San Bernardino Community College District
District Strategic Planning Committee
Draft Objectives
April 18, 2010

12B

District Goal	Draft Objective	Main Purpose*	Tentative Timeline	Point Person/Group	Measures of Progress	Suggested Actions
1.1: Implement and integrate decision-making, planning, and resource allocation structures and processes that are collaborative, transparent, evidence-based, effective, and efficient.	1.1.1. Create structures and processes to ensure effective communication about decision-making and shared governance among all District entities (namely, CHC, SBVC, DETS, EDCT, KVCR, and District Office).	b	2010-11	Chancellor's Cabinet	Survey of constituency groups and individuals Outcome: X% satisfaction with effectiveness of communication *Chancellor's Chat* contents Resource request list decisions and rationales Number of training sessions and participants Training session evaluations	Publish a periodic *Chancellor's Chat*, summarizing significant developments and decisions during each month and including other useful information as needed. At the end of each annual budget cycle, make readily available to all employees the final decisions and rationales on all resource requests. Train all ~~District-level~~shared-governance committee members in their responsibiliti~~es~~y (e.g., ~~for~~participating actively, informing and soliciting feedback from constituents), and in how the committees function.
	1.1.2. Facilitate collaboration, cooperation, and coordination across the District.	a	2010-11 and ongoing	College Presidents	Documentation of meetings Surveys of applicable groups and individuals	Coordinate periodic joint meetings of analogous governance and other bodies from both Colleges (e.g., College Councils, Curriculum Committees). Train District employees in problem-solving methods and strategies (e.g., workshops on interest-based problem-solving).
2.1: Ensure access to and delivery of programs, services, and support that meet the diverse needs of students, prospective students, and the community.	2.1.1. ~~Give~~Provide financial and technological support ~~to for~~the Colleges' ~~innovations in~~ the facilitati~~on~~ng of student access to programs and services.	a	2010-12 and ongoing	Vice Chancellor, Fiscal Services Executive Director, DETS	Audit results Ass~~ec~~ess survey results Documentation of collaboration on methods Report on results of exploration Pilot program descriptions Pilot program evaluation results Documentation of resources provided	Audit existing practices related to student access to programs and services. Evaluate student and staff satisfaction regarding access to programs and services, and implement improvements based on results. Facilitate collaboration and problem-solving between colleges regarding methods for student access. Explore innovative and effective practices and technologies related to student access. ~~Establish~~Experiment with pilot programs based on the results of the exploration. Evaluate the pilot programs. Implement ~~the most~~effective practices based on the evaluation. Identify and evaluate potential external sources of funding for these activities. Resources: Provide adequate funding and other support for these activities.

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2.2: Improve student retention, success, and persistence across the District.	2.2.1. ~~Give~~ Provide financial and technological support ~~to~~ for the improvement of classroom instruction and student support services.	a	2010-11 and ongoing	VPIs Executive Director, DETS	In-service day schedules Symposia outlines, attendance figures, and evaluation results Number of grants sought and received, with dollar amounts Documentation of needs Documentation of implementation and match with needs Number of training sessions and participants Training session evaluations Documentation of resources provided	Allow time for discipline-specific professional collaboration during in-service days (e.g., technology in the classroom, teaching methods). Offer teaching and learning symposiums for ~~both~~ interested faculty, ~~and~~ students, and others ~~and facilitate attendance~~. ~~Apply for grants that would fund these events.~~ Explore the effective use of technology related to instruction and classroom management. Identify pressing College needs ~~in this area~~ for technology in the classroom, and facilitate ~~the~~ implementation of ~~those~~ technolog~~ies~~y that ~~best~~ meets ~~those needs~~ them. Provide effective training in these technologies. Identify and evaluate potential external sources of funding for these activities. Resources: Provide adequate funding and other support for these activities.
	~~2.2.2. Institutionalize student support services formerly funded by categorical programs.~~	~~a~~	~~2010-11 and ongoing~~	~~College Presidents Vice Chancellor, Fiscal Services~~	~~Evaluation results Priority lists District Budget before and after reorganization of funding~~	~~Evaluate and prioritize categorically funded services and positions with regard to both compliance with the law and critical student needs. Reorganize funding to use categorical funds for innovative and effective student support programs, and general funds for critical positions formerly funded by categorical programs.~~
	~~2.2.3. Give financial and technological support to the improved effectiveness of student academic support.~~	~~a~~	~~2010-11 and ongoing~~	~~VPSSs Executive Director, DETS~~	~~Documentation of exploration results Documentation of needs Documentation of implementation and match with needs Number of grants sought and received, with dollar amounts Documentation of resources provided~~	~~Explore additional effective, efficient, and easily accessible student learning support approaches. Identify pressing College needs in this area, and facilitate the implementation of those approaches that best meet those needs. Aggressively apply for grants that would increase the funding of student academic support. Resources: Provide adequate funding, facilities, technology, staffing, and other support for these activities.~~
	2.2.4~~2~~. ~~Increase the amount of time faculty have to devote to instruction-related efforts by decreasing the amount of non-instruction-related work required per faculty member.~~ Develop and implement a District Staffing Plan that includes targets for improvement of full-time/part-time faculty ratios.	a	2010-11 and ongoing	Vice Chancellor, Human Resources	ML suggested measures: Approved Staffing Plan with applicable targets Annual report of FT/PT faculty ratio	~~Prioritize the significant increase of the proportion of full-time tenure track faculty.~~ Conduct research to determine appropriate targets that will promote steady improvement and timelines that are flexible enough to accommodate a range of budgetary constraints. (ML) Adopt appropriate targets. Finalize the District Staffing Plan.

* Main Purposes: a= Provide needed District support to both Colleges in pursuing and achieving their own goals; b= Coordinate, or place a District umbrella over, analogous sets of goals and objectives that already exist at both Colleges; c= Guide further planning at both Colleges; d= Establish or enhance a District-level operation to advance a District Goal; e= Fill a gap in the Colleges' planning.

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2.3: Achieve excellence in teaching and learning at all District sites through professional development and a continuous improvement process.	2.3.1. Maintain District commitment to professional development at the Colleges. [See also 3.1.1 and 4.2.1.]	a	2010-12 and ongoing	Professional Development Committee chairs	Documentation of attendance of staff and faculty at professional development activities, including those held at District sites other than their own Survey results	Establish a coordinating body to ensure an efficient, equitable, robust professional development program. (Originally proposed as an objective under 4.2) Reinstitute the sabbatical. Establish a central repository for best practices in education. Conduct an annual survey of employees on professional development opportunities and effectiveness. Resources: Provide adequate funding and other support for these activities.
	2.3.2. Maintain the district commitment to continuous improvement processes.	a	2010-11 and ongoing	Chancellor's Cabinet	Number of training sessions and participants Training session evaluations Documentation of resources provided	Provide adequate training of faculty and staff in appropriate and pertinent accreditation standards and processes. Provide adequate training of faculty and staff in the continuous cycle of evaluation and improvement of programs, Student Learning Outcomes, and Service Area Outcomes Resources: Provide adequate funding, facilities, technology, staffing, and other support for these activities.
3.1: Optimize the development, maintenance, and use of resources in accord with applicable plans.	3.1.1. ~~Develop and implement a~~Evaluate and enhance the system for training employees in accordance with District plans. [See also 2.3.1 and 4.2.1.]	b	Fall 2011	Vice Chancellor, Human Resources Professional Development Committee chairs	Number of training sessions and participants Training session evaluations Documentation of training contents and modes	Identify training needs. Develop appropriate training programs to meet the needs. Deliver training to employees. Evaluate the program annually and revise it as needed.
	3.1.2. Develop processes that support the transparent allocation of resources District-wide.	b, c	Spring 2010	Vice Chancellor, Fiscal Services	Adopted District-wide resource allocation process.	Finalize resource allocation model and process. District Budget Committee evaluates the process annually and recommends improvements as needed.
3.2: Provide technology that supports excellence in teaching, learning, and support.	3.2.1. Finalize overall organizational structure for the delivery of identified technology services.	a, b, c, e	Spring 2010	Executive Director, DETS	Documentation of final approved structure Publication of catalog of services	Annually review the respective roles of the District and campus technology departments. Publish the organizational structure for technology services. Publish a master list of District-supported software and systems.
3.3: Effectively manage enrollment across the District through a dynamic balance of identified needs and available resources.	3.3.1. Integrate and coordinate campus-level enrollment management with District resource allocation processes.	a, b, c	Spring 2011	College Presidents Vice Chancellor, Fiscal Services	Annual report of enrollment data Annual evaluation of accuracy of enrollment projections	Determine resources available to Colleges. Colleges develop enrollment management plans to match available resources. Colleges review and modify enrollment management plans based in part on accuracy of enrollment projections.
4.1: Optimize governance structures and processes throughout the District.	4.1.1. ~~Review and optimize the charges of all~~Periodically evaluate, enhance, and document District shared-governance ~~bodies~~structures and processes.	d	2010-11	Chancellor	Documentation of the charges of the governance bodies Satisfaction with effectiveness of District governance bodies	~~Compile a report of~~Evaluate the charges of all District shared-governance bodies annually, ~~highlighting common elements~~and revise them as needed. Evaluate the effectiveness of District shared-governance bodies, and implement improvements based on results. Develop and disseminate a template for committees to use in reporting back to constituency groups.

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	4.1.2. Periodically evaluate, enhance, and document the functional relationships among District entities.	d	2010-11	Chancellor's Cabinet	Approved map of functional relationships Satisfaction with effectiveness of functional relationships	Create a map of the functional relationships among District entities. Evaluate the effectiveness of the functional relationships, and implement improvements based on results.
4.2: Continuously develop leaders among all groups.	4.2.1. Facilitate the development of leaders through professional development. [See also 2.3.1 and 3.1.1.]	a, b	2010-11 and ongoing	Professional Development Committee chairs	Comprehensive schedule of events Number of training sessions and participants Training session evaluations	Establish a regular cycle of comprehensive leadership training experiences. Evaluate each experience and modify the offerings as needed.
5.1: Value diversity and promote inclusiveness among employees, students, and the community.	5.1.1. Establish a District mentoring program for all new employees.	d	Fall 2011	Vice Chancellor, Human Resources	Documentation of program Surveys of mentors, mentees, and others on program effectiveness	Develop mentoring program. Designate a person at each site to connect mentors with mentees. Evaluate program, and implement changes based on results of evaluation.
	5.1.2. Coordinate District-wide events celebrating diversity for students, employees, and the community.	d	2010-11	College Presidents	Schedule of events Evaluation of events' effectiveness	Work collaboratively with representative groups from CHC, SBVC, and District offices to develop events. Create and disseminate effectively a District-wide calendar of District-wide diversity events celebrating diversity.
6.1: Enhance the District's value and image in the communities.	6.1.1. Develop a comprehensive District marketing and outreach plan, coordinated with those of the Colleges, to raise the communities' awareness of education and training services.	b	Fall 2011	Marketing Committee composed of representatives from each entity, including KVCR and EDCT	Documentation of committee establishment and meetings Documentation of the plan Media standards Pattern of expenditures for outreach, advertising, etc.	Establish the committee. Conduct a community audit or survey. Develop the plan. Implement the plan. Evaluate the effectiveness of the plan, and revise it as needed. Develop a Message Deck to ensure consistency in District communications to the public.
6.2: Forge partnerships with other academic institutions, governmental agencies, and private industry to support the District's and Colleges' missions.	6.2.1. Establish a high-level Business Advisory Community Leaders Roundtable.	c	Spring 2011	Chancellor's Cabinet	Documentation of group establishment and meetings Documentation of BAR recommendations and other actions	Establish the purposes of the group. List appropriate candidates for membership and solicit their interest. Establish the group. Meet at least twice annually and document the proceedings.
	6.2.2. Establish a Community Affinity Network to promote and document productive relationships between District employees and organizations in the surrounding communities.	c	Fall 2011	Chancellor's Cabinet (ML)	Documentation of discussion area content and usage Published list of program sponsors Published calendar of facilities use	Create an online social media discussion area to help maximize use of and access to community resources. Create and disseminate annually a list of program sponsors, including Advisory Committee members. Create and maintain a District-wide calendar of the use of facilities for activities.
	6.2.3. Build on community and business connections to develop and implement Career Pathways curricular options for students. (ML)	e	2011-12 (ML)	VPIs (ML)	ML suggested measures: Documentation of best practices Documentation of linkages between curriculum and career fields Evaluation results Documentation of improvements	ML suggested actions: Identify best practices for enhancing the career pathways approach in high-wage, high-growth areas of the economy. Create pilot pathways for students to combine work and education. Evaluate the effectiveness of the pilots, and implement improvements based on results.