



San Bernardino

Valley College

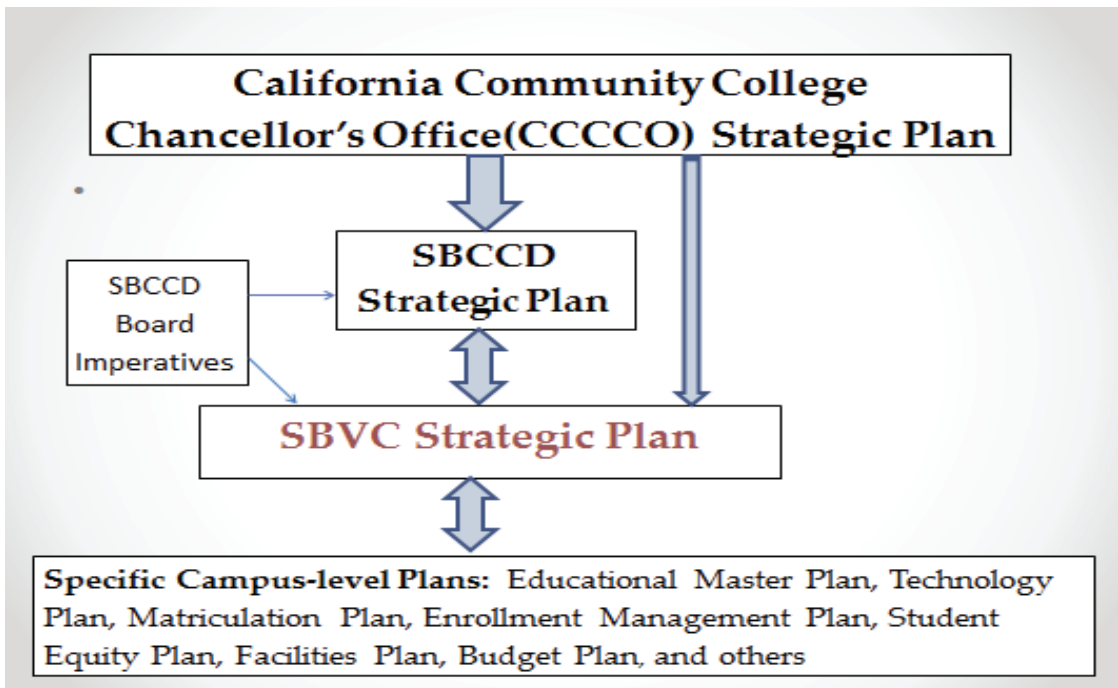
Progress Report
and
Strategic Planning Update
for
**Opening Day
Spring 2014**

**Office of Research, Planning, and
Institutional Effectiveness**

We owe a debt of gratitude to the College Council members, to all those who contributed to SWOT surveys and focus groups, and to all those who participated in the development of the 2013-2018 campus strategic plan. It has truly been a joint effort requiring input from the entire campus community. Without their input, this document could not exist.

The SBVC planning document sets strategic goals for the campus over the next five years. It is totally integrated with all other system and campus planning. Our campus (SBVC) planning cycle coincides with the strategic plan for the San Bernardino Community College District (SBCCD). Over the past year, our campus and our district have worked to revise their respective strategic plans. The diagram in Figure 1 shows how our campus and district planning model strives to integrate at every level.

Figure 1. The SBVC Strategic Plan emphasizes integrated planning.



How is Accreditation Linked to Strategic Planning?

Although the strategic plan is not written to respond to accreditation standards, goal-setting and analysis are critical components of both. The strategic plan shows how programs and resource allocation are based on the mission and vision of the campus, and the systematic measurement of our progress toward achieving those goals. The strategic plan is how we define goals for ourselves and lay the groundwork for a more effective future. Our ability to maintain consistent evaluation and assessment of our progress toward goals provides the accrediting team reliable proof of our desire for continuous improvement. Figure 5 shows the theoretical linkage between accreditation standards and campus planning goals and where specific campus plans fit.

Figure 5. Link Between Accreditation Standards and Campus Level Planning



We, as a community of stakeholders, defined six goals that will best lead us to achieve the SBVC mission. These six goals will guide us over the next five years. Each goal is linked to a set of objectives and strategies. We hope to achieve the six goals by implementing the strategies. We will use the targets linked to each objective and evaluate them to measure our progress. Most objectives are measured quantitatively. Every effort was made to assign a comprehensive set of measureable objectives to every goal. A small number of strategic objectives are more theoretical and linked to qualitative measures. All goals speak to our strong commitment to high academic standards and desire to support a diverse community of learners.

Figure 3. . Goal Alignment Between CCCCO, SBCCD, and SBVC Planning Goals (System-level Integration).



Figure 4. Integrated Planning at the Campus Level



Campus level integrated planning, as illustrated in Figure 4, simplifies the measurement process. When a single objective appears in several plans, progress can be measured one time for all plans simultaneously. When the data show insufficient progress, the responsibility centers can promptly be called to action. This strategic plan is meant to be an action plan to the extent that the campus will identify and participate in activities that help achieve the school mission. Each campus plan has mechanisms to call attention to successes and challenges. Challenges are the responsibility of those identified as committee responsibility centers.

The larger plans include the California Community College Plan and the San Bernardino Community College District Plan. The SBVC Strategic Plan is positioned between larger plans and smaller, more specific, campus-level plans.

Examples of Integrated Planning

The goals defined in the SBVC Strategic Plan are aligned with the state and the district. SBVC planning goals are also aligned with specific campus plans such as the Technology Plan and the Enrollment Management Plan. When progress is achieved for goals in the smaller plans, the progress is also acknowledged in the SBVC strategic plan. For example, the technology plan has a goal of increasing access to technology and training staff to make the best use of it. This goal appears in the Professional Development Plan as well as the Strategic Plan. The Enrollment Management Plan has an objective to expand student access to learning communities. This objective appears in the matriculation plan as well as the Strategic Plan. In this respect, all campus planning is integrated.

This year's strategic planning document includes five parts: (1) historical and demographic context; (2) methodology used to get stakeholder input; (3) list of goals and objectives; (4) list of benchmarks and targets; and (5) evaluation. It presents a perception of what SBVC as an institution is and aspires to be, given the core values we embrace in our mission statement.

Nearly every campus plan includes the goal of expanding strategic partnerships. As the plans achieve this goal individually they contribute to the overall strategic planning goal of increasing the number of strategic partnerships at the campus and district levels (See Figure 3).

Diversity and Equity at SBVC

SBVC considers sensitivity to diversity as fundamental to its mission. Rather than having diversity and equity as separate and distinct goals, we decided to have them as overarching goals for the entire plan. Every goal and all aspects of the plan will serve the vision and mission: “Providing education and services to support a diverse population of learners.” The statement below is meant to indicate a commitment to diversity and equity at every level for all of the diverse members of the SBVC campus community and the local community we serve.

Diversity Statement

San Bernardino Valley Community College recognizes the inherent dignity of all individuals. We believe that students and staff are enriched by interaction with others whose backgrounds and perspectives are different from their own. We will continue to celebrate diversity and foster an environment of mutual respect, appreciation, and tolerance for differing values, beliefs, and backgrounds. We encourage the application of ethical practices and policies. We are committed to welcoming and extending the privileges of academic life to all. We value the cultural and intellectual diversity of the populations we serve because it enriches our lives and the community as a whole, promoting access, equity, and excellence. (Adapted from the statements of Texas Technical University (TTU) and University of California, Riverside (UCR)).

The College Council Committee

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Marco Cota	Dr. Sheri Lillard
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The final draft of the SBVC Strategic Plan will be available for your review during the second week of February 2014. We welcome your input before the final document is published. You will have one month to respond with your recommendations. This strategic plan is also an action plan that outlines specific objectives, activities, and responsibility centers.