

**SANTA ROSA JUNIOR COLLEGE**  
**Institutional Planning Council (IPC)**  
**Strategic Plan 2014-2019 Goal Review**

**EXECUTIVE SUMMARY**

**Goal A. Support Development of the Whole Student (Marty Lee)**

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Support development of the whole student from early college awareness through successful completion of educational and career goals.

- *Objective A1 - Expand and sustain access by eliminating barriers, expanding strategic outreach efforts, and delivering services effectively through current technologies*
- *Objective A2 - Increase retention and academic progress through student engagement with: academic and student services, faculty and staff, and campus and community activities*
- *Objective A3 - Increase the number of students who complete their educational plans and goals*
- *Objective A4 - Enhance cultural competency to better serve all student populations with a focus on first generation college students and the increasing Latino/a population*

Ricardo Navarrette, Nancy Chinn, Tony Vasquez, KC Greaney and Greg Drukala made a presentation on Strategic Plan Goal A. Li Collier, Vayta Smith, and Genevieve Bertone also participated in the review and analysis. The team felt the dialogue was valuable as a means to assess progress and reexamine stated targets and timelines for Goal A core indicators (Student Headcount, Participation Rate, Course Completion rate, and Institutional Student Learning Outcomes) in light of the changing external environment that has decreased enrollment and changed student enrollment patterns. The team presented a thorough summary of implementation activities for all four objectives, completed and planned. They noted the need for more time to adequately evaluate student completion outcomes and the impact of recent categorically funded programming efforts such as SSSP, learning communities, academic support, and Student Equity. The team recommended that the College look into providing support for online students. They also commented that Objective 4 (*Enhance cultural competency to better serve all student populations*) was difficult to assess and therefore monitor, and recommended further dialogue around progress in that area.

*Conclusions:*

Our conclusion is that the overall description of the goal is clear enough to establish meaningful measures, or indicators, of its attainment over time. However, it is evident that we will need to evaluate our quantitative targets and adjust them to a more realistic expectation. We base this conclusion on the national and regional trend in community college declining enrollment, and therefore student completions. SRJC has been impacted by a number of external factors that have decreased enrollments over the past several years. It is anticipated that certain types of student outcomes will also be affected as students choose to enroll in fewer units each semester. In addition we believe we simply need more time, essentially more data over time, to evaluate the student completion outcomes and the influence of student success, learning communities and other academic support activities that have been initiated in recent semesters.

Last, we were challenged with measuring how the district has “enhanced cultural competency” and whether we can assess if we have “hired culturally competent staff.” We understand the motivation to embrace these values but recommend that further dialogue is necessary to assess our institutional progress in this respect.

## **Goal B. Foster Learning and Academic Excellence (Mary Kay Rudolph)**

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Foster learning and academic excellence by providing effective programs and services

- *Objective B1- Support and promote teaching excellence across all disciplines*
- *Objective B2- Engage students and spark intellectual curiosity in learner-centered environments*
- *Objective B3- Integrate academic and student support services across the college*
- *Objective B4- Identify and implement responsive instructional practices that increase the learning and success of our diverse students*

Mary Kay Rudolph, Alicia Artz, and Laura Aspinall provided two written reports on Strategic Plan Goal B; one report responded to the Strategic Plan Scorecard indicators and another that posed questions about how information about Strategic Plan progress is communicated to the wider college community and proposed suggestions for the future. The team explored ways that IPC might engage with the college community via forums with presentations from key college committees. Also proposed was a change to the IPC meeting calendar to accommodate the forums. A lively discussion ensued and members agreed to continue the discussion at a future meeting.

### *Conclusions:*

As we worked through the review process we noted there are many things we are doing well and have ample documentation for; and then in some areas our data or evidence of meeting this strategic goal is anecdotal and/or somewhat nebulous. Some areas are difficult to measure or truly know that the proposed activities are indeed achieving the stated goal. In analyzing the Strategic Plan Scorecard in terms of the core indicator of Student Completion, we noted one area of improvement and another positive trend regarding Institutional Student Learning Outcomes. Student retention rates have increased by 2% overall in terms of earning a credit certificate, a transfer degree, or becoming transfer prepared. Based on an analysis of the fall 2013 Student Survey, students appear to be increasing their skills in reading, writing, critical thinking, and math; however, fall 2016 results will tell us if this trend is continuing.

### *Recommendations:*

- **Objective B1:** Continue to increase interactions between Academic Affairs and Student Services, especially in the areas of Guided Pathways for both transfer and CTE students. Continue to evaluate and refine Student Equity projects for ongoing quality improvement. Increase student participation in Welcome Day.
- **Objective B2:** Increase levels of student engagement with General Education and Institutional Student Learning Outcomes by analyzing and comparing the results of the fall 2013 and fall 2016

student survey results regarding SLOs and implementing strategies to improve institutional outcomes.

- Objective B3: Continue to increase Academic and Student Services collaboration across the College by encouraging multi-constituent work groups and task forces.
- Objective B.4: Continue to promote the success of diverse students by implementing a Guided Pathways program that will increase the success of any student entering the College at the basic skills level without an identified educational goal.

## **Goal C. Serve our Diverse Communities (Jane Saldana-Talley, Mary Kay Rudolph, Marty Lee, Doug Roberts, Karen Furukawa)**

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Serve our diverse communities and strengthen our connections through engagement, collaboration, partnerships, innovation, and leadership.

- *Objective C1 - Identify the educational needs of our changing demographics and develop appropriate and innovative programs and services with a focus on the increasing Latino/a population*
- *Objective C2 - Contribute to the richness of our multicultural community by promoting cultural initiatives that complement academics and encourage the advancement and appreciation of the arts*
- *Objective C3 - Meet the lifelong educational and career needs of our communities (e.g. seniors, emerging populations, veterans, re-entry students)*
- *Objective C4 - Provide relevant career and technical education that meets the needs of the region and sustains economic vitality.*

Vice Presidents Karen Furukawa, Ricardo Navarrette, Doug Roberts, Mary Kay Rudolph, and Jane Saldaña-Talley provided support for Albert Yu and Kathy Matthies who made a presentation on Strategic Plan Goal C. The team reported on implementation activities completed and planned from a wide array of areas, including professional development workshops and activities, Student Equity, HSI, EEO Plan and multi-cultural events activities and concluded they were all consistent with this Strategic Plan goal and objectives. Scorecard data were reviewed for the core indicators (Enrollment Growth, Student Headcount, Participation Rate, and Student/Community Feedback). The team concluded the targets and timelines for the Enrollment Growth indicator in particular may have been too aggressive given the changing economic conditions. The team explored alternative indicators such as the demographics of SRJC employees compared to students, and programs for older adults, the growing Latino population and CTE certificates completed over time. They concluded the College has a strong emphasis on programs and services to support underserved populations and increase the diversity of our college community. The team offered recommendations regarding expanded course offerings (online, high school concurrent, non-credit, seniors, and contract education), marketing to a diverse population, and continually looking for ways to expand awareness and support for diverse populations, including the LGBTQ community, homeless students, foster youth, and students in the Second Chance club.

*Conclusions:*

SRJC has provided many new services to traditionally underserved populations and has completed many activities to address a wide range of diverse student communities on campus. There is a strong emphasis and culture towards diversity on campus and we have diverse leadership, faculty, and staff working here to serve our students.

*Recommendations:*

More online courses/degrees and international students to improve student headcount along with high school articulation programs. Offer more sections of classes that fill rather than different classes that don't fill. Determine if there are popular community college programs that we are missing; focus on non-credit courses and target programs for seniors (Sonoma State seems to do well with their executive education programs). Assess online marketing and what we are doing to attract students; are we on Snapchat and Instagram, using Facebook ads, content marketing, and what do Google keywords say about SRJC? We also might explore a 16-week semester to align with CSU semesters to attract more Sonoma State students as their campus becomes more crowded.

## **Goal D. Improve Facilities and Technology (Paul Bielen, Scott Conrad)**

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Provide, enhance, integrate and continuously improve facilities and technology to support learning and innovation.

- *Objective D1 – Incorporate best practices and innovations for facilities and technologies in order to enhance learning and working environments*
- *Objective D2 – Improve and sustain infrastructure, facilities, and technology to proactively support our diverse learning community*
- *Objective D3 – Increase District-wide coordination and collaboration to improve facilities and technology access, efficiency, and effectiveness*
- *Objective D4 – Provide effective facilities and technology technical training for all employees to ensure operational effectiveness*

Phyllis Usina, Scott Conrad and Paul Bielen made a presentation on Strategic Plan Goal D. This goal covers a broad and complex array of objectives. Implementation information/data was available for 2013/14, but missing for 2014/15. Evidence of implementation for 2015/16, on the other hand, was substantial in all areas. Analysis of PRPP annual unit goals and committee feedback further demonstrated that numerous departments/units and committees have a hand in implementation of this Strategic Plan goal. The team concluded that the *Great Colleges to Work For* core indicator was not sufficient to document accomplishment or progress and additional key performance indicators were needed and proposed for development.

*Conclusions:*

Goal D focuses on facilities and technology which are integral to all District programs and services, so it is to be expected that we have seen increased usage and needs. The District has worked steadily in an ongoing manner on the implementation plan for this vital goal. The Facilities Master Plan is being created through work with outside contractors which will bring a degree of professionalism to facilities planning that the institution has not experienced previously. The plan is also using a collaborative process including many stakeholders which will ensure the institution has a more coherent and unified

presence. In regards to technology the growth in this area has been tremendous which has put many pressures on outdated infrastructure and systems. Almost all College activities are dependent on the Internet which can be considered in the same category as a utility; if the Internet goes down the College is basically closed. The Technology Master Plan has been in place for many years and has a proven track record of working well as a guiding document.

*Recommendations:*

At this point, implementation seems to be progressing as planned. What needs to be improved is the means by which we monitor activities, accomplishments, and progress. There needs to be more core indicators for Goal D. The current measures are inadequate to capture the wide scope and variety of services and activities encapsulated in this goal. Time did not allow for clarification (on the Planned Activities/Timeline document) about which objective each planning measure is meant to target.

## **Goal E. Establishing a Strong Culture of Sustainability (Robert Ethington)**

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Establish a culture of sustainability that promotes environmental stewardship, economic vitality, and social equity.

- *Objective E1 - Expand, support, and monitor district-wide sustainability practices and initiatives;*
- *Objective E2 - Infuse sustainability across the curriculum and promote awareness throughout District operations;*
- *Objective E3 - Promote social and economic equity in the communities we serve;*
- *Objective E4 - Ensure economic sustainability by leveraging resources, partnering with our communities, and contributing to the economic growth of the region.*

Robert Ethington, with support from Eric Thompson, Robin Fautley, Paul Bielen, and David Liebman made a presentation on Strategic Plan Goal E. The team proposed a working definition of sustainability taken from the Brundtland Commission (“Meeting the needs of the present without compromising the ability of future generations to meet their own needs.”). They noted the foundational implementation achievements including the establishment of the Sustainability Collaborative, development of the *GreenPrint 18 by 2018* objectives, and the recent facilities master planning efforts to establish sustainability standards for facilities, features, infrastructure and landscape. Further accomplishments included broad-based dialogue about sustainability and the establishment, thanks to David Liebman, of baseline metrics for district environmental sustainability. Implementation activities in the five spheres of Sustainable SRJC (Energy, Waste and Water, Facilities and Grounds, Transportation and Access, Education and Culture, and Economics and Social Equity) were also provided. The team concluded that much progress has been made and the College is more aware than ever of the goal and objectives we are trying to achieve. They recommended developing new core indicators and key performance indicators that have clear metrics and monitor the goal and objectives. The key recommendation was to dedicate staff to support the achievement of this goal.

*Conclusions:*

Many of the other Strategic Plan goals cover the areas of social equity and economic vitality, so we have decided to focus most of our attention on aspects of sustainability not addressed by other goals. Social Equity is key to three Strategic Plan Goals: Student Success, Foster Learning and Academic Excellence, and Serve our Diverse Communities. Economic Vitality is addressed by Cultivate a Healthy Organization and Develop Financial Resources. Though these factors are vital to true sustainability, we want to try and avoid redundancy.

It was very challenging for our group to distinguish between what should be a Key Performance Indicator (KPI) versus a Core Indicator (CI). We are also aware that we will need to narrow and better define the Goal E CIs so that metrics and data collection and analysis are more achievable. There is little doubt that those working on Goal E and its objectives have many activities of which to be proud. How we measure those accomplishments and milestones so that we can show progress is where we need to improve.

*Recommendations:*

These are our priority recommendations of how best to achieve Goal E objectives:

- Develop Core Indicators and Key Performance Indicators that have clear metrics and support the establishment of a strong culture of sustainability including environmental stewardship, economic stability and social equity.
- Develop a staffing plan to oversee the coordination and maintenance of sustainability programs for the District.
- Decide on metering software and install on all facilities so we can measure energy use and potential cost savings in order to fund sustainability positions.
- Set targets for energy, waste and water reduction to lower Greenhouse Gas (GHG) emissions and to save money.
- Finish the Facilities Master Plan with sustainability priorities including building standards, transportation, landscapes and green spaces, infrastructure and related equipment and facilities.
- Establish metrics and develop programs that support the behavior shift towards greater sustainability policies and practices. This includes faculty, staff, students and community members who visit our campuses and sites.

## **Goal F. Cultivate a Healthy Organization (Karen Furukawa, Doug Kuula)**

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Cultivate an inclusive and diverse organizational culture that promotes employee engagement, growth, and collegiality.

- *Objective F1 - Foster an environment focused on collegiality and mutual respect in regards to cultural and individual perspectives*
- *Objective F2 - Recruit and hire outstanding faculty and staff and implement an exemplary Professional Development Program for all employees*
- *Objective F3 - Establish robust programs to improve the health and wellness of students and employees*
- *Objective F4 - Increase safety planning, awareness and overall emergency preparedness*

Karen Furukawa, Hilleary Zarate, and Doug Kuula made a presentation on Strategic Plan Goal F. The team noted that many activities have been carried out to implement this Strategic Plan goal, including the work of numerous committees and college departments. Evidence of accomplishment was presented via multi-year results of the *Great Colleges to Work For* core indicator on items specific to workplace well-being. The team concluded that while this core indicator provided some relevant information, the other three core indicators (Student Headcount, Population Participation Rates, and Employee and Student Feedback) were insufficient. They recommended convening a task force of department/committee representatives to develop objectives, measures/key performance measures and activities such as a workplace climate survey, inclusive workplace training and monitoring compliance with California standards for emergency preparedness. Doug Kuula presented an excellent example of a metric for measuring progress in the area of emergency preparedness. The Emergency Management Dashboard is designed to monitor key areas and provide both qualitative and quantitative evidence of accomplishment.

*Conclusions:*

The departments and committees (HR, Staff Development, Environmental Health and Safety (EHS), District Accessibility Committee (DAC), District Safety and Health Committee(DSHC)) that affect the broad goal to “Cultivate a Healthy Organization” continue to do their work based primarily on what is mandated, but not one that is strategically planned.

*Recommendations:*

- The departments and committees (HR, Staff Development, EHS, DAC, DSHC) that effect the broad goal to “Cultivate a Healthy Organization” should convene a committee of representatives to further define how the goal supports the mission and vision, and then work on the objectives, measures (including Key Performance Indicators) and activities, such as:
  - Develop a survey that assesses the workplace climate for employee morale and collegiality (F1)
  - Develop and deliver a training for all employees for Building an Inclusive Workplace (F2)
  - Continue to monitor and measure compliance for California standards for emergency preparedness (F4)
- Focus on 2-3 measures for each objective and review the trend over time.
- Develop/expand on key performance indicators, such as Doug Kuula’s Emergency Management Dashboard. This will encourage strategic planning and allow us to track progress.

## **Goal G. Develop Financial Resources (Doug Roberts)**

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Pursue resource development and diversification while maintaining responsible fiscal practices and financial stability.

- *Objective G1 - Increase the amount of discretionary, unrestricted general fund local revenue*
- *Objective G2 - Increase and maintain the District reserves above the state requirements*
- *Objective G3 - Pursue alternative funding sources including grants, partnerships, and scholarships to support our diverse communities and students*
- *Objective G4 - Manage enrollment and course offerings to maximize apportionment funding*

Doug Roberts and student Jordan Panana Carbajal made a presentation on Strategic Plan Goal G. Their report provided evidence of progress to date on objectives and key performance indicators. The Fiscal Stability Self-Assessment Checklist provided additional evidence of the District’s fiscal health. It was recommended that SRJC’s outcomes on the Fiscal Stability Checklist be compared to a group of peer districts and Doug agreed to work on pulling together a list of districts that could most reasonably serve as comparison districts.

*Conclusions:*

Below is a checklist summary relating to the Sound Fiscal Management Self-Assessment Checklist.

<u>Checklist Area</u>	<u>Is Area Acceptable?</u>
1. Deficit Spending	Yes & No
2. Fund Balance	No
3. Enrollment	No
4. Unrestricted General Fund Balance	Yes & No
5. Cash Flow and Borrowing	Yes
6. Bargaining Agreements	No
7. Unrestricted Fund Staffing	No
8. Internal Controls	Yes
9. Management Information System	Yes
10. Position Control	Yes
11. Budget Monitoring	Yes
12. Retiree Health Benefits	Yes
13. Stable Leadership	Yes
14. District Liability	Yes
15. Reporting	Yes

## **Goal H. Improve Institutional Effectiveness (Jane Saldaña-Talley)**

Continuously improve institutional effectiveness in support of our students, staff and communities.

- *Objective H1 - Fully implement continuous quality improvement strategies to achieve greater transparency, effectiveness, efficiency, and participation*
- *Objective H2 - Enhance internal and external communication systems to ensure effectiveness.*

KC Greaney, Jane Saldaña-Talley, and Ellen Maremont Silver made a presentation on Strategic Plan Goal H. A list of implementation activities since 2014 was provided, along with planned activities for the current year. Feedback from college committees was reported, along with an analysis of PRPP annual goals showing that departments and committees are also engaged in implementation of this goal. It was noted that the Employee Feedback core indicator needed work and the team recommended an IPC subgroup work on sorting through accreditation, student and *Great Colleges to Work For* survey items to identify which might be used as evidence of accomplishment for Goal H and other Strategic Plan goals.

*Conclusions:*

We have no Employee/Student Survey data posted on the Strategic Plan Scorecard and we need to decide how to post this information. We need to pull out survey items that are relevant to this goal (perhaps with the assistance of an IPC subcommittee) and then post only those items as the core indicator measure (e.g., *Great Colleges to Work For* items).

Based on the review of PRPP annual goals and responses from committees/councils, work is clearly being done to implement Goal H in other component areas and in District committees/councils. The challenge seems to be how to collect, report and monitor progress. Key Performance Indicators may be the answer, but we need a way to post that evidence on the Strategic Plan Scorecard and give lead administrators responsibility and authority to do so.

*Recommendations:*

Clarify (on the Planned Activities/Timeline document) which objective each planning agenda is meant to target.