

PROGRAM AND RESOURCE PLANNING PROCESS- 2020-2021 Year End Report

6.1 PROGRESS AND ACCOMPLISHMENTS 2020-2021--SONOMA COUNTY JUNIOR COLLEGE DISTRICT--YEAR-END REPORT

ACADEMIC AFFAIRS

Rank	Program/Unit	Strategic Plan Goal	Mission Alignment	Goal	Objectives	Time Frame	Progress to Date
1	Adult Education	02 - Academic Excellence	01 - Student Learning & SLOs	Continue to expand delivering courses in an online format, and support instructors as they develop new curriculum to do so even after there is a return to face to face classes.	In response to the COVID19 pandemic, continue to transition Adult Ed. courses from face to face instruction to an online format. We have In response to the COVID19 pandemic, continue to transition Adult Ed. courses from face to face instruction to an online format. We have identified courses to be taught online and will work on submitting the course outlines for approval. We will also work with instructors to move all of the content of these courses into Canvas.	Ongoing	Since March 2020, the Adult Ed. Dept. has successfully transitioned many course offerings to an online format. Teachers have been given non-load compensation from CAEP categorical funds to develop new curriculum to fit the online format and also input content into Canvas.
2	Adult Education	03 - Diverse Communities	05 - Civic Engagement	Expand collaboration with other SRJC departments such as World Languages to offer Adult Ed. Basic Computer classes in other languages such as Chinese/Mandarin.	We are recruiting a student who is bilingual in Chinese/Mandarin to translate some of the Computer course textbooks used in the classes so that they can be offered in this language. Teachers who are bilingual in Chinese/Mandarin will also need to be hired.	Ongoing	Recruitment is currently being conducted.
3	Adult Education	02 - Academic Excellence	06 - Continuous Improvement	Hire two full time Adult Education faculty.	Full time faculty are needed to be able to sit on hiring committees, conduct faculty evaluations, and oversee Professional development of all Adult Ed. adjunct faculty.	Ongoing	Request has been submitted to Dean of Workforce Development.
4	Adult Education	02 - Academic Excellence	07 - Operational	Continue to expand and strengthen partnership with the ESL Department.	To meet requirements of both the WIOA and CAEP categorical funds received by SRJC, we are collaborating on developing goals for the year to complete the required Continuous Improvement Plan.	Jun-22	We are meeting on a regular basis to develop the plan, which will be submitted by April 30,2021.
5	Adult Education	05 - Sustainability	06 - Continuous Improvement	Increase enrollment and retention in all sections.	Continue to expand outreach efforts that have been successful and develop new PR videos with a media company that we have contracted with.	Ongoing	Contract with media company is current Through June 2021. It will be renewed if needed to complete this work.
0	Agriculture	01 - Student Success	01 - Student Learning & SLOs	Bring animals back to farm for use in the Animal Science program		2021-22	In-process
0	Agriculture	04 - Facilities/Technology	02 - Student Services	Hire an Animal Science SLIA to care for animals at the farm		2021-22	Complete
0	Agriculture	01 - Student Success	01 - Student Learning & SLOs	Build a wine tasting room at Shone Farm		2021-22	In-process
0	Agriculture	01 - Student Success	01 - Student Learning & SLOs	Hire a second Animal Health instructor		2021-22	Complete
0	Agriculture	04 - Facilities/Technology	01 - Student Learning & SLOs	Complete the rebuild of the Porter Barn		2021-22	Complete
0	Agriculture	00 - None	01 - Student Learning & SLOs	Hire a wine marketing and hospitality instructor		2021-22	Tabled
0	Agriculture	00 - None	05 - Civic Engagement	Complete the produce processing facility at Shone Farm		2021-22	In-process
0	Agriculture	00 - None	01 - Student Learning & SLOs	Complete the greenhouse at Shone Farm		2021-22	In-process
1	Agriculture	01 - Student Success	01 - Student Learning & SLOs	Move Ag/NR instructor offices to Shone Farm		2021-22	In-process
1	Automotive Technology	02 - Academic Excellence	01 - Student Learning & SLOs	Maintain NATEF (now ASEEF) Certification for the Automotive program	1. Complete self evaluation 2. Implement necessary changes 3. Have an official inspection team visit and evaluate our program	Recert due: 2021.	1500 - 2000 man hours \$1000 - \$5000 in funds

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1	Art	01 - Student Success	01 - Student Learning & SLOs	Reconfigure space usage of Analy Hall by discipline to provide each area with maximum storage, safety and efficiency.	Relocate equipment and supplies for easiest access by each discipline. Remove all unnecessary furniture, tools, and debris from each classroom, office and storage room. Coordinate with Facilities to provide updated info on space usage. Coordinate with Health & Safety for all related matters.	1 year	Student employee labor, assistance from Facilities and Custodial to move equipment, paint, and revitalize two faculty offices. Warehouse to provide storage for obsolete machinery. The new STNC lab assistant to provide support to maintain the Sculpture lab - a potentially highly hazardous space.
1	Communication Studies	02 - Academic Excellence	01 - Student Learning & SLOs	Set up a Speech Lab within Garcia	Complete the curriculum, technical and organizational steps needed to make a SpeechLab operational and accessible to students.	1-2 years	The Speech Lab and Recording Studio are on track to be completed and ready for students in Fall 2022. Further work is ongoing to expand Speech Lab offerings and staff it appropriately.
1	Communication Studies	04 - Facilities/Technology	07 - Operational	Work with Facilities and architects to renovate Garcia Hall as a fitting new home for the Communication Studies Department, the Oak Leaf and close to the Digital Filmmaking Studio on the Santa Rosa campus.	To unite the department and its faculty under one roof before the Analy temps are razed to make way for parking. Bring new program specific classrooms into operation for Journalism and Media	1-2 years	Garcia Hall renovations are underway and scheduled to be completed in time for Fall '22 semester. The facility will include a new Newsroom, a Media Lab and a screening room as well as a versatile classroom.
2	Communication Studies	02 - Academic Excellence	01 - Student Learning & SLOs	Increase funding and support for the Department's Journalism program.	Continue to eliminate the structural deficits for Journalism. Finance production of a print edition magazine twice a year with a significant proportion coming through advertising. Also, seek base funding from the college to support the newsroom.	On-going	More financial support from the District. SRJC is the only community college with a journalism program that doesn't give base funding for the newsroom. The Oak Leaf must earn its own keep but online ad and Oak Leaf Magazine ad revenue are still unpredictable.
2	Communication Studies	02 - Academic Excellence	01 - Student Learning & SLOs	Reestablish the Forensics Program increasing enrollment and diversity	Publicize the changes to the program and the broader appeal. Build up enrollment and use the Speech Lab to support students needs. Increase the budget in order to recommence travel and tournament attendance post COVID.	On-going	A new faculty member with background in forensics and performance was hired and starts in Fall '22. Part of their focus will be to review and potentially revamp the forensics program in order to ensure its success in the future.
1	Dean Arts and Humanities	08 - Institutional Effectiveness	07 - Operational	Strengthen classified staffing in key areas to ensure safety and vitality of courses.	Box Office Manager to 100%; rehire of Art Galley Exhibits Specialist; Admin support for Fashion Studies; restoration of Music administrative assistant to 100 percent, increase of administrative assistant support for Communication Studies to 100 percent	Ongoing	District funding
3	Dean Arts and Humanities	02 - Academic Excellence	01 - Student Learning & SLOs	Inspire the design and development of cutting edge curriculum	Update and generate new coursework that is contemporary and relevant.	Ongoing	Faculty time, Dean time
4	Dean Arts and Humanities	05 - Sustainability	05 - Civic Engagement	Establish a long-term relationship with patrons and donors in support of Arts programs at SRJC.	Cultivate a trusting, positive relationship with the SRJC foundation.	Ongoing	Chair and dean time A survey has been generated to help identify future work trends for SRT
5	Dean Arts and Humanities	07 - Financial Resources	06 - Continuous Improvement	Increase revenue source for Arts & Humanities programs.	Seek funding for worthwhile educational and creative projects. Create grant proposals, form partnerships, and reach out for private donor support.	Ongoing	Grant funding/private funding. Dean's time Project partner time, completed four grant proposals so far
6	Dean Arts and Humanities	02 - Academic Excellence	02 - Student Services	To increase the visibility and effectiveness of the Study Abroad program.	Work closely with the consortium members and the Study Abroad committee.	Ongoing	More input from the committee
1	Fashion Studies	01 - Student Success	01 - Student Learning & SLOs	Maintenance and Repair of Equipment	Yearly servicing of sewing machines and budget for repair to equipment as needed	Spring 2021-Spring 2022	Funding
1	Fashion Studies	04 - Facilities/Technology	07 - Operational	Setup of Petaluma Lab and Classroom	Acquire and set up all necessary furniture and equipment in order for lab and sewing classes to function.	Spring 2022	Funding and personnel

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4	Music	01 - Student Success	01 - Student Learning & SLOs	Student recruitment	More outreach to local high schools	ongoing	Increased advertising needed
1	Theatre Arts & Fashion	01 - Student Success	01 - Student Learning & SLOs	Write Musical Theatre Certificate	1. Collaborate with the Dance and Music programs to create a Musical Theatre Certificate.	2021-2022	None.
2	Theatre Arts & Fashion	02 - Academic Excellence	01 - Student Learning & SLOs	Goal: Within the next 3 years, assess SLOs for all new curriculum that was written spring 2015 for repeatability.	The following objectives need to be addressed in the next three years: Assess all SLOs for new courses that address repeatability.  The following objectives need to be addressed in the next five years: 1. Assess all SLOs for new courses that address repeatability.	2020-2023	None. Department Chair will work with faculty.
5	Theatre Arts & Fashion	01 - Student Success	01 - Student Learning & SLOs	Write new course: Sound Design or combination Lights/Sound/Projection	Expand our Technical Theatre Certificates with badly needed curriculum	2021-2022	With the hire of our new Technical Theatre Generalist and a return to face to face instruction, we should be able to achieve this goal in the next year.
7	Theatre Arts & Fashion	00 - None	00 - None	Establish regular outreach network and schedule with local high schools for recruitment purposes.	Create a template schedule and recruitment video that can be used on an ongoing basis to complete outreach to the local high schools.	2021-2022	Possibly hiring of a videographer and editor to create a promotional video.
1	Community & Contract Education	05 - Sustainability	06 - Continuous Improvement	Increase Community and Contract Education course offerings	Increase total number of new Community and Contract Education course offerings, while decreasing course cancellations.	2021-22	With the limited staffing, course offerings and contract courses have not expanded.
2	Community & Contract Education	07 - Financial Resources	06 - Continuous Improvement	Improve Community and Contract Education Communication & Enrollments	Revise comprehensive marketing plan to increase online advertisement reach and increase enrollments in Community Education courses. Increase the total Community Education course enrollment by 7% each year	2021-22	Increased online/ social media advertising, unable to track increase in enrollments as the changes have been phased in over the last semester.
3	Community & Contract Education	07 - Financial Resources	06 - Continuous Improvement	Improve Community Education Infrastructure, Financial Resources, and Operational Effectiveness	1. Increase Community Education Department revenue 2. Continue to systematize operations and decrease expenses.	2021-22	Community Ed has become more streamlined and efficient through the increase use of technology.
4	Community & Contract Education	07 - Financial Resources	06 - Continuous Improvement	Expand outreach advertising Collette trips in community.	Continue to partner with the Foundation and other organizations to grow travel programs and other Community and Contract Education programs.	2021-22	Socail media and online marketing has increased interest in programs which were hit hard by the pandemic.
2	Work Experience	02 - Academic Excellence	01 - Student Learning & SLOs	To focus on marketing this program as an online option. We are the only community college in the state of California that offers online work experience. This can be used as a tool to increase enrollment as students from other community colleges can enroll in our program.	To increase FTES in our program and provide additional opportunities for working students that may no be able to attend the traditional style of classes.	Ongoing	FT Faculty is conducting coursework design and curriculum rollout.
3	Work Experience	08 - Institutional Effectiveness	01 - Student Learning & SLOs	To cross collaborate with the top performing certificate programs in the District.	To connect our Job Developer to students and programs and industry to coordinate efforts in finding jobs and placing students based on skillsets, and to create additional internship opportunities.	Spring 2022/Fall 2022	Classified hours
6	Work Experience	01 - Student Success	01 - Student Learning & SLOs	Develop + conduct trainings for Associate Instructors.	Utilizing Canvas, accessing their (new) instructor portals, + recording student + supervisor scores directly into Canvas.	Ongoing	Adjunct hours, ancillary; conducted by Faculty
6	Work Experience	02 - Academic Excellence	01 - Student Learning & SLOs	To hold a Workforce Development retreat where we will brainstorm new ideas on how to improve on our existing program.	To increase communication, partnerships, collaboration, and working cohesively with the entire Workforce Development team.	Ongoing	Adjunct hours, Administrative, Faculty, and Classified
6	Work Experience	01 - Student Success	01 - Student Learning & SLOs	To increase the training of all Workforce Development students to be effective team players and offer exceptional customer service to students, faculty, and the administrative team.	Create a unified team of well trained and prodcutive student employees by creating a training manual as well as a series of training modules.	Ongoing	Classified and student hours, \$

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1	Certified Nurse Assistant - Home Health Aide	02 - Academic Excellence	01 - Student Learning & SLOs	To meet the high demand for CNAs in our community we will increase the number certificates that we are able to award in the Summer.	Increase to 2 cohorts in the summer	2021/2024	Funding for additional FTE.
2	Certified Nurse Assistant - Home Health Aide	02 - Academic Excellence	01 - Student Learning & SLOs	Increase number of members in the adjunct faculty pool	Adequately staff two cohorts of students in summer session.	2021/2024	Adjunct interviews were done in Sp22 and 2 additional associate faculty were hired into the pool.
3	Certified Nurse Assistant - Home Health Aide	01 - Student Success	04 - Personal/Professional Growth	All faculty members attend paid meetings and receive training.	Trained faculty and support for growing program	2021/2024	Funding for faculty professional development
4	Certified Nurse Assistant - Home Health Aide	01 - Student Success	01 - Student Learning & SLOs	Increase student retention in program.	Students succeed in the program and complete CNA certificate.	2021/2024	
0	Dean Health Sciences	01 - Student Success	01 - Student Learning & SLOs	Find stable funding for the HOPE program.	To increase student success and retention in the Health Sciences programs.	2021-2026	Foundation involvement to secure outside grant.
0	Dean Health Sciences	06 - Healthy Organization	03 - Vitality/Equity/Stewardship	Increase diversity of the faculty in Health Science.	To have a diverse faculty that reflects the diversity of our students.	2021-2026	
1	Dean Health Sciences	04 - Facilities/Technology	07 - Operational	Additional large lecture room by converting part of the area vacated by SHS to a classroom.	To increase student enrollment in all nursing, medical assisting, FDNT and Dietetic programs.	2021-2022	Remodel of 1 floor of Race currently used by SHS would require Measure H funds. Enhanced media additions to the lecture room and desks have been requested through ILEM.
2	Dean Health Sciences	02 - Academic Excellence	01 - Student Learning & SLOs	Program review according to Policy 3.6 on all programs with less than 10 completers	To increase opportunities for students that meet their career and educational goals.	2021-2026	
3	Dean Health Sciences	02 - Academic Excellence	01 - Student Learning & SLOs	Adequate faculty staffing to support health science programs.	To increase ADN full time faculty to full capacity per BRN.	2021-2022	Hire one full time faculty member
4	Dean Health Sciences	01 - Student Success	01 - Student Learning & SLOs	Increase support services provided to students in the HOPE Program.	To increase student success and retention in the Health Sciences programs.	2021-2023	Student support funding with outside grants.
5	Dean Health Sciences	02 - Academic Excellence	01 - Student Learning & SLOs	A full-time Pharmacy program coordinator.	To develop a robust pharm tech program that can be approved for accreditation.	2021-2026	Hire one full time faculty member.
6	Dean Health Sciences	02 - Academic Excellence	01 - Student Learning & SLOs	Full cohort of high school seniors to explore health careers the Health Careers Institute.	To increase the concurrent enrollment of high school seniors in the Health Sciences.	2021-2023	Additional skills lab space, Faculty, regional program coordinator
7	Dean Health Sciences	02 - Academic Excellence	06 - Continuous Improvement	Increase support for Senior lab assistant.	To increase student success by providing lab support for the ambulatory skills lab.	2021-2023	Hire a 50% lab Assistant, currently a vacancy in the department.
1	Dental Education	01 - Student Success	01 - Student Learning & SLOs	Successful site visit from Dental Hygiene Board Of California Sept 2021	Successful site visit	2 months	Support from faculty, Dean, VP, and P
1	Dietetic Technology	01 - Student Success	06 - Continuous Improvement	Market the CDM and Diet Tech programs to SRJC students and to Sonoma County residents.	Increase the number of students enrolling in our CDM and Diet Tech classes.	2021-2022	Achieved SWP+CTEA-Perkins funding to produce a program marketing video. Locating a videographer interested in the job, and hope to record the marketing video during the Fall 2022 semester.
3	Dietetic Technology	01 - Student Success	01 - Student Learning & SLOs	Meet with SLO coordinator to revise and refine SLOs for programs	Update classes in the programs and have clear objectives related to the new competencies and new CDM program.	2021-2022	SLO's have been reviewed and are current for all our classes. SLO assessments will be complete for all DIET and FDNT classes during the Spring 2022 semester.
1	Health Care	02 - Academic Excellence	01 - Student Learning & SLOs	Meet the changing needs of the healthcare workforce.	Establish Spanish Medical Terminology Course	2021/2025	faculty for curriculum development
1	Medical Assisting	02 - Academic Excellence	01 - Student Learning & SLOs	To maintain an academically excellent MA program.	To perform SLO assessments for classes from Spring 2022	Fall 2022	Adjunct instructors who taught the lectures will complete SLO assessments and be compensated per AFA contract
2	Medical Assisting	02 - Academic Excellence	06 - Continuous Improvement	Align the MA curriculum with current industry needs	Continue to align the program with our clinical partners needs.	Fall 2022/Spring 2023	We will continue to assess our new program sequence, classes, and learning objectives to see if they remain in alignment with our industry partners needs.
0	Nursing RN	07 - Financial Resources	01 - Student Learning & SLOs	Maintain and expand grant funding for the ADN program	Grant funding is integral to maintaining state-of-the-art resources available to graduate competent, quality nurses. New grant sources must be identified to create a diverse funding base for the future.	2021-2022	Identification of new grant funding sources, investigate teaming with other HS programs for multiple program use grants, recruiting a faculty grant champion.

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1	Nursing RN	01 - Student Success	01 - Student Learning & SLOs	Monitoring 38-Unit Curriculum Revision	Faculty will be involved in confirming the efficacy of the revised nursing curriculum and propose minor adjustments as needed.	2021-2022	Resources will be high stakes test results in all courses, NCLEX pass rate for graduates, attrition rate, student end of course surveys.
2	Nursing RN	02 - Academic Excellence	06 - Continuous Improvement	Increasing Faculty Professional Development	Achieve full faculty status and further develop professional nursing education career pathway for existing faculty. Begin succession planning for anticipated faculty retirements.	2021-2022	Approval to fill vacant full-time faculty positions, creating recruiting ADN faculty mentors, revising new faculty orientation/continuing professional development materials specific to nursing education. Devise viable cross-training in courses and BRN approvals for faculty to teach in multiple areas.
3	Nursing RN	01 - Student Success	01 - Student Learning & SLOs	Expand Nursing Simulation Pedagogy in ADN Curriculum	Increase use of high fidelity simulation in all areas of ADN curriculum to 25% of clinical hours.	2021-2022	Additional faculty training in simulation pedagogy, access to simulation materials to increase library of scenarios, curriculum committee meetings to expand simulation into curriculum, Race space renovations to create dedicated sim labs.
1	Pharmacy Technician	08 - Institutional Effectiveness	06 - Continuous Improvement	A full-time program coordinator for Pharm Tech	To have a consistent and knowledgeable leadership for the Pharm Tech program.	2021-2024	Funding for a contract faculty position.
2	Pharmacy Technician	01 - Student Success	01 - Student Learning & SLOs	Develop a Pharm Tech program that can support the needs of local pharmacies.	Review and update certificate requirements so that we can have an effective program.	2021-2024	Funding for faculty release time to review and update curriculum and certificate requirements.
1	Radiologic Technology	04 - Facilities/Technology	06 - Continuous Improvement	Obtain additional clinical site affiliations	Enough clinical affiliated sites to place students would allow for the ability to accept more students into the program.	2022 and beyond	3 new sites are in the process of being added, pending CDPH-RHB & JRCERT approval.
1	Behavioral Science	01 - Student Success	06 - Continuous Improvement	Department has made a priority to review all curriculum in all three disciplines with a DEI lens.	Provide equity focused education to SRJC students.	2020-2022	Faculty time, professional development.
2	Behavioral Science	02 - Academic Excellence	01 - Student Learning & SLOs	Provide release time for SR Anthro faculty member to oversee lab, 5% per semester, 10% for summer	Course improvement, student success.	2021-2022	Reassigned time and/or overload = 20% for faculty (5%-5%, 10%)
1	Child Development	03 - Diverse Communities	06 - Continuous Improvement	Continue staff development programs in anti-racism practices with an emphasis on providing a model anti racist curriculum for toddlers and preschool.	Build a model early childhood program focused on providing an inclusive, anti racist program as a model for Sonoma County.	2020-21	Planning and professional development time to develop a strategic five year plan
3	Child Development	03 - Diverse Communities	06 - Continuous Improvement	Strengthen the application of research based strategies for Latino and low income students to bring greater effectiveness to the college	Continue to support the cohort model, provide continuity for the Connections program, integrate services with Student Services and Academic Affairs	2020-21	Continued support of the VPs of Student Services and Academic Affairs to integrate successful practices
4	Child Development	02 - Academic Excellence	06 - Continuous Improvement	Ensure that the Child Development Instructional Department maintains a level of quality and an array of course offerings consistent with the needs of the field	Support the integration of new faculty	2019-2022	Dedicated planning time for faculty, mentoring of new faculty
1	Kinesiology Athletics and Dance	08 - Institutional Effectiveness	02 - Student Services	Hire additional administrative support; a. Assistant athletic director b. Sports information director c. Game day operations director	Looking for one position to support students and staff at 100% either a classified or release time position.	has been a need for awhile	No Progress has been made to date/District Funds
2	Kinesiology Athletics and Dance	01 - Student Success	06 - Continuous Improvement	Upgrade existing equipment and labs to meet student needs.	continue to up keep our equipment for classrooms and teams	Ongoing	Improvement with WiFi has been accomplished, Live Streaming equipment has been upgraded
3	Kinesiology Athletics and Dance	00 - None	00 - None	Student Success Liaison	support student athletes at SRJC	1-3 years	50% faculty release time to serve students- No Progress has been made to date/district funds
4	Kinesiology Athletics and Dance	06 - Healthy Organization	06 - Continuous Improvement	Effectively manage bond measure funds to complete existing facility projects as well as new facility projects in KAD	New KAD facilities	3 more years	bond, district and state funds Phase 1 and 2 are almost complete - very positive. Phase 3 starts in January 2023.
5	Kinesiology Athletics and Dance	00 - None	00 - None	curriculum development and implementation	Curriculum development to upgrade offerings - make more current	1-3 years	Faculty have made significant improvements and updates with KAD curriculum.
1	College Skills	01 - Student Success	01 - Student Learning & SLOs	Improve support for Tutorial Center instructors, increase individualized instruction for students	Stabilize IA and AA staffing in Santa Rosa and Petaluma. Provide ongoing training	2022/2023	Funds from District, Student Success, and/or SEA Grant to pay for additional staff, as proposed.

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1	College Skills	02 - Academic Excellence	01 - Student Learning & SLOs	Improve student success and persistence in Math and English Pathways offered as credit or noncredit.	Implement and continuously improve pre-transfer math and English courses. Work with Math and English Departments innovative approaches.	2022/2023	Time for CSKLS faculty to meet with Math and English Depts. Funding for conferences. Collaboration among math and English CSKLS faculty.
1	College Skills	02 - Academic Excellence	01 - Student Learning & SLOs	Increase enrollment and retention in all sections, credit and noncredit.	Consolidate noncredit program efforts and resources (ESL, SW Center, Outreach Specialists through Adult Ed") districtwide to better support all noncredit course offerings."	2022/2023	Funds from CAEP grant to pay noncredit stakeholders (faculty, classified, specialists) to participate in ongoing conversation, retreat to streamline all efforts and resources.
2	College Skills	02 - Academic Excellence	01 - Student Learning & SLOs	Meet the needs of students seeking preparation for GED, career readiness and college prep components.	Ensure funding for instructional resources and professional development	2022/2023	Associate faculty and staff will need to be paid for planning sessions and curriculum development.
2	College Skills	02 - Academic Excellence	01 - Student Learning & SLOs	Support CSKLS faculty in developing and integrating best practices, online homework, and technological support.	Provide department workshops for discussion, sharing, demonstration, and training in effective teaching practices and integration of technology.	2022/2023	Funds from CAEP grant to pay adjunct faculty for participation in department workshops and projects.
3	College Skills	01 - Student Success	02 - Student Services	Provide greater assistance for the whole student" for CDCP students and for students in English and Math Pathways."	Maintain strong communication and advocacy role with the Student Success Committee, the Welcome Center, the Outreach team, community partners, and Noncredit Student Success Committee.	2022/2023	Faculty time
3	College Skills	01 - Student Success	02 - Student Services	Improve student access to learning support services at all sites.	Manage new CSKLS and Tutorial Center websites.	2022/2023	Training for AA and IAs.
1	Dean LAAF	02 - Academic Excellence	01 - Student Learning & SLOs	Special event lecture programming to support academic programming	2021/22 WOLM, Interior Chinatown, with acclaimed author Charles Yu	2021/22	Faculty Participation
1	Dean LAAF	03 - Diverse Communities	03 - Vitality/Equity/Stewardship	Embedding new steps of intentionality toward serving Black students through the PALS Program in partnership with BLAC leadership	ISSC, SEA Program Goal	2021/22	Faculty Participation
1	Dean LAAF	03 - Diverse Communities	03 - Vitality/Equity/Stewardship	Aligning noncredit programs to more optimally serve the immigrant community and English language learners	Adult Education, Noncredit ESL, Noncredit College Skills	2021/22	Faculty Participation
1	Dean LAAF	01 - Student Success	01 - Student Learning & SLOs	Continue to implement all requirements pertaining to AB 705 and AB 1805	Timely submission of reports	2021/22	Faculty participation
1	Dean LAAF	03 - Diverse Communities	01 - Student Learning & SLOs	Implementation of the Lanzamiento initiative	Attainments of all year 1 grant activities	2021/22	Faculty participation
1	Dean LAAF	03 - Diverse Communities	01 - Student Learning & SLOs	Educational programming for incarcerated students through the IGNITE program	Sustained programming and partnership	2021/22	Faculty participation
1	Dean LAAF	03 - Diverse Communities	04 - Personal/Professional Growth	Organizing robust Communities of Practice around conversations and actionable steps toward equity	Increased participation through program expansion made possible through braided funding	2021/22	Faculty Participation
1	English	02 - Academic Excellence	01 - Student Learning & SLOs	Continued Equity, Diversity, Inclusion, and Antiracist work	Continue department Communities of Practice	ongoing	Need funding for department-focused Communities of Practice to pay PT faculty to participate.
2	English	01 - Student Success	01 - Student Learning & SLOs	Ongoing professional learning and norming sessions	Continue engaging in collaborative inquiry and professional learning. In-service sessions, norming, and additional professional learning opportunities support faculty as we work to most effectively facilitate learning.	ongoing	Pay for subs and PT faculty to attend meetings. Pay for additional professional learning opportunities off-campus.
3	English	02 - Academic Excellence	01 - Student Learning & SLOs	Transitioning back to SRJC Post-COVID19.	Opportunities to reflect and plan for our return to SRJC, especially the practices we will continue after returning f2f.	ongoing	Time and resources for FT instructors to plan, prep, and conduct sessions; time and resources to support instructors in transitioning from online back to f2f and partially online modalities; funding to ensure PT faculty participation.
4	English	02 - Academic Excellence	01 - Student Learning & SLOs	Revision Writing Center and Online Program	After emergency DE is over, we will need to review the future of our online WC and Online Instruction programs.	ongoing	Time and resources for FT and PT faculty to plan and conduct sessions; funding for software to support multiple modalities for WC support; funding to ensure PT faculty participation.

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1	English as a Second Language	01 - Student Success	06 - Continuous Improvement	Adjust departmental assessment/placement in response to AB 705	To be in accordance with legislation based on timeline given by the Chancellor's Office	2018-2023	Ongoing support from the Assessment Office and Institutional Research. The ESL Department is fortunate to have revised its credit pathway via the HSI grant, so we are well-ahead of the state timeline but need to adjust our assessment practices.
1	English as a Second Language	01 - Student Success	07 - Operational	Keep the non-credit ESL program viable.	Transition non-credit coordinating responsibilities to non-credit ESL full-time faculty member. Currently 40% / may need to increase	ongoing	District support for non-credit coordinator reassigned time.
1	English as a Second Language	02 - Academic Excellence	01 - Student Learning & SLOs	Support instructors and IAs as they continue with remote instruction and the transition to in-person instruction in 2022.	To develop FIGs (Faculty Inquiry Groups) or CoPs for each level of the pathway to collaborate and provide support for students and faculty. Include training by part-time faculty and classified staff.	2021-2023	A faculty member willing to coordinate the effort. Funding from WIOA and AEBG grants to compensate adjuncts for their participation in the FIGs/CoPs.
1	English as a Second Language	01 - Student Success	02 - Student Services	Implement responsive and appropriate student support for our students during remote instruction, including student workshops and student technical support, specifically for our unique population.	Expand student worker and instructional assistant support during remote instruction.	2021-2022	Financial support and training. Coordination.
2	English as a Second Language	01 - Student Success	02 - Student Services	Continue to implement noncredit ESL Conference at Southwest Center for lower level noncredit ESL students, and a Moving on Up" colloquium for high level credit and noncredit students on the SR campus."	1. Plan and implement workshops that focus on orientation to noncredit ESL, study skills for language learning success, and facilitate opportunities for credit ESL or high level noncredit students to mentor lower level noncredit ESL students. 2. Plan and implement a "Moving on Up" Colloquium" for credit and noncredit ESL students."	ongoing	1. Funding to pay instructors to plan, implement and participate in ESL Conference and Saturday Colloquium. 2. Funding to provide refreshments at the Conference and Colloquium. 3. Funding to provide bus transportation to SWSRC and campus for students at outlying sites.
2	English as a Second Language	02 - Academic Excellence	01 - Student Learning & SLOs	Research and submit ESL 10 for IGETC approval for Area 3B (Humanities).	Research and connect with other community colleges who have successfully submitted their transfer-level composition class for IGETC Area 3B approval. Go through the Curricula Process to ensure UC approval.	2022-2023	Faculty member participation and curriculum support/approval
2	English as a Second Language	02 - Academic Excellence	01 - Student Learning & SLOs	Research and submit all ESL non-credit courses for DE approval.	Connect with College Skills and Adult Ed leadership to research and present a united and researched argument for non-credit courses to be considered for DE approval.	2021-2022	Cross-Departmental Faculty member participation and curriculum support/approval
3	English as a Second Language	01 - Student Success	06 - Continuous Improvement	Support instructors and IAs and IFs as they operate in the credit and noncredit ESL pathways.	Continue to conduct Faculty Inquiry Groups (FIGS) at each level of the ESL pathway. Assign level leaders.	ongoing	Ongoing support from HSI grant and/or other funding sources.
4	English as a Second Language	01 - Student Success	01 - Student Learning & SLOs	Offer additional support classes for students in English 1A or in other transfer level classes across disciplines	Collaborate with other departments to satisfy a need of ESL support for students beyond the ESL pathway.	2021-2025	Campus-wide cooperation and support and an instructor who can take on the project.
6	English as a Second Language	01 - Student Success	01 - Student Learning & SLOs	Standardize use of lab time and increase I.A. involvement.	Develop a pilot program including a bank of activities at a selected level to be used by all instructors teaching at that level.	ongoing	Money from SEA grants
7	English as a Second Language	01 - Student Success	06 - Continuous Improvement	Strengthen collaboration with La Luz Community Center to expand ESL offerings in Sonoma	Ensure availability of childcare at a location in Sonoma	ongoing	Continued communication with La Luz
8	English as a Second Language	01 - Student Success	05 - Civic Engagement	Continue to have the ESL Completion Ceremony	Recognize ESL completioners and scholarship recipients at end-of-the-year ceremony	ongoing	Financial support. This event used to be funded by Associated Students but is no longer due to budget cuts
9	English as a Second Language	02 - Academic Excellence	06 - Continuous Improvement	Collaborate with the English department on developing an ESL corequisite for ENGL 1A (part of AB 705 requirements)	Share sample assignments, norm essays, conduct on-going meetings between representatives from both departments.	ongoing	Faculty member participation from members of both departments.
10	English as a Second Language	01 - Student Success	01 - Student Learning & SLOs	Continue Common Final Assessment for ESL 100, 373, 372, 371, 781	All sections of the credit ESL pathway as well as our transitional ESL class ESL 781 will continue to use a common final assessment in order to measure whether SLOs are being successfully attained and to ensure students are prepared for ESL10/English 1A.	ongoing	Money to pay adjuncts to participate in this very important collaboration.



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11	English as a Second Language	01 - Student Success	01 - Student Learning & SLOs	Expand open hours and tutoring services in the ESL Tutoring and Learning Center, Barnett 1282.	Continue to support students that use the hugely popular ESL Tutoring and Learning Center by offering free printing (up to 30 copies), expanded open hours, more tutoring, online tutoring after we transition to in-person, and counseling.	ongoing	Financial support to pay for tutors, office supplies, and lab assistants.
13	English as a Second Language	01 - Student Success	02 - Student Services	Investigate the possibility of providing childcare services for students attending SWSRC in the AM.	Meet with Community Action Partnership, SRJC Child Development and Comm. ChildCare Council to explore options for providing on-site childcare at SWSRC.	ongoing	1. Funding for childcare or willingness on the part of community partners to provide free, quality childcare for Noncredit ESL students studying at SWSRC. 2. Portable or portables to be added at SWSRC for childcare purposes. 3. Support from AEBG and WIOA grants
1	Humanities and Religious Studies	00 - None	00 - None	Establish discipline-specific Length of Service Lists	Work with AFA to make this a contractual possibility	1 - 2 years	More hours in a day.
2	World Languages	02 - Academic Excellence	01 - Student Learning & SLOs	Completion of course assessments and SLO's	Regularly complete course assessments and revise COR's per Departmental Curric. Office timetables/rotation plans	20219-2022	Instructor Time
3	World Languages	03 - Diverse Communities	05 - Civic Engagement	Community Outreach	Publicize our growing Spanish for Spanish Speaker program within and without the college community to attract the students for whom these classes are designed. This is connected with both credit by exam and the development of Spanish-speaker targeted courses	2021-2022	Outreach to promote the Spanish for Spanish Speakers in collaboration with the Outreach Program, HEP, and the Adelante Program is needed.
4	World Languages	02 - Academic Excellence	01 - Student Learning & SLOs	Italian and ASL majors	Complete these two majors and get support and approval from the District	2021-2022	Instructor time
5	World Languages	02 - Academic Excellence	01 - Student Learning & SLOs	Update inactivated courses	We have several conversation courses which have become inactive due to the reduced schedule. In order to be able to offer them in the future, they will need to be updated and go through the curriculum approval process. We need to do this now in order to be prepared as soon as the need arises. This includes ASL 5, Italian conversation classes, Latin 1-4 and Spanish 70, Spanish for Health Professionals, which has been requested by both the District and the Community.	2021-2022	Faculty resources,
6	World Languages	04 - Facilities/Technology	02 - Student Services	Repurpose 1527C	Complete repurposing of 1527C, including cleaning out, putting in furniture more appropriate for its purpose, and purchasing instructional materials.	20219-2022	Staff time to clean out and rearrange room and \$1000 for instructional materials



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1	Distance Education	02 - Academic Excellence	01 - Student Learning & SLOs	Support student success and retention by continuing to improve the quality of online courses.	<p>* Continue to encourage all faculty to use the Canvas system as well as other pedagogically-sound instructional technologies to in order to make their online course material more functional, engaging, and environmentally sound.</p> <p>* Ensure that students are engaged with their online courses by supporting the faculty's desire and ability to use modern, proven educational technology to facilitate learning.</p> <p>* Continue to use the state's course review rubric to help faculty evaluate their own courses and make improvements where necessary, as well as in the creation of new online courses through the Online College Project.</p> <p>* Continue to improve the efficacy of the Online Special Expertise Certificate course, providing the best possible instruction in both Canvas and online pedagogy, while limiting workload/time requirements as much as possible.</p> <p>* Continue to monitor Canvas support calls and system status to ensure course materials remain active and available, and users have uninterrupted access to their courses.</p> <p>* Continue helping faculty use the CETL Studio to create high-quality, engaging online course content</p>	2022/ 2023	<p>* The DE staff successfully purchased and installed many new educational technology resources that faculty are using to improve their online courses.</p> <p>* The DE staff, and the Instructional Designer in particular, continued to use the state's course review rubric to offer suggestions for improvement to any faculty member who asks for a consultation, as well as using the rubric to evaluate courses in the Online College Project and in the Online Special Expertise Certificate course.</p> <p>* The Instructional Systems Administrator continued to monitor the Canvas Support system, resolving both faculty and student issues that cannot be handled by Instructure. He also monitored the status of the Canvas system and communicated problems or changes to faculty and students, and integrated new resources requested or available that could improve online course quality at SRJC.</p> <p>* As more instructors added engaging video content to their courses, the DE department assisted them with the creation, editing and captioning of those videos. Staff also worked with instructors to use new technology resources to add engagement features to their videos such as inline discussions, quizzes, etc.</p> <p>* While the CETL Studio was closed during the pandemic, we are in the process of evaluating and renewing the equipment so that the new Instructional Technology Specialist can begin working with faculty in that space.</p>
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6.1 PROGRESS AND ACCOMPLISHMENTS 2020-2021--SONOMA COUNTY JUNIOR COLLEGE DISTRICT--YEAR-END REPORT

3	Distance Education	02 - Academic Excellence	01 - Student Learning & SLOs	Ensure that online courses comply with Accessibility/ADA regulations	<p>* The review of courses for ADA compliance on a 6-year cycle was paused during the pandemic in order to focus on a large influx of DRD students in online classes. However, we plan to reinstate our efforts to review new and existing courses to ensure compliance.</p> <p>* Continue to educate faculty regarding the need for and methods of creating accessibility-compliant course materials.</p> <p>* Continue to offer DE support to faculty who need to make changes to course material.</p> <p>* Continue to work with the OEI to create the basis for a standardized ADA compliance document, and to test new accessibility review technology tools.</p> <p>* Continue to offer the Instructional Accessibility Specialist the ongoing professional development she needs to remain current with state and federal accessibility regulations.</p>	2022/ 2023	<p>* The DE Instructional Accessibility Specialist will need to continue to review all online courses on a 6-year cycle. The number of reviews expands each semester with the addition of new online courses.</p> <p>* We will need to work with IT to recreate the functionality of the ADA Console that is used to determine which courses need to be reviewed and track the review process outside of the CATE system.</p> <p>* We will need to continue to use a Student Employee to make the kind of routine, repetitive fixes to online course material required to make them ADA compliant.</p> <p>* We are hoping to add the scheduling of the numerous accessibility reviews and appointments to the duties of an Instructional Accessibility Technician to free up more time for the Instructional Accessibility Specialist to meet with instructors, review their course materials, and make necessary changes. This person would also be trained to make the complex remediations of documents and other content, and to order and track captioning requests ourselves to the state or to other captioning sources.</p> <p>* An Accessibility Team was formed to address the rising need and increased risks to the District in this area. The Team produced a plan whereby the Distance Ed staff completed hundreds of remediations and video captions for faculty who took advantage of the AFA side-letter language offering this service.</p>
1	Media Services	02 - Academic Excellence	07 - Operational	Complete Media Services staffing reorganization/centralization	Retain adequate staff to meet demand for a wide array of sophisticated event and instructional services, and restructure as needed to meet new service goals within current budget constraints	2-3 years	Ongoing. See staffing funding requests.
1	Media Services	04 - Facilities/Technology	07 - Operational	Develop a plan for addressing upcoming bond-driven projects in light of budget cuts	Recommend a multi-year phased spending plan for Measure H and begin implementation of bond-driven projects and equipment expenditures. Rollover any remaining Measure A funds into Measure H and begin spending strategies for new bond money in alignment with capital projects office, institutional needs, and 2030 master plan, using the master technology plan as a framework.	2019-2022	Ongoing. Completed first 3-year cycle; winding down second 3-cycle.
1	Media Services	04 - Facilities/Technology	07 - Operational	Create a staff training plan to ensure a strong professional development focus	Begin goal-setting strategies with team members to provide the tools and environment conducive to lifelong learning, encourage industry-recognized certifications, and set measurable goals for preparing for and achieving these certifications	Ongoing	Ongoing. Staff time, on-site and off-site training and testing. 3-year RU credit and training processes ongoing.
1	Media Services	02 - Academic Excellence	07 - Operational	Deploy an ambitious comprehensive digital refresh of learning spaces across the District to rapidly improve classroom instructional environments	Facilitate fuller integration of technology into learning; upgrade and standardize obsolete learning spaces	Ongoing	Ongoing. Approximately 6M in Measure H funds over a 5-6 year period
0	Administration of Justice	01 - Student Success	01 - Student Learning & SLOs	#NAME?	met demand of shareholders	3-5 years	classroom, training equipment included in 2.4 c, staffing
0	Administration of Justice	04 - Facilities/Technology	06 - Continuous Improvement	#NAME?		3-5 years	as noted in 2.4c and 2.5a

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0	Administration of Justice	04 - Facilities/Technology	06 - Continuous Improvement	#NAME?	Classrooms and student lounge space	1-5 years	Measure H" funding-1st building completed June 2019."
0	Administration of Justice	02 - Academic Excellence	06 - Continuous Improvement	#NAME?	Continue to meet shareholder training needs	3-5 years	Equipment, classroom, staffing s noted in 2.4C and 2.2e
0	Administration of Justice	01 - Student Success	01 - Student Learning & SLOs	increase productivity while decreasing course offerings	work within confines of budget	1-3 years	funding
0	Administration of Justice	01 - Student Success	01 - Student Learning & SLOs	Reinstate Modular Academy Program	offer the program at the PSTC	2-3 years	ability to grow course offerings, funding
0	Administration of Justice	01 - Student Success	01 - Student Learning & SLOs	Reinstate Ranger Program	offer the program at the PSTC	2-3 years	ability to grow course offering; funding
1	Emergency Medical Care	00 - None	00 - None	Increase classroom and laboratory space	Add two classrooms and one laboratory for EMC	24 mo.	Re-approve PSTC facility expansion project.
2	Emergency Medical Care	01 - Student Success	01 - Student Learning & SLOs	Increase radio/dispatch capabilities	Purchase radios (36), repeater and support equipment	12 mo.	Identify funding source - SWP or CTEA
3	Emergency Medical Care	01 - Student Success	01 - Student Learning & SLOs	Bleeding simulator, junctional tourniquets, hemastatic dressing	Make current the training in hemorrhage control using simulation	12 mo.	Identify funding source
4	Fire Technology	04 - Facilities/Technology	01 - Student Learning & SLOs	Continue to perform 2nd round of SLO Assessments	Contact Instructional staff and share Project SLO guidance & forms.	Continuous	Support (as needed) from the SLO Coordinator
7	Fire Technology	02 - Academic Excellence	06 - Continuous Improvement	Deliver Fire 90 Hybrid	Continue to work with support instructor developing class in CANVAS	Begin delivery in Fall 2021	Support of DE
1	Biological Sciences	05 - Sustainability	03 - Vitality/Equity/Stewardship	climate change assessment	evaluate the department's energy and resource use and promote sustainable landscape use.	2 years	
2	Biological Sciences	04 - Facilities/Technology	01 - Student Learning & SLOs	Remodel Baker Hall and replace lawn by C wing with tables and benches.	Make shared spaces more integrated and effective for students, faculty, and staff	1 year	Although there have been delays and difficulties, the Baker remodel is nearing completion. We should be fully moved back in by the end of Summer 2022. The landscaping unfortunately won't be completed until the STEM building. In general, the campus landscaping looks terrible due to understaffing.
3	Biological Sciences	08 - Institutional Effectiveness	01 - Student Learning & SLOs	Examine support staff allocation: key staff are retiring and this gives us an opportunity to reexamine how we allocate staff; which classes need what type of support. Address the lack of support for night classes.	Ensure adequate support for all of our courses	ongoing	We hired an evening SLIA and ANAT SLIA just before the pandemic. During the pandemic we have relied on STNCs to fill 2 SLIA positions. This has worked out well and has allowed us to expand our night sections.
4	Biological Sciences	02 - Academic Excellence	01 - Student Learning & SLOs	STEM visioning and integration across disciplines and campuses	Stay active in the planning process for the 2nd phase of the STEM cluster building in coordination with other STEM departments. Participate in the design of the new pollinator garden on the Petaluma Campus.	ongoing	The department chair has open and productive communication with the dean in Petaluma. We'll require inclusive planning meetings involving STEM departments and Petaluma faculty, staff, and administrators. This goal is also tied to planning of the outdoor spaces between Baker and the new STEM building. We'd like to discuss possibly collaboration around art, geology, anthropology, Ag (demo garden?), etc.
5	Biological Sciences	03 - Diverse Communities	05 - Civic Engagement	continue K-12 outreach	encourage K-12 students to enter STEM disciplines	ongoing	We plan to continue what we're already doing, especially supporting the Bio Club (see Section 6.1). Additionally, we will be participating in the SWAP program as part of the HSI STEM grant.
6	Biological Sciences	01 - Student Success	01 - Student Learning & SLOs	increase support for career development	expand internship program (funding and opportunities)	ongoing	

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7	Biological Sciences	03 - Diverse Communities	01 - Student Learning & SLOs	DEIA	establish regular conversations about how we in Biological Sciences can create a more equitable and inclusive environment	ongoing	
8	Biological Sciences	01 - Student Success	01 - Student Learning & SLOs	foster critical thinking in students, across disciplines	Develop a critical thinking course in collaboration with the Philosophy Department	2 years	We require grant funding to develop this course.
1	Chemistry and Physics	03 - Diverse Communities	05 - Civic Engagement	Support BIPOC and other minority STEM students	Encourage students (especially underserved/underrepresented group) to go into STEM field	ongoing	Some members of the department are starting to identify courses where BIPOC students need more help.
1	Chemistry and Physics	01 - Student Success	01 - Student Learning & SLOs	Find ways to deal efficiently/effectively with the potential bottlenecks resulting from this COVID-19 pandemic	assist with student completion	next two years	We are working with the District and STEM dean to offer more classes. And be more flexible with the schedule.
1	Chemistry and Physics	03 - Diverse Communities	04 - Personal/Professional Growth	Continue having honest (and perhaps uncomfortable) conversations about race at workplace and in class	Working together to find solutions toward a better workplace/society	ongoing	We are starting to have difficult uncomfortable conversations in dept meeting to address this. We support and trust each other.
1	Chemistry and Physics	01 - Student Success	07 - Operational	hire retirement replacements	need to hire retirement replacement for a lab coordinator (CHEM) and a SLIA (physics)	2021~2022	We have filled the chem lab coordinator position, but that left an opening in SLIA Petaluma position. Need to hire one immediately. Also still need to hire a replacement for Physics SLIA.
2	Chemistry and Physics	08 - Institutional Effectiveness	06 - Continuous Improvement	more open and honest communications with two campuses and the two Deans	Work together to find solutions	ongoing	we are starting to communicate more with Petaluma. But definitely need to do a better job.
3	Chemistry and Physics	01 - Student Success	01 - Student Learning & SLOs	Offer more Physics courses in Petaluma.	Expand Chemistry and Physics programs in Petaluma	2022~	We are starting to offer more sections of chemistry in Petaluma, and we will be offering PHYS 40 for dual-enrollment students starting Fall 2022. Financial support for lab equipment and additional classified staffing needed.
4	Chemistry and Physics	01 - Student Success	01 - Student Learning & SLOs	Ensure proper levels of faculty and classified staffing.	Hire an additional full-time faculty members in Chemistry.	2021~	We have completed the FT CHEM hiring interviews in early March.
5	Chemistry and Physics	01 - Student Success	01 - Student Learning & SLOs	complete SLO assessments	Course improvement	next three years	We have completed 19 out of 40 SLO's in chemistry and 26 out of 30 SLO's in Physics. We should have done more.
1	Dean STEM	04 - Facilities/Technology	01 - Student Learning & SLOs	Coordinate remaining design and interior elements that impact instruction in Lindley Center for STEM Education.	Review DSA-submitted plans for data and power, determining the FF&E budget, identifying equipment to purchase, and identifying furniture systems with consultants. Collaborate with Project Manager to address details and construction elements that impact instruction.	Fall 2021 thru Fall 2023	FF&E funds from Measure H; Collaboration with Capital Projects and Harris Group Project Management Staff.
2	Dean STEM	04 - Facilities/Technology	01 - Student Learning & SLOs	Oversee remodel of Baker Hall 1805 & 1850	Collaborate with PM, architect, campus departments, and faculty/staff to confirm construction details and provide specific discipline information to contractors.	Fall 2021 thru Spring 2022	Measure H Funding (approx. \$1.5M to 2.0M); Capital Projects collaboration
3	Dean STEM	08 - Institutional Effectiveness	01 - Student Learning & SLOs	Evaluate and Build-out Solar Photovoltaic Program and Complete Design of New HVAC Program	Attract larger and specific student populations to the Solar PV program and complete purchase of needed lab equipment. Also complete CORs for HVAC-R courses and certificates.	Fall 2021 thru Fall 2023	Strong Workforce funding (equipment); Measure H (facilities); FEMA grant
4	Dean STEM	02 - Academic Excellence	01 - Student Learning & SLOs	Institutionalize existing STEM student research internships.	Organize and institutionalize STEM student research internships; identify financial resources for students; identify community partners	Fall 2021 and ongoing	Grant funding for internship coordinator, student stipends, research costs, supplies, etc.
5	Dean STEM	07 - Financial Resources	01 - Student Learning & SLOs	Implement new STEM fund raising opportunities	Work with Foundation and faculty to identify potential fund raising ideas in connection with Lindley Center for STEM Education	Fall 2021 and ongoing	Donations from local companies; assistance with marketing from Public Relations; contacts with potential donors from Foundation

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6	Dean STEM	01 - Student Success	01 - Student Learning & SLOs	Implement an initiative to address STEM equity gaps	Create a specific outcome/goal and Master Plan with faculty and staff to address the equity gap in certain STEM courses.	Fall 2021 and ongoing	Data and information from OIR; commitment from faculty/staff across all STEM departments.
1	Earth and Space Sciences	02 - Academic Excellence	01 - Student Learning & SLOs	Geography TMC major	Create major that aligns with CSU/UC.	2021-2024	Major was submitted to State for approval; GIS course outline is not yet approved through C-ID. Either work with EA&T to update the course outline or change the course requirements for the major and resubmit paperwork for approval.
2	Earth and Space Sciences	02 - Academic Excellence	01 - Student Learning & SLOs	ENVS TMC major	Create major that aligns with CSU/UC.	2021-2024	Major is stalled at the State level awaiting C-ID approval of core course. Department faculty are serving on the ENVST TMC working group and C-ID course review with the State and are working to address this.
3	Earth and Space Sciences	02 - Academic Excellence	06 - Continuous Improvement	Develop lab components for GEOG 4	Move course through Curriculum process at SRJC to offer starting in Fall 2023	2021-2022	Completed paperwork and approved at STEM Cluster Tech (2/22). Awaiting CRC approval, not yet put on CRC agenda. Following up with Curriculum office (5/22).
4	Earth and Space Sciences	02 - Academic Excellence	01 - Student Learning & SLOs	Explore additional ESS course offerings to meet student needs (astrobiology, oceanography)	Develop format, SLO's and COR for new courses.	2021-2024	Astronomy instructor is working with NCCN (Nasa Community College Network) to be paired with a NASA astrobiology expert for consultation on curriculum development.
8	Engineering and Applied Technology	02 - Academic Excellence	01 - Student Learning & SLOs	Continue adjunct hire processes	Conduct Engr/ApTech adjunct hire process each semester	Ongoing	Limited by need for more full time faculty, increased AA/Chair/Coordinator time, increased staff support.
9	Engineering and Applied Technology	02 - Academic Excellence	01 - Student Learning & SLOs	Restart SLO assessments after a 2 year break	2 each X 4 FT faculty over Summer, 8 in Fall, 8 in Spring	Ongoing	Funding for adjunct participation (when solo teaching). Limited by need for more full time faculty, increased AA/Chair/Coordinator time, increased staff support.
11	Engineering and Applied Technology	02 - Academic Excellence	01 - Student Learning & SLOs	Build auxiliary student programs	Streamline scholarship programs, maintain MESA link, grow student clubs (TEC, Robotics, SWE, other)	Ongoing	Limited by need for more full time faculty, increased AA/Chair/Coordinator time, increased staff support.
1	Mathematics	01 - Student Success	01 - Student Learning & SLOs	We hope to have the Math lab funded in a more reliable and permanent method.		6 months	Funds to provide additional Lab Instructors and Student or Classified Lab Assitants.
4	Dean Instruction and Strategic Program Dev	02 - Academic Excellence	01 - Student Learning & SLOs	All AA-T's in Social and Behavioral Science will have discipline required classes available on line and offered in a two year rotation.	1. Identify missing courses for online development. 2. Working with department faculty to develop online courses. 3. Develop rotation plan for online classes.	2019-2021	On line training resources, faculty participation.
1	Senior Dean Public Safety	08 - Institutional Effectiveness	07 - Operational	Address financial issues regarding ongoing operational costs / enrollment management	Identify what courses/degrees/certificates/academiesPSTC/AJ will offer	1 year	Direction from VPAA
3	Senior Dean Public Safety	06 - Healthy Organization	03 - Vitality/Equity/Stewardship	#NAME?	Continue to meet shareholder training needs	3-5 years	Equipment, classroom, staffing
5	Senior Dean Public Safety	01 - Student Success	01 - Student Learning & SLOs	#NAME?	met demand of shareholders	1-2 years	classroom, training equipment, staffing

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FINANCE AND ADMIN SERVICES

Rank	Program/Unit	Strategic Plan Goal	Mission Alignment	Goal	Objectives	Time Frame	Progress to Date
0	Fiscal Services	05 - Sustainability	07 - Operational	Sustainability	Implement Work Order Process in Escape	One year	Time needed to test
1	Fiscal Services	05 - Sustainability	07 - Operational	Sustainability	PAF's and Timesheets electronic in Escape	Three years	Time necessary to complete
2	Fiscal Services	05 - Sustainability	07 - Operational	Sustainability	Travel Request electronic	One year	N/A (Almost ready to roll out, just waiting for travel to resume after COVID)
3	Fiscal Services	05 - Sustainability	07 - Operational	Sustainability	Have all warehoused paperwork required to be kept be scanned in rather than hard copy	Three Years	Time necessary to complete
0	Custodial	04 - Facilities/Technology	07 - Operational	Keep spaces clean and sanitized in COVID 19	With limited staffing, keep all spaces sanitized to ensure there is not an outbreak	1 year	Funding and staffing
0	Custodial	04 - Facilities/Technology	07 - Operational	Make changes in the department to streamline and gain efficiencies	Implement equipment and other tools to help streamline work, reduce injuries and find efficiencies	ongoing	Training funds and upgraded equipment
1	District Police	08 - Institutional Effectiveness	07 - Operational	The District Police is currently hiring for all positions due to significant loss in staff in December of 2018 and continued turnover. Every attempt is being made to get to full staffing levels with the exception of a part time dispatcher and CSO position to be held open for budgetary reasons.	To raise staffing levels to provide a basic level of public safety services to the community.	12 Months	Funding
2	District Police	08 - Institutional Effectiveness	07 - Operational	The District Police needs new patrol vehicles and a CSO vehicle to meet the operational needs of the District. The current vehicles are suffering from wear and tear, high mileage and will need to be replaced in the near future.	To obtain a new fleet of public safety vehicles.	12 Months	Funding
3	District Police	08 - Institutional Effectiveness	07 - Operational	To elevate the levels of training, knowledge and experience to all District Police staff.	Within the next two year POST training cycle increase the amount of training, professional development opportunities and experience across all the District Police teams.	24 Months	More external training opportunities which have been limited during the pandemic, acquire more internal instructors, increase training budget and foster an environment for creative training solutions.
0	Information Technology	00 - None	00 - None	Purchase and implement KnowBe4 Security Awareness and phishing orchestration software to bolster data security	Improve awareness, reduce clicking on phishing links, automate responses to phishing attacks.	6 months	Completed
1	Information Technology	01 - Student Success	07 - Operational	Upgrading SIS to a next generation commercial product	Work with planning teams and Consultants to help define next generation ERP needs	36 months	- SIG Corp for consulting help to define needs via business process analysis and surveys. Also, use SIG for procurement management - SRJC staff and faculty participation in planning and implementation - IT Staff for planning and implementation - \$11-15M in bond funding
2	Information Technology	04 - Facilities/Technology	07 - Operational	Upgrade Network Infrastructure from 1 GHz backbone to 10 GHz backbone	Year 1 - Upgrade the core routers and switches \$2M project. Buy Cisco UCS servers and Nimble Network storage appliances. COMPLETED Year 2- Upgrade access-layerswitches, upgrade wireless access points. IN PROGRESS Year 3- Upgrade wiring and switches and access points and expand adding new access points.	36 months	- \$2M in bond funding for equipment and consulting - Network Tech time to plan, install and test - Coordination with Facilities and Capital improvement
3	Information Technology	01 - Student Success	06 - Continuous Improvement	ADA 504/508 WCAG 2.0 Compliance	Work with Department Web authors to verify and or correct their Web content for ADA compliance. Ensure all PDFs, Videos, and Forms are ADA compliant.	ongoing	- Staff time to manage compliance checking - Dedicated Accessibility Coordinator and two student workers to correct accessibility defects - Provide staff training
4	Information Technology	04 - Facilities/Technology	06 - Continuous Improvement	Migrate SRJC Web to Drupal 9	Transfer all Department Web pages to Acquia	12 months	Completed

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6.1 PROGRESS AND ACCOMPLISHMENTS 2020-2021--SONOMA COUNTY JUNIOR COLLEGE DISTRICT--YEAR-END REPORT

5	Information Technology	02 - Academic Excellence	06 - Continuous Improvement	Implement standard instructor work station on all SRJC sites	Work with Media and Academic Affairs to develop and implement a single standard hardware and software configuration for a consistent instructor station standard for the SRJC. Ongoing deployment of current instructor station standard configuration.	ongoing	- ITG Bond funding for new workstations - Staff time to image and implement
6	Information Technology	04 - Facilities/Technology	06 - Continuous Improvement	Implement effective software tools for MacOS and iOS management	Continue to implement Jamf management system for MacOS and iOS systems.	12 months	Completed
7	Information Technology	00 - None	00 - None	Implement Multifactor Authentication for increased security of sensitive data	Place an additional barrier (factor of authentication) between hackers and sensitive data, by raising the authentication bar to include "something you have"	12 months	Completed
1	Purchasing	08 - Institutional Effectiveness	06 - Continuous Improvement	Improve District's staff knowledge of the procurement process	Provide on going training to internal staff on procurement requirements, use of finance system for issue of requisitions	Ongoing	Existing resources
2	Purchasing	08 - Institutional Effectiveness	06 - Continuous Improvement	Improve knowledge base of the Purchasing Staff	Provide on going training to purchasing staff on procurement methods allowed under state law, review and streamline current business processes	Ongoing	Existing resources
3	Purchasing	08 - Institutional Effectiveness	06 - Continuous Improvement	Cost Savings	Pursue and Document Annual Cost Savings related to the procurement process.	Ongoing	Existing resources



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HUMAN RESOURCES

Rank	Program/Unit	Strategic Plan Goal	Mission Alignment	Goal	Objectives	Time Frame	Progress to Date
0	Professional Development	08 - Institutional Effectiveness	06 - Continuous Improvement	Updates to Professional Development webpages	With the implementation of the updated Human Resources webpages, the Professional Development pages are also being reviewed to streamline information, organize flex offerings and provide resources on PD programs and services to the college community.	Ongoing	These updates are being completed by Human Resources staff, in collaboration with the Faculty PD Coordinators and the Professional Development Committee. Additional support is needed by Information Technology staff to implement changes recommended for the flex program.
2	Professional Development	08 - Institutional Effectiveness	04 - Personal/Professional Growth	Professional Development Program Review	Evaluate processes to determine where improvements need to be made in the Professional Development Program.	Ongoing	Staff time to plan and implement program improvements.
2	Professional Development	08 - Institutional Effectiveness	04 - Personal/Professional Growth	Management Professional Development	In collaboration with Management Team Liaison Group, develop plan for a management professional development training program, management mentoring program and/or leadership academy.	Ongoing	No additional cost at this time; as additional trainings are added, this will require additional staff time. Ideally \$10,000 will be required for programming.
2	Professional Development	04 - Facilities/Technology	06 - Continuous Improvement	Training database for Professional Development Tracking	a) Incorporate flex tracking for faculty and classified professionals. b) Create database to record all employee trainings & completion with the ability to indicate which trainings specific employees must take for promotion/advancement. c) Incorporate a feature to remind" employees when required training is due."	Ongoing	Currently utilizing Escape to track a few Professional Development trainings. No additional cost at this time; as additional trainings are added, this will require additional staff time and may require additional functionality in Escape. Also exploring future tracking abilities with Lawroom/Everfi program to track compliance trainings.

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PETALUMA CAMPUS

Rank	Program/Unit	Strategic Plan Goal	Mission Alignment	Goal	Objectives	Time Frame	Progress to Date
0	Petaluma Academic Affairs	01 - Student Success	01 - Student Learning & SLOs		1.2 Building relationships with department chairs, meet regularly to work together to build schedules, address staffing needs, and creatively solve problems while always including the cluster dean; success is measured by regular and effective communication with chairs and cluster deans.	2020-2024	Ongoing communication and regular enrollment management discussions with department chairs, coordinators, and cluster deans to create a comprehensive scheduling strategy that looks at both campuses.
1	Petaluma Academic Affairs	01 - Student Success	01 - Student Learning & SLOs	1.0 Support Development of Petaluma Faculty	1.1 Chair Tenure Review teams with focus on developing faculty strengths and building supportive teams.	2020-2024	Existing resources, Faculty resigned Time for Department Chair Council
2	Petaluma Academic Affairs	01 - Student Success	01 - Student Learning & SLOs	2.0 Integrate Tutorial Center/Writing Center/Open Computer Lab into a central accessible location in Mahoney Library. Integrate Media Services and IT into a central accessible location in Call Building.	2.1 Identify architect to design space in Call Building for Media Services and space in Mahoney for Tutorial/Writing/Computer Lab, execute remodel of spaces with construction firm vendor, move departments and communicate to students with promotion plan on app, postcards, posters, etc.	2020-2024	Measure H Funds; Regular bi-weekly meetings with architect and user groups; regular weekly meetings with project manager. Spring 2022 - retreats with Tutorial/Library and Media/IT to develop vision for collaboration.
3	Petaluma Academic Affairs	01 - Student Success	01 - Student Learning & SLOs	3.0 Expand and strengthen CTE presence at SRJC Petaluma	3.1 Pursue and implement categorical funding to support existing and new certificate offerings on campus.	2020-2024	Existing resources and grant funding; Pilates certificate in development; Fashion program based in Petaluma; Expand Yoga Teacher Training program to include 500 hour certificate.
3	Petaluma Academic Affairs	01 - Student Success	01 - Student Learning & SLOs		3.2 Connect current CTE programs to local industry to build partnerships, identify training opportunities for staff, and build internship opportunities for students: a complete design and construction of Construction Center, (b) support regular meetings of the Construction Center advisory committee that will advise on the community labor needs, (c) support district negotiations to assign department chair to Construction Center programs, (d) identify supply funds for Construction Center classes, (e) identify funds for lab coordinator for Construction Center.	2020-2024	Existing resources; Received ARPA grant for community partnerships; ongoing programming planning
4	Petaluma Academic Affairs	01 - Student Success	01 - Student Learning & SLOs	4.0 Engage in strategic enrollment management activities, with expanding STEM offerings at SRJC Petaluma as the central goal for the Petaluma campus	4.1 Collaborate with STEM department chairs and cluster deans to develop a meeting with Petaluma faculty and STEM faculty to discuss Education Master Plan with the goal of adding Micro 5 section in spring/summer, adding CHEM 1A in spring, adding BIO 2.1 in spring, and add CHEM1B.	2020-2024	Existing resources; Micro 5 goal met
4	Petaluma Academic Affairs	01 - Student Success	01 - Student Learning & SLOs		4.2 Identify resources and facilities needed to expand STEM and health programs; increase supply funds to support increase in BIO and CHEM offerings, buy instructional lab equipment for CHEM 1B, and increase BIO SLIA position to 100% (+31.25%) for 171 days and increase CHEM SLIA position to 100% (+37.5%) for 171 day.	2020-2024	Existing resources, categorical funds, and donations
4	Petaluma Academic Affairs	01 - Student Success	01 - Student Learning & SLOs		4.3 Develop/expand, market, offer, and evaluate outcomes for (a) 4-year degree completion partnerships, (b) majors and certificates that can be completed in whole at SRJC Petaluma, (c) expand transfer track to include winter intersession, (d) integration of online offerings with F2F instruction, and (e) support Guided Pathways redesign.	2020-2024	Existing resources, Faculty resigned time for Department Chair Council/Area Coordinator Liaison Role. Majors project complete and informing plan for CWA project (College for Working Adults)
0	Petaluma Business Services	08 - Institutional Effectiveness	06 - Continuous Improvement	1.0 In collaboration with District Business Services, the SRJC Petaluma Business Services unit will facilitate the delivery of campus support and related business services.	1.1 Improve training and on-boarding of new employees to financial systems. Offer advanced training opportunities for existing employees on Escape, budget management, SRJC processes.	through 2021/22	Existing Resources

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0	Petaluma Business Services	08 - Institutional Effectiveness	06 - Continuous Improvement	1.0 In collaboration with District Business Services, the SRJC Petaluma Business Services unit will facilitate the delivery of campus support and related business services.	1.2 Collaborate with departments to identify resource/reference material gaps. Create year-long calendar and organizational tools for deadlines, campus communications, collaborative meetings.	through 2021/22	Existing Resources
0	Petaluma Business Services	08 - Institutional Effectiveness	06 - Continuous Improvement	1.0 In collaboration with District Business Services, the SRJC Petaluma Business Services unit will facilitate the delivery of campus support and related business services.	1.3 Develop reference materials for processes identified as gaps and create resource materials, flow-charts, etc. Involves working collaboratively with SR departments for information.	through 2020/21	Existing Resources
0	Petaluma Business Services	07 - Financial Resources	06 - Continuous Improvement	2.0 To fully support new programs and initiatives and campus events on Petaluma Campus with limited resources.	2.1 Collaborate with deans and managers to refine budget request, allocation, and budget tracking process. Provide business support and assess needs.	through 2022/23	Existing Resources
0	Petaluma Business Services	07 - Financial Resources	03 - Vitality/Equity/Stewardship	3.0 Support Gateway to College dissolution.	3.1 Work in partnership with Gateway to College Director to close out financials for the program.	through 20/21	Existing Resources
0	Petaluma Business Services	07 - Financial Resources	03 - Vitality/Equity/Stewardship	4.0 Increase Emergency Preparedness for the District.	4.1 Create Disaster Preparedness forms for the District in collaboration with Budget Manager, SR. Once created, identify forms to utilize for DOC Petaluma.	through 2020/21	Existing Resources
0	Petaluma Business Services	07 - Financial Resources	03 - Vitality/Equity/Stewardship	4.0 Increase Emergency Preparedness for the District.	4.2 Update and refine DOC Finance Section. Coordinate and organize emergency supplies for DOC, BSC/ASC's in collaboration with PLC.	through 2022/23	\$1,000
1	Petaluma Business Services	07 - Financial Resources	03 - Vitality/Equity/Stewardship	5.0 Participate in planning to reduce SRJC's structural deficit.	5.1 Through participation in District committees (BAC, FPCT, Auxiliary Enterprises) continue involvement in identifying new sources of funding, best utilization of existing funding, and identification of cost savings and share info with Petaluma constituents.	Ongoing	Existing Resources
1	Petaluma Business Services	08 - Institutional Effectiveness	07 - Operational	6.0 Facilitate, coordinate and support centralization of Facility Operations, Custodial Services and Event Management.	6.1 In collaboration with managers of facility operations, manager of custodial and manager of events, serve lead role in centralization. Train/support staff. Develop procedures for centralization, while keeping the spirit of the Petaluma way alive.	Through 2022/23	Existing Resources
0	Petaluma Student Services	01 - Student Success	06 - Continuous Improvement		6.6 Apply for grants from foundations and public sector to establish Our House as a sustainable program.	2021-2022	In Progress
0	Petaluma Student Services	01 - Student Success	06 - Continuous Improvement		6.7 Establish Our House as a research hub on issues of equity and student success at SRJC and CCC system more broadly. Leverage Our House Coordinator Amanda Morrison's expertise as a social scientist with experience developing ethnographic and survey-research projects. Involve student employees and interns in participatory action research (PAR) that will develop their scholarly and leadership skills.	2021-2022	In Progress
0	Petaluma Student Services	01 - Student Success	03 - Vitality/Equity/Stewardship		6.8 Create a pipeline program for students interested in attending Sonoma State University (SSU) that runs every semester. Leverage Our House staff's relationships with SSU ethnic studies faculty as well as SSU's multicultural center (The HUB) staff to connect SRJC students interested in equity issues and multicultural curriculum with potential mentors at SSU.	2021-2022	In Progress

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0	Petaluma Student Services	01 - Student Success	01 - Student Learning & SLOs		6.9 Pilot Our House SYE (Second Year Experience) Learning Community that supports students at a pivotal point in their education. Theme around equity and intersectionality, with linked course(s) taught by Our House Coordinator Dr. Amanda Morrison, FT Petaluma bilingual counselor Samantha Montellanos, and possibly sociology faculty Dr. John Stover.	2021-2022	In Progress
1	Petaluma Student Services	05 - Sustainability	02 - Student Services	1.0 Deploy enrollment and growth strategies for SRJC Petaluma	1.1 Introduce JumpStart Program to Marin County High Schools.	2021-2022	In Progress
1	Petaluma Student Services	05 - Sustainability	02 - Student Services		1.2 Continue to develop coordinated support structures to welcome, guide and engage noncredit programs at SRJC Petaluma.	2021-2022	In Progress
1	Petaluma Student Services	05 - Sustainability	02 - Student Services		1.3 Explore the transition of Student Success to a First Year Experience.	2021-2022	In Progress
1	Petaluma Student Services	05 - Sustainability	02 - Student Services		1.4 Continue to partner with Marin Promise Partnership in an effort to support Marin County students more. Explore adding an additional SRJC staff member to the MPP Action teams.	2021-2022	In Progress
2	Petaluma Student Services	01 - Student Success	06 - Continuous Improvement	2.0 Continue development of Student Success Teams at Petaluma	2.1 Stabilize budget and staffing of Student Success Teams at Petaluma; Determine ongoing program budget and staffing.	2021-2022	In Progress
2	Petaluma Student Services	01 - Student Success	06 - Continuous Improvement		2.2 Explore use of Tableau for deeper data analysis, leading to more targeted interventions to most in need student populations.	2021-2022	On hold to see ERP capabilities
2	Petaluma Student Services	01 - Student Success	02 - Student Services		2.3 Identify workflow for supporting students in new student center between Welcome Center and Student Success Team to include common space utilization	2021-2022	Accomplished. Will be reviewing as campus has more activity for continuous improvement.
2	Petaluma Student Services	01 - Student Success	02 - Student Services		2.4 Develop and implement strategies to guide undecided student to major declaration and career exploration	2021-2022	In Progress
3	Petaluma Student Services	05 - Sustainability	02 - Student Services	3.0 Implement Outreach strategies in service of enrollment plan	3.1 Research CE recruitment strategy for existing and new CE programs at Petaluma to be implemented in 21/22	2021-2022	In Progress
3	Petaluma Student Services	05 - Sustainability	02 - Student Services		3.2 Continue to use new branding and develop campus-specific outreach materials.	2021-2022	In Progress
4	Petaluma Student Services	05 - Sustainability	02 - Student Services		3.3 Implementing new recruitment CE strategies through dual enrollment expanded partnerships	2021-2022	In Progress
4	Petaluma Student Services	01 - Student Success	02 - Student Services	4.0 Implement student engagement strategies in service of building student life and vitality on campus	4.1 Increase coordinator role to 1.0 time base and add administrative support staff	2021-2022	Accomplished
4	Petaluma Student Services	01 - Student Success	06 - Continuous Improvement		4.3 Continue involvement of student stake holders in deploying student center	2021-2022	Accomplished
4	Petaluma Student Services	01 - Student Success	04 - Personal/Professional Growth		4.4 Develop coordinated leadership opportunities as part of campus leadership development plan including a for-credit course	2021-2022	In Progress
4	Petaluma Student Services	01 - Student Success	06 - Continuous Improvement		4.5 Continue to develop outcomes data structure as method of demonstrating student engagement's effect on student retention & success	2021-2022	In Progress. Awaiting a stronger return to campus post pandemic
4	Petaluma Student Services	01 - Student Success	02 - Student Services		4.6 Create online orientation for SGA members	2021-2022	In Progress
5	Petaluma Student Services	01 - Student Success	05 - Civic Engagement		4.7 Work with students to establish Petaluma-based structures for student participation in Student Government	2021-2022	In Progress
5	Petaluma Student Services	01 - Student Success	04 - Personal/Professional Growth	5.0 Continue organizational development of Petaluma Student Services	5.1 Strengthen Student Services professional development opportunities and planning.	2021-2022	In Progress

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5	Petaluma Student Services	01 - Student Success	06 - Continuous Improvement		5.2 Continue the migration toward creating a generalist in Student Services that can serve many Student Services departments. This will be accomplished by hiring a third A&R Specialist and completing the job description update that reflects the cross-training that continues to occur.	2021-2022	In Progress
5	Petaluma Student Services	01 - Student Success	06 - Continuous Improvement		5.3 Continue to strengthen student services systems for establishing goals and the structures by which the campus achieves and evaluates those goals.	2021-2022	In Progress
5	Petaluma Student Services	01 - Student Success	02 - Student Services		5.4 Continue to develop and implement cross-functional service centers.	2021-2022	Accomplished
5	Petaluma Student Services	01 - Student Success	02 - Student Services		5.5 Establish Career Hub programming at SRJC Petaluma to include the services of resume writing and interview preparation.	2021-2022	In Progress
5	Petaluma Student Services	01 - Student Success	06 - Continuous Improvement		5.6 Standardize mobile app strategy across campus and determine accountability/leads	2021-2022	In Progress
6	Petaluma Student Services	01 - Student Success	02 - Student Services		5.7 Continue to explore shared space and cross training abilities with Petaluma Disability Resources Department to determine long-term sustainability.	2021-2022	Accomplished
6	Petaluma Student Services	01 - Student Success	03 - Vitality/Equity/Stewardship		5.8 Reorganize and rebrand the Welcome Center to encompass the variety of services housed in area.	2021-2022	Accomplished
6	Petaluma Student Services	01 - Student Success	02 - Student Services		5.9 Redesign the Petaluma Welcome Ambassador program to allow for a pool of students to support the Welcome Center and student service functions throughout the year	2021-2022	In Progress
6	Petaluma Student Services	01 - Student Success	06 - Continuous Improvement		5.10 Standardize digital signage strategy across campus/district and determine accountability/leads	2021-2022	In Progress
6	Petaluma Student Services	01 - Student Success	03 - Vitality/Equity/Stewardship	6.0 Increase reach and effectiveness of Intercultural Center	6.1 Increase diversity co-curricular programs in partnership with academic faculty. We will continue building relationships with targeted faculty allies in social sciences and humanities departments to develop programming that integrates with their curriculum and increases their commitment to bringing entire classes to ICC events or at least require all students to attend one ICC event per semester as one of their course assignments.	2021-2022	In Progress
6	Petaluma Student Services	01 - Student Success	03 - Vitality/Equity/Stewardship		6.2 Explore offerings of ethnic studies courses in partnership with ICC programming. Have Our House Coordinator teach a fully integrated class with Our House Programming.	2021-2022	In Progress
6	Petaluma Student Services	01 - Student Success	03 - Vitality/Equity/Stewardship		6.3 Explore the addition of an ethnic studies classroom to the Intercultural Center.	2021-2022	In Progress
6	Petaluma Student Services	01 - Student Success	06 - Continuous Improvement		6.4 Explore putting additional offices in the Intercultural Center.	2021-2022	In Progress
6	Petaluma Student Services	01 - Student Success	03 - Vitality/Equity/Stewardship		6.5 Institutionalize Social Justice Conference as annual event	2021-2022	In Progress. Still working off foundation awards. Event not institutionalized

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PRESIDENT'S OFFICE							
Rank	Program/Unit	Strategic Plan Goal	Mission Alignment	Goal	Objectives	Time Frame	Progress to Date
1	Public Relations	07 - Financial Resources	06 - Continuous Improvement	Provide leadership in marketing and public relations with an expansion of effective, creative and organized campaigns (including paid and unpaid promotion) to help SRJC meet enrollment goals.	<p>1.1 Update college marketing and advertising plan to cover multiple years and integrated, targeted campaigns that work synergistically with annual enrollment campaigns, as developed by the enrollment management workgroup.</p> <p>1.2 Collaborate closely with Student Services and Academic Affairs to strategically target classes and programs/services that will help meet enrollment goals</p> <p>1.3 Effectively utilize website and social media to support enrollment and retention goals</p> <p>1.4 Continue researching the best marketing and communications practices of community colleges</p> <p>1.5 Support departments District-wide in their marketing needs</p>	2021/22	<p>1.1 Implemented and use ongoing.</p> <p>1.2 Implemented and use ongoing.</p> <p>1.3 Implemented and use ongoing.</p> <p>1.4 Implemented and use ongoing.</p> <p>1.5 Implemented and use ongoing.</p>
2	Public Relations	01 - Student Success	06 - Continuous Improvement	Continue the growth of communication with students, parents, and community through successful web, digital and social media programs	<p>2.1. Utilize an annual online marketing strategy, aligned with overall marketing goals/efforts to support increased enrollment following the pandemic, retention, success and completion, the new funding formula</p> <p>2.2. Use original unpaid and paid content, including photography and video, on social media, digital and traditional media outlets, to support student persistence and student life</p> <p>2.3. Use social media outlets to market SRJC stories and news to reach all potential students and supporters, including Latinx and underserved communities</p> <p>2.4. Use social media outlets to better reach and serve students and the community, by providing reliable customer service and answering questions through social media.</p> <p>2.5 Develop new communication strategies to connect with the college and local community while many operations and classes are remote.</p>	2021/22	<p>2.1 Using annual marketing plan and adjusted strategy based on differing student needs and modes of communication following the pandemic. Worked with consultants to develop messaging with student input.</p> <p>2.2 Ongoing.</p> <p>2.3 Ongoing. SRJC's social media presence is thriving, with more followers and engagements than ever before.</p> <p>2.4 Customer support through social media has been invaluable, particularly during emergencies, times of change and throughout the pandemic.</p> <p>2.5 Adjusted communications to better meet the needs of a primarily remote audience. Shifted towards more video production, including monthly district wide video email updates from the president.</p>

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6.1 PROGRESS AND ACCOMPLISHMENTS 2020-2021--SONOMA COUNTY JUNIOR COLLEGE DISTRICT--YEAR-END REPORT

4	Public Relations	08 - Institutional Effectiveness	06 - Continuous Improvement	Maintain strong levels of coverage by the media for SRJC.	<p>3.1 Continue nurturing relationships with editors, producers, broadcasters and reporters.</p> <p>3.2 Develop and pitch creative story ideas to a variety of media including online, print and broadcast.</p> <p>3.3 Strengthen relationships and partnerships throughout the college including all campuses, sites and programs, to identify compelling stories that will be of interest to the press and the community.</p>	2021/22	<p>3.1 Fostered strong connections with the Press Democrat and other local media outlets, including KPIX in SF, resulting in wider and more thorough coverage.</p> <p>3.2 Grew intentional media pitches, resulting in more coverage of "interesting" pieces and positive SRJC community and student stories.</p> <p>3.3 Fostered relationships throughout the college and other departments in order to encourage the sharing of positive stories and news. This has resulted in many more press releases, student success stories and social media features.</p>
5	Public Relations	08 - Institutional Effectiveness	06 - Continuous Improvement	Support the successful implementation of the SRJC Strategic Plan through improving institutional effectiveness.	<p>4.1 Continue to lead the Website Workgroup during and following the pandemic to organize the SRJC webpage in a manner that supports effective communication of information and ease of enrollment. Continue to collaborate with Guided Pathways effort to incorporate student-centered journey.</p> <p>4.2 Continue expanding social media platforms, analysis and effectiveness</p> <p>4.3 Maintain consistent and regular communication by President with all constituents</p> <p>4.4 Continue to improve efficiency in PR office to enable department to serve the District, college departments and initiatives</p>	2021/22	<p>4.1 Continuing to lead the Website Workgroup and participate in the Guided Pathways Web Group, which is working with iFactory to develop the "student journey" section of the website and incorporate into the homepage. That section is scheduled for completion June 2023.</p> <p>4.2 Social media coordinator remains up-to-date on current and new platforms, making regular recommendations for expansion as appropriate.</p> <p>Communications and marketing coordinator provides analytics on all campaigns, which the department evaluates and uses to inform future campaign efforts.</p> <p>4.3 Director serves as member of the President's Cabinet and manages the communications strategy and implementation for the district in collaboration with the president and VPs.</p>
3	VP Finance and Admin Services	06 - Healthy Organization	07 - Operational	Continue to provide high level support of the District's other Component areas, staff and students, as well as strive to support the District's vision and mission.	Provide the the resouces and other services needed by the District to help all of the District's departments run smoothly	ongoing	none
1	VP Human Resources	04 - Facilities/Technology	06 - Continuous Improvement	Electronic Personal Action Form (PAF)	Develop an electronic system to reduce paper and more efficiently route PAFs for approvals; Escape functionality being assessed in coordination with Fiscal services to determine feasibility.	May-23	May require additional funds to add functionality in Escape.
1	VP Human Resources	08 - Institutional Effectiveness	07 - Operational	Classification & Compensation Study for Classified unit members	Facilitate classification/compensation study on behalf of the negotiations teams for Classified staff.	Dec-22	Staff time to collect responses and serve as a liaison to the consultant. Plan and prepare the results of the study for negotiations.
1	VP Human Resources	07 - Financial Resources	07 - Operational	Streamline staffing processes	Plan and implement streamlined processes for consolidation of positions (reduction of STNC, reassignments, restructures and elimination of positions.)	Jun-22	Staff time to plan and implement the process.
1	VP Human Resources	01 - Student Success	03 - Vitality/Equity/Stewardship	Recruitment Outreach Fair Program	Develop and implement recruitment outreach fair program to connect with students who are interested in pursuing careers in teaching at SRJC "no unrestricted general funded needed as this would be funded by Multiple Methods/EEO funds.	May-22	Staff time to plan, implement and attend activities.



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6.1 PROGRESS AND ACCOMPLISHMENTS 2020-2021--SONOMA COUNTY JUNIOR COLLEGE DISTRICT--YEAR-END REPORT

1	VP Human Resources	03 - Diverse Communities	03 - Vitality/Equity/Stewardship	System for EEO Data Accountability	Continue development and implementation of a system for EEO data accountability â€” no unrestricted general funded needed as this would be funded by Multiple Methods/EEO funds.	May-22	Staff time to develop and implement a system for tracking and analysis of data.
1	VP Human Resources	08 - Institutional Effectiveness	06 - Continuous Improvement	Human Resources Reorganization	Develop and implement a plan for reorganizing functions and duties in the department to address staffing vacancies and targeted budget reductions.	May-22	Staff time to discuss and develop and implement a plan.
2	VP Human Resources	03 - Diverse Communities	03 - Vitality/Equity/Stewardship	Embracing a Culture of Inclusion (ECI) Training Program	Continue development of â€”Building Communityâ€” workshops and trainings through Embracing a Culture of Inclusion Training Program â€” no unrestricted general funded needed as this would be funded by Multiple Methods/EEO funds.	Ongoing	Staff time to plan, implement and attend activities.
3	VP Human Resources	04 - Facilities/Technology	06 - Continuous Improvement	Online Benefits Information	Develop tools for on-line benefits information.	May-22	Staff time to plan and implement new delivery of information.
3	VP Human Resources	04 - Facilities/Technology	06 - Continuous Improvement	Improvements to Onboarding Process including Data Security Training	Collaborate with Information Technology for implementation of data security training â€” no unrestricted general funds needed if we implement this training with existing compliance training program.	May-23	Staff time to plan and implement improvements.
3	VP Human Resources	04 - Facilities/Technology	06 - Continuous Improvement	Online Hiring Orientation	Develop an online resource for hiring committee orientations.	May-22	Staff time to plan and implement new programming.
0	Institutional Research	08 - Institutional Effectiveness	07 - Operational	Expand utilization of CTEOS data	User Groups 1. Regional and State User Groups 2. Half of user groups include CTE deans and administrators 3. Data Access (district, college, and regional)  Improved Statewide Visualizations 1. Create a new/improved Statewide Research Brief that is accessed by at least 80% of districts. End User Tools 1. Provide end users tools that are viewed as being very helpful and supportive to CTE. Increase awareness and utilization for CEOs 1. Provide at least one statewide CEO presentation.	2021-2022	CTEOS Staff Time
0	Institutional Research	08 - Institutional Effectiveness	07 - Operational	Incorporate Grants into OIR	Post a grant research calendar on OIR website Develop a new office mission that includes grants Create grant data narratives using the following categories 1. Low Income 2. Hispanic populations 3. Disability and Special Resources 4. Minority Support Programs 5. Private/Public Collaborations Bring in \$100,000 of grant revenue for the department	2021-2022	District support for a Research Analyst
0	Institutional Research	06 - Healthy Organization	03 - Vitality/Equity/Stewardship	Implement data collection procedures and reports that monitor campus culture related to Diversity, Equity, and Inclusion.	Create SRJC and conduct student campus climate survey Create SRJC and conduct employee campus climate survey	2021-2022	District support for a Research Analyst

PROGRAM AND RESOURCE PLANNING PROCESS- 2020-2021 Year End Report

6.1 PROGRESS AND ACCOMPLISHMENTS 2020-2021--SONOMA COUNTY JUNIOR COLLEGE DISTRICT--YEAR-END REPORT

1	Institutional Research	08 - Institutional Effectiveness	06 - Continuous Improvement	Addressing Research Needs and data analysis for the Entire District	<p>a. Connecting to Community</p> <ul style="list-style-type: none"> <li>i. OIR staff are prominent members of all shared governance committees/councils.</li> <li>ii. Include members of the college community on OIR campus wide projects. <ul style="list-style-type: none"> <li>1. At least 1 member of a college area (academics, student services, IT, Faculty, classified staff, and students)</li> </ul> </li> </ul> <p>b. Improving utilization of OIR tools</p> <ul style="list-style-type: none"> <li>i. Qualtrics is utilized for all non-OIR surveys</li> <li>ii. Tableau <ul style="list-style-type: none"> <li>1. All VP Areas utilize at least one Tableau visualization.</li> </ul> </li> </ul> <p>c. Communicating Finding</p> <ul style="list-style-type: none"> <li>i. Research Analyst conduct at least 2 presentations per semester.</li> <li>ii. OIR provides detail reports with recommendations to all SRJC constituent groups.</li> <li>iii. Provide the campus with Data Narratives on SRJC demographics and equity.</li> </ul>	2021-2021	\$10,000 financial support for expanding Qualtrics licenses, Support from IT, and OIR staff time, increased District support for a Research Analyst.
2	Institutional Research	08 - Institutional Effectiveness	06 - Continuous Improvement	Re-envision College and Area Planning	<p>VP area plans are published on planning website by end of fall semester.</p> <p>All location plans are published on planning website by end of fall semester.</p> <p>List of key performance indicators for new staff and faculty resources are approved through collegial consultation.</p>	2021-2022	OIR staff time
3	Institutional Research	08 - Institutional Effectiveness	07 - Operational	Establish Clear Definition Effectiveness (accountability, students, resource allocation, campus culture	<p>Create an SRJC definition of institutional effectiveness that is approved and support through collegial consultation. Institutional Effectiveness definition should include the following.</p> <ol style="list-style-type: none"> <li>1. Student Success</li> <li>2. Accountability</li> <li>3. Resource Application</li> <li>4. Campus Culture</li> <li>5. Communication</li> </ol>	2021-2022	OIR staff time

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STUDENT SERVICES

Rank	Program/Unit	Strategic Plan Goal	Mission Alignment	Goal	Objectives	Time Frame	Progress to Date
2	College To Career	01 - Student Success	02 - Student Services	Successfully place C2C students into paid employment.	Work with Job Developer to ensure successful placements.	ongoing	staff
4	College To Career	01 - Student Success	02 - Student Services	Recruit new cohort of students for program	20 new students are starting in the 2018 cohort. We hope to increase participation in the coming year to 25 students through further outreach and recruitment efforts.	ongoing	staff
1	CalWorks	01 - Student Success	02 - Student Services	Outreach to Petaluma Campus	Develop data on students who are only on the Petaluma campus to provide necessary services	on-going	staff time
2	CalWorks	01 - Student Success	02 - Student Services	Outreach to Southwest Center	provide necessary services to student attending SWC campus	on-going	staff time and space availability
3	CalWorks	01 - Student Success	02 - Student Services	collaboration with SonomaWORKS, CalWORKS, and Southwest Center	serve and support our ESL students as efficiently as possible, from all locations	2021 forward	communication and collaboration
1	EOPS - CARE	01 - Student Success	02 - Student Services	Increase the number of Counseling Hrs. supporting EOPS/CARE/CAFYES students	Increase number of permanent EOPS/CARE/CAFYES services increases, we need to maintain the ratio of Counselors to number of students at 1/200.	July 1, 2017 to June 30, 2023	The EOPS/CARE/CAFYES have determine that in order to maintain the right services for students that reflect above and beyond, there is a need for a fourth full time counselor at the Petaluma campus. Adjustments need to be made to accommodate for these changes as our programs continue to grow through the pandemic.
3	EOPS - CARE	04 - Facilities/Technology	02 - Student Services	Collaborate with Information Technology to continue improving EOPS, CARE, CAFYES & Foster Youth SIS screens.	Monitor and update our current SIS system to insure quality services, case management of students' record and accurate data reporting to District and State. Reassess reporting needs to reflect changing priorities of programs.	July 1, 2017 to June 30, 2022	Time and technical assistance from Information Technology staff. Working directly with one staff member in IT has allowed the department to make changes necessary in an appropriate manner. We need to continue to have someone dedicated to do this work.
4	EOPS - CARE	01 - Student Success	01 - Student Learning & SLOs	Student Retention: EOPS Summer Readiness Program	Develop a model of classes and cohort team and esteem-building activities as a summer bridge program for prospective high school EOPS students enrolling at SRJC in the fall term.	July 1, 2021 to June 30, 2023	Staff and counselors will continue discussions on a monthly basis on how we will be able to adjust the Summer Readiness program to continue and be successful in assisting EOPS eligible students with their transition into SRJC.
5	EOPS - CARE	03 - Diverse Communities	02 - Student Services	Goal 6.1 Outreach strategies for CARE	To grow the number of CARE students served, we need new inreach" strategies through campus CalWORKS program to identify CARE eligible students."	July 1, 2017 to June 30, 2022	CARE Specialist will continue to work closely with CalWORKS Program and County personnel to identify eligible CARE students and expedite their enrollment. The number of CARE students has improved in the last year although the number of CalWORKS eligible students has dropped in the last couple years.
6	Student Life and Engagement Programs	01 - Student Success	01 - Student Learning & SLOs	Work with IT to develop online Student Co-curricular Transcript for all students.	Continue to meet with IT programming staff.	project on hold until new ERP	
16	Student Life and Engagement Programs	01 - Student Success	02 - Student Services	Utilize MySRICApp and social media to enhance student engagement	Creat a Student Life series	ongoing	
1	Articulation	01 - Student Success	02 - Student Services	Update and Expand Articulation Agreements with our 4-Year Partners	Annual Review of approved Articulation. Collaboration with Counselors and Academic Departments for potential agreements, missing components, and potential proposals. Increase and expand Articulation in new areas or areas where agreements are lacking.	Annual Updates; Ongoing	2 additional campus agreements added during the 21-22 AY; process is ongoing annually

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2	Articulation	01 - Student Success	02 - Student Services	Articulate courses to C-ID (Course Identification Numbering System; Collaboration between the CSU and the CCC's throughout CA)	Review current approvals of SRJC courses for C-ID identifiers. Collaborate with Academic Department Faculty in revision of coursework or development of coursework that would align with C-ID description and earn further approvals. Approved courses benefit our students who are attempting to achieve an Associates Degree for Transfer (ADT) or have transferred amongst CCC campuses.	Ongoing	Progress continues; Additional courses submitted during the 2021-22 AY; C-ID process ongoing annually.
3	Articulation	01 - Student Success	02 - Student Services	Curriculum Preparation of Associate Degree for Transfer Pathways (ADT)	Assisting discipline faculty, along with the Curriculum Staff, on preparing their curriculum through revisions, development, articulation or C-ID review in order to meet the criteria set forth by the Associate Degree for Transfer (ADT/TMC) Templates	Ongoing	Progress continues; Additional ADT have been submitted to CCCC in collaboration with the Curriculum Office; Additional ADT in progress; process ongoing annually.
4	Articulation	08 - Institutional Effectiveness	02 - Student Services	Faculty and Staff Training on ASSIST, C-ID and Articulation	To provide training and support to Faculty and Staff in utilizing resources for articulation development.	Annual; Ongoing	One on One Faculty training/meetings regarding various resources/systems; process ongoing annually based on system updates, new faculty, etc.
5	Articulation	08 - Institutional Effectiveness	02 - Student Services	Website Development and ongoing Maintenance	Provide and expand on current information for Student, Faculty, and Staff use on website for improved accessibility and accurate information.	Ongoing	Updated Drupal in 21-22 AY; process ongoing
6	Articulation	05 - Sustainability	07 - Operational	Office Efficiency, Technology Updates and Sustainable Practices	To create efficient and effective tracking systems for articulation, utilize current technology and scan historical records and data in an efforts to gain accessibility to the information as well as to achieve more sustainable practices.	Ongoing	Process ongoing annually
7	Articulation	01 - Student Success	02 - Student Services	Annual update of Guides for Transfer in Specific Majors	Continue the cycle of updating guides each academic year to provide reliable information.	Annual; Ongoing	Process on hold during 21-22 AY; Will be added to 22-23 AY goals
1	Counseling	01 - Student Success	02 - Student Services	Establish ongoing process to examine and change departmental (and District where possible) policies/procedures that are outdated and inequitable.	oConduct comprehensive audit of procedures and practices at the Counseling department level and Counseling specific policies within the District board policies to identify barriers for students oDevelop and advocate for anti-racist modifications within the department and district.	2021/2022 (ongoing)	Department developed an Equity Committee in Fall 2021 that will focus on these objectives on an ongoing basis. The committee has organized anti-racist trainings in Spring 2022 and updated the hiring procedures for regular full-time counseling faculty to ensure that there is diverse representation.
2	Counseling	01 - Student Success	02 - Student Services	Analyze and address 2020 student survey regarding students having difficulty accessing counseling services during the remote period.	Implement changes to improve access based on results. Examples could potentially be:  oRevamp student appointment and drop-in services oExpand delivery formats	2021/2022	Newly formed Equity Committee developed a student survey analyzing student needs and equity gaps. More appointment slots were added to the counselors' Spring 2022 schedule. More analysis needs to be done into the next academic year including discussion at larger departmental meeting.

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3	Counseling	01 - Student Success	01 - Student Learning & SLOs	Develop enhanced student intervention strategies for students on probation and create and implement online probation workshops	Address success and retention issues and allow for greater attendance rates for having the workshop available online. Develop a process of how to reach out and follow up beyond the portal announcements for students that need support in understanding probation impacts on their college success. Connect students with the resources and services they need to be successful and reach their goals.  Re-vamp probation letter to sent to students in order to set a more supportive tone and increase likelihood of connecting with students.	2021/2022	Online workshop developed and a system to track workshop completion. A system for follow up with students was not yet developed.  A small workgroup was formed and new letters for students on probation and dismissal were developed that excuded a more supportive tone . While research and analysis has begun, more work needs to be done.  Department was granted a full-time counseling position that will focus on retention. Hiring is currently in progress with the position beginning Fall 2022. These objectives have a higher chance of being met in the upcoming years.
4	Counseling	01 - Student Success	02 - Student Services	Improve communication to students regarding services, resources, and timely information.	Enhance our modes of communication to students through the following: -Outreach/inreach -Social media -Spanish-speaking resources/tools -Referrals to other student services/resources/programs such as LCs, tutoring, etc. -Include Counselor bios on our website so students can choose who they think they might connect best with.	2021/2022	Referrals to LCs have increased as evidenced by the filling of programs. Workgroups need to continue into the upcoming years as we transition back to on campus.
1	Puente	01 - Student Success	02 - Student Services	Continue to share travel costs with Petaluma Puente to attend Northern California Puente Motivational Conference.	Reduce travel costs (to rent the bus), and save time organizing trip, while meeting meeting Puente Mission.	2021-2022	Cost for travel.
2	Puente	01 - Student Success	02 - Student Services	Continue to work with Transfer Center to share the cost to attend university visits .	Collaborate with Transfer Center and reduce the cost to visit university campuses.	2021-2022	Cost for travel
3	Puente	01 - Student Success	02 - Student Services	Continuing creating community building and leadership opportunities for students.	Align with Puente mission	2021-2022	Cost for travel, conference fees/entrance fees
4	Puente	01 - Student Success	02 - Student Services	Create a bridge program in the beginning of the semester to help the students connect with more support resources and to focus on some fundamentals before the semester begins in earnest. We also hope to have a Puentista Peer Assisted Learning Specialist (PAL) to share their firsthand experience with the program and 1 A.	To continue adjusting to the post-AB 705 policy.	2021-2022	None
5	Puente	01 - Student Success	02 - Student Services	Continue growing mentor program	Align with Puente mission	2021-2022	None- funds provided by Puente Statewide Mentor funds
0	Second Chance	01 - Student Success	02 - Student Services	Obtain additional funding	Maintain direct aid and support staff.	2019-2022	Received CCCCO Reentry grant and \$15K Bank of America donation.
1	Second Chance	01 - Student Success	02 - Student Services	Received CCCCO Reentry grant and \$15K Bank of Americ	Continue to offer \$100 and \$50 Bookstore grants, and \$50 food/gas cards	2019-2022	Each Second Chance student is able to receive direct aid in the form of Bookstore grants and food/gas cards.
2	Second Chance	01 - Student Success	02 - Student Services	Increase dedicated counselor/coordinator time from 50% to 100%.	100% counselor/coordinator time needed to handle growing demand. CCCCO rep confirms this is needed for our size program. Position includes outreach to jails, DRC, and Juvenile Hall, and was approved by Faculty Staffing to start Summer 2022	2022-23 and ongoing	FT replacement position approved for Second Chance/IGNITE/Human Services counselor/coordinator who will retire July 2022. These three programs all intersect. FT counselor recruitment completed in May 2022.
3	Second Chance	01 - Student Success	02 - Student Services	Continue to provide admin. and onboarding support to the program	Continue to provide success coaching 10 hours per week and student worker admin support at 10 hours per week.	2019-2022	We may been able to maintain these two critical positions

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4	Second Chance	01 - Student Success	02 - Student Services	Provide vital weekly support group meetings, including on zoom during Covid period.	Second Chance 1.5 hour weekly support meetings	2019-2022	Weekly meetings have occurred every Tuesday including most Tuesdays in Summer term for continuity. Zoom and in-person option.
5	Second Chance	01 - Student Success	02 - Student Services	Increase by 20% the number of Second Chance students	Outreach to jails and DRC, and partnership with Juvenile Hall, plus outreach to those who indicated on CCCApply that they were formerly incarcerated.	2019-2022	Total students in Fall 2021 was 74. Current count for Spring 2022 is 87. We have increased the number of students in Juvenile Hall from 3 in Fall 2021 to 9 in Spring 2022.
6	Second Chance	01 - Student Success	02 - Student Services	Provide peer mentoring by Second Chance student worker	Hired student peer mentor to assist youth from Juvenile Hall	Spring 2022	Peer mentor meets weekly with youth in Juvenile Hall.
7	Second Chance	01 - Student Success	02 - Student Services	Provide laptop loaners and hotspot devices	To ensure no Second Chance student lacks tech access	2019-2022	Any Second Chance student who needs a laptop and/or hotspot has been able to receive it.
8	Second Chance	01 - Student Success	02 - Student Services	Provide free expungement assistance and parole/probation coaching by volunteer retired PO.	Provide this assistance to any Second Chance student with a conviction in CA.	2021-23	Any Second Chance student who requests it can receive free expungement help.
2	Student Success	01 - Student Success	07 - Operational	Develop and update SEA Program budget plan annually	Identify district priorities on student success efforts; use SEA program funds strategically	Annually	Continued support and understanding of funding guidelines from faculty, staff, administrators, and students; district funding for some personnel costs
3	Student Success	01 - Student Success	07 - Operational	Continue to monitor Student Success data collection and ensure reporting accuracy	Collect and review service delivery data to ensure accurate MIS reporting	Ongoing	Coordination with OIR and IT
5	Student Success	01 - Student Success	04 - Personal/Professional Growth	Provide professional development related to SEA Program, AB705, and other initiatives	Inform college community of changes in student success initiatives; increase collaboration and scale up best practices	Ongoing	Time and funding for faculty and staff
6	Student Success	01 - Student Success	02 - Student Services	Continue to increase the number of fully matriculated noncredit students.	Coordinate matriculation services with Adult Education, noncredit ESL college skills to provide access to disproportionately impacted students.	Ongoing	Funding and staff support.
7	Student Success	01 - Student Success	02 - Student Services	Continue to measure noncredit students success through the three SEA Program pillars by completing a phone survey.	Gather data to determine if the program coordinated efforts are effective for students success.	Ongoing	funding and staff support.
8	Student Success	01 - Student Success	02 - Student Services	Increase access and awareness for noncredit student to transition to credit courses with new AB 540 and SB 68 regulations, and student support services.	New AB 540 and SB 68 regulations will allow noncredit students to pay in-state tuition. It will noncredit students without citizenship status to matriculate from noncredit to credit courses. Financial aid awareness will permit this population to apply for federal and state aid.	Fall 2022 and ongoing	Collaboration among A&R, Dream Center, student support services, ESL, College Skills, HEP and Adult Education will be necessary to ensure noncredit students are well informed..
1	Transfer Center	01 - Student Success	02 - Student Services	Collaborate with other SRJC programs, especially those that support DI populations, to promote the transfer process and services available in the Transfer Center.	Ensure that students are aware of the services and resources available in the Transfer Center.	Fall 2021- Spring 2022	This goal was met. The Transfer Center collaborated with several other SRJC programs, such as EOPS, Learning Communities, HOPE, etc., to promote the services in the Transfer Center and promote transferring to a four year university.
2	Transfer Center	01 - Student Success	02 - Student Services	Target transfer bound students directly through SRJC Student Portal.	To increase the efficiency and volume of students reached in an effort to provide critical transfer information and updates through the use of SRJC Student Portal and as identified from workshop attendance.	Fall 2021- Spring 2022	This goal was met. Throughout the AY several direct messages were sent to students through the Student Portal to advertise services and events in the Transfer Center.
3	Transfer Center	01 - Student Success	02 - Student Services	Increase transfer rate for Latinx low income students.	Provide counseling and workshops to students enrolled in Lanzamiento classes to increase awareness of transfer opportunities as well as the number of Latinx students who transfer.	Fall 2021 through Spring 2025	This goal was met in 21-22. Classroom presentations were done to Lanzamiento designated classes and several workshops were conducted for students in Lanzamiento.
4	Transfer Center	01 - Student Success	02 - Student Services	Hold a celebration for students who are transferring to a four year university.	Recognize students who have worked hard to reach their goal of transfer.	Spring 2022	This goal was met. The Transfer Center collaborated with the Intercultural Center to provide a Transfer Mixer. Students were provided food, prizes and a transfer medallion.
0	Admissions and Records	05 - Sustainability	02 - Student Services	Outsourcing of out-going transcripts	Provide speedy service to send out electronic transcripts and physical transcripts.	2021-2022	A&R to monitor out sourcing of transcripts

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1	Admissions and Records	01 - Student Success	02 - Student Services	Implement one Summer and Fall registration cycle for students	For year two, continue to evaluate, identify and resolve any unintended consequences of the summer/fall registration cycle.	2022-2023	A&R and IT staff time to continue to monitor and enhance the summer/fall registration cycle. Need to bring back combined summer/fall registration in spring 2023 for summer/fall 2023 registration.
3	Admissions and Records	01 - Student Success	02 - Student Services	Complete Phase 2 and implement comprehensive Degree Audit tool.	Develop and implement a module in SIS that will allow A&R evaluation staff to enter transfer course and AP test articulations into SIS that will then auto populate the Degree, Certificate and GE pattern audits. This will automate staff workload and significantly reduce repetitive manual processes and paperwork.	Ongoing	A&R and IT staff time to meet to develop, test and implement transfer credit screen module in SIS.
4	Admissions and Records	01 - Student Success	02 - Student Services	Implement Reverse Transfer and increase number of degrees awarded.	Collaborate with National Student Clearinghouse to implement Reverse Transfer which will allow SRJC to identify students who transferred to four year universities without earning a degree at SRJC but have since completed the remaining graduation requirements at the university.2018-19	Ongoing	A&R and IT staff time to meet to discuss programming needs and implementation timeline. This may be an additional workload for evaluation staff, and therefore discussion and planning will be needed.
8	Admissions and Records	08 - Institutional Effectiveness	07 - Operational	Revise FERPA policy and forms; develop online training module for all staff and faculty. All staff and faculty are required to receive FERPA training.	Ensure policy is compliant with Federal regulations and provide an annual online training for staff and faculty using the HR training software LawRoom.	Ongoing	Staff time to review regulations and attend trainings to develop and launch staff and faculty trainings. Work with IT and HR staff to launch the LawRoom training module.
0	Dream Center	00 - None	00 - None	Increase awareness of Dream Center services	Send bi-weekly Regroup messages to students	2021-22	Achieved, will remain ongoing
0	Dream Center	00 - None	00 - None	Increase student participation in Secure Families Collaborative	Refer students to applicable services	2021-22	Pending MOU
0	Financial Aid	08 - Institutional Effectiveness	06 - Continuous Improvement	Provide access to training for IT personnel to support FAO operations	To eliminate the need for outside contract support for FAO operating systems	6 months	Facilitation and support between IT and third-party vendors. Provide access and support for ongoing training for SRJC IT staff.
1	Financial Aid	08 - Institutional Effectiveness	02 - Student Services	Successfully promote SRJC for Free to new first-time students	To recruit and retain prospective first time students	Ongoing	Access to PR/Graphics/Web design. Promotional materials and staff time for outreach efforts.
2	Financial Aid	08 - Institutional Effectiveness	02 - Student Services	Continue to evaluate and review staffing levels. Goal is to hire and train an additional FA Tech 2 to work on student verification completion	Hire and train new staff member	1 year	Training and ongoing professional development
4	Financial Aid	08 - Institutional Effectiveness	02 - Student Services	Implement CCCBOG.	Streamline Promise Grant applications and ease of access to students by implementing the CCCBOG online application.	1 year	IT testing time for the SIS interface.
5	Financial Aid	08 - Institutional Effectiveness	02 - Student Services	Monitor, maintain, and improve current operating systems for financial aid effectiveness	Integration of programs with SIS	2 years	IT support to maintain effectiveness of third party products (PowerFAIDS, StudentForms, BankMobile, AwardSpring); staff training; implementation and time for new year/new cycle set-ups.
6	Financial Aid	08 - Institutional Effectiveness	02 - Student Services	Process Cal Grants electronically.	Work with data uploads and downloads with CSAC and FAMS, rather than through manual entry.	1 year	IT programming time, and testing
1	International Student Programs	03 - Diverse Communities	02 - Student Services	Enrollment recovery	Continue with virtual and online recruitment efforts while expanding in-person international recruitment efforts as it becomes safe to do so. Provide a welcoming and reassuring environment for new students.	2021-2022	In-progress. Our new student enrollments increased 225% in Fall 2021 and 475% in Spring 2022 from the same term in the previous year.
2	International Student Programs	03 - Diverse Communities	02 - Student Services	International Student Housing	International student enrollment has been hit hard by the pandemic. ISP believes that the new dormitories will allow us to pivot and become a residential program and establish a strong international living/learning community on the Santa Rosa campus. Planning should start ASAP for a successful launch in Fall 2023.	2021-2023	In-progress, waiting for opportunity to work with Student Life, housing is still slated to open in Fall 2023.



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3	International Student Programs	03 - Diverse Communities	02 - Student Services	Inter-departmental Cooperation	Work to further develop opportunities for collaboration between ISP, the International Student Club, and the Intercultural Center, including the learning communities.	2021-2022	In-progress, has been difficult to achieve remotely.
1	Scholarship	01 - Student Success	02 - Student Services	Doyle Scholarship Program growth	Adapt to program growth as Doyle Trust distributions increase. The program has evolved into a three-year program with dual awarding cycles. Criteria has been changed to allow more students to maintain the award and to encourage persistence and student success.	Ongoing	Staff processing and tracking time. May require additional STNC staff.
4	Scholarship	01 - Student Success	02 - Student Services	Develop new award program	Develop new need-based student award program as needed based on gifts to SRJC Foundation.	Ongoing	Manager's time to guide the development of new programs and to collaborate with interested parties and develop program criteria; staff processing time which may outstrip current staff capacity.
6	Scholarship	08 - Institutional Effectiveness	07 - Operational	Continued integration of scholarship operations into the PowerFAIDS program	Utilize the communication tools, letter management/student notification system, and auto-packaging rules when applicable for scholarship. Streamline scholarship award and payment processes.	Ongoing	Staff training and processing time.
0	Student Health Services	08 - Institutional Effectiveness	02 - Student Services	Pandemic Modifications	Reopening of Petaluma and Santa Rosa Campus sites. Telehealth MH, continue development, assessment, revision. In-person MH visits restarted Spring 2022. Occ. NP visits by phone, rare ZOOM, rest are in-person. STNC MAs providing vaccinating and testing for employees and students. Vaccine, tests, and STNCs still free from feds. Collaboration with Southwest Campus to reach underserved students and their families via mass vaccine events. Health Promotion aimed at post-COVID world. Maximize Medcat patient portal utilization.	Ongoing	Santa Rosa open M-F, Petaluma Tue. MH ZOOMs require occ. troubleshooting but going well. Southwest IZ clinics ended early Fall 2021. PEERS hired again 21-22 year, working on pandemic as well as Mental Health Outreach. SHA hired again this year. Operationalized pandemic Medcat modules: reporting immunizations and covid-19 tests automatically to the state. >1000 COVID-19 vaccine doses given as of 03/24/22. >800 rapid COVID-19 tests performed. >4000 send out PCT tests for students and employees.
1	Student Health Services	07 - Financial Resources	02 - Student Services	SHS Funding Stabilization	Health Fee- \$400,000 backfill from feds MAA- adding LEA BOP, a new funding source H S I grant- paying for mental health trainees among other things, freeing up health fee dollars Veteran's Grant-stable PEI- renewed this year, pays for outreach Athletics Course Fees- improved this year since more in person Cal Fresh Contract- stable Measure O- waiting on contract, will free up significant health fee funds FPACT- billing for reproductive health Distribution from Chancellor's Office	Ongoing	Backfill used as SHS reserve. LEA BOP waiting on clarification of regulations but promising. FPACT won't start 21-22 year, likely. Have just started to use some money from the MH Distribution.

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2	Student Health Services	08 - Institutional Effectiveness	02 - Student Services	SHS Department Health: Communication, Relationships, Coordination and Efficiencies	<p>1) Continue / strengthen the CORE staff facilitated meeting model , with regular meetings 2x per month</p> <p>2)</p> <p>3) Cross training as possible: working in different locations, different tasks for greater shared understandings</p> <p>4) Continue interventions with individual students, colleagues and within the college community to promote health, clarity, needed structure and anxiety reducing communications in an environment of significant change related to pandemic.</p> <p>6) Maintain/develop MOUs for obtaining critical services on campus for students and sustainable working relationships with healthcare agency partners in Sonoma County.</p> <p>7) Work within the college community to maintain, strengthen and/or initiate relationships for collaboration in the best interest of the students.</p>	Ongoing	Moved to Bertolini! Finally SHS and SPS in the same place.
3	Student Health Services	04 - Facilities/Technology	02 - Student Services	Technology Development and Applications in SHS	<p>Technology Workgroup 20-21 Activities</p> <p>1)Coordination of implementation plans with Medicat (portal, self-check-in), run reports, analyze/adjust DB PRN</p> <p>2) Analyze and continually assess workflow impact/changes and organize effective staff training,</p> <p>3) Database QI checks (coding effectiveness, user periodic audits for documentation use)</p> <p>4) Further develop a solid base of super-users</p> <p>5) Applying additional software functions logically and with due process review.</p> <p>6) Address department's hardware needs and challenges for smooth functioning, utilize bond funds as appropriate.</p>	Ongoing	<p>Administrator and Staff time:</p> <p>Workgroup time/interface with CORE</p> <p>IT engagement</p> <p>Medicat consulting time as needed</p>

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4	Student Health Services	01 - Student Success	02 - Student Services	Student Development / Student Employees and Student Leaders ????????	<p>Student Development Workgroup for 20-21</p> <p>1) SHS SDWG to meet regularly for both internal student development issues and planning and to develop student training/meeting schedules. (Assess SLO using patient portal)</p> <p>2) Provide quality SHS student employee training and supervision to:                      -- Adequately cross train for operational supports as part of initial and ongoing training.                      -- Develop procedures and adjust workflow to address changes in technology and SHA role. (Consolidation of services, self-check in, portal, etc.)                      -- Assure understanding and practice of department and college guidelines, policies and procedures.                      -- Assign admin/operational support work to student’s highest skill level as appropriate.</p> <p>3) SEA Academy Post-grant--- SHS provides leadership, resources and collaboration facilitation for expansion of select health related student trainings for a larger cohort of student employees, and student leaders.</p> <p>4) Continued assessment of departmental needs for student employees related to right sizing of staffing. No SHAs Fall 2020.</p>	Ongoing	<p>Administrator and Staff Time</p> <p>Administrative Support time</p> <p>Health Fee, PEI and SEA funding coordination, other grants</p>
5	Student Health Services	01 - Student Success	02 - Student Services	Health Promotion	<p>Health Promotion/Outreach Workgroup 21-22!!!!</p> <p>Analyze NCHA data to determine health topic needs and interests in health promotion support.                      Develop plan for events, workshops, web and social media postings; measure contacts, and outcomes as possible.                      Collaborate with VP Student Health on activities related to SRJC student health.</p> <p>Review methods to reach students re: SHS and health resources, with more efficient use of emerging technology (apps, online, institutional partners more, move upstream)</p> <p>Analyze intake data in health centers to determine how students learned of SHS resources to support outreach strategic planning                      Lead/coordinate SHS web page maintenance and updates</p>	<p>Summer</p> <p>Ongoing</p>	<p>42 Classroom presentations reaching 1167 students                      24 Faculty presentations reaching 384 faculty                      4 PEERS Workshops reaching 134 students                      Outreach at Food distributions/ vaccine clinics                      “ reaching 1151 students                      297 online mental health screenings                      Followers on FB: 504                      Follows on IG: 1209</p>

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6	Student Health Services	08 - Institutional Effectiveness	02 - Student Services	Program Quality Improvement in SHS	Leverage funding to maintain a defined, sustainable and effective risk case management service in SHS Improve referral and case management outcomes in high risk students. Use of portal for secure messaging; students understand how to use portal Work with OIR towards linking SHS served students with unique student success outcome tracking.  Quality improvement related to service continuity efforts and standardized guidelines  Focus will be encouraging provider feedback and learning standards for positive response to new electronic intake process expanding baseline data on students.	Ongoing	Turnover in NP staff and low volume in clinic has complicated risk management but has been restarted. Healthy Minds survey results will be used for strategic Planning for SHS. Lot's of back office processes developed, implemented, and refined, esp vaccine storage.
1	Student Outreach	01 - Student Success	02 - Student Services	Maintain robust enrollment in Counseling 270 (Orientation to College) for high school seniors. Goal of a 95% or higher fill rate.	Schedule Seniors Presentations, continue proactive onboarding, collaborate with high school counselors, monitor enrollment, hold enrollment workshops via Zoom and in-person (when permitted), measure outcomes using the High School Dashboard (Tableau)	Fall 2021, Spring 2022	Zoom, SIS, HS Dashboard
1	Veterans Affairs	01 - Student Success	02 - Student Services	Develop a comprehensive facility layout for a Veterans Resource Center	Identify priority, and secondary, space needs to support enhanced service to Veterans; incorporate reporting, academic counseling, DSPS support, space for community agency visiting professionals, and a large lobby/recreation area.	1 year	A new facility, large enough to house 6-7 offices, reception and lobby space. This was part of the Measure H campaign and should be listed in the Facilities Master Plan.
2	Veterans Affairs	04 - Facilities/Technology	02 - Student Services	Provide larger service space for the Veterans office.	Provide an adequately sized service lobby for the Veterans Office, and provide adequate, secure workspace for the Admin. Asst.	1 year	Additional square footage. 900 square foot expansion planned for Fall 2015.
1	Welcome and Connect Center	01 - Student Success	02 - Student Services	COMPLETE: To comply with Student Success Act of 2012 on assessment services	Assess all non-exempt students	Initial Fall 2013; ongoing	Increased part time staff to provide testing on and off site with sufficient number of sessions in peak testing seasons, evenings, and weekends. Assessment Services now resides in Admissions and Records PRPP.
2	Welcome and Connect Center	01 - Student Success	03 - Vitality/Equity/Stewardship	COMPLETE:Expand follow-up services specific to the assessment step.	Providing resources for test preparation up front while communicating benefits. Promote the benefits to taking both Eng/ESL & Math during first year. Following up with those who wish to remediate and retest by promoting Jam options. Following up with lowest level college skill placements in order to connect at-risk students with next-step resources. Following up with students after test to assist them with scheduling counseling appointments online.	Spring 17 - Ongoing	Assessment Services now resides in Admissions and Records PRPP.
4	Welcome and Connect Center	01 - Student Success	02 - Student Services	COMPLETE:Continue planning and preparation of Common Assessment Initiative (CAI) implementation when available	Faculty and staff training, competency mapping, multiple measures research and adaptation, cut score setting, and full conversion to CAI when available	Initial Fall 2012; ongoing	Funds and time for faculty / staff development, faculty work in when pilot school outcomes are complete and necessary adjustments to competency mapping are required; combination of grant and SSSP funds to support implementation; support and guidance from the CO and OIR/IT. Assessment Services now resides in Admissions and Records PRPP.

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5	Welcome and Connect Center	01 - Student Success	02 - Student Services	COMPLETE:To evaluate the implementation of new policies and procedures related to assessment	Continue to monitor the implementation of the placement re-take policy to ensure compliance and fairness	Initial Summer 2014; ongoing	IT programming/reporting; staff training and time for data tracking/analysis; discussion with Math Department. Assessment Services now resides in Admissions and Records PRPP.
6	Welcome and Connect Center	01 - Student Success	04 - Personal/Professional Growth	COMPLETE:Build a knowledgeable and efficient team	Continue to provide professional development opportunities to staff.	Ongoing	Funds for conferences, travel, webinars, etc.
8	Welcome and Connect Center	01 - Student Success	02 - Student Services	ONGOING: Continually improved student communication regarding assessment services	Update Assessment and Placement website information; enhance the marketing for preparation services	Ongoing	Staff time; IT support. Assessment Services now resides in Admissions and Records PRPP.
9	Welcome and Connect Center	04 - Facilities/Technology	04 - Personal/Professional Growth	COMPLETE:Expand assessment services to high school students, online students, and international students.	Build partnerships with high school districts; enable remote testing and authentication through student success technologies	Ongoing	Leadership from Director, Assessment and Student Success Technologies; high school districts' support; cooperation from Distance Education and International Student Program. Assessment Services now resides in Admissions and Records PRPP.
10	Welcome and Connect Center	01 - Student Success	02 - Student Services	COMPLETE:Expand assessment services to all off-campus sites.	Provide access to assessment services for noncredit students to enroll at off-campus sites and to meet noncredit SSSP mandates.	Ongoing	Coordination with all three assessment centers, IT, ESL, College Skills, Adult Education, Academic Affairs and school districts will be necessary to deliver this service. Assessment Services now resides in Admissions and Records PRPP.