Below is the latest draft of the *Working Set*. Based initially on the Board Imperatives and each College's strategic or educational master plan as of December 2009, it combines similar themes applicable beyond a single College, widens the perspective of the Colleges' goals, and/or draws out their implications for the District as a whole. It is revised as the Committee reviews information, considers input, discusses issues, identifies gaps, and receives feedback. Changes from the previous version are highlighted in the table.

The Accrediting Commission's recommendations to both Colleges require the District to develop a Strategic Plan that "acknowledges input and aligns with the colleges' educational plan and serves as a guide for planning at the college level." The District Strategic Directions and Strategic Goals in this draft incorporate input from the Colleges' plans and align with those plans, and the final District Strategic Plan will serve as a guide for further planning at both Colleges.

District Strategic Directions	Related SBVC Goals	Related CHC Goals	District Strategic Goals
1. Institutional Effectiveness (Board Imperative I)	3.1 To Integrate Budget, Planning, and Decision-Making.	6.1 Implement and integrate planning processes and decision-making that are: Collaborative, Transparent, Evidence-based, Effective, and Efficient. 6.2 Establish and document effective, efficient, and consistent organizational structures and processes.	1.1 Implement and integrate decision-making, planning, and resource allocation structures and processes that are collaborative, transparent, evidence-based, effective, and efficient.
2. Learning Centered Institution for Student Access, Retention and Success (Board Imperative II)	1.1 To Coordinate Access Efforts for Potential Students. 1.2 To Increase The Percentage of HS Graduating Seniors Who Apply and Enroll at SBVC. 1.3 To Ensure that Prospective and Enrolled Students Have Access to Support Services. 5.1 To Foster a Learning College. 5.2 To Increase Student Persistence & Retention (ARCC).	1.1 Support, guide, and empower every student to achieve his or her goals. 1.2 Deliver and ensure access to programs, services, and support that meet students' needs. 3.1 Achieve college-wide excellence in teaching and learning through best practices and ongoing reflection, assessment, and improvement.	2.1 Ensure access to and delivery of programs, services, and support that meet the diverse needs of students, ~~and~~ prospective students, and the community. 2.2 Improve student retention, success, and persistence across the District. 2.3 Achieve excellence in teaching and learning at ~~both Colleges~~all District sites through ~~best practices~~[professional development and] ~~ongoing reflection, assessment, and~~ a continuous improvement process.

District Strategic Directions	Related SBVC Goals	Related CHC Goals	District Strategic Goals
3. Resource Management for Efficiency, Effectiveness and Excellence (Board Imperative III)	6.1 To Provide State-of-The-Art technology in its Teaching and Learning Environment and Service Areas. 6.2 To provide a method for leadership and support of campus technology.	4.1 Effectively manage enrollment through a dynamic balance of identified needs and available resources. 7.1 Optimize the organization's human resource capacity. 8.1 Maintain and use resources effectively. 8.2 Seek, advocate for, and acquire additional resources. 8.3 Optimize facilities, technology, and other infrastructure capacity in accord with the Educational Master Plan.	3.1 Optimize the development, maintenance, and use of resources in accord with applicable plans. *Potential Subgoals or Objectives:* • 3.1.1: Develop and implement a system for training employees as needed in the optimal use of resources.* • 3.1.2: Develop processes that support the transparent allocation of resources District-wide, as part of a multi-year allocation plan. • 3.1.3: Develop systems to deploy human resources effectively to meet District-wide priorities. 3.2 Provide proven technology that supports excellence in teaching, learning, and support. 3.3 Effectively manage enrollment across the District through a dynamic balance of identified needs and available resources. * MCL's suggestion for "training"
4. Enhanced and Informed Governance and Leadership (Board Imperative IV)		7.2 Manage change proactively.	4.1 Optimize governance structures and processes at throughout the District and at each College. 4.2 Two options: [Build][Enhance] the leadership skills necessary among all groups to manage change proactively and constructively. OR Continuously develop leaders among all groups.
5. Inclusive Campus Climate	2.2 SBVC is an Institution That is Respectful and Accepting of Staff and Student Differences.	2.1 Seek, welcome, and respect diversity, and promote inclusiveness.	5.1 Respect Value diversity and promote inclusiveness among both employees, and students, and the community.

District Strategic Directions	Related SBVC Goals	Related CHC Goals	District Strategic Goals
6. ~~Partnerships and Community Value~~ Four options: Community Collaboration Enhancing Value OR Community Value Collaboration OR Collaboration and Community Value OR Community Collaboration	2.1 To Enhance The Image of The College. 4.1 To Forge and Support Dynamic Partnerships With Other Academic Institutions, Governmental Agencies and Private Industry.	5.1 Enhance the College's value to the community.	6.1 Enhance the District's value ~~to~~ and image in the communities ~~it serves~~ through implementation of ~~a~~ comprehensive marketing and outreach plans.** 6.2 Forge productive partnerships with other academic institutions, governmental agencies, and private industry to support the District's and Colleges' missions.** ** Not yet reviewed for Committee consensus.