Present: Alicia Artz, Nancy Chinn, Frank Chong, Greg Drukala, Eli Egger, Robin Fautley, KC Greaney, Hilleary Izard, Kathy Matthies, Ricardo Navarrette, Omar Paz, Doug Roberts, Mary Kay Rudolph, Jane Saldaña-Talley, Michael Salinger, Eric Thompson, Julie Thompson, Tony Vasquez, Alicia Virtue

Absent: Karen Furukawa, Marianne Schwarz-Kesling

Guests: Sarah Hopkins (for Karen Furukawa), Toni Eaton

1. APPROVAL OF MINUTES  Minutes of September 22, 2014 were M/S/C as submitted.

2. INTEGRATED PLANNING
   Minutes from the shared governance and planning bodies (IN BOLD) were attached to the IPC agenda. Council members had no questions regarding the minutes presented.

   - Academic Senate
   - **Associated Students Senate x 2**
   - Budget Advisory Committee
   - **Classified Senate**
   - College Council
   - District Facilities Planning Committee
   - **Educational Planning and Coordinating Council**
   - Integrated Environmental Planning Committee
   - **Institutional Technology Group**
   - Petaluma Faculty Forum

3. ANNOUNCEMENTS - None

4. INSTITUTIONAL PLANS AND PLANNING

   a. **2013/14 SCJCD Institutional Effectiveness Assessment Report: Benchmarks for Santa Rosa Junior College** (Information Item)
      The 2013/14 SCJCD Institutional Effectiveness Assessment Report, prepared by the Office of Institutional Research, had been distributed in advance to IPC members. Jane stated that the report would go to the Board of Trustees October 14 and afterward would be posted on SRJC’s Institutional Planning Web site at http://www.santarosa.edu/administration/planning/institutionaleffectiveness.php to be used throughout the College for planning and dialogue on ways to improve student outcomes and overall institutional effectiveness.

      Jane explained that this would be the last year the report is presented in this format, which was developed prior to the strategic planning activities. The Scorecard will become the means for presenting this type of data in the future.

      Among the points of discussion were the following:
      - Students take longer to graduate at SRJC; speculative discussion on the reasons included:
      - Some students are not able to get all of the key GE classes they need (especially in science and math)
      - Students like being at SRJC and are in no hurry
      - A large percentage of students have jobs and other responsibilities
      - SRJC’s pathways in English and credit ESL are longer than at most colleges.

      Actions suggested or being taken:
Packaging courses might help students progress more quickly.  
Student Success and Equity Committee is reviewing this issue.  
Population participation rates (the percentage of Sonoma County residents enrolled at SRJC) are favorable when compared state-wide but have been declining since 2000: 11.7 out of 100 Sonoma County residents enrolled at SRJC in 2000. State-wide that same figure was 7.7. But the rate both statewide and in Sonoma County has decreased since 2000. Potential reasons that were mentioned included:  
Older adult program had substantial cuts (300 sections in the past compared to 60 now)  
Reduction in repeatability has lowered enrollment.  
More recent immigrants have lower college-going rates.

Actions suggested or being taken:  
- Increases to the adult program offerings are anticipated.  
- Offering co-enrollment opportunities for seniors so that they may enroll through Community Ed for credit courses.  
- SRJC rates high (when compared state-wide) in the percentage of Sonoma County high school students who enrolled at SRJC the following fall. SRJC topped 50% in 2012.

Other points made:  
- SRJC’s transfer rate is higher in the long run, but in the short run it is lower when compared state-wide.  
- SRJC students perform well overall when compared state-wide.  
- Percentages in the area of AAT (AA transfer) and AST (AS transfer) degrees awarded are increasing.  
- In remedial math improvement, SRJC consistently rates higher than the state-wide average.  
- Although SRJC out-performs in many of the measurements, we don’t want to be “average.” We want all of these numbers to be far above average.

The main areas needing attention:  
- Credit ESL improvement (where SRJC is well below the statewide average) and remedial English improvement (where the gap between SRJC and the state-wide average has been steadily narrowing in recent years).

Suggestions for improvement in these areas were:  
- Students can now take two English classes in one semester.  
- Regarding ESL, there are seven levels of credit ESL to get to English 1A level. Reading, writing, and speaking are all taught separately. This path will be reviewed.  
- KC has been working with ESL to ensure that the data are correct.  
- Funds from an HSI grant will help in addressing these issues.  
- Additional classified staff support is needed, particularly at the Petaluma Campus.  
- The HSI grant may provide funding for a coordinator for curriculum review and three designated tenured faculty to be involved in curriculum review.

b. 2014/15 Component and Cross-Component Annual Goals (Information Item)  
Vice Presidents Navarrete, Roberts, Rudolph and Saldaña-Talley were prepared to respond to Council questions and discussion regarding the Annual Goals in their component areas for 2014/15. (Sarah Hopkins was representing Human Resources in Vice President Furukawa’s absence.) Also included for review and discussion were four Cross-Component Goals set for 2014/15 in the areas of Cultural Competence, Emergency and Disaster Preparedness, Grant Development, Elimination of the Structural Deficit.

Jane noted that the Cross-Component Goals are now linked to the Strategic Plan. The Component goals are also linked to both the Strategic Plan (SP column) and to SRJC’s Mission (M column).

It was recommended that members share the information widely in their departments and with colleagues. It would be helpful if IPC members and their constituents are able to articulate the link between PRPP, the Strategic Plan and the SRJC Mission.
**Action:** The 2014/15 Component and Cross-Component Annual Goals will be made available to the college community via the Institutional Planning website.

c. **Strategic Plan Scorecard – Core Indicator Target/Timeline #1 – Enrollment (Action Item)**

This was an opportunity for IPC members to participate in the first of five collaborative discussions designed to set institutional targets and timelines for completion for each of the current Core Indicators aimed toward achieving SRJC’s eight Strategic Plan Goals. This session focused on the Enrollment core indicator. The Enrollment Basic data can be found at the following link: [http://strategic-planning.santarosa.edu/enrollment-basic](http://strategic-planning.santarosa.edu/enrollment-basic)

KC Greaney guided members through the Enrollment data under development and displayed as part of the Strategic Plan Scorecard on the Strategic Plan website, and demonstrated how to “drill down” to get to additional data. Members discussed a variety of issues relating to Enrollment, including the following comments, observations, recommendations, etc.:

- Unduplicated enrollment in 2012 was 35,972;
- Factors contributing to the reduction in headcount in recent years have included reduced schedule, including big reductions in the senior adult education program; repeatability limits and other restrictions imposed by the state;
- Assess where enrollment has increased/decreased over time (in terms of geography, gender, age, etc.);
- Need to determine what it will take to reach a target enrollment; for example, what support services will instructors and students need to reach the goal that is set and to be sure that the enrolled students are retained;
- Consider support services/interventions needed for students with language challenges;
- Student equity and success funds can help fund support services;
- Support growth in areas where student program and course interest is growing—for example, distance education and auto repair;
- Suggest structured dialogue with students and the community to determine what students want and need;
- Need to invest in resources to support reaching the goal;
- Increase math and science offerings that students have trouble enrolling in;
- Departments that want to grow in specific programs/areas should be required to support request for investment with projected results in terms of increased students;
- Recreate an adult re-entry department for older students transitioning back into college;
- Determine where staffing needs to be increased to reach the goal set;
- Whatever goal is set can be changed in the future.

**Action:** By consensus, members agreed on a target Enrollment (unduplicated headcount) of **45,000 in three years** (2014/15, 2015/16, 2016/17), with the expectation of maintaining that number through 2018/19.

Jane explained that the target and timeline for the Enrollment Core Indicator, along with targets/timelines for all other Core Indicators, will be reviewed with members of the Strategic Planning Task Force and then vetted with the college community.

At the next meeting IPC will review (1) Institutional Learning Outcomes and (2) Population Participation Rate. KC encouraged everyone to explore the Scorecard website and have conversations with their constituent groups about the data.

d. **Strategic Plan Implementation (Information Item)**
Vice President Jane Saldaña-Talley provided a brief update on the work in progress to develop a Strategic Plan document with Key Performance Indicators for Strategic Objectives and Planned Activities/Timeline for each Strategic Plan Goal.

She reported that efforts are underway to streamline SRJC’s Institutional Planning website, and she showed the Planning website for Cuyamaca College, indicating that a goal would be to develop a look similar to that one, which is streamlined and easy to navigate. Wanda Burzycki and the Public Relations Department will be involved in working on this.

e. Accreditation Self Evaluation Update (Information Item)
   Accreditation Liaison Officer (ALO) Mary Kay Rudolph reported that Wanda Burzycki is working with the teams to finalize their parts of the report, and she expects to have a draft to IPC in early November.

   It is now known that the accreditation team’s leader will be Melinda Nish, President of Southwestern College in Chula Vista, who is known to be detail-oriented and fair.

f. Budget Update (Information Item)
   Vice President Doug Roberts had nothing new to report.

Adjournment: The meeting was adjourned at 2:55 p.m.