STRATEGIC INITIATIVE--ACCESS: *SBVC will improve the application, registration, and enrollment procedures for all students.*

GOAL 1:

DESIRED OUTCOME:

BENCHMARK—A STANDARD BY WHICH SOMETHING CAN BE MEASURED	BASELINE 13-14 or most current	14-15	15-16	16-17	17-18	18-19	ACTIVITIES	COMMENTS
1.1 Match the number of basic skills courses to student demand for courses	Wait list count							Establish systematic methods of determining demand: (1) wait lists, (2)educational plans, (3)assessment data
1.2 Increase the number of accelerated basic skills courses	Current count is 8 sections							Add two sections a year
1.3 Increase the number of students in learning communities	# of students: 1,113 {(VB, STAR (200), Puente (31), Tumaini (20), EOP&S (594), CARE (60)}							Increase the number of students in learning communities by 10% a year
1.3.1Increase access to linked-course (and enrollment)	Couse count: 16 (fa12=10, sp13 = 6) Enrollment count: 446 (fa12 = 306 sp13 = 140)							New
1.4 Provide more pre-assessment workshops	Current count							Increase by 20% per year
1.4.1 Publicize and promote pre-assessment workshops.								(1) include information about pre-assessment workshops on brochures and websites (2)counselors will recommend pre-assessment workshops to all students
1.5 Provide effective assessment for accurate placement	Current percentage of students and faculty who indicate proper placement of the Placement and Prerequisite survey.							
1.5.1 Improve access to counselors	602:1							(1) Increase the ratio of counselors to students; (2) Increase the percentage of visits by students (3) increase the number of sections of

								student development courses.
1.5.2 Improve access to Financial Aid								Increase 2% the number of students who have their financial aid packets completed by the March 2nd deadline.
1.6 Establish and maintain partnerships with community organizations, K-12 systems, and adult schools								
1.6.1 Increase educational partnerships with transfer destinations (four-year colleges and universities)	Current count							
1.6.2 Maintain effective partnerships with all feeder high schools	Current count/see list							(1) Add one additional HS per year; (2) Visit at least twice a semester for top 10.
1.6.3 Increase the percentage of high school graduates who come to SBVC immediately after graduation	18%							1% increase a year
1.7 Explore and expand on-line advising opportunities.	14							
1.7.1 Implement and expand on-line scheduling of all counseling appointments	Current count							Increase count by 2%
1.7.2 Expand the use of online academic advising for Education Plans								Increase by 10% a year
1.8 Improve access to courses that students need for transfer								Reduce waiting list count by 3% a year for high demand courses
1.8.1 Conduct a study examining course scheduling and sequencing—implement recommendations	Spring 2014 Indicators							Identify appropriate indicators and conduct a pilot study during Spring 2014
1.9 Increase access to courses that students need for CTE certificates	Spring 2014 Waiting list count for high demand courses							Reduce waiting list count by 10% a year for high demand courses
1.9.1 Match the number of Career Technical Education (CTE) sections to demand for courses	Spring 2014 Waiting list count for high demand CTE courses							Reduce waiting list count by 10% a year for high demand courses
1.9.2 Increase access to	Current Perkin's							Increase the number of Perkin's surveys by 5% a year

Perkin's funds[1]	count=579							
1.10 Improve access to courses that students need for graduation								
1.10.1 Improve access to classes for students who need a flexible schedule	88.1% agree							70% will indicate that scheduling met their needs
1.11 Promote lifelong learning								
1.11.1 Explore the use of audit courses	Discuss in district assembly							
1.11.2 Explore the use of community service courses (not for credit)[2]	Discuss in district assembly							
1.11.3 Explore the expansion of non-credit courses[3]	Discuss in district assembly							
1.11.4 Make better use of web content for online and traditional courses								Explore online applications in Professional Development committee meetings
1.12 Maintain balance between transfer and CTE programs offerings	33% CTE							
1.13 Improve access to campus technology	Current computer to students ratio							Increase device access by 5% per year
1.13.1 Explore implementing Virtual Internet lab to allow students access to lab classes in an online environment.	Discuss this issue in on-line committee							
1.13.2 Improve internet access on campus								

STRATEGIC INITIATIVE—STUDENT SUCCESS: *SBVC will increase course success, program success, access to employment, and transfer rates by enhancing student learning.*
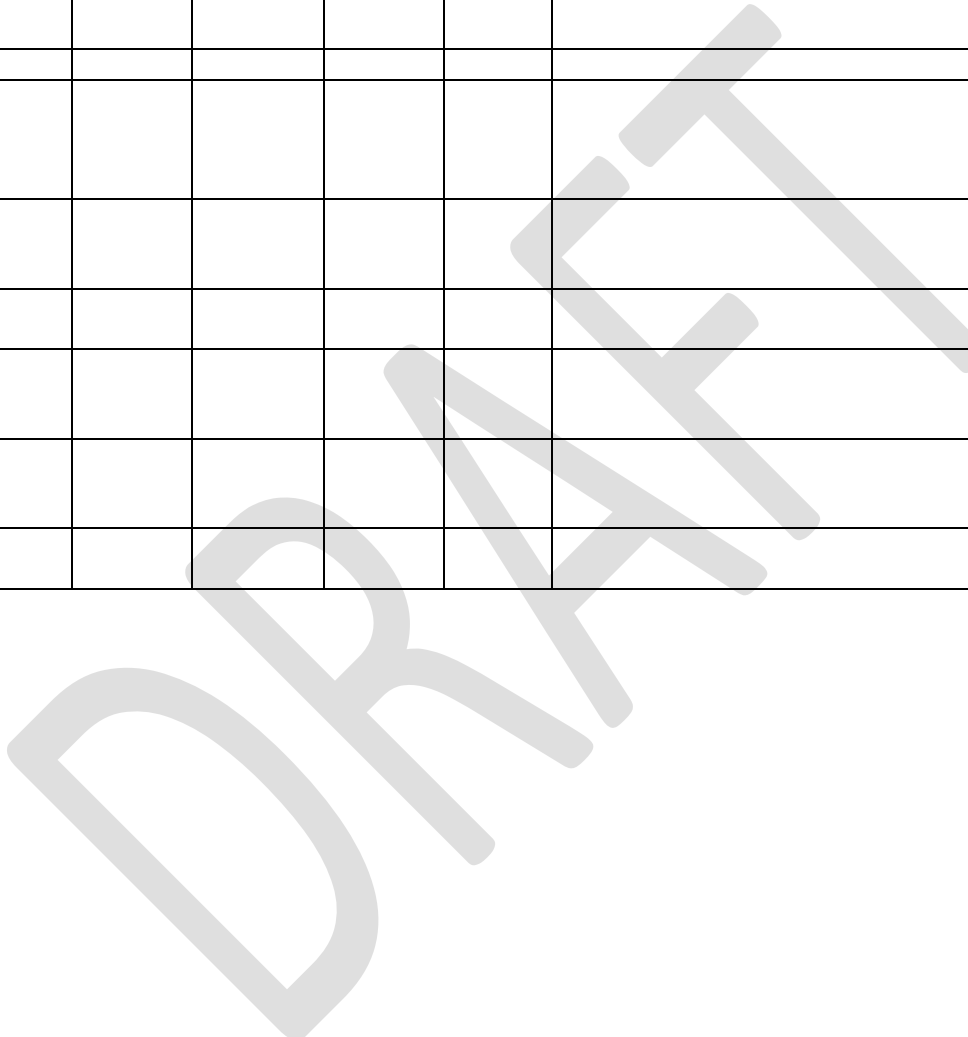
Goal 2:

DESIRED OUTCOME:

BENCHMARK—A STANDARD BY WHICH SOMETHING CAN BE MEASURED	BASELINE 13-14 or most current	14-15	15-16	16-17	17-18	18-19	ACTIVITIES	COMMENTS
2.1 Increase the percentage of students who succeed in basic skills courses	Pass Rate = 61.4%							1% per year
2.1.1 Provide more tutoring opportunities	1032 hrs. of tutoring							Increase by 2% per year
2.1.2 Increase the number of students receiving tutoring (SARS sign-in count)	4,420							Establish benchmarks using sign-ins from SARS database
2.2 Promote learning communities	2012-13 count (see 1.3)							Increase the number of students participating in learning communities 5% per year
2.3 Produce and present annual reports that assess student success (see Initiative 5.7)	Scorecard and EMP Presentations							Office of Research and Planning (ORP) will make annual reports to Academic Senate.
2.4 Expand the use of the early alert systems								
2.4.1 Fully implement SARS early alert system								
2.4.2 Increase the number of faculty who submit reports by 10% a year	2014-15 count							
2.5 Improve performance on all—Student Success Scorecard measures[4]								
2.5.1 Completions	35.6%							.5%
2.5.1.1 Degrees (calculated separately)								
2.5.1.2 Transfer (calculated								

separately)								
2.5.2 Persistence	55.5%							.5%
2.5.3 30 units	58.5%							.5%
2.5.4 Remedial Math	28.8%							.5%
2.5.5 Remedial English	25.2%							.5%
2.5.6 Remedial ESL								
2.6 Increase individual student success measures	69.13%							.5% per year
2.6.1 Increase online success rates compared to traditional course format								Maintain a success rate higher than the state average in online
2.6.2 Increase the graduation rate (degrees and certificates)	1,225 Degrees & Certificates							
2.6.3 Increase the transfer rate								5 % increase, relative to entering class cohort
2.6.3.1 Increase rate to CSU	202							
2.6.3.2 Increase rate to UC	27							
2.6.3.3 Increase rate to private and out-of-state schools	364							
2.6.4 Increase success rate of online compared to state average								
2.6.5 Increase success rate of transfer level courses								
2.6.6 Increase the percentage of students who succeed in CTE courses and programs								
2.7 Increase the use of low-cost and free online resources	52%							Scorecard
2.8 Expand the number of partnerships								Conduct focus group w/t faculty and students to identify opportunities
2.8.1 Explore and implement programs that recruit, tutor, and mentor HS and MS students								
2.8.2 Build and maintain a partnership with Adult Schools								
2.8.3 Initiate an Adopt-a-School program for local schools								Pursue AB86 opportunities Pursue Ramp-up grant opportunities
2.8.4 Increase partnerships with local K-12 systems to increase								

college readiness among feeder high schools									
2.8.5 Increase partnerships with four-year colleges									Pursue ASSETS Program
2.8.6 Increase partnerships with businesses	*Current count*								
2.8.7 Increase the number of student interns placed in local businesses and government offices	count								
2.8.8 Increase participation on CTE advisory groups	2012-13 count								
2.8.9 Increase partnerships with community organizations	2012-13 count								
2.8.10 Maintain an up-to-date curriculum	2012-13 count								
2.9.1 Maintain a curriculum that is relevant to community needs									
2.9.2 Make better use of web content for online and traditional courses									
2.9.3 Educate the whole person—as measured by the core competencies (academic, social, ethical)	Campus climate survey								
2.10 Encourage greater full-time enrollment	Current count								
2.11 Use SLOs/SAOs in an ongoing, systematic cycle of continuous quality improvement									
2.11.1 Reach and maintain 100% assessment in active courses in the college catalog, offered on the schedule in some rotation.	2012-2013 Count								
2.11.2 Reach and maintain 100% assessment of SLO's and evaluation as per the Student Learning Outcomes Plan									

(course and program)								
2.12 Increase the number of students with terminal education plans—reach and maintain 100%	Current count							
2.13 Empower students								
2.13.1 Increase the number of students who participate in campus clubs and organizations	28% (CC Survey)							
2.13.2 Increase the number of students who participate in learning committees	2012-2013 count							
2.13.3 Increase the number of personal growth workshops	2012-2013 count							
2.14 Maintain and establish the appropriate ratio of full-time to part-time faculty	FA12: 31% FT FA13: 30% FT							Maintain state average – 2013FA = 30% FT http://datamart.cccco.edu/Faculty-Staff/Staff_Demo.aspx
2.15 Increase the number of grant opportunities to support of student success	Current proposal count							
2.16 Improve student tracking (Initiative 5)	Current data tracking procedures							

STRATEGIC INITIATIVE—COMMUNICATION, CULTURE & CLIMATE: *SBVC will promote a collegial campus culture with open lines of communication between all stakeholder groups on and off campus.*

GOAL 3:

DESIRED OUTCOME:

BENCHMARK—A STANDARD BY WHICH SOMETHING CAN BE MEASURED	BASELINE 13-14 or most current	14-15	15-16	16-17	17-18	18-19	ACTIVITIES	COMMENTS
3.1 Promote a sense of community and solidarity within the campus (students, staff, faculty)								
3.1.1 Sponsor regular alumni events.	No events							2 per year
3.1.1 Encourage campus organizations, alumni association, foundation, etc., to sponsor more faculty and staff type events (bowling with alumni, pizza night, happy hour)	No events							2 per year
3.1.2 Publicize campus events in local newspapers to improve the visibility of college sports, cultural events, and educational programs	2012-13 Count*							One news release a week
3.1.4 Provide Increased access to campus information	SBVC Website HP page-views: 2,364,121 Unique HP page-views (undup): 1,768,993							50% increase in website and social media traffic
3.1.5 Increase the use of social networking tools, i.e., Facebook	-Count for total weekly likes = 7,484, -Count for average weekly engaged users = 313.							50% increase in likes; 50% increase in engaged users;

3.1.6 Provide a website that is user-friendly.	85% of students agree							1% increase per year
3.2 Promote budgetary transparency (regular updates)								
3.2.1 Inform employees about the SBVC and District budget	2012-13 CC Survey							
3.2.2 Provide regular campus communiques about budget and planning	Current count							Provide 1 budget summary a semester
3.2.3 Improve access to regular board of Trustees meeting updates	2012-13 count							Distribute board minutes after every meeting
3.2.4 Hold campus-wide information forums	2012-13 count							Increase by 2 per semester
3.3 Disseminate committee minutes and all plans online.	2012-13 count							increase count of committee minutes by 25% a year
3.4 Build community recognition and networks by capitalizing on the deep roots and history of the campus	Community survey 2013-14 (3.6)							Establish new benchmark w/t Fall2014 community awareness survey
3.6 Establish a SBVC historical archive in the library-- accessible online								
3.5 Expand and enhance local business and community awareness of the campus	Community survey 2013-14 (3.6)							Increase community awareness by 5% with every survey
3.6 Conduct community surveys to measure awareness of campus and programs.	Golden & Golden 2005							
3.7 Increase partnerships with local businesses and community organizations (also see 2.8)								
3.7.1 Partner with local vendors for services they can provide– encourage them to offer bids	Current partnership count							Increase count by 10% per year.
3.7.2 Explore an Adopt-a-Business program								Present the idea to advisory group members
3.7.3 Explore an Adopt-a-Student Program for businesses								Present the idea to advisory group members
3.7.4 Encourage all members	Distribute a survey							Increase by 10% per year

of the campus community to participate in local community organizations	to establish							
3.8 Build stronger relationship with the SBVC foundation								Increase the number of presentations to foundation board form campus; from foundation members to the campus
3.9 Ensure good customer service in all campus offices	CC Survey results							
3.10 Identify a clear identity for the campus	CC Survey results							Improve branding responses by 20% a year
3.11 Work with District to streamline and expedite campus hiring practices								
3.12 Improve campus morale	20% report high morale							Increase the number of employees who report high morale by 10% a year
3.13 Promote and embrace diversity (students, staff, and faculty)	83%							Increase satisfaction with diversity by 2% a year

STRATEGIC INITIATIVE—LEADERSHIP & PROFESSIONAL DEVELOPMENT: *SBVC will maintain capable leadership and provide professional development to a staff who will need skills to function effectively in an evolving educational environment.*

Goal 4:

DESIRED OUTCOME:

BENCHMARK—A STANDARD BY WHICH SOMETHING CAN BE MEASURED	BASELINE 13-14 or most current	14-15	15-16	16-17	17-18	18-19	ACTIVITIES	COMMENTS
4.1 Reduce the manager turnover--fewer interims/more permanent managers								
4.1.1 Complete a district salary study and implement recommendations								Review the study
4.1.2 Identify and achieve recommended ratio of managers to FTES/FTEF								
4.1.3 Increase the average tenure of managers	2012-13 measures							
4.1.4 Provide career ladder information								
4.1.5 Institute a mentorship program								
4.2 Improve access to a wide variety of professional development activities that keep pace with a changing educational and technology environment								
4.2.1 Provide up-to-date training on campus policies and procedures								Provide ongoing workshops through professional development
4.2.2 Provide ongoing training to faculty who teach online courses that keeps pace with emerging technology	Blackboard							Provide ongoing workshops through professional development
4.2.3 Provide leadership	Annual Managers							Provide annual training opportunities

training	training and Classified Senate Leadership conference (CCLC)						
4.2.4 Provide training in partnership with technology department	2012-13						
4.3 Encourage faculty and staff to participate in professional organizations							Provide incentives for faculty and staff to attend conferences, workshops and other
4.3.1 Improve professional development publicity							
4.3.2 Maintain an up to date easily accessible professional development calendar							
4.4 Maintain a personal achievement inventory for faculty and staff							
4.5 Establish partnerships with other community colleges							

STRATEGIC INITIATIVE—EFFECTIVE EVALUATION & ACCOUNTABILITY: *SBVC will improve institutional effectiveness through a process of evaluation and continuous improvement.*

GOAL 5:

DESIRED OUTCOME:

BENCHMARK—A STANDARD BY WHICH SOMETHING CAN BE MEASURED	BASELINE 13-14	14-15	15-16	16-17	17-18	18-19	ACTIVITIES	COMMENTS
5.1: Maintain up-to-date information on campus indicators								
5.1.1 Conduct regular campus climate surveys for faculty, staff, and students	Surveys completed by fall 2013							
5.1.2 Conduct annual SWOT surveys and focus groups	Conducted August 2013							Conduct SWOT surveys and focus groups annually
5.2 Maintain current evaluation data on all support and retention programs	5 out of 15 programs completed an EMP = 33.3%							
5.2.1 Improve data systems for tracking students over time (capture longitudinal data for cohort tracking)(	Informer/ ARCC 2.0							
5.2.2 Review the validity of Campus Climate Survey questions bi-annually	2013 review							
5.2.3 Improve data quality for current students, transfers, and graduates								
5.3 Improve and maintain effective Program Review procedures	surveys will begin fall 2014 (for spring 2013 program review)							PR process evaluation surveys will be distributed to all departments that undergo program review
5.3.1 Generate EMP one-page sheets annually								Continue current activity
5.3.2 Evaluate the format and content of the EMP data sheets—revise as recommended								
5.3.3 Conduct annual needs								

and efficacy reviews of scheduled programs								
5.3.4 Produce annual reports analyzing employment data								
5.3.5 Produce annual reports analyzing enrollment trends and local demographic trends (Goal 5)								
5.4 Evaluate all campus plans regularly								
5.4.1 Regularly evaluate data quality and recommend methods for improvement.								
5.4.2 Maintain a library of campus effective measures in a form accessible to the campus								
5.4.3 Evaluate the validity of strategic objectives, measurement procedures, and time-tables for long-term targets								Use a rating system to conduct an annual evaluation of the validity of each strategic initiative measure.
5.4.4 Evaluate the validity of strategic goals & initiatives every five years								Hold campus-wide and community meetings to evaluate and reset goals
5.5 Maintain up-to-date accreditation self-study evidence (RP)								
5.6 Produce and present annual reports that assess student success (see Initiative 2.3)								
5.7 Improve customer service	Constituents' Average: 54% (Breakdown: Mgr: 63%, Fac: 53%, Class: 30%, Student: 68%)							
5.9 Measure satisfaction with assessment and placement.	Current P&P results							80% Student (math, English, reading) 75% Faculty (Math, English, Reading) will report proper placement
5.8 Manage grant expenditures and align them with grant objectives.	Survey of grant stakeholders							

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STRATEGIC INITIATIVE—FACILITIES: *Facilities and infrastructure to meet the needs of the students, employees, and community.*								
GOAL 6: DESIRED OUTCOME:								
BENCHMARK—A STANDARD BY WHICH SOMETHING CAN BE MEASURED	BASELINE 13-14 **or most current**	14-15	15-16	16-17	17-18	18-19	ACTIVITIES	COMMENTS
6.1 Conserve resources								
6.1.1 Define, advertise, and expand our recycling program								
6.1.2 Explore the possibility of Installing solar power collectors								
6.1.3 Improve heating and cooling system								
6.1.4 Maintain landscaping that is attractive and well suited to the climate								
6.1.5 Support the sustainability committee (integrate sustainability planning objectives into this plan)								
6.1.6 Expand the use of the campus garden by the culinary program								
6.1.7 Encourage the use of digital archiving to minimize the unnecessary use of paper filling								
6.2 Maintain a safe and secure environment								Install more surveillance cameras around campus (2) Provide more police patrol (3) Conduct a minimum of 2 preparedness drills a year (4)Maintain visible and working emergency phones around campus
6.2.1								

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6.3 Improve campus signage	Signs count						CC survey about sign (increase level of satisfaction by 5% per year
6.4 Continue with facilities improvement plan							Upgrade technical building (2) Build/improve gym complex (3) Explore plans to restore the swimming pool facilities
6.5 Develop and maintain adequate parking	Classified: 55%						75% of students and employees will indicate that they are satisfied with the parking availability.
6.6 Provide exemplary technology and support while maintaining fiscal and environmental responsibilities	All CC Surveys: 72% (CC_Mgr: 85%, Fac: 70%, Class: 60%)						
6.6.1 Hardware and software for employees	514 staff computers/719 staff = 72% have their own computers 492 current OS & apps/514 computer = 96% are up to date						
6.6.2 Current hardware and software for employees	1094 computers/11,781 students = 1064 Current OS/1094 computers =97% of OS are up to date						
6.6.3 Current hardware and software for students	11,781 students/ 1094 computers 1064 Current OS/1094 computers =97% of OS are up to date						
6.6.4 Explore a technology fee	Discussion resulted in no plans for a technology fee						Place item on the agenda in College Council
6.6.5 Pursue grant opportunities for facilities expansion							Review grant opportunities for appropriateness each year

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