

GOAL A- SUPPORT STUDENT SUCCESS

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

CORE INDICATORS	Enrollment Population Participation Rates Completion Rates Institutional Student Learning Outcomes
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STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS
Expand and sustain access by eliminating barriers, expanding strategic outreach efforts, and delivering services effectively through current technologies	- % of total Sonoma County HS grads to SRJC - Number of students awarded aid to attend each semester -Increase contacts and documentation of HS and community based outreach efforts Enhance online services and increase student utilization
Increase retention and academic progress through student engagement and academic and student services, faculty and staff, and campus and community activities	-Track persistence and retention rates by academic discipline -Scorecard and institutional effectiveness data -Student Equity impact report -Student participation and contacts by service department -ASP and Club participation
Increase the number of students who complete their educational plans and goals	-Completion (Scorecard, Research, IE Report) -Transfer to university CTE Outreach (Outcome Survey)
Enhance cultural competency to better serve all student populations with a focus on first generation college students and the increasing Latino/a population	-Number of professional development opportunities that provide cultural competency -Hire culturally competent staff Survey student satisfaction

PLANNED ACTIVITIES	2014-15	2015-16	2016-17	2017-18	2018-19
Develop Strategic Enrollment Plan	x				
Plan and launch "Sonoma Promise" partnership		x	x	x	x
Increase counselor access and student contact availability	x	x	x	x	x
Provide placement assessment options and preparation workshops	x	x	x	x	x
Provide student engagement events speakers and support activities	x	x	x	x	x
Expand institutional support via learning communities cohort delivery, tutorial and in class supplemental assistance		x	x	x	x
Enhance student portal interface regarding student progress and completion		x	x	x	x
Expand professional development opportunities, conferences and workshops, targeted at Student Equity and cultural groups	x	x	x	x	x

GOAL B- FOSTER LEARNING AND ACADEMIC EXCELLENCE

STRATEGIC GOAL: Foster learning and academic excellence by providing effective programs and services.

CORE INDICATORS	Completion Rates Institutional Student Learning Outcomes Accreditation Process (Surveys)
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STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS
Support and promote teaching excellence across all disciplines	Staff Development workshops specific to teaching excellence New Faculty/staff Surveys FT/PT ratios
Engage students and spark intellectual curiosity in learner-centered environments	Develop Habits of Mind workshops and track #s;
Integrate academic and student support services across the college	Engagement in Early Connect program SSSP Service Data
Identify and implement responsive instructional practices that increase the learning and success of our diverse students	District numbers on Student Success Scorecard in Math, English and ESL

PLANNED ACTIVITIES	2014-15	2015-16	2016-17	2017-18	2018-19
Provide exemplary faculty professional development program and activities	X	X	X	X	X
Support learner-centered environments using modern technology and teaching methodologies	X	X	X	X	X
Integrate academic & student support by providing assessment, planning & advisement	X	X	X	X	X
Promote culturally responsive teaching, global curriculum & cultural initiatives to complement learning	X	X	X	X	X
Increase the # of students who complete and AA/AS or transfer within 6 yrs through effective scheduling	X	X	X	X	X
Develop strong pathways with industry & educational partners to provide career & college readiness	X	X	X	X	X
Identify & implement responsive instructional practices that increase learning and success.	X	X	X	X	X
Provide innovative education & training services to local businesses & organizations.	X	X	X	X	X

GOAL C- SERVE OUR DIVERSE COMMUNITIES

STRATEGIC GOAL: Serve our diverse communities and strengthen our connectins through engagement, collaboration, partnerships, innovation, and leadership.

CORE INDICATORS	Enrollment Population Participation Rates
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STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS
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	Enrollment growth
Contribute to the richness of our multicultural community by promoting cultural initiatives that complement academics and encourage the advancement and appreciation of the arts	Enrollment growth Student and community feedback
Meet the lifelong educational and career needs of our communities (e.g., seniors, emerging populations, veterans, re-entry students)	Numbers of classes offered via community education and enrollments, numbers of classes offered in active older adults program & participation numbers in the region Enrollment growth
Provide relevant career and technical education that meets the needs of the region and sustains economic vitality	AB 86 Final reports and CCCCO allocations; numbers of CTE certificate completers Enrollment growth

PLANNED ACTIVITIES	2014-15	2015-16	2016-17	2017-18	2018-19
Increase the number of qualified instructors teaching Active Older Adults and those serviced each year	X	X	X	X	X
Diversify types of classes offered in Active older adults to include financial awareness and more heal	X	X	X	X	X
Target populations in our service area who can benefit most from short-term and non-credit instruction	X	X	X	X	X
Partner with regional educational institutions and CBO and employers to best provide ed services	X	X	X	X	X
DRUPAL web content management to enable easier multi-lingual web sites for the SRJC, easier updates	x				
New ERP/SIS to enhance efficiency, productivity and student centric focus	Plan	RFP	Fin/HR	SIS	
Update network infrastructure to enhance wireless and remote access to courses, library, streaming video		Plan	RFP	Implement	
Maintain and update media, classroom and lab technology	x	x	x	x	x
Leverage technology in new buildings for more interactive communications, security and sustainability			x	x	x

GOAL D- IMPROVE FACILITIES AND TECHNOLOGY

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

CORE INDICATORS	Great Colleges to Work For Annual Survey
STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS
Incorporate best practices and innovations for facilities and technologies in order to enhance learning and working environments	Benchmark existing facilities and infrastructure equipment. Adopt mechanism for continuous quality improvement. Integrate space planning and utilization. Feedback from faculty and students Retention and graduation rates (certificates and degrees)
Improve and sustain infrastructure, facilities, and technology to proactively support out diverse learning community	Adopt and implement the Facilities Master Plan. Establish District design and facilities standards. Establish infrastructure standards creating a District roadmap. Lifecycle assessment and costing. Use existing campus and facilities as a Learning Environment. Improve navigation/way finding for ease of campus use. Feedback from faculty and students Retention and graduation rates (certificates and degrees)
Increase District-wide coordination and collaboration to improve facilities and technology access, efficiency, and effectiveness	Collaborative Classroom / Lab design. Flipped Classroom. Innovation outside of education for models of growth. Cross-department partnerships. Feedback from faculty and students Retention and graduation rates (certificates and degrees)
Provide effective facilities and technology technical training for all employees to ensure operational effectiveness	Establish and support staff professional development. Integration of systems and cross training. Continuous regulatory compliance through district wide procedures and standards. Feedback from faculty and students Retention and graduation rates (certificates and degrees)

PLANNED ACTIVITIES	2014-15	2015-16	2016-17	2017-18	2018-19
Develop Total Cost of Ownership (TCO) and implement continuous quality improvement (CQI)	X	X	X	X	X
Adopt best practices utilizing industry standards (e.g. APPA, CSHEMA)	X	X	X	X	X
Utilize green building design and maintenance standards (e.g. USGBC - LEED BD+C, O+M)	X	X	X	X	X
Ongoing safety integration with Facilities creating a reduction in loss exposure.	X	X	X	X	X
Accessibility using universal design for all students to technology and facilities.	X	X	X	X	X
Maximizing resources and utilization throughout the facility's lifecycles.	X	X	X	X	X
Educating and anticipating future institutional facilities needs in support of pedagogy ensuring student success.	X	X	X	X	X
DRUPAL web content management to enable easier multi-lingual web sites for the SRJC, easier updates	x				
New ERP/SIS to enhance efficiency, productivity and student centric focus	Plan	RFP	Fin/HR	SIS	
Update network infrastructure to enhance wireless and remote access to courses, library, streaming video		Plan	RFP	Implement	
Maintain and update media, classroom and lab technology	x	x	x	x	x
Leverage technology in new buildings for more interactive communications, security and sustainability			x	x	x

GOAL E- ESTABLISH A STRONG CULTURE OF SUSTAINABILITY

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

CORE INDICATORS	Enrollment Population Participation Rates Completion Rates Great College to Work For Annual Survey Carbon Footprint
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STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS
Expand, support, and monitor District-wide sustainability practices and initiatives	Number of funding sources to support and coordinate sustainability programs (endowment, grants, apply cost savings). Number of cost savings associated with sustainability efforts and apply cost savings towards funding for the program. Number of partnerships efforts between existing District committees, programs, and departments (e.g. IEPC, IEE, Pet. Sustainability Task Force, Purchasing, Facilities).
Infuse sustainability across the curriculum and promote awareness throughout District operations	Develop and establish a Sustainable Action Plan utilizing the CCC template. Number of educational workshops and trainings designed to educate the District Community on what practices and policies are necessary to achieve a culture of sustainability (e.g. workshops, trainings, new hire training, counseling classes). Number of students enrolled in environmental/sustainable courses and "green" technology program.
Promote social and economic equity in the communities we serve	Number of student scholarship / financial aid in support of social equity goals. Number of multi-lingual exhibits / resources and host campus events related to diversity.
Ensure economic sustainability by leveraging resources, partnering with our communities, and contributing the economic growth of the region	Number of funding and leverage resources (State, federal, local) to establish and expand sustainability initiatives and programs. Number of partnerships encouraging the economic growth of our region through education programs, job training, and localization efforts. Number of economic incentives incurred by reducing resource use and leverage outside funding sources for sustainability initiatives.

PLANNED ACTIVITIES	2014-15	2015-16	2016-17	2017-18	2018-19
Hire a Facilities "Energy & Sustainability Manager" dedicated to creating savings through energy efficiency and coordinating sustainability efforts through engagement with the District community.	X	x			
Educate campus users regularly about conservation, green building features, transportation options, (signs in bathrooms, electronic signs about green features, green campus tour, energy saving info, interpretive exhibits,		X	X	X	X
Create incentives and a recognition program for programs and departments that reduce their environmental impact (e.g. green awards, green office sticker, greener events through pricing structure, etc.)		X	x	x	x
Develop curriculum specific to sustainability and environmental issues / infusing sustainability across the curriculum (e.g. environmental issues in English / Math classes too) and foster global citizenship.		X	X	X	X
Create a Sustainability Action Plan with consultant support as needed, that establishes baseline data in regards to energy and climate, water, built environment, waste, purchasing, transportation, food and dining, and land	X	X			
Create guidelines for green campus events (e.g. zero waste, recycling, acceptable materials, etc.)	X	X			
Promote and support food initiatives that support students (e.g. Phi Beta Kappa food drive, Shone Farm produce and meat in cafeteria, local and/or fair trade products, accepting WIC on campus)	X	x			
Encourage alternative transportation to campus (e.g. free bus passes for students, provide carpooling incentives including real-time carpooling)	X	X	X	X	X
Update existing policies to align with Strategic Plan and educate the College community about the policies (e.g. Environmentally Preferred Purchasing Policy).		X	x	x	x
Establish sustainable building designs and include "green" standards in the Facilities Master Plan.	X	X			

GOAL F- CULTIVATE A HEALTHY ORGANIZATION

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

CORE INDICATORS	Enrollment Population Participation Rates Great Colleges to Work For Annual Survey Accreditation Process (Surveys)
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STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS
(F1) Foster an environment focused on collegiality and mutual respect in regards to cultural and individual perspectives	NEW - Faculty/Staff Survey (Faculty/Staff feedback re: Collegiality and Respect) Staff Development programs
(F2) Recruit and hire outstanding faculty and staff and implement an exemplary Professional Development Program for all employees	EEO Plan and Data Staff Development (Numer of workshops and activities/theme/attendance)
(F3) Establish robust programs to improve the health and wellness of students and employees	Staff Development (Number of workshops and activities/theme/attendance) New Faculty/Staff Survey (Feedback re: wellness)
(F4) Increase safety planning, awareness and overall emergency preparedness	New employees participating in safety orientation, as a percentage of new hires. Number of employees trained annually in an environmental health or occupational safety program. Number of employees trained annually in emergency preparedness. Number of events and activities focused on safety and emergency preparedness. CAL-OSHA Standards California Emergency Preparedness Standards (Compliance by 2019) Staff Development Program (Number of workshops and activities theme/attendance)

PLANNED ACTIVITIES	2014-15	2015-16	2016-17	2017-18	2018-19
All employees take responsibility for facilities and grounds safety issues and write a service request to Facilities O	x	X	x	x	x
Procurement of a Learning Module Software to establish ongoing mandatory employee training.	x	x	x	x	x
Utilize correct personal protective equipment.		X	x	x	x
Identify ten California Occupational Health and Safety standards most important to District safety.	X	x			
Identify California standards for emergency preparedness and achieve compliance with all by 2019.	x	x	x	x	X
Fall 2014 and 2015 PDA day break-out appreciative inquiry sessions	X				
New Employee Safety Orientation program and procedure	X	x	x	x	x

F1					
Offer a series of cultural competency workshops		X			
Create formal recognition/appreciation programs.		X	X		
Create a welcoming Staff Lounge in Bertolini Student Center			X		
Continue workshops focusing on appreciative inquiry.	X				
Create safe zone program (gender neutral restrooms).	X				

Sponsor multicultural activities/events.					
F2					
Continue PDA day full-day closure to encourage all employees to attend.		X			
Develop a formal mentoring program for all employee groups by 2015.		X			
Incentivize promotional and educational growth opportunities for all employees by Fall 2016.			X		
Expand Flex credit program to include all employee groups utilizing a user-friendly database management tool by			X		
Develop and deliver a 3-part series of workshops on: 1) Interest-based problem-solving; 2) Difficult				X	
Environmental Scan Top Trends in Employment and Workforce Development and implement as appropriate.		X			
Implement NEOGOV (Electronic Application System)	X				
Continue professional Development Reimbursement Program		X			
Continue to attend at The Registry job fairs in Northern & Southern California to attract broad and inclusive	X				
Implement input from the Academic Senate and LFSA on Faculty Hiring Procedures, advertising sources and	X	X			
Continue EEO Monitor Training Program	X	X	X		
Continue discussion of Development of Faculty Diversity Internship Program	X	X			
Complete the EEO (Equal Employment Opportunity) Plan		X			
Attendance at Day Under the Oaks to do outreach to potential candidates for jobs @ SRJC (ideas for 2015)		X			
Joblink Employer Spotlight event on 11.14.14	X				
Broaden recruiting to graduate fairs and local events		X			
F3					
Support an environment that promotes and respects healthy professional boundaries and work prioritization.	X	X			
Offer competitive salary and benefits, also full-time employment with benefits.	X	X	X		
Restore "college hour" for colleagues to be supported in taking a break.					
Encourage 3-week long vacations.					
Encourage employee use of Fitness Facilities & Showers					
Employee discounts for using fitness facilities, bookstore, classes that are applicable to on-the-job performance.		X			
Offer incentives to lose weight, increase exercise and/or quit smoking.					
Offer mental health counseling.	X				
Offer services at SHS for employees.					
Assess company and employee needs for the program by evaluating all the data available to identify the most		X			
Develop a wellness team with members who can devote themselves to creating programs that include activities			X		
Identify incentives and rewards for wellness program participants through surveys of employees as to what		X	X		
Increased offerings on these topics for PDA 2014 (ex: heart health, farm to table, preventing diabetes, reducing		X	X		
Provided employees a Flu Shot program and a biometric health screening event with cash awards through SISC	X				
Continues to provide an Employee Assistance Program (EAP) through SISC	X				
Provide a monthly wellness newsletter containing health information and tips to employees through Alliant	X				
Community Education in collaboration with KAD developed an after work exercise class for employees		X	X		
Offer a TB Clinic w/SHS		X			
F4					
All employees take responsibility for grounds and safety issues and write a service request to Facilities		X			
Utilize proper protection equipment.	X				
Identify ten California Occupational Health and Safety standards most important to District safety and		X	X		
Identify California standards for emergency preparedness and achieve compliance with all by 2019.					X
Continue new employee orientations that focus on work place safety, intro. to District Police, alertU and NIXLE	X	X	X	X	X
Continue the area Safety Leader Program for emergency and disaster preparedness.					
Continue the Active Shooter training every Spring and Fall Semester	X	X	X	X	X
Request that District Police provide Safety Training (Rape Prevention, Stalking, Dating/Domestic Violence, Theft		X	X		
Continue practice of District Police communicating directly to staff and the student body through Nixle that		X	X		
Continue E H & S "Walk-Arounds".	X	X	X	X	X

GOAL G- DEVELOP FINANCIAL RESOURCES

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

CORE INDICATORS	Fiscal Stability (Self Assessment) Efficiency and Productivity
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STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS
Increase the amount of discretionary, unrestricted general fund local revenue	Annual increase in total "local revenues," (budget and actual) Annual increase in Non-resident tuition revenue. Annual increase in facilities use fees.
Increase and maintain the District reserves above the state requirements	Sound fiscal management processes per Chancellor's Checklist. Maintain ongoing expenditures within ongoing revenues. Annually increasing fund balance.
Pursue alternative funding sources including grants, partnerships, and scholarships to support our diverse communities and students	Annual increase in number of grants received. Annual increase in the total dollar-value of all grants received. Increase in Foundation endowment assets & operating funds. Increase in Foundation "college-support" funding. Increase funding of needed college services from non-Unrestricted General Fund sources. Passage of a Proposition 39 Bond.
Manage enrollment and course offerings to maximize apportionment funding	Have minimal "unfunded" FTES. Obtain maximum available funded growth. Maintain reported enrollment above base-allocation threshold levels.

PLANNED ACTIVITIES	2014-15	2015-16	2016-17	2017-18	2018-19
Provide increasing support for marketing and college-services for international students	X	X	X	X	X
Develop a facilities "availability system" to help manage and promote facilities use.		X			
Hire a facilities use/events coordinator position, to help market and shepherd increased use of District facilities to paying rental customers.		X			
Provide increasing information regarding the District's finances to the District.	X				
Promote a culture that makes a budgetary goal out of maintaining ongoing expenditures within ongoing revenues.		X			
Hire a full-time Dean II, Instruction & Strategic Program Development	X				
Hire administrative/clerical help for the Dean II, Instruction & Strategic Program Development			X		
Provide ongoing dialogue and support between the College and the Foundation to increase outreach to potential donors.	X	X	X	X	X
Promote a dialogue with the Foundation regarding specific funding for certain of College activities.	X				
Support student referendum of a Student Center Fee	X				
Provide information and support leading to the Board's approval of placing a Proposition 39 Bond before the voters.	X				
Promote joint efforts between Business Services and Academic Affairs to assess available apportionment funding from the State, and match that funding to the needed number of courses and instructors to produce the required reportable FTES.	X	X	X	X	X

GOAL H- IMPROVE INSTITUTIONAL EFFECTIVENESS

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

CORE INDICATORS	Great Colleges to Work For Survey Productivity Employee and Student Feedback
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STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS
Fully implement continuous quality improvement strategies to achieve greater transparency, effectiveness, efficiency, and participation	Evaluation of college processes (e.g. PRPP) Department level surveys of district functions (e.g. IT, purchasing)
Enhance internal and external communication systems to ensure effectiveness	Social Media statistics Collegewide communications survey

PLANNED ACTIVITIES	2014-15	2015-16	2016-17	2017-18	2018-19
Develop plan for consistent and regular communication by President with all constituents		X	X		
Strengthen community connection and communications via focus groups		X	X	X	X
Develop SRJC website, blog, Facebook, Twitter and other social media communications	X	X	X	X	X
Redevelop the President's web presence	X	X			
Consultant audit of SRJC processes	X	X	X		
Create ad hoc groups to assess processes		X	X	X	X
Identify processes that need to be or are being monitored	X	X	X		
Increase frequency of student/employee surveys (every other year)		X		X	