

# Santa Rosa Junior College

## Program Resource Planning Process

### Petaluma Academic Affairs 2016

#### 1.1a Mission

#### 1.1b Mission Alignment

#### 1.1c Description

#### 1.1d Hours of Office Operation and Service by Location

### 1.2 Program/Unit Context and Environmental Scan

#### 2.1a Budget Needs

SRJC Petaluma Academic Affairs continues to expand its course offerings with no corresponding increase in district funds. Expanded science offerings in Physics, Chemistry, and Biology are expensive classes to run with addition needs in facilities, science lab coordination, science lab instructional assistance, instructional equipment, and supplies. In order to have increased flexibility in meeting instructional needs in a timely manner, Petaluma Academic Affairs is requesting a small contingency budget. In addition, a small travel/professional development budget for the Dean of Instruction is needed in order to stay current with best practices in community college education initiatives. On-going maintenance of equipment is also requested.

In addition, SRJC Petaluma is perfectly poised to become a lead campus in student leadership development. Our growth has stabilized and our faculty and staff are strong and well poised to take SRJC to the next level of student engagement. With multiple learning communities focused on Social Justice issues (Gateway to College, Connections, and Puente) and new structural support for these initiatives with the Intercultural Center, we need to support our faculty in their professional development to join these initiatives.

#### 2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	Petaluma	02	01	\$2,600.00	micro 5, Bio 2.1 supplies (ongoing cost, not startup)
0001	Petaluma	02	01	\$2,000.00	chem supplies 1-time start up CHEM 42
0001	Petaluma	02	01	\$2,000.00	Repairs for Weight Room to extend life of equipment & delay replacement
0001	Petaluma	02	01	\$500.00	Equipment service maintenance for Life Science
0001	Petaluma	02	01	\$140.00	Physics Supplies
0002	Petaluma	02	01	\$500.00	Art Guest Speakers

0003	Petaluma	02	01	\$100.00	power strips for PC 645 x 5 computer studies
0004	Petaluma	02	01	\$3,000.00	Support Academic Senate travel for Petaluma faculty
0005	Petaluma	02	01	\$3,000.00	Travel budget to support faculty professional development in social justice, honors program, student research
0006	Petaluma	02	01	\$3,000.00	Dean's travel budget
0007	Petaluma	02	01	\$250.00	Create supply budget for Child Development classes.
0008	Petaluma	02	01	\$1,000.00	3-D Printer Supplies
0009	Petaluma	02	01	\$600.00	Dean Leadership Petaluma
0010	Petaluma	02	01	\$3,000.00	create instruction contingency budget

## 2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Administrative Assistant II, College Skills	8.00	12.00	Provide administrative support to the College Skills/Tutorial Department
Administrative Assistant III (2)	40.00	12.00	Provide administrative support to Instructional and Student Services Deans
Coordinator, Science Labs	40.00	11.00	Coordinate Life Science/Microbiology lab activities
IA Senior, College Skills	10.00	10.00	Assist with College Skills program
IA Senior, Tutorial	20.00	12.00	Assist in Tutorial Center
IA Senior, Tutorial	25.00	12.00	Assist in Tutorial Center
IA Senior, Tutorial (3)	12.80	10.00	Assist in Tutorial Center
Scheduling Technician/Senior	40.00	12.00	Support for schedule development/production of class schedule/coordinates facilities use
Science Lab Instructional Assistant	20.00	10.00	Provides Life Science lab support

## 2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Dean II, Instruction and Enrollment Management, SR	40.00	12.00	Lead administrator for SRJC Petaluma Academic Affairs, scheduling, academic computing, strategic enrollment management plan, marketing and outreach

## 2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
STNC - Art Model (5)	4.00	5.00	Support instructional program
STNC - Chemistry SLIA	8.00	11.00	Provide assistance to program faculty/lab support
STNC - IA College Skills Ask Lab (1)	6.00	11.00	Providing support for Ask Lab Faculty Member in Math
STNC - IA College Skills/Tutorial (8)	63.00	10.00	BSI/Student Equity Funded - tutoring in Petaluma Campus Tutorial Center/College Skills
STNC - Large Lecture Readers (9)	49.00	8.00	Provide assistance to program faculty teaching large lecture sections
STUDENT - KAD - FWS	3.00	3.00	Provide assistance to the KAD program faculty
STUDENT - Life Science (2)	14.00	4.50	Provide assistance to Lab Coordinator
STUDENT -Earth & Space Science	4.00	7.00	Provide tutoring in Petaluma Campus Tutorial Center
STUDENT - Tutorial Center (5)	36.00	10.00	Provide tutoring in Petaluma Campus Tutorial Center
STNC - IA PALS (9)	17.50	4.00	Provide assistance to Faculty/classes in English
STUDENT- Tutorial Center -FWS	0.00	0.00	Provide tutoring in Petaluma Campus Tutorial Center
STNC-Vet Tech	3.00	5.00	Provide assistance to program faculty/lab support

## 2.2d Adequacy and Effectiveness of Staffing

Science Labs: SRJC's Petaluma's expansion of lab science courses has strained the workload of our Science Lab Coordinator and Science Lab Instructional Assistant. Our Science Lab Coordinator used to almost solely serve Biology; now the position supports Chemistry, Physics, Biology, Microbiology, Geology, Astronomy, Veterinary Technician, and Agricultural Science courses. All of the aforementioned disciplines are equipment and supply intensive programs, many have involved labs that require storage and maintenance of hazardous materials, as well as extensive preparation and

breakdown time. The hours for the 50% Biology SLIA need to increase to meet the demands of the more intensive Microbiology 5 labs (which are twice as long and many times more complicated than the Microbiology 60 labs). In addition, SRJC Petaluma has been violating the spirit of the Short-Term Non-Continuing position for the Chemistry SLIA, by consistently employing a temporary worker for many years; this position needs to be permanentized to meet the current demand and to meet the growth of the program and addition of Physics.

Tutorial Services – This facility has been understaffed since its inception. It now has almost 700 students using its services during a semester. A hiring of three new part-time regular Instructional Assistants (IAs) during 2011-2012 provided qualified, dependable, regular tutors to help anchor the center and provide guidance for student and STNC tutors. However, the cost of hiring the three new IAs (i.e., re-allocation all Petaluma District STNC tutor money and some student tutor money for the newly created IA positions), coupled with an unplanned evisceration of BSI funds (i.e., 40% cut of 2010-2011 funding), left a vacuum in available funding to hire both STNC and student tutors during 2012-2013. As a result, the Petaluma Tutorial Center was forced to cut its hours of operation by 29% during fall 2013; these hours have not been restored. Increasing the number of paid hours of our newly hired part-time IAs and/or providing District funding for more STNC and student tutors is crucial for the long-term health of the Petaluma Tutorial center. The Tutorial Center's Instructional Assistant positions frequently turnover due to the minimal amount of hours offered. These positions are key to student success at SRJC Petaluma and require experience tutors knowledgeable in multiple subjects such as chemistry and calculus.

The hiring of a part-time, regular administrative assistant in 2011-2012 for the Tutorial Center, though also cutting into the number of hours for tutors, has provided an organized office to keep track of all the students, student tutors, STNC's, and classified staff – something that had been lacking for many years. Petaluma's Tutorial Center currently shares an AA II with the College Skills Department; with more AA II support we could do more outreach and allow the IA's to tutor more students rather than support the office functions.

The faculty to classified staff ratio for College Skills at the Petaluma Campus is far more unbalanced when compared with the Santa Rosa Campus. Petaluma has one full-time faculty member and six adjunct teaching credit classes and noncredit labs. Likewise, the Tutorial Center is coordinated by the one full-time faculty member (about 50% of their load), one part-time regular administrative assistant (16 hours/week) and five part-time regular instructional assistants (tutors). With 20 employees (classified, STNC, and student), the level of supervision and oversight is grossly inadequate. Therefore, we are requesting a Coordinator classified position for the day-to-day operation of the Tutorial Center.

The Writing Center: The District funds about 3 hours/per day of Writing Center coverage 3 days per week. The doors are not open enough for students to see the Writing Center as a reliable resource. Student Equity has funded STNC support for the Writing Center; however, Student Equity is not a reliable funding source, we have to continually reapply. Increasing District support of the Petaluma Writing Center would increase the program's stability and usage, which in turn would increase its FTES generation.

Academic Affairs Administration: The current workload of the Dean of Instruction is larger than other cluster deans given that this position wholistically supports an entire campus. It is a challenge to develop new instructional programs, including fund development, given the current workload. A second instructional Dean could allow the Academic Affairs department be more proactive in creating new programs/offersings to meet student need.

## 2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
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0001	Petaluma	02	01	Management New	Dean, Instruction	Management
0001	Petaluma	02	01	STNC as needed	Tutorial Center-IA (2686 hrs, Student Equity Fund)	STNC
0001	Petaluma	02	01	Student Employees	Provide assistance to Lab Coordinator(12-15 hrs wk)	Student
0001	Petaluma	02	01	STNC Conversion	SLIA Chem 50% (10mo)	Classified
0002	Petaluma	02	01	Change to Time Based	Science Lab Instructional Assistant (Bio) .50 to 1	Classified
0002	Petaluma	02	01	Student Employees	KAD Assistant	Student
0002	Petaluma	02	01	STNC as needed	CSKLS-IA Summer(376 hr Pet District funded)	STNC
0003	Petaluma	02	01	STNC Chem SLIA	Science Lab Instructional Assistant (Chemistry/Phy)	STNC
0003	Petaluma	02	01	Student Employees	Vet Tech tutor (spring semester only)	Student
0003	Petaluma	02	01	Classified Employee New	Coordinator Tutorial Center (12mo)	Classified
0004	Petaluma	02	01	Classified Employees New	IA Senior - Tutorial (100%)	Classified
0004	Petaluma	02	01	STNC as needed	SLIA for Waste Water Chemistry Class (Spring -90 h	STNC
0004	Petaluma	02	01	Student Employees	Cisco Networking Tutor	Student
0005	Petaluma	02	01	Classified Employees New	AA II - Tutorial (60%)	Classified
0005	Petaluma	02	01	STNC as needed	SLIA (Micro 5/Bio 10; 10 hrs/wk, 10 mo)	STNC
0006	Petaluma	02	01	Change to Time Based	IA, Senior; .32 to .50/217 day, Tutorial	Classified
0006	Petaluma	02	01	STNC as needed (Student Equity Funded)	Writing Center IA (25 hours/week * 46 weeks)	STNC
0007	Petaluma	02	01	Change to Time Based	IA Senior; .32 to .50/217 day, Tutorial	Classified
0007	Petaluma	02	01	STNC as needed	Tutorial and CSKLS-IA (1778.6 hours)	STNC
0007	Petaluma	02	01	STNC as needed	ESL tutoring IA (10 hours) 12 mo	STNC
0009	Petaluma	02	01	Adjunct Faculty	Writing Center (13 hours per week times 46 weeks)	Classified

## 2.3a Current Contract Faculty Positions

Position	Description
Anthropology (1)	Faculty reassigned 20% to AFA as VP Petaluma/Article 16 expert
Art (Studio) (1)	In tenure review
Business Office Technology (1)	1 with 5% reassigned time for CTE coordination
Chemistry (1)	One faculty on loan from SR campus for 2015/16
Communication Studies (3)	Film/Media faculty on 40% program development reassign time for Petaluma Film Fest/Cinema Series; 2 Comm Studies faculty in tenure review; 1 considering department chair assignment.
Computer Studies (2)	One Network Technology; one IT Support
College Skills (1)	Also coordinates Tutorial Center; transferred to Santa Rosa, in recruitment Fall 2016
Counseling (5)	Five full-time counselors (one in tenure review); one assigned 50% Puente, one assigned 20% to EOPS, and one transferred temporarily to SR fall 2015 as two-semester department chair replacement.
DRD (2)	One in tenure review
Earth and Space Science (2)	One Astronomy with department chair duties; one Geology/Geography/Environmental Studies (in tenure review).
English (5)	Five full-time faculty (two in tenure review); one reassigned 20% to Puente Program. One with department chair assignment beginning Fall 2016.
Fire Technology (1)	In tenure review
History (1)	Approved for sabbatical 2016/17
Kinesiology, Athletics & Dance (2)	Two full-time faculty (one in tenure review)
Librarian (3)	One serving as department chair; one new hire to start Fall 2016 (in tenure review)
Life Science (1)	Faculty reassigned 3% for department chair duties; one net new faculty to start fall 2016 (in tenure review)
Mathematics (4)	Three full-time faculty (one in tenure review); one with department chair duties 2016/17; one position will be recruited Fall 2016.
Modern & Classical Languages (2)	One in Spanish reassigned 23% as co-department chair; one in Italian assigned 24% as co-department chair
Psychology (2)	2 full-time faculty, 1 close to retirement
Work Experience (1)	One part-time (50%) assigned to Petaluma; in tenure review
TOTAL 2014/15	36 Faculty (27.74 FTEF less reassign time/leaves)
TOTAL 2015/16	40.5 Faculty (36.59 FTEF less reassign time/leave); 12 (35%) in tenure review
TOTAL 2016/2017	40.5 Faculty (4.43 FTEF Less reassign time/leaves; 2 FTEF vacant); 14 (30%) in tenure review



## 2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
AGBUS	0.0000	0.0000	0.0000	0.0000	
AGBUS	0.2000	100.0000	0.2700	100.0000	Contract load is 100% Santa Rosa
AJ	0.4000	67.0000	0.2000	33.0000	Contract load is 100% Santa Rosa
ANHLT	0.4000	50.0000	0.4100	50.0000	Contract load is 100% Santa Rosa
ANSCI	0.0000	0.0000	0.0000	0.0000	
ANTHRO	0.6100	32.0000	1.2700	68.0000	Contract load is 100% Petaluma
ART	0.8200	30.0000	1.9600	70.0000	Petaluma Contract in SR .3111 FTEF
ASL	0.0000	0.0000	0.8000	100.0000	Load is 100% Hourly
ASTRON	0.9000	67.0000	0.4500	33.0000	Contract load is 100% Petaluma
BAD	0.4700	31.0000	1.0300	69.0000	Contract load is 50/50% PC/SR
BBK	0.0000	0.0000	0.1400	100.0000	Load is 100% Hourly
BGN	0.4000	40.0000	0.6000	60.0000	Contract load is 100% Petaluma
BIO	0.4600	17.0000	2.2000	83.0000	Contract load is 100% Petaluma
CHEM	0.7400	55.0000	0.6000	45.0000	Contract load is 100% Santa Rosa
CHLD	0.0000	0.0000	0.8000	100.0000	Load is 100% Hourly
COMM	0.6000	100.0000	0.0000	0.0000	Contract load is 100% Petaluma
COUN	0.0000	0.0000	1.0800	100.0000	Load is 100% Hourly
CS	2.3000	56.0000	1.8300	44.0000	Petaluma Contract in SR .2444 FTEF
CSKLA	0.5800	12.0000	4.2400	12.0000	Contract load is 100% Petaluma
DANCE	0.0000	0.0000	0.0000	0.0000	
DRD	0.2000	100.0000	0.0000	0.0000	Contract load is 100% Petaluma
ECON	0.2000	100.0000	0.0000	0.0000	Contract load is 100% Santa Rosa
EDUC	0.0000	0.0000	0.0000	0.0000	
EMC	0.0000	0.0000	0.2100	100.0000	Load is 100% Hourly
ENGL	4.1500	48.0000	4.5300	52.0000	Contract load is 100% Petaluma
ENGR	0.1000	100.0000	0.0000	0.0000	Contract load is 100% Santa Rosa
ENVS	0.4000	100.0000	0.0000	0.0000	Contract load is 100% Santa Rosa
ERTHS	0.0000	0.0000	0.0000	0.0000	
ESL	0.0000	0.0000	2.8600	100.0000	Load is 100% Hourly
FDNT	0.2000	17.0000	1.0000	83.0000	Contract load is 100% Santa Rosa
FIRE	0.8000	64.0000	0.4500	36.0000	Contract load is 100% Santa Rosa
FREN	0.0000	0.0000	0.2700	100.0000	Load is 100% Hourly
GEOG	0.0000	0.0000	0.2000	100.0000	Load is 100% Hourly
GEOL	0.7400	100.0000	0.0000	0.0000	Contract load is 100% Petaluma
GIS	0.0000	0.0000	0.0000	0.0000	
HIST	1.0100	39.0000	1.6000	61.0000	Contract load is 100% Petaluma
HLC	0.2000	50.0000	0.2000	50.0000	Contract load is 100% Santa Rosa
HLE	0.0000	0.0000	0.0800	100.0000	Load is 100% Hourly
HUMAN	0.0000	0.0000	1.0000	100.0000	Load is 100% Hourly
INTDIS	0.0000	0.0000	0.0000	0.0000	
ITAL	0.2700	100.0000	0.0000	0.0000	Contract load is 100% Petaluma
JOUR	0.5300	100.0000	0.0000	0.0000	Contract load is 50/50% PC/SR

KFIT	0.8200	55.0000	0.6800	45.0000	Petaluma Contract in SR .4092 FTEF
KINES	0.4700	52.0000	0.4300	48.0000	Petaluma Contract in SR .20 FTEF
LIR	0.0000	0.0000	0.2100	100.0000	Load is 100% Hourly
MATH	4.0700	51.0000	3.8700	49.0000	Contract load is 100% Petaluma
MEDIA	0.2700	19.0000	1.1300	81.0000	Contract load is 100% Petaluma
MICRO	0.0000	0.0000	0.4300	100.0000	Load is 100% Hourly
MUSC	0.0000	0.0000	0.6600	100.0000	Load is 100% Hourly
NRM	0.2000	100.0000	0.0000	0.0000	Contract load is 100% Santa Rosa
OA	0.0000	0.0000	1.7700	100.0000	Load is 100% Hourly
PHIL	0.0000	0.0000	1.0000	100.0000	Load is 100% Hourly
POLS	0.0000	0.0000	0.6000	100.0000	Load is 100% Hourly
PSYCH	2.4000	75.0000	0.8000	25.0000	Contract load is 100% Petaluma
RELS	0.0000	0.0000	0.0000	0.0000	
SOC	0.2000	25.0000	0.6000	75.0000	Contract load is 100% Santa Rosa
SPAN	0.0000	0.0000	1.3300	100.0000	Load is 100% Hourly
SPCH	1.4000	70.0000	0.6000	30.0000	Contract load is 100% Petaluma
WEOC	0.0000	0.0000	0.0000	0.0000	
WINE	0.1000	100.0000	0.0000	0.0000	Contract load is 100% Santa Rosa
WRKEX	0.0000	0.0000	0.0000	0.0000	
WTR	0.0000	0.0000	0.8200	100.0000	Load is 100% Hourly
WWTR	0.0000	0.0000	0.0000	0.0000	

## 2.3c Faculty Within Retirement Range

According to the most records available from Human Resources for Spring 2016, of the 38 contract faculty in residence on the Petaluma campus in 2015/16, 26 (68%) are under 50 years of age, 2 (6%) are between 50 and 55 years of age, and 10 (26%) are age 55+. District-wide, 43% of contract faculty are under 50 years of age, 14% are between 50 and 55 years of age, and 43% are age 55+. Thus, available data suggest that just over one quarter of the Petaluma faculty are at or soon will be within the usual retirement age. As a result of considerable turnover in the past few years, Petaluma faculty are generally younger than SRJC faculty as a whole and in 2016/17 14 (or 35%) will be in tenure review.

Over the next three years, we can reasonably expect between three and five SRJC Petaluma faculty to retire or leave the campus for other reasons. For 2016/17, 2 of the 25 disciplines formerly represented by one or more full-time faculty in residence in Petaluma (ESL and Business Administration) remain unstaffed by contract faculty, and 14 of the 25 (56%) will be represented by only 1 regular full-time faculty in residence on the Petaluma campus. A retirement or resignation within any of those departments with only one full-time faculty member could seriously impact the well-being of those instructional programs if the position was not replaced. This is in addition to multiple, high demand disciplines that are staffed entirely by adjuncts or full-time faculty traveling from the Santa Rosa campus, such as Philosophy, Political Science, Water/Wastewater, and Music.

An additional trend, which we celebrate and greatly impacts our faculty staffing, is that starting Fall 16 we will have an unprecedented number of Petaluma full time faculty serving as Department Chairs. Of the 40.5 faculty in residence, 5 will serve as Department Chairs; 2 of these positions are for the largest departments in the District with large reassigned time (English 88%, Math 80%) and with job duties residing mainly on the Santa Rosa Campus. No contract faculty have been transferred from Santa Rosa to Petaluma to cover these absences. Assignments will be covered by an already overtapped adjunct faculty pool.

Thus, over the next several years, in order to sustain the academic programs SRJC students deserve and have come to expect on the Petaluma campus, it will be critically important to carefully assess and if needed make the case for replacement of departing faculty in core disciplines, address the issue of Petaluma faculty elected as department chairs, and grow the overall number of regular faculty positions in key emerging disciplines across the campus.

## 2.3d Analysis of Faculty Staffing Needs and Rationale to Support Requests

For 2017/18, we will need to request a full-time positions in Mathematics, Counseling, and English. SRJC Petaluma had to cancel/not offer 9 sections of Math in Fall of 2015 due to a shortage of Math faculty, which occurred even when we had 4 full-time math faculty in residence. In Fall 2016, we will have 2 full-time math faculty in residence (1 position in recruitment and one serving as department chair). The statewide demand for math instructors has caused the



adjunct pool to be extremely unstable and constant recruitment of adjuncts is not meeting the need.

The Counseling department needs a full-time position to support the addition of the Connections learning community in Petaluma, as well as Veteran students. In addition, we are expecting a retirement of a full-time English instructor by the end of Spring 2017; we will need a retirement replacement in order to staff classes.

We have additional needs for a Business Administration position to replace the position vacated in 2011/12 when a split load faculty who taught largely in Petaluma retired. The campus needs an anchor faculty in this very popular and well enrolled major. Furthermore, the Social Sciences discipline would like to request a split History/Political Science faculty member because 100% of our Political Science courses are taught by adjuncts or traveling Santa Rosa faculty and our History department needs a strengthened, culturally competent presence.

SRJC Petaluma is increasing our ESL classes and students served due to the outreach efforts of our ELL Outreach Coordinator and the revised ESL pathway. Petaluma previously had two full-time ESL faculty who retired without replacement. As a Hispanic Serving Institution, we must serve the needs of our community. In 2016/2017 we were unable to staff ESL classes due to a shortage in the adjunct pool.

### Emerging Needs

An emerging need for next year's faculty staffing cycle is a Computer Studies: Network Security position. As SRJC, and the Petaluma campus in particular, moves forward with the addition of a new program in Computer Security that includes AS Majors, Certificates of Achievement and Skills Certificates, as well as a series of "stackable certificates," the addition of another full time faculty member to teach and manage the program will be necessary. The envisioned AS CTE majors currently in development include 36+ Technical Course units and 22+ GE units for both System Administrator and Network Administrator Majors.

SRJC Petaluma is ready to have a full-time Chemistry faculty assigned to the Campus. We have increased the course offerings and are preparing for a building project that will increase our Chemistry labs. We will need an anchor faculty member to assist with the facilities planning process and increase our Chemistry program.

For the future, several disciplines are on the SRJC Petaluma faculty "watch list." These include (in alpha order) Child Development, Administrative Justice, Water Treatment/Wastewater, Philosophy, and Library/Learning Resources.

## 2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
0000	ALL	00	00		
0000	Petaluma	01	02	Business Administration	Discipline needs strengthened presence in Petaluma to support partnership with SSU.
0000	Petaluma	01	02	Chemistry	Permanent Petaluma position needed to support future growth of program.
0000	Petaluma	01	02	Counseling	Position needed to support Connections, Financial Aid, and Veterans. Santa Rosa is not paying for adjuncts to cover Petaluma.
0000	Petaluma	01	02	CS Networking	the Networking program is poised for expansion, new curriculum will be written 2016, additional faculty is needed to offer it.
0000	Petaluma	01	02	English	Expecting a retirement letter in Fall 2016 for vacancy Fall 2017.
0000	Petaluma	01	02	ESL	The Petaluma ESL program is growing and is served by adjuncts only; the department has had difficulty staffing classes due to many adjuncts dealing with health issues.
0000	Petaluma	01	02	History Political Science	Discipline needs strengthened presence in Petaluma, over-reliance on adjuncts.
0000	Petaluma	01	02	Math	Adjunct pool is not deep enough to staff classes, classes are consistently being cancelled and are running over capacity. Adjunct pool is not deep enough to staff classes, classes are consistently being cancelled and are running over capacity.

## 2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software

Although the Phase II and Phase III expansion/renovation was completed 8 years ago, we are still playing catch-up to outfit existing program offerings. At the time of expansion, there was little remaining bond funds to cover classroom furniture; consequently what was purchased (tab arm chairs and student desks) are static (they do not roll), inflexible (they do not bend), and offer a small writing surface, all of which creates barriers to learning and negatively impacts student health. SRJC Petaluma faculty are requesting flexible furniture to meet the needs of their dynamic and engaging instructional styles. In addition, faculty are requesting the ability to create student group work zones in classrooms; therefore, there are several requests for mobile whiteboards.

In addition our Phase II and III additions are now 8 years old, the age at which most of the technology needs replacing. A significant request for replacement of technology was put forward in the 2016 Institutional Technology Group (ITG) budget proposal, covering needs in Ellis Auditorium, PC 630 the Psychology Lab, PC 643 and PC 645 the Networking Labs, PC 246 the Digital Media Lab, PC 641 the Open Computer Lab, as well as a media refresh in all the classrooms which includes replacement of all screens and whiteboards. In addition, the ITG budget request for 2016 also includes 3 mobile laptop carts, outfitted with laptops, to create computerized classrooms in Doyle (Chemistry/Physics) and Call Building (Behavioral Sciences and English) and for Gateway to College.

Instructional equipment requests are based on instructor rationale and justification as well advisory board recommendations. Consequently, instructional equipment not only meets the needs of the instructional program, but also addresses recommendations from industry and the community at-large. Instructional equipment for 2016/2017 has been requested for the following programs: Biology, Digital Filmmaking, Computer Studies (CISCO Networking), Agriculture, Kinesiology, Behavioral Sciences, Math, Art, Water Resources Technology, and Mahoney Library.

## 2.4c Instructional Equipment and Software Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0001	Petaluma	02	01	Ocular micrometers	28	\$75.00	\$2,100.00	Steven Kessler	PC 318	CW
0002	Petaluma	02	01	Wastewater incubator	1	\$600.00	\$600.00	Jim Kenney	PC 208	CW
0003	Petaluma	02	01	White boards on wheels (PC 241, 643. 696, 718)	4	\$2,000.00	\$8,000.00	Lori Kuwabara	PC 241 ect	CW
0004	Petaluma	02	01	TV Monitor for location shooting	1	\$2,000.00	\$2,000.00	Brian Antonson	PC246	CW
0005	Petaluma	02	01	Cameras and accessory kits	2	\$2,000.00	\$4,000.00	Brian Antonson	PC247	CW
0006	Petaluma	02	01	tables for PC 645 (5 pods that seat 6 students)	5	\$7,000.00	\$35,000.00	Michael McKeever	PC 645	CW
0007	Petaluma	02	01	Yoga Bolsters	40	\$40.00	\$1,600.00	Tara Jacobson	PC 811	CW
0008	Petaluma	02	01	cameras and accessory kits	3	\$2,000.00	\$6,000.00	Brian Antonson	PC 248	CW
0009	Petaluma	02	01	Stage Micrometers	15	\$60.00	\$900.00	Steven Kessler	PC317	CW
0010	Petaluma	02	01	KI dynamic desks	44	\$450.00	\$19,800.00	Erin Sullivan	PC 630	CW
0011	Petaluma	02	01	(additional 4) White boards with grid PC 207, 205,	4	\$4,000.00	\$16,000.00	Kat Valenzuela		CW
0012	Petaluma	02	01	Leica 100x dry objective. AG SCI	2	\$950.00	\$1,900.00	George Sellu	AG	CW
0013	Petaluma	02	01	Display cases Art	3	\$4,000.00	\$12,000.00	Claudia McCain		CW
0014	Petaluma	02	01	periodic table of elements PC 241 & 208	2	\$500.00	\$1,000.00	Jim Kenney	PC241	CW
0015	Petaluma	02	01	anthro lab remodel? Storage, lab tables, work spa	1	\$120,000.00	\$120,000.00	Michelle Hughes Markovich	PC 245	CW
0018	Petaluma	02	01	KI dynamic student desks Jacob 126	34	\$450.00	\$15,300.00	Multiple	PC 126	CW
0019	Petaluma	02	01	KI dynamic student desks Jacob 123	42	\$450.00	\$18,900.00	multiiple	PC 123	cw
0020	Petaluma	02	01	KI dynamic student desks Jacob 124	38	\$450.00	\$17,100.00	multiple	PC 124	cw
0021	Petaluma	02	01	KI dynamic student desks Call 639	70	\$45.00	\$31,500.00	multiple	PC 639	cw
0022	Petaluma	02	01	Tutorial Center chairs	50	\$400.00	\$20,000.00	Carlos Valencia	PC247	cw
0024	Petaluma	02	01	outdoor benches, seating for outdoor learning cent	5	\$2,000.00	\$10,000.00	Multiple		cw
0024	Petaluma	02	01	chem/physics laptops 13	13	\$1,000.00	\$13,000.00	Joe fassler	PC 208	cw
0025	Petaluma	02	01	outdoor shelter	1	\$40,000.00	\$40,000.00	Multiple		CW
0025	Petaluma	02	01	32 laptops and cart (Call)	32	\$1,100.00	\$35,200.00	erin Sullivan	Call	CW
0026	Petaluma	02	01	32 laptops and cart (Doyle)	32	\$1,100.00	\$35,200.00	multiple	Doyle	cw
0026	Petaluma	02	01	Vet Tech lab remodel storage, lab tables, work spa	1	\$120,000.00	\$120,000.00	Dan Famini	PC 201	CW
0027	Petaluma	02	01	sound system KAD	1	\$5,000.00	\$5,000.00	Tara Jacobson	PC 808	cw
0028	Petaluma	02	01	New Seating	1	\$100,000.00	\$100,000.00	cwilliams	PC 656 & 657	CW
0029	Petaluma	04	07	Gallery Moveable Portable Walls	1	\$15,000.00	\$15,000.00	Sami Lange	Mahoney Library	CW
0030	Petaluma	04	07	Gallery Track Lighting	1	\$5,000.00	\$5,000.00	Molly Matheson	Mahoney Library	cw
0031	Petaluma	04	07	Gallery Stand-alone moveable cases	1	\$9,500.00	\$9,500.00	Sami Lange	Mahoney Library	cw
0033	Petaluma	02	01	Multi Disciplinary Learning Commons	1	\$400,000.00	\$400,000.00	Alicia Virtue	Mahoney Library	CW
0050	Petaluma	02	01	Quickbooks pro or accountant's edition. BOT	1	\$500.00	\$500.00	Breck Withers	PC 641 office	CW

## 2.4d Non-Instructional Equipment, Software, and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0001	Petaluma	04	07	Printer Faculty	1	\$500.00	\$500.00	Claudia McCain	319	Catherinie Williams
0002	Petaluma	04	07	printer scheduling	0	\$700.00	\$700.00	shirley proulx		

## 2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
0001	Petaluma	02	01	1 Year	black out shades	PC 697 Nikona	\$3,000.00	to reduce glare on screen
0001	Petaluma	01	06	Urgent	Table Electricity	Mahoney Library 2nd floor	\$1,000.00	Authorized by MKR/A1 in 2015/16. Remaining here until completed. Electricity was supposed to be supplied to two tables on the second floor when the library opened and it was never completed.
0002	Petaluma	02	01	1 Year	blinds for interior windows/film	PC645	\$3,000.00	To reduce distraction from next door classroom
0002	Petaluma	04	07	Urgent	Window Shades	Mahoney Library	\$3,400.00	The lack of window shades is damaging the furniture and creating an unusable space in the library. Students are unable to work in the area directly below the window, and furniture, books, and library equipment cannot withstand the incoming sun.
0003	Petaluma	02	01	1 Year	Flooring PC 1101	Capri Creek	\$15,000.00	replace carpet with linolium to increase use of classroom for lab disciplines, especially AG
0003	Petaluma	04	07	Urgent	Lighting for Student Reading Room	Mahoney Library Reading Room	\$15,000.00	Insufficient Lighting was installed in the building at it's inception and is in urgent need of correction. The reading room is inadequate to support student learning and requires increased lighting.
0004	Petaluma	02	01	1 Year	storage PC1101 microscopes additional sink	PC 1101	\$15,000.00	to increase use of classroom for lab disciplines, especially AG
0005	Petaluma	02	01	1 Year	Water bottle filling station for KAD	PC 808	\$4,000.00	to increase health of students
0006	Petaluma	02	01	2-3 Yr	Key to faculty stairs, Key card	Call Building	\$7,500.00	to increase faculty and administration access to faculty offices
0007	Petaluma	04	07	2-3 Yr	access key card	PC 643, 645, 647	\$12,000.00	to secure equipment in room, less reliance on District Police to lock and unlock/OIR back door. 4,000 each.
0010	Petaluma	04	07	Urgent	temperature control	PC718	\$0.00	room temperature consistently rises
0010	Petaluma	02	01	Urgent	Noise abatement for adjunct offices	Call building	\$0.00	Noise level consistently rises
0011	Petaluma	05	07	Urgent	temperature control	Mahooney Library Archive room	\$15,000.00	Archive room setup and temperature and humidity control.

## 2.5b Analysis of Existing Facilities

Although the Phase II and Phase III expansion/renovation tripled the square footage of the Petaluma Campus, there remains significant need in order to complete SRJC Petaluma as a comprehensive Liberal Arts and Sciences campus. Our current facilities can only support introductory Chemistry and Biology courses; by expanding our facilities SRJC Petaluma could help the district by offering more high demand STEM classes. SRJC Petaluma is requesting the following additional lab classrooms:

\* **Chemistry:** a second lab is needed to satisfy district demand for CHEM 1A

\* **Biology:** a third lab is needed to offer Physiology and introductor Anatomy (ANAT 40) classes.

\* **Anthropology:** a new/remodeled lab is needed with adequate storage and access to water with large seating capacity. The Anthropology Department is expanding its course offerings and is consistently a high demand discipline. Biological Anthropology and its corresponding lab class are popular choices to satisfy the General Education Life Sciences requirement. In addition, Mesoamerican Origins has been an important cultural bridge for Latino students. In 2016/2017 SRJC Petaluma will be offering two new Anthropology courses: Ancient People and Society and Forensic Anthropology, which will be taught by the District's only Full-time Faculty with specialization in Forensic Anthropology: Michelle Hughes Markovicz. SRJC Petaluma has developed an impressive store of bones and instructional equipment, which is currently being stored in temporary cabinetry in a classroom too small for our Anthropology classes. We have identified a classroom in our science wing (celebrating Anthropology as a physical and cultural science) and need funds to build cabinetry, install a lab sink, and replace the broken flooring.

\* **Agriculture:** a new lab is needed with storage and access to water. The Veterinary Technology program offers classes on both the Santa Rosa and Petaluma Campuses (rotating day and night offerings); however, neither campus has provided the program with a classroom home.

Consequentially, the lead faculty member has equipment stored in 5+ sites, with many items being unused due to lack of classroom space (for example dental tables for mock surgeries). Petaluma Campus would serve as a good home for the Vet Tech program because our Vet Tech classes consistently yield strong enrollment, we are proximal to the local large animal Vet Hospital, and the lead faculty is developing use of a nearby private ranch for instruction. A new Vet Tech lab could also be shared by Plant Science classes because the two disciplines currently share microscopes and other supplies.

\* **Art:** a drawing painting lab is needed in a new location to allow Jacobs to be consolidated for Student Services.

\* **Mahoney Library Learning Commons and Tutorial Center:** Currently our academic supports are spread throughout the Petaluma Campus: the Tutorial Center is in Doyle Hall, the Writing Center is in the Call Building, and our Reference Desk is tucked away in Mahoney. SRJC Library Services would like to partner with these academic support systems to provide a "sticky" place to support learning activities. The transition of library space to include a learning commons is a reflection of a major integration of the library mission into the academic context of the College. The Learning Commons would include shifting the tucked away Reference Desk into a centralized "Genius Bar" surrounded by shared learning spaces which can be staffed with tutors. We have identified underutilized space in the library as students move to accessing information from online databases and away from print materials.

\* **Student Garden & Outdoor Classroom:** Our full-time faculty members are transforming SRJC Petaluma into an indoor/outdoor learning environment. We are seeking funds to (a) further build the Student Garden as a demonstration classroom for Geology, Agriculture Science, and cross-discipline discussions of food systems. We would purchase a rainwater catchment system, build an aquaponics system, and install a small scale solar system (\$25,000), (b) install a forensic anthropology dig site that would include geologic strata analysis (\$15,000), and (c) build a multidisciplinary outdoor classroom/meeting space with sunprotection (\$40,000).

\* **Childare Center:** SRJC Petaluma students have consistently expressed the need for an onsite childcare center. Providing childcare would increase access for students who couldn't otherwise attend in person and benefit the local economy with workforce development. We have developed community partnerships and are currently working to leverage internal resources. The funds would be used to

prepare a site for a modular building and purchase furniture. The childcare site would partner with Child Development Department as a learning environment for students.

### 3.1 Develop Financial Resources

### 3.2 Serve our Diverse Communities

### 3.3 Cultivate a Healthy Organization

### 3.4 Safety and Emergency Preparedness

### 3.5 Establish a Culture of Sustainability

#### 4.1a Course Student Learning Outcomes Assessment

The Petaluma Campus supports student learning through facilitation of department-level courses and programs. Though not directly involved in creating, assessing, or using course- or program-level student learning outcomes for program improvement, the Petaluma Campus does offer a wide variety of programs and services that support the achievement of institutional learning outcomes (see 4.2a). Further, the Petaluma Campus Dean of Instruction participates with the Academic Affairs Council in the annual program review process and is actively involved in the review of those majors and certificates located exclusively on the Petaluma Campus.

#### 4.1b Program Student Learning Outcomes Assessment

As noted in section 4.1a, the Petaluma Campus supports student learning through facilitation of department-level courses and programs. Though not directly involved in creating, assessing, or using course- or program-level student learning outcomes for program improvement, the Petaluma Campus does offer a wide variety of programs and services that support the achievement of institutional learning outcomes (see 4.2a). Further, the Petaluma Campus Dean of Instruction participates with the Academic Affairs Council in the annual program review process and is actively involved in the review of those majors and certificates located exclusively on the Petaluma Campus.

#### 4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
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#### 4.2a Key Courses or Services that address Institutional Outcomes

Course/Service	1a	1b	1c	2a	2b	2c	2d	3a	3b	4a	4b	5	6a	6b	6c	7
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## 4.2b Narrative (Optional)

### INSTRUCTIONAL PROGRAMS

The Petaluma Campus in concert with other instructional areas (Clusters, Library, Counseling, etc.) ensures that institutional learning outcomes are addressed in curricular offerings, service delivery and staff training programs.

## 5.0 Performance Measures

– 5.1 Effective Class Schedule: Course Offerings, Times, Locations, and Delivery Modes (annual)

– 5.2a Enrollment Efficiency

– 5.2b Average Class Size

– 5.3 Instructional Productivity

– 5.4 Curriculum Currency

– 5.5 Successful Program Completion

– 5.6 Student Success

– 5.7 Student Access

– 5.8 Curriculum Offered Within Reasonable Time Frame

– 5.9a Curriculum Responsiveness

– 5.9b Alignment with High Schools (Tech-Prep ONLY)

– 5.10 Alignment with Transfer Institutions (Transfer Majors ONLY)

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5.11a Labor Market Demand (Occupational Programs ONLY)

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5.11b Academic Standards

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## 6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	Petaluma	01	01	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) 3-year weekend college program, (b) Transfer Track, (c) CSUin2 pathways, and (d) SRJC Petaluma Top Majors	Throughout 2015-16	Ongoing. Weekend college was paused in Petaluma due to low enrollment and schedule reductions for Fall 16. Transfer Track outcomes have been analyzed every semester by OIR, student reports are unanimously in favor, and initial enrollment analyses suggest Transfer Track is helping enrollments. The CSUin2 pathways is being developed two ways (a) through the Pathways workgroup studying different models, and (b) piloting the Jump Start 2.0 Transfer Track Reserved program in Spring 2017, where seats are saved in 12 units of general education classes, including math and english.
0001	Petaluma	01	01		1.2 Build SRJC Petaluma instruction schedule from scratch to maximize enrollment via programming and room scheduling efficiency and continue to improve student access to complete major and certificate requirements on the campus.	Throughout 2015-17	Ongoing. New EMS software is being implemented during Fall 2016, this will assist with room scheduling efficiency in the future. During schedule reductions for Fall 2016, Dean Williams engaged in extensive analysis of past enrollments and prioritized evening classes and classes needed for completion. Continued refinement of rotations is needed which will be published on degrees/certificates websites in 2016/2017.
0001	Petaluma	01	01		1.3 Rebuild SRJC Petaluma Instruction website to promote degree/transfer programs, certificates, faculty, and study support services.	Throughout 2015-16	Ongoing for Fall 2016. Petaluma Academics landing and Dean pages have been completed. During 2016/2017 Dean Williams will work with lead faculty to develop individual pages for majors and certificates.
0001	Petaluma	01	02		1.4 Coordinate South County Outreach Team to outreach to local high schools and counselors to increase concurrent enrollment; expand Jump Start program area high schools	Throughout 2015-16	Completed. Ongoing coordination of South County Outreach is the new responsibility of Denise Cooper, Manager of A&R. Goal of expansion of Jump Start to Rancho Cotati and Sonoma Valley High Schools was completed in Spring 2016.
0001	Petaluma	01	02		1.5 Identify best practices retention strategies and implement a plan to improve student retention	Throughout 2015-16	Ongoing. Dean Long completed hiring for the Student Success Team in Spring 2017, this team will focus on student retention. Dean Long and Student Services have greatly increased campus engagement opportunities an dare building sticky places on campus for students to hangout, study and connect, including the Intercultural Center, the Atrium and the game room in the Student center.

							further work is needed to identify retention strategies with faculty and integrate faculty with the Student Success Team.
0002	Petaluma	01	01	2.0 Explore and strengthen CTE presence at SRJC Petaluma	2.1 In collaboration with Public Relations, develop, implement, and evaluate a marketing plan to increase brand awareness in the community and meet enrollment management plan targets	Throughout 2015-16	Completed. Deans Williams and Long drafted a marketing plan in collaboration with the South County Outreach Team and the Petaluma Leadership Council. This work will be furthered by our brand development work with the Design Guild.
0002	Petaluma	02	03		2.2 Explore development of other CTE programs that support local industry demand, including Digital Audio; iIdentify resources and facilities needed to expand STEM and health programs	Throughout 2015-16	Ongoing. Dean Williams is collaborating with CTE faculty and instructional Deans to pursue CTE funding for Petaluma programs. Dean Williams engaged in extensive data collection and shared her findings with AAC during the Measure H Facilities Planning Process to analyze the best location for CTE programs across the district.
0003	Petaluma	04	01	3.0 Expand STEM offerings at SRJC Petaluma.	3.1 Collaborate with facilities master planning group and departments to develop a plan to expand STEM facilities at SRJC Petaluma.	Throughout 2015-16	Ongoing. Served on the Demonstration Classroom committee and provided data and feedback on the Facilities Master Plan and Bridge Document.
0003	Petaluma	02	03		3.2 Identify resources and facilities needed to expand STEM and health programs	Throughout 2015-16	Ongoing. Petaluma Administration raised over \$70,000 from more than 5 different funding sources to purchase instructional equipment for Physics 11, Chemistry 42, and Microbiology 5, all of which will be offered for the first time in Petaluma in Fall 16. Continued fund development is needed to expand Life Sciences offerings, expand Physics to include the 40 series, and build instructional labs for Anthropology and Agriculture.
0004	Petaluma	03	01	4.0 In cooperation with on and off-campus constituent groups, develop and implement a plan that will increase student enrollment in ESL credit and non-credit courses at SRJC Petaluma	4.1 Collaborate with ELL Outreach Coordinator and ESL department to implement outreach/marketing activities for ESL	Throughout 2015-16	Ongoing. Deans Williams and Long have participated in ESL recruitment and enrollment coordination meetings with staff from the Southwest Center, ESL department chairs, ELL outreach staff, and assessment. We identifying a waitlist process for South County ESL classes (noncredit), solidified partnships with nonprofit agency Literacy Works, who literacy awards have enable students to take credit ESL, and expanded Spanish GED classes for Fall 2016.
0004	Petaluma	03	01		4.2 Strategically redevelop an enrollment growth and management plan for ESL, including short- and long-range goals, outreach and marketing strategies	Throughout 2015-16	Ongoing. The South County ELL coordinator has developed outreach strategies. Short-term and long-term goals need to be identified.
0004	Petaluma	02	01	5.0Promote a culture of Career and Major exploration and development for students	5.1 Work with faculty and staff to encourage students to focus on their goals and major choices based on interests	Throughout 2015-16	Ongoing. Deans Long and Williams are actively participating on the Guided Pathways Workgroup, an Academic

				starting with recruitment and through goal achievement.			Senate/Administration group tasked with exploring how to implement majors exploration. The workgroup will be presenting models with recommendations to an AAC retreat and Academic Senate in 2016/2017.
0005	Petaluma	01	01		5.2 Promote Work Experience, internships and service learning/volunteer opportunities	Throughout 2015-16	Ongoing. Supervision of one FT Work Experience Faculty has been transferred to Dean Williams, which entails monthly supervision meetings to develop opportunities for students. Dean Long has invited this faculty member to the monthly Petaluma Student Services meetings for collaboration/communication and integrated her in the Student Leadership Society.
0005	Petaluma	01	06		5.3 Examine District procedures and systems for a systemitized approach to career/major exploration for undecided students	Throughout 2015-16	Ongoing. Deans Long and Williams are actively participating on the Guided Pathways Workgroup, an Academic Senate/Administration group tasked with exploring how to implement majors exploration. The workgroup will be presenting models with recommendations to an AAC retreat and Academic Senate in 2016/2017.

## 6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
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## 6.2b PRPP Editor Feedback - Optional

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## 6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	Petaluma	01	01	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) Transfer Track, (b) Jump Start 2.0 Transfer Track Reserved, (c) day vs evening classes, and (d) SRJC Petaluma Top Majors	2016-2017	Administration Staff
0001	Petaluma	01	01		1.2 Maximize enrollment opportunities by analyzing impact of 3 different templates on room use efficiency, exploring student demand for day vs evening classes, and increasing evening classes if needed.	2016-2017	Administration Staff
0001	Petaluma	01	01		1.3 Create with lead faculty webpages for degrees and certificates.	2016-2018	Faculty time, STNC , Web Development Photographer
0001	Petaluma	01	06		1.4 Identify and promote retention strategies for faculty.	2016-2019	Professional Development
0001	Petaluma	01	06		1.5 Build pool of available faculty to assist in staffing classes	2016-2019	Administrative Staff
0002	Petaluma	01	01	2.0 Explore and strengthen CTE presence at SRJC Petaluma	2.1 Explore development of other CTE programs that support local industry demand, including Digital Audio; identify resources and facilities needed to expand STEM and health programs. Pursue CTE funding sources.	2016-2018	CTE Staff
0002	Petaluma	01	01		2.2 Connect current CTE programs to local industry to build partnerships, identify training opportunities for staff, and build internship opportunities for students.	2016-2019	Administrative Staff, CTE faculty Coordinators
0003	Petaluma	04	01	3.0 Expand STEM offerings at SRJC Petaluma.	3.1 Collaborate with facilities master planning group and departments to develop a plan to expand STEM facilities at SRJC Petaluma.	2016-2019	Administrative Staff/Faculty
0003	Petaluma	02	03		3.2 Identify resources and facilities needed to expand STEM and health programs		
0004	Petaluma	03	01	4.0 In cooperation with on and off-campus constituent groups, develop and implement a plan that will increase student enrollment in ESL credit and non-credit courses at SRJC Petaluma	4.1 Collaborate with ELL Outreach Coordinator and ESL department to implement outreach/marketing activities for ESL	2016-2018	Administration & Student Success Staff
0004	Petaluma	03	01		4.2 Strategically redevelop an enrollment growth and management plan for ESL, including short- and long-range goals, outreach and marketing strategies	2016-2018	Administration & Student Success Staff
0004	Petaluma	02	01	5.0 Promote a culture of Career and Major exploration and development for students starting with recruitment and through goal achievement.	5.1 Work with faculty and staff to encourage students to focus on their goals and major choices based on interests	2016-2019	Administration & Faculty

0005	Petaluma	01	01		5.2 Promote Work Experience, internships and service learning/volunteer opportunities	2016-2018	Administration & Faculty
0005	Petaluma	01	06		5.3 Examine District procedures and systems for a systematized approach to career/major exploration for undecided students; explore implementation of Guided Pathways.	2016-2018	Administration & Faculty