

Appendix A

Strategic Goals, Objectives, and Strategies with Institution-set-Standards

The table below is presented in the form of a logic model and presents the goals and objectives for each initiative. Under each goal is a list of measurable objectives along with (1) benchmarks, (2) targets, (3) institution-set standards (ISS), (4) activities, and (5) responsibility centers.

Strategic Initiative 1: SBVC will improve the application, registration, and enrollment procedures for all students.

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Goal 1: Access	Benchmark 12-13 year	ISS	Annual Target	5-year-Goal	Campus Plans and Responsibility Center
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	Meet established need	(EP, EMP, MP, SEP)
1.2 Increase the number of accelerated basic skills courses	Current count is 8 sections	X	Add two sections a year	16 sections	VP Instruction
1.3 Increase the number of students in learning communities	# of students: 1,898 (VB, STAR, Puente, Tumaini, EOP&S, CARE)		Increase the number of students in learning communities by 10% a year	50% increase	(EP, EMP, MP, SEP)
1.3.1 Increase access to linked-course (and enrollment)	Course count: 16 (fa12=10, sp13 = 6) Enrollment count: 446 (fa12 = 306 sp13 = 140)		New	new	(EP,
1.4 Provide more pre-assessment workshops	Current count		Increase by 20% per year	Double the currently scheduled offerings	(SEP, MP, EP)
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	25% will report attending either 1) Accuplacer sessions (2) SBVC developed sessions	(M&PR, MP, EP)

Access

(1)

1.5 Provide effective assessment for accurate placement				
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.	Meet 70 th percentile for state counselor/student	(EP, EMP, MP, SEP) Marco Cota
1.6 Establish and maintain partnerships with community organizations, K-12 systems, and adult schools		Reach a diverse population of prospective students	Enrollment will continue to match community demographics	(EMP, EP, MP, SEP).
1.6.1 Increase educational partnerships with transfer destinations (four-year colleges and universities)	Current count		2% increase	Kathy Kafela
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.	twice a semester with top 15	Marco Cota
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%	10% increase	
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 10% a year for high demand courses		(EP, EMP)
1.8.1 Conduct a study examining course scheduling and sequencing—implement recommendations	Spring 2014 Indicators?			
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		(EP, EMP, MP, SEP)
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		reduce waiting list by %%

1.9.2 Increase access to Perkin's funds ⁷	Current Perkin's count		Increase the number of Perkin's surveys by 5% a year	Increase the number of Perkin's surveys by 20% a year	(EP, EMP, MP, SEP)
1.10 Improve access to courses that students need for graduation					(EP, EMP, MP, SEP)
1.10.1 Improve access to classes for students who need a flexible schedule	88.1% agree	X	70% will indicate that scheduling met their needs	80% will indicate that scheduling met their needs	(EP, EMP, MP, SEP)
1.11 Promote lifelong learning					(EP, SEP)
1.11.1 Explore the use of audit courses	Discuss in district assembly			Define a policy	
1.11.2 Explore the use of community service courses (not for credit) ⁸	Discuss in district assembly			Define a policy	
1.11.3 Explore the expansion of non-credit courses ⁹	Discuss in district assembly			Define a policy	
1.11.4 Make better use of web content for online and traditional courses			Explore online applications in Professional development committee meetings		Jack Jackson (SEP, MP, EP, RP, TP)
1.12 Maintain balance between transfer and CTE programs offerings	33% CTE				(SEP, MP, EP)
1.13 Improve access to campus technology	Current computer to students ratio		Increase access 5% per year	Increase by 25%	
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				

Strategic Initiative 2: SBVC will Increase course success, program success, access to employment, and transfer rates by enhancing student learning.

⁷Perkins funding refers to the program initiated by Carl Perkins to assist needy student finance the cost of postsecondary education for students pursuing vocational-technical goals.

⁸Community service courses are not-for-credit programs that provide community members with fee-based training in subjects for personal growth. Students typically pay the full cost of the class.

⁹Non-credit courses are courses that carry no college credit. Unlike not-for-credit courses, student fees do not need to cover the full-cost of the course.

(2)

(Goal 2) Student Success	Benchmark 12-13 year	ISS	Annual Target	5-year-Goal	Campus Plans and Responsibility Center
2.1 Increase the percentage of students who succeed in basic skills courses	Pass Rate = 61.4%				(SEP, MP, EP)
2.1.1 Provide more tutoring opportunities	61,948,08/9,41 2.13 = 6.58		Increase by 2% per year	10% increase	(SEP, MP, EP)
2.1.2 Increase the number of students receiving tutoring (SARS sign-in count)	4,420		Establish benchmarks using sign-ins from SARS database	Increase 10%	
2.2 Promote learning communities	2012-13 count		Increase the number of students participating in learning communities 5% per year	25% increase	(SEP, MP, EP)
2.3 Produce and present annual reports that assess student success (see Initiative 5.7)			Office of Research and Planning (ORP) will make annual reports to Academic Senate.	(ORP) will make annual reports to Academic Senate and campus forums	
2.4 Expand the use of the early alert systems				Completely implemented	(SEP, MP, EP)
2.4.1 Fully implement SARS early alert system		X			
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 measures¹⁰		X			(SEP, MP, EP)
2.5.1 Completions	35.6%	X	.5%	2.5%	
2.5.2 Persistence	55.5%	X	.5%	2.5%	
2.5.3 30 units	58.5%	X	.5%	2.5%	
2.5.4 Remedial Math	28.8%	X	.5%	2.5%	
2.5.5 Remedial English	25.2%	X	.5%	2.5%	
2.5.6 Remedial ESL		X			
2.6 Increase individual student success measures	69.13%		.5% per year	2.5%	
2.6.1 Increase online success rates compared to traditional		X			
2.6.2 Increase the graduation rate (degrees and certificates)	1,225 Degrees & Certificates				

¹⁰The Student Success Scorecard is an annual report provided by the California State Chancellor's office that tracks the progress of first-time students in cohorts over six (6) years on seven (7) measures including persistence, completion of 30 units, remedial math, English, and ESL success, CTE success, and over all completion (SPAR).

2.6.3	Increase the transfer rate						(SEP, MP, EP)
2.6.4	Increase success rate of online compared to state average			X			
2.6.5	Increase success rate of transfer level courses			X			
2.6.6	Increase the percentage of students who succeed in CTE courses and programs	52%		X	Scorecard		(SEP, MP, EP)
2.7	Increase the use of low-cost and free online resources						(TP)
2.8 Expand the number of partnerships							
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				Pursue AB86		
2.8.3	Initiate an Adopt-a-School program for local schools						(MP, EP, M&PR, SEP, RP)
2.8.4	Increase partnerships with local K-12 systems to increase college readiness among feeder high schools				Pursue ASSETS Program		(EP, SEP)
2.8.5	Increase partnerships with four-year colleges	Current count					(MP, EP, EMP)
2.8.6	Increase partnerships with businesses	count					(EMP)
2.8.7	Increase the number of student interns placed in local businesses and government offices	2012-13 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			X			
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			X			(SEP, MP, EP, RP, TP)
2.9.3	Educate the whole person—as measured by the core competencies (academic, social, ethical)	Campus climate survey					(EMP, PR, MP)
2.10 Encourage greater full-time enrollment							
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		90%			
2.11.2	Reach and maintain 100% assessment 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					(EMP, PR, MP)
2.13 Empower students						(MP, SEP, GP)
2.13.1 Increase the number of students who participate in campus clubs and organizations	28% (CC Survey) 2012-2013 count	-10%	+3	+15		
2.13.2 Increase the number of students who participate in learning committees	2012-2013 count	-5%				
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 avg – FA 2013 = 30% FT http://admission.cccco.edu/faculty-staff/			
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			90% accuracy for students while they are on our campus, 80% for transfers, 60% to employment		

Communication, Culture, & Climate (3)

Strategic Initiative 3: SBVC will promote a collegial campus culture with open lines of communication between all stakeholder groups on and off campus					
Goal 3: Communication, Culture, and Climate	Benchmark 12-13 year	ISS	Annual Target	5-year-Goal	Campus Plans and Responsibility Center
3.1 Promote a sense of community and solidarity within the campus (students, staff, faculty)					(M&PR, MP, PDP, FD)
3.1.1 Sponsor regular alumni events.	No events		2 per year	4 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	4 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	At least 52 news released a year	(M&PR)
3.1.4 Provide increased access to campus information	SBVC Website HP pageviews: 2,364,121 Unique HP pageviews (undup): 1,768,993		50% increase in website and social media traffic	Double the website and social media traffic	(M&PR, MP, PDP, MP, TP)
3.1.5 Increase the use of social networking tools, i.e., Facebook	FY Measures - 7/1/2012 - 6/30/2013*: Total Likes Count = 5,326, Average Daily Page Engaged Users Counts= 313.		50% increase in FB page Lifetime Total Likes and Daily Page Engaged Users, and 50% decrease in Daily Negative Feedback.	Double the website and social media traffic	(M&PR, MP, PDP, MP, TP)

		Total Daily Negative Feedback Count = 624					
3.1.6	Provide a website that is user-friendly.	85% of students agree				80% of students and employees will say	
3.2	Promote budgetary transparency (regular updates)						
3.2.1	Inform employees about the SBVC and District budget	2012-13 CC Survey				80% of employees will say that they are informed	
3.2.2	Provide regular campus communiques about budget and planning	Current count		Provide 1 budget summary a semester		Provide 1 budget summary a semester	(M&PR, BP)
3.2.3	Improve access to regular board of Trustees meeting updates	2012-13 count		Distribute board minutes after every meeting		Distribute board minutes after every meeting	(M&PR)
3.2.4	Hold campus-wide information forums	2012-13 count		Increase by 2 per semester		Minimum of 3 forums a semester	(M&PR, EMP, RP)
3.3	Disseminate committee minutes and all plans online.	2012-13 count		Increase count of committee minutes by 25% a year		100%	
3.4	Build community recognition and networks by capitalizing on the deep roots and history of the campus	Community survey 2013-14 (3.6)					(M&PR, TP, RP)
3.6	Establish a SBVC historical archive in the library-accessible online						(M&PR, RP, librarian)
3.5	Expand and enhance local business and community awareness of the campus	Community survey 2013-14 (3.6)		Increase community 20% with every survey		Double awareness of campus and programs	(M&PR, MP)
3.6	Conduct community surveys to measure awareness of campus and programs.	Golden & Golden 2005				Bi-annual community surveys	
3.7	Increase partnerships with local businesses and community organizations (also see 2.8)						(M&PR, MP, EP)
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.		Increase count by 50% per year.	(BP)
3.7.2	Explore an Adopt-a-Business program			Present the idea to advisory group members			(M&PR, RP)
3.7.3	Explore an Adopt-a-Student Program for businesses			Present the idea to advisory group members			
3.7.4	Encourage all members of the campus	Distribute a		Increase by 10% per year		Increase by 50%	(M&PR, SEP,

community to participate in local community organizations	survey to establish				PDP)
3.8 Build stronger relationship with the SBVC foundation			Increase the number of presentations to foundation board from 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	Double positive branding responses	(M&PR)
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	Increase by 50%	
3.13 Promote and embrace diversity (students, staff, and faculty)	83%		Increase satisfaction with diversity by 2% a year	Increase by 10%	(M&PR, TP, RP, SEP, EP)

Strategic Initiative 4: SBVC will maintain capable leadership and provide professional development to a staff that will need skills to function effectively in an evolving educational environment.

(4) Leadership & Professional Development		Goal 4: Leadership and Professional Development	Benchmark 12-13 year	ISS	Annual Target	5-year-Goal	Campus Plans and Responsibility Center
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						(PDP)
4.2.1	Provide up-to-date training on campus policies and procedures				Provide ongoing workshops through professional development	Provide sessions each semester	(PDP)
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	Provide sessions each semester	(PDP)
4.2.3	Provide leadership training	Annual Managers training and Classified Senate Leadership conference (CCLC)			Provide annual training opportunities		
4.2.4	Provide training in partnership with technology department	2012-13			Provide incentives for faculty and staff to attend conferences, workshops and other	10%	50%
4.3	Encourage faculty and staff to participate in professional organizations						(PDP, M&PR)

4.3.1	Improve professional development publicity					
4.3.2	Maintain an up to date easily accessible professional development calendar					(PDP, M&PR)
4.4	Maintain a personal achievement inventory for faculty and staff					
4.5	Establish partnerships with other community colleges	Dena			Add one per year	Five new partnerships

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Strategic Initiative 5: SBVC will improve institutional effectiveness through a process of evaluation and continuous improvement.

(5) Effective Evaluation & Accountability		Goal 5: Effective Evaluation & Accountability	Benchmark 12-13 Year	ISS	Annual Target	5-Year-Goal	Campus Plans and Responsibility center
5.1: Maintain up-to-date information on campus indicators			Surveys completed by fall 2013				(RP)
5.1.1 Conduct regular campus climate surveys for faculty, staff, and students							(RP)
5.1.2 Conduct annual SWOT surveys and focus groups			Conducted August 2013		Conduct SWOT surveys and focus groups annually		(SEP, (RP)
5.2 Maintain current evaluation data on all support and retention programs			5 out of 15 programs completed an EMP = 33.3%			100% of the 15 support and retention programs will complete yearly EMPs.	(EMP, RP, PR)
5.2.1 Improve data systems for tracking students over time (capture longitudinal data for cohort tracking)			Informer/ ARCC 2.0				
5.2.2 Conduct Campus Climate Surveys annually							
5.2.3 Improve data quality for current students, transfers, and graduates							(RP, MP)
5.3 Improve and maintain effective Program Review procedures			PR Process surveys will begin in fall 2014 (for spring 2013 program review)		PR Process surveys will be distributed to all departments that undergo program review		(PR, EMP)
5.3.1 Generate EMP one-page sheets annually							(EMP, PR)
5.3.2 Evaluate the format and content of the EMP data sheets—revise as recommended							(RP)
5.3.3 Conduct annual needs and efficacy reviews of scheduled programs							(PR), (RP)
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						(RP)
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 initiatives each year				Use a rating system to conduct an annual evaluation of the validity of each strategic initiative measure.		CC
5.5 Maintain up-to-date accreditation self-study evidence (RP)						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%)				75% of students and employees will indicate that they are satisfied with the customer service they receive.	(PDP, RP)
5.8 Manage grant expenditures and align them with grant objectives.	Survey of grant stakeholders				80% will indicate satisfaction management and alignment	(GP)
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	85% Student (math, English, reading) 80% Faculty (Math, English, Reading) will report proper placement	(RP)

Strategic Initiative 6: SBVC will support the construction and maintenance of safe, efficient, functional facilities and infrastructure to meet the needs of students, employees, and community.

Goal 6: Facilities	Benchmark 12-13 year	ISS	Annual Target	5-year-Goal	Campus Plans and Responsibility Center
6.1 Conserve resources					
6.1.1 Define, advertise, and expand our recycling program					(SP, FP)
6.1.2 Explore the possibility of installing solar power collectors					
6.1.3 Improve heating and cooling system					(SP, FP)
6.1.4 Maintain landscaping that is attractive and well suited to the climate					(SP, FP)
6.1.5 Support the sustainability committee (Integrate sustainability planning objectives into this plan)					(SP, FP)
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					
6.3 Improve campus signage	Signs count		CC survey about sign (increase level of satisfaction by 5% per year		(FP)
6.4 Continue with facilities improvement plan			Upgrade technical building (2) Build/improve gym complex (3) Explore plans to restore the swimming pool facilities		(FP)
6.5 Develop and maintain adequate parking	Classified: 55%		75% of students and employees will indicate that they are satisfied with the parking		

Facilities

(6)

	6.6 Provide exemplary technology and support while maintaining fiscal and environmental responsibilities	All CC Surveys: 72% (CC_Mgr: 85%, Fac: 70%, Class: 60%)		availability.			
	6.6.1 Hardware and software for employees	Current employee/computer ratio					
	6.6.2 Current hardware and software for students	Current student/computer ratio					
	6.6.3 Explore a technology fee	Discussion resulted in no plans for a technology fee		Place item on the agenda in College Council			
	6.6.4 Pursue grant opportunities for facilities expansion			Review grant opportunities for appropriateness each year	Submit at least one proposal		

PLAN CODE

-(EMP)	Educational Master Plan	-(RP)	Research Plan
-(EP)	Enrollment Management Plan	-(SEP)	Student Equity Plan
-(GP)	Grants Plan	-(TP)	Technology Plan
-(MP)	Matriculation Plan	-(SP)	Sustainability Plan
-(M&PR)	Marketing and Public Relations	-(BSP)	Basic Skills Plan
-(PDP)	Professional Development Plan	-(SLO)	SLO Plan

