Abstract of the 2015 Self Evaluation Report

Standard I: Institutional Mission and Effectiveness

I.A
Mission

Santa Rosa Junior College embarked on a district-wide strategic planning process in 2012. After18 months, this highly inclusive and collaborative effort resulted in a newly articulated vision, mission, and values that would provide the framework for the 2014-2019 Strategic Plan. The development of the goals and objectives reflect the College's commitment to student learning, support for its diverse communities, and development of a stable, sustainable institution. The College has ensured that its policies, its Program and Resource Planning Process (PRPP), and shared governance groups fully support the Strategic Plan and that they are integrated into its implementation. The Strategic Plan represents the College's commitment to its mission and to the processes that accomplish that mission.

The College meets the Standard. However, to improve institutional effectiveness, SRJC lists one Actionable Improvement Plan. The College will continue to promote the College mission statement, vision, and core values in ways that allow dialog and a deeper understanding and connection by faculty, staff, students, and the local community.

I.B.
Improving Institutional Effectiveness

SRJC has a well-established and integrated process for planning, resource allocation, implementation, evaluation and re-evaluation. Under the oversight of the Institutional Planning Council (IPC) and the PRPP Coordinating Committee, processes are continuously reviewed, evaluated, and improved in ways that support and encourage the incorporation of data analysis, the development of planning activities to address needs identified based on that analysis, and the evaluation of the outcomes of activities designed to measure progress towards those needs.

In the past year, the College has transitioned its planning process from one based on College Initiatives to one focused around the Strategic Plan. While both have involved goal setting, planning, resource allocation decisions, and evaluation, the Strategic Plan represents broader input from all components of the College. The College has a history of self-evaluation and improvement based on the PRPP and other forms of assessment such as the Institution Effectiveness Assessment Report. This kind of integrity will be carried over as IPC, the President's Cabinet, and College committees and leadership develop and implement the Strategic Plan Scorecard in spring 2015. This comprehensive assessment tool will be used to measure the College's progress in meeting Strategic Plan goals and objectives.

The College meets the Standard. To improve its effectiveness, the College also lists an Actionable Improvement Plan to adopt and use the Strategic Plan Implementation and Accountability Plan by spring 2016.

http://accreditation.santarosa.edu/

Standard II
Student Learning Programs and Services

II.A
Instructional Programs

SRJC takes pride in its broad range of instructional programs. Courses address the diverse community and include Career and Technical Education (CTE) occupational courses, certificates, and majors; Basic Skills and ESL credit and noncredit courses to prepare students for certificates, degrees, and transfer; and Liberal Arts and Sciences courses, including General Education courses, that qualify students for degrees and transfer to California State Universities (CSU), the University of California, and many private and out-of-state four-year institutions. Various methods of delivery are offered, including online courses, hybrid courses, some bilingual Spanish courses, weekend and evening programs, accelerated classes, and Study Abroad.

The College has systems in place to ensure that courses and their student learning outcomes (SLOs) are at appropriate levels of depth and rigor. These systems include the curriculum review through the multi-constituent Curriculum Review Committee; a collaboratively developed Program Review Policy for majors and certificates; SLO assessments conducted and reported by every department; and the PRPP for ensuring that department goals, programs, and resource requests are aligned with the mission and Strategic Plan goals. Quality is further insured through policies on curriculum development, academic freedom, academic integrity, and General Education. The faculty contract and hiring processes also contribute to the high quality of teaching, the range of teaching strategies, and the conscious support for diverse learners. Advisory boards help guide CTE programs, and the College adheres to all external requirements from licensing agencies, transfer institutions, and the Chancellor's Office. Through its catalog, newly upgraded website, presentations, and other communications, the College delivers complete, accurate, and timely information to students and the public.

The College meets the Standard in all respects except that it is still in the process of completing the SLO assessment cycle for some courses, certificates, and majors, and is yet to implement an assessment system for its new General Education outcomes. The College lists three Actionable Improvement Plans to address these issues.

II.B
Student Support Services

It is the intent of SRJC's Student Services to support each student's educational success and to ensure an organization that is measured for effectiveness and satisfaction by both its clients and its providers. The range of Student Services programs meet the needs of SRJC's diverse student population by providing information about and access to College programs; placement testing, counseling, and educational plans; financial aid and scholarships; specialized services for international students, students with disabilities, veterans, economically disadvantaged students, foster youth, and other groups; career information; and opportunities to engage in extra-curricular activities and student leadership.

SRJC ensures the effectiveness of its student services program through the PRPP, faculty and staff trainings and evaluation, SLO assessment, the Student Survey, and ongoing dialogue, student feedback, and self-reflection. Services and student related policies are fully explained in the College Catalog, Schedule of Classes, and SRJC websites, and most of the information and functions that students require are available online.

The College meets the Standard in all respects, but includes one Actionable Improvement Plan regarding online student services. In an effort to support all students regardless of location or method of delivery, the College will analyze and develop a plan for expanding its online student services, including counseling.

Standard III
Resources

II.C.
Library and Learning Support Services

The College supports student learning through its two libraries, Media Services, tutorial centers, and instructional computer labs. The libraries, one on each campus, share an exceptional collection of materials and provide computers and study areas in modern, aesthetically pleasing environments. The SRJC Library as a whole has an extensive website and access to thousands of online resources as well as support services such as online training in research tools.

Media Services provides media support for classrooms, faculty, the College (e.g., videoconferencing) and students. SRJC has a very large and varied collection of media materials and equipment, and Media Services staff are available to instruct and assist the faculty, staff, and students who use media. The two campuses have fully functioning Media Services desks. Students and staff can access the common media collection from either location, with popular content being physically housed at both libraries. The unified catalog is available online.

The tutorial centers on the Santa Rosa and Petaluma Campuses provide free tutoring for students across a range of disciplines. Instructional computer labs allow students to complete online homework and other assignments for their classes. A number of labs are related to specific subject areas, such as the Mathematics Lab, the ESL Lab, and the Academic Skills Lab (for basic skills and GED prep), while others serve for independent student work with technological support from lab assistants. Instructional labs experience high demand, and the College is considering how to expand hours or locations.

The Library, Media Services, tutorial centers, and instructional computer labs all undergo regular evaluation through the PRPP, their own surveys and, when appropriate, SLO assessments. These evaluations demonstrate high levels of satisfaction by students and employees.

The College meets the Standard in all respects except for tutorial support for Distance Education. To rectify this, the College lists one Actionable Improvement Plan for implementing an online tutoring program by spring 2016.

III.A
Human Resources

SRJC relies on its mission, values, and goals, its comprehensive employment policies and procedures, its PRPP, the expertise and experience of its Human Resources (HR) department staff and management, and the integrity of its hiring committees to ensure that it hires and supports highly qualified personnel appropriate for their respective programs. A long history of careful review and planning has resulted in employees who maintain the integrity of the College and contribute to its improvement. The College recently converted to an online employment applicant tracking system in order to streamline processes and increase sustainability efforts. Meanwhile, SRJC continues to seek and support diversity among its employees.

The HR department maintains a highly organized system for training hiring committees and ensuring that interviews are fair. The College also has policies in place regarding hiring, evaluation, diversity, and professional ethics. Evaluation procedures in contracts and policies for managers, faculty, and classified staff have been carefully developed to support quality instruction and student learning outcomes, and the College has a good record of completing evaluations.

Human resources planning is integrated in institutional planning through the PRPP and, for faculty, augmented by the Faculty Staffing Committee to allow for extended institutional dialogue and alignment with the mission and Strategic Plan when the hiring of full-time faculty is so limited by the budget.

The College meets the Standard in all respects except that the evaluation procedures for adjunct faculty do not refer to student learning outcomes, as required by the Standard. The Actionable Improvement Plan states that negotiating teams will agree to incorporate student learning outcomes assessment in the adjunct faculty evaluation process.

III.B
Physical Resources

The College, with its two campuses, three centers, and multiple off-site locations, manages, maintains, upgrades, repairs, purchases, and evaluates a vast range of buildings, equipment, technology, landscape, and materials. Even in the face of massive state budget cuts, SRJC has continued to provide safe and sufficient physical resources regardless of location or means of delivery. Through the Facilities Planning and Operations Office, the College has maintained a systematic process for evaluating the safety and sufficiency of facilities at all sites, and policies support emergency preparedness, a healthy environment, and sustainability. The PRPP ensures that data analysis, dialogue, clear criteria for prioritization, and alignment with the mission and College goals occur at all levels as physical resources are requested. The College also maintains accountability to the Board of Trustees and the Chancellor's Office and integrates its compliance with its planning.

The District Planning and Budget Framework addresses the Total Cost of Ownership for new facilities and equipment, thus making budgeting considerations realistic and visible during the planning process. Based on PRPP information, the District is able to systematically assess the effective use of physical resources and uses the results of the evaluation as the basis for improvement. With the passage of the recent bond, the College will have the opportunity to apply these planning, prioritization, and evaluation processes to upgrades and new projects.

The College meets the Standard.

III.C
Technology Resources

The rapidly increasing need for technological equipment, staffing, training, support, and general expansion has presented a challenge to the College, especially with recent budget limitations. This has been especially difficult when the institution requires so many technological functions: multiple computer labs; staff and faculty computers; email and phone systems; the Student Information System; the College website; Distance Education; and many software and web-based programs across the instructional and operational areas of the campuses and centers. However, with careful planning and resource allocation, the College through the Information Technology (IT) department has continued to adequately provide technology resources and services to support student learning programs and to maintain and improve institutional effectiveness.

The PRPP, specific College committees, the President's Cabinet, and District policies ensure that the acquisition and implementation of technology receives appropriate budget allocations and are aligned with College goals. The Instructional Technology Group (ITG), a President's Advisory Committee, carefully reviews PRPP technology requests from departments to determine which needs will be met, when, and in what way. IT also provides training and support for faculty and staff based on Help Desk requests, surveys, usage data, and feedback from the Staff Resource Center. IT has recently accomplished two significant projects: the migration of all faculty email to a cloud-based program, and the launch of the new SRJC website. With the passage of the recent bond, which was intended in part to upgrade SRJC technology, the ITG and the IT department will finally be able to implement parts of the Technological Master Plan.

The College meets the Standard.

Standard IV
Leadership and Governance

III.D
Financial Resources

Financial planning supports institutional planning through the Planning and Budget Framework and the PRPP. The District's financial planning starts with financial analyses, beginning with highly conceptual estimates of costs and revenues for potential new programs, and then moves progressively toward more detail as institutional and program planning becomes more specific and nearer to implementation. The annual budget planning is framed by the specific fiscal goals of the Strategic Plan, and the budget detail is addressed through the PRPP. In this way, the District's financial planning is guided by its mission, initiatives, Strategic Plan, goals and objectives and is integrated with and supports all institutional planning.

The District closely follows its planning and budget development policies and guidelines, allowing for input from and participation by all constituents in financial planning and budget development, both through the Budget Advisory Committee (BAC) and the PRPP. The BAC has improved communication with employees of the District about state funding and its impact. Improved planning-budget linkage is achieved through the Planning and Budget Framework and PRPP in part because the Institutional Planning Committee (IPC) now oversees both the planning process and the transition of planning results to the budgeting process.

While the District does experience cash flow challenges during the months typical for community colleges, the overall cash reserves are sufficient. Sound financial management practices, such as the focus on contract language and insurance requirements, are designed to minimize risk to the District and allow effective responses to financial conditions. The District handles its complex finances with integrity, and recent independent financial audit reports of the District indicate no internal control deficiencies or weaknesses.

The District meets the Standard, but has included an Actionable Improvement Plan to address its structural deficit during 2014/2015 negotiations and 2015/2016 budget development to assure on-going fiscal stability.

IV.A
Decision-Making Process

The structure for participatory governance at SRJC is documented, systematic, and inclusive. It is well established and involves all constituent groups—administrators, faculty, classified staff, and students. Within this context, the College encourages innovation and takes pride in the resulting accomplishments of faculty, staff, and administrators. The District has clear and current policies regarding shared governance and its committee system, and the institution has focused on communicating and clarifying the policies, structures, and processes to ensure full understanding of the decision-making process. The recent strategic planning process raised the awareness of the college community about the potential of collaborative processes, and as the Institutional Planning Council (IPC) adopts and supervises the Strategic Plan, governance and constituent involvement have become more visible. Surveys indicate that nearly all employees are aware of opportunities within shared governance roles.

Each committee, council, and constituent group, as well as the Board of Trustees and the meeting College president, use systematic methods of evaluation to ensure effective progress towards College goals. As the College transitions from College Initiatives to Strategic Plan goals and objectives, shared governance groups will evaluate themselves against these goals and respond accordingly, as they have with the College Initiatives in the past.

The College meets the Standard.

Standard IV.B
Board and Administrative Organization

Since the Sonoma County Junior College District (SCJCD) was founded, the continuity and integrity of elected trustees and of the presidents has been a source of pride for the College, representing the clear policies, regular and thorough communications, and leadership on the behalf of all parties. The Board has a record of acting in the best interest of the College, relying on the District Policy Manual for all its decision-making, and members avoid conflicts of interest. The Board is directly engaged in all components of educational quality, and it supports faculty, staff, administrators, and students through discussion and approval of recommended courses and programs. The Board follows established policies for dealing with legal matters, and their active interest in and decisions regarding College finances reflect their fiduciary responsibility and integrity. The Board has policies regarding election, self evaluation, and orientation of new members. With three new Board members installed in December 2014, the educational and mentoring processes will become especially important.

The District hired a new superintendent/president (referred from here as "the president") two years ago. The president has fulfilled his duties according to District policies, his contract, and Board evaluations. His leadership is visible and collegial, and he strives to cultivate a culture of respect, dialogue, and professionalism. The president not only follows established policies and practices that ensure the use of research and analysis to connect achievement and resources, he does so through his Cabinet, standing committees, the strategic planning process, and other mechanisms that support collegiality and integrated planning. The current president has also initiated a higher profile for the Office of Institutional Research, collaborative processes through strategic planning, and greater community connections, carrying on the SRJC legacy of quality leadership.

The College meets the Standard in all respects, but to ensure its institutional effectiveness, it has one Actionable Improvement Plan for this Standard, which is to provide the new Board members with a full orientation through the District and the Community College League of California, and to support their development through mentoring, the Board retreat, conferences, Board evaluation mechanisms, and any other appropriate means.

Evidence for Institutional Compliance and ACCJC Recommendations

Evidence for Certification of Continued Institutional Compliance with Commission Policies

1. **Substantive Change Proposal for New Distance Education Programs, 2012**
    http://www2.santarosa.edu/f/?nBCyUxUJ

2. **Letter of Approval by ACCJC**
    http://online.santarosa.edu/presentation/schedule/?6145

3. **Board Policy and Procedure 3.28/3.28P, Distance Education**
    http://www.santarosa.edu/polman/3acadpro/3.28.pdf
    http://www.santarosa.edu/polman/3acadpro/3.28P.pdf

4. **Finance Quarterly Report to Board, September 9, 2014**
    https://bussharepoint.santarosa.edu/committees/board-of-trustees/Committee%20Documents/Minutes%209-9-14.pdf

5. **Santa Rosa Junior College (SRJC) Online Schedule of Classes, Spring 2014**
    https://portal.santarosa.edu/SRWeb/SR_ScheduleOfClasses.aspx

6. **Board Policy Manual Website**
    http://www.santarosa.edu/polman/

7. **District Police Anonymous Tips Report Website**
    http://www.santarosa.edu/administration/college-safety/district-police/report-anonymous-tips/

Evidence for Responses to 2009 ACCJC Recommendations

1. **Program and Resource Planning Process (PRPP) Website**
    http://www.santarosa.edu/administration/planning/program-review--program-and-resource-planning-process-prpp.php

2. **Institutional Planning Website**
    http://www.santarosa.edu/administration/planning/index.php

3. **PRPP Survey Results, 2011**
    http://www.santarosa.edu/administration/planning/pdfs/PRPP%20survey%202011%20final%20results.pdf

4. **2011 Faculty/Staff Survey Results**
    http://www.santarosa.edu/administration/planning/pdfs/SRJC%20Faculty%20Staff%20Survey%20Fall%202011-with%20Comments.pdf

5. **2013 Accreditation Employee Survey Results**
    http://online.santarosa.edu/homepage/wburzycki/Accreditation/2013_Accreditation_Faculty-Staff_Survey_Results01-30-14.pdf

6. **Faculty Staffing: Timelines, Guiding Principles, and Forms**
    http://www2.santarosa.edu/f/?nDNTQMIH

7. **PRPP Writer's Guide (Section 2.3.d, e)**
    http://www2.santarosa.edu/f/?nDAEPFzw

8.   **PRPP Timeline, 2015/2016**
        http://www2.santarosa.edu/f/?nARxwOUN

9.   **PRPP Coordinating Committee Homepage**
        https://bussharepoint.santarosa.edu/committees/prppcc/SitePages/Committee%20Home%20Page.aspx

10.   **PRPP Coordinating Committee Minutes, November 14, 2014**
        http://www2.santarosa.edu/f/?nBLCVDHG

11.   **PRPP Launch Message, 2013/2014 Cycle**
        http://www2.santarosa.edu/f/?nDCvELKK

12.   **SRJC Integrated Planning Model**
        http://www2.santarosa.edu/f/?nDJOLCDP

13.   **PRPP "Wrap-up" Message, December 12, 2014**
        http://www2.santarosa.edu/f/?nDEGLEwz

14.   **Board of Trustees Website with Minutes**
        http://goo.gl/JsCFgQ

15.   **All-District Budget Update Message from Dr. Frank Chong, December 14, 2014**
        http://www2.santarosa.edu/f/?nANBIFBC

16.   **Institutional Planning Council Homepage**
        http://goo.gl/Zb0Km0

17.   **Minutes from Department Chairs Council/Instructional Managers Meeting, October 21, 2014**
        http://www2.santarosa.edu/f/?nBGCSvYO

18.   **Program and Resource Planning Process Website**
        https://bussharepoint.santarosa.edu/prpp/default.aspx

19.   **2012 SRJC Midterm Report to ACCJC**
        http://www.santarosa.edu/accred2015/pdfs/SRJC-Midterm-Report-2012-Final.pdf

20.   **2013 Midterm SLO Report to ACCJC**
        http://www.santarosa.edu/accred2015/pdfs/ACCJC-Midterm-SLO-Report-SRJC-3-15-13.pdf

21.   **PRPP Writer's Guide (Section 4)**
        http://www2.santarosa.edu/f/?nDAEPFzw

22.   **Strategic Plan Scorecard**
        http://strategic-planning.santarosa.edu/

23.   **Student Learning Outcomes Website, Course Assessment Page**
        http://www.santarosa.edu/slo/course/

24.   **Access to SLO SharePoint Site**
        http://www.santarosa.edu/slo/forms/

25.   **SRJC Student Survey, 2013**
        http://www2.santarosa.edu/f/?nDzJOMTN

26.   **Explanation Regarding 2009 Recommendation 3, 2012 Midterm Report, page 12**
        http://www.santarosa.edu/accred2015/pdfs/SRJC-Midterm-Report-2012-Final.pdf

27. **Five-Year Capital Outlay Plan**
http://www2.santarosa.edu/f/?nDZvFHHB

28. **Board Policy 2.5, Governance and the Committee System**
http://www.santarosa.edu/polman/2govern/2.5.pdf

29. **Board Procedure 2.5P, Governance and the Committee System**
http://www.santarosa.edu/polman/2govern/2.5.pdf

30. **College Council Homepage**
http://goo.gl/sRq9Rq

31. **Committee System Best Practices**
http://www2.santarosa.edu/f/?nBvPWQyA

32. **College Council Committee Review Sheet**
http://www2.santarosa.edu/f/?nDzyGQGw

33. **College Council Minutes, Committee Reviews, October 16, 2014**
http://goo.gl/1PhVbk

34. **Strategic Plan, 2014-2019**
http://www.santarosa.edu/administration/planning/pdfs/strategic-plan-2014-4-22.pdf