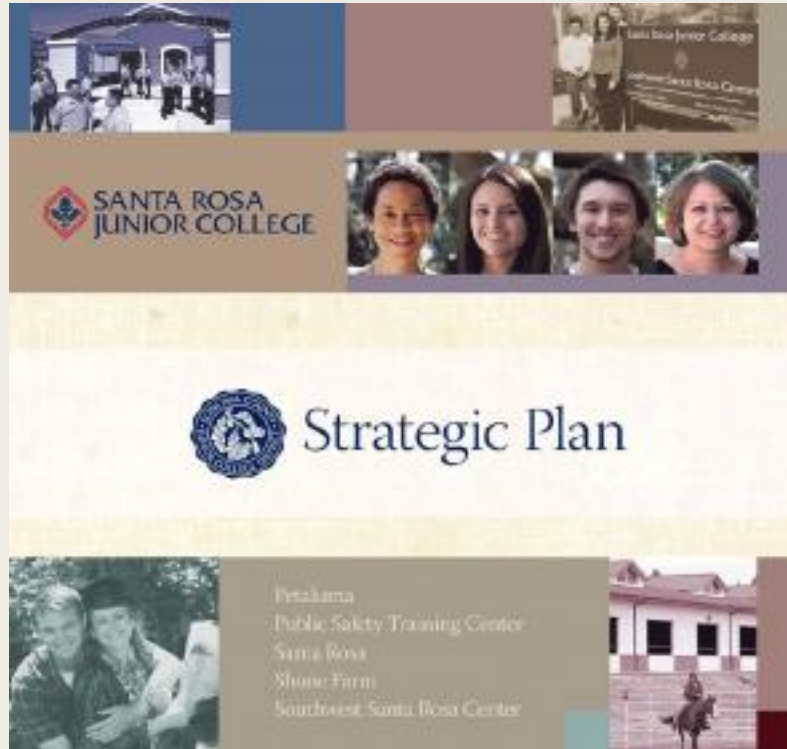


# 2014-19 STRATEGIC PLAN MID-TERM REPORT



# SRJC's Strategic Plan

- Fall 2012 to Spring 2014 – 18 month process
- Strategic Planning Task Force
- Over 400 faculty, staff, administrators, students, community partners, Board trustees
- Approved by the Board of Trustees – February 2014
- Vision, Mission, Values
- Five-year plan with a common framework of goals, objectives and shared outcomes

# SRJC's Strategic Plan

## ■ VISION

*Santa Rosa Junior College aspires to be an inclusive, diverse and sustainable learning community that engages the whole person.*

## ■ MISSION

*Santa Rosa Junior College passionately cultivates learning through the creative, intellectual, physical, social, emotional, aesthetic and ethical development of our diverse community.*

- *We focus on **student learning** by preparing students for transfer; by providing responsive career and technical education; and by improving students' foundational skills.*
- *We provide a comprehensive range of **student development programs and services** that support student success and enrich student lives.*
- *We support the **economic vitality, social equity and environmental stewardship** of our region.*
- *We promote **personal and professional growth** and **cultivate joy at work** and in **lifelong learning**.*
- *We foster critical and reflective **civic engagement** and thoughtful **participation in diverse local and global communities**.*
- *We regularly **assess, self-reflect, adapt, and continuously improve**.*

# SRJC's Strategic Plan

## ■ VALUES

- *Learning \* Academic Excellence \* Sustainability \* Diversity \* Community \* Beauty \* Compassion \* Innovation*

## ■ 8 GOALS – 30 OBJECTIVES

- Student Success
- Learning/Academic Excellence
- Diverse Communities
- Facilities/Technology
- Sustainability
- Healthy Organization
- Financial Resources
- Institutional Effectiveness



# SRJC's Strategic Plan



- STRATEGIC PLAN SCORECARD

- Core Indicators

- Head Count, Participation Rate, Completion Rate, Institutional Learning Outcomes (Reading, Writing, Math, Critical Thinking), FTES, *Great Colleges to Work For* Survey, Instructional Productivity, Fiscal Stability, Employee/Student Feedback, Carbon Footprint

- LINKED WITH PROGRAM AND RESOURCE PLANNING PROCESS (PRPP)

- PLANNING STANDARD – e.g. 2030 FACILITIES MASTER PLAN

# 2015/16 SP Review

- **Institutional Planning Council (IPC)** with Cabinet-level Administrative Leads
- **Implementation** – What’s been done?
  - *Planned Activities/Timeline*
  - *Committee/Council Effort*
  - *2014 and 2015 Planning Summit Implementation Reports*
  - *PRPP Annual Unit Goals*
- **Evidence** – Strategic Plan Scorecard - What does the data tell us? Is progress being made? Are the targets/timelines/core indicators realistic for this goal?
- **Conclusions** – Impressions regarding implementation and progress/accomplishments
- **Recommendations** – What might we do to improve?

# Goal A – Support Student Success

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

**GPA: 3.21**

**2016/17 PRPP Goals:**

**32% (246)**

**Committees/Councils: 14**

- *“I think that we have made great strides in student support services with Measure A facilities, new initiatives, and increased grants, resources and staffing.”*
- *“I’ve seen a great deal of improvement here, with many initiatives coming from SSSP and Student Equity.”*
- *“Lots of heavy lifting going on in this area...still room for improvement.”*
- *“Outreach is better, retention and academic progress are down.”*

# Goal B – Foster Learning and Academic Excellence

*Foster learning and academic excellence by providing effective programs and services.*

**GPA: 3.19**

**2016/17 PRPP Goals: 17%  
(130)**

**Committees/Councils: 19**

- *“We need to move forward with 21<sup>st</sup> century education! This means we need to embrace on-line, and high-tech and cutting edge.”*
- *“Good, but we need to keep innovating to support learning for those who have traditionally failed.”*
- *“We need to be more student focused in our schedule of classes.”*



# Goal C – Serve our Diverse Communities

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

**GPA: 3.25**

**2016/17 PRPP Goals: 5%  
(40)**

**Committees/Councils: 8**

- *“I think we’ve seen great improvement here...I’m impressed with how well the SRJC community is open to learning about people and cultures they don’t know and how everyone makes a concerted effort to learn. I’m happy to see things like the LGBTQ President’s Advisory Committee and multicultural events.”*
- *“I think we are ‘good’ but could do more to serve diverse communities.”*

# Goal D – Improve Facilities and Technology

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

**GPA: 2.56**

**2016/17 PRPP Goals:  
10% (78)**

**Committees/Councils: 6**

- *“I like the fact that a significant portion of Measure H will be used to improve infrastructure, and to maintain our technology. I also like the fact that Measure H is focusing on improving educational facilities rather than student support facilities. I like the increased communication and pace from both Facilities Planning and Operations, and Capital Projects. The collaborative development of the Facilities Master Plan was a welcome improvement to the mystery planning from the past.”*
- *“Although facilities still need to be updated in some cases, the important thing is it is getting done.”*
- *“I believe we are in an era of improvement on this.”*

# Goal E – Establish a Strong Culture of Sustainability

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

**GPA: 3.11**

**2016/17 PRPP Goals: 4%  
(34)**

**Committees/Councils: 7**

- *“I see improvement and integrative thinking on this with projects. We are still not at the forefront of the movement, but we have made progress.”*
- *“The college is heading in the right direction here, but more emphasis needs to be placed on having some measure of sustainability placed into a majority of curricula. It can be done.”*

# Goal F – Cultivate a Healthy Organization

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

**GPA: 3.00**

**2016/17 PRPP Goals: 5%  
(42)**

**Committees/Councils: 12**

- *“I have never worked at a better school in terms of employee engagement.”*
- *“This is the most collaborative college culture I have witnessed.”*
- *“Excellent progress here but the challenge is integrating our many new hires into the SRJC culture and adapting as they influence the SRJC culture.”*
- *“We really need to devote some actual money to professional development that includes staff and managers. We should be more focused on how approved professional development aligns with the strategic plan.”*

# Goal G – Develop Financial Resources

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

**GPA: 2.57**

**2016/17 PRPP Goals: 5%  
(35)**

**Committees/Councils: 4**

- *“I think a lot of work goes into this area, but that it’s a particularly difficult one to improve.”*
- *“We need to make sure that new funding sources are compatible and coordinate with programs we already have.”*
- *“We still have not got a handle on this.”*

# Goal H – Improve Institutional Effectiveness

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

**GPA: 2.89**

**2016/17 PRPP Goals: 8%  
(62)**

**Committees/Councils: 10**

- *“The development of the Strategic Plan and the Facilities Master Plan are great examples of improved institutional effectiveness.”*
- *“Our communications have improved and we are transparent in reporting...”*
- *“I’m excited to see the push to break away from silos and to work collaboratively.”*
- *“There are so many redundant processes at SRJC that take far too much time to complete.”*

	GPA	PRPP UNIT GOALS	COMMITTEES/COUNCILS
Goal A - SUPPORT STUDENT SUCCESS	3.21	<b>32% (246)</b>	14
Goal B - FOSTER LEARNING AND ACADEMIC EXCELLENCE	3.19	17% (130)	<b>19</b>
Goal C - SERVE OUR DIVERSE COMMUNITIES	<b>3.25</b>	5% (40)	8
Goal D - IMPROVE FACILITIES AND TECHNOLOGY	<b>2.56</b>	10% (78)	6
Goal E - ESTABLISH A STRONG CULTURE OF SUSTAINABILITY	3.11	<b>4% (34)</b>	7
Goal F - CULTIVATE A HEALTHY ORGANIZATION	3.00	5% (42)	12
Goal G - DEVELOP FINANCIAL RESOURCES	2.57	5% (35)	<b>4</b>
Goal H - IMPROVE INSTITUTIONAL EFFECTIVENESS	2.89	8% (62)	10

Questions?