STRATEGIC INITIATIVE: ACCESS: *We are committed to providing opportunities for acquiring educational and support services.*

GOAL 1.1: TO COORDINATE ACCESS EFFORTS FOR POTENTIAL STUDENTS.

DESIRED OUTCOME: A systematic, integrated program will be developed to assist student access to SBVC resources and services.

*2007-2008 efforts will target potential students.

BENCHMARK – A STANDARD BY WHICH SOMETHING CAN BE MEASURED	PERSON RESPONSIBLE	EVIDENCE	TIMELINE	ACTIVITIES	STATUS
1.1.1 By Fall 2012, the annual Campus Climate (Satisfaction) Survey will reflect a 5% increase in student satisfaction with access to resources and services.	Vice President Student Services	• Baseline Data • Survey results • Trend Data	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	• Provide Baseline and Trend data and establish baseline annually • Yearly Campus Climate Surveys	
1.1.2 By Fall 2010, all students who complete SBVC assessment will have classes available to enroll in that are congruent with their assessment levels and the opportunity to enroll in those classes.	Vice President, Instruction	• Assessment data • Course availability	2007-2008 2008-2009 2009-2010	• Use assessment data to predict and schedule course offerings related to assessment test outcomes	

GOAL 1.2: TO INCREASE THE PERCENTAGE OF HS GRADUATING SENIORS WHO APPLY AND ENROLL AT SBVC.

DESIRED OUTCOME: SBVC will serve greater numbers of graduating high school seniors

BENCHMARK – A STANDARD BY WHICH SOMETHING CAN BE MEASURED	PERSON RESPONSIBLE	EVIDENCE	TIMELINE	ACTIVITIES	STATUS
1.2.1 By Spring 2012, the percent of graduating seniors attending SBVC will increase each year.	Vice President Student Services	• % of HS graduates enrolled at SBVC • HS Student Survey	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	• Provide Baseline and Trend data and establish baseline annually • Increase visibility to middle & high schools • Expand marketing and recruitment efforts	

				• Survey HS students • Provide training for HS counselors • Hire SBVC counselors to work at the HS	

GOAL 1.3: TO ENSURE THAT PROSPECTIVE AND ENROLLED STUDENTS HAVE ACCESS TO SUPPORT SERVICES

DESIRED OUTCOME: SBVC will provide integrated resources and services to students.

*2007-2008 efforts will target potential students.

BENCHMARK – A STANDARD BY WHICH SOMETHING CAN BE MEASURED	PERSON RESPONSIBLE	EVIDENCE	TIMELINE	ACTIVITIES	STATUS
1.3.1 By Fall 2012, student support services and resources will be fully integrated as evidenced by an annual 5% increase of positive responses on the annual Campus Climate (Satisfaction) Survey.	Vice President Student Services	• Baseline Data • Survey results	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	• Provide Baseline and Trend data and establish baseline annually • Yearly Campus Climate Surveys	

STRATEGIC INITIATIVE: CAMPUS CULTURE & CLIMATE: *We are committed to a safe, welcoming, culturally rich learning-centered environment.*

GOAL 2.1: TO ENHANCE THE IMAGE OF THE COLLEGE.

DESIRED OUTCOME: SBVC will be recognized for its excellent reputation and as an inviting place to work and study.

BENCHMARK – A STANDARD BY WHICH SOMETHING CAN BE MEASURED	PERSON RESPONSIBLE	EVIDENCE	TIMELINE	ACTIVITIES	STATUS

2.1.1 80% of the stakeholders will indicate satisfaction with the reputation, safety, and the aesthetic appeal of the campus on the annual Campus Climate Survey	Vice President Administrative Services	• Survey results	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	• Provide Baseline and Trend data and establish baseline annually • Complete annual community survey Yearly Campus Climate Surveys	
2.1.2 By Spring 2012, 80% of the community as noted on annual surveys will recognize that SBVC is the community college serving our area.	President	• Survey results	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	• Provide Baseline and Trend data and establish baseline annually • Complete annual community survey • Yearly Campus Climate Surveys	

GOAL 2.2: SBVC IS AN INSTITUTION THAT IS RESPECTFUL AND ACCEPTING OF STAFF AND STUDENT DIFFERENCES. DESIRED OUTCOME: SBVC will have developed and implemented ongoing programs to maintain a high level of interaction with, and appreciation of SBVC's diverse populations.					
BENCHMARK – A STANDARD BY WHICH SOMETHING CAN BE MEASURED	**PERSON RESPONSIBLE**	**EVIDENCE**	**TIMELINE**	**ACTIVITIES**	**STATUS**
2.2.1 By Fall, 2008, participation and interest in issues related to diversity increase as demonstrated on the annual Campus Survey.	Vice President, Instruction Vice President, Student Services	• Baseline data • Survey Results • Calendar of events • Training evaluations • Meeting minutes	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	•Provide Baseline and Trend data and establish baseline annually • Annual Campus Climate Survey • Diversity Training and programming • No less than 2 campus-wide programs offered annually	

2.2.2 By Spring, 2010, campus constituents will report an increase in awareness and sensitivity to issues of culture and diversity.	Vice President, Instruction Vice President, Student Services	• Baseline data • Survey Results • Calendar of events • Training evaluations	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	• Provide Baseline and Trend data and establish baseline annually • Annual Campus Climate Survey • Diversity Training and programming	
2.2.3 By Spring 2012, students will report that SBVC provides a welcoming climate respective to culture and diversity.	Vice President, Instruction Vice President, Student Services	• Baseline data • Survey Results • Calendar of events • Training evaluations	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	•Provide Baseline and Trend data and establish baseline annually • Annual Campus Climate Survey • Diversity Training and programming	

STRATEGIC INITIATIVE : INSTITUTIONAL EFFECTIVENESS & RESOURCE MANAGEMENT: *We are committed to community involvement and dialog.*

GOAL 3.1: TO INTEGRATE BUDGET, PLANNING, AND DECISION-MAKING.

DESIRED OUTCOME: Budget and Planning processes are integrated, relating to the College's Mission and Strategic Goals.

BENCHMARK – A STANDARD BY WHICH SOMETHING CAN BE MEASURED	PERSON RESPONSIBLE	EVIDENCE	TIMELINE	ACTIVITIES	STATUS
3.1.1 By Spring 2008, 100% of Budget Committee, Program Review Committee, and College Council will report: a) they understand the budget / planning / decision-making process; b) that the budget is a direct result of planning, program review, and prioritized decision-making.	President and Vice Presidents Committee Chairs	• Survey results • Accreditation Self-Study • Meeting minutes	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	•Provide Baseline and Trend data and establish baseline annually • Survey • Mission and SPI distribution • SPI forms used	
3.1.2 By Spring 2012, 75% of faculty and staff who respond on the annual survey will state the institutional budget is linked to planning and decision-making.	Research Director	• Survey results • Accreditation Self-Study	By 2012	• Provide Baseline and Trend data and establish baseline annually	

				• Survey results • Greater campus communication	
3.1.3 By 2012, campus leadership and committee chairs will integrate the Strategic Planning Initiative in the institutional decision-making process.	President and Vice Presidents Committee Chairs	• Survey results • Accreditation Self-Study • Minutes	By 2012	• Provide Baseline and Trend data and establish baseline annually • Survey • Mission and SPI distribution • SPI forms used	

GOAL 3.2: TO IMPROVE THE SUPPORT SYSTEMS, ACADEMIC PROGRAMS, FACILITIES, TECHNOLOGY AND STAFF TO ENABLE THE OPTIMAL LEARNING ENVIRONMENT FOR OUR STUDENTS.

DESIRED OUTCOME: SBVC will systematically evaluate processes to ensure continuous process improvement and institutional effectiveness.

BENCHMARK – A STANDARD BY WHICH SOMETHING CAN BE MEASURED	PERSON RESPONSIBLE	EVIDENCE	TIMELINE	ACTIVITIES	STATUS
3.2.1 By Fall 2007, 2 employees will be trained as trainers in the CQI/equivalent process.	President Professional Development Coordinator	• Training established • Trainers trained	Fall 2007	• Training opportunities identified and funded • 2 are trained	
3.2.2 By Fall 2007, 100% of management, faculty, staff, and District staff will be afforded the opportunity to participate in Continuous Process Improvement training, and 10% will actively do so, including no less than 1 District staff member.	President and Vice Presidents	• CQI Training • Training Attendees	Fall 2007 Spring 2008	• CQI Training held • Process selected for spring pilot review • Managers and staff in this area are trained	

Benchmark	Person Responsible	Evidence	Timeline	Activities	Status
3.2.3 By Spring 2008, no less than one campus process will be piloted using CQI tools and techniques and data will be incorporated into relevant report documents and changes made resulting in process improvement.	President Vice Presidents Prof'l & Org'l Dev. Coordinator	• Process reviewed using CQI methods • Report • Process Documentation • Improvement data through Satisfaction Survey	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	• Identify one process to review using CQI methodology in spring 2008 • Identify and list campus processes for future review • Prioritize list to review no less than 4 processes annually	
3.2.4 By Spring 2012, no less than one process each semester will be identified for CQI impact.	President Vice Presidents Prof'l & Org'l Dev. Coordinator	• Process reviewed using CQI methods • Report • Process Documentation • Process Improvement data through Satisfaction Survey	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	• Identify processes to review using CQI methodology in spring 2008 • Identify and list campus processes for future review • Prioritize list to review no less than 4 processes annually	

STRATEGIC INITIATIVE: PARTNERSHIPS: *We are committed to community involvement and dialog.*

GOAL 4.1: TO FORGE AND SUPPORT DYNAMIC PARTNERSHIPS WITH OTHER ACADEMIC INSTITUTIONS, GOVERNMENTAL AGENCIES AND PRIVATE INDUSTRY.

DESIRED OUTCOME: SBVC has external partners and integrates these relationships into planning and program development.

BENCHMARK – A STANDARD BY WHICH SOMETHING CAN BE MEASURED	PERSON RESPONSIBLE	EVIDENCE	TIMELINE	ACTIVITIES	STATUS
4.1.1 By 2012, the number of partnerships integrated into our campus programs will increase by 15%.	President and Vice Presidents	• List of current partners and relationship to college • List of new partners • Program integration into community and business needs	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	• Identify partnerships currently in existence to establish baseline • Identify areas where we want to expand partnerships • Solicit new formal partnerships • Meet with partners to provide input for	

				program development	

GOAL 4.2: TO CONTRIBUTE TO THE ECONOMIC DEVELOPMENT OF THE REGION.

DESIRED OUTCOME: SBVC offers programs meet the economic development needs of the region.

BENCHMARK– A STANDARD BY WHICH SOMETHING CAN BE MEASURED	PERSON RESPONSIBLE	EVIDENCE	TIMELINE	ACTIVITIES	STATUS
4.2.1 By Fall, 2008, a formal structure for identifying the unmet industry needs of the community we serve will be developed.	President and Vice Presidents	• Minutes • Survey Results • Data Summary • Unmet needs list	Fall 2007 Spring 2008	• Meet with partners and advisory boards • Review workforce and industry data • Survey business and industry	
4.2.2 By Spring 2012, 90% of the business community will report satisfaction with the training and preparation SBVC provides, meeting industry needs.	Research Vice President, Instruction	• Survey Results	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	• Respond to business and industry needs by developing new programs • Design business and industry survey	

STRATEGIC INITIATIVE: STUDENT SUCCESS: *We are committed to helping students succeed in their educational and career goals.*

GOAL 5.1: TO FOSTER A LEARNING COLLEGE

DESIRED OUTCOME: Student learning outcomes and assessments for all courses and programs are complete and operational. Core competencies are completed college wide.

BENCHMARK – A STANDARD BY WHICH SOMETHING CAN BE MEASURED	PERSON RESPONSIBLE	EVIDENCE	TIMELINE	ACTIVITIES	STATUS

5.1.1 By Fall 2007, 100% of the courses/programs/areas will have identified SLOs.	Vice President, Instruction Vice President, Student Services Vice President, Administrative Services	● Documentation validating SLO attainment ● SLOs are published on the web	Fall, 2007	● Department Chairs and faculty complete SLOs ● Digital repositories ● Additional SLOs incorporated into the cycle	
5.1.2 By Spring 2007, 80% of the full time faculty will have begun evaluating the attainment of SLOs in their courses and created a process for continuously evaluating and implementing changes as necessary.	Vice President, Instruction	● SLO assessment reports and data	Fall, 2008	● SLO assessment implementation ● SLO assessment training	
5.1.3 By 2012, annually review and analyze SLO assessment outcome data to verify SLO progress in meeting targeted outcomes.	Vice President, Instruction	● SLO data and documentation ● Student success data	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	● SLO data is used to improve programs and instruction ● Establish framework for e-portfolios required for graduation	

GOAL 5.2: TO INCREASE STUDENT PERSISTENCE & RETENTION (ARCC)					
DESIRED OUTCOME: There will be an increase in the number of students who complete Certificate and Degree programs.					
BENCHMARK – A STANDARD BY WHICH SOMETHING CAN BE MEASURED	PERSON RESPONSIBLE	EVIDENCE	TIMELINE	ACTIVITIES	STATUS
5.2.1 By 2012, 80% of the students whose goal is certificate or degree completion will be retained to the following semester. (ARCC 1.2)	President Vice Presidents Faculty Managers	● Retention, persistence, student success data	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	● Resources will provide support for retention efforts. ● A formal Retention Plan will be developed and implemented campus-wide ● Degree Audit ● Intake process verification ● Plan to	

Benchmark	Person	Evidence	Timeline	Activities	Status
				• operationalize ARCC Data	
5.2.2 By 2012, there will be an increase in the percent of full-time students whose goal is certificate or degree who complete within 6 years of enrollment. (ARCC 1.1)	President Vice Presidents	• Certificate and graduation data	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	• Resources will be identified to provide increased support for retention efforts. • Plan to operationalize ARCC Data	
5.2.3 By 2012, course completion will increase 5% a year.	President Vice Presidents	• Course completion data	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	• Resources will be identified to provide increased support for retention efforts.	
5.2.4 By 2012, the annual successful course completion rate for credit vocational courses will increase annually. (ARCC 1.3)	President Vice Presidents	• Course completion data	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	• Resources will be identified to provide increased support for retention efforts. • Plan to operational-ize ARCC Data	
5.2.5 By 2012, the annual successful course completion rate for credit basic skills courses will increase annually. (ARCC 1.4)	President Vice Presidents	• Course completion data	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	• Resources will be identified to provide increased support for retention efforts. • Plan to operational-ize ARCC Data	
5.2.5 By 2012, improvement rates for ESL and Credit Basic Skills will increase annually. (ARCC 1.5)	President Vice Presidents	• Course completion data	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	• Resources will be identified to provide increased support for retention efforts. • Plan to operational-ize ARCC Data	

STRATEGIC INITIATIVE : TECHNOLOGY: *We are committed to an educational environment which utilizes state-of-the-art technology.*

GOAL 6.1: TO PROVIDE STATE-OF-THE-ART TECHNOLOGY IN ITS TEACHING AND LEARNING ENVIRONMENT AND SERVICE AREAS.

DESIRED OUTCOME: Students will be provided appropriate opportunities to learn utilizing current and available technologies.

BENCHMARK – A STANDARD BY WHICH	PERSON	EVIDENCE	TIMELINE	ACTIVITIES	STATUS

BENCHMARK – A standard by which **SOMETHING CAN BE MEASURED**	**RESPONSIBLE**				
6.1.1 By Fall 2012, SBVC's faculty will use approved classroom technological advancements in the learning environment.	Professional Development Coordinator	• Faculty report using technology • Students report using current technology	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	• New faculty training • Regular faculty training • List of classroom technology needs prioritized for funding • Establish minimum technical aspect for each core competency in the classroom for use of technology	
6.1.2 100% of regular faculty will be afforded the opportunity to be trained in alternate delivery methods including video and audio podcasting and two-way video instruction, and no less than 15% annually will be trained.	Professional Development Coordinator Vice President, Instruction		2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	• Regular faculty training	
6.1.3 By 2012, a Technology Budget, funded from on-going funds, will be established for the purpose of maintaining and upgrading classrooms, labs, and support areas, reflecting a commitment and responsibility to on-going funding for technological upgrades.	President Vice Presidents	• Budget is established with on-going funds	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	• Budget Committee, Vice Presidents, and President give priority to identifying annually, on-going funds to support technology commitment	

GOAL 6.2: TO PROVIDE SUPPORT SERVICES USING STATE-OF-THE-ART TECHNOLOGY WILL BE PROVIDED ACROSS CAMPUS.

DESIRED OUTCOME: SBVC will have a Campus Technology Support Services Structure

BENCHMARK – A standard by which **SOMETHING CAN BE MEASURED**	**PERSON RESPONSIBLE**	**EVIDENCE**	**TIMELINE**	**ACTIVITIES**	**STATUS**
6.2.1 By 2012, Student Services' programs will be fully automated.	Vice President Student Services	• Students have access via the web and other high-tech	2007-2008 2008-2009 2009-2010 2010-2011	• Visit other colleges to identify innovative and new high tech options for providing	

		options for obtaining student services • Student survey	2011-2012	student services • Attend technology conferences to view new technology • Identify college student service areas that would benefit from technological advancements • Include technology needs in annual planning and program review	

GOAL 6.3: TO PROVIDE A METHOD FOR LEADERSHIP AND SUPPORT OF CAMPUS TECHNOLOGY.					
DESIRED OUTCOME: A centralized structure for providing campus technology and support will be in place.					
BENCHMARK – A STANDARD BY WHICH SOMETHING CAN BE MEASURED	PERSON RESPONSIBLE	EVIDENCE	TIMELINE	ACTIVITIES	STATUS
6.3.1 By 2012, a campus technology support services structure plan will be adopted	President Vice Presidents	• Institutionalized technology structure and leadership in place • Technology dept is established • Budget is established	2007-2008 2008-2009 2009-2010 2010-2011 2011-2012	• Technology plan and program review includes priority staffing for technology functionality and leadership	