6.3a ANNUAL GOALS -- 2019-20

ACADEMIC AFFAIRS

Goal Rank	Program/Unit	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Resources Required
1	Academic Senate	01 - Student Success	01 - Student Learning & SLOs	Oversee with strong leadership the Guided Pathways Grant Program	To Guide the structuring and work of the Guided Pathways Work Group in implementing the Guided Pathways Work Plan in accordance with the principles and promises that led the Senate to vote in favor of participating in Guided Pathways, and with the Scale of Adoption Document, to wit, faculty lead in a cross-functional, democratic process.	2019-2020	No General Funds needed; paid for from Guided Pathways Categorical Grant monies.
1	Agency Contracts	08 - Institutional Effectiveness	07 - Operational	To put a plan in place that each ISA partner can follow regarding accurate invoicing, roster creation/updating, and hours inputting into the SRJC portal.	This willl ensure alignment with data from invoicing to final report out data from each agency, meeting the statewide audit criteria. The overarching objective is to spend less time on this reporting, as it currently takes many man hours from management, classified, and student employees.		
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	Time...
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	Student employee labor, assistance from Facilities and Custodial to move equipment, paint, and revitalize two faculty offices. Warehouse to provide storage for obsolete machinery. The new STNC lab assistant to provide support to maintain the Sculpture lab - a potentially highly hazardous space.
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 and replace lawn by C wing with tables and benches.	Make shared spaces more integrated and effective for students, faculty, and staff	1 year	Funding from measure H have been confirmed, however, no funds to repair damage caused by roofing and HVAC work has been identified. More meetings with architects will be needed when we get closer to the summer 2020 start date. We still need funding to replace lawn by C wing with tables and benches.
1	Business	01 - Student Success	01 - Student Learning & SLOs	Hospitality - program goals/objects	#NAME?		
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	none

6.3a ANNUAL GOALS -- 2019-20

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 2019	Measure H funds, input from Garcia Committee, and follow-through.
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	Addtional 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 two additional full-time faculty members in Chemistry.	2019~2020	Financial support for hiring faculty members.
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	01 - Student Success	01 - Student Learning & SLOs	Improve support for Math Lab and Tutorial Center instructors and increase individualized instruction for students.	Stabilize IA and AA staffing in Santa Rosa and Petaluma. Provide ongoing training	2019/2020	Funds from District, Student Success, and/or Basic Skills Initiative to pay for additional staff, as proposed.
1	College Skills	02 - Academic Excellence	01 - Student Learning & SLOs	Improve student success and persistence in Math and English Pathways.	Work with Math and English Departments on innovative approaches so role of College Skills is clear as innovation takes place.	2019/2020	TIme for CSKLS faculty to meet with Math and English Depts. Funding for conferences.
1	College Skills	02 - Academic Excellence	01 - Student Learning & SLOs	Increase enrollment and retention in all sections, credit and noncredit.	Use outreach resources available through Adult Ed to promote CSKLS programs.	2019/2020	
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; and (3) The Petaluma Film Alliance programs.	To eliminate the structural deficits for Forenics and Journalism. Move the majority of The Oak Leaf production to an online model and review the need for few if any print editions. Also, seek base funding from the college to support the newsroom.	On going	More financial support from the District. SRJC is the only community college with a journalism program that doesn't give base funding for the newsroom. The Oak Leaf must earn its own keep but online ad and Oak Leaf Magazine ad revenue are still unpredictable.
1	Community & Contract Education	05 - Sustainability	06 - Continuous Improvement	Increase Community and Contract Education course offerings	Increase total number of new Community and Contract Education course offerings, while decreasing course cancellations.	2018-2019	Staff time, instructors, marketing resources, tracking
1	Computer Studies	00 - None	00 - None	incorporate mobile media into curriculum		1 year	Tablet devices for instructor demos and for student use
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 UPDATE: 2018/2019	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 café 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 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.

6.3a ANNUAL GOALS -- 2019-20

1	Dean Arts and Humanities	08 - Institutional Effectiveness	07 - Operational	Strengthen classified staffing in key areas to ensure safety and vitality of courses.	Box Office Manager to 100%; rehire of Art Galley Exhibits Specialist; Admin support for Fashion Studies; restoration of Music administrative assistant to 100 percent, increase of administrative assistant support for Communication Studies to 100 percent	Ongoing	District funding
1	Dean 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 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 sklls lab sapce and large lecture classroom in Eliot swing space
1	Dean Instruction and Strategic Program Dev	02 - Academic Excellence	06 - Continuous Improvement	Increase productivity and student completion success of AA degrees and transfer opportunities.	Develop sustainable schedule template for all departments, with an effective mix of modalities, including extended lecture, online and hybrid leading to student completion and increased productivity.	2019-2020	Faculty input, faculty planning time.
1	Dean Kinesiology Athletics and Dance	05 - Sustainability	07 - Operational	Continue to work on securing annual 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	District funds
1	Dean LAAF	01 - Student Success	01 - Student Learning & SLOs	CRC approval of new ENGL & ESL courses	Finalize required course outlines.	2016-2017	Faculty participation
1	Dean STEM	04 - Facilities/Technology	01 - Student Learning & SLOs	Manage and faciliate design and planning of STEM Building	Review DSA-submitted plans for data and power, determining the FF&E budget, identifying equipment to purchase, and identifying furniture systems with consultants. Collaborate with Project Manager to address details and construction elements that impact instruction.	Fall 2019 thru Fall 2022	Funding to support art projects or educational displays throughout the STEM Building.
1	Dietetic Technology	01 - Student Success	06 - Continuous Improvement	Market the CDM and Diet Tech programs to SRJC students and to Sonoma County residents.	Increase the number of students enrolling in our CDM and Diet Tech classes.	2019-2020	CDM and DT Program Coordinators' time and marketing resources through the PR Department.

6.3a ANNUAL GOALS -- 2019-20

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 to 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 uninterupted access to their courses. * Continue helping faculty use the CETL studio to create high-quality, engaging online course content	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	Finalize major SLO's; identify structure of the major, including relevant courses; submit paperwork.	Fall 2019 - Spring 2020	Staff time.
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	02 - Academic Excellence	01 - Student Learning & SLOs	Permatize & increase Engineering Coordinator Release Time	Fund the 5% Engr Coord directly from distric funds rather than by chari load donation. Increase from 5% to 10% release time.	2019-2010	District Funding
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	Funding for increased staff support.
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.
1	Fashion Studies	01 - Student Success	01 - Student Learning & SLOs	Curriculum update	Advanced knits class will be update to active wear where students will be exposed new skills on cover stitch machines	Fall 2019	New cover stitch sewing machines
1	Fire Technology	02 - Academic Excellence	06 - Continuous Improvement	Implement Stand alone" Firefighter II (FFII) test class"	Write the syllabus for the course	Jun-19	None

6.3a ANNUAL GOALS -- 2019-20

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 conjuction 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	Time and effort on faculty and staff.
1	Health Care	02 - Academic Excellence	01 - Student Learning & SLOs	Meet the changing needs of the healthcare workforce.	Establish Spanish Medical Termonlogy Course	2015/2016	faculty for curriculum development
1	Humanities and Interdisciplinary Studies	00 - None	00 - None	Establish discipline-specific Length of Service Lists	Work with AFA to make this a contractual possibility	1 - 2 years	More hours in a day.
1	Kinesiology Athletics and Dance	00 - None	00 - None	Effectively manage bond measure funds to complete exisiting facility projcts as well as new facility projects in KAD	New KAD facilities	3 to 5 years	bond, district and state funds
1	Kinesiology Athletics and Dance	00 - None	00 - None	Upgrade exisiting equipment and labs to meet student neeeds.	Update and equipment	1 to 3 years	district funds
1	Kinesiology Athletics and Dance	00 - None	00 - None	Hire full time faculty	Hire full time faculty	1-3 years	dstrict funds
1	Kinesiology Athletics and Dance	00 - None	00 - None	Hire additonal adminisatrtive support; a. Assistant athletic director b. SID c. Gate &. concession coordinator	Additional support for our students, faculty and programs	1 to 3 years	district funds
1	Kinesiology Athletics and Dance	00 - None	00 - None	creat a student athlete success center	support student athletes at SRJC	1-3 years	smart facility with multiple computers.
1	Kinesiology Athletics and Dance	00 - None	00 - None	curriculum development and implementation	Current and meaningful curriculum that cmoplies with the new repeatablility standards	1-3 years	district college service from full time faculty
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.	2019-2020	No net new dollars required
1	Library Services	02 - Academic Excellence	01 - Student Learning & SLOs	Assess effectiveness of the Learning Commons space revitalization project.	In 2017-2018 library spaces were updated in order to fully meet changing instructional patterns and student needs. Assessment effectiveness of integrated learning technologies and collaborative spaces for support of student research and student knowledge creation.	2019-2020	No new resources required
1	Mathematics	01 - Student Success	01 - Student Learning & SLOs	We hope to have the Math lab funded in a more reliable and permanent method.		6 months	Funds to provide additional Lab Instructors and Student or Classified Lab Assitants.
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.

6.3a ANNUAL GOALS -- 2019-20

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.	2019-2022	Completed first 3-year cycle; beginning second 3-cycle for FY1920
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	Ongoing	Staff time, on-site and off-site training and testing. 3-year RU credit and training processes ongoing.
1	Media Services	02 - Academic Excellence	07 - Operational	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	Ongoing	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	02 - Academic Excellence	06 - Continuous Improvement	The continuous improvement of MESA's LIAB	By January 2020, to co-sponsor with SSU the first face-to-face meeting of the AY 1819 created Sonoma County MESA Industry Alliance.	05/30/19-01/30/20	Part-time administrative assistant or MESA STEM Job Developer position; ongoing manager and classified staff training to improve marketing and industry support; dedicated, coordinated release time from center supervision obligations (center supervision and SARS appointment management for counselor) for staff to engage with SSU MEP and industry personnel
1	Music	01 - Student Success	01 - Student Learning & SLOs	Staffing: Administrative Asst II	Increase contract of AAII Office Manager to 100%	2019-20	Administration approval
1	Nursing RN	01 - Student Success	01 - Student Learning & SLOs	Curriculum Revision	See 6.1 - All curriculum review is complete. Faculty are currently working on submitting revision documents for approval.	2018-2020	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	$18,000 per year
1	Pharmacy Technician	01 - Student Success	01 - Student Learning & SLOs	Adding 'Insurance and Billing for the Pharmacy Tech.' to Pharm 152. There has been much discussion about this plus feedback from experiential sites have aided in this desicion. We believe our students will be better prepared with this and other changes mentioned ahead. Pharm 151 and Pharm 153 have been deleted from the sequence due to duplicate content by Fall 2019. Pharm 154B will be shortened to 100 hours by Fall 2020. Pharm 157 And 157L are now included in the main sequence effective Fall2019.	To enhance student learning and employability	1 year	
1	Philosophy	02 - Academic Excellence	01 - Student Learning & SLOs	Adequate Faculty to ensure quality classroom instruction, currency in our disciplines, and robust, productive college service.	HIre one additional FT philosophy instructor	Academic year 2018-19	Plan to request two new full-time faculty
1	Planetarium	03 - Diverse Communities	05 - Civic Engagement	Determine future of planetarium	Continue discussion with Capital Projects, Board, and senior administration about potential funding for renovation; or other ideas to maintain STEM education outreach	2019-2020	Renovation will require $2.5M to $3.5M to accomplish. Assessment from Capital Projects regarding other potential District facilities. Foundation and community contacts to build an advisory board that may help acquire funding to support renovation or other creative solution.
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	Our grant proposal has been reviewed favorably for up to $200,000.

6.3a ANNUAL GOALS -- 2019-20

1	Senior Dean Career 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	Senior Dean 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	Senior Dean Learning Resources and Ed Tech	02 - Academic Excellence	01 - Student Learning & SLOs	Identify ways to increase Library & Information Resources revenue generation.	Reach agreement with Business Services and Community & Contract Ed for allocation of library facility revenue to offset building wear and tear, furniture and supplies replacements which are funded by library budgets. Offset libary labor costs associated with providing services to tenants and District users of the buildings.	2019-2020	Initial conversations with stakeholders are underway. No immediate resources are required.
1	Senior Dean Learning Resources and Ed Tech	02 - Academic Excellence	07 - Operational	Address Media Services staffing shortfalls in light of continued District call for Media Services event support and classroom/learning space educational technology support, juxtaposed against lost of STNC budget and personnel reductions that provide critical event-related support.	Consider new models of Media Services organization that improve work efficiencies through centralization of services across the District.	2019-2020	No immediate resources are required.
1	Senior Dean 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	Measure H funds requested.
1	Senior Dean Learning Resources and Ed Tech	02 - Academic Excellence	01 - Student Learning & SLOs	Streamline event support services workflows by exploring collaborations with complimentary District partners.	Reduce ongoing operating costs and logistical resource use associated with District demand for event services	2019-2020	
1	Senior Dean 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.		
1	Senior Dean 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.		
1	Senior Dean Public Safety	08 - Institutional Effectiveness	07 - Operational	Address financial issues regarding ongoing operational costs / enrollment managment	Identify what courses/degrees/certificates/academiesPSTC/AJ will offer	1 year	Direction from VPAA
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	Measure â€˜Hâ€™ bond funds
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.

6.3a ANNUAL GOALS -- 2019-20

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	Administrative, Faculty, Classified, and Students
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	2019-2020	Instructor Time

6.3a ANNUAL GOALS -- 2019-20

FINANCE AND ADMIN SERVICES

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Resources Required
1	ALL	05 - Sustainability	07 - Operational	Sustainability	Travel Request / Reimbursements electronic	One year	Ongoing Chrome River costs
1	ALL	05 - Sustainability	07 - Operational	Sustainability	CalCARD Reconciliations electronic	One year	Ongoing Chrome River costs
1	ALL	05 - Sustainability	07 - Operational	Sustainability	PAF's and Timesheets electronic	Three years	Development funds for Escape
1	ALL	05 - Sustainability	07 - Operational	Sustainability	Have all warehoused paperwork required to be kept be scanned in rather than hard copy	Three Years	Funding
1	ALL	08 - Institutional Effectiveness	07 - Operational	The District Police has requested two patrol vehicles and a CSO vehicle to meet the operational needs of the District. The current vehicles are suffering from wear and tear, high mileage and will need to be replaced in the near future.	To obtain a new public safety vehicles.	6-12 months	Funding
1	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	Training funding
1	ALL	08 - Institutional Effectiveness	06 - Continuous Improvement	The District Police is currently researching body worn cameras (BWC) 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. They have been shown to reduce use of force incidents and citizens' complaints.	To establish costs associated with the equipment and storage of data.	18 months	None
1	ALL	08 - Institutional Effectiveness	07 - Operational	The District Police is currently hiring for all positions due to significant loss in staff in December of 2018. We are making every attempt to get to full staffing levels with the exception of one officer and one sergeant position to be held open for budgetary reasons.	To raise staffing levels to provide a basic level of public safety services to the community.	18 months	Training funding and pay differential
1	ALL	08 - Institutional Effectiveness	07 - Operational	To install new multi-time hourly parking permit machines to replace existing, aging parking meters.	Purchase and install the new machine and remove the current antiquated coin machine meters.	12 months	Funding
1	Shone Farm	08 - Institutional Effectiveness	07 - Operational	Install parking machine at Shone Farm	To generate revenue and for equity purposes	12 months	Funding
1	ALL	08 - Institutional Effectiveness	07 - Operational	To improve parking operations and to streamline the process by researching new technologies such as cell phone application based systems and license plate readers (LPR).	Research new ways to scan vehicle license plates and other devices in order to enforce parking permits on vehicles.	12 months	Discussion and 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.	12 months	Roughly $30,000 per year on-going cost for the SDS management system.
1	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.	12 months	None
1	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.	12 months	None

6.3a ANNUAL GOALS -- 2019-20

1	ALL	06 - Healthy Organization	07 - Operational	Update 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.	12 months	None
1	ALL	06 - Healthy Organization	07 - Operational	Continue to review EHS Learning Management System	1. Identify the characteristics and features of an effective District LMS for employee training. 2. Keep up with the development of the Community College System-wide integration of Canvas.	12 months	Need start-up and on-going maintenance funding for a learning management system.
1	ALL	06 - Healthy Organization	07 - Operational	Building Safety Inspection Program (On-going)	1. Work with DSHC to come up with a new plan for building inspections.	12 months	None
1	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.	12 months	None
1	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 fork lifts.	12 months	None
1	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.	12 months	None
1	ALL	06 - Healthy Organization	07 - Operational	Emergency Management Program (Emergency Operations Center)	1.Hold two Functional Exercises (1 - Fall, 1 - Spring) 2. Take District Emergency Operations Plan to Board. 3. Work on EOP Annexes/Appendices. 4. Develop a training plan for 2017/2018	12 months	Emergency Management Budget
1	ALL	06 - Healthy Organization	07 - Operational	. Emergency Management Program (Budget)	1. Work with Finance and Administrative Services to create and augment the budget for emergency management.	12 months	Emergency Management Budget
1	ALL	06 - Healthy Organization	07 - Operational	Drone Policy/Procedure	1. Create Draft Drone Policy/Procedure. 2. Take to College Council. 3. Take to Board for approval.	12 months	None
1	ALL	06 - Healthy Organization	07 - Operational	Update the District's Fall Protection Program	1. Review Cal/OSHA and OSHA fall protection standards. 2. Review written plans from other colleges and universties. 3. Update District's written plan. 4. Develop fall protection plan standardards. 5. Purchase new equipment and provide training to affected employees.	12 months	None
1	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.	12 months	Funds to pay for the cost of contracts with waste haulers. (Should be offset by reduction to overall waste cost), installation of equipment and methods for processing food waste and other compostables..
1	ALL	04 - Facilities/Technology	07 - Operational	To provide off-site training to all Grounds Operations staff in the operation of our district wide 'Maxicom' irrigation system operation and maintenance.	All staff trained in system	12 months	Registration cost for four employees to attend trainings.
1	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.	12 months	Cost of materials and labor, plants, mulch, and irrigation parts for conversions
1	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.	12 months	Labor and cost associated with achieving renewal objectives.

6.3a ANNUAL GOALS -- 2019-20

1	ALL	07 - Financial Resources	07 - Operational	Increase Revenues for Copy Center	Keep printing work in house	On-going	Work closely with customers for a fit of equipment capabilities to meet customers needs. Analyze pricing components that cover our costs and still offer a competitive price. Anlayze the competition's pricing structure and match or improve our pricing.
1	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	Communication with customers regarding printing capabilities, improved pricing and collaboration wioth graphics designers to maximize equipment output
1	ALL	08 - Institutional Effectiveness	06 - Continuous Improvement	Implement Work Order Process in Escape	Automate the work order and billing process	On-going	Seek available softre tools to allow for automation of processes while compliant with existing finance system
1	ALL	08 - Institutional Effectiveness	07 - Operational	Ensure optimal payroll services	No payrolls missed	On-going	None
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	Existing resources
1	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	Existing resources
1	ALL	08 - Institutional Effectiveness	06 - Continuous Improvement	Cost Savings	Pursue and Document Annual Cost Savings related to the procurement process.	On-going	Existing resources

INFORMATION TECHNOLOGY

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Resources Required
1	ALL	01 - Student Success	07 - Operational	Upgrading SIS to a next generation commercial product	Work with planning teams and consulting to help define next generation ERP needs	36 months	- Consulting help to define needs via business process analysis and surveys. - SRJC staff and faculty participation in planning and implementation - IT Staff for planning and implementation - Funds allocated from Measure H
2	ALL	04 - Facilities/Technology	07 - Operational	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 wiriing and switches and access points and	36 months	- $2M in bond funding for equipment and consulting - Network Tech time to plan, install and test - Coordination with Facilities and Capital improvement
3	ALL	01 - Student Success	06 - Continuous Improvement	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	- Staff time to manage compliance checking - Dedicated Accessibility Coordinator and two student workers to correct accessibility defects - Provide staff training
4	ALL	04 - Facilities/Technology	06 - Continuous Improvement	Migrate SRJC Web to Drupal 8	Transfer all Department Web pages to Acquia	12 months	- Setup CAS server for Web author access - Migrated 160+ department web sites to Acquia - Web author Acquia training
5	ALL	01 - Student Success	07 - Operational	Integrate BankMobile, CCC project glue, Award Spring, Alma/Primo library system to SIS	Provide SIS programming changes that will allow students to register for both Summer and Fall 2018 classes.	12 months	- Academic Affairs to schedule both Summer and Fall 18 classes - Programmers to make the required changes within SIS - Student Services to test configurations and software changes
6	ALL	02 - Academic Excellence	06 - Continuous Improvement	Implement standard instructor work station on all SRJC sites	Work with Media and Academic Affairs to develope and implement a single standard hardware and software configuration for a consistent instructor station standard for the SRJC	24 months	- ITG Bond funding for new workstations - Staff time to image and implement
7	ALL	04 - Facilities/Technology	06 - Continuous Improvement	Implement effective software tools for MacOS and iOS manamagent	Identify and research software to improve support and security for MacOS and iOS devices.		

6.3a ANNUAL GOALS -- 2019-20

8	ALL	00 - None	00 - None	Implement Multifactor Authentication for increased security of sensitive data	Place an additional barrier (factor of authentication) between hackers and sensitive data, by raising the authentication bar to include â€œsomething you haveâ€	12 months	Staff time to design and implement. General funds of $20k first year, $10k/year thereafter.

6.3a ANNUAL GOALS -- 2019-20

PETALUMA CAMPUS

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Resources Required
	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).
	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%.
	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.
	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.
	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.
	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.
	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 continous recruitment.
	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-schoolday period.
	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.
	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.
	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.
	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.

6.3a ANNUAL GOALS -- 2019-20

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.
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 a 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

6.3a ANNUAL GOALS -- 2019-20

Petaluma Academic Affairs	01 - Student Success	01 - Student Learning & SLOs			1.2 Rebuild SRJC Petaluma Instruction website to promote depree/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.
Petaluma Academic Affairs	02 - Academic Excellence	03 - Vitality/Equity/Stewardship	2.0 Explore and strenthen CTE prescence 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.
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 Teachere 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.
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.
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 Anthroplogy is under construction, equipment needs and funding are monitored weekly. A case statement was developed for fundraising to expand STEM offerings.
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 opportunitles 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.
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 remines to be done.
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.
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.
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.
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.
Petaluma Business Services	07 - Financial Resources	03 - Vitality/Equity/Stewardship			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.

6.3a ANNUAL GOALS -- 2019-20

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.
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.
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
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
Petaluma Facilities Operations	04 - Facilities/Technology	07 - Operational		1.3 Continue to right size the Facilities Operations department	Throughout 2017-18	Accomplished
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, requst event support funds to off set lost maintenance hours.	Throughout 2017-18	Accomplished

6.3a ANNUAL GOALS -- 2019-20

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*
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 posiible space reassignment.
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.
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
Petaluma Student Services	05 - Sustainability	02 - Student Services		1.2 Develop strategic retention plan for Petaluma	2018-2019	In progress
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
Petaluma Student Services	05 - Sustainability	02 - Student Services		1.4 Develop, implement, and market First Year Experience program	2018-2019	In progress
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
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
Petaluma Student Services	01 - Student Success	02 - Student Services		2.2 Soft rollout of Starfish Retention software to specific campus programs and departments.	2018-2019	In progress
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
Petaluma Student Services	01 - Student Success	02 - Student Services		2.4 Identify Petaluma CTE population and develop CTE focused success components	2018-2019	Accomplished
Petaluma Student Services	01 - Student Success	02 - Student Services		2.5 Develop and implement strategies for noncredit SSSP completion	2018-2019	Not accomplished
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

6.3a ANNUAL GOALS -- 2019-20

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
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
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
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
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.
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
Petaluma Student Services	01 - Student Success	02 - Student Services		4.3 Continue input on student center project including programming goals	2018-2019	Accomplished / Ongoing
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
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
Petaluma Student Services	01 - Student Success	02 - Student Services		4.6 Re-brand Student Affairs as Student Life	2018-2019	Accomplished
Petaluma Student Services	01 - Student Success	02 - Student Services		4.7 Develop and implement support systems for Student Government and Clubs	2018-2019	In progress, support binders created
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
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
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
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
Petaluma Student Services	04 - Facilities/Technology	02 - Student Services		5.4 Increase and formalize partnerships and information systems with Academic Affairs	2018-2019	Accomplished

6.3a ANNUAL GOALS -- 2019-20

Petaluma Student Services	04 - Facilities/Technology	02 - Student Services		5.5 Continue to develop career and work experience services at Petaluma	2018-2019	Accomplished
Petaluma Student Services	04 - Facilities/Technology	02 - Student Services		5.6 Establish EOPS office and continuity of services	2018-2019	Accomplished
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
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
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
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
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
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

6.3a ANNUAL GOALS -- 2019-20

STUDENT SERVICES

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Resources Required
3	ALL	01 - Student Success	02 - Student Services	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 repetative manual processes and paperwork.	2019-20	A&R and IT staff time to meet to develop, test and implement transfer credit screen module in SIS.
4	ALL	08 - Institutional Effectiveness	07 - Operational	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 complaint with Federal regulations and provide an annual online training for staff and faculty using the HR training software LawRoom.	2019-20	Staff time to review regulations and attend trainings to develop and launch staff and faculty trainings. Work with IT and HR staff to launch the LawRoom training module.
1	ALL	04 - Facilities/Technology	06 - Continuous Improvement	Update ISP website into Drupal 8.	Move all ISP request forms into electronic versions. Publish all ISP policies and procedures related to immigration advising.	2019-2020	Staff time
2	ALL	01 - Student Success	01 - Student Learning & SLOs	Consolidate new student orientation into a one-day program.	Create a new schedule for "ISP Orientation Day" to reduce costs to ISP and improve information retention for students.	2019-2020	Staff time
3	ALL	03 - Diverse Communities	06 - Continuous Improvement	Continue to recruit new international students to increase the F-1 student population to 200.	Support ELS in Japan, China, Cote d'Ivoire, Gabon, Madagascar, France, and Brazil. Support other international partners in Sweden, U.K., and Netherlands. Further develop and improve the content and distribution of the partner newsletter. Increase social media content for ISP on Facebook and Instagram. Conduct more student interviews with Study in the USA for social media platforms and printed materials. Update and improve profiles on Study California, ELS website, iXplore, and Study in the USA. Participate in Education USA webinars and virtual fairs.	2019-2020	Staff time, proposed total budget $100,000
5	ALL	08 - Institutional Effectiveness	04 - Personal/Professional Growth	Continue to navigate a significant transition period for ISP.	Revise and monitor budgets for ISP and redistribute roles and responsibilities among new and continuing staff.	2019-2020	Staff Time
6	ALL	08 - Institutional Effectiveness	02 - Student Services	Improve electronic communications for prospective, admitted, and current students.	Develop new email campaigns in Constant Contact.	2019-2020	Staff time, annual subscription fee of $3,000
7	ALL	02 - Academic Excellence	05 - Civic Engagement	Further develop the APASS Mentorship Program.	Collaborate with the APASS faculty advisor and the International Student Club Advisor to develop and launch a mentorship program.	2019-2020	Staff Time
8	ALL	01 - Student Success	02 - Student Services	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.	2019-2020	Staff Time
9	ALL	04 - Facilities/Technology	06 - Continuous Improvement	Further develop the SIS module for ISP.	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.	2019-2020	ISP and IT staff time to collaborate, test, and implement module.
10	ALL	01 - Student Success	06 - Continuous Improvement	Continue to create and update ISP videos.	Provide accurate, up-to-date information to our students and community. Create a new video featuring work opportunities for international students as they are increasingly prioritizing employment outcomes. Update primary ISP video with current information. Distribute videos worldwide. Gather more student testimonials and utilize these videos for marketing. Update the ISP overview video and ISP campus tour video.	2019-2020	Staff time, hiring of STNC and student volunteers

6.3a ANNUAL GOALS -- 2019-20

11	ALL	07 - Financial Resources	03 - Vitality/Equity/Stewardship	Nurture and grow donor relationships to support scholarships for international students.	Collaborate with Foundation to identify new donors in the community.	2019-2020	Collaborate with Foundation to identify new donors in the community.
0	Santa Rosa	02 - Academic Excellence	01 - Student Learning & SLOs	Create locally recognized certificate for C2C Program.		Jun-18	staff
1	Santa Rosa	01 - Student Success	02 - Student Services	Successfully implement and assess Student Equity Projects		Sep-18	staff, facilities
2	Santa Rosa	01 - Student Success	02 - Student Services	Successfully place C2C students into paid employment.	Work with Job Developer to ensure sucessful placements.	ongoing	staff
4	Santa Rosa	01 - Student Success	02 - Student Services	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	staff
1	ALL	01 - Student Success	02 - Student Services	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 acadmic education plans	Continue in 17-18	Staff time
1	ALL	01 - Student Success	02 - Student Services	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	IT, 3rd party, staff time
2	ALL	01 - Student Success	02 - Student Services	Provide supervised, quality services to students with disabilities	Relocate DRD Testing and Support Services Office to east side of campus.	Immediate	District approval, support & funding
1	Petaluma	01 - Student Success	02 - Student Services	Outreach to Petaluma Campus	Develop data on students who are only on the Petaluma campus to provide necessary services	ongoing	staff time
2	Other	01 - Student Success	02 - Student Services	outreach to Southwest Center	provide necessary services to student attending SWC campus	2018-2019	staff time and space availability
3	ALL	01 - Student Success	01 - Student Learning & SLOs	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	staff time
1	ALL	01 - Student Success	02 - Student Services	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	The state has restored most of the funding available prior to the years 2009-2010. EOPS/CARE/CAFYES(NextUp) numbers continue to increase and the Director will continue to advocate for the right formula to always be able to provide the highest quality services to students in the programs.
2	ALL	01 - Student Success	02 - Student Services	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	Our Administrative Assistant II is on modified duty which means she is working only 50% of the time. Having a full-time receptionist would ease the stress on the director and the CARE coordinator from supervising the front desk. An STNC position is not ideal as having someone new on-and-off is a problem for our student aides, staff, and EOPS/CARE/CAFYES (NextUp) students.
3	ALL	04 - Facilities/Technology	02 - Student Services	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	Time and technical assistance from Information Technology staff. Working directly with one staff member in IT has allowed the department to make changes necessary in an appropriate manner. We need to continue to have someone dedicated to do this work.
4	ALL	01 - Student Success	01 - Student Learning & SLOs	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/CARE/CAFYES(NextUp) staff and counselors will continue discussions on a monthly basis on how we will be able to adjust the Summer Readiness program to continue and be successful in assisting first generation students with their transition into SRJC. The shift on behalf of the district may affect enrollment into Summer Readiness and different ideas are being discussed on how to make the adjustment.

6.3a ANNUAL GOALS -- 2019-20

5	ALL	01 - Student Success	02 - Student Services	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	The EOPS/CARE/CAFYES(NextUp) have determine that in order to maintain the right services for students that reflect above and beyond, there is a need for a third full time counselor in the Santa Rosa Campus office while increasing from 30% to 40% the time for the Petaluma counselor. Adjustments need to be made to accomodate for these changes as EOPS numbers increase past 713.
6	ALL	03 - Diverse Communities	02 - Student Services	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	The EOPS Outreach Coordinator will collaborate with the CAFYES(NextUp) Coordinator to develop new outreach strategies that will be shared with the ELL Outreach Team in order to increase resources to the most needed populations.
7	ALL	03 - Diverse Communities	02 - Student Services	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	CARE Coordinator will continue to work closely with CalWORKS Director and County personnel to identify eligible CARE students and expedite their enrollment. The number of CARE students has not improved in the last year and it is important to note that the number of CalWORKS eligible students has also dropped in the last couple years. The CARE Coordinator will continue to collaborate with colleagues in order to make services available for eligible students.
8	ALL	01 - Student Success	02 - Student Services	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 Coordinator was hired in fall 2016 and has increased the number of students now in the program. An MOU has been created to provide individual therapy and group sessions for CAFYES(NextUp) students. In fall 2017 there will be a half-time counselor dedicated to the needs over and above" those provided by EOPS. An STNC position was created to assist the Coordinator with outreach and in-reach to increase the number of eligible students."
1	ALL	01 - Student Success	02 - Student Services	Update Student Grievance Policy & Procedures	Develop a draft with appropriate parties for review by constituent groups	by May 2020	Draft initiated, collaboration with faculty
1	ALL	01 - Student Success	02 - Student Services	Student Life restructure to align with ERI and right-sizing	Incorporate Res Life into core duties; address loss of Advisor, Student Accounts	by Dec 2019	
2	ALL	06 - Healthy Organization	02 - Student Services	Update Student Travel procedures	Collaborate with appropriate parties to consolidate forms	by Dec 2019	Draft initiated, pending approval
3	ALL	04 - Facilities/Technology	02 - Student Services	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	Move in Fall 2019!
4	ALL	01 - Student Success	02 - Student Services	Implement Student App (unknown vendor) on Santa Rosa Campus	Select Vendor; assign tasks	by September 2018	implemented April 2019
5	ALL	06 - Healthy Organization	02 - Student Services	Receive results from housing feasibility study and make decisions	Continue coordinating with Scion Group	by October 2018	
6	ALL	01 - Student Success	01 - Student Learning & SLOs	Work with IT to develop online Student Co-curricular Transcript for all students.	Continue to meet with IT programming staff.	project on hold unitl new ERP	
7	ALL	01 - Student Success	06 - Continuous Improvement	Develop plan for improved branding and marketing for of Student Life & Engagement on both campuses	Work with graphic artist and all stakeholders on design.	through 19/20	ongoing, drafts pending approval
8	ALL	01 - Student Success	02 - Student Services	Transition all Student Life programs planning to EMS including all forms.	Continue to work with IT and Facilities	by December 2018	transitioned, pending club template and billing
9	ALL	05 - Sustainability	02 - Student Services	Negotiate and finalize contracts with Transit partners in using Student Transportation Fee to fund free transit for students	Meet regularly with Transit partners	ongoing	
10	ALL	03 - Diverse Communities	02 - Student Services	Transition Multicultural Educator Award to Intercultural Events Committee	Consult with IEC Co-Chairs	Summer 2018	transitioned with dependence on past awardees
11	ALL	07 - Financial Resources	02 - Student Services	Implement Credit Card systems at front desk	Consult with Business Services	by May 2019	implemented August 2019

6.3a ANNUAL GOALS -- 2019-20

12	ALL	03 - Diverse Communities	02 - Student Services	Overhaul Gold Card program	Consult with appropriate stakeholders	by Fall 2019	
13	ALL	01 - Student Success	02 - Student Services	Negotiate to have Food Services take CalFresh Cards	Collaborate with Food Services	by May 2020	
14	ALL	03 - Diverse Communities	05 - Civic Engagement	Install public art	Collaborate with appropriate parties to install an indigenous statue or mural	by May 2020	
15	ALL	08 - Institutional Effectiveness	02 - Student Services	Transistion all forms to electronic completion/submission	Update forms/convert to PDF or drupal form; investigate new electronic approval process	by May 2020	
16	ALL	01 - Student Success	02 - Student Services	Utilize MySRJCApp and social media to enhance student engagement	Creat a Student Life series	ongoing	
17	ALL	01 - Student Success	02 - Student Services	Implement new Club Sports concussion education program	Collaborate with Club Sports, SHS, DRD and KAD to develop procedures, noncredit course, checklist for athletes, concussion management	by Fall 2019	
1	ALL	03 - Diverse Communities	03 - Vitality/Equity/Stewardship	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	Partnerships with BSI, SSSP, and OIR. Strong collaboration with academic affairs and CTE, participation of SSEC, administrative support;
2	ALL	03 - Diverse Communities	03 - Vitality/Equity/Stewardship	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	Cross component collaboration through implementation teams; possible funding sources in addition to Student Equity funds; continued professional learning; careful monitoring of the data; .
3	ALL	02 - Academic Excellence	01 - Student Learning & SLOs	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	Committee partnerships, understanding and participation with existing retention efforts at SRJC including SAEP, SSSP, and Student Health Services, funding and support to pilot and expand Petaluma programming, IT support, OIR support, Facilities Planning and Operations support.
4	ALL	06 - Healthy Organization	03 - Vitality/Equity/Stewardship	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	Support from committees and councils to allow time to discuss equity issues; organization and time management; strong collaboration between student services and academic affairs; regular meeting time; timely email follow up and project follow through.
5	ALL	03 - Diverse Communities	03 - Vitality/Equity/Stewardship	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	Support and partnerships with Public Relations; input from students; support from SAEP and learning communities; partnership with the Intercultural Events committee; support and partnership with Petaluma Intercultural Center.
6	ALL	06 - Healthy Organization	04 - Personal/Professional Growth	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	Collaboration with Professional Development Committee, support from academic departments, faculty partnerships, support from Public Relations, institutional support of travel requests.
1	Santa Rosa	01 - Student Success	02 - Student Services	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	

6.3a ANNUAL GOALS -- 2019-20

2	Santa Rosa	01 - Student Success	02 - Student Services	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	
3	Santa Rosa	01 - Student Success	02 - Student Services	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	
4	Santa Rosa	08 - Institutional Effectiveness	02 - Student Services	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	
5	Santa Rosa	08 - Institutional Effectiveness	02 - Student Services	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	
6	Santa Rosa	05 - Sustainability	07 - Operational	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	
7	Santa Rosa	01 - Student Success	02 - Student Services	Annual update of Guides for Transfer in Specific Majors	Continue the cycle of updating guides each academic year to provide reliable information.	Annual; Ongoing	
0	ALL	01 - Student Success	07 - Operational	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	Coordination and collaboration among faculty, staff, and administrators from Student Services, Academic Affairs, and other departments across the District; funds to support professional development related to AB705
0	Santa Rosa	01 - Student Success	02 - Student Services	Show increase in persistance for first year studnets fall to spring, and fall to fall.	Follow retention plan framework and first year acheivement philosophies from onboarding through first year	Ongoing - First results Spr 20	
1	ALL	01 - Student Success	02 - Student Services	To comply with Student Success Act of 2012 on assessment services	Assess all non-exempt students	Initial Fall 2013; ongoing	Increased part time staff to provide testing on and off site with sufficient number of sessions in peak testing seasons, evenings, and weekends.
1	Santa Rosa	01 - Student Success	03 - Vitality/Equity/Stewardship	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	Stidemt Workers
1	ALL	01 - Student Success	07 - Operational	Working towards AB705 compliance by spring 2019			
2	ALL	01 - Student Success	02 - Student Services	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	Funds and time for faculty / staff development, faculty work in when pilot school outcomes are complete and necessary adjustments to competency mapping are required; combination of grant and SSSP funds to support implementation; support and guidance from the CO and OIR/IT.
3	ALL	01 - Student Success	02 - Student Services	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	IT programming/reporting; staff training and time for data tracking/analysis; discussion with Math Department

6.3a ANNUAL GOALS -- 2019-20

#	Site	Theme	Category	Goal	Action	Timeline	Resources
4	Santa Rosa	01 - Student Success	04 - Personal/Professional Growth	Build a knowledgeable and efficient team of testing professionals	Continue to provide professional development opportunities to staff.	Ongoing	Funds for conferences, travel, webinars, etc.
5	ALL	01 - Student Success	02 - Student Services	Continue to improve assessment services to meet changing needs and enhance efficiency	Â·Increase collaboration and coordination between Assessment Services and other Student Services and Academic Departments to improve testing services and scheduling efficiency; Â·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	Leadership from Director, Assessment and Student Success Technologies; Faculty/staff time for collaboration and innovation.
6	ALL	01 - Student Success	02 - Student Services	Continue to improve communication with students regarding assessment services	Update Assessment and Placement website information; enhance the marketing for preparation services	Ongoing	Staff time; IT support
7	Petaluma	04 - Facilities/Technology	02 - Student Services	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	Staff time; IT support
9	ALL	04 - Facilities/Technology	02 - Student Services	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	Leadership from Director, Assessment and Student Success TEchnologies; high school districts' support; cooperation from Distance Education and International Student Program.
10	Santa Rosa	01 - Student Success	03 - Vitality/Equity/Stewardship	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	Staff time/efforts to establish agreement with new vendor; IT support; coordination with HEP, Accounting, etc.
11	ALL	01 - Student Success	02 - Student Services	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	Coordination with all three assessment centers, IT, ESL, College Skills, Adult Education, Academic Affairs and school districts will be necessary to deliver this service.
12	Santa Rosa	01 - Student Success	06 - Continuous Improvement	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	Coordination with IT, OIR, ESL, College Skills, Math and English Departments.
1	ALL	01 - Student Success	02 - Student Services	Create an academic plan on file for all new students	Meet SEA program mandates	2019/2020	Counseling faculty with ability to meet student demand. IT tracking and reporting ability. Student Success Coaches and Specialist to work with Counseling for nudging nonexempt students to complete ed plans.
2	ALL	01 - Student Success	02 - Student Services	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 will be our second year of the pilot program.	2019/2020	Work with Admissions and Records to nudge students accordingly.
3	ALL	01 - Student Success	01 - Student Learning & SLOs	Implement online probation/dimissal workshops	Address success and retention issues and allow for greater attendance rates for having the workshop available online. Develop a process of how to reach out and follow up beyond the portal announcements for students that do not complete the readmission steps.	2019/2020	Release time and IT time to develop an ability for us to track workshop completion and follow up with students that have not.
1	ALL	01 - Student Success	02 - Student Services	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	Cost for travel.

6.3a ANNUAL GOALS -- 2019-20

2	ALL	02 - Academic Excellence	02 - Student Services	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	None
3	ALL	02 - Academic Excellence	02 - Student Services	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	Cost for travel.
0	Santa Rosa	01 - Student Success	02 - Student Services	Increase dedicated counselor time from 30% load to 50%		Spring 2020	
0	ALL	01 - Student Success	02 - Student Services	Receive Student Equity funds at the current rate of $5,000	Continue to offer $100 and $50 Bookstore grants	Fall 2019	
0	ALL	01 - Student Success	02 - Student Services	Take 8 select SC students on LA field trip to Homeboy Industries		Summer 2019	
0	ALL	01 - Student Success	02 - Student Services	To be awarded Chancellor's Office re-entry grant		Fall 2019	
0	ALL	01 - Student Success	02 - Student Services	Pending Chancellor's Office grant, increase grant support to students	Housing grants, transportation, therapy,	Fall 2019	
0	ALL	01 - Student Success	02 - Student Services	Pending grant, provide peer mentoring by two SC paid student workers		Fall 2019	
0	ALL	01 - Student Success	07 - Operational	Pending grant, provide 50% admin. support to the program		Fall 2019	
1	Santa Rosa	01 - Student Success	02 - Student Services	Increase by 20% the number of Second Chance students	Continue weekly outreach visits to jails and DRC	Spring 2020	
0	ALL	01 - Student Success	02 - Student Services				
0	ALL	01 - Student Success	07 - Operational	Current management receives the proper uthority to handle the day-to-day of operations of the SWC.	Prevent issues from not getting resolved to completing them in a timely manner.	Ongoingq	Alterin current job descritopns and funding.
0	ALL	01 - Student Success	02 - Student Services	Continue to increase the number of fully matriculated noncredit students.	The goal is to continue to coordinate noncredit matriculation services at the Southwest Center and off-campus sites.	Ongoing	Funding and staff support.
0	ALL	01 - Student Success	02 - Student Services	The objective of the program is to continue to measure noncredit students success through the three SEA Program pillars by completing a phone survey.	Gather data to determine if the program coordinated efforts are having in effect with students success.	Ongoing	funding and staff support.
1	ALL	01 - Student Success	02 - Student Services	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.	Trienually	Leadership from Integrated Student Success Committee; support from the District through collaboration and shared governance structure; OIR and IT support for data reporting and program evaluation; cooperation from other support programs beyond SSSP, SE, and BSI.
2	ALL	01 - Student Success	07 - Operational	Develop an integrated SEA Program budget plan	Identify district priorities on student success efforts; use SEA program funds strategically	Annually	Continued support and understanding of funding guidelines from faculty, staff, administrators, and students.
3	ALL	01 - Student Success	02 - Student Services	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 Trienually	Support from District leaders; Support from Institutional Research; Strengthened program coordination.
4	ALL	01 - Student Success	02 - Student Services	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	Sufficient funding for counseling and support staff
5	ALL	01 - Student Success	07 - Operational	Continue to monitor Student Success data collection and ensure reporting accuracy	Collect and review service delivery data to ensure accurate MIS reporting	Ongoing	Coordination with OIR and IT
6	ALL	01 - Student Success	02 - Student Services	Implement AB705	Develop new placement policies and processes under AB 705; communicate with students, faculty, HS, and other partners.	Spring 2019	Cooperation from Academic Affairs on curriculum re-design and Guided Self Placement; support from IT and other departments.
7	ALL	01 - Student Success	02 - Student Services	Increase student retention and success through Starfish (Early Connection) program and Student Success Peer Coach program	Develop and	Ongoing	Support from faculty and District leaders; staff coordination; software availability; funds to institutionalize the expanded peer coach program after Innovation Grant

6.3a ANNUAL GOALS -- 2019-20

8	ALL	01 - Student Success	02 - Student Services	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	Collaboration among student services departments; Support from PR and IT
9	ALL	04 - Facilities/Technology	02 - Student Services	Enhance facilities and services provided through SWC	Provide sound infrastructure at SWC to support that location as well as off-campus sites	Ongoing	District funding; improved facilities at SWC; Counseling support
10	ALL	04 - Facilities/Technology	02 - Student Services	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	Collaboration across student services and academic departments; support from IT
11	ALL	01 - Student Success	02 - Student Services	Coordiniate matriculation services delivery for noncredeit students	The implentation of the Adult Education Program presents potential for growth in noncredit. Most of the students in this program meet the guidelines for the SEA Program. Coordinated efforts are underway to increase access to services.	Ongoing	Collaboration among ESL, College Skills and Adult Education Program
12	ALL	01 - Student Success	02 - Student Services	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	Sufficient and diversified funding sources for online tutoring; continued collaboration with Distance Ed, District Online Committee. Student Services personnel and IT. Ongoing professional development in applicable technology and best practices shared at the state level so that the information and resources can be shared with other student service departments.
13	ALL	01 - Student Success	02 - Student Services	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	Collaboration among A&R, student suppot services, ESL, College Skills and Adult Education will be necessary to ensure noncredit students are well informed..
14	ALL	01 - Student Success	04 - Personal/Professional Growth	Provide professional development related to SEA Program, AB705, and other initiatives	Inform college community of changes in studetn success initiatives; increase collaboration and scale up best practices	Ongoing	Time and funding for faculty and staff
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	Time and funding
1	ALL	01 - Student Success	02 - Student Services	Provide a presentation to the SRJC Board of Directors.	Highlight the work being done in the Transfer Center to the Board and campus community.	Fall 2019	TC Director's time
2	ALL	01 - Student Success	02 - Student Services	Increase the number of transfer students identified through Student Equity data	Make personal contact with students who have 30+ transferable units enrolled in F2019 to work with them on their transfer goals.	Fall 2019-Spring 2020	Student Success Specialist, Counselor, TC Director's time
3	Santa Rosa	01 - Student Success	02 - Student Services	Increase student appointments in Transfer Center	Provide more appointments for students with a goal to transfer to a four year university.	Fall 2019-Spring 2020	Additional counselor (full time or adjunct) assigned to the Transfer Center
4	ALL	01 - Student Success	02 - Student Services	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 2019-Spring 2020	Funding for field trips is being provided by Student Equity. The Transfer Center is also partnering with Puente, MESA, APASS, International Students, and Umoja to split the cost of transportation.
5	ALL	01 - Student Success	02 - Student Services	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 2020	Need additional funding to support this event and to provide food, drinks, certificate, entertainment, etc.
6	ALL	01 - Student Success	01 - Student Learning & SLOs	Create marketing campaign around "Done with year 1, visit the Transfer Center"	Provide support to students who have completed their first year at SRJC and are progressing toward transferring.	Summer 2019	Student Success Specialist and TC Director's time
7	ALL	01 - Student Success	02 - Student Services	Create new and update existing videos posted on the Transfer Center website	Provide web content in various formats for students to grasp information	Fall 2019-Spring 2020	Time to create and/or update as well as film videos
8	Santa Rosa	01 - Student Success	02 - Student Services	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 2019-Spring 2020	TC Director, Counselor and Program Specialist will work on reaching more students

6.3a ANNUAL GOALS -- 2019-20

9	ALL	01 - Student Success	02 - Student Services	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 2019-Spring 2020	Transfer Director, Counselor and staff time/resources
10	Santa Rosa	01 - Student Success	02 - Student Services	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 2020	Laptop will be needed to conduct this service as well as counselor and staff time.
11	ALL	01 - Student Success	02 - Student Services	Visit high school AVID programs or college prep classes 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 2019-Spring 2020	Counselor and staff time/resources
12	Petaluma	01 - Student Success	02 - Student Services	Provide more services to students attending the Petaluma Campus	Provide workshops and/or counseling to students in the Student Success Center and/or Our House to inform them of the transfer process and resources	Fall 2019-Spring 2020	Student Success Specialist, Transfer Director and Counselor's time
13	ALL	01 - Student Success	02 - Student Services	Increase faculty awareness and participation regarding transfer	The Transfer Center Director will finish writing the 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 2019-Spring 2020	Transfer Director's time. Student employees will deliver marketing materials to departments.
14	ALL	01 - Student Success	02 - Student Services	Invite SSU's Criminal Justice Department to present at SRJC	Criminal Justice is a very popular major for students transferring to SSU from SRJC. This presentation would give an overview of the CJ program at SSU and what students can expect. This would also create better relationships between SRJC and SSU.	Fall 2019-Spring 2020	Student Success Specialist and Transfer Director's time
15	Santa Rosa	04 - Facilities/Technology	02 - Student Services	Conduct a Transfer Boot Camp	Support students applying to transfer fall 2019 by offering a four week workshop session covering the various aspects of the application process (College list, financial aid, essays, application procedures)	Summer 2019	Counselor and Transfer Director's time
16	ALL	01 - Student Success	02 - Student Services	Visit Learning Community classes two times during the academic year	Ensure the students in APASS, Puente and Umoja feel supported and know the resources available in the Transfer Center.	Fall 2019-Spring 2020	Student Success Specialist and Transfer Director's time
0	ALL	00 - None	00 - None	Increase number of AB540 affidavits submitted			
0	ALL	00 - None	00 - None	Increase the number of CA Dream Act applications submitted			
0	ALL	00 - None	00 - None	Increase the number of students visiting the Dream Centers			
1	ALL	08 - Institutional Effectiveness	02 - Student Services	Implement financial aid support portion for the Presidential Promise initiative.	Train 2 new staff hired: Specialist and Technician 1.	6 months	Training time, workstations.
2	ALL	08 - Institutional Effectiveness	02 - Student Services	Establish stabilized staffing level.	Train 2 new staff hired: Specialist and Technician I.	6 months	Training time, work stations.
3	Petaluma	01 - Student Success	02 - Student Services	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	Dean, Student Services plan for new service location and work area, given location of ELL Outreach Coordinator and multicultural center site.
5	ALL	08 - Institutional Effectiveness	06 - Continuous Improvement	Student portal.	Develop and implement a student portal through SIS	2 years	IT programming time-this is a large-scale project.
6	ALL	08 - Institutional Effectiveness	02 - Student Services	Process Cal Grants electronically.	Work with data uploads and downloads with CSAC and PowerFAIDS. Uploads into PowerFAIDS is working but needs to be updated due to processes from the state. Uploads to CSAC still need to be programmed.	3 years	IT programming time, and testing.
1	ALL	01 - Student Success	02 - Student Services	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	Staff processing and tracking time. May require additional STNC staff.

6.3a ANNUAL GOALS -- 2019-20

2	ALL	01 - Student Success	02 - Student Services	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 2020	Labor-intensive program requiring staff prrocessing and tracking time. Grant comes with a 5% ACA to support the Scholarship Office. NOTE: In 2018, the SRJC Foundation designated 2.5% to Scholarship and 2.5% to support the grant writing renewal effort.
4	ALL	01 - Student Success	02 - Student Services	Develop new award program	Develop new need-based student award program as needed based on gifts to SRJC Foundation.	Ongoing	Manager's time to guide the development of new programs and to collaborate with interested parties and develop program criteria; staff processing time which may outstrip current staff capacity.
5	ALL	01 - Student Success	02 - Student Services	Implement a Scholarship Management System	Implement Scholarship Management System to support current scholarship programs including Foundation and Doyle application process.	Completed	Student Financial Services will require the assistance of Purchasing (procurement), IT (programming and implementation), and theDirector of Assessment and Student Success Technologies (process management) to implement a new program with the goal of offering scholarship applications to students by January 2019 for the 2019-20 award year.
6	ALL	08 - Institutional Effectiveness	07 - Operational	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	Staff training and processing time.
1	ALL	07 - Financial Resources	02 - Student Services	SHS Funding Stabilization	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 with Quarterly Reviews	Administrator and Staff time Administrative support time to assure all fiscal tracking systems are in place and operational for fiscal accountability and analysis. (Escape, internal Excel tracking) Student Health Services Advisory Committee Awareness and dialogue with HSACCC and MHWA and CCCCO on legislative initiatives for Health Fee reform MAA/LEA Coordinator meetings, trainings, work with Accounting and SCOE on invoicing, IT for MC data match, software enhancements, State DHS meetings PRN Accounting / Escape reports and analysis for regular multi-budget monitoring audits Local, state and national networking meetings/conferences to learn of new funding opportunities.

6.3a ANNUAL GOALS -- 2019-20

| 2 | ALL | 08 - Institutional Effectiveness | 02 - Student Services | 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)Continue interventions with individual students, colleagues and within the college community to promote health, clarity, needed structure and anxiety reducing communications in an environment of significant organizational change.
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. | Ongoing | Administrative and staff time

Administrative support time and labor

Scheduling finesse |
| 3 | ALL | 04 - Facilities/Technology | 02 - Student Services | Technology Development and Applications in SHS | Technology Workgroup 19-20 Activities
1)Coordination of implementation plans with Medicat (portal, self-check-in) Deploy Self Check In, run reports, analyze/adjust DB PRN
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. Assure safe and timely moves of hardware within new SHS locations with facility adjustments. | Ongoing | Administrator and Staff time:

Workgroup time/interface with CORE

IT engagement

Medicat consulting time as needed
Health Fee and BOND Grant and BOND funding leverage

STNC backfill / support |

6.3a ANNUAL GOALS -- 2019-20

| 4 | ALL | 01 - Student Success | 02 - Student Services | Student Development / Student Employees and Student Leaders | Student Development Workgroup for 19-20

1) SHS SDWG to meet regularly for both internal student development issues and planning and to develop student training/meeting schedules 19-20.

2) Provide quality SHS student employee training and supervision to:

-- Adequately cross train for operational supports as part of initial and ongoing training.
-- Develop procedures and adjust workflow to address changes in technology and SHA role. (Consolidation of services, self-check in, portal, etc.)
 -- Assure understanding and practice of department and college guidelines, policies and procedures.
-- Assign admin/operational support work to student's highest skill level as appropriate.

3) MH Grant objectives — SEA Academy--- 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.

4) Continued assessment of departmental needs for student employees related to right sizing and implementation of new technology at front reception.

5) Examine shift to Work Experience paid internships for SHS student employees, to reflect the technical skills and experience they obtain in SHS, as well as generating credit. | Summer

Ongoing | Administrator and Staff Time

Administrative Support time

Health Fee, SMHP Grant, PEI and SEA funding coordination |
| 5 | ALL | 01 - Student Success | 02 - Student Services | Health Promotion | Health Promotion/Outreach Workgroup 19-20

Analyze NCHA data to determine health topic needs and interests in health promotion support.
Develop plan for events, workshops, web and social media postings for 19-20; measure contacts, and outcomes as possible.
Collaborate with VP Student Health on activities related to SRJC student health.

Review methods to reach students re: SHS and health resources, with more efficient use of emerging technology (apps, online, institutional partners more, move upstream)

Analyze intake data in health centers to determine how students learned of SHS resources to support outreach strategic planning
Lead/coordinate SHS web page maintenance and updates | Summer

Ongoing | Staff time for workgroup, organizing, preparing for and providing health promotion services

Coordinated funding of health promotion program from shared revenue sources

Student support labor; SHAs and SHA-PEERS |

6.3a ANNUAL GOALS -- 2019-20

6	ALL	08 - Institutional Effectiveness	02 - Student Services	Program Quality Improvement in SHS	Leverage funding to create a defined, sustainable and effective risk case management service in SHS

 Improve referral and case management outcomes in high risk students.

 Use of portal for secure messaging; students understand how to use portal

 Work with OIR towards linking SHS served students with unique student success outcome tracking

Post doc role development and evaluation of integrated practice, focusing on students with behavioral health issues.

Quality improvement related to service continuity efforts and standardized guidelines

Focus will be encouraging provider feedback and learning standards for positive response to new electronic intake process expanding baseline data on students.

NCHA follow-up: Analyze data and report to all constituent groups for dialogue. SLO's for 19-20 accomplished

Workflow processes in SHS related to changes in technology reviewed, re: paper use, records retention, streamlined processes and further integration of technology into office methods | Ongoing | Administrator and Staff Time

Administrative Support time

Funding coordination

STNC backfill / support |
0	Santa Rosa	01 - Student Success	02 - Student Services	Hold Senior Day events for invited high schools	Invite the following high schools to a Senior Day event: Cloverdale, Sonoma Valley, Roseland University Prep, Roseland Collegiate Prep, Healdsburg, Windsor	Fall 2019	Student Outreach team and other student services staff participation, funding for lunch, lab space in Doyle Library, use of Newman Auditorium
1	Santa Rosa	01 - Student Success	02 - Student Services	Enhanced communications with high school and community agency partners	Compile a complete list of all high school counselors and administators; solicit email contact information from community agency partners. Increase email updates from twice per month to once per week.	Fall 2019 - Spring 2020	Time. Each update takes approx. 2 hours to complete.
2	ALL	01 - Student Success	02 - Student Services	Refine the Student Outreach website; migrate from Drupal 7 to Drupal 8.	Refresh and update the Student Outreach webpages.	Summer 2019	
1	ALL	01 - Student Success	02 - Student Services	Develop a comprehensive facillity 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	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	04 - Facilities/Technology	02 - Student Services	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	Additional square footage. 900 square foot expansion planned for Fall 2015.

6.3a ANNUAL GOALS -- 2019-20

HUMAN RESOURCES

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Resources Required
1	ALL	04 - Facilities/Technology 05 - Sustainability 08 - Institutional Effectiveness	06 - Continuous Improvement 07 - Operational	1. Electronic Personal Action Form (PAF)	Develop an online system to reduce paper and more efficiently route PAFs for approvals; Escape functionality being assessed in coordination with Fiscal Services to determine feasibility.	May 2020	May require additional funds to add functionality in Escape.
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	Currently utilizing Escape to track a few Professional Development trainings. No additional cost at this time; as additional trainings are added, this will require additional staff time and may require additional functionality in Escape. Also exporing future tracking abilities with Lawroom/Everfi program to track compliance trainings.
1	ALL	08 - Institutional Effectivene	07 - Operational	3. Classification & Compensation Study for Classified unit members	Facilitate classification/compensation study on behalf of the negotiations teams for Classified unit members.	December 2020	Staff time to collect employee submissions and serve as a liaison to the consultant. Plan and prepare the results of the study for negotiations.
2	ALL	08 - Institutional Effectivene	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	Staff time to plan and implement program improvements.
1	ALL	03 - Diverse Communities 08 - Institutional Effectiveness	03 - Vitality/Equity/Stewardship 06 - Continuous Improvement	5. Diversity and Inclusion Climate Surveys	Implement solution forum for students as follow up to the diversity and inclusion climate surveys to faculty, staff, management and students.	Fall 2019	Staff time to plan and implement solution forum and report out results to Student Services and other groups.
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 STNCs, transfers, reorganization and elimination of positions.)	June 2021	Staff time to plan and implement the processes.
2	ALL	06 - Healthy Organization 08 - Institutional Effectiveness	04 - Personal/Professional Growth 06 - Continuous Improvement	7. Management Professional Development	In collaboration with Management Team Liaison Group, develop plan for a management professional development training program, management mentoring program and/or leadership academy.	Ongoing	No additional cost at this time; as additional trainings are added, this will require additional staff time. Ideally $10,000 will be required for programming.
3	ALL	04 - Facilities/Technology 08 - Institutional Effectiveness	06 - Continuous Improvement 07 - Operational	8. Online Benefits Information	Develop tools for online benefits information.	May 2020	Staff time to plan and implement new delivery of information.
3	ALL	04 - Facilities/Technology 08 - Institutional Effectiveness	06 - Continuous Improvement 07 - Operational	9. Online Hiring Orientation	Develop an online resource for hiring committee orientations.	May 2020	Staff time to plan and implement new programming.
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 – no unrestricted general funds needed if we implement this training with existing compliance training program.	May 2020	Staff time to plan and implement improvements.

6.3a ANNUAL GOALS -- 2019-20

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	Staff time to plan, implement and attend activities.
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 2020	Staff time to plan, implement and attend activities.
1	ALL	03 - Diverse Communities 08 - Institutional Effectiveness	03 - Vitality/Equity/Stewardship 06 - Continuous Improvement 07 - Operational	13. System for EEO Data Accountability	Continue development and implementation of a system for EEO data accountability – no unrestricted general funded needed as this would be funded by Multiple Methods/EEO funds.	May 2020	Staff time to develop and implement a system for tracking and analysis of data.
1	ALL	04 - Facilities/Technology 08 - Institutional Effectiveness	06 - Continuous Improvement 07 - Operational	14. Human Resources Department Facilities Move	Collaborate with Capital Projects, Facilities Operations and Information Technology to plan and implement the move of department staff and equipment from the Button Building to Bussmen Hall.	June 2020	Staff time to plan and implement move. Cost of projet covered by Measure H funds.
1	ALL	08 - Institutional Effectiveness	06 - Continuous Improvement 07 - Operational	15. Human Resources Reorganization	Develop and implement a plan for reorganizing functions and duties in the department to address staffing vacancies and targeted budget reductions.	May 2020	Staff time to discuss and develop and implement a plan.

6.3a ANNUAL GOALS -- 2019-20

OTHER DISTRICT SERVICES

INSTITUTIONAL RESEARCH

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Resources Required
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/ImprovingAndTransforming PostsecondaryEducation/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 Accreditation Report is being addressed) so that district employees can learn how to independently locate 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 districtwide 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	2019-2020	Support from IT, OIR staff time
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) until the grant sunsets in October 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 20% of OIR staff time) d. Continue responding to state and federal mandates/requirements in a timely and accurate fashion(e.g., IPEDS, Student Success Scorecard/Simplified Metrics)	2019-2020	Grant and categorical funding, OIR staff time
3	All	08 - Institutional Effectiveness	08 - Operational	Conduct the 2020 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 12% of the $1.8 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 65% 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	2019-2020	Contract funding, OIR staff time

6.3a ANNUAL GOALS -- 2019-20

PUBLIC RELATIONS

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Resources Required
1	ALL	07 - Financial Resources	06 - Continuous Improvement	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	1.1 Update college marketing and advertising plan to cover multiple years and integrated, targeted campaigns that work synergistically with annual enrollment campaigns. 1.2 Collaborate closely with Student Services and Academic Affairs to create effective timelines and themes 1.3 Effectively utilize website and social media to support enrollment, as well as retention, goals 1.4 Continue researching the best marketing and communications practices of community colleges 1.5 Support departments District-wide in their marketing needs	2019-20	1.1 Current staff, in collaboration with outside consultant to engage in market research suppporting planning efforts. 1.2 Current staff 1.3 Current staff plus student worker 1.4 Current staff 1.5 Current staff plus administrative assistant
2	ALL	01 - Student Success	06 - Continuous Improvement	Continue growth of communication with students, parents and community through successful web, digital and social media programs	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, and the new funding formula 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 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 Latinx and underserved communities 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.	2019-20	3.1 Current staff in collaboration with consultant 3.2 Current staff 3.3 Current staff plus administrative assistant 3.4 Current staff
3	ALL	04 - Facilities/Technology	06 - Continuous Improvement	Support Bond efforts with marketing and communications vision and collaboration	4.1 Collaborate with Senior Director of Capital Projects to update and implement marketing and communications plan	2019-20	4.1 Current staff; Bond funds may be used for contract writers.
4	ALL	08 - Institutional Effectivene	06 - Continuous Improvement	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.	2019-20	Current staff

6.3a ANNUAL GOALS -- 2019-20

5	ALL	08 - Institutional Effectivene	06 - Continuous Improvement	Support the successful implementation of the SRJC Strategic Plan through improving institutional effectiveness	6.1 Continue to lead the Website Workgroup following the implementation of the new homepage (June 24, 2019) 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 Continue to improve efficiency in PR office to enable department to serve the District, college departments and initiatives		2019-20	Current staff plus administrative assistant

6.3a ANNUAL GOALS -- 2019-20

FOUNDATION

Goal Rank	Location	Strategic Plan Goal	Mission	Goal	Objective	Time Frame	Resources Required