

Mission, Vision & Values

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4 *We transform lives through the education of our students for the benefit of our*
5 *diverse communities.*

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8 Vision

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10 *SBCCD will be most known for student success.*

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12 *1. Our educational programs and services will be highly sought after.*

13 *2. Our students will be the most sought after by four-year institutions and*
14 *employers.*

15 *3. Our transfer students will have the highest graduation rates at four- year*
16 *institutions.*

17 *4. Our students will have the highest employment rates in our communities.*

18 *5. Our district will be the gateway to pathways and opportunities for a brighter*
19 *future.*

20 *6. Our students and alumni will make the largest contribution to the economic*
21 *prosperity of our communities.*

22 *7. Our employees will want to be here, love working here, and go above and*
23 *beyond for student success.*

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25 Values

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27 *Service, Integrity, Collaboration, Innovation, Quality*

Goals & Strategies

28 Goal 1: Student Success

29 *Provide the programs and services necessary to enable all students to achieve their*
30 *educational and career goals.*

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33 GOAL 1.1

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Increase student success while preserving access, enhancing quality, and reducing attainment gaps associated with income, race, ethnicity, age, and gender.

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Goals	2007-08 to 2012-13 Baseline	2011-12 to 2016-17 Target	2014-15 to 2019-20 Target
Graduation Rate*	16.2%	18.2%	19.8%
Transfer Rate**	31.6%	36.0%	39.0%

Goals	2012-2013	2016-2017	2019-2020
% with Complete Student Educational Plan***	Unavailable	100%	100%
Student Educational Plan Completion Rate****	Unavailable	46%	50%

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40 *The target for the graduation rate was set by calculating a 22% increase from the baseline rate
41 of 16.2% (.22 * .162 = .0356).

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43 **The target rate for the transfer rate was set by identifying the transfer rate for the entire State
44 (39.4%).

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46 ***The target for the “% with Complete SEP” was set based on the Student Success Act
47 expectations.

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49 ****The target for the SEP Completion rate was based, in part, on the targets identified for the
50 graduation and transfer rates.

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52 *Key Strategies*

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- 54 1. *Professional development*
 - 55 ♦ *Alternative instructional methods*
- 56 2. *Enhance student support services*
 - 57 ♦ *Expand tutoring*
 - 58 ♦ *Expand learning communities*

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Goals & Strategies

- 60 ♦ *Enhance early alert intervention*
- 61 ♦ *Implement degree audit*
- 62 ♦ *Expand accelerated courses*
- 63 ♦ *Empower students to become continuous learners (study skills)*
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- 65 3. *Expand academic advising*
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- 67 4. *Align curricular pathways with K-12 and 4-year partners (activities include conducting a*
- 68 *sequencing study, etc.)*
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- 70 5. *Ensure accurate student placement*
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- 72 6. *Increase student engagement*

For Constituent Review

Goals & Strategies

73 GOAL 1.2

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Increase the number of students who complete developmental education programs and progress to successful completion of freshman-level courses.

Development Education 3-Year Improvement Rates	2010-11 to 2012-13 (Baseline)	2014-15 to 2016-17 Target	2017-18 to 2019-20 Target
Math*	20.4%	25.0%	29.2%
English**	48.1%	57.9%	60.0%

78 *The Math Developmental Education 3-Year Improvement Rate target was set by calculating a
79 22% increase in the improvement rate from the baseline year rate of 20.4% (.22 * .204 = .0448).

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81 **The English Developmental Education 3-Year Improvement Rate target was developed by
82 calculating a substantial increase (i.e. Effect Size of .20) using the most recent cohort year as
83 the baseline and rounding to the nearest 10.

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86 *Key Strategies*

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88 1. *Work with K-12 before students enroll at SBCCD*

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90 2. *Increase and improve basic skills offerings including alternative instructional methods*

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♦ *Acceleration*

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♦ *Conceptualized learning*

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94 3. *Establish lower capacity class sizes in development courses)*

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96 4. *Develop non-credit courses for basic skills program*

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98 5. *Enhance tutoring and student mentoring*

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100 6. *Require early and consistent enrollment in Math and English*

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Goals & Strategies

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104 Goal 2: Enrollment and Access

105 *Increase access to higher education for growing populations in our region.*

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108 GOAL 2.1

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110 Increase our student population to improve the higher education participation rate and supply a
111 well-equipped, educated workforce for our communities.

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Student Population Goals	2012-13	2016-17 Target	2019-20 Target
Annual Enrollment (FTES)*	13,241	14,350	15,000
Market Share**	TBD	65.2%	74.4%

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114 *The full-time equivalent student (FTES) target was set by calculating a 2% increase in the
115 funded RFTES from 2012-2013 to 2016-2017 (i.e. 4 years) and a 1.5% increase from 2017-
116 2018 to 2019-2020 (i.e. 3 years).

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118 **Tracking the market share for the District would require SBCCD to pay the CCCC for the
119 data. The data for 2011-12 year (55.9%) was provided through the Environmental Scan. The
120 methodology for the Market Share and the target can be reviewed by clicking [here](#). The
121 average market share by contiguous community colleges is 74%, which was used to set the
122 target. In order to increase the market share to 74.4% the District would need to add an
123 additional 1,030 FTES, currently the District is seeking to increase the RFTES from 13,241 to
124 15,000, an increase of 1,759 FTES.

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127 *Key Strategies*

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129 1. *Develop an effective international student program*

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131 2. *Develop and implement a comprehensive marketing plan to increase market share*

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- ♦ *Promote a culture of educational value throughout the community*

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134 3. *Increase online, evening and weekend classes*

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136 4. *Offer concurrent college courses on K-12 campuses and at SBCCD campuses*

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138 5. *Increase community involvement at cultural and athletic events on campus*

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Goals & Strategies

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GOAL 2.2

Provide transfer, career and technical, and developmental education access to meet student need.

Enrollment by Type of Education	2012-13 Baseline	2016-17 Target	2019-20 Target
Transfer*	9,317	10,085	10,545
Career and Technical**	3,728	4,035	4,219
Developmental	2,146	2,323	2,429

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*Transfer courses include any course that is transferable to a four-year university: transfer status of A, B, D, E, F, or H.

**CTE courses include any course that is advanced occupational, occupational, or possibly occupational as identified by the SAM code—B, C, or D—respectively.

***Developmental courses include all math, English, reading, and ESL courses that are not transferable.

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Note: The FTES in Goal 2.2 will not match with the FTES reported in Goal 2.1. The FTES in 2.2 is the FTES for the academic year not the funded FTES, which can include FTES from both summer semesters. In addition, a course could be both CTE and Transfer, and the FTES may be counted twice. Targets were set by calculating a 2% growth increase in FTES from 2012-2013 to 2016-2017 (i.e. 4 years) and a 1.5% increase from 2017-2018 to 2019-2020 (i.e. 3 years). A limitation to the estimated growth is that growth in each area can vary, for example, in 2013-2014 most of the growth occurred in transfer and developmental sections at Crafton.

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Key Strategies

1. *Use data to inform plans to grow new programs to meet labor market needs*
2. *Provide flexible delivery of instructional offerings*
3. *Revise program viability plans to streamline instructional offerings*
4. *Develop and implement an enrollment management and growth plan*

Goals & Strategies

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GOAL 2.3

Enhance the public image of the San Bernardino Community College District.

Key Strategies

- 1. Utilize KVCR and EDCT as resources to enhance SBCCD's public image*
- 2. Assess the district's public image and develop and implement a plan based on the assessment's results*
- 3. Increase media presence and coverage of the district's accomplishments and performance results*
- 4. Expand campus festivals and events*
- 5. Increase faculty, staff, and student involvement in local community organizations*
- 6. Expand outreach events*

GOAL 2.4

Increase awareness of San Bernardino Valley College and Crafton Hills College as viable higher education options.

Key Strategies

- 1. Work with K-12 counselors to increase awareness in K-12 communities*
- 2. Utilize all media resources in increase awareness*
- 3. Focus on quality of education, affordability, value and open access*
- 4. Increase outreach events at local high schools and on the campuses*
- 5. Offer courses at K-12 and employer locations*

Goals & Strategies

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GOAL 2.5

Strive to diversify our student and employee populations to be reflective of our communities.

Key Strategies

- 1. Increase outreach to local families*
- 2. Focus employee recruitment*
- 3. Maintain salaries and benefits at competitive rates*
- 4. Have multilingual and multicultural marketing materials*
- 5. Market and outreach to potential students and employees that are reflective of demographic trends*

For Constituent Review

Goals & Strategies

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238 Goal 3: Partnerships of Strategic Importance

239 *Invest in strategic relationships and collaborate with partners in higher education,*
240 *PK-12 education, business and workforce development, government, and other community*
241 *organizations.*

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244 GOAL 3.1

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246 Enhance existing and secure new higher education partnerships to improve student transfers
247 rates.

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249 *Key Strategies*

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251 1. *Enhance developmental course curriculum*

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253 2. *Strategically develop new courses and programs*

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255 3. *Create a consortium of higher education partners to focus on improving student transfer*
256 *rates*

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258 4. *Expand Transfer Model Curriculum*

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260 *Examples of Potential Strategic Partners:*

- 261 ♦ *Mt. San Jacinto College*
- 262 ♦ *California State University, San Bernardino (CSUSB)*
- 263 ♦ *University of Redlands*
- 264 ♦ *University of California, Riverside (UCR)*
- 265 ♦ *University of California, Los Angeles (UCLA)*
- 266 ♦ *Brandman University*

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Goals & Strategies

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270 GOAL 3.2

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272 Enhance existing and secure new PK-12 partnerships to improve student pathways, increase
273 awareness of SBVC and CHC as viable options for higher education, and enhance the image of
274 the San Bernardino Community College District.

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276 *Key Strategies*

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278 1. *Enhance developmental course curriculum*

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280 2. *Work with PK-12 partners to develop a communications campaign with the intent on sharing*
281 *with local high school students and parents*

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283 3. *Develop Common Standards with K-12*

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285 4. *Develop Dual Enrollment Strategies*

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287 *Examples of Potential Strategic Partners:*

- 288 ♦ *Redlands Unified School District*
- 289 ♦ *Yucaipa-Calimesa Joint Unified School District*
- 290 ♦ *Beaumont Unified School District*
- 291 ♦ *San Bernardino County Superintendent of Schools*
- 292 ♦ *San Bernardino City Unified School District*
- 293 ♦ *Colton Unified School District*
- 294 ♦ *Rialto Unified School District*
- 295 ♦ *Inland Leaders Charter School*
- 296 ♦ *California Department of Education*
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Goals & Strategies

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299 **GOAL 3.3**

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301 Enhance existing and secure new business and workforce development partnerships for student
302 internship opportunities, student pathways, incumbent worker training, and to enhance career
303 and technical education course curriculum.

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305 *Key Strategies*

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307 1. *Work with industry partners with a history of utilizing student interns to develop internship*
308 *opportunities for SBCCD students*

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310 2. *Develop and market an internship program template to make it attractive for local business*
311 *partners to enter student interns into their workforce*

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313 3. *Leverage grant funding to develop student internship opportunities with local employers*

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315 4. *Use technical expertise of industry partners to strengthen membership of CTE curriculum*
316 *committees that will align student pathways to jobs in the community*

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318 5. *Work with industry partners to develop incumbent worker training programs that will retain*
319 *jobs and allow local businesses to expand*

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321 6. *Work with community partners to develop short-term and long-term workforce development*
322 *and community service programs to help build the local economy*

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324 7. *Offer courses at employers (contract education)*

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326 *Examples of Potential Strategic Partners:*

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328 ♦ *Workforce Investment Boards*

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328 ♦ *Local City and County Agencies*

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329 ♦ *Local Businesses and Non-Profit Agencies*

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330 ♦ *Regional Fire and Law Enforcement Agencies*

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331 ♦ *Regional Hospitals and Health Care Providers*

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332 ♦ *State Vice Chancellor of Workforce Development*

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333 ♦ *Colton Redlands Yucaipa Regional Occupational Program (CRY-ROP)*

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Goals & Strategies

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GOAL 3.4

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Enhance existing and secure new government and community partnerships to increase funding for improving student success, and increasing student access.

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Key Strategies

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1. *Partner with other local California Community Colleges to advocate for funding*

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2. *Provide consistent SBCCD representation at regional and State leadership organizations such as Community College League of California (CCLC); Association of California Community College Administrators (ACCCA); Academic Senate for California Community Colleges (ASCCC); Association of Chief Business Officials (ACBO)*

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3. *Work with State-level lobbying services such as the Community College League of California and School Services of California to remain current on funding and other California Community College issues; and, to provide feedback to local and State government officials*

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4. *Enhance SBCCD's value to the communities we serve through proactive efforts to be engaged in local events, and by continually demonstrating a strong commitment to developing programs and services that best serve our students, residents and local businesses*

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Examples of Potential Strategic Partners:

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♦ *Cities of San Bernardino, Colton, Rialto, Highland, Yucaipa, Redlands, Loma Linda, Grand and Terrace*

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♦ *Regional Fire and Law Enforcement Agencies*

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♦ *Regional Hospitals and Health Care Providers*

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♦ *Vice Chancellor of Workforce Development, California Community Colleges Chancellor's Office (CCCC)*

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♦ *Workforce Investment Boards*

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Goals & Strategies

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371 Goal 4: District Operational Systems

372 *Improve the district systems to increase administrative and operational efficiency*
373 *and effectiveness.*

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376 GOAL 4.1

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378 Improve the district systems to increase administrative and operational efficiency and
379 effectiveness with an emphasis on student records, human resources, facilities, technology,
380 financial systems, and other workflow operational systems.

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383 *Key Strategies*

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385 1. *Administrative Efficiency/Effectiveness*

386 a. *Identify the dependencies for integrating existing major enterprise resource programs.*

387 b. *Integrate major enterprise resource programs.*

388 1) *Align policies and procedures.*

389 2) *Purchase Human Resource, Fiscal, and other ERP modules as necessary to*
390 *become independent from county systems and have a fully integrated administrative*
391 *applications environment.*

392

393 2. *Operational Efficiency/Effectiveness*

394 a. *Conduct Business Process Analysis (BPA) to streamline procedures with the district's*
395 *strategic plan.*

396 b. *Improve communications throughout the district.*

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Goals & Strategies

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For Constituent Review

Resources Necessary to Achieve Strategic Goals

399 *The SBCCD's strategic plan provides a framework for realizing the district's vision of*
400 *being most known for student success. Enhancing SBCCD's capacity will be necessary to*
401 *enable the district to pursue achieving the mission, vision and strategic goals of this*
402 *plan. Specifically, enhancements in staffing, facilities, technology, and revenues will*
403 *provide the resources necessary to begin this pursuit.*

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STAFFING

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408 Hire Additional Faculty and Staff of Strategic Importance – The district will need to increase
409 staffing of strategic importance to support the targeted increases in enrollment and student
410 support services. These targets are aimed at increasing student success and access for the
411 district. As a result, the district will need to develop a district-wide staffing plan that considers
412 the faculty, staff and administrator needs in fulfilling the strategic goals of this strategic plan.

413

414 Professional and Organizational Development – Not only does the district need to increase
415 faculty and staff to increase student success and access, the district will need to increase
416 organizational capacity in student success and access best practices, leadership development,
417 developing and maintaining partnerships of strategic importance, and organizational
418 effectiveness and efficiency. This capacity will be enhanced by robust professional
419 development activities for faculty, staff, and administrators geared toward best practices in
420 student success, access, and administrative effectiveness and efficiency.

421

FACILITIES

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424 The district will need to provide additional and renovated facilities to accommodate the targeted
425 increased enrollment and the increases in student support services. These facilities will need to
426 include considerations for the newest design in learning spaces, instructional methods,
427 flexibility, operational effectiveness and administrative efficiency. Such facilities will be essential
428 to the execution of this strategic plan in increasing district's student success and access.

429

TECHNOLOGY

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432 Information technology will play an increasing role in innovative instructional methods to
433 enhance student success, improve collaboration and communications, stimulate leading edge
434 research and creative activities, promote outreach, and increase efficiency and effectiveness in
435 administrative operations. Information technology will be used to create smarter, more
436 intelligent business systems; expand on-line training; and provide self-service functionality for
437 students, faculty, and staff.

438

Resources Necessary to Achieve Strategic Goals

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440 FINANCIAL

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442 The district will need to increase revenue by increasing the district's enrollment to fund and
443 support student success and access. In addition to increased enrollment, the district will need
444 to diversify revenue sources by increasing the number and amount of grants and contributions
445 received from granting agencies and district foundations, respectively. Implementation of the
446 district's strategic plan will require alignment of budget priorities with plan goals and strategies.

447

448 The district will also need to increase administrative effectiveness and operational efficiency by
449 implementing policies, procedures, and practices to promote rigor, transparency, and
450 accountability for results.

451

452 The district will maintain its transparency in budgeting, planning, and resource allocation. The
453 district will continue to make budget and resource allocation information available to the public
454 including budget summaries, how the budget addresses key district issues, constraints on
455 revenues, and formulas and assumptions behind resource allocations. Transparency in
456 budgeting, planning, and resource allocation will be critical to the success of the district's
457 strategic plan.

Ethnic & Cultural Diversity

458 *The San Bernardino Community College District actively supports and promotes*
459 *diversity. Because of this dedication, we are better equipped to provide a quality education*
460 *to students who need the social and academic skills required to interact and communicate*
461 *in a 21st century workplace. We value the inherent dignity of all individuals and celebrate*
462 *their diversity. We support inclusiveness and equity for students and employees. Our*
463 *district extends the privileges of academic life to all by promoting mutual respect and the*
464 *application of fair and ethical practices and policies. Through interacting with others*
465 *whose backgrounds, beliefs, and perspectives are different from our own, we build a richer,*
466 *more stimulating environment for teaching and learning. We value this cultural and*
467 *intellectual diversity as a way to enrich each other.*

For Constituent Review