.	2017-18 Academic Year	On-going; some work has moved to other areas of SEA grant.

HUMAN RESOURCES

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
1	ALL	04 - Facilities/Technology 05 - Sustainability 08 - Institutional Effectiveness	06 - Continuous Improvement 07 - Operational	1. Electronic Personal Action Form (PAF)	Develop a system and an electronic document to reduce paper and more efficiently route PAFs for approvals; Escape functionality being assessed in coordination with Fiscal services to determine feasibility.	May 2020	Project still pending. Possible completion by timeframe stated with last year's goals.
2	ALL	04 - Facilities/Technology 08 - Institutional Effectiveness	04 -Personal/Professional Growth 06 - Continuous Improvement 07 - Operational	2. Training database for Professional Development Tracking	a) Incorporate flex tracking for faculty and classified professionals. b) Create database to record all employee trainings & completion with the ability to indicate which trainings specific employees must take for promotion/advancement. c) Incorporate a feature to "remind" employees when required training is due.	Ongoing	Human Resources implemented some tracking capabilities for trainings with Escape. Researching options with Cornerstone to track flex for faculty.
1	ALL	08 - Institutional Effectiveness	07 - Operational	3. Classification & Compensation Study for Classified unit members	Facilitate classification/compensation study on behalf of the negotiations teams for Classified staff.	May 2020	Study delayed due to change in consultant. Anticipated completion of project by Spring 2021.
2	ALL	08 - Institutional Effectiveness	04 -Personal/Professional Growth 06 - Continuous Improvement	4. Professional Development Program Review	Evaluate processes to determine where improvements need to be made in the Professional Development Program.	Ongoing	Implemented new hire orientations monthly to combine with quarterly orientations. (Quarterly Orientations eliminated)
1	ALL	03 - Diverse Communities 08 - Institutional Effectiveness	03 - Vitality/Equity/Stewardship 06 - Continuous Improvement	5. Diversity and Inclusion Climate Surveys	Implement diversity and inclusion climate surveys to faculty, staff, management and students.	Fall 2018	Project completed; solution forum for students pending Fall 2019.
1	ALL	07 - Financial Resources 08 - Institutional Effectiveness	07 - Operational	6. Streamline staffing processes	Plan and implement streamlined processes for consolidation of positions (reduction of STNC, reassignments, restructures and elimination of positions.)	June 2019	Collaborating with Cabinet on the District-wide reorganization. Anticipating beginning process in Fall 2019 and continuing in June 2021.
2	ALL	06 - Healthy Organization 08 - Institutional Effectiveness	04 - Personal/Professional Growth 06 - Continuous Improvement	7. Management Professional Development	Develop plan for a management professional development training program, management mentoring program and/or leadership academy.	June 2019	Management Team Liaison Group leading the project to offer professional development opportunities at Management Team meetings and retreats for Management Team. Trainings scheduled beginning Fall 2019.
1	ALL	04 - Facilities/Technology 08 - Institutional Effectiveness	06 - Continuous Improvement 07 - Operational	8. On-line Management Performance Evaluations	Implement a streamlined process for online management evaluations and tracking (with possibility for implementation of faculty and classified on-line evaluation processes in the future).	Fall 2018	Project complete.
3	ALL	04 - Facilities/Technology 08 - Institutional Effectiveness	06 - Continuous Improvement 07 - Operational	9. Online Benefits Information	Develop tools for online benefits information.	May 2019	This goal may be implemented after the ERI is finalized. Projected completion: December 2019.
3	ALL	04 - Facilities/Technology 08 - Institutional Effectiveness	06 - Continuous Improvement 07 - Operational	10. Improvements to Onboarding Process including Data Security Training	Collaborate with Information Technology for implementation of data security training (may need to be negotiated) – no unrestricted general funds needed if we implement this training with existing compliance training program.	May 2019	Information Technology incorporated resources for new hires on NeoGov Onboarding. Data security training to be added at some point in the future.

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
2	ALL	03 - Diverse Communities 06 - Healthy Organization 08 - Institutional Effectiveness	03 - Vitality/Equity/Stewardship 06 - Continuous Improvement	11. Embracing a Culture of Inclusion (ECI) Training Program	Continue development of 'Building Community' workshops and trainings through Embracing a Culture of Inclusion Training Program – no unrestricted general funded needed as this would be funded by Multiple Methods/EEO funds.	Ongoing	This is an ongoing goal. We will offer our Building Community workshops and our new hire orientations once a semester.
1	ALL	01 - Student Success 02 - Academic Excellence 08 - Institutional Effectiveness	03 - Vitality/Equity/Stewardship 06 - Continuous Improvement	12. Recruitment Outreach Fair Program	Develop and implement recruitment outreach fair program to connect with students who are interested in pursuing careers in teaching at SRJC – no unrestricted general funded needed as this would be funded by Multiple Methods/EEO funds.	May 2019	This is a goal for EEOAC and it is still pending; HR will offer an adjunct pool recruitment open house in Fall 2019.
1	ALL	06 - Healthy Organization	03 - Vitality/Equity/Stewardship 05 - Civic Engagement	13. Distribution of Fire Relief Funds	Collaborate with SRJC Foundation to distribute fire relief funds to employees with identified needs.	Fall 2018	Project completed.
1	ALL	03 - Diverse Communities 08 - Institutional Effectiveness	03 - Vitality/Equity/Stewardship 06 - Continuous Improvement 07 - Operational	14. System for EEO Data Accountability	Develop and implement system for EEO data accountability – no unrestricted general funded needed as this would be funded by Multiple Methods/EEO funds.	May 2019	This goal is ongoing and progress is made on a regular basis.

OTHER DISTRICT SERVICES

INSTITUTIONAL RESEARCH

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
1	ALL	08 - Institutional Effectiveness	06 - Continuous Improvement	Be a driver for Institutional Improvement: Expand access districtwide to data and analysis in accordance with AIR's "Statement of Aspirational Practices" https://www.airweb.org/Resources/ImprovingAndTransformingPostsecondaryEducation/Pages/Statements-of-Aspirational-Practice-for-Institutional-Research.aspx	a. Continue to create appealing data visualizations, both online and in the form of infographics, making improvements with feedback from stakeholders. b. Develop an online cohort tracking tool to allow users to set parameters for tracking customizable cohorts of students to chosen outcomes (such as persistence, graduation, transfer, etc.) c. Continue updating and improving the SCJCD Fact Book and add new sections as data become available. d. Continue the "Citizen Researcher" campaign by providing better access to data (which will show further evidence that Recommendation #1 of the most recent Accreditation Report is being addressed) so that district employees can learn how to independently locate the data they need to complete their duties and improve institutional effectiveness e. Promote the use of EMSI data resources with appropriate users throughout the district f. Serve on various district committees and task forces, providing data coaching and information as appropriate to support decision making g. Respond to additional ad-hoc data requests as staff time permits	2018-2019	a. Accomplished, and ongoing. Data visualizations are proliferating, including an improved Enrollment Dashboard and Student Centered Funding Formula estimator. b. Accomplished, and ongoing. Tracking tool has been developed, and OIR is in the process of gathering stakeholder input for improvement. c. Accomplished. The Fact Book has had a makeover, is ADA compliant, and more user friendly than ever. d. Accomplished and ongoing. SRJC Citizen Researcher's Campaign gained notoriety in the past year, and was featured at statewide Guided Pathways workshops and will be presented in fall 2020 at the Strengthening Student Success Conference. More importantly, more and more District employees are learning how to access data to use for improvements in their own areas. e. Not accomplished. EMSI data is currently not being used outside of the Office of Institutional Research, so little progress on this objective. f. Accomplished and ongoing. OIR staff members serve on various committees -- the ISC serves as a good example. Many OIR staff serve on this committee, and are constantly providing data coaching services. g. Accomplished and ongoing. OIR responds to many individual data requests, as evidenced by the volume and nature of requests documented in the ticketing request system.
2	ALL	08 - Institutional Effectiveness	06 - Continuous Improvement	Provide research support to departments and programs that fund the Office of Institutional Research	a. Continue supporting Student Equity, BSI and SSSP efforts on behalf of the district. The new Integrated Student Success Plan template released by the Chancellor's Office demands even more research and data analysis than before. (SSSP/noncredit SSSP/Student Equity/BSI funds approximately 20% of OIR staff time) b. Provide required research and support to the HSI Grant (which funds 25% of one Research Analyst) c. Provide data and support to district requests, with a particular emphasis in supporting the Strategic Plan, President's Goals" and to inform districtwide planning in support of increasing institutional effectiveness (district funding covers approximately one-quarter of OIR staff time) d. Continue responding to state and federal mandates/requirements in a timely and accurate fashion --IPEDS --Student Success Scorecard/Simplified Metrics -- Placement Validation studies 2030 Plan (Measure H Bond Implementation)	2018-2019	a. Accomplished and ongoing. OIR staff provide a great deal of support to Student Equity, BIS and SSSP efforts on behalf of the district by helping to provide leadership to the ISSSC and by providing data, and data coaching, to the entire group. b. Accomplished. OIR has provided support since the inception of the grant, including final reports. c. Accomplished and ongoing, as evidenced by the diverse requests processed by OIR as logged in the ticketing system. d. IPEDS, Simplified Metrics, and other mandates/local requirements have been addressed in a timely manner.
3	ALL	08 - Institutional Effectiveness	07 - Operational	Conduct the 2019 CTE Employment Outcomes Survey on behalf of all 113 California Community Colleges. This project will be funded by the California Community Colleges Chancellor's Office, with 7% of the \$1.79 million budget going to the SRJC general fund as overhead. (Note: over half of the budget will be sub-contracted to a mailing house and call centers for the US Mail and telephone survey phases). This project funds approximately 45% of OIR staff time.	a. Promote the survey statewide at conferences and meetings b. Subcontract with calling center to administer the survey c. Fulfill the requirements in the Scope of Work contract with the Chancellor's Office	2018-2019	a. Accomplished. The CTEOS was promoted at CCCAOE, SSS, RP, and CAIR conferences in 2018-2019. b. Accomplished. OIR sub-contracted with CSU social science research centers to conduct the telephone phase of the CTEOS. c. Accomplished, and ongoing. The requirements in the Scope of Work/Contract with the Chancellor's Office were filled by contract end 12/31/2018, and begun anew 1/1/2019.

PUBLIC RELATIONS

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
1	ALL	7	6	Provide leadership in marketing and public relations with effective, creative and organized campaigns (including paid and unpaid promotion) to help SRJC meet enrollment goals for 2018-19	<p>1.1 Revise and implement annual college marketing and advertising plan</p> <p>1.2 Collaborate closely with Student Services and Academic Affairs to create effective timelines and themes</p> <p>1.3 Effectively utilize web site and social media to support enrollment, as well as retention, goals</p> <p>1.4 Continue researching the best marketing and communications practices of community colleges</p> <p>1.5 Support departments District-wide in their marketing needs</p>	2018-19	<p>1.1 Current staff has worked collaboratively and has implemented a new marketing plan, which includes updated, digitally integrated campaigns.</p> <p>1.2 PR has partnered with Student Services and Academic Affairs to ensure support and campaigns are in line with the academic calendar and other annual goals.</p> <p>1.3 PR works collaboratively with IT team to ensure the homepage is effectively utilized, including appropriate content and functionality. PR's department page is transitioning to the new version of Drupal and is currently working on modernizing functionality of this new page.</p> <p>1.4 The entire department engages in regular research and professional development in order to ensure all efforts meet contemporary standards for marketing and communications.</p>
2	ALL	7	6	Continue planning and implementation for SRJC 100th Anniversary	<p>2.1 Continue leading the 100th Anniversary Leadership Group and Workgroups to implement final events/activities.</p> <p>2.2 Continue working with 100th Anniversary Leadership Group to inspire and motivate others inside and outside of SRJC to participate. The goal is to have broad and creative participation from current students, alumni, current staff, retirees, business, community groups, city and county agencies.</p> <p>2.3 Guide the plan for activities, events and projects to result in a year of celebration, inspiration and fundraising.</p>	August-December, 2018	The 100th Anniversary has concluded and community engagement efforts were successful as a result of the department's efforts, including the efforts of the former Director, Communications & Marketing, who volunteered beyond her time with the district.
3	ALL	1	6	Continue growth of communication with students, parents and community through successful web, digital and social media programs.	<p>3.1. Continue to revise and implement an online marketing strategy, aligned with overall marketing goals/efforts, in order to support increased enrollment, retention, success and completion</p> <p>3.2. Use original unpaid and paid content, including photography and video, on social media, digital and traditional media outlets, to support student persistence and student life</p> <p>3.3. Develop social media outlets used to market SRJC stories and news, according to the specifics of each outlet, to reach all potential students and supporters, including Hispanic and underserved communities</p> <p>3.4. Use social media outlets to better reach and serve students and the community, by providing reliable customer service and answering questions through social media.</p>	2018-19	<p>3.1 PR partnered with various areas across the district to run primarily digital campaigns, aligning these efforts with the greater marketing plan. These efforts will continue into the coming year as campaigns are reviewed, updated and implemented with improvements.</p> <p>3.2 The Coordinator, Marketing & Social Media aligns strategic social media posts with ongoing campaigns as well as ongoing or upcoming events at the college to maximize visibility and awareness of message and/or event. With the new professional expert photographers and a Marketing Assistant with videography skills, social media has included a great deal more visual engagement, resulting in more followers and greater interaction.</p> <p>3.3 The Coordinator, Marketing & Social Media regularly highlights student success stories on the PR website. These stories have also been integrated into the annual enrollment campaign, highlighting stories from various areas of our diverse community.</p> <p>3.4 The Coordinator, Marketing & Social Media monitors social media comments and messages, responding in a timely manner and providing additional information to students and community</p>

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Progress to Date
4	ALL	4	6	Support 2030 Plan for Facilities with marketing and communications vision and collaboration	4.1 Collaborate with Director of Capital Projects to update and implement marketing and communications plan	2018-19	4.1 The Director, District & Community Relations continually works in collaboration with the Director, Capital Projects to ensure marketing and communication efforts are in-line with the district's overall marketing plan. Efforts include informing the community about upcoming projects, groundbreaking, construction impacts, sustainability efforts and more. These communications include formal printed reports and mailers to the community, press releases, legal notices, advertisements and other consultation as needed.
5	ALL	8	6	Maintain strong levels of coverage by the media for SRJC.	5.1 Continue nurturing relationships with editors, producers, broadcasters and reporters. 5.2 Develop and pitch creative story ideas to a variety of media including online, print and broadcast. 5.3 Strengthen relationships and partnerships throughout the college including all campuses, sites and programs, to identify compelling stories that will be of interest to the press and the community.	2018-19	5.1 The new Director, District & Community Relations has fostered strong relationships with editors and reporters at local newspapers, including the Press Democrat and its affiliates. She regularly communicates with them on all matters and is a resource to them as needed for media coverage. 5.2 Public Relations has increased its efforts to pitch stories and to create engaging content for local media outlets. As a result of improved press releases and greater efforts to share SRJC news, the college has received greater positive news coverage than in the recent past. 5.3 PR department staff have engaged in a district wide effort to inform the college as to the many ways to partner with PR and the services available to help market programs. As a result, PR now has "ambassadors" within many departments and at various campuses and sites
6	ALL	8	6	Support the successful implementation of the SRJC Strategic Plan through improving institutional effectiveness	6.1 Co-lead the Ad Hoc Web Site Workgroup to support updated content, photos and videos for the College's most important marketing instrument 6.2 Continue expanding social media platforms, analysis and effectiveness 6.3 Update plan for consistent and regular communication by President with all constituents 6.4 Improve efficiency in PR office to enable department to serve the District, college departments and initiatives	2018-19	6.1 The Director, District & Community Relations took the lead on the Website Workgroup and helped guide the effort in redesigning the new homepage, which went live on June 24 after much community consultation and input. 6.2 The department has engaged in new platforms as they've risen in popularity and has engaged with additional ad platforms as well, such as Google Ads. 6.3 The Director, District & Community Relations now sits as a member of Cabinet, which facilitates the prioritization of communication efforts to the college and local community. As a result, the district has been able to provide thorough transparency and improved understanding through improved communication. 6.4 While improved efficiency is an ever-present goal, the PR department has made great strides in the last year through mindful and consistent campaign planning, the implementation of graphic standards and the use of template-focused designs.

FOUNDATION

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	5.2 Public Relations has increased its efforts to pitch stories and to create engaging content for local media outlets. As a result of improved press releases and greater efforts to share SRJC news, the college has received greater positive news coverage than in the recent past.
1	Districtwide	All	Fundraising	1.A Complete 100th Anniversary Campaign fundraising to raise \$10 million (approved revised goal) by December 2018.	Provide funding support for three Campaign priority areas: Student Success, Academic Excellence and Learning Enviornments.	6 months	
				1.B Raise additionl \$1,150,000 to reach \$1,520,000 goal for the Luther Burbank Auditorium Endowment	To provide financial assistance to theatre arts, music, and dance students and programs. Endowment will provide direct student scholarship support and program funding.	2 years	
1	Districtwide	All	Fundraising	1.A Respond to identified essential academic program funding needs within the District. Work with Superintendent/President to create a list of priority programs.	To financially assist academic programs facing significant budget cuts. To ensure that course offerings contunie to provide students with a broad-range of options . To provide stability for programs that are accessed by the community.	12 months	
1	Foundation	F	Fundraising	1.A Conintue to evaluate, and if necesdsary, change the operations of the Foundation to achieve its mission to raise and steward funds. Beyond 100th Anniversary Campaign, set new fund development goals .	Build a strong advancement program by hiring qualified staff with specific fundraising skills. Build the planned and defferred giving program to ensure future fiscal growth. Build assets to \$65 million and endowment to \$55 million.	12 months	5.3 PR department staff have engaged in a district wide effort to inform the college as to the many ways to partner with PR and the services available to help market programs. As a result, PR now has ambassadors" within many departments and at various campuses and sites
							3.4 The Coordinator, Marketing & Social Media monitors social media comments and messages, responding in a timely manner and providing additional information to students and community members as needed.
							1.5 PR has greatly increased its department-specific support, provides additional assets for area needs and always attempts to create templates of created assets for future use and updating.