

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/initiatives, and (5) responsibility centers.

Strategic Initiative 1	STRATEGIC INITIATIVE 1: SBVC will improve the application, registration, and enrollment procedures for all students.					
(1) Access (objectives)	(Goal 1): Access	Benchmark 13-14 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 (we are working on a more refined measure because many students try to add courses who are not on waiting lists)		Establish systematic methods of determining demand: (1) wait lists, (2) educational plans, (3) assessment data (4) late sections added	Meet established need	(EP, EMP, MP, SEP)
	1.2 Increase the number of accelerated basic skills courses (All basic skill courses shorter than 8 weeks)	Current count is 8 sections	X	Provide annual report with success measures Add sections where appropriate (two sections a year)	16 sections	VP Instruction (RP)
	1.3 Increase the number of students in learning communities (also see 2.2, and 2.13.2)	# 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 5% a year	25% increase	(EP, EMP, MP, SEP)
	1.3.1 Increase access to linked-courses	Course count: 16 (2012FA = 10, 2013; SP = 6) Enrollment count: 446 (2012FA = 306; 2013SP = 140)		New	New	(EP)
	1.4 Provide more preassessment workshops	Current count = 8		Increase by 2 per year	Double the currently scheduled offerings	(SEP, MP, EP)

		Publicize and promote preassessment workshops.		(1) include information about preassessment 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)	
	1.5 Provide effective assessment for accurate placement	Current percentage of students and faculty who indicate proper placement on the Placement and Prerequisite survey.			Increases = 5% for Students 10% for faculty	(MP)	
	1.5.1 Improve access to counselors	Increase the percentage of students who see a counselor at least once a semester. SBVC = 602:1 Statewide average = 719:1 Source: (Chancellor's Scorecard) Increase the percentage of students who indicate satisfaction with access to counselors on campus surveys.		(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.	Remain above state average for counselor/ student ratio	(EP, EMP, MP, SEP) Dean of Counselling	
	1.5.2 Improve access to Financial Aid	Currently, 48% of SBVC students complete their FASFA before the March 2 deadline. Currently F/A counseling rate		Increase by 2% the number of students who have their financial aid packets completed by the March 2 deadline. Offer more FA counseling	10% increase over the benchmark year.		
	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 = ?? (check numbers with C. G-M.)				2% increase	Transfer Center Coordinator
	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 feeder high schools	Dean of Counseling

	1.6.3 Increase the percentage of high school graduates who enroll at SBVC immediately after graduation from high school—among the SBVC feeder high schools.	30% attend college after high school 18% attend SBVC after high school Maintain current counselor presence at HS				
	1.7 Explore and expand on-line advising opportunities.	14				
	1.7.1 Implement and expand online 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 transfer courses.	(check numbers with C. G-M.)		Reduce waiting list count by 3% a year for high demand courses	15% decrease	(EP, EMP)
	1.8.1 Conduct study to examine course scheduling and sequencing—implement recommendations	Spring & Summer 2015 Indicators		Identify appropriate indicators and conduct a pilot study during Spring 2015	Submit recommendations for future section cuts that minimize the impact on students—include them in Enrollment Management plan	(MP, EP)
	1.9 Increase access to courses required for CTE certificates	Spring 2015 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		
	1.9.2 Increase access to Perkin's funds ¹	Current Perkin's count=579		Increase the number of Perkin's surveys by 5% a year	Increase the number of Perkin's surveys by 20% a year	(RP)
	1.10 Improve access to courses that students need for graduation					(EP, EMP, MP, SEP)

¹Perkins funding refers to the program initiated by Carl Perkins to assist needy students and finance the cost of postsecondary education for students pursuing vocational-technical goals. *SBVC Strategic Initiatives 1-6*

1.10.1 Improve access to classes for students who need a flexible schedule	88.1% agree or strongly agree (2014—Campus Climate Survey)	X	70% will indicate that scheduling met their needs *Increase the number of online courses *Maintain Saturday offerings	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) ²	Discuss in district assembly			Define a policy	
1.11.3 Explore the expansion of non-credit courses ³	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		(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 device access by 5% per year	Increase by 25%	(TP)
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				(TP)
1.13.2 Improve internet access on campus					(TP)

²Community 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.

³Non-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.

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

(2) Student Success (Objectives)	(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 (For activities and initiatives see objectives 1.2; 1.3; 1.3.; 1.5; 1.5.1 1.6.2; 2.1.1; 2.17)	Pass Rate = 61.4% Make use of early alert (2.4.2)		Increase access to tutoring (see 1.#) .5% per year Improve partnerships with high schools to improve course alignment student preparation.	2.5%	(SEP, MP, EP)
	2.1.1 Provide more tutoring opportunities	1,032 hrs. of tutoring Fall 2012 term		Increase by 2% per year	Increase 10%	(SEP, MP, EP)
	2.1.2 Increase the number of students receiving tutoring (SARS sign-in count)	4,420 visits per year		Establish benchmarks using sign-ins from SARS database	Increase 10%	
	2.2 Promote learning communities	2012-13 count (see 1.3)		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)	Scorecard and EMP Presentations		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					(SEP, MP, EP)
	2.4.1 Fully implement SARS early alert system	Purchased the software (Spring 2014)	X	Faculty and staff will complete software training	Completely implement for use in all courses	(MP)
	2.4.2 Increase the number of faculty who submit reports by 10% a year	Count: 2010-11 = 27 2012-13 = 2		Inform faculty about the scheduling and importance Train counselors and faculty on the new system		

	2013-14 = 0				
2.5 Improve performance on all Student Success Scorecard measures⁴ (See 2.5.1 to 2.5.5⁵)		X			(SEP, MP, EP)
2.5.1 Completions	35.6%	X	Remain one standard deviation above the five year average Remain above our peer group average	One standard deviation above the five year average	(SEP, MP, EP)
2.5.1.1 Degrees (calculated separately)			Remain one standard deviation above the five year average	One standard deviation above the five year average	(SEP, MP, EP)
2.5.1.2 Transfer (calculated separately)			Remain one standard deviation above the five year average	One standard deviation above the five year average	(SEP, MP, EP)
2.5.2 Persistence (three consecutive semesters)	55.5%	X	Remain one standard deviation above the five year average	One standard deviation above the five year average	(SEP, MP, EP)
2.5.3 30 units	58.5%	X	Remain one standard deviation above the five year average	One standard deviation above the five year average	(SEP, MP, EP)
2.5.4 Remedial Math (to 095)	28.8%	X	Remain one standard deviation above the five year average	One standard deviation above the five year average	(SEP, MP, EP)
2.5.5 Remedial English	25.2%	X	Remain one standard deviation above the five year average	One standard deviation above the five year average	(SEP, MP, EP)
2.5.6 Remedial ESL		X	Remain one standard deviation above the five year average	One standard deviation above the five year average	(SEP, MP, EP)

⁴The 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).

⁵The 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 Increase individual student course-success measures	69.13%		Remain one standard deviation above the five year average	One standard deviation above the five year average	(SEP, MP, EP)
2.6.1 Increase online success rates compared to traditional course format		X	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		Remain one standard deviation above the five year average		(SEP, MP, EP)
*2.6.3 Increase the transfer rate			Remain one standard deviation above the five year average	25 % increase, relative to the cohort	(SEP, MP, EP)
*2.6.3.1 Increase rate to CSU	202		Remain one standard deviation above the five year average		
*2.6.3.2 Increase rate to UC	27		Remain one standard deviation above the five year average		
*2.6.3.3 Increase rate to private and out-of-state schools	364		Remain one standard deviation above the five year average		
2.6.4 Increase success rate in online courses compared to state average	Fall 2012 SBVC = 61.41% State = 60.71%	X	Maintain a higher success rate than the state.	Maintain a higher success rate than the state.	(SEP, MP, EP)
2.6.5 Increase success rate of transfer level courses		X			(SEP, MP, EP)
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			Conduct focus group w/faculty and students to identify opportunities		(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 partnerships with Adult Schools			Pursue AB86 opportunities Pursue Ramp-up grant opportunities	Establish and maintain programs	
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		X			
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		SLO measures for core competencies		(EMP, PR, MP)

2.10 Encourage greater full-time enrollment	Current count				(SSI, MP, EP)
2.11 Use SLOs/SAOs in an ongoing, systematic cycle of continuous quality improvement					(EMP, PR, MP,SLO)
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 of SLO's and evaluation as per the Student Learning Outcomes Plan (course and program)				100%	(EMP, PR, MP)
2.12 Increase the number of students with terminal education plans—reach and maintain 100%	Current count			100%	(EMP, PR, MP)
2.13 Empower students			Provide clear and accurate information about campus policies and activities Increase access to childcare		(MP, SEP,GP)
2.13.1 Increase the number of students who participate in campus clubs and organizations	28% (Campus Climate Survey)	-10%	+3	+15	
2.13.2 Increase the number of students who participate in learning committees	2012-2013 count	-5%	5% percent increase per year	25%	MP, SEP
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	2012FA: (148/484) = 31% FT 2013FA: (146/490) = (30%) FT		Maintain state average— (16,953/56,899) = 2013FA = 30% FT http://datamart.cccco.edu/Faculty-Staff/Staff_Demo.aspx		
2.15 Increase the number of grant opportunities to support student success	Current proposal count				
2.16 Improve student tracking (Initiative 5)	Current data tracking procedures		Offer more training in Datatel and Informer	90% accuracy for students while they are on our campus, 80% for transfers, 60% to	

					employment	
	2.17 Increase student engagement	2014-15 CESE benchmark				

(3) Communication, Culture, & Climate
(Objectives)

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 releases a year	(M&PR)
3.1.4 Provide Increased access to campus information	SBVC Website HP page-views: 364,121 Unique HP page-views (unduplicated): 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, e.g., Facebook; Twitter ; LinkedIn, etc.	*Count for total weekly likes = 7,484 *Count for average weekly engaged users=313		50% increase in likes; 50% increase in engaged users;	Double the website and social media traffic	(M&PR, MP, PDP, MP, TP)
3.1.6 Provide a user-friendly website.	85% of students agree		1% increase per year	90% 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 one budget summary a semester	Provide one budget summary a semester	(M&PR, BP)
	2012-13 count		Distribute board minutes	Distribute board	(M&PR)

	3.2.3 Improve access to regular board of Trustees meeting updates			after every meeting	minutes after every meeting	
	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)		Establish new benchmark w/t Fall 2014 community awareness survey		(M&PR, TP, RP)
	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	25% increase in awareness of campus and programs	(M&PR, MP)
	3.6 Establish a SBVC historical archive in the library—accessible online					(M&PR, RP, librarian)
	3.6.1 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 community to participate in local community organizations	Distribute a survey to establish		Increase by 10% per year	Increase by 50%	(M&PR, SEP, 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			Improve branding responses by 20% a year	Increase by 100% the positive survey responses regarding branding	(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 (Objectives)

(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			10%	50%

	4.3 Encourage faculty and staff to participate in professional organizations			Provide incentives for faculty and staff to attend conferences, workshops and other		(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				Add one per year	Five new partnerships

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

(5) Effective Evaluation & Accountability
(objectives)

(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					
5.1.1 Conduct regular campus climate surveys for faculty, staff, and students	Surveys completed by fall 2013				(RP)
5.1.2 Conduct annual SWOT surveys and focus groups	Conducted August 2013		Conduct SWOT surveys and focus groups annually		(SEP)
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 Review the validity of Campus Climate Survey questions biannually	2013 review				College Council; (RP)
5.2.3 Improve data quality for current students, transfers, and graduates					(RP, MP)
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		(PR, EMP)
5.3.1 Generate EMP one-page sheets annually			Continue current activity		(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 effectiveness 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		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: *Manager: 63%, *Faculty: 53%, *Classified: 30%, *Student: 68%)			75% of students and employees will indicate that they are satisfied with the customer service they receive.	(PDP, RP)

	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)
	5.8 Manage grant expenditures and align them with grant objectives.	Survey of grant stakeholders			80% will stakeholders will indicate satisfaction management and alignment	(GP)

Strategic Initiative 6	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.					
(6) Facilities (Objectives)	(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)	Incomplete plan		Complete the plan and integrate objectives into this Strategic Plan		(SP, FP)
	6.1.6 Expand the use of the campus garden by the culinary program	Dormant		Revive the garden and maintain it	Continuous maintenance	(SP)
	6.1.7 Encourage the use of digital archiving to minimize the unnecessary use of paper filing					
	6.2 Maintain a safe and secure environment	Current count		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		
6.3 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		(1) 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 availability.	
6.6 Provide exemplary technology and support while maintaining fiscal and environmental responsibilities	All Campus Climate Surveys: 72% *Manager: 85%, *Faculty: 70%, *Classified: 60%		
6.6.1 Provide adequate 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 Maintain up-to-date versions of hardware and software for employees	1,094 computers/ 11,781 students = 1064 Current OS/1,094 computers = 97% of OS are up to date		
6.6.3 Maintain up-to-date versions of hardware and software for students	11,781 students/ 1,094 computers 1,064 current OS/ 1,094 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	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