SANTA ROSA JUNIOR COLLEGE

MIDTERM REPORT

Submitted to the Accrediting Commission
for Community and Junior Colleges
Western Association of Schools and Colleges

March 15, 2012

Santa Rosa Junior College
1501 Mendocino Avenue
Santa Rosa, California 95401

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STATEMENT OF REPORT PREPARATION

In August of 2011, the Vice President of Academic Affairs/Accreditation Liaison Officer (VPAA/ALO) proposed a plan (see Appendix E), subsequently approved by the Institutional Planning Council and the Superintendent / President, for organizing the preparation of this report. The plan was implemented as proposed, with several dozen people given the opportunity to contribute to initial drafts in the fall, and the entire College community given the opportunity to comment on the final draft in the spring.

This report is a distillation and synthesis of the drafts submitted by the "coordinator/writers" to the VPAA/ALO. The first section addresses the external evaluation team's four recommendations; the second section addresses the College's planning agendas for the self-evaluation's four standards. Key institutional documents providing evidence of the College's progress in addressing each of the four recommendations from the visiting team are included in the appendices of the report. Links to Web-based evidence are embedded in each section. Additional documentation and background material can be made available to the Commission if needed.

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Frank Chong, Ed.D, Superintendent/President

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W. Terry Lindley, President, Board of Trustees
Sonoma County Junior College District

Recommendation 1

In order to increase effectiveness after the first full cycle of the new PRPP is completed, the college should evaluate the effectiveness of the process to ensure the inclusion of information beyond data collection and survey results. The college should also use the results and report the findings to the communities served by the college and also integrate research into all future planning processes. (IB.3, IB.6, IB.7, IIIA.6, IIID.1.a, IIID.1.d, IIID.2.g, IIID.3)

This recommendation has been partially met. The College has evaluated the effectiveness of the PRPP process annually to ensure the inclusion of information beyond data collection and survey results; findings have been reviewed by multi-constituent committees/councils, used for continuous quality improvement of the PRPP process, and reported to the College community via annual reports and posting on SRJC's Planning Web site. The College is in the process of integrating research into all future planning processes. The development and reporting of Measures of Institutional Effectiveness and the use of PRPP data in program review, evaluation, revitalization and discontinuance of certificates and majors demonstrate progress to date.

<u>**Evaluation of the PRPP Process**</u>

An evaluation of the College's Program and Resource Planning Process (PRPP) has been conducted annually since 2008, the first year PRPP was implemented. All employees who participate in the PRPP process, as either editors or approvers, are invited to comment on the process and provide feedback as to the usefulness of the data, the transparency of the process, and the extent to which it links planning and budgeting. For the past two years, the survey has also asked respondents to indicate their agreement/disagreement with the following statement: *"The PRPP gave my program/unit the opportunity to analyze data, develop goals and objectives and request resources, facilitating continuous quality improvement of my department/unit, with the ultimate goal of improving student learning."* Survey results of editors and approvers have shown a decline in the percentage of respondents who strongly agree or agree to that statement (65% - 2010; 37% - 2011), a result that may reflect the current financial conditions, but warrants further investigation. Findings are annually reviewed by the PRPP Ad Hoc Coordinating Team, the President and Component Administrators, and the Institutional Planning Council, the highest multi-constituent governance committee charged with oversight for all planning related issues, and serve as the basis for continuous quality improvement of the PRPP process. Annual survey results are posted on SRJC's Planning Web site http://www2.santarosa.edu/pages/planning.php. Process improvements made since 2008 as a result of feedback from editors and approvers have been extensive, prompting users to strongly agree/agree that *"The PRPP this past years is an improvement over the prior year"* (44% - 2008, 76% - 2009, 75% - 2010, 47% - 2011). Some of the most significant improvements have involved a major overhaul of the data entry software to improve usability and ease of data entry, a shift in the timeline of the entire

planning cycle to give units more time to complete the process, and the addition of student equity data and two additional semesters of information to the academic data set.

Survey of College Community

In October 2011, the co-chairs of College Council and the Institutional Planning Council surveyed all faculty and staff to gather information on the College's collective understanding of governance, program and resource planning, and institutional effectiveness.   The results will be used to provide a status check on progress toward meeting ACCJC recommendations and our own planning agendas. The results will also give SRJC a better understanding of what can be done to improve the college community's awareness and involvement in SRJC's system of participatory governance, planning and budgeting activities, and efforts to improve outcomes for our students and the community. The results will influence the content of professional development and new employee orientation programs, and contribute to the overall well-being of the College community.
http://www2.santarosa.edu/media/planning/SRJC%20Faculty%20Staff%20Survey%20Fall%202011-with%20Comments.pdf

Refined Planning Calendars

During 2010-11 institutional planning was further enhanced by ongoing dialogue, evaluation and continuous improvement of planning processes, timelines, and constituent communication. The Institutional Planning Council's role has been strengthened and clarified through the development and use of planning calendars aligned with the annual Program and Resource Planning Process (PRPP) and the accreditation cycle, allowing for systematic and coordinated annual review of resource priorities identified via PRPP, College Initiatives, as well as Component/Cross-Component Goals that form the basis of a comprehensive plan to achieve institutional effectiveness and improve student learning.
http://www2.santarosa.edu/pages/planning.php

Measures of Institutional Effectiveness

The Measures of Institutional Effectiveness comprised a collection of institution-wide measures aligned with the Sonoma County Junior College District Mission Statement and intended to serve as the basis for future planning and development of the College. In particular, analyses of the measures proposed for 2011 were used to inform the development of 2011-12 Component Area Goals, as well as the refinement of the 2012-13 College Initiatives. The data and analyses were posted on the Planning Web site to be used throughout the institution in discussions about institutional effectiveness. The Institutional Planning Council reviewed and discussed the Measures of Institutional Effectiveness and proposed refinements during two meetings in spring 2011, and on April 11, 2011 affirmed all measures for College-wide consideration. The Board of Trustees approved those measures in June 2011. http://www2.santarosa.edu/pages/planning/institutional-effectiveness.php

The 2011 Sonoma County Junior College District College Measures of Institutional Effectiveness addressed the following seven areas of the District Mission Statement:
- Student Learning
- Serving Our Diverse Local Communities
- Transfer
- Career and Technical Education
- Basic Skills/ESL
- Student Retention and Success
- Efficiency and Fiscal Responsibility

The data were drawn from a variety of local, state, and federal reports that are currently available. Data for all measures were, wherever possible, compared to state and/or national data as well as comparison group data when available; and the College plans to track all measures over time, where possible.

New Planning Policies and Procedures

A set of academic policies and procedures were recommended to the College Council and approved by the Board of Trustees after two years of collaboration between Academic Affairs and the Academic Senate. These policies and procedures include:
- 3.2.1P: Development of Majors
  http://www.santarosa.edu/polman/3acadpro/3.2.1P.pdf
- 3.2.2 and 3.2.2P: Approval of Certificates and Majors;
  http://www.santarosa.edu/polman/3acadpro/3.2.2.pdf
  http://www.santarosa.edu/polman/3acadpro/3.2.2P.pdf
- 3.4P: Approving Noncredit Certificates; and
  http://www.santarosa.edu/polman/3acadpro/3.4P.pdf
- 3.6 and 3.6P: Program Review, Evaluation, Revitalization and Discontinuance
  http://www.santarosa.edu/polman/3acadpro/3.6.pdf
  http://www.santarosa.edu/polman/3acadpro/3.6P.pdf

They provide the framework for data driven decisions utilizing continuous quality assessment and improvement at the certificate and degree level.

Recommendation 2

In order to attain proficiency level with the ACCJC Rubric for Evaluating Institutional Effectiveness by the 2012 Commission deadline, the college should aggressively pursue the development of measurements and the completion of assessment cycles for all course, program, and degree SLOs. (IIA.1.c, IIA.2.b, IIA.2.f, IIIA.2, IIIA.5.a)

This recommendation has been partially implemented, with full implementation expected by fall 2012.

The College has "aggressively pursued" the development of SLOs, measurements, and assessment tools for courses, programs, and degrees, and is currently at the "proficiency level" on the ACCJC Institutional Effectiveness rubric for Student Learning Outcomes (SLOs). Evidence of proficiency is established in the following ways.

1. **Student learning outcomes and authentic assessments are in place for courses, programs and degrees.**

SLO Identification and Assessment of Courses
As of the submission of this report, the College faculty has identified **98.1%** or 1,774 of 1,877 course SLOs as evidenced by the course outlines of record viewable to students and the public on the SRJC Web site: http://www.santarosa.edu/slo/
http://busapp02.santarosa.edu/SRWeb/SR_CourseOutlines.aspx?mode=1
In October 2011, the Academic Senate passed a resolution and endorsed a plan requiring that 100% of course SLOs be identified by March 1, 2012. Courses without SLOs may be inactivated in fall 2012. http://www.santarosa.edu/senate/ (See "Project LEARN Resolution" and "Support of Course Inactivation Resolution" under "What's Hot" section of the Web site) It is anticipated that 100% of course SLOs will be identified and approved by the end of spring semester, 2012. Because of the UC approval process for new or substantively revised courses, some courses are waiting to be terminated after replacement courses receive UC approval. All SLOs will be identified and approved by fall of 2012.

In November 2010, the Academic Senate approved a plan that required every academic department to establish a plan for a regular, ongoing cycle of assessment and to include that plan in their PRPP document. It is anticipated that by April 15, 2012, every academic department will have included their assessment plan in the PRPP document.

SLO Identification and Assessment of Programs (Certificates/Majors)
At this college, a "program" is defined as a certificate or major. Thus far, SLOs have been identified for **93%** or 229 of the 253 certificates and majors. Evidence of this may be found on the College's certificate and majors web pages.
http://busapp02.santarosa.edu/SRWeb/SR_ProgramsOfStudy.aspx?=1

In order to assure that the College reaches the proficiency level by fall 2012, the Academic Senate has approved a resolution and a plan to identify certificate/major SLOs by March 1, 2012. http://www.santarosa.edu/senate/ (See "Project LEARN Resolution" and "Support of Course Inactivation Resolution" under "What's Hot" section of the Web site). Certificates and majors are assessed in two ways. The first is a "top down" assessment which utilizes methods such as standardized exams, professional exams, employer surveys, capstone courses, and portfolios to assess the overall program. The second is a "bottom up" assessment in which every required course in a certificate or major is assessed and aligned with the program outcomes as required by the program "mapping." The program maps are on file in the Curriculum Office and the SLO Web site contains model samples for faculty use. http://www.santarosa.edu/slo/index.php

Student Services Outcomes and Assessment
Over the past several years, Student Services has established a regular, ongoing cycle of assessment in which at least one SLO is assessed in each program every year. The evidence for this is viewable in SLO Assessment Reports posted on the Student Services Web site and summaries of SLO assessments in the PRPP documents. Assessments are discussed by the department and in the Student Services Council, and results are being used to improve services to students. A sample of a Student Services PRPP prepared by the Financial Aid Program can be viewed at: http://www2.santarosa.edu/pages/planning/program-review--program-and-resource-planning-process-prpp/archived-prpp-documents.php

Identification and Assessment of Institutional Learning Outcomes
After extensive dialogue, the Academic Senate and the Board of Trustees approved seven institutional outcomes in 2005-06. These outcomes are subdivided for a total of sixteen distinct areas of knowledge, skills, and abilities that the College assesses. In the fall of 2007 and 2010, the College assessed **100%** of institutional learning outcomes by surveying randomly selected students representing approximately 10% of the student population. The next survey is anticipated in 2013. In addition, the College has assessed four of the sixteen institutional learning outcomes in greater depth using randomly selected groups of students. http://www.santarosa.edu/slo/institutional/

Dialogue about these assessments occurs in presentations to the College community and at Professional Development Activity (PDA) days http://www.santarosa.edu/src/PDA-current/pda-index.html . Dialogue about these assessments occurs during presentations and workshops for Professional Development Activity (PDA) days and at Project LEARN Steering Committee meetings. Minutes are viewable at this Web site: http://www.santarosa.edu/slo/project-learn/agendas.php

2. **Dialogue about student learning is ongoing, systematic, and used for continuous quality improvement.**

Dialogue about student learning outcomes (SLOs) occurs in a number of different venues across the District from the discipline level to the college-wide level. For example, the Superintendent / President and the President of the Academic Senate emphasize the importance of student learning outcomes in their opening remarks to the fall convocation

each year. http://www.santarosa.edu/src/PDA-current/pda-index.html Dialogue about student learning outcomes occurs at every Project LEARN Steering Committee, as evidenced by the minutes of those meetings. http://www.santarosa.edu/slo/project-learn/agendas.php A report on student learning outcomes is provided to the Academic Senate twice a month, which often generates discussion, as evidenced by the Academic Senate Minutes. http://www.santarosa.edu/senate/archive.shtml

The College creates time for ongoing dialogue by utilizing Professional Development Activity (PDA) days. Since the last accreditation visit, fifteen PDA workshops have been scheduled, as evidenced by the published PDA schedules: http://www.santarosa.edu/src/PDA-current/pda-index.html

Most recently, in spring 2011, fall 2011, and spring 2012, departments were encouraged to schedule their own discipline or departmental workshops on PDA in order to have dialogue about student learning outcomes. Since the last accreditation visit, fifty discipline/department PDA workshops have been scheduled, six more in spring 2012. In addition, thirty-seven discipline/department workshops have been scheduled on days other than PDA, as evidenced by the Staff Development Menu of Activities archives.

A number of councils, clusters, and departments discuss student learning outcomes on a regular basis. The Academic Affairs Council (AAC) agenda includes a regular, recurring item to discuss SLOs. The Student Services Council features a report and discussion of one assessment at every meeting, including a discussion of improvements that will be implemented as a result of the assessment. Cluster (division) meetings include dialogue about student learning outcomes and improvements that have been made as a result. Department and discipline meetings include dialogue about student learning and improvements that are being implemented. A sample of the English Department Agenda and Minutes is located in Appendix B.

The new SharePoint tracking system for SLO assessment utilizes an SLO assessment template that requires evidence of dialogue about assessment results and plans for improvement. This tracking system was launched in spring 2012, and assessments going forward will include evidence of dialogue. Many examples of these assessments can be viewed on the SLO Web site http://www.santarosa.edu/slo/index.php

In addition, the entire College community is kept informed through regular SLO email updates (see samples attached). Those updates are viewable on the SLO Web site under the link for "agendas and archived minutes" as .PDF files. The faculty is also kept informed in the *Academic Affairs Instructional Note*s http://www.santarosa.edu/faculty_staff/instructional_notes/

3. **Decision-making includes dialogue on the results of assessment and is purposefully directed toward aligning institution-wide practices to support and improve student learning.**

The College is beginning to use assessment as part of a broader dialogue to align institution-wide practices to support and improve student learning. For example, the Basic Skills Initiative (BSI) funds are allocated based on best practices, achievement data, and SLO assessment results. Another example is the realignment and acceleration of the English pathway based on recent research, best practices, student achievement data, and student learning outcomes assessment results.

4. **Appropriate resources continue to be allocated and fine-tuned.**

The college has a dedicated budget for the SLO initiative. The College continues to fund 60% reassigned time for two SLO Coordinators who provide leadership, trainings, presentations, and one-on-one coaching for faculty on identification and assessment of SLOs. The College funds faculty and administrator attendance at major conferences to acquire skills and develop new leadership. The College recently devoted resources to redesigning and updating the entire SLO Web site to make it more visually appealing, more clearly related to student learning, and more useful to faculty.

5. **Comprehensive assessment reports exist and are completed and updated on a regular basis.**

The College has created and fine-tuned a comprehensive SLO Assessment Report that includes the following: Identification of SLO to be assessed, assessment method and criteria, summary of assessment results, conclusions, projected changes and improvements based on results, evidence of dialogue, and plans for follow up assessment. These reports are posted electronically in SharePoint, a password protected forum, for review by departmental colleagues and supervisors; however, the SLO Web site shows examples of assessments along with instructions and forms for faculty use. http://www.santarosa.edu/slo/index.php

The Program and Resource Planning Process (PRPP) includes reporting on any SLO assessments completed in the past three years and any improvements implemented as a result. The PRPP also includes an historical tracking of every course and certificate/major assessment that has been done since the initiative began. This report is used to generate data for the annual ACCJC update.
 http://www2.santarosa.edu/pages/planning/program-review--program-and-resource-planning-process-prpp.php

6. **Course student learning outcomes are aligned with degree student learning outcomes.**

All certificates and majors are required to submit a "map" (grid) showing the alignment between all required courses and elective groups and the certificate or major SLOs. The assessment of certificates and majors will rely on these maps as an aid to discuss how SLOs

are being met and to identify areas of strength and areas that need improvement. Copies of the "maps" are on file in the Curriculum Office. http://www.santarosa.edu/slo/index.php

7. Students demonstrate awareness of goals and purposes of courses and programs in which they are enrolled.

Since the 2009 accreditation of the College, an effort has been made to help students become more aware of the student learning outcomes for courses and certificates/majors. Board Policy Procedure 3.9.1P requires SLOs to be included in the course outline of record. http://www.santarosa.edu/polman/3acadpro/3.9.1P.pdf
Student learning outcomes for certificates and majors are posted on the certificate/major Web pages for students to review.
http://busapp02.santarosa.edu/SRWeb/SR_ProgramsOfStudy.aspx?=1
Student Services   learning outcomes are posted on the Web, either on the Web page for a particular program or service or in a link from that Web page. Institutional learning outcomes are posted on the Web and listed in the *College Catalog*.
http://www.santarosa.edu/slo/institutional/
http://www.santarosa.edu/schedules/college_catalog/

Recommendation 3

In order to increase efficiency the college needs to factor the total cost of ownership including financial and personnel resources in all future decisions, particularly in the addition of facilities and technology to ensure health, safety, access and security. (IIIA.2, IIIB.2.a, IIIC.1.c, IIIC.1.d, IIIC.2, IIID.1.a)

This recommendation has been fully implemented.

The Accreditation Team's concerns rose from a situation they encountered during their visit. The Self Study Report did not provide adequate documentation explaining how various facilities, equipment, and technology services were being maintained and supported in the planning and budget process. Such documentation did and does exist.

Facilities Planning and Operations (FPO) is responsible for the Sonoma County Junior College District's planning, design, and construction of both physical and environmental facilities. These responsibilities include maintenance, operations, environmental health and safety, sustainability, and emergency preparedness for all District sites. "Facilities Life Cycle Stages" is an integral part of facilities planning and incorporates the concept of total cost of ownership (TCO). It is part of the Five-Year Capital Outlay Plan, which FPO updates annually, presents to the Institutional Planning Council for affirmation, and presents to the Board of Trustees for their approval. Through the Program and Resource Planning Process (PRPP), Facilities and Planning Operations annually identifies specific staffing and budgetary augmentations needed to maintain proper maintenance and operations of the District's facilities.
https://bussharepoint.santarosa.edu/committees/institutional-planning-council/Committee%20Documents/IPC%20Minutes%2020100412.pdf

As to the two specific facilities-related concerns that the Team had, there was apparently some misunderstanding about security at the Human Resources Building, and planning for four specific offsite locations. The Human Resources Department (HR) is housed in the Button Building, and security cameras were installed in that building when HR moved into the space in 1997. The Team's concern about a lack of planning for off-site locations was a misunderstanding of ownership and occupancy. The Pepperwood Preserve is owned by a separate non-profit organization with which the District has an educational/facilities use agreement. The Culinary Arts Center (the Brickyard) was a rented facility whose use ceased in December of 2011 when the new District-owned Culinary Arts Center was opened in January of 2012. The Southwest Center is another rented facility, though it is now housed in a different facility since the last accreditation visit. For each of these three non-District-owned locations, the facilities planning, maintenance, and upkeep are the financial responsibility of the property owner and the terms of their agreements with the District. The fourth property mentioned, a 12-acre former Navy base, is unoccupied land.

Technology planning and the distribution of technology resources is the primary function of the Institutional Technology Group (ITG). ITG reviews the annual allocation of Measure A Bond funds that have been set aside for technology purposes, and the departmental requests

for technology purchases that have been collected through PRPP. The team discusses and evaluates the programmatic merits of each request, leading to a final list of recommended purchases within available funding. These discussions are captured in the ITG minutes. The Information Technology Department PRPP documents reflect the staffing impacts and needs to support the growing use of technology in the District and the associated hardware, software and people related costs (TCO). The "Technology Plan 2011 and Beyond" outlines the budget for Measure A funds over the next 5 to 7 years allocating approximately $1 million per year.
https://bussharepoint.santarosa.edu/committees/institutional-technology/SitePages/Committee%20Home%20Page.aspx

Recommendation 4

The institution should develop a holistic and systematic evaluation process for its current governance structures and new planning efforts. The findings should be disseminated campus wide and then used for the continuous improvement. (IVA.5)

This recommendation has been partially implemented. Holistic and systematic evaluation of the governance structures for BOTH governance structures and planning efforts is ongoing.

Governance Structures

During the 2010-11 academic year, College Council (CC) reviewed the committee structure and the charges of all committees and task forces at the College. Working with the membership of all the committees, College Council clarified and revised many of the committee charges. As a result of the review, three (3) committees were deleted from the committee system.

Concurrent with that review the College Council authored a document titled "Governance and the Committee System" which was reviewed, revised and endorsed by all constituent groups.

In fall 2011, the co-chairs of the College Council introduced the "Governance and Committee System" document
https://bussharepoint.santarosa.edu/committees/SiteAssets/Governance%2012-2-10.pdf
and the new consolidated Governance Web site
https://bussharepoint.santarosa.edu/committees/default.aspx at the all-College Professional Development Activity Day.

In October 2011, co-chairs of the College Council and the Institutional Planning Council distributed a joint survey to all faculty and staff to gather information on the College's collective understanding of governance, program and resource planning, and institutional effectiveness.   The results were intended to be used to provide a status check on progress toward meeting ACCJC recommendations and SRJC's own planning agendas, and give the College a better understanding of what can be done to improve awareness and involvement in SRJC's participatory governance, planning and budgeting activities, and efforts to improve outcomes for SRJC students and the community. The results will influence the content of professional development and new employee orientation programs, and contribute to the overall well-being of the College community.
http://www2.santarosa.edu/media/planning/SRJC%20Faculty%20Staff%20Survey%20Fall%202011-with%20Comments.pdf

The College Council co-chairs previewed the findings of the October 2011 survey, and the governance results were used to guide the development of a governance system educational module, authored by the SRJC Staff Development Committee. The module, which will be available in both a face-to-face and DVD format, will be integrated into the orientations for all new employee groups at SRJC and will also be available for staff development for existing employees beginning in the fall 2012 semester.

Planning Efforts

In 2007-2008 Santa Rosa Junior College adopted a new Program and Resource Planning Process (PRPP). An evaluation of PRPP has been conducted annually since the first year PRPP was implemented. All employees who participate in the PRPP process, as either editors or approvers, are invited to comment on the process and provide feedback as to the usefulness of the data, the transparency of the process, and the extent to which it links planning and budgeting. For the past two years, the survey has also asked respondents to indicate their agreement/disagreement with the following statement: *"The PRPP gave my program/unit the opportunity to analyze data, develop goals and objectives and request resources, facilitating continuous quality improvement of my department/unit, with the ultimate goal of improving student learning."* Survey results of editors and approvers have shown a decline in the percentage of respondents who strongly agree or agree to that statement (65% - 2010; 37% - 2011), a result that may reflect the current financial conditions, but warrants further investigation. Findings are annually reviewed by the PRPP Ad Hoc Coordinating Team, the President and Component Administrators, and the Institutional Planning Council, the highest multi-constituent governance committee charged with oversight for all planning related issues, and serve as the basis for continuous quality improvement of the PRPP process. Annual survey results are posted on SRJC's Planning Web site http://www2.santarosa.edu/pages/planning.php.

Process improvements made since 2008 as a result of feedback from editors and approvers, have been extensive, prompting users to strongly agree/agree that *"The PRPP this past years is an improvement over the prior year"* (44% - 2008, 76% - 2009, 75% - 2010, 47% - 2011). The experience by users of vast year-to-year improvement has waned recently as the overall process has stabilized and requires less and less in the way of change. Examples of the most significant improvements over the years have included a major overhaul of the data entry software to improve usability and ease of data entry, a shift in the timeline of the entire planning cycle to give units more time to complete the process, and the addition of student equity data and two additional semesters of information to the academic data set.

The annual evaluation of PRPP, while useful, has focused exclusively on the opinions of employees most actively involved in the process. The survey administered to all faculty and staff in October 2011 (see above), sought to solicit input from the broader College community to determine the extent to which the average employee understood program and resource planning and institutional effectiveness.

The Institutional Planning Council and PRPP Ad Hoc Coordinating Team previewed those results in fall 2011, focusing in particular on the findings related to program and resource planning and institutional effectiveness. An in-depth analysis of these results by employee group (part-time/full-time classified staff, adjunct/contract faculty, short-term non-continuing, management), primary work site, length of time with the college, and component area is currently underway. As with the governance results, the findings related to institutional planning and effectiveness will be utilized in the development of employee education modules, integrated into orientations for all new employee groups, and incorporated into staff development programs for existing employees in leadership positions such as department chairs, managers, committee/council members and constituent group leadership.

PLANNING AGENDAS FOR STANDARD I

1. **By the end of academic year 2009-10, the college will separate the "commitment statements" from the approved Mission Statement as evidenced by a revised Mission Statement.**

   Fully Implemented
   This planning agenda was fully implemented when the Board of Trustees approved a revised SCJCD Mission Statement. http://www.santarosa.edu/polman/1mission/1.1.pdf The Superintendent/President and Component Administrators initiated the revision in spring 2010 to refine the College's mission so as to place a greater concentration of effort on the core mission of California's two-year colleges and update language referring to career and technical education. The revision added a Supportive Statement focused on student learning outcomes and the assessment of those outcomes, revised the wording in both the Mission Statement and Supportive Statements, and separated the Mission Statement and Supportive Statements by headings as called for in the SRJC Accreditation Self Study Standard I.1 Planning Agenda. Proposed revisions to the Mission Statement and Supportive Statements were presented to all constituent groups through their representatives on College Council, as well as the Institutional Planning Council. All constituents reviewed, discussed and/or endorsed the revisions. On April 15, 2010, College Council recommended that the revised policy be forwarded to the Board of Trustees for approval. The revised Mission Statement was approved by the Board of Trustees on June 8, 2010 https://bussharepoint.santarosa.edu/committees/board-of-trustees/Committee%20Documents/Minutes%206-8-10.pdf

2. **By the end of academic year 2009-2010, the college will more explicitly demonstrate the mission's centrality to institutional planning and decision making as evidenced by the Program Resource and Planning Process (PRPP) documents.**

   Fully Implemented
   This planning agenda has been fully implemented as evidenced by the reiteration of the SCJCD Mission Statement in the annual PRPP kickoff message to the College community, as well as the expectation that each program/unit/department annually describe in Section 1.1b of the PRPP "How is the program/unit mission consistent with the District's Mission and the current College Initiatives?" The prompt for that section provides a link to the Mission Statement and the current College Initiatives. See sample PRPP docs at:
   http://www2.santarosa.edu/pages/planning/program-review--program-and-resource-planning-process-prpp/archived-prpp-documents.php

3. **By the end of academic year 2009-2010, the College will formally evaluate the PRPP to ensure its effectiveness in improving student learning and institutional processes as evidenced by Institutional Planning Council minutes and agendas. Results of the evaluation will be used to improve the PRPP process.**

Fully implemented
Implementation of this planning agenda is evidenced by the PRPP evaluation that has been conducted annually since 2008, the first year the PRPP was implemented. All employees who participate in the PRPP process, either as editors or approvers, are invited to comment on the process and provide feedback as to the usefulness of the data, the transparency of the process, and the extent to which it links planning and budgeting. For the past two years, the survey has asked respondents to indicate their agreement / disagreement with the following statement: *"The PRPP gave my program/unit the opportunity to analyze data, develop goals and objectives and request resources, facilitating continuous quality improvement of my department/unit, with the ultimate goal of improving student learning."* Survey results of editors and approvers have shown a decline in the percentage of respondents who strongly agree or agree to that statement (65% - 2010; 37% - 2011), a result that may reflect the current financial conditions, but warrants further investigation. Findings are annually reviewed by the PRPP Ad Hoc Coordinating Team, the President and Component Administrators, and the Institutional Planning Council, the highest multi-constituent governance committee charged with oversight for all planning related issues, and serve as the basis for continuous quality improvement of the PRPP process. Annual survey results are posted on SRJC's Planning Web site http://www2.santarosa.edu/pages/planning.php.

Process improvements made since 2008 as a result of feedback from editors and approvers have been extensive, prompting users to strongly agree/agree that *"The PRPP this past years is an improvement over the prior year"* (44% - 2008, 76% - 2009, 75% - 2010, 47% - 2011). Some of the most significant improvements have involved a major overhaul of the data entry software to improve usability and ease of data entry, a shift in the timeline of the entire planning cycle to give units more time to complete the process, and the addition of student equity data and two additional semesters of information to the academic data set.

In October 2011, co-chairs of the College Council and the Institutional Planning Council distributed a survey to all faculty and staff to gather information on the College's collective understanding of governance, program and resource planning, and institutional effectiveness. The results will be used to provide a status check on progress toward meeting ACCJC recommendations and SRJC's own planning agendas, and give the College a better understanding of what can be done to improve awareness and involvement in SRJC's participatory governance, planning and budgeting activities, and efforts to improve outcomes for SRJC students and the community. The results will be used to develop the content of professional development and new employee orientation programs, and contribute to the overall well-being of the College community.

4. **By the end of academic year 2010-2011, the College will create and implement an assessment process that evaluates institutional effectiveness to foster continuous improvement as evidenced by an agreed-upon definition of institutional effectiveness posted on the SRJC Planning Web page.**

   Partially implemented
   Measures of Institutional Effectiveness were developed during the 2010-11 academic year. They comprise a collection of institution-wide measures aligned with the Sonoma County Junior College District Mission Statement and intended to serve as the basis for future planning and development of the College. In particular, analyses of the measures proposed for 2011 were used to inform the development of 2011-12 Component Area Goals, as well as the refinement of the 2012-13 College Initiatives. The data and analyses were posted on the Planning Web site to be used throughout the institution in discussions about institutional effectiveness. The Institutional Planning Council reviewed and discussed the Measures of Institutional Effectiveness and proposed refinements during two meetings in spring 2011 and on April 11, 2011 affirmed all measures for College-wide consideration. The Board of Trustees approved those measures in June 2011.
   https://bussharepoint.santarosa.edu/committees/board-of-trustees/Committee%20Documents/Minutes%206-14-11.pdf
   The 2011 Sonoma County Junior College District College Measures of Institutional Effectiveness addressed the following seven areas of the District Mission Statement:
   - Student Learning
   - Serving Our Diverse Local Communities
   - Transfer
   - Career and Technical Education
   - Basic Skills/ESL
   - Student Retention and Success
   - Efficiency and Fiscal Responsibility

   The Superintendent/President and Component Administrators will review the Measures of Institutional Effectiveness annually. Changes will be submitted to the multi-constituent membership of the Institutional Planning Council for review and reaffirmation, shared electronically with the College community for comment, and presented to all constituent groups through their representatives on College Council and other governance bodies prior to approval by the Board of Trustees.

5. **By the end of academic year 2009-2010, the College will clarify the respective roles (responsibility and authority) of academic departments, student services, and administrative/business services between and among multiple sites in order to improve institutional effectiveness as evidenced by the Multi-Site Task Force Report.**

   Partially implemented
   The *Preliminary Report of Findings of the 2008-09 Multi-Site Task Force* was presented to the Board of Trustees in November 2009.

https://bussharepoint.santarosa.edu/committees/institutional-planning-council/Committee%20Documents/Multi-Site%20Task%20Force%20Report%2020091110.pdf

http://www.santarosa.edu/senate/ (See "Multi-Site Task Force" under "What's Hot" on the Web site)

The Multi-Site Task Force met throughout 2009-10 to develop specific and detailed recommendations in need of resolution, specifically on issues in those areas related to SRJC's multi-site organizational structure. Four major sub-groups were formed—Communication, Resource Allocation, Organizational Relationships and Participatory Governance—and augmented with other District employees who might inform and clarify the issues in need of resolution. Sub-group reports and recommendations were put forward to the Task Force members by the Organizational Relationships and Participatory Governance groups. Since then, no further meetings of the Multi-Site Task Force have been held, largely because the District-wide focus in 2010-11 shifted to re-engineering and the collaborative effort it required to reduce expenditures and reallocate human resources across the College. Multi-campus coordination has nevertheless continued to evolve from both top down and bottom up efforts intended to create a more collaborative workplace and better serve the needs of students across the College. Progress is reported annually in the College Initiatives Status Update on Initiative #2 – Multi-Campus Coordination.
http://www2.santarosa.edu/media/planning/2010-11%20Initiatives-Status%20Update.pdf

Specific examples of progress during 2010-11 are summarized in the response to Planning Agenda IV.2.

Partially implemented, with full implementation expected by fall 2012
1. **The College will institutionalize student learning outcomes assessment by completing the following tasks:**

   A. **By fall 2012, provide measurable student learning outcomes for all courses, as evidenced in the course outlines of record and faculty syllabi.**
   The College faculty has identified **98.1%** or 1,774 of 1,877 course SLOs as evidenced by the course outlines of record viewable on the web.
   http://busapp02.santarosa.edu/SRWeb/SR_CourseOutlines.aspx?mode=1 In October 2012, the Academic Senate passed a resolution and endorsed a plan requiring that 100% of course SLOs be identified by March 1, 2012.
   http://www.santarosa.edu/senate/ (See "Project LEARN Resolution" and "Support of Course Inactivation Resolution" under "What's Hot" section of the Web site). Courses without SLOs may be inactivated in fall 2012. It is anticipated that 100% of course SLOs will be identified and approved by the end of spring semester, 2012.

   Board Procedure 3.9.1P requires SLOs to be included in the course outline of record. http://www.santarosa.edu/polman/3acadpro/3.9.1P.pdf

   B. **By fall 2009, provide measurable student learning outcomes for all programs, as evidenced in the *College Catalog* and SRJC Web descriptions of certificates, majors and programs.**
   At SRJC, a "program" is defined as a certificate or major. Thus far, SLOs have been identified for **93%** or 229 of the 253 certificates and majors. Evidence of this may be found on the College's certificate and major Web pages.
   http://busapp02.santarosa.edu/SRWeb/SR_ProgramsOfStudy.aspx?=1
   In order to assure that the College reaches the proficiency level by fall 2012, the Academic Senate has approved a resolution and a plan to identify certificate/major SLOs by March 1, 2012.

   - **By the end of spring 2009, establish an ongoing cycle of assessment, as evidenced in program review documents.**
   In November 2010 the Academic Senate approved a plan that required every academic department to establish a plan for a regular, ongoing cycle of assessment and to include that plan in their PRPP document. It is anticipated that by April 15, 2012, every academic department will have included their assessment plan in the PRPP document. Samples of PRPPs can be viewed at:
   http://www2.santarosa.edu/pages/planning/program-review--program-and-resource-planning-process-prpp/archived-prpp-documents.php

   Certificates and majors are assessed in two ways. The first is a "top down" assessment which utilizes methods such standardized exams, professional exams, employer surveys, capstone courses, and portfolios to assess the overall program. The second is a "bottom up" assessment in which every required course in a

certificate or major is assessed and aligned with the program outcomes as required by the program "mapping." The program maps are on file in the Curriculum Office.

Over the past several years, Student Services has established a regular, ongoing cycle of assessment in which at least one SLO is assessed in each program every year. The evidence for this is viewable in SLO Assessment Reports posted in SharePoint and summaries of SLO assessments in the PRPP documents. Assessments are discussed by the department and in the Student Services Council, and results are being used to improve services to students. The Student Services PRPP can be viewed on the Planning Web site at: http://www2.santarosa.edu/pages/planning/program-review--program-and-resource-planning-process-prpp/archived-prpp-documents.php

2. **By spring 2011, the college will improve the consistency, currency, and usefulness of the college's public information efforts by:**

- **Ensuring that all Web pages are updated regularly and are consistent with college standards.**
  Partially implemented
  Since 2009, the Public Relations Department (PR) has continued to design new Web sites and provide extensive updates and maintenance of College Web pages for College-wide departmental and program Web sites. Web development projects have been very broad due to the constant need from the College community. PR has provided Web content writing and editing, designing graphics, adding special features, and taking and adding photos to dozens of new, revised, and 'still under construction' sites, which include, but are not limited to: *SRJC Live, Sustainable SRJC, Music, Art Gallery, Theatre Arts, SRT, Public Relations, Information Technology, two Presidential Searches, Bridging the Doyle, History & Highlights, Facilities, Petaluma Campus, Facilities, SLO, C2C, DRD, Child Development, Career and Technical Education, Weekend College, Transfer Center, Hope Project, Public Safety, Computer Studies, Shone Farm, Agriculture & Natural Resources, EOPS, Scholarship Office, Business Administration, MESA, Learning Communities, Assessment, Basic Skills, Nisei, Flu Info Center, New Student Programs, CalWORKS, SBDC, High Schools Career Pathways,* among others. All new Web sites have been developed adhering to graphic, editorial and Web standards, while many other older and departmental sites remain in need of revision to comply with College standards.

  SRJC Live! – http://www.santarosa.edu/srjclive/
  Sustainable SRJC – http://www.santarosa.edu/sustainability/
  Information Technology – http://www.santarosa.edu/it/
  SLO - http://www.santarosa.edu/slo/
  C2C – http://online.santarosa.edu/presentation/page/?96682
  Child Development – http://www.santarosa.edu/childdev/
  Career and Technical Education - http://www.santarosa.edu/instruction/cte/
  Computer Studies - http://www.santarosa.edu/cs/
  Shone Farm - http://www.shonefarm.com/

Facilities Planning and Operations has an ongoing requirement to update the following SRJC Web pages: Facilities Planning and Operations, Maintenance, Grounds, Custodial, Facility Use, Sustainability, Emergency Preparedness, Environmental Health and Safety.
http://www.santarosa.edu/about_srjc/facilities-operations/

- **Improving the Web search engine.**
  Partially implemented
  Many SRJC Web pages were originally coded so that they were not visible to the Google search engine. Most of these pages, which included all distance education pages, have been re-coded so that they are discoverable when using the Google search engine. We have also added Google analytics to more of the SRJC Web pages. Google analytics allows SRJC Web pages to be more easily prioritized and ranked by Google so they show up more readily in searches. This should make it easier for users to find SRJC Web pages when using the Google search function.

- **Posting on the Web a sequencing plan for all 18 unit or more certificates and majors.**
  Partially implemented
  On the College's Web site faculty, staff, students, and the general public can access drop-down lists of certificates and majors offered by the College. A substantial number of these now contain the recommended sequence of courses for students to take. It is anticipated that a recommended sequence of courses will be available for every certificate and major on or before the end of spring semester 2012. In 2010 the College assigned the Manager, Curriculum Development and Distance Education to this task, as the District realized the importance of allocating human resources to improve student access to helpful information.

- **Publishing more documents in Spanish.**
  Partially implemented
  Since 2009, Public Relations translated various Spanish messages and information in *The College Catalog* and each *Schedule of Classes*. Spanish panels are included on all new brochures (several dozen since 2009), as well as adding Spanish messages to various direct mailers, posters, and other publications used across the District. The *CTE Occupational Handbook* is fully translated into Spanish each year and placed on the SRJC Web site. For each major enrollment campaign (three per year) Spanish print ads are designed and radio spots are produced in Spanish. While there are changing Spanish messages and updates added to the college Web site on various pages depending on need, no major Spanish Web pages have been added since the initial design of the Spanish Web site, which is intended to provide essential information in Spanish to help meet Spanish readers' needs. http://www.santarosa.edu/bienvenidos/

3. **By spring 2010, the college will develop an institutional policy setting forth the consequences of plagiarism and other forms of academic dishonesty, as evidenced by the SRJC Policy Manual.**

   Partially Implemented
   In 2009 the Academic Senate appointed the Academic Integrity Task Force (AITF) to develop a comprehensive policy and procedure to address definitions and consequences of academic dishonesty. The AITF first reported its progress to the Academic Senate at the April 15, 2009 meeting. That report stated its members, mission, and meeting schedule as well as cited research of relevant documents:

   > The Statewide Academic Senate paper *Promoting and Sustaining an Institutional Climate of Academic Integrity*
   > http://asccc.org/node/175013
   >
   > SRJC Policy and Procedure 3.11 and 3.11P, Academic Integrity
   > http://www.santarosa.edu/polman/3acadpro/3.11.pdf
   > http://www.santarosa.edu/polman/3acadpro/3.11P.pdf
   >
   > SRJC Policy and Procedure 8.2.2 and 8.2.2P Student Complaints
   > http://www.santarosa.edu/polman/8stuserv/8.2.2.pdf
   > http://www.santarosa.edu/polman/8stuserv/8.2.2P.pdf

   After several years of work Policy and Procedure 3.11 and 3.11P will go to the Academic Senate, and the Educational Planning and Coordinating Council (EPCC), the Department Chair Council at the end of March 2012 for review and approval. College Council will then endorse the policy and send it to the Board of Trustee for approval by the end of the academic year.

4. **By fall 2009 the College will evaluate the staff and resources necessary to provide data that allows for the tracking of cohort groups, analysis of student equity, and tracking of noncredit students, as evidenced by a report to the Vice President of Academic Affairs.**

   <u>Student Equity Data</u>

   Fully implemented
   Student equity data were added to the academic data set for the spring 2011 PRPP cycle. Measures of retention, success and GPA by gender, ethnicity, age, disability status, BOG eligibility (as a measure of socioeconomic status), as well as basic skills and first generation college-going status for each discipline and for the District overall are provided annually as part of the PRPP data set.

Tracking of Noncredit Students

Partially implemented
Since the College is participating in the state Non-Credit Accountability Project (now in its second year) as of spring 2011, non-credit grading reports are also being generated that document non-credit student progress in those classes included in the pilot. Data was also provided to track the movement of non-credit ESL students to select credit classes.

Tracking of Cohort Groups

Not implemented
At this time the Information Technology (IT) function at the College is unable to provide cohort tracking due to other, higher priorities that require programming time and effort. Given the current economic climate, it is difficult to predict when that part of SRJC's long research agenda will be fundable.

Institutional Research Priorities

Partially implemented
The Institutional Research Advisory Group (IRAG), a multi-constituent recommending body, prioritizes requests for research. http://www2.santarosa.edu/pages/office-of-institutional-research/research-requests/prioritizing-research-requests.php
The Vice President of Academic Affairs evaluates research imperatives and priorities for Academic Affairs and advocates for those needs. Unfortunately, not all research requests can be funded. The longstanding and ongoing budgetary stress affecting SRJC has led to continual assessment of the staff and financial resources available for institutional research projects.   There is broad institutional awareness of the inability of IT to satisfy all requests for technology related services. The IT team is limited in staff available to respond to IRAG's ad hoc requests but continues to provide data files of all data requested as quickly as possible. The Systems and Programming team was impacted in the 2011-12 academic year by an extended medical leave of the manager followed by his early retirement after 9 months of medical leave. To cover for this leave one of the programmers filled in, which left this team short one of six programmers, down 16% in capacity. This unplanned reduction in capacity and team leadership over the past year has impacted the Office of Institutional Research and all of IT's customers with fewer people to support the continued, growing demand for data and reports from IT. The District just hired a new manager effective January 2012.

During the 2010-11 academic year, SRJC's re-engineering process reviewed open and requested classified positions and workloads for select departments. The IT Department had five permanent classified staff positions cut and not replaced. All of these positions supported instructional support.   The IT Department also had a Board of Trustees-approved new position, Manager of Internet Services, who would have been the District Web Master and coordinator of Web related activities, cut before the position was filled. In addition to these staff cuts, two microcomputer lab coordinator technicians previously assigned to academic departments were transferred to IT. This consolidation allowed

more effective deployment of the District's limited existing staff with technological expertise. These two employees now are part of a team with similar technical interests and are managed by technical managers that can give them additional coaching and career development. The response from the two impacted departments, English and Math, has been very positive. They continue to get the IT support they need without investing Department Chair or Dean overhead to manage the employees.

1. **By June 2009 the college will examine the scope and delivery of student support services provided to the Petaluma Campus and all off-campus locations, as evidenced by a report to the Multi-Site Task Force. The institution will use the recommendations of the assessment as a basis for improvement.**

   Partially implemented
   As a result of the Multi-Site Task Force Report, http://www.santarosa.edu/senate/ (See "Multi-Site Task Force" under "What's Hot" on the Web site), along with ongoing department planning, staffing levels in the areas of Financial Aid, Career Development, Counseling, and Transfer Center services were carefully assessed. The goal was to establish and enhance services on a consistent basis utilizing funding and human resources reallocated from the Santa Rosa Campus. Staffing has also been strengthened in the areas of Student Affairs (activities advisor increase to .80FTE and student aides added), Assessment (bilingual ESL testing proctors added), Student Health (nurse practitioner hired at .80FTE), Welcome Center (increased Basic Skills Funding for student aides and counseling), and Resource Center (Santa Rosa Career Development staff now assigned to Petaluma on rotating basis). Regular scheduling of workshops and appointments has been designed to provide students with the ability to plan the time and manner in which they are able to access services that rely on this delivery method. http://www.santarosa.edu/app/counseling/steps-for-new-students/

   Student support programs will collect data in order to assess utilization, effectiveness and provide a basis for future PRPP planning statements. Current funding limits reflecting District and matriculation cutbacks restrict development of services to the fullest extent at this time. Planning meetings are being conducted with the incoming Dean of Student Services, Petaluma Campus starting fall 2011. A PRPP for Petaluma Campus Student Services prepared by Petaluma student services staff is currently under discussion. A PRPP document developed and submitted by the Petaluma Campus community, with input from other District-wide staff, would clarify campus priorities and programs needs in the context of overall District planning efforts.

2. **By June 2009, the Counseling Department will assess the District-wide scope and delivery of counseling services that best meet changing student needs and the college's institutional priorities as evidenced by the PRPP.**

   Partially implemented
   The Counseling Department PRPP has instituted a number of programmatic changes designed to provide services to students with fewer staff and reduced funding. The changes include: the elimination of all appointments; the development and implementation of workshops for students on probation and dismissal status; service options for students wanting transfer assistance; weekly orientations for new students. Counselor time commitments toward high school-outreach and community-based recruitment activities have been reduced as well.

Planning retreats will be scheduled during the spring 2012 semester that will provide the Counseling Department faculty with the opportunity to assess the impact of the changes and to develop additional programmatic strategies that will enable them to continue to provide comprehensive services to students.

3. **By December 2009, Student Services will include specific student subgroups in assessment surveys, specifically online and different college locations, as evidenced by the results of the surveys.**

   Fully implemented
   The Multi-Site Task Force, the Veterans Affairs Task Force, and the Student Health Center have conducted surveys to evaluate student needs and preferences in regards to services. The Office of Institutional Research completed a student survey in fall 2010 that included a separate set of questions for the Petaluma Campus and disaggregated the data by site, including the Southwest Santa Rosa Center. http://www.santarosa.edu/senate/ (See "Multi-site Task Force" under "What's Hot" on the Web site). As a result of the surveys, services for student sub-groups have been expanded as follows:

   - An increase in counseling services and the addition of a specialist from the Disabilities Resources Department for a total of .80 FTEF have been provided for student veterans, increasing the referral rate of students from the Veterans Affairs Office to the Disabilities Resources Department.
   - Seven to ten workshops per semester are being provided for students receiving Financial Aid.
   - The schedule of Financial Aid satisfactory academic progress workshops is available on line at http://www.santarosa.edu/app/paying-for-college/financial_aid_office/
   - Enhanced student mental health intervention services are also being provided in concert with the Sonoma County Mental Health Department (2.5 FTEF staff).

4. **By the fall of 2009, Student Services will have begun its annual assessment of the effectiveness of its programs and services by fully implementing the District's Program and Resource Planning Process (PRPP) in conjunction with state mandated plans and evaluation measures. Student Services will make sure that budget requests and program priorities are accurately represented in their PRPP.**

   Fully Implemented
   PRPP documents have been approved and submitted each year as required by the District. PRPP resource priorities were identified in the areas of staffing, technology, equipment, and facilities. Student Services component reengineering and budget allocations adhered to these priorities and were accomplished in 2009-10 and 2010-11. http://www2.santarosa.edu/media/planning/Student%20Services%20Goals%20%202011-12.pdf

Student Services has developed a common data analysis profile for each program that completes a PRPP submittal. This data is useful in the evaluation of student equity, student access, and student achievement performance factors. A sample of a Student Services PRPP prepared by the Financial Aid Program using this data can be viewed at: http://www2.santarosa.edu/pages/planning/program-review--program-and-resource-planning-process-prpp/archived-prpp-documents.php

PLANNING AGENDAS FOR STANDARD IIC

1. **By the end of academic year 2008-09, in coordination with the college's Program and Resource Planning Process (PRPP), the college will develop a clearly articulated process for making classified staffing decisions for Academic Computing, the Mahoney Library, and Tutorial Services at the Petaluma Campus.**

   For all three of these areas, the usual process followed to identify staffing needs is the Program and Resource Planning Process (PRPP). Due to the budget restrictions, the process utilized to staff the most critical positions was part of the re-engineering process, which resulted in re-purposing employees, finding alternative funding, and realigning supervision. For example, in July 2010 four regular classified staff from the Santa Rosa campus were reassigned to positions deemed to be more critical at the Petaluma campus in areas such as Media Services, College Skills, and the Mahoney Library. The total savings from re-engineering these selected positions resulted in savings of approximately $24,700 annually to the District.

   ## Academic Computing

   Fully implemented
   The District Re-Engineering Team, Information Technology (IT) Director, instruction-related Vice Presidents, and the Superintendent/President engaged in a major re-engineering effort so that the former "Academic Computing" area was renamed "Instructional Computing," and moved to the supervision of the IT Director. As part of that re-engineering, several microcomputer specialists, formerly supervised by academic deans, were reassigned to IT to make better use of their time and to immerse them in an environment in which they could develop their skills. Instructional Computing staff has been reduced by five classified staff positions out of sixteen in the last eighteen months as individuals resigned or were re-purposed to other roles at the College.

   ## Mahoney Library

   Fully implemented
   As with all District units and departments, as staff leave, transfer, or retire from the libraries, the libraries have re-organized and re-engineered in order to continue to meet the staffing needs of the two District libraries. Since fall 2009, library classified staff has been reduced by 62 weekly hours at the Doyle Library and 20 weekly hours at the Mahoney Library; in effect, the overall reduction is 2.05 FTE classified. In addition, one public service FTE was shifted to the classified position of Library Technology Specialist in order to better serve the new direction of the libraries in the integration and increased utilization of electronic information resources and services and improved student success. The staffing in the library organization is now more streamlined and better calibrated to serve the District goal of student success.

Tutorial Services in Petaluma

Fully implemented
Tutorial Services in Petaluma are reviewed every semester by analyzing student attendance in the Tutorial and Writing Centers. Since requested subject areas are recorded, the dean and the coordinator are able to determine student demand and assign classified and student tutors as resources allow. Classified staffing requests for additional instructional assistants are submitted annually in the Petaluma Campus PRPP report. Separate requests are also considered through yearly discussions regarding supplemental Basic Skills Initiative (BSI) funding.

District re-engineering provided a unique opportunity for the Petaluma Tutorial Center to secure two part-time permanent Instructional Assistant positions to address the lower number of regular Instructional Assistants on the expanded Petaluma campus compared to the Santa Rosa campus. In addition, Basic Skills funding was utilized to provide ten hours per week of administrative support.

2. **By the end of academic year 2008-09, the college will have reviewed the Library Survey results and will plan to implement increased hours of access to the libraries and other learning resources as budget allows.**

   Partially implemented
   The College reviewed the results of the Library Survey done in 2008 http://www.santarosa.edu/library/aboutlibraries.html In the survey, almost 75% of the students indicated that they were satisfied with library hours; however, there were a few comments indicating a desire to have more hours on Fridays and perhaps for the libraries to be open on Sundays. While the library staff agrees in principle that it would be ideal for the libraries to be open on Sundays, there are no resources (financial and human) available to augment existing hours. In academic year 2010-11, the libraries made an attempt to increase Friday hours (8am to 5pm rather than 11am to 5pm). The increase in Friday hours had little noticeable effect on the use of the libraries—there was no appreciable increase in the use of the libraries on Fridays. In fact, the morning hours on Fridays were hardly used. Given the budget realities of academic year 2011-2012, it was decided to cut back library hours on Friday. The libraries are now open for four hours on Fridays. So far, students have accepted this reduction well. The library monitors open hour and library use on a constant basis and will make adjustments as necessary and as budget allows.

3. **By the end of academic year 2009-10, the College Skills Department will review the adequacy of tutorial services in regards to the expanded facilities at the Petaluma Campus, as evidenced by the PRPP.**

   Partially implemented
   The adequacy of tutorial services in Petaluma is assessed every semester when sign-in data is extracted from the Timekeeper system, SRJC's tutorial management program. The number of student log-ins is reviewed by hour, day and week to identify patterns and

variation in student attendance to assure optimal use of staff time and expertise. Wait lists are also compared to sign-in data to assure that service is available when students are seeking it. Tutorial hours and staff assignments are adjusted every semester.

Each year the College Skills Department's PRPP discussion involves decisions regarding the various types of staffing requests. Cognizant of the District's current fiscal constraints, departments probably request fewer positions than in the past, but those deemed critical appear in the resource section of their yearly PRPP, including requests for Short-Term Non-Continuing (STNC) or regular Instructional Aides for the Petaluma Campus Tutorial Center and Writing Center. As a result of the PRPP process, the Board of Trustees approved the conversion of STNC hours to three new positions (12.5 hours per week, per position) in College Skills/Tutorial at the January 2012 Board of Trustees meeting.

1. **By the end of academic year 2009-10, in coordination with the college's Program and Resource Planning Process (PRPP), the college will develop an established, clearly articulated, and collaborative process for making classified and management staffing recommendations within the fiscal resources of the District.**

   Partially implemented and ongoing
   As part of the existing Program and Resource Planning Process (PRPP), classified staffing requests are initiated at the program/unit level, prioritized at the cluster, prioritized at the President/component level, and reviewed by the Institutional Planning Council; however, the College is coping with severe budget shortfalls, so that the normal process of funding classified positions has been disrupted. In these difficult times, the College has instituted a process of "re-purposing" existing classified employees rather than filling vacancies.

   In anticipation of the mounting financial challenges in California, the Superintendent / President authored a "white paper" to the college community in early January 2010, titled "Re-Engineering the Sonoma County Junior College District," in which he proposed the concept of re-engineering the college by assuring that every program, process, or operation of the college is examined at a more detailed level to ensure that those programs and services that continue are central to the core mission of the college. http://www2.santarosa.edu/media/planning/Re-Engineering%20the%20Sonoma%20County%20Junior%20College%20District.pdf

   The re-engineering of the classified staff was one of the District's first initiatives to avoid layoffs of regular classified employees. This process adhered to an established, clearly articulated and collaborative process, including the component administrators, select managers of various departments/units, the Human Resources Department, and leadership of the classified union, SEIU.

   In order to avoid layoffs of regular classified staff, it was agreed that no hiring of staff or managers would occur externally from the campus (i.e., no outside recruitment). Instead, positions critical to the College's mission were identified, and current regular staff members were re-purposed into these new assignments from their current assignments. In some cases, the employees transferred into their same classifications, but into different departments or work units. In other cases, employees were moved from one particular classification into another classification, which meant that employees needed to obtain new job skills or on-the-job training. As reassigned employees moved into new jobs or new classifications, managers met with the employees to ascertain their needs for training or coursework. New employees were assigned to cross-training with experts in a variety of tasks. Some employees were released to take course work in appropriate software programs or related work skills.

   Management positions were reviewed in the same manner. In one case, the retirement of the District Compliance Officer meant that the position was not refilled by an external candidate. Instead, the position was absorbed into the workload of another manager's

position (i.e., the Vice President of Human Resources), thereby addressing the workload and saving the money to hire another full-time position. Another example is that upon the resignation of the Dean of Science, Technology, Engineering and Math, the position was not filled but rather covered by the internal transfer of another dean; thus, the overall number of management positions has been reduced.

As of fall 2011, approximately 40 classified positions have been affected by some form of re-engineering. Overall, the experience of this initiative has created cost savings, avoided layoffs of classified staff, and has generally been positive for the affected individuals.
http://www.santarosa.edu/hr/PDFs/Board%2002-08-11%20Information%20Item.pdf

2. **By the management evaluation cycle for 2009-10, the college will further define the highest possible rating for management evaluations in order to differentiate between those managers who "exceed expectations" and those who are only "meeting expectations."**

    Fully implemented
    This item was discussed with members of the Management Team for their information and feedback prior to its implementation. Management evaluation forms were modified in time to distribute the revised forms beginning with the 2009-10 annual evaluation cycle. (Evidence-Management Team Performance Appraisal Performance Evaluation form)   http://www.santarosa.edu/hr/forms-linked/Form%20A%20-%20Management%20Eval%209-9-11.pdf

3. **By the end of academic year 2009-10, the college will expand its staff development program to address diversity issues related to students, staff and faculty, as evidenced by the staff development training opportunities.**

    Fully implemented
    Since the last accreditation visit, SRJC's Professional Development Committee and Staff Development Office has scheduled 33 diversity trainings: 16 on disabilities and mental health, 1 on gender, 8 on ethnicity, 3 on basic skills students, 1 on age, and 4 on other aspects of diversity.
    - https://bussharepoint.santarosa.edu/committees/pdc/Committee%20Documents/09-10_Diversity-activities.pdf
    - https://bussharepoint.santarosa.edu/committees/pdc/Committee%20Documents/10-11_Diversity-activities.pdf
    - https://bussharepoint.santarosa.edu/committees/pdc/Committee%20Documents/11-12_Diversity-activities.pdf

1. **Beginning in academic year 2009-10, Administrative Services will provide annually updated lists of program-based plans and the status of projects related to new construction, building remodels, and installation of new or replacement equipment and fixtures, as evidenced by posting on the SRJC Planning Web page and Institutional Planning Council agendas and minutes.**

   Fully Implemented
   Though reorganized under Facilities Planning Operations (FPO), upon the retirement of the former Vice President of Administration, the District's commitment in this area is ongoing and continuous. Annual reports are made to the Institutional Planning Council (IPC) on projects requested through both PRPP and other sources. These reports list those projects that are in progress, and under review for the current year, as well as those that were completed during the prior year. The IPC is also presented the annual update on the *Facilities Master Plan* and *Five-Year Capital Outlay Plan.* These reports are included in the annual IPC calendar, and evidence of such action is in the IPC agendas and minutes, and the reports themselves are posted on the SRJC Planning Web site.
   https://bussharepoint.santarosa.edu/committees/institutional-planning-council/Committee%20Documents/IPC%20Agenda%20110926.pdf

   http://www2.santarosa.edu/pages/planning/districtwide-plans-goals-and-policies.php

2. **Beginning in academic year 2009-10, as the Santa Rosa and Petaluma campuses and off-campus operations are developed and expanded, sources of funding and staffing levels will be identified to ensure proper levels of preventative maintenance, equipment, and supplies are in place to support the instructional programs or staff operations as evidenced by the annual Program Resource and Planning Process (PRPP).**

   Fully implemented
   In keeping with the total cost of ownership philosophy, all appropriate levels of maintenance and modernization requirement are included in Facilities Planning and Operation's PRPP. These efforts continue in all facets of resources within the District's fiscal constraints, such as replacing temporary staffing with permanent positions.

   The District's commitment in this area is ongoing and continuous. Annual reports are presented to the Institutional Planning Council (IPC), including an overview of where the College is in relation to the Total Cost of Ownership (TCO) cycle, preventative maintenance funds, as well as durable equipment and furniture as requested via PRPP. Evidence is provided via the annual IPC calendar, agendas, and minutes.
   https://bussharepoint.santarosa.edu/committees/institutional-planning-council/Committee%20Documents/PRPP%20IPC%20Calendar%202011-12.pdf

   https://bussharepoint.santarosa.edu/committees/institutional-planning-council/SitePages/Committee%20Home%20Page.aspx

3. **By the end of academic year 2009-2010, Santa Rosa Junior College will evaluate how it schedules classes, alternative formats for scheduling classes, and Friday and weekend classes with an eye to using facilities in the most efficient manner possible to meet student and community needs, as evidenced by Strategic Enrollment and Planning (StEP) Committee goals, agendas, and final reports.**

Fully implemented
On an ongoing basis, an Enrollment Management Team under the direction of the Superintendent/President sets scheduled development targets for each semester, responding to the most current budget situation, FTES targets, and student needs. The Vice President of Academic Affairs communicates targets to instructional deans. Deans are responsible to meet the targets for their areas while best serving the needs of students. To assure the highest priority student needs are being met, Academic Affairs created a scheduling rubric, showing levels of priority for the scheduling of classes that preserves the core mission of the College. http://www.santarosa.edu/admin/StEP-Committee/pdf/AAC-Scheduling-Guide-2011-12.pdf

The College has made every effort to preserve critical transfer, general education, Career and Technical Education (CTE), and Basic Skills courses, including English as a Second Language (ESL) courses. Academic Affairs continuously monitors the schedules and enrollment data to assess the impact on students of scheduling decisions. All Academic Affairs management receive weekly enrollment reports beginning with Priority 1 Registration, moving through the Priority 2, 3, and Open Enrollment periods. The reports are generated daily during the week before classes begin. Cluster deans work with department chairs and program coordinators to monitor enrollments in order to determine need and make appropriate adjustments to the class offerings.

The District's commitment in this area is ongoing. Schedule development is constantly being fine-tuned. Broad enrollment management strategies are identified by the Strategic Enrollment Planning (StEP) Committee, which makes an annual report to the Institutional Planning Council (IPC). http://www.santarosa.edu/admin/StEP-Committee/

4. **Beginning in academic year 2009-10, the college will annually assess its progress towards energy efficiency and the utilization of green building practices as evidenced by a report posted on the SRJC Planning Web page.**

Partially implemented
Facilities Planning and Operations continually reviews energy efficiency opportunities through partnerships, rebates, grants, etc. All of the green initiatives are available on the "Sustainability" Web page. http://www.santarosa.edu/sustainability/

The District's commitment in this area is ongoing and continuous. The District's progress is regularly reported in the monthly minutes and reports from the Integrated Environmental Planning Committee (IEPC), annual reports to the Institutional Planning Council (IPC) on accomplishments toward meeting the District's sustainability initiatives, as well as the annual College Initiatives status update on Initiative #VIII –

Integrated Environmental Planning. Evidence is provided via the annual IPC calendar, agendas and minutes. https://bussharepoint.santarosa.edu/committees/institutional-planning-council/SitePages/Committee%20Home%20Page.aspx

5. **By the end of academic year 2009-10, the Strategic Capital Projects Plan, along with subsequent Five-Year Capital Outlay Program Plans, master planning studies and approved master plans will be updated and revised in light of the changed economic conditions in the State of California, as evidenced by posting on the SRJC Planning Web page.**

   Fully implemented
   Facilities planning and Operations (FPO) updates the *Five-Year Capital Plan* on an annual basis. This Plan incorporates all known sources of capital funding and may be revised for any changes or shifts to such funding. http://www2.santarosa.edu/pages/planning/districtwide-plans-goals-and-policies.php

   This Plan is annually presented to the Institutional Planning Council and approved by the Board of Trustees. All agendas and minutes are posted on the SRJC Web site. https://bussharepoint.santarosa.edu/committees/institutional-planning-council/Committee%20Documents/IPC%20Minutes%2020100412.pdf,

   https://bussharepoint.santarosa.edu/committees/board-of-trustees/Committee%20Documents/Agenda%206-14-11.pdf

IIIC.1 **By the end of academic year 2009-10, the college will develop a systematic method to match the acquisition and implementation of technology with the required staffing to support these increases. This method may include the following elements:**

- **A total cost of ownership (TCO) methodology that ties increase/decreases in use and acquisition of technology to the required increase/decrease in technology support staff.**
- **Identification of specific technology positions that need to be increased or decreased.**
- **Integration of this methodology with the SRJC Program and Resource Planning Process (PRPP).**

Total Cost of Ownership (TCO)

Partially implemented

The Institutional Technology Group (ITG), which recommends most of the funding for new technology through allocation of Measure "A" Bond funds, includes discussion of software maintenance and support, hardware replacement support and IT labor to support technology investments. Facilities Operations works with IT and ITG to ensure that TCO is considered in all acquisition planning. The *Strategic Master Plan for Technology 2007 and Beyond* is regularly updated http://www2.santarosa.edu/pages/planning/districtwide-plans-goals-and-policies.php

IT is tracking data items that impact the total cost of ownership, including acquisition costs, purchase of software, hardware, consulting and employee time to interface to existing systems, document configurations and train users:
- Hardware and software support contracts
- Service requests (using ticketing software for service requests)
- Software update projects – track labor required
- Number of users, e.g., email accounts, SharePoint sites, etc.
- Upgrade requests – Bond-funded equipment request forms

The Institutional Technology Group (ITG) makes annual reports to the Institutional Planning Council (IPC) as evidenced by the annual IPC calendar, agendas and minutes. https://bussharepoint.santarosa.edu/committees/institutional-planning-council/SitePages/Committee%20Home%20Page.aspx

Identification and Staffing of Positions through the PRPP
The PRPP process is used to identify and recommend specific positions that need to be increased or decreased along with the rationale. IT provides evidence in the PRPP of the impact of technology changes on the staffing needs of the IT team, including requests for additional staff to address new needs. The usual staffing request process is used for approval of all new staffing requests, which includes review by the Superintendent/President,

Component Administrators, Finance and Human Resources. Technology needs and plans are summarized and reported in the Information Technology PRPP. Department and Program PRPPs do make technology requests and those requests are reviewed at the unit level up to the Component Administrative level to help plan appropriate staffing and budget to meet the needs of the District.

PLANNING **A**GENDAS FOR **S**TANDARD **IIID**

1. **By December 2009, the District, through the Institutional Planning Council (IPC) and in conjunction with the component administrators, will evaluate whether the results of the Program and Resource Planning Process were merged into the budget development process to effectively close the link between planning and budget. This will be accomplished through feedback from constituent groups in the Institutional Planning Council (IPC), the Budget Advisory Committee (BAC), and the Business Services Office as well as by a formal survey process.**

   Fully implemented
   The Program and Resource Planning Process (PRPP) currently forms the basis for annual requests and the prioritization of resources in the following areas:
   - Budget requests for supplies and services;
   - Faculty staffing;
   - Non-faculty staffing;
   - Durable goods and equipment;
   - Instructional equipment;
   - Facilities requests; and
   - New initiatives and program expansion

   All of these requests are prioritized by the program/unit, the cluster (division), the Component Administrators, and ultimately by the Superintendent/President. The Institutional Planning Council (IPC) assures that prioritized requests align with College initiatives and mission.

   The PRPP process has been evaluated annually since 2008, the year PRPP was first implemented. Results are reviewed by the PRPP Ad Hoc Coordinating Team, the Superintendent/President, Component Administrators and the IPC and serve as the basis for continuous quality improvement of the PRPP process. Annual survey results are posted on the College's Planning Web site.

   All employees who participate in the PRPP process, either as editors or approvers, are invited to comment on the process and provide feedback as to the usefulness of the data, the transparency of the process and the extent to which it links planning and budgeting.

   Respondents are asked, *"One goal of the PRPP is to strengthen the connection between planning and resource allocation. Have you seen or heard evidence that the PRPP process is creating a stronger link between planning and resource allocation?"* Preliminary results of the 2011 PRPP Survey show that 61% of respondents think that there is evidence of a link between planning and budget, with 33% reporting that they had seen or heard good or convincing evidence.

   Respondents are also asked, *"To what extent did you use the PRPP to help inform resource decisions (staffing requests, re-engineering, etc.) since the last PRPP cycle?"* Of those who were involved in resource decisions, 68% reported using the PRPP to inform resource decisions.

In October 2011, the co-chairs of the College Council and Institutional Planning Council surveyed all faculty and staff to gather information on the College's collective understanding of governance, program and resource planning, and institutional effectiveness. Results will be used to provide a status check on progress toward meeting ACCJC recommendations and SRJC's planning agendas, and will give the College a better understanding of what can be done to improve awareness of the connection between budget and planning.

PRPP and Budget Reductions
The impact on the District caused by the State's fiscal woes in 2009-10, and the expectation that such woes will continue into 2010-11, created a need for the PRPP to be flexible enough to handle both increases and decreases in resources. During 2009-10, in preparation for the 2010-11 PRPP, refinements were made to several PRPP online tool prompts requesting identification of reduction strategies and potential re-engineering opportunities as outlined by the Superintendent/President in his January 19, 2010 "Re-Engineering White Paper".
http://www2.santarosa.edu/media/planning/Re-Engineering%20the%20Sonoma%20County%20Junior%20College%20District.pdf

Due to the unprecedented cuts to categorical programs and the reduction to funded workload imposed upon community colleges by the State in 2009-10, the District responded to the resource reductions by aligning the District's level of service to the level of service funding received from the State. Component Administrators utilized PRPP to determine critical needs and to prioritize requests in those areas in which resources, though limited, were still available.

1. **By the end of the 2010-11 academic year, the college, through the Professional Development Committee, will develop an orientation component for new faculty/staff explaining the participatory governance structure on campus, informing current faculty/staff of this same structure, and designing strategies to encourage greater overall understanding or participation as evidenced by orientation agendas, staff communications, and a report of strategies in use.**

   Partially implemented
   In 2010-11 the College Council (CC) developed a document entitled "Governance and the Committee System: A Guide for the College Community" that was reviewed and refined by all SRJC constituent groups.
   https://bussharepoint.santarosa.edu/committees/SiteAssets/Governance%2012-2-10.pdf
   In response to dialogue surrounding the availability and accessibility of information on SRJC's committee system, CC developed a new Web site where all committee charges, meeting minutes, and ancillary documents would be available. The CC's "Governance and the Committee System: A Guide for the College Community" and "Committee System Best Practices" are also located on the Web site.
   https://bussharepoint.santarosa.edu/committees/SiteAssets/CommitteeSystemBestPracticesFinal%201-20-11.pdf

   At the fall 2011 Professional Development Activity Day, the Web site was unveiled to the entire college community, and a joint CC/Institutional Planning Council (IPC) survey was announced that would establish baseline knowledge of all members of the College in regard to participatory governance. The survey was launched in October 2011. The results of that survey were used as a guide for the Staff Development Committee to develop a DVD and face-to-face training unit for all new and existing SRJC employees. The training module is scheduled for completion in spring 2012 and will begin to be utilized by fall 2012.

   College Council is currently reviewing the survey and the cross-tabs by employee groups. This review will continue through March of 2012 when feedback will be provided to the Professional Development Committee for planning purposes for fall 2012 Professional Development Activities.

2. **By the 2010-11 academic year, the college, through the component administrators, will strengthen and refine participatory governance between the Petaluma and Santa Rosa campuses as evidenced by faculty and staff involvement and other related efforts to encourage collaboration between campuses.**

   Partially implemented
   Since the release of the *Preliminary Report of Findings of the 2008-09 Multi-Site Task Force*, multi-campus coordination has continued to evolve from both top-down and bottom-up efforts intended to create a more collaborative workplace and better serve the needs of students across the college. http://www.santarosa.edu/senate/ (See "Multi-Site Task Force" under "What's Hot" on the Web site).

Changes in District policies, procedures and practices as a result of the recommendations stemming from the *Preliminary Report of Findings of the 2008-09 Multi-Site Task Force*, have been wide- ranging and included such things as:

- Modifications in the way in which the College schedules professional development activities, such that all employees have greater access regardless of location;
- More frequent and intentional use of videoconferencing as a tool to expand involvement in participatory governance, while creating conditions for a more sustainable workplace;
- Incorporating multi-site awareness and experience into new employee/faculty orientations;
- Allowing for evaluation of faculty and management team employees by onsite supervising administrators;
- Re-engineering and re-purposing employees to best suit the needs of the District, including site-based needs in resource allocation;
- Locating core District functions, such as the Office of Institutional Research, at sites other than the Santa Rosa campus;
- Rotating the location of College events (such as the Tauzer Lecture) and participatory governance activities (such as Classified Senate, All Faculty Association, Academic Senate, Associated Students Student Senate, SEIU and Board of Trustees meetings) between the Santa Rosa and Petaluma campuses; and
- Encouraging and clarifying organizational relationships among and between departments, units and components, and encouraging communication strategies across the College that build community and reinforce the sense that all locations are SRJC.
- Facilities Planning and Operations (FPO) continues to provide a District-wide multi-site perspective in all aspects under its purview. This was recently enhanced by following the successful Petaluma "dotted-line" reporting structure to include the Public Safety Training Center and the SRJC Robert Shone Farm Agricultural Center. This provides the appropriate mechanism to incorporate a TCO approach on all sites.
- Continuing District improvements in standardizing procedures, procurement of goods and services, and delivery of facilities support across all District sites.
- Establishing a regularized plan to regularly engage in a multi-site effort to create a culture of readiness in the event of an emergency or disaster.

3. **By the 2010-11 academic year, the college, through the component administrators, will increase dialogue with the college community regarding the administrative reorganization process, construction of new or remodeled facilities, oversight and planning of such construction, and will advise faculty and staff of plans, project committees, timelines, and progress of all such efforts. Evidence of accomplishment will include meeting agendas and minutes, college forum videotapes, and other forms of staff communication.**

Partially implemented.

Reorganization & Reengineering
The District's reorganization efforts began with President Agrella's January 19, 2010, District-wide email entitled "Re-Engineering the Sonoma County Junior College

District." The e-mail outlined the fiscal problems facing the District, due to the State's long-term budget problems, and identified potential areas of greater efficiency and cost-savings. The email also solicited suggestions from the entire College community for strategies and recommendations to be considered by the President and Board of Trustees for possible implementation. http://www2.santarosa.edu/media/planning/Re-Engineering%20the%20Sonoma%20County%20Junior%20College%20District.pdf

To consolidate all the ideas received, and analyze those strategies for viability, the District formed the President's Re-Engineering Advisory Group (PREAG), whose members represented all the District's constituency groups. In May 2010, PREAG issued its recommendations to the President, and in August, 2010, the President issued a District-wide email that included a culminating report combining the recommendations of the PREAG along with the corresponding actions taken by the District. http://www2.santarosa.edu/media/planning/PREAG%20August%2023%202010.pdf

Facilities

Facilities Planning and Operations (FPO) continues to provide ongoing updates of projects, such as Major Capital, Minor Capital, Deferred Maintenance, Preventative Maintenance, Predictive Maintenance, and Emergency Maintenance. http://www.santarosa.edu/about_srjc/facilities-operations/
To assure currency and that the Total Cost of Ownership model is incorporated throughout the planning process, updates are disseminated through various established venues. These key venues include:

- Board of Trustees – The Board provides approval for the *District Five-Year Capital Outlay Plan* and Five-Year Scheduled Maintenance http://www2.santarosa.edu/pages/planning/districtwide-plans-goals-and-policies.php
- Board Facilities Committee -- this committee, comprised of three Board members and the Superintendent/President, provides review, guidance and approval related to both District-built facilities and the natural environment. https://bussharepoint.santarosa.edu/committees/board-facilities/SitePages/Committee%20Home%20Page.aspx
- Institutional Planning Council -- This Council reviews the *District Five-Year Capital Outlay Plan,* as well as the annual District Facilities Requests in the form of a merged and Vice President-prioritized PRPP. https://bussharepoint.santarosa.edu/committees/institutional-planning-council/Committee%20Documents/IPC%20Minutes%20100412.pdf
- President's Council – As a member, FPO provides this Council with monthly updates on current and planned projects.
- District Facilities Planning Committee (DFPC) -- This Committee was designed and established for the main purpose of sharing, reviewing, and updating the District community on current projects. https://bussharepoint.santarosa.edu/committees/district-facilities-planning/SitePages/Committee%20Home%20Page.aspx

Facilities Planning and Operations Web Page

Partially Implemented

In its ongoing effort to keep the District and community informed, Facilities Planning and Operations' (FPO) Web page will be updated and launched by Fall 2012. To fulfill a critical component of College Initiative VIII http://www2.santarosa.edu/pages/planning/college-initiatives.php FPO focused Public Relations' limited Web design resources toward the development and launching of "Sustainable SRJC" in Fall 2011. The newly redesigned FPO Web page will demonstrate a District-wide approach toward facilities and provide a user-friendly resource that will include updates for the community on various project activities.

Technology

Fully Implemented

IT has a monthly standing meeting with Facilities managers to review current and pending Facilities projects to make sure IT-related upgrades and impacts are coordinated:

- New wiring, specifications, bids, and vendor management
- Facilities-related IT equipment purchases - servers, IP cameras, IP phones, etc.
- Move planning - labor and timing for IT-related equipment moves, e.g., phones, computers, printers, copiers, etc.

IT documents, meeting minutes, budgets, and plans can be viewed at: https://bussharepoint.santarosa.edu/committees/institutional-technology/SitePages/Committee%20Home%20Page.aspx

4. **By the 2010-2011 academic year, the College, through the Institutional Planning Council, will better communicate information about the planning process to the college community via the Program and Resource Planning Process (PRPP), monitor the effectiveness of that communication, and make improvements as necessary. Evidence of accomplishment will include meeting agendas and minutes, and the results of periodic employee surveys.**

Fully implemented

At the request of the Superintendent/President, in spring 2010 a PRPP Ad Hoc Coordinating Committee was formed to make recommendations to the Superintendent / President and Component Administrators on all matters relating to PRPP. The Coordinating Committee includes the Institutional Planning Council (IPC) co-chairs, the Vice President Business Services, and representatives from Academic Affairs, Student Services, Business Services, Information Technology and Institutional Research. Recommendations approved by the Superintendent/President and Component Vice Presidents are forwarded to IPC for review and information.

An evaluation of PRPP has been conducted annually since 2008, the first year PRPP was implemented. Results are reviewed by the PRPP Ad Hoc Coordinating Team, the Superintendent/President, Component Administrators and IPC and serve as the basis for continuous improvement of the process.

Communication to the College community is accomplished via annual PRPP updates from the IPC co-chairs sent to all employees each fall to close the loop on the previous cycle and announce the posting of resource priorities (budget, non-faculty staffing, durable goods and equipment, new initiatives, faculty staffing, instructional equipment, and facilities requests) to the College's Planning Web site. An annual kickoff message at the start of each PRPP cycle is sent from the IPC co-chairs and Vice President of Business Services, detailing improvements to the process, budget assumptions, the coming year's College Initiatives, and providing a timeline of PRPP activities. https://bussharepoint.santarosa.edu/committees/institutional-planning-council/Committee%20Documents/PRPP%20IPC%20Calendar%202011-12.pdf

https://bussharepoint.santarosa.edu/committees/institutional-planning-council/SitePages/Committee%20Home%20Page.aspx

Once PRPP reports are submitted, supervising administrators/managers are encouraged to engage in a dialogue with departments/programs/units regarding resource requests, accomplishments and future plans. Information about PRPP results and budget decisions are communicated at the Department Chair Council (DCC) and the Department Chair Council/Instructional Managers (DCC/IM) monthly meetings. Department chairs disseminate information at department meetings and through department newsletters.

During 2010-11, institutional planning was enhanced by ongoing dialogue, evaluation and continuous improvement of planning processes, timelines, and constituent communication. The Institutional Planning Council's role has been strengthened and clarified through the development and use of planning calendars aligned with the annual Program and Resource Planning Process (PRPP) and the accreditation cycle, allowing for systematic and coordinated annual review of budget priorities, College Initiatives, Component and Cross-Component Goals that form the basis of a comprehensive plan to achieve institutional effectiveness and improve student learning. http://www2.santarosa.edu/pages/planning/program-review--program-and-resource-planning-process-prpp.php

http://www2.santarosa.edu/pages/planning/districtwide-plans-goals-and-policies.php

http://www2.santarosa.edu/pages/planning/institutional-planning-council.php

http://www2.santarosa.edu/pages/planning/college-initiatives.php

Program and resource planning and allocation are transparent and supportive of the overall goals of the institution. The PRPP Ad Hoc Coordinating Team serves an important role in maintaining and refining key planning processes and ensuring that those processes are integrated across components and throughout all planning structures. New features for 2010-11 included the development of Measures of Institutional Effectiveness and the approval of Board Policy and Procedure 3.6 and 3.6P (Program Review, Evaluation, Revitalization and Discontinuance) and Policy and Procedure 3.2.2 and 3.2.2P (Approval of Certificates and Majors).

http://www.santarosa.edu/polman/3acadpro/3.6P.pdf
http://www.santarosa.edu/polman/3acadpro/3.2.2P.pdf

The Measures of Institutional Effectiveness comprised a collection of institution-wide measures aligned with the Sonoma County Junior College District Mission Statement and intended to serve as the basis for future planning and development of the College. In particular, analyses of the measures proposed for 2011 were used to inform the development of 2011-12 Component Area Goals, as well as the refinement of the 2012-13 College Initiatives. The data and analyses were posted on the SRJC Planning Web site to be used throughout the District in discussions about institutional effectiveness. The Institutional Planning Council reviewed and discussed the Measures of Institutional Effectiveness and proposed refinements during two meetings in spring 2011, and subsequently affirmed all measures for College-wide consideration on April 11, 2011. The Board of Trustees approved those measures in June 2011.

The 2011 Sonoma County Junior College District College Measures of Institutional Effectiveness addressed the following seven areas of the District Mission Statement:
- Student Learning
- Serving Our Diverse Local Communities
- Transfer
- Career and Technical Education
- Basic Skills/ESL
- Student Retention and Success
- Efficiency and Fiscal Responsibility

The data were drawn from a variety of local, state and federal reports that are currently available. Data for all measures were, wherever possible, compared to state and/or national data as well as comparison group data when available, and the College intends to track all measures over time.

Finally, a set of academic policies and procedures were recommended to the College Council and approved by the Board of Trustees after two years of collaboration between Academic Affairs and the Academic Senate. These policies and procedures (Procedure 3.2.1P – Development of Majors; Policy and Procedure 3.2.2 & 3.2.2P – Approval of Certificates and Majors; Procedure 3.4P, Approving Noncredit Certificates; and Policy and Procedure 3.6 & 3.6P – Program Review, Evaluation, Revitalization and Discontinuance) provide the framework for data-driven decisions utilizing continuous quality assessment and improvement at the certificate and degree level.

5. **By the 2010-11 academic year, the college will require all employees to use the District's Outlook e-mail system to broaden and insure intra-district communication, and modify contracts as necessary, as evidenced by the number of employees, both full-time and part-time, with active SRJC e-mail accounts.**

Fully implemented

Santa Rosa Junior College has utilized Outlook as the primary electronic means of communication since summer of 2000. In August 2009, the All Faculty Association (AFA) and the Sonoma County Junior College District signed a Memorandum of Understanding (MOU) whereby all regular and adjunct faculty were required to have an SRJC Outlook email account, and it was agreed that Outlook email would be the official communication medium for all business related to SRJC, such as informational updates and hourly assignments. That MOU was formally ratified in the 2009-2011 AFA/District Contract in June 2010. http://www.santarosa.edu/afa/articles.shtml. Management contract agreements and the SEIU Contract do not require use of SRJC Outlook email at this time.

As shown on the chart below, the number of email accounts has almost doubled since 2005-06. The vast majority of regular and part-time managers, classified staff, and faculty members now have active Outlook email accounts. For employee counts, please see the SRJC 2010 Fact Book http://www2.santarosa.edu/media/oir/FB%202010.pdf (Pages ED-3 and ED-4)

Shown below are the counts of mailboxes from the Information Technology PRPP. These numbers might not match the headcounts in the Fact Book because some float in and out each year, but their accounts stay available for use. This is primarily the case for adjunct faculty who do not necessarily teach every semester. Retirees also have six months to one year to close out their existing accounts.

Group	Mailbox 05/06	# Emp	Mailbox 06/07	# Emp	Mailbox 07/08	# Emp	Mailbox 08/09	# Emp	Mailbox 09/10	# Emp	Mailbox 10/11	# Emp
Classified	410	483	420	496	423	491	446	467	444	455	451	430
Faculty-Adjunct	300	1258	500	1303	893	1486	1270	1354	1271	1250	1196	1214
Faculty-Regular	315	310	320	306	327	310	324	306	323	307	276	283
Management	87	90	90	97	93	100	95	97	92	98	95	101
STNC	150	581	175	642	226	674	235	662	223	613	151	385

Source: Human Resources and IT Departments

Update on Substantive Change in Progress, Pending, or Planned

In February 2010 Santa Rosa Junior College submitted a substantive change proposal to the Accrediting Commission for Community and Junior Colleges for the addition of online degrees or certificates where 50% or more of the courses required were available via distance education. Approval was granted in June 2010 for the addition of six Associate degrees and 24 Certificates to be offered 50% or more through a mode of distance or electronic delivery.

Currently, the Dean of Learning Resources and Educational Technology is investigating the status of SRJC courses available via distance modality so as to determine if the College should submit an additional substantive change proposal in the near future. Nothing has been filed at this time.

APPENDIX A

Evidence Regarding Recommendation 1: Evaluate Effectiveness of Program and Resource Planning Process (PRPP) (IB.3, IB.6, IB.7, IIIA.6, IIID.1.a, IIID.1.d, IIID.2.g, IIID.3)

This recommendation has been <u>partially</u> implemented. The College has evaluated the effectiveness of the PRPP process annually to ensure the inclusion of information beyond data collection and survey results; findings have been reviewed by multi-constituent committees/councils, used for continuous quality improvement of the PRPP process, and reported to the College community via annual reports and posting on SRJC's Planning Web site. The College is in the process of integrating research into all future planning processes. The development and reporting of Measures of Institutional Effectiveness and the use of PRPP data in program review, evaluation, revitalization and discontinuance of certificates and majors demonstrate progress to date.

Evidence and Documents

The Institutional Planning Web site includes Agendas, Minutes, Planning Calendar and flow chart, Measurements of Institutional Effectiveness, Institutional and Component Goals, Faculty and Staff Survey analyses, sample PRPP Documents, as well as a wealth of information that guides planning at the departmental and programmatic level.

SRJC's Planning Web site:
http://www2.santarosa.edu/pages/planning.php

SCJCD Mission Statement:
http://www.santarosa.edu/polman/1mission/1.1.pdf

Board of Trustees approval of SCJCD Mission Statement:
https://bussharepoint.santarosa.edu/committees/board-of-trustees/Committee%20Documents/Minutes%206-8-10.pdf

Planning Web site and College Initiatives:
http://www2.santarosa.edu/pages/planning.php

Annual Faculty and Staff Survey results:
http://www2.santarosa.edu/pages/planning.php

Measures of Institutional Effectiveness:
http://www2.santarosa.edu/pages/planning/institutional-effectiveness.php

The Planning Web site also houses essential long-term plans such as:

- Capital Outlay Master Plan – 2010-2014
- Five Year Facilities Plan – 2009-13
- Distance Education Goals – 2008-09

- Emergency Preparedness Handbook – 2008-09
- Institutional Master Plan – 2008-09
- Capital Outlay Master Plan – 2010-2014
- Five Year Facilities Plan – 2009-13
- Distance Education Goals – 2008-09
- Emergency Preparedness Handbook – 2008-09
- Institutional Master Plan – 2008-09
- Project LEARN Goals – 2008-09
- (Credit) Matriculation Plan--2008
- Facilities Plan Process--2008
- (Noncredit) Matriculation Plan--2008
- Petaluma Campus Educational Master Plan --2008
- Roseland Concept Paper--2008
- Faculty and Staff Development Plan – 2007-10
- Strategic Master Plan for Technology - 2007 and beyond

All documents can be viewed at:
http://www2.santarosa.edu/pages/planning/districtwide-plans-goals-and-policies.php

APPENDIX B

Evidence Regarding Recommendation 2: Attain Proficiency Level for Student Learning Outcomes (IIA.1.c, IIA.2.b, IIA.2.f, IIIA.2, IIIA.5.a)

The College has "aggressively pursued" the development of SLOs, measurements, and assessment tools for courses, programs, and degrees, and is currently at the "proficiency level" on the ACCJC Institutional Effectiveness rubric for Student Learning Outcomes (SLOs). Evidence of proficiency can be verified in a variety of places. At this time, 98.1% or 1,774 of 1,877 courses have SLOs and 93% or 229 of the 253 certificates and majors have identified SLOs. As the Curriculum Review Committee meets weekly to review new and revised courses, the percentage increases weekly, and it is anticipated that by Fall 2012 the college will meet the 100% goal for both courses and certificates and majors. In November 2010 the Academic Senate passed two resolutions in support of the process. Those departments and programs who have not identified course SLOs and revised the curriculum must inactivate courses or revise them by Fall 2012; for certificate and majors, departments and programs are required to create a plan to finish those SLOs and submit the plan by March 2012.

Evidence and Documents

The Student Learning Outcomes Assessment Web site provides comprehensive information about all things related to SLOs, including the Institutional Learning Outcomes, guidance to faculty about SLO development and assessment, certificates and majors SLOs and assessment, forms procedures, and a showcase of samples to guide faculty in developing SLOs and assessment projects. Program maps can be viewed at: http://www.santarosa.edu/slo/index.php

Documents can be accessed at: http://www.santarosa.edu/slo/index.php Minutes for the meetings of the Project LEARN Steering Committee can be accessed at: http://www.santarosa.edu/slo/project-learn/ the Planning Web site also contains a link to the SLO Web site.

Institutional Learning Outcomes can be viewed at: http://www.santarosa.edu/slo/institutional/ The Academic Senate Web site provides the resolutions supporting the completion of all SLOs by fall of 2012. http://www.santarosa.edu/senate/

The institution creates time for discussion and development of SLOs during Professional Development Activities and Flex Activities. For details see: http://www.santarosa.edu/src/pda.html

Department meetings often serve as a forum for discussion of SLOs and SLO Assessments. A copy of the English Department meeting agenda from March 1, 2012 is included as evidence in this part of the Appendices.

Since the 2009 accreditation of the College, an effort has been made to help students become more aware of the student learning outcomes for courses and certificates/majors. Board Procedure 3.9.1P requires SLOs to be included in the course outline of record.
http://www.santarosa.edu/polman/3acadpro/3.9.1P.pdf

Student learning outcomes for certificates and majors are posted on the certificate/major Web pages for students to review.
http://busapp02.santarosa.edu/SRWeb/SR_ProgramsOfStudy.aspx?=1

Student Services learning outcomes are posted on the Web, either on the Web page for a particular program or service or in a link from that Web page. Institutional learning outcomes are posted on the Web and listed in the *College Catalog*.
http://www.santarosa.edu/slo/institutional/
http://www.santarosa.edu/schedules/college_catalog/

English Department Meeting
March 1, 2012
3:15-4:45 p.m.
Plover 526

1. Senate Report (Tad & Wayne)
   SLOs, SSTF, Compressed Calendar, Accreditation, Non-repeatable
   courses, Wait Lists, Academic Integrity, Grading
2. Spring Assessments: Progress, Questions & Due dates
3. End of Common Handbook Pilot Project: Next Steps?
3. WOLM 2012-13: Timeline, Nominations, Short Lists, etc.

Please let me know if there's something pressing you'd like to add to the
above agenda.

Craig

APPENDIX C

Evidence Regarding Recommendation 3: Factor Total Cost of Ownership in Future Decisions (IIA.1.c, IIIA.2, IIIB.2.a, IIIC.1.c, IIIC.1.d, IIIC.2, IIID.1.a)

Facilities Planning and Operations (FPO) is responsible for the Sonoma County Junior College District's planning, design, and construction of both physical and environmental facilities. Much of the recommendation resulted from a misunderstanding of security at four offsite locations; however, the information in this Midterm Report regarding institutional technology planning shows that SRJC is engaged in the planning process for prioritizing the use of Bond Measure A funds over the next five to seven years.

Documents related to Facilities Planning can be viewed in several places:

Facilities, Planning and Operations Web site:
http://www.santarosa.edu/about_srjc/facilities-operations/

Planning Web site:
http://www2.santarosa.edu/pages/planning.php

Information Technology Department Web site:
http://www.santarosa.edu/administration/administrative-services/information-technology/

Evidence Regarding Recommendation 4: Develop Evaluation Process for Governance Structures and Planning (IIA.1.c, IVA.5)

During the 2010-11 academic year, College Council (CC) reviewed the committee structure and the charges of all committees and task forces at the College. Working with the membership of all the committees, College Council clarified and revised many of the committee charges. As a result of the review, three (3) committees were deleted from the committee system.

In fall 2011, the co-chairs of the College Council introduced the "Governance and Committee System" document: https://bussharepoint.santarosa.edu/committees/SiteAssets/Governance%2012-2-10.pdf and the new consolidated Governance Web site https://bussharepoint.santarosa.edu/committees/default.aspx at the all-College Professional Development Activity Day.

In October 2011, co-chairs of the College Council and the Institutional Planning Council (IPC) distributed a joint survey to all faculty and staff to gather information on the College's collective understanding of governance, program and resource planning, and institutional effectiveness. A link to the survey results and analysis can be viewed at: http://www2.santarosa.edu/media/planning/SRJC%20Faculty%20Staff%20Survey%20Fall%202011-with%20Comments.pdf

Review of the annual PRPP process is ongoing, and survey results administered over the last two years can be viewed at:
http://www2.santarosa.edu/pages/planning.php

The IPC has made several refinements and improvements to the process, including a major overhaul of the data entry software to improve usability and ease of data entry, a shift in the timeline of the entire planning cycle to give units more time to complete the process, and the addition of student equity data and two additional semesters of information to the academic data set.

A newer survey administered to all faculty and staff in October 2011 sought to solicit input from the broader College community to determine the extent to which the average employee understood program and resource planning and institutional effectiveness. Analysis of the latest survey can be viewed at:
http://www2.santarosa.edu/media/planning/SRJC%20Faculty%20Staff%20Survey%20Fall%202011-with%20Comments.pdf

<u>**APPENDIX E**</u>

Resource Documents for Planning Agendas

<u>**Planning Agenda for Standard I**</u>

I. 1   SCJCDE Mission Statement
        http://www.santarosa.edu/polman/1mission/1.1.pdf

        Board Approval of SCJCD Mission Statement
        https://bussharepoint.santarosa.edu/committees/board-of-
        trustees/Committee%20Documents/Minutes%206-8-10.pdf

I.2   Planning Web site and College Initiatives
        http://www2.santarosa.edu/pages/planning.php

I.3   Annual Faculty and Staff Survey Results
        http://www2.santarosa.edu/pages/planning.php

I. 4   Measures of Institutional Effectiveness
        http://www2.santarosa.edu/pages/planning/institutional-effectiveness.php

<u>**Planning Agenda for Standard II**</u>

II.A.1.a Entry Point for Course Outlines of Record Lookup
          http://busapp02.santarosa.edu/SRWeb/SR_CourseOutlines.aspx?mode=1

II.A.1.a Academic Senate Resolution—Project LEARN plan to reach 100% Course SLOs by
          Fall 2012
          http://www.santarosa.edu/senate/

II.A.1.a Procedure 3.91P—Course Syllabi
          http://www.santarosa.edu/polman/3acadpro/3.9.1P.pdf

II.A.1.b Certificates and Majors Web site
          http://busapp02.santarosa.edu/SRWeb/SR_ProgramsOfStudy.aspx?=1

II.A.1.b Samples of PRPPs on Planning Web site
          http://www2.santarosa.edu/pages/planning/program-review--program-and-resource-
          planning-process-prpp/archived-prpp-documents.php

II.A.1.b Student Services PRPP on Planning Web site
          http://www2.santarosa.edu/pages/planning/program-review--program-and-resource-
          planning-process-prpp/archived-prpp-documents.php

II.A.2   Sampling of College Web sites that are regularly updated and are consistent with
          College standards

SRJC Live! – http://www.santarosa.edu/srjclive/
Sustainable SRJC – http://www.santarosa.edu/sustainability/
Information Technology – http://www.santarosa.edu/it/
SLO - http://www.santarosa.edu/slo/
C2C – http://online.santarosa.edu/presentation/page/?96682
Child Development – http://www.santarosa.edu/childdev/
Career and Technical Education - http://www.santarosa.edu/instruction/cte/
Computer Studies - http://www.santarosa.edu/cs/
Shone Farm - http://www.shonefarm.com/

II.A.2   Facilities and Operations Web site
          http://www.santarosa.edu/about_srjc/facilities-operations/

II.A.2   *Bienvenidos* Web site for Spanish speakers
          http://www.santarosa.edu/bienvenidos/

II.A.3   Academic Integrity Task Force (AITF) documents:
          The Statewide Academic Senate paper *Promoting and Sustaining an Institutional Climate of Academic Integrity*
          http://asccc.org/node/175013

          SRJC Policy and Procedure 3.11 and 3.11P, Academic Integrity
          http://www.santarosa.edu/polman/3acadpro/3.11.pdf
          http://www.santarosa.edu/polman/3acadpro/3.11P.pdf

          SRJC Policy and Procedure 8.2.2 and 8.2.2P, Student Grievances/Complaints
          http://www.santarosa.edu/polman/8stuserv/8.2.2.pdf
          http://www.santarosa.edu/polman/8stuserv/8.2.2P.pdf

II.A.4   Office of Institutional Research Web site
          http://www2.santarosa.edu/pages/office-of-institutional-research.php

II.B.1   Multi-Site Task Force Report
          https://bussharepoint.santarosa.edu/committees/institutional-planning-council/Committee%20Documents/Multi-Site%20Task%20Force%20Report%20091110.pdf

II.B.1   Steps for New Students Web site
          http://www.santarosa.edu/app/counseling/steps-for-new-students/

II.B.3   Multi-Site Task Force Report
          https://bussharepoint.santarosa.edu/committees/institutional-planning-council/Committee%20Documents/Multi-Site%20Task%20Force%20Report%20091110.pdf

II.B.3 Financial Aid Web site
http://www.santarosa.edu/app/paying-for-college/financial_aid_office/

II.B.4 Student Services Component Goals
http://www2.santarosa.edu/media/planning/Student%20Services%20Goals%20%20
2011-12.pdf

II.B.4 Sample PRPP for Financial Aid Program
http://www2.santarosa.edu/pages/planning/program-review--program-and-resource-
planning-process-prpp/archived-prpp-documents.php

II.C.2 2008 Library Survey
http://www.santarosa.edu/library/aboutlibraries.html

Planning Agenda for Standard III

III.A.1 "Re-Engineering the Sonoma County Junior College District"
http://www2.santarosa.edu/media/planning/Re-
Engineering%20the%20Sonoma%20County%20Junior%20College%20District.pdf

III.A.1 Board of Trustees Information Item #14 "Update on the Status of Reengineering of
Classified Employees, February 8, 2011
http://www.santarosa.edu/hr/PDFs/Board%2002-08-
11%20Information%20Item.pdf

III.A.2 Management Team Evaluation Form
http://www.santarosa.edu/hr/forms-linked/Form%20A%20-
%20Management%20Eval%209-9-11.pdf

III.A.3 Staff Resource Center Web site
http://www.santarosa.edu/src/

III.B.1 Institutional Planning Council Agenda and Calendar
https://bussharepoint.santarosa.edu/committees/institutional-planning-
council/Committee%20Documents/IPC%20Agenda%20110926.pdf

III.B.1 Planning Web site for District *Facilities Master Plan* and *Five-Year Capital Outlay
Plan*
http://www2.santarosa.edu/pages/planning/districtwide-plans-goals-and-
policies.php

III.B.2 Institutional Planning Web site
https://bussharepoint.santarosa.edu/committees/institutional-planning-
council/Committee%20Documents/PRPP%20IPC%20Calendar%202011-12.pdf

III.B.3　Academic Affairs Scheduling Guide
http://www.santarosa.edu/admin/StEP-Committee/pdf/AAC-Scheduling-Guide-2011-12.pdf

III.B.3　Strategic Enrollment Planning Committee Documents
http://www.santarosa.edu/admin/StEP-Committee/

III. B.4　Sustainability Web site
http://www.santarosa.edu/sustainability/

III.B.4　Institutional Planning Council Web site and documents
https://bussharepoint.santarosa.edu/committees/institutional-planning-council/SitePages/Committee%20Home%20Page.aspx

III.B. 5　Five-year Capital Outlay Plan
http://www2.santarosa.edu/pages/planning/districtwide-plans-goals-and-policies.php

III.B.5　Institutional Planning Web site—Minutes and Agendas
https://bussharepoint.santarosa.edu/committees/institutional-planning-council/Committee%20Documents/IPC%20Minutes%20100412.pdf

III.B.5　Board of Trustees Agenda 6/14/11
https://bussharepoint.santarosa.edu/committees/board-of-trustees/Committee%20Documents/Agenda%206-14-11.pdf

III.C.1　The *Strategic Master Plan for Technology 2007 and Beyond*
http://www2.santarosa.edu/pages/planning/districtwide-plans-goals-and-policies.php

III.C.1　The Institutional Technology Group (ITG) report to the Institutional Planning Council (IPC)
https://bussharepoint.santarosa.edu/committees/institutional-planning-council/SitePages/Committee%20Home%20Page.aspx

III.D.1　"Re-Engineering White Paper"
http://www2.santarosa.edu/media/planning/Re-Engineering%20the%20Sonoma%20County%20Junior%20College%20District.pdf

Planning Agenda for Standard IV

IV. 1 "Governance and the Committee System: A Guide for the College Community"
https://bussharepoint.santarosa.edu/committees/SiteAssets/Governance%2012-2-10.pdf

IV.1 "Governance and the Committee System: A Guide for the College Community"
and "Committee System Best Practices"
https://bussharepoint.santarosa.edu/committees/SiteAssets/CommitteeSystemBestPracticesFinal%201-20-11.pdf

IV.2 *Preliminary Report of Findings of the 2008-09 Multi-Site Task Force*
https://bussharepoint.santarosa.edu/committees/institutional-planning-council/Committee%20Documents/Multi-Site%20Task%20Force%20Report%2020091110.pdf

IV. 3 President Agrella's January 19, 2010 District-wide email entitled "Re-Engineering the Sonoma County Junior College District."
http://www2.santarosa.edu/media/planning/Re-Engineering%20the%20Sonoma%20County%20Junior%20College%20District.pdf

IV. 3 President's Re-Engineering Advisory Group (PREAG) Recommendations
http://www2.santarosa.edu/media/planning/PREAG%20August%2023%202010.pdf

IV.3 Facilities Planning and Operations Web site
http://www.santarosa.edu/about_srjc/facilities-operations/

IV.3 Board of Trustees approval for the *District Five-Year Capital Outlay Plan* and *Five-Year Facilities Plan*
http://www2.santarosa.edu/pages/planning/districtwide-plans-goals-and-policies.php

IV. 3 Board Facilities Committee Minutes and Agendas
https://bussharepoint.santarosa.edu/committees/board-facilities/SitePages/Committee%20Home%20Page.aspx

IV.3 Institutional Planning Council approval of *District Five-Year Capital Outlay Plan*
https://bussharepoint.santarosa.edu/committees/institutional-planning-council/Committee%20Documents/IPC%20Minutes%2020100412.pdf

IV.3 District Facilities Planning Committee (DFPC) -- This Committee was designed and established for the main purpose of sharing, reviewing, and updating the District community on current projects.
https://bussharepoint.santarosa.edu/committees/district-facilities-planning/SitePages/Committee%20Home%20Page.aspx

IV.3   College Initiative VIII
        http://www2.santarosa.edu/pages/planning/college-initiatives.php

IV.3   Informational Technology documents, meeting minutes, budgets, and plans
        https://bussharepoint.santarosa.edu/committees/institutional-technology/SitePages/Committee%20Home%20Page.aspx

IV.4   Annual PRPP message from the IPC co-chairs and Vice President of Business
        Services, detailing improvements to the process, budget assumptions, the coming
        year's College Initiatives, and providing a timeline of PRPP activities
        https://bussharepoint.santarosa.edu/committees/institutional-planning-council/Committee%20Documents/PRPP%20IPC%20Calendar%202011-12.pdf

IV.4   Institutional Planning Web site for minutes and agendas
        https://bussharepoint.santarosa.edu/committees/institutional-planning-council/SitePages/Committee%20Home%20Page.aspx

IV.4   Program and Resource Planning (PRPP) Documents
        http://www2.santarosa.edu/pages/planning/program-review--program-and-resource-planning-process-prpp.php

IV.4   District-wide plans and goals
        http://www2.santarosa.edu/pages/planning/districtwide-plans-goals-and-policies.php

IV.4   Institutional Planning Council agendas and minutes, and Six Year Planning and
        Accreditation Cycle
        http://www2.santarosa.edu/pages/planning/institutional-planning-council.php

IV.4   College Initiatives
        http://www2.santarosa.edu/pages/planning/college-initiatives.php

IV.4   Board Policy and Procedure 3.6 and 3.6P (Program Review, Evaluation,
        Revitalization and Discontinuance)
        http://www.santarosa.edu/polman/3acadpro/3.6P.pdf

IV.4   Board Policy and Procedure 3.2.2 and 3.2.2P (Approval of Certificates and Majors)
        http://www.santarosa.edu/polman/3acadpro/3.2.2P.pdf

IV.5   All Faculty Association (AFA) and the Sonoma County Junior College District
        signed a Memorandum of Understanding (MOU) regarding SRJC Outlook email
        accounts
        http://www.santarosa.edu/afa/articles.shtml

IV.5   SRJC 2010 Fact Book (Pages ED-3 and ED-4)
        http://www2.santarosa.edu/media/oir/FB%202010.pdf

REPORT PREPARATION AND COMPILATION OF EVIDENCE
Process for Preparing the Accreditation Midterm Report for SRJC

Beginning in August of 2011, the Vice President of Academic Affairs/Accreditation Liaison Officer (VPAA/ALO) proposed a plan, subsequently approved by the Institutional Planning Council and the Superintendent / President, for organizing the preparation of this report. The plan was implemented as proposed, with several dozen administrators, faculty, and staff given the opportunity to contribute to initial drafts in the fall. Drafts of the report were presented to the Institutional Planning Council, College Council, the Academic Senate, Educational Program and Planning Council (EPCC), the Associated Student Senate, and the Classified Senate. On January 25, 2012 the report was distributed via email to the entire College community for review and commentary. On February 14, 2012 the report was presented to the Board of Trustees and approved as Action Item 9.
https://bussharepoint.santarosa.edu/committees/board-of-trustees/SitePages/Committee%20Home%20Page.aspx

PLAN FOR DRAFTING, REVISING, AND APPROVING THE MIDTERM REPORT

Major Tasks
- Organize the process
- Complete drafts of report
- Route drafts to constituent groups
- Revise drafts as needed
- Share with the college community for comment
- Present final draft to SRJC Superintendent/President
- Forward to the Board of Trustees for approval
- Submit final report to ACCJC

Key Documents
- Self Study
    - Planning statements in each Standard in the Self Study
    - Planning Summary at the end of the Self Study
- Visiting Team Report
    - The four recommendations from the visiting team's report
    - Suggestions in the "Conclusions" segment of each Standard in the visiting team's report, if any.

Council/Committee Responsibilities
- IPC: Keep informed of the process and offer comment and guidance
- EPCC: Review with focus on instructional matters
- BAC: Review with focus on fiscal matters
- Academic Senate: Review with focus on professional matters (per Title 5)
- Board of Trustees: Approve report
- Standards Team members listed in 2009 Self Study: participate as needed

Individual Coordinating and Writing Responsibilities
- VP Academic Affairs/Accreditation Liaison Officer
    - Organize the process
    - Provide progress reports to IPC and other councils and groups.
    - Organize and edit drafts
    - Standard IV
    - Standard IIA and any planning agenda items
    - Response to Recommendation #4
- VP Student Services
    - Standard IIB and any planning agenda items
- Dean, Learning Resources
    - Standard IIC and any planning agenda items
- VP, Human Resources
    - Standard IIIA and any planning agenda items
- Dean, Liberal Arts and Sciences
    - Response to Recommendation #2
- Dean, Facilities Planning and Operations
    - Standard IIIB and any planning agenda items
- VP Business Services
    - Standard IIID and any planning agenda items
    - Response to Recommendation #3
- VP, Petaluma
    - Standard I and any planning agenda items
    - Response to Recommendation #1
- Director, Information Technology
    - Standard IIIC and any planning agenda items

Process and Timeline
- July 15 – September 15
    - Component Administrators, IPC, EPCC approve process for developing the report. Materials distributed.
    - Present timeline and outline of process to BOT at September meeting
- Sept. 15 – Oct. 15
    - Draft responses prepared in consultation with appropriate groups and individuals
    - IPC kept informed as to progress
- October 15
    - Coordinators /writers turn in draft responses to Mary Kay Rudolph
- October 30
    - Initial draft of report prepared and re-distributed to coordinators/writers for revision
- December 15
    - Revised report prepared
- January 2012
    - Revised report distributed widely; input solicited
- February 2012
    - Final report prepared for Superintendent/President review and signature

- o Final report approved by Board of Trustees
- **By March 15, 2012**
  - o **Final report sent to ACCJC**