

San Bernardino Community College District Planning Committee
Working Set of District Strategic Directions and Goals
DRAFT for Discussion, December 17, 2009
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Below is a first draft of a Working Set of District Strategic Directions (SDs) and Goals. It is based on the Board Imperatives and the current edition of each College’s strategic or educational master plan. I have suggested two additional SDs (#5 and #6) and 12 goals as a starting point for Committee discussion. Revisions and/or additions to the working set will occur as the Committee reviews information, considers input, discusses issues, identifies gaps, and receives feedback.

The District SDs and Goals, taken as a set, should apply to the District as a whole, including both Colleges, DETS, EDCT/PDC, KVCR, and the District Office, not merely to the operations and initiatives of the District Office. (In Phase I, as we discussed at the last meeting, we are concentrating heavily on the Plan as it relates to the Colleges; in Phase II, the Committee will no doubt integrate the other entities more fully.) The intent in this draft, therefore, is to build out of the College plans and Board Imperatives a set of District goals that 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.

Recall that 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 suggested set of District goals in this draft incorporates input from the Colleges’ plans and aligns with those plans, and the final District Strategic Plan will serve as a guide for further planning at both Colleges.

District Strategic Directions/ Suggested Additions	Related SBVC Goals	Related CHC Goals	Suggested 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.

District Strategic Directions/ Suggested Additions	Related SBVC Goals	Related CHC Goals	Suggested District Strategic Goals
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. 2.2 Improve student retention, success, and persistence across the District. 2.3 Achieve excellence in teaching and learning at both Colleges through best practices and ongoing reflection, assessment, and improvement.
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. 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.
4. Enhanced and Informed Governance and Leadership (Board Imperative IV)		7.2 Manage change proactively.	4.1 Optimize governance structures and processes at the District and at each College. 4.2 Build the leadership skills necessary to manage change proactively and constructively.
5. Inclusive Campus Climate (suggested addition)	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 diversity and promote inclusiveness among both employees and students.
6. Partnerships and Community Value (suggested addition)	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 plan. 6.2 Forge productive partnerships with other academic institutions, governmental agencies, and private industry to support the District's and Colleges' missions.