



1. ELIMINATE BARRIERS TO STUDENT ACCESS AND SUCCESS.

Goal	Goal Type	Board Update	Due Date	Completion
SD 1: Increase Student Enrollment	Strategic Direction	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: SBCCD achieved all three key results related to expanding dual enrollment: establishing three new partnerships, increasing course sections from 48 to 102, and boosting FTES by 134% (from 101 to 253). In total, seven key results were completed—each aimed at removing barriers to enrollment and strengthening outreach to students, families, and the community.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to prioritize the work associated with this strategic direction, including work that is focused on outreach to disproportionately impacted student groups, improving the application and registration process, and developing career technical programs that meet regional workforce needs.</p> <p><i>07/21/2025</i></p>	06/30/2028	On Track
→ SA 1: Develop and implement strategies to increase dual enrollment.	Supporting Action		06/30/2027	Complete
→ (1) Develop three additional external partnerships. : 3 unit	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college is exploring three new external partnerships, via a memorandum of understanding, with all of the following organizations: Phase3Lab Schools, Mojave River, Packinghouse Christian Academy.</p> <p>Challenges: None</p> <p>Next Steps: The college will solidify three additional MOUs for Fall 2025:</p> <ul style="list-style-type: none"> Phase3Lab Schools https://www.phase3.school/contact/ Mojave River Academy https://www.mojaveriver.net/ Packinghouse Christian Academy https://www.packinghouseacademy.org/ <p><i>07/15/2025</i></p>	12/31/2024	Complete

Goal	Goal Type	Board Update	Due Date	Completion
→ (2) Increase dual enrollment sections from 48 (22-23) to 96 : 48 Sections to 96 Sections	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college's dual enrollment sections have increased from 48 in 2022-2023 to 102 in 2024-2025, a 113% increase. As a result, the college has exceeded the 2027-2028 target of 96 three years early.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to expand dual enrollment section offerings by implementing an 11th-grade dual enrollment cohort with the Redlands Unified School District.</p> <p>07/15/2025</p>	06/30/2026	Complete
→ (3) Increase FTES by 67% from 101 (22-23) to 168 : 101 unit to 168 unit	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: As of July 8, 2025, the college's dual enrollment full-time equivalent students (FTES) has increased from 108 in 2022-2023 to 253 in 2024-2025, an increase of 134%. As a result, the college has exceeded the 2027-2028 target of 168 FTES, three years early.</p> <p>Challenges: None</p> <p>Next Steps: The college has expanded dual enrollment section offerings by implementing an 11th-grade dual enrollment cohort with the Redlands Unified School District as of Fall 2024.</p> <p>07/15/2025</p>	06/30/2026	Complete
→ SA 2: Find and remove internal and external barriers to student enrollment.	Supporting Action		06/30/2028	Complete
→ (1) Use the USC template or something comparable to review policies for access and equity and make revisions based on the results	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college completed its last update by having all college managers and selected classified professionals participate in an eight-week training with the USC Equity & Race Center to support racial equity in higher education.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to use strategies learned at the USC Equity & Race to improve the student experience and proactively remove barriers.</p> <p>07/15/2025</p>	12/31/2025	Complete

Goal	Goal Type	Board Update	Due Date	Completion
<p>→ (2) Identify and implement research-based practices to remove barriers (e.g., implement Canvas in all sections from the student voices research)</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college is in its fourth year of implementing the Student Success Team model, built around a unit-based counseling structure and supported by Completion Coaches.</p> <p>Key elements of this model include:</p> <ul style="list-style-type: none"> • Milestone-Based Interventions: Structured outreach aligned with transfer and graduation goals. • First-Contact Completion Coaches: Outreach through phone, text, and social media. • Networked Counseling Teams: Counselors and support staff coordinate to ensure seamless and consistent student experiences. <p>Challenges: None</p> <p>Next Steps: The college will expand its data analysis to identify lingering gaps, particularly among low-income and undocumented students, whose participation has declined, potentially in response to national policy concerns. We also plan to integrate a mental health therapist into the Student Success Team model, further embedding wellness into academic support. This holistic strategy ensures students are supported academically and emotionally throughout their educational journey.</p> <p><i>07/15/2025</i></p>	12/31/2024	Complete
<p>→ (3) Evaluate matriculation process to improve efficiencies and remove enrollment barriers and align with minimum requirements</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In Spring 2025, the college successfully integrated placement directly into the CCCApply application, removing the previous requirement for students to complete a separate placement form through a third-party platform. This streamlining significantly improved the student onboarding experience by eliminating an extra login step and reducing the time it takes to complete matriculation. This change aligns with state guidelines and removes a known friction point in the enrollment process.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to monitor and evaluate the impact of this change on enrollment outcomes, including disaggregated data by student population. Findings will inform additional improvements to the matriculation process and support services. Data findings will be available in Fall 2025.</p> <p><i>07/15/2025</i></p>	12/31/2024	Complete
<p>→ SA 3: Focus outreach on disproportionately impacted student groups and special populations</p>	Supporting Action		06/30/2027	On Track

Goal	Goal Type	Board Update	Due Date	Completion
<p>→ (1) Increase the number of Black/African American students who apply and enroll</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Nine hundred postcard mailers went to Black/African American households for the fall 2025 enrollment marketing campaign. Messaging was directed to parents about higher education opportunities, focusing on affordability, flexibility, and available services. In addition, the college issued press releases and media coverage highlighting the college's success in closing equity gaps in transfer outcomes, including a 100% UC admission rate for Black/African American students.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to refine and expand its outreach strategy by:</p> <ul style="list-style-type: none"> Tracking enrollment trends from this campaign. Expanding media coverage of student achievement and equity-focused initiatives. Exploring community-based partnerships to further engage Black/African American students and their families. <p>07/15/2025</p>	12/31/2025	On Track
<p>→ (2) Increase the number of Black/African American and Hispanic/Latinx (Ethnic Studies) courses and programs</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college is currently working on the development of several programs of study, including an AA-T in Ethnic Studies, a Certificate in Black Studies, and a Certificate in Latinx Studies.</p> <p>The college's increased focus on recruiting Black/African American students likely contributed to the increased representation of that student population since Fall 2023: From 232 students (3.9% of the student body) in Fall 2023 to 304 students (4.6% of the student body) in Fall 2024.</p> <p>Challenges: None</p> <p>Next Steps: The AA-T in Ethnic Studies, Certificate in Black Studies, and Certificate in Latinx Studies will be submitted to the board of trustees for approval in Fall 2025. In addition, a library liaison will collaborate with the ethnic studies faculty member to build the collection of library sources designed to better support ethnic studies curricula.</p> <p>07/15/2025</p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (3) Develop K-12 and community relationships with our Black/African American communities to improve enrollment	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: On March 6-7, eight students and four staff members from the college attended the 18th Annual A2MEND Summit. The conference provided an inspiring and empowering environment where students could connect, learn, and grow. We also took the opportunity to celebrate the college's <i>Excellence in Equitable Placement</i> and <i>Transfer-Level Math Success for Black Students</i> award, presented by the Campaign for College Opportunity.</p> <p>Challenges: None</p> <p>Next Steps: To plan for next year's A2MEND Summit, the college will begin early by securing funding, forming a planning committee, and reserving spots. Student recruitment will start in the fall with a structured application process and pre-summit orientation to prepare attendees. The college will work to amplify student voices through social media takeovers, campus presentations, and post-summit reflections.</p> <p>07/15/2025</p>	12/31/2025	Complete
→ (4) Increase outreach and partnerships to formerly incarcerated populations.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college successfully secured \$366,027 in funding over three years (2025-26 through 2027-28) to support the Rising Scholars program, thereby enhancing resources, staffing, and services for justice-impacted students. We strengthened collaborations with local reentry programs, nonprofit organizations, and correctional facilities to support outreach and referral efforts.</p> <p>Challenges: None</p> <p>Next Steps: The college will launch focused outreach campaigns, including campus visits, presentations at transitional housing centers, and informational workshops tailored to justice-impacted individuals. We also plan to implement specialized student support through counselors, mental health therapists, financial aid, and academic planning.</p> <p>07/15/2025</p>	12/31/2027	On Track
→ SA 4: Improve and streamline the application and registration process.	Supporting Action		06/30/2027	On Track
→ (1) Streamline the process for adding students in sections	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In Fall 2024, the transition from WebAdvisor to Self Service changed the course registration process, including late-adds. The outdated late-add codes were eliminated, and instructors now input authorizations directly, allowing students to register seamlessly through Self Service.</p> <p>Challenges: None</p> <p>Next Steps: Self Service was successfully implemented in Fall 2024.</p> <p>07/16/2025</p>	12/31/2025	Complete

Goal	Goal Type	Board Update	Due Date	Completion
→ (2) Continue to research and evaluate technology platforms to simplify the connection between the student educational planning process and course registration system	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college's counseling team collaborated with the Starfish workgroup to explore the viability of allowing students to enroll in classes directly from their Starfish-based educational plans. After exploring various possibilities, the group concluded that Starfish currently lacks the necessary functionality to support this feature. While this remains a long-term goal, the college has shifted its focus to identifying alternative solutions that may better support this integration.</p> <p>Challenges: None</p> <p>Next Steps: The college is actively participating as a pilot campus in the California Community Colleges Chancellor's Office Collaborative Enterprise Resource Planning (ERP) Project, which seeks to design and implement a new statewide ERP system by 2030. This project represents a promising opportunity to build this functionality into the next-generation platform from the outset. In the meantime, we will continue to evaluate software alternatives and provide feedback that supports student-centered design.</p> <p><i>07/16/2025</i></p>	12/31/2025	On Track
→ (3) Partner with K-12 to implement FAFSA legislation	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In partnership with Redlands Unified School District and neighboring high schools, we have strengthened FAFSA legislation implementation through a variety of K-12 collaborations. Key accomplishments include establishing a FAFSA data-sharing agreement for targeted outreach and providing 201 FAFSA workshops that have been attended by 939 students. Additionally, the college has served 32 students via the California Dream Act Application completion labs with bilingual support.</p> <p>Challenges: None</p> <p>Next Steps: Our goal is to maintain momentum, close equity gaps, and improve student access, affordability, and success. We will continue to work closely with Outreach and our high school contacts to achieve this.</p> <p><i>07/16/2025</i></p>	12/31/2025	Complete
→ SA 5: Develop, evaluate, and implement CTE programs that meet regional workforce needs	Supporting Action		06/30/2027	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (1) Increase the number of living wage certificate and degree programs	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college is in the process of finalizing the design to renovate the North Complex as a licensed vocational nursing (LVN) lab and lecture space. The project is scheduled to be completed between summer and fall of 2025 in preparation for the implementation of the program in Summer 2026.</p> <p>The college is also exploring the possibility of developing an occupational therapy assistant program and has applied for a Developing Hispanic Serving Institution grant to support this effort.</p> <p>Challenges: None</p> <p>Next Steps: The college will finalize the LVN project design, obtain Division of State Architect approval, bid, and complete the renovation in Spring 2026. The college is moving forward with creating a Bachelor of Arts in Public Safety in Summer 2025 with an anticipated launch date of Fall 2027.</p> <p><i>07/16/2025</i></p>	12/31/2025	On Track
→ (2) Develop embedded industry certificates within guided pathways	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college is currently exploring industry-recognized credentials and certificates for the business, economics, accounting, and computer information systems. The college is also exploring the introduction of industry-recognized credentials into its curriculum.</p> <p>Challenges: None</p> <p>Next Steps: The college has planned discipline/program meetings to review existing credentials, gather industry feedback, and develop a fully outlined plan for future action. The college will also explore additional disciplines where embedded industry certificates can be offered.</p> <p><i>07/16/2025</i></p>	12/31/2025	On Track
→ (3) Develop targeted marketing campaigns for CTE programs	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college was awarded a \$200,000 grant to promote its career technical education programs. A comprehensive marketing campaign, running from November 2024 to August 2025, aimed to raise awareness of these programs and drive enrollment.</p> <p>Challenges: None</p> <p>Next Steps: Marketing will continue collaborating with career technical programs to identify funding opportunities for promoting both current and upcoming offerings.</p> <p><i>07/16/2025</i></p>	12/31/2025	On Track

Goal	Goal Type	Board Update	Due Date	Completion	
	→ (4) Increase the number of living wage programs that can be completed in a semester/year	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college has developed multiple living wage programs that can be completed within one year: Theatre Arts, phlebotomy, and Library Technician certificate programs.</p> <p>Challenges: None</p> <p>Next Steps: The college is currently exploring an Occupational Therapy certificate program, a program found to offer graduates access to a living wage.</p> <p>07/16/2025</p>	12/31/2025	On Track
	→ (5) Develop enhanced noncredit offerings to meet community and workforce needs	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The following reflect enhanced non-credit programs completed in the last two years to meet workforce needs: Acute Care Nursing Assistant, Certified Nursing Assistant, Essential ASL and Deaf Culture for Customer Service Professionals, Home Health Aide, Mathematics for Medical Professionals, Personal Trainer, and Phlebotomy Technician.</p> <p>Challenges: None</p> <p>Next Steps: The college is continually exploring new programs, particularly those offering prospective students a living wage.</p> <p>07/16/2025</p>	12/31/2025	On Track
	→ SA 6: Plan and implement intentional outreach/marketing strategies for students, parents, and the community	Supporting Action		06/30/2027	On Track
	→ (1) Develop standard multilingual materials to communicate the value and affordability of community college education to HS students and community partners.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Twenty-five hundred bilingual postcard mailers went to Hispanic households for the fall 2024 enrollment marketing campaign. Messaging was to parents about higher education opportunities and focused on affordability, flexibility, and available services. Multilingual outreach and information materials are available to students and parents in reference to our adult education programs, dual enrollment program, and College Fast Facts newsletter.</p> <p>Challenges: None</p> <p>Next Steps: We provided several Crafton 101 workshops in Spanish and we held Spanish speaking workshops at our adult education day on April 18, 2025.</p> <p>07/16/2025</p>	12/31/2024	Complete

Goal	Goal Type	Board Update	Due Date	Completion
→ (2) Identify community stakeholders, communication methods, and ongoing scheduling of events with community partners	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: College representatives actively engage with the community to promote the college, build goodwill, and recruit students. These efforts include participating in events like the Veterans Fair, Holiday Parade, Autumnfest, Burlington/Amazon career days, Wellness Festival, and the Yuhaaviatam at San Manuel Nation Annual Youth Gathering. We also host campus tours for groups such as the Girl Scouts and local K-12 schools to foster early college awareness.</p> <p>Challenges: None</p> <p>Next Steps: Next steps include expanding outreach by participating in more community events and increasing engagement with underserved populations. The college will enhance K-12 connections by developing structured campus visit programs and early college awareness initiatives. Strengthening and formalizing partnerships with organizations and local businesses will help create clear pathways for internships, mentorships, and dual enrollment opportunities.</p> <p><i>07/16/2025</i></p>	12/31/2025	On Track
→ (3) Use positive brand association marketing (challenge misconceptions, showcase positive outcomes, low cost, etc.).	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college launched its spring enrollment and financial aid campaigns in June 2025, featuring Spanish and English radio ads, billboards, digital ads, videos, and social media. A static billboard on I-10 East promotes evening and online classes, flexibility, affordability, and key enrollment dates. In July 2025, a separate Zero Textbook Cost (ZTC) digital and social campaign with new landing pages will roll out to boost Fall 2025 enrollment and highlight ZTC courses and programs.</p> <p>Challenges: None</p> <p>Next Steps: We will be working on a fall enrollment campaign that specifically challenges misconceptions and showcases positive outcomes and affordability. We are also working on specific marketing for evening classes and online programs.</p> <p><i>07/16/2025</i></p>	06/30/2026	On Track
→ (4) Regularly send acceptance letters to high school graduating seniors and their parents.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Acceptance letters went out in June 2025 to RUSD and YCJUSD graduates and their parents. Sending community college acceptance letters to high school seniors holds significant value and impact. These letters provide students with a tangible sense of accomplishment and serve as an important step in their transition to higher education.</p> <p>Challenges: None</p> <p>Next Steps: The college intends to continue to prioritize the sending of acceptance letters to high school graduates in its service area. Letters will go out every March.</p> <p><i>07/16/2025</i></p>	06/30/2026	Complete
→ SA 7: Be flexible in scheduling courses over varied days, times, and modalities	Supporting Action		06/30/2027	On Track

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→ (1) Increase the number of evening classes.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The number of evening classes increased from 134 in 2022-2023 to 152 in 2024-2025, a 13% increase.</p> <p>Challenges: None</p> <p>Next Steps: The college is exploring how to strategically continue increasing evening offerings.</p> <p>07/16/2025</p>	12/31/2026	On Track
→ (2) Increase the number of weekend classes.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college increased the number of weekend (Friday, Saturday, Sunday) sections from 70 in 2023-2024 to 93 in 2024-2025, an increase of 23 (33%) weekend sections.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college is exploring how to strategically continue increasing weekend offerings.</p> <p>07/16/2025</p>	12/31/2026	On Track
→ (3) Increase the number of programs that can be completed by taking evening, weekend classes.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The number of evening classes increased from 134 in 2022-2023 to 152 in 2024-2025, a 13% increase. Additionally, the number of weekend (Friday, Saturday, Sunday) sections from 70 in 2023-2024 to 93 in 2024-2025, an increase of 23 (33%) weekend sections.</p> <p>Challenges: None</p> <p>Next Steps: Counseling will also collaborate with the research office and the Chairs Council to assess the demand for course offerings in evenings and weekends.</p> <p>07/16/2025</p>	12/31/2026	On Track
→ (4) Develop an intentional DE completion pathway.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Starting in Fall 2024, we began offering a new, fully online and OER/ZTC pathway: Library Support Staff Certificate. This now increases our fully online degrees and certificates to sixteen.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to monitor retention and success rates to determine trends that can inform teaching practices to increase these rates over time.</p> <p>07/16/2025</p>	12/31/2025	On Track

2. BE A DIVERSE, EQUITABLE, INCLUSIVE, AND ANTI-RACIST INSTITUTION.

Goal	Goal Type	Board Update	Due Date	Completion
SD 2: Engage in practices that prioritize and promote inclusivity, equity, anti-racism, and human sustainability.	Strategic Direction	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Two faculty cohorts completed USC Race and Equity training to strengthen equity-minded teaching. The training expanded to include managers and classified staff. Student support services also advanced new strategies to close access gaps for Black/African American and Hispanic/Latinx students.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to scale efforts to incorporate equity-minded strategies into all facets of the student experience and prioritize the establishment of equitable outcomes for students.</p> <p><i>08/15/2025</i></p>	06/30/2028	On Track
→ SA 1: Strengthen communication of shared governance projects and committee work	Supporting Action		05/30/2028	On Track
→ (1) Research and remove barriers to participation in shared governance (e.g. focus group).	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Fall 2023 Campus Climate Survey findings indicated that 79% of respondents agreed or strongly agreed that the college's planning process offers adequate opportunities for input by appropriate constituencies. We will continue to focus on increasing participation, particularly among classified staff.</p> <p>Challenges: None</p> <p>Next Steps: We are planning at least one training session with classified staff in Fall 2025 to focus on addressing questions about how to better support the participation on governance committees. Additionally, the Office of Institutional Effectiveness (OIE) will partner with the academic and classified senate presidents (and possibly with the CSEA and CTA presidents) in holding governance training sessions in Fall 2025. The OIE will also seek to partner with the Student Senate in holding such sessions.</p> <p><i>08/15/2025</i></p>	06/30/2025	On Track
→ (2) Increase staff, student, and faculty participation in shared governance.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In August 2024, the college held two governance training sessions, one focused primarily on staff (33 attendees) and a second focused primarily on faculty (approximately 50 attendees). The sessions helped staff/faculty better understand how they can join committees and engage with the governance process.</p> <p>Challenges: None</p> <p>Next Steps: We are planning a second training session with classified staff in Fall 2025 to focus on addressing questions about how to better support the participation on governance committees. Additionally, the Office of Institutional Effectiveness (OIE) will partner with the academic and classified senate presidents (and possibly with the CSEA and CTA presidents) in holding governance training sessions in Fall 2025. The OIE will also seek to partner with the Student Senate in holding such sessions.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
<p>→ (3) Increase participation of traditionally marginalized affinity groups in committees and all advisory groups.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Findings from the Fall 2023 Campus Climate Survey indicate relative satisfaction with the governance process among Hispanic/Latinx and White respondents. However, we did not receive a sufficient number of responses from individuals self-identifying as belonging to other ethnic groups.</p> <p>Challenges: None</p> <p>Next Steps: The college will also examine disaggregated data on the percent of individuals participating in shared governance by constituency group in Fall 2025. The college's council will, in turn, examine such information and decide upon a set of strategies to address any observed equity gaps. The college intends to redeploy the survey in Fall 2025.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track
<p>→ SA 2: Promote and implement practices that enhance race-consciousness and anti-racism</p>	Supporting Action		06/30/2028	On Track
<p>→ (3) Institutionalize college-wide events that support equity and anti-racism (e.g., One Book One College).</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: One Book One College (OBOC) continues to thrive as an equity-focused program at the college. This year's selection, The Boys of Riverside, is promoting conversations about overcoming adversity, resilience, and inclusivity in classrooms and across campus via meetings, activities, and events.</p> <p>Challenges: None</p> <p>Next Steps: In addition to adoption tracking for OBOC, we want to encourage faculty outside of the Social Sciences and Humanities to adopt the OBOC selection in the future. To that end, the OBOC task force is inviting folks from STEM and career technical education programs to not only nominate a book but also consider joining the task force.</p> <p><i>08/15/2025</i></p>	06/30/2026	Complete
<p>→ (1) Promote race-consciousness and equity in the classroom via scaled professional development activities.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Three cohorts of instructional faculty have completed the USC Race and Equity training for instructional faculty to apply equity-minded strategies in the classroom. To date, 88 instructional faculty have participated in the USC training. In addition, 76% of the college's instructional faculty have completed the training.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to train instructional faculty and institutionalize the training started by the USC Race and Equity Center.</p> <p><i>08/15/2025</i></p>	06/30/2026	Complete

Goal	Goal Type	Board Update	Due Date	Completion
<p>→ (2) Promote race-consciousness and equity in student and instructional support services via processes that enhance equity in access (e.g., Streamlining Project).</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Three cohorts of instructional faculty have completed the USC Race and Equity training for instructional faculty to apply equity-minded strategies in the classroom, the most recent of which took place in Fall 2024. To date, 88 instructional faculty have participated in USC's training. A new cohort of 24 managers and 11 classified staff completed USC training designed specifically for non-classroom employees in Spring 2025. Finally, 13 employees attended the NCORE conference in May.</p> <p>Challenges: None</p> <p>Next Steps: The college will develop a process to institutionalize the training for incorporating equity strategies in instruction, make the disaggregated course specific data accessible to faculty, and refine the evaluation feedback process. The college will also use the USC training for non-classroom employees as a springboard for incorporating equity-minded strategies in still more spaces throughout campus, including within non-instructional programs.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track
<p>→ (4) Prioritize the implementation of activities in the college's equity plan to better support Black/African American and Hispanic/Latinx students.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college has made progress towards meeting the three-year goals codified in its student equity plan, namely with respect to increasing the enrollment rates among Black/African American students and increasing the rates of Hispanic/Latinx students completing transfer-level math and English. The college has also documented the many strategies it has implemented to support Black/African American and Hispanic/Latinx students in its update to the state chancellor's office in December 2024.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to focus on the implementation of scaled strategies, including the continued participation in the USC Race and Equity Center training, to close equity gaps for Black/African American and Hispanic/Latinx students. The college will continue to monitor its progress towards closing equity gaps for students and document such progress in Cascade.</p> <p><i>08/15/2025</i></p>	12/30/2025	Complete
<p>→ SA 3: Promote and implement practices that enhance well-being and engagement</p>	Supporting Action		06/30/2028	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (2) Continue and expand the onboarding program for new faculty and staff (e.g., New Faculty Orientation and Mentoring Onboarding Professional Education Development (MOPED)).	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Newly hired classified professionals receive orientation and local onboarding. The program is offered every term to ensure new classified staff receive the training and tools they need to be successful. The Tenure Track Academy was initiated during the 2020-2021 academic year through a series of workshops designed to support the transition to full-time faculty work. Work is continuing through the Academic Senate's Mentoring Onboarding Professional Education Development (MOPED) sub-committee.</p> <p>Challenges: None</p> <p>Next Steps: In addition to continuing this onboarding program for staff into the future, the college will also obtain feedback from participants to use in improving the program experience.</p> <p><i>08/15/2025</i></p>	12/30/2025	Complete
→ (3) Institutionalize events and trainings centered on enhancing employee well-being and mental health.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Employee well-being and mental health will be a theme of Fall 2025 in-service and PD events throughout the semester. Our Fall 2025 keynote is a director from the USC Race and Equity Institute (Brandi Junious) and her focus is on employee well being (both individual and as a collective team at work).</p> <p>Challenges: None</p> <p>Next Steps: The college will examine participant survey results for employee well-being activities and events from Fall 2025 to gather feedback, reflect, and improve future offerings on this topic. After reviewing the survey data, will seek to improve upon and continue offering mental health and well being workshops for employees.</p> <p><i>08/15/2025</i></p>	12/30/2025	Complete
→ (1) Provide mentorship for transfer students to maximize the impact of DEI and minimize the adverse impact.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college has primarily accomplished this via its revised counseling model. Three cornerstones of this new approach include the following: (a) A more structured process to address early alert flags for struggling students, enhancing timely intervention and support, (b) a restructuring of services based on students' unit completion, and (c) targeted outreach to DEI students for critical campaigns, including major declaration, Student Educational Plans (SEPs), and transfer preparedness.</p> <p>Challenges: None</p> <p>Next Steps: The University Transfer and Career Center (UTCC) is committed to DEI and is working on completing other activities that promote anticipating and being responsive to students' needs, demonstrate flexibility and institutional responsibility by adjusting policies, making data-informed decisions, and being intentional about creating community.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
SD 3: Increase student success & equity.	Strategic Direction	NEW Giovanni Sosa: Key Accomplishments: SBCCD has improved performance outcomes for Black/African American and Hispanic/Latinx students, with success rates rising from 63% to 68%. The district has also embedded DEIA values into its social media campaigns and expanded access to equity-minded programs, courses, and services. Challenges: None Next Steps: The college will continue to enhance programs and services for disproportionately impacted groups and special populations. <i>08/15/2025</i>	06/30/2028	On Track
→ SA 1: Increase equity in student success, completion, and enrollment through decreasing equity gaps for disproportionately impacted groups	Supporting Action		06/30/2028	On Track
→ (2) Emphasize DEI social media, podcasts and videos (such as TikTok and YouTube).	Key Result	NEW Giovanni Sosa: Key Accomplishments: The Marketing Department is dedicated to championing diversity, equity, inclusion, and access (DEIA) by strategically integrating these values into social media campaigns that promote programs through videos on platforms like TikTok and YouTube to engage with students. Challenges: None Next Steps: The college will continue working on videos that will feature successful alumni who are Black/African American and Hispanic/Latinx in our fall enrollment campaign. The college will continue highlighting diversity, equity, inclusion, and accessibility in our TikTok and YouTube videos. <i>08/15/2025</i>	06/30/2026	Complete
→ (1) Develop strategies to increase part-time student success.	Key Result	NEW Giovanni Sosa: Key Accomplishments: Research strongly indicates that moving to a compressed calendar increases the course success rate of students. The district has adopted the compressed calendar to increase the student success of part-time students. The college has also implemented several strategies to support part-time students, including increased access to disaggregated data by faculty and revisions to the program review process that more directly require the adoption of inclusive classroom strategies. Challenges: None Next Steps: The district and college will adopt the compressed calendar for the 2025-2026 calendar year and implement the new calendar starting in fall 2025. The college will continue to use its educational master plan and student equity plan to monitor its progress towards supporting part-time students. <i>08/15/2025</i>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (3) Increase the percentage of Hispanic/Latinx and Black/African American students and other DI groups successfully completing courses.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The course completion rates for Hispanic/Latinx students have increased since 2021-2022: The rate increased from 89.4% in 2021-22 to 91.0% in 2022-23, and 91.2% in 2023-24. The rates for Black/African American students have declined slightly, from 88.7% (2021-22) to 87.6% (2023-24).</p> <p>Challenges: None</p> <p>Next Steps: The college will be prioritizing the implementation of its equity plan and the finalization of its new equity plan for the period between 2025-26 and 2027-28. The college will continue to prioritize support to Black/African American, Hispanic/Latinx, and other student groups as it makes progress towards closing equity gaps for these students.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track
→ (4) Increase Hispanic/Latinx and Black/African American and other DI groups transfer rates.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: For the third consecutive year, the college has been recognized as the top community college in Region 9 for University of California (UC) transfer admission rates, continuing its proud legacy of student achievement and equity in higher education. According to the latest data from the UC Information Center, the college's transfer admission rate for 2024–2025 rose to 78.99%, up from 73.68% the previous year.</p> <p>Challenges: None</p> <p>Next Steps: The college will promote two newly established partnerships designed to boost transfer rates. Coyotes on the Horizon with California State University, San Bernardino, and the other is a priority admission with University of California, Los Angeles (UCLA) for students who earn a specific Associate Degree for Transfer. These initiatives enhance collaboration and support services for students, simplify the transfer process, and encourage transfers by providing guaranteed admission.</p> <p><i>08/15/2025</i></p>	12/31/2025	Complete
→ (5) Increase the percentage of Hispanic/Latinx and Black/African American and other DI groups students successfully completing transfer level English and math in the first year.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: As per its student equity plan update, the college has observed an increase in the percentage of Hispanic/Latinx students completing transfer-level math and English within one year, from 17.4% in the 2020-2021 academic year to 18.2% in the 2023-2024 academic year. Similarly, the college has observed an increase in the percentage of Black/African American students completing transfer-level math within one year, from 42% in 2020-2021 to 74% in 2023-2024.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to support the implementation of AB1705. The college will be prioritizing the implementation of its student equity plan, namely through the use of a Cascade-based process. Finally, the college will continue to monitor the rates of transfer-level completion to assess the impact of its support strategies.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
<p>→ (6) Increase access and the use of disaggregated data by course success and class rosters for classes taught by instructors.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Currently, the faculty participating in the USC Race and Equity training receive course specific disaggregated course success rate data and class roster data. In addition, faculty participating in evaluations are provided disaggregated data to include in their self-evaluation. Such work has contributed to the closing of equity gaps in course success rates for Pacific Islander and Native American students.</p> <p>Challenges: None</p> <p>Next Steps: By late Fall 2025, faculty will be able to log in and access their specific disaggregated course success rate data and class roster data. The college plans on using this new data access as a springboard for further professional development focused on closing equity gaps for disproportionately impacted student groups.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track
<p>→ SA 2: Enhance programs and services for disproportionately impacted groups and special populations</p>	Supporting Action		06/30/2028	On Track
<p>→ (1) Develop Summer Bridge programs and learning communities that will ensure Black/African American, Hispanic/Latinx, and other disproportionately impacted student populations persist in college.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In Summer 2025, the Tutoring Center worked with student services and the instructors to place an embedded tutor in the Summer Bridge courses to provide peer-to-peer support. The students and instructors went on field trips, for example, and they visited CSUSB to learn about transfer opportunities and programs.</p> <p>Challenges: None</p> <p>Next Steps: We will track Summer Bridge enrollees and completers throughout their journey at the college and beyond to see if their certificate, degree, transfer rates are higher than the general population of students who do not participate in Summer Bridge.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track
<p>→ (2) Increase the number of Black/African American, Hispanic/Latinx, and other DI student populations through courses (e.g. Ethnic Studies) and programs (e.g. Honors Institute).</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college hired a full-time Ethnic Studies faculty to develop additional courses and programs. To date, the college has developed a Social Justice Studies for Transfer Degree with the courses, such as: Race, Ethnicity and Diversity; Sex, Gender, and Society; Native Peoples of North America.</p> <p>Challenges: None</p> <p>Next Steps: The new full-time Ethnic Studies faculty member will collaborate with others across the college to develop additional programs and courses. The college has selected a second full-time Ethnic Studies faculty member who will start in Fall 2025.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
<p>→ (3) Increase the opportunities for students to attend culturally specific leadership conferences such as A2MEND, HACU, etc.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college sent its largest cohort of Black/African American students and staff to-date (four staff members, eight students) to the 18th Annual A2MEND Summit (March 2025) in Los Angeles, CA.</p> <p>Challenges: None</p> <p>Next Steps: The college intends to send a group of students, faculty, staff, and administrators to the 39th Annual HACU Conference in November 2025. We will begin marketing that opportunity to students at the start of the fall semester.</p> <p><i>08/15/2025</i></p>	12/31/2025	Complete
<p>→ SA 3: Promote and expand access to resources available to students (e.g., tech devices, food pantry, open education resources (OER), zero textbook cost (ZTC), financial aid, mental health services)</p>	Supporting Action		06/30/2028	On Track
<p>→ (1) Increase the number of programs that can be completed with free textbooks.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college was awarded a \$118,500 Zero Textbook Cost (ZTC) Acceleration II Grant for the Multilingual (ML) program to convert courses/programs to fully ZTC. The ML program fills the gap for community members who desire to continue learning English, as both Yucaipa and Redlands Adult Schools offer only up to advanced levels of ESL courses. The college also received an additional \$325,000 in ZTC funding to support the conversion of additional programs to fully ZTC.</p> <p>Challenges: None</p> <p>Next Steps: Moving forward, the Multilingual program will begin converting its courses/program to ZTC. Additionally, several new academic disciplines including Anthropology, Microbiology, and interdisciplinary programs in Fine Arts, Humanities, Multiple Sciences, and Social Science will initiate the development of ZTC degree pathways. Finally, a more robust tracking system will be instituted in Fall 2025 to capture and track future ZTC courses more completely.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track
<p>→ (2) Increase access, marketing, and awareness for Basic Needs Center (food pantry, mental health services, housing, and technology support services).</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The Basic Needs Center's efforts to increase awareness of their services through marketing campaigns, partnerships and events led to several accomplishments. For example, the successful ThriveFest Mental Health Resource Fair in March 2025 provided vital on campus and community resources for students, such as free ultrasounds and guided tours of the campus garden. Student participation resulted in the serving of over 500 plates of food and 200 Farm Fresh veggie boxes.</p> <p>Challenges: None</p> <p>Next Steps: The use of PantrySoft Software will be introduced in Fall 2025 to help track the impact of pantry services provided and measure how effectively resources are being used. The Basic Needs Center will continue to increase awareness of its services by collaborating on campus and with local organizations. The center will maintain efforts to tailor outreach to specific student populations and create dignified experiences.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (3) Use marketing to increase awareness of programs and sections that can be completed with free textbooks.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The Fall 2024 digital Zero Textbook Cost bilingual marketing campaign, in collaboration with HyattWard Advertising, successfully boosted enrollment in both the Library and Theatre programs. The campaign led to a record high enrollment of 63 students in the Library program and the largest Theatre enrollment since 2019, with 142 students. Additionally, the college is currently conducting a bilingual Zero Textbook Cost (ZTC) marketing campaign in preparation for the Fall 2025 semester.</p> <p>Challenges: None</p> <p>Next Steps: This year's marketing campaign expands on previous efforts by including digital advertisements on social media platforms, direct mail distribution of postcards to 20,438 households in the Yucaipa area, and a strategically placed billboard along the 10 Freeway near the Oak Glen exit. Upon completion of the campaign, a comprehensive analysis of both marketing performance and enrollment data will be conducted to assess the overall effectiveness of these outreach efforts.</p> <p><i>08/15/2025</i></p>	12/31/2025	Complete
→ (4) Improve access to technology that supports learning.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Technology Services continues to upgrade and replace technology equipment across the campus that will improve access and support learning, including photo copiers across campus and replacing computers in accordance with the college's computer obsolescence project.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue the replacement and upgrades of projectors, flat screen TV marketing controls software, scheduled computer replacements, and training for classroom equipment. Also, TESS is currently testing automatic Windows updates for the future.</p> <p><i>08/15/2025</i></p>	12/30/2027	On Track
→ (5) Establish student onboarding for distance learning via increased training and support.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: This work is nearly complete. In fact, our webmaster continues to attend Distance Education Program meetings to work with the team, including the Guided Pathways Coordinator, to ensure that students and prospective students know which courses and full pathways are online so that they can assess all of their options. This work continues to serve populations, such as working learners, caregivers, those with transportation challenges, etc. who may not be able to take classes online.</p> <p>Challenges: None</p> <p>Next Steps: The college will assess the impact of our online courses and programs. While we can garner individual online section retention and success rates, we would like to disaggregate by the number of students who indicate that they likely would not be able to enroll in face-to-face sections so that we can truly assess impact for the students who need online learning.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track
→ SA 4: Improve communication with students (e.g., enhance CHC website, Canvas/Pronto SMS)	Supporting Action		06/30/2028	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (2) Increase student engagement in activities through student life.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: From March through May 2025, our robust student engagement activities program included vibrant celebrations for Women's History Month, Arab American Heritage Month, Gay-Pril, and Asian American Heritage Month. Special events like "Storytime with Alpaca Poe" offered fun for student parents and their children to participate in a joint activity and learn about the various parenting resources available on campus.</p> <p>Challenges: None</p> <p>Next Steps: The Office of Student Life will continue to design programs in collaboration with academic and student services departments to create a positive and inclusive campus environment.</p> <p>08/15/2025</p>	06/30/2026	On Track
→ (3) Create online resources to support Black/African American students, Hispanic/Latinx, and other cultural groups	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college was able to conduct focus group research in spring 2025 to better understand the needs, interests, and challenges faced by Black/African American students, Hispanic/Latinx, and other cultural groups.</p> <p>Challenges: None</p> <p>Next Steps: The college will use findings from disaggregated data to create online resources and webpages that cater specifically to the needs of Black/African American and Hispanic/Latinx student populations in Fall 2025.</p> <p>08/15/2025</p>	06/30/2026	On Track
→ (1) Encourage use of Canvas and Starfish by all faculty regardless of course delivery format and student support services.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: When new faculty are interviewed and onboarded, chairs and deans stress the importance and impact of using Canvas in all courses, whether online or face-to-face. Deans also consider the use of Canvas by faculty during the evaluation process. The college also offers multiple formats of training throughout the fall and spring semesters regarding the use of Canvas and best practices. These include full courses (40-50 hours) and short "micro-courses" that can be completed asynchronously on demand.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college will continue to offer Canvas-based training for the foreseeable future. The college is also in the process of gathering data on the extent to which Canvas is used by students and faculty alike. Having such information will help the college identify promising practices to better support students and faculty.</p> <p>08/15/2025</p>	06/30/2026	On Track

1. ELIMINATE BARRIERS TO STUDENT ACCESS AND SUCCESS.

Goal	Goal Type	Board Update	Due Date	Completion
SD 1: Increase Student Enrollment	Strategic Direction	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: SBCCD achieved all three key results related to expanding dual enrollment: establishing three new partnerships, increasing course sections from 48 to 102, and boosting FTES by 134% (from 101 to 253). In total, seven key results were completed—each aimed at removing barriers to enrollment and strengthening outreach to students, families, and the community.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to prioritize the work associated with this strategic direction, including work that is focused on outreach to disproportionately impacted student groups, improving the application and registration process, and developing career technical programs that meet regional workforce needs.</p> <p><i>07/21/2025</i></p>	06/30/2028	On Track
→ SA 1: Develop and implement strategies to increase dual enrollment.	Supporting Action		06/30/2027	Complete
→ (1) Develop three additional external partnerships. : 3 unit	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college is exploring three new external partnerships, via a memorandum of understanding, with all of the following organizations: Phase3Lab Schools, Mojave River, Packinghouse Christian Academy.</p> <p>Challenges: None</p> <p>Next Steps: The college will solidify three additional MOUs for Fall 2025:</p> <ul style="list-style-type: none"> Phase3Lab Schools https://www.phase3.school/contact/ Mojave River Academy https://www.mojaveriver.net/ Packinghouse Christian Academy https://www.packinghouseacademy.org/ <p><i>07/15/2025</i></p>	12/31/2024	Complete
→ (2) Increase dual enrollment sections from 48 (22-23) to 96 : 48 Sections to 96 Sections	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college's dual enrollment sections have increased from 48 in 2022-2023 to 102 in 2024-2025, a 113% increase. As a result, the college has exceeded the 2027-2028 target of 96 three years early.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to expand dual enrollment section offerings by implementing an 11th-grade dual enrollment cohort with the Redlands Unified School District.</p> <p><i>07/15/2025</i></p>	06/30/2026	Complete

Goal	Goal Type	Board Update	Due Date	Completion
→ (3) Increase FTES by 67% from 101 (22-23) to 168 : 101 unit to 168 unit	Key Result	NEW Giovanni Sosa: Key Accomplishments: As of July 8, 2025, the college's dual enrollment full-time equivalent students (FTES) has increased from 108 in 2022-2023 to 253 in 2024-2025, an increase of 134%. As a result, the college has exceeded the 2027-2028 target of 168 FTES, three years early. Challenges: None Next Steps: The college has expanded dual enrollment section offerings by implementing an 11th-grade dual enrollment cohort with the Redlands Unified School District as of Fall 2024. <i>07/15/2025</i>	06/30/2026	Complete
→ SA 2: Find and remove internal and external barriers to student enrollment.	Supporting Action		06/30/2028	Complete
→ (1) Use the USC template or something comparable to review policies for access and equity and make revisions based on the results	Key Result	NEW Giovanni Sosa: Key Accomplishments: The college completed its last update by having all college managers and selected classified professionals participate in an eight-week training with the USC Equity & Race Center to support racial equity in higher education. Challenges: None Next Steps: The college will continue to use strategies learned at the USC Equity & Race to improve the student experience and proactively remove barriers. <i>07/15/2025</i>	12/31/2025	Complete
→ (2) Identify and implement research-based practices to remove barriers (e.g., implement Canvas in all sections from the student voices research)	Key Result	NEW Giovanni Sosa: Key Accomplishments: The college is in its fourth year of implementing the Student Success Team model, built around a unit-based counseling structure and supported by Completion Coaches. Key elements of this model include: <ul style="list-style-type: none"> • Milestone-Based Interventions: Structured outreach aligned with transfer and graduation goals. • First-Contact Completion Coaches: Outreach through phone, text, and social media. • Networked Counseling Teams: Counselors and support staff coordinate to ensure seamless and consistent student experiences. Challenges: None Next Steps: The college will expand its data analysis to identify lingering gaps, particularly among low-income and undocumented students, whose participation has declined, potentially in response to national policy concerns. We also plan to integrate a mental health therapist into the Student Success Team model, further embedding wellness into academic support. This holistic strategy ensures students are supported academically and emotionally throughout their educational journey. <i>07/15/2025</i>	12/31/2024	Complete

Goal	Goal Type	Board Update	Due Date	Completion
<p>→ (3) Evaluate matriculation process to improve efficiencies and remove enrollment barriers and align with minimum requirements</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In Spring 2025, the college successfully integrated placement directly into the CCCApply application, removing the previous requirement for students to complete a separate placement form through a third-party platform. This streamlining significantly improved the student onboarding experience by eliminating an extra login step and reducing the time it takes to complete matriculation. This change aligns with state guidelines and removes a known friction point in the enrollment process.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to monitor and evaluate the impact of this change on enrollment outcomes, including disaggregated data by student population. Findings will inform additional improvements to the matriculation process and support services. Data findings will be available in Fall 2025.</p> <p><i>07/15/2025</i></p>	12/31/2024	Complete
<p>→ SA 3: Focus outreach on disproportionately impacted student groups and special populations</p>	Supporting Action		06/30/2027	On Track
<p>→ (1) Increase the number of Black/African American students who apply and enroll</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Nine hundred postcard mailers went to Black/African American households for the fall 2025 enrollment marketing campaign. Messaging was directed to parents about higher education opportunities, focusing on affordability, flexibility, and available services. In addition, the college issued press releases and media coverage highlighting the college's success in closing equity gaps in transfer outcomes, including a 100% UC admission rate for Black/African American students.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to refine and expand its outreach strategy by:</p> <ul style="list-style-type: none"> • Tracking enrollment trends from this campaign. • Expanding media coverage of student achievement and equity-focused initiatives. • Exploring community-based partnerships to further engage Black/African American students and their families. <p><i>07/15/2025</i></p>	12/31/2025	On Track

Goal	Goal Type	Board Update	Due Date	Completion
<p>→ (2) Increase the number of Black/African American and Hispanic/Latinx (Ethnic Studies) courses and programs</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college is currently working on the development of several programs of study, including an AA-T in Ethnic Studies, a Certificate in Black Studies, and a Certificate in Latinx Studies.</p> <p>The college's increased focus on recruiting Black/African American students likely contributed to the increased representation of that student population since Fall 2023: From 232 students (3.9% of the student body) in Fall 2023 to 304 students (4.6% of the student body) in Fall 2024.</p> <p>Challenges: None</p> <p>Next Steps: The AA-T in Ethnic Studies, Certificate in Black Studies, and Certificate in Latinx Studies will be submitted to the board of trustees for approval in Fall 2025. In addition, a library liaison will collaborate with the ethnic studies faculty member to build the collection of library sources designed to better support ethnic studies curricula.</p> <p>07/15/2025</p>	06/30/2026	On Track
<p>→ (3) Develop K-12 and community relationships with our Black/African American communities to improve enrollment</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: On March 6-7, eight students and four staff members from the college attended the 18th Annual A2MEND Summit. The conference provided an inspiring and empowering environment where students could connect, learn, and grow. We also took the opportunity to celebrate the college's <i>Excellence in Equitable Placement</i> and <i>Transfer-Level Math Success for Black Students</i> award, presented by the Campaign for College Opportunity.</p> <p>Challenges: None</p> <p>Next Steps: To plan for next year's A2MEND Summit, the college will begin early by securing funding, forming a planning committee, and reserving spots. Student recruitment will start in the fall with a structured application process and pre-summit orientation to prepare attendees. The college will work to amplify student voices through social media takeovers, campus presentations, and post-summit reflections.</p> <p>07/15/2025</p>	12/31/2025	Complete
<p>→ (4) Increase outreach and partnerships to formerly incarcerated populations.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college successfully secured \$366,027 in funding over three years (2025-26 through 2027-28) to support the Rising Scholars program, thereby enhancing resources, staffing, and services for justice-impacted students. We strengthened collaborations with local reentry programs, nonprofit organizations, and correctional facilities to support outreach and referral efforts.</p> <p>Challenges: None</p> <p>Next Steps: The college will launch focused outreach campaigns, including campus visits, presentations at transitional housing centers, and informational workshops tailored to justice-impacted individuals. We also plan to implement specialized student support through counselors, mental health therapists, financial aid, and academic planning.</p> <p>07/15/2025</p>	12/31/2027	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ SA 4: Improve and streamline the application and registration process.	Supporting Action		06/30/2027	On Track
→ (1) Streamline the process for adding students in sections	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In Fall 2024, the transition from WebAdvisor to Self Service changed the course registration process, including late-adds. The outdated late-add codes were eliminated, and instructors now input authorizations directly, allowing students to register seamlessly through Self Service.</p> <p>Challenges: None</p> <p>Next Steps: Self Service was successfully implemented in Fall 2024. 07/16/2025</p>	12/31/2025	Complete
→ (2) Continue to research and evaluate technology platforms to simplify the connection between the student educational planning process and course registration system	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college's counseling team collaborated with the Starfish workgroup to explore the viability of allowing students to enroll in classes directly from their Starfish-based educational plans. After exploring various possibilities, the group concluded that Starfish currently lacks the necessary functionality to support this feature. While this remains a long-term goal, the college has shifted its focus to identifying alternative solutions that may better support this integration.</p> <p>Challenges: None</p> <p>Next Steps: The college is actively participating as a pilot campus in the California Community Colleges Chancellor's Office Collaborative Enterprise Resource Planning (ERP) Project, which seeks to design and implement a new statewide ERP system by 2030. This project represents a promising opportunity to build this functionality into the next-generation platform from the outset. In the meantime, we will continue to evaluate software alternatives and provide feedback that supports student-centered design. 07/16/2025</p>	12/31/2025	On Track
→ (3) Partner with K-12 to implement FAFSA legislation	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In partnership with Redlands Unified School District and neighboring high schools, we have strengthened FAFSA legislation implementation through a variety of K-12 collaborations. Key accomplishments include establishing a FAFSA data-sharing agreement for targeted outreach and providing 201 FAFSA workshops that have been attended by 939 students. Additionally, the college has served 32 students via the California Dream Act Application completion labs with bilingual support.</p> <p>Challenges: None</p> <p>Next Steps: Our goal is to maintain momentum, close equity gaps, and improve student access, affordability, and success. We will continue to work closely with Outreach and our high school contacts to achieve this. 07/16/2025</p>	12/31/2025	Complete
→ SA 5: Develop, evaluate, and implement CTE programs that meet regional workforce needs	Supporting Action		06/30/2027	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (1) Increase the number of living wage certificate and degree programs	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college is in the process of finalizing the design to renovate the North Complex as a licensed vocational nursing (LVN) lab and lecture space. The project is scheduled to be completed between summer and fall of 2025 in preparation for the implementation of the program in Summer 2026.</p> <p>The college is also exploring the possibility of developing an occupational therapy assistant program and has applied for a Developing Hispanic Serving Institution grant to support this effort.</p> <p>Challenges: None</p> <p>Next Steps: The college will finalize the LVN project design, obtain Division of State Architect approval, bid, and complete the renovation in Spring 2026. The college is moving forward with creating a Bachelor of Arts in Public Safety in Summer 2025 with an anticipated launch date of Fall 2027.</p> <p><i>07/16/2025</i></p>	12/31/2025	On Track
→ (2) Develop embedded industry certificates within guided pathways	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college is currently exploring industry-recognized credentials and certificates for the business, economics, accounting, and computer information systems. The college is also exploring the introduction of industry-recognized credentials into its curriculum.</p> <p>Challenges: None</p> <p>Next Steps: The college has planned discipline/program meetings to review existing credentials, gather industry feedback, and develop a fully outlined plan for future action. The college will also explore additional disciplines where embedded industry certificates can be offered.</p> <p><i>07/16/2025</i></p>	12/31/2025	On Track
→ (3) Develop targeted marketing campaigns for CTE programs	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college was awarded a \$200,000 grant to promote its career technical education programs. A comprehensive marketing campaign, running from November 2024 to August 2025, aimed to raise awareness of these programs and drive enrollment.</p> <p>Challenges: None</p> <p>Next Steps: Marketing will continue collaborating with career technical programs to identify funding opportunities for promoting both current and upcoming offerings.</p> <p><i>07/16/2025</i></p>	12/31/2025	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (4) Increase the number of living wage programs that can be completed in a semester/year	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college has developed multiple living wage programs that can be completed within one year: Theatre Arts, phlebotomy, and Library Technician certificate programs.</p> <p>Challenges: None</p> <p>Next Steps: The college is currently exploring an Occupational Therapy certificate program, a program found to offer graduates access to a living wage.</p> <p>07/16/2025</p>	12/31/2025	On Track
→ (5) Develop enhanced noncredit offerings to meet community and workforce needs	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The following reflect enhanced non-credit programs completed in the last two years to meet workforce needs: Acute Care Nursing Assistant, Certified Nursing Assistant, Essential ASL and Deaf Culture for Customer Service Professionals, Home Health Aide, Mathematics for Medical Professionals, Personal Trainer, and Phlebotomy Technician.</p> <p>Challenges: None</p> <p>Next Steps: The college is continually exploring new programs, particularly those offering prospective students a living wage.</p> <p>07/16/2025</p>	12/31/2025	On Track
→ SA 6: Plan and implement intentional outreach/marketing strategies for students, parents, and the community	Supporting Action		06/30/2027	On Track
→ (1) Develop standard multilingual materials to communicate the value and affordability of community college education to HS students and community partners.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Twenty-five hundred bilingual postcard mailers went to Hispanic households for the fall 2024 enrollment marketing campaign. Messaging was to parents about higher education opportunities and focused on affordability, flexibility, and available services. Multilingual outreach and information materials are available to students and parents in reference to our adult education programs, dual enrollment program, and College Fast Facts newsletter.</p> <p>Challenges: None</p> <p>Next Steps: We provided several Crafton 101 workshops in Spanish and we held Spanish speaking workshops at our adult education day on April 18, 2025.</p> <p>07/16/2025</p>	12/31/2024	Complete

Goal	Goal Type	Board Update	Due Date	Completion
→ (2) Identify community stakeholders, communication methods, and ongoing scheduling of events with community partners	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: College representatives actively engage with the community to promote the college, build goodwill, and recruit students. These efforts include participating in events like the Veterans Fair, Holiday Parade, Autumnfest, Burlington/Amazon career days, Wellness Festival, and the Yuhaaviatam at San Manuel Nation Annual Youth Gathering. We also host campus tours for groups such as the Girl Scouts and local K-12 schools to foster early college awareness.</p> <p>Challenges: None</p> <p>Next Steps: Next steps include expanding outreach by participating in more community events and increasing engagement with underserved populations. The college will enhance K-12 connections by developing structured campus visit programs and early college awareness initiatives. Strengthening and formalizing partnerships with organizations and local businesses will help create clear pathways for internships, mentorships, and dual enrollment opportunities.</p> <p><i>07/16/2025</i></p>	12/31/2025	On Track
→ (3) Use positive brand association marketing (challenge misconceptions, showcase positive outcomes, low cost, etc.).	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college launched its spring enrollment and financial aid campaigns in June 2025, featuring Spanish and English radio ads, billboards, digital ads, videos, and social media. A static billboard on I-10 East promotes evening and online classes, flexibility, affordability, and key enrollment dates. In July 2025, a separate Zero Textbook Cost (ZTC) digital and social campaign with new landing pages will roll out to boost Fall 2025 enrollment and highlight ZTC courses and programs.</p> <p>Challenges: None</p> <p>Next Steps: We will be working on a fall enrollment campaign that specifically challenges misconceptions and showcases positive outcomes and affordability. We are also working on specific marketing for evening classes and online programs.</p> <p><i>07/16/2025</i></p>	06/30/2026	On Track
→ (4) Regularly send acceptance letters to high school graduating seniors and their parents.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Acceptance letters went out in June 2025 to RUSD and YCJUSD graduates and their parents. Sending community college acceptance letters to high school seniors holds significant value and impact. These letters provide students with a tangible sense of accomplishment and serve as an important step in their transition to higher education.</p> <p>Challenges: None</p> <p>Next Steps: The college intends to continue to prioritize the sending of acceptance letters to high school graduates in its service area. Letters will go out every March.</p> <p><i>07/16/2025</i></p>	06/30/2026	Complete
→ SA 7: Be flexible in scheduling courses over varied days, times, and modalities	Supporting Action		06/30/2027	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (1) Increase the number of evening classes.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The number of evening classes increased from 134 in 2022-2023 to 152 in 2024-2025, a 13% increase.</p> <p>Challenges: None</p> <p>Next Steps: The college is exploring how to strategically continue increasing evening offerings.</p> <p>07/16/2025</p>	12/31/2026	On Track
→ (2) Increase the number of weekend classes.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college increased the number of weekend (Friday, Saturday, Sunday) sections from 70 in 2023-2024 to 93 in 2024-2025, an increase of 23 (33%) weekend sections.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college is exploring how to strategically continue increasing weekend offerings.</p> <p>07/16/2025</p>	12/31/2026	On Track
→ (3) Increase the number of programs that can be completed by taking evening, weekend classes.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The number of evening classes increased from 134 in 2022-2023 to 152 in 2024-2025, a 13% increase. Additionally, the number of weekend (Friday, Saturday, Sunday) sections from 70 in 2023-2024 to 93 in 2024-2025, an increase of 23 (33%) weekend sections.</p> <p>Challenges: None</p> <p>Next Steps: Counseling will also collaborate with the research office and the Chairs Council to assess the demand for course offerings in evenings and weekends.</p> <p>07/16/2025</p>	12/31/2026	On Track
→ (4) Develop an intentional DE completion pathway.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Starting in Fall 2024, we began offering a new, fully online and OER/ZTC pathway: Library Support Staff Certificate. This now increases our fully online degrees and certificates to sixteen.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to monitor retention and success rates to determine trends that can inform teaching practices to increase these rates over time.</p> <p>07/16/2025</p>	12/31/2025	On Track

2. BE A DIVERSE, EQUITABLE, INCLUSIVE, AND ANTI-RACIST INSTITUTION.

Goal	Goal Type	Board Update	Due Date	Completion
SD 2: Engage in practices that prioritize and promote inclusivity, equity, anti-racism, and human sustainability.	Strategic Direction	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Two faculty cohorts completed USC Race and Equity training to strengthen equity-minded teaching. The training expanded to include managers and classified staff. Student support services also advanced new strategies to close access gaps for Black/African American and Hispanic/Latinx students.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to scale efforts to incorporate equity-minded strategies into all facets of the student experience and prioritize the establishment of equitable outcomes for students.</p> <p><i>08/15/2025</i></p>	06/30/2028	On Track
→ SA 1: Strengthen communication of shared governance projects and committee work	Supporting Action		05/30/2028	On Track
→ (1) Research and remove barriers to participation in shared governance (e.g. focus group).	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Fall 2023 Campus Climate Survey findings indicated that 79% of respondents agreed or strongly agreed that the college's planning process offers adequate opportunities for input by appropriate constituencies. We will continue to focus on increasing participation, particularly among classified staff.</p> <p>Challenges: None</p> <p>Next Steps: We are planning at least one training session with classified staff in Fall 2025 to focus on addressing questions about how to better support the participation on governance committees. Additionally, the Office of Institutional Effectiveness (OIE) will partner with the academic and classified senate presidents (and possibly with the CSEA and CTA presidents) in holding governance training sessions in Fall 2025. The OIE will also seek to partner with the Student Senate in holding such sessions.</p> <p><i>08/15/2025</i></p>	06/30/2025	On Track
→ (2) Increase staff, student, and faculty participation in shared governance.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In August 2024, the college held two governance training sessions, one focused primarily on staff (33 attendees) and a second focused primarily on faculty (approximately 50 attendees). The sessions helped staff/faculty better understand how they can join committees and engage with the governance process.</p> <p>Challenges: None</p> <p>Next Steps: We are planning a second training session with classified staff in Fall 2025 to focus on addressing questions about how to better support the participation on governance committees. Additionally, the Office of Institutional Effectiveness (OIE) will partner with the academic and classified senate presidents (and possibly with the CSEA and CTA presidents) in holding governance training sessions in Fall 2025. The OIE will also seek to partner with the Student Senate in holding such sessions.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
<p>→ (3) Increase participation of traditionally marginalized affinity groups in committees and all advisory groups.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Findings from the Fall 2023 Campus Climate Survey indicate relative satisfaction with the governance process among Hispanic/Latinx and White respondents. However, we did not receive a sufficient number of responses from individuals self-identifying as belonging to other ethnic groups.</p> <p>Challenges: None</p> <p>Next Steps: The college will also examine disaggregated data on the percent of individuals participating in shared governance by constituency group in Fall 2025. The college's council will, in turn, examine such information and decide upon a set of strategies to address any observed equity gaps. The college intends to redeploy the survey in Fall 2025.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track
<p>→ SA 2: Promote and implement practices that enhance race-consciousness and anti-racism</p>	Supporting Action		06/30/2028	On Track
<p>→ (3) Institutionalize college-wide events that support equity and anti-racism (e.g., One Book One College).</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: One Book One College (OBOC) continues to thrive as an equity-focused program at the college. This year's selection, The Boys of Riverside, is promoting conversations about overcoming adversity, resilience, and inclusivity in classrooms and across campus via meetings, activities, and events.</p> <p>Challenges: None</p> <p>Next Steps: In addition to adoption tracking for OBOC, we want to encourage faculty outside of the Social Sciences and Humanities to adopt the OBOC selection in the future. To that end, the OBOC task force is inviting folks from STEM and career technical education programs to not only nominate a book but also consider joining the task force.</p> <p><i>08/15/2025</i></p>	06/30/2026	Complete
<p>→ (1) Promote race-consciousness and equity in the classroom via scaled professional development activities.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Three cohorts of instructional faculty have completed the USC Race and Equity training for instructional faculty to apply equity-minded strategies in the classroom. To date, 88 instructional faculty have participated in the USC training. In addition, 76% of the college's instructional faculty have completed the training.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to train instructional faculty and institutionalize the training started by the USC Race and Equity Center.</p> <p><i>08/15/2025</i></p>	06/30/2026	Complete

Goal	Goal Type	Board Update	Due Date	Completion
<p>→ (2) Promote race-consciousness and equity in student and instructional support services via processes that enhance equity in access (e.g., Streamlining Project).</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Three cohorts of instructional faculty have completed the USC Race and Equity training for instructional faculty to apply equity-minded strategies in the classroom, the most recent of which took place in Fall 2024. To date, 88 instructional faculty have participated in USC's training. A new cohort of 24 managers and 11 classified staff completed USC training designed specifically for non-classroom employees in Spring 2025. Finally, 13 employees attended the NCORE conference in May.</p> <p>Challenges: None</p> <p>Next Steps: The college will develop a process to institutionalize the training for incorporating equity strategies in instruction, make the disaggregated course specific data accessible to faculty, and refine the evaluation feedback process. The college will also use the USC training for non-classroom employees as a springboard for incorporating equity-minded strategies in still more spaces throughout campus, including within non-instructional programs.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track
<p>→ (4) Prioritize the implementation of activities in the college's equity plan to better support Black/African American and Hispanic/Latinx students.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college has made progress towards meeting the three-year goals codified in its student equity plan, namely with respect to increasing the enrollment rates among Black/African American students and increasing the rates of Hispanic/Latinx students completing transfer-level math and English. The college has also documented the many strategies it has implemented to support Black/African American and Hispanic/Latinx students in its update to the state chancellor's office in December 2024.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to focus on the implementation of scaled strategies, including the continued participation in the USC Race and Equity Center training, to close equity gaps for Black/African American and Hispanic/Latinx students. The college will continue to monitor its progress towards closing equity gaps for students and document such progress in Cascade.</p> <p><i>08/15/2025</i></p>	12/30/2025	Complete
<p>→ SA 3: Promote and implement practices that enhance well-being and engagement</p>	Supporting Action		06/30/2028	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (2) Continue and expand the onboarding program for new faculty and staff (e.g., New Faculty Orientation and Mentoring Onboarding Professional Education Development (MOPED)).	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Newly hired classified professionals receive orientation and local onboarding. The program is offered every term to ensure new classified staff receive the training and tools they need to be successful. The Tenure Track Academy was initiated during the 2020-2021 academic year through a series of workshops designed to support the transition to full-time faculty work. Work is continuing through the Academic Senate's Mentoring Onboarding Professional Education Development (MOPED) sub-committee.</p> <p>Challenges: None</p> <p>Next Steps: In addition to continuing this onboarding program for staff into the future, the college will also obtain feedback from participants to use in improving the program experience.</p> <p><i>08/15/2025</i></p>	12/30/2025	Complete
→ (3) Institutionalize events and trainings centered on enhancing employee well-being and mental health.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Employee well-being and mental health will be a theme of Fall 2025 in-service and PD events throughout the semester. Our Fall 2025 keynote is a director from the USC Race and Equity Institute (Brandi Junious) and her focus is on employee well being (both individual and as a collective team at work).</p> <p>Challenges: None</p> <p>Next Steps: The college will examine participant survey results for employee well-being activities and events from Fall 2025 to gather feedback, reflect, and improve future offerings on this topic. After reviewing the survey data, will seek to improve upon and continue offering mental health and well being workshops for employees.</p> <p><i>08/15/2025</i></p>	12/30/2025	Complete
→ (1) Provide mentorship for transfer students to maximize the impact of DEI and minimize the adverse impact.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college has primarily accomplished this via its revised counseling model. Three cornerstones of this new approach include the following: (a) A more structured process to address early alert flags for struggling students, enhancing timely intervention and support, (b) a restructuring of services based on students' unit completion, and (c) targeted outreach to DEI students for critical campaigns, including major declaration, Student Educational Plans (SEPs), and transfer preparedness.</p> <p>Challenges: None</p> <p>Next Steps: The University Transfer and Career Center (UTCC) is committed to DEI and is working on completing other activities that promote anticipating and being responsive to students' needs, demonstrate flexibility and institutional responsibility by adjusting policies, making data-informed decisions, and being intentional about creating community.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
SD 3: Increase student success & equity.	Strategic Direction	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: SBCCD has improved performance outcomes for Black/African American and Hispanic/Latinx students, with success rates rising from 63% to 68%. The district has also embedded DEIA values into its social media campaigns and expanded access to equity-minded programs, courses, and services.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to enhance programs and services for disproportionately impacted groups and special populations.</p> <p>08/15/2025</p>	06/30/2028	On Track
→ SA 1: Increase equity in student success, completion, and enrollment through decreasing equity gaps for disproportionately impacted groups	Supporting Action		06/30/2028	On Track
→ (2) Emphasize DEI social media, podcasts and videos (such as TikTok and YouTube).	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The Marketing Department is dedicated to championing diversity, equity, inclusion, and access (DEIA) by strategically integrating these values into social media campaigns that promote programs through videos on platforms like TikTok and YouTube to engage with students.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue working on videos that will feature successful alumni who are Black/African American and Hispanic/Latinx in our fall enrollment campaign. The college will continue highlighting diversity, equity, inclusion, and accessibility in our TikTok and YouTube videos.</p> <p>08/15/2025</p>	06/30/2026	Complete
→ (1) Develop strategies to increase part-time student success.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Research strongly indicates that moving to a compressed calendar increases the course success rate of students. The district has adopted the compressed calendar to increase the student success of part-time students. The college has also implemented several strategies to support part-time students, including increased access to disaggregated data by faculty and revisions to the program review process that more directly require the adoption of inclusive classroom strategies.</p> <p>Challenges: None</p> <p>Next Steps: The district and college will adopt the compressed calendar for the 2025-2026 calendar year and implement the new calendar starting in fall 2025. The college will continue to use its educational master plan and student equity plan to monitor its progress towards supporting part-time students.</p> <p>08/15/2025</p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (3) Increase the percentage of Hispanic/Latinx and Black/African American students and other DI groups successfully completing courses.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The course completion rates for Hispanic/Latinx students have increased since 2021-2022: The rate increased from 89.4% in 2021-22 to 91.0% in 2022-23, and 91.2% in 2023-24. The rates for Black/African American students have declined slightly, from 88.7% (2021-22) to 87.6% (2023-24).</p> <p>Challenges: None</p> <p>Next Steps: The college will be prioritizing the implementation of its equity plan and the finalization of its new equity plan for the period between 2025-26 and 2027-28. The college will continue to prioritize support to Black/African American, Hispanic/Latinx, and other student groups as it makes progress towards closing equity gaps for these students.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track
→ (4) Increase Hispanic/Latinx and Black/African American and other DI groups transfer rates.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: For the third consecutive year, the college has been recognized as the top community college in Region 9 for University of California (UC) transfer admission rates, continuing its proud legacy of student achievement and equity in higher education. According to the latest data from the UC Information Center, the college's transfer admission rate for 2024–2025 rose to 78.99%, up from 73.68% the previous year.</p> <p>Challenges: None</p> <p>Next Steps: The college will promote two newly established partnerships designed to boost transfer rates. Coyotes on the Horizon with California State University, San Bernardino, and the other is a priority admission with University of California, Los Angeles (UCLA) for students who earn a specific Associate Degree for Transfer. These initiatives enhance collaboration and support services for students, simplify the transfer process, and encourage transfers by providing guaranteed admission.</p> <p><i>08/15/2025</i></p>	12/31/2025	Complete
→ (5) Increase the percentage of Hispanic/Latinx and Black/African American and other DI groups students successfully completing transfer level English and math in the first year.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: As per its student equity plan update, the college has observed an increase in the percentage of Hispanic/Latinx students completing transfer-level math and English within one year, from 17.4% in the 2020-2021 academic year to 18.2% in the 2023-2024 academic year. Similarly, the college has observed an increase in the percentage of Black/African American students completing transfer-level math within one year, from 42% in 2020-2021 to 74% in 2023-2024.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to support the implementation of AB1705. The college will be prioritizing the implementation of its student equity plan, namely through the use of a Cascade-based process. Finally, the college will continue to monitor the rates of transfer-level completion to assess the impact of its support strategies.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
<p>→ (6) Increase access and the use of disaggregated data by course success and class rosters for classes taught by instructors.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Currently, the faculty participating in the USC Race and Equity training receive course specific disaggregated course success rate data and class roster data. In addition, faculty participating in evaluations are provided disaggregated data to include in their self-evaluation. Such work has contributed to the closing of equity gaps in course success rates for Pacific Islander and Native American students.</p> <p>Challenges: None</p> <p>Next Steps: By late Fall 2025, faculty will be able to log in and access their specific disaggregated course success rate data and class roster data. The college plans on using this new data access as a springboard for further professional development focused on closing equity gaps for disproportionately impacted student groups.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track
<p>→ SA 2: Enhance programs and services for disproportionately impacted groups and special populations</p>	Supporting Action		06/30/2028	On Track
<p>→ (1) Develop Summer Bridge programs and learning communities that will ensure Black/African American, Hispanic/Latinx, and other disproportionately impacted student populations persist in college.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In Summer 2025, the Tutoring Center worked with student services and the instructors to place an embedded tutor in the Summer Bridge courses to provide peer-to-peer support. The students and instructors went on field trips, for example, and they visited CSUSB to learn about transfer opportunities and programs.</p> <p>Challenges: None</p> <p>Next Steps: We will track Summer Bridge enrollees and completers throughout their journey at the college and beyond to see if their certificate, degree, transfer rates are higher than the general population of students who do not participate in Summer Bridge.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track
<p>→ (2) Increase the number of Black/African American, Hispanic/Latinx, and other DI student populations through courses (e.g. Ethnic Studies) and programs (e.g. Honors Institute).</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college hired a full-time Ethnic Studies faculty to develop additional courses and programs. To date, the college has developed a Social Justice Studies for Transfer Degree with the courses, such as: Race, Ethnicity and Diversity; Sex, Gender, and Society; Native Peoples of North America.</p> <p>Challenges: None</p> <p>Next Steps: The new full-time Ethnic Studies faculty member will collaborate with others across the college to develop additional programs and courses. The college has selected a second full-time Ethnic Studies faculty member who will start in Fall 2025.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
<p>→ (3) Increase the opportunities for students to attend culturally specific leadership conferences such as A2MEND, HACU, etc.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college sent its largest cohort of Black/African American students and staff to-date (four staff members, eight students) to the 18th Annual A2MEND Summit (March 2025) in Los Angeles, CA.</p> <p>Challenges: None</p> <p>Next Steps: The college intends to send a group of students, faculty, staff, and administrators to the 39th Annual HACU Conference in November 2025. We will begin marketing that opportunity to students at the start of the fall semester.</p> <p><i>08/15/2025</i></p>	12/31/2025	Complete
<p>→ SA 3: Promote and expand access to resources available to students (e.g., tech devices, food pantry, open education resources (OER), zero textbook cost (ZTC), financial aid, mental health services)</p>	Supporting Action		06/30/2028	On Track
<p>→ (1) Increase the number of programs that can be completed with free textbooks.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college was awarded a \$118,500 Zero Textbook Cost (ZTC) Acceleration II Grant for the Multilingual (ML) program to convert courses/programs to fully ZTC. The ML program fills the gap for community members who desire to continue learning English, as both Yucaipa and Redlands Adult Schools offer only up to advanced levels of ESL courses. The college also received an additional \$325,000 in ZTC funding to support the conversion of additional programs to fully ZTC.</p> <p>Challenges: None</p> <p>Next Steps: Moving forward, the Multilingual program will begin converting its courses/program to ZTC. Additionally, several new academic disciplines including Anthropology, Microbiology, and interdisciplinary programs in Fine Arts, Humanities, Multiple Sciences, and Social Science will initiate the development of ZTC degree pathways. Finally, a more robust tracking system will be instituted in Fall 2025 to capture and track future ZTC courses more completely.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track
<p>→ (2) Increase access, marketing, and awareness for Basic Needs Center (food pantry, mental health services, housing, and technology support services).</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The Basic Needs Center's efforts to increase awareness of their services through marketing campaigns, partnerships and events led to several accomplishments. For example, the successful ThriveFest Mental Health Resource Fair in March 2025 provided vital on campus and community resources for students, such as free ultrasounds and guided tours of the campus garden. Student participation resulted in the serving of over 500 plates of food and 200 Farm Fresh veggie boxes.</p> <p>Challenges: None</p> <p>Next Steps: The use of PantrySoft Software will be introduced in Fall 2025 to help track the impact of pantry services provided and measure how effectively resources are being used. The Basic Needs Center will continue to increase awareness of its services by collaborating on campus and with local organizations. The center will maintain efforts to tailor outreach to specific student populations and create dignified experiences.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (3) Use marketing to increase awareness of programs and sections that can be completed with free textbooks.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The Fall 2024 digital Zero Textbook Cost bilingual marketing campaign, in collaboration with HyattWard Advertising, successfully boosted enrollment in both the Library and Theatre programs. The campaign led to a record high enrollment of 63 students in the Library program and the largest Theatre enrollment since 2019, with 142 students. Additionally, the college is currently conducting a bilingual Zero Textbook Cost (ZTC) marketing campaign in preparation for the Fall 2025 semester.</p> <p>Challenges: None</p> <p>Next Steps: This year's marketing campaign expands on previous efforts by including digital advertisements on social media platforms, direct mail distribution of postcards to 20,438 households in the Yucaipa area, and a strategically placed billboard along the 10 Freeway near the Oak Glen exit. Upon completion of the campaign, a comprehensive analysis of both marketing performance and enrollment data will be conducted to assess the overall effectiveness of these outreach efforts.</p> <p><i>08/15/2025</i></p>	12/31/2025	Complete
→ (4) Improve access to technology that supports learning.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Technology Services continues to upgrade and replace technology equipment across the campus that will improve access and support learning, including photo copiers across campus and replacing computers in accordance with the college's computer obsolescence project.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue the replacement and upgrades of projectors, flat screen TV marketing controls software, scheduled computer replacements, and training for classroom equipment. Also, TESS is currently testing automatic Windows updates for the future.</p> <p><i>08/15/2025</i></p>	12/30/2027	On Track
→ (5) Establish student onboarding for distance learning via increased training and support.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: This work is nearly complete. In fact, our webmaster continues to attend Distance Education Program meetings to work with the team, including the Guided Pathways Coordinator, to ensure that students and prospective students know which courses and full pathways are online so that they can assess all of their options. This work continues to serve populations, such as working learners, caregivers, those with transportation challenges, etc. who may not be able to take classes online.</p> <p>Challenges: None</p> <p>Next Steps: The college will assess the impact of our online courses and programs. While we can garner individual online section retention and success rates, we would like to disaggregate by the number of students who indicate that they likely would not be able to enroll in face-to-face sections so that we can truly assess impact for the students who need online learning.</p> <p><i>08/15/2025</i></p>	06/30/2026	On Track
→ SA 4: Improve communication with students (e.g., enhance CHC website, Canvas/Pronto SMS)	Supporting Action		06/30/2028	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (2) Increase student engagement in activities through student life.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: From March through May 2025, our robust student engagement activities program included vibrant celebrations for Women's History Month, Arab American Heritage Month, Gay-Pril, and Asian American Heritage Month. Special events like "Storytime with Alpaca Poe" offered fun for student parents and their children to participate in a joint activity and learn about the various parenting resources available on campus.</p> <p>Challenges: None</p> <p>Next Steps: The Office of Student Life will continue to design programs in collaboration with academic and student services departments to create a positive and inclusive campus environment.</p> <p>08/15/2025</p>	06/30/2026	On Track
→ (3) Create online resources to support Black/African American students, Hispanic/Latinx, and other cultural groups	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college was able to conduct focus group research in spring 2025 to better understand the needs, interests, and challenges faced by Black/African American students, Hispanic/Latinx, and other cultural groups.</p> <p>Challenges: None</p> <p>Next Steps: The college will use findings from disaggregated data to create online resources and webpages that cater specifically to the needs of Black/African American and Hispanic/Latinx student populations in Fall 2025.</p> <p>08/15/2025</p>	06/30/2026	On Track
→ (1) Encourage use of Canvas and Starfish by all faculty regardless of course delivery format and student support services.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: When new faculty are interviewed and onboarded, chairs and deans stress the importance and impact of using Canvas in all courses, whether online or face-to-face. Deans also consider the use of Canvas by faculty during the evaluation process. The college also offers multiple formats of training throughout the fall and spring semesters regarding the use of Canvas and best practices. These include full courses (40-50 hours) and short "micro-courses" that can be completed asynchronously on demand.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college will continue to offer Canvas-based training for the foreseeable future. The college is also in the process of gathering data on the extent to which Canvas is used by students and faculty alike. Having such information will help the college identify promising practices to better support students and faculty.</p> <p>08/15/2025</p>	06/30/2026	On Track

3. BE A LEADER AND PARTNER IN ADDRESSING REGIONAL ISSUES.

Goal	Goal Type	Board Update	Due Date	Completion
SD 4: Develop a campus culture that engages students, employees, and the broader community.	Strategic Direction	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: SBCCD has made significant progress in strengthening campus culture. Colleges are collaborating with District Support Operations to offer professional development throughout the year (e.g., bias training), while equity-based training has been expanded to include non-instructional faculty, classified professionals, and managers.</p> <p>Challenges: None</p> <p>Next Steps: In addition to continuing to prioritize collaboration across district sites, the college will continue to incorporate linger and learn spaces into the designs of current and future buildings and promote partnership within the community.</p> <p><i>09/14/2025</i></p>	06/30/2028	On Track
→ SA 1: Enhance and encourage collaboration between CHC, SBVC, and DSO	Supporting Action		06/30/2028	Complete
→ (1) Offer at least 3 PD events annually that include SBVC, CHC, and DSO.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The following three events reflect the collaboration across sites:</p> <ol style="list-style-type: none"> 1. The SBCCD Olympics, which include both campuses and DSO. 2. The collaboration between CHC, SBVC, and DSO for in-service and flex days. 3. The partnership between CHC, SBVC, and DSO in reference to offering an ACUE course on effective teaching practices. <p>Challenges: None</p> <p>Next Steps: Both colleges will collaborate in facilitating one day of integrated in-service. This will allow specific departments (e.g., English) from both campuses to meet at either CHC or SBVC to discuss department updates and changes, tips to enhance student engagement, and any other information pertinent to that department.</p> <p><i>09/14/2025</i></p>	06/30/2026	Complete
→ (3) Create collaborative marketing efforts with college specialized programs.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college's equity programs collaborate with marketing for program flyers (e.g., EOPS, CARE, CalWORKs, NextUp, DREAMers and Veterans) to promote services to eligible and potential students. Additionally, all campuswide events hosted by EOPS are also developed by marketing and featured on social media platforms.</p> <p>Challenges: None</p> <p>Next Steps: Marketing will continue to collaborate with the college's specialized programs in promoting specialized programs.</p> <p><i>09/14/2025</i></p>	06/30/2026	Complete

Goal	Goal Type	Board Update	Due Date	Completion
→ (2) Organize and host the inaugural SBCCD fall Olympics.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The first inaugural SBCCD Olympics, held in Fall 2024, was a great success with classified, faculty, and management teams from all three district sites participating. We are holding the SBCCD Olympics for a second consecutive year this fall semester and hope to use the event to further cultivate the collaboration and good-spirited competition between sites.</p> <p>Challenges: None</p> <p>Next Steps: The college will use the success of the event to further open opportunities for collaboration across district sites, including with respect to planning future events.</p> <p><i>09/14/2025</i></p>	12/31/2025	Complete
→ (4) Increase the effectiveness, engagement, efficiency and transparency of district committees.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The institutional effectiveness leads at the district and each of the colleges also agreed to follow an open and inclusive process with respect to decisions that involve both colleges. This process includes the opportunity for each college to follow its local decision-making process, including its senates.</p> <p>Challenges: None</p> <p>Next Steps: The district and colleges will regularly revisit the new process outlined earlier and make any revisions necessary to better enhance the efficiency, transparency, and/or inclusiveness of the decision-making process.</p> <p><i>09/14/2025</i></p>	12/30/2027	Complete
→ SA 2: Explore and develop cultural programs of engagement that support the equity plan	Supporting Action		06/30/2028	Complete
→ (1) Develop and provide equity-based training for non-instructional faculty, classified professionals, and managers.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In Spring 2025, all managers and many classified professionals participated in USC Race and Equity Center training. Moreover, in Summer/Fall 2025, Caring Campus was reintroduced to campus and classified staff from across campus received training on the Caring Campus initiative. Lastly, during the Spring 2025 semester, classified professionals were made aware of a training opportunity from the CCCCO; a webinar series that focused on "Strengthening DEIA for Classified Professionals."</p> <p>Challenges: None</p> <p>Next Steps: The professional development lead will collaborate with the research office to develop and disseminate to students survey questions asking if the employees they interact with outside of the classroom have a positive impact on the campus climate and if an overall positive campus climate is a factor that they believe contributes to their retention and success in the classroom.</p> <p><i>09/14/2025</i></p>	06/30/2026	Complete

Goal	Goal Type	Board Update	Due Date	Completion
<p>→ (2) Explore the feasibility of a multicultural center that encompasses programs such as Puente, Umoja, and A2MEND.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The Student Support Building (SSB) renovation was completed in August 2025, inclusive of the new CHC Multi-Cultural Center. The Multicultural Center workgroup continues to meet to discuss the programming and details of the space to meet the diverse needs and preferences of our student community.</p> <p>Challenges: None</p> <p>Next Steps: The Multicultural Center will be enhanced with the addition of audio/visual equipment, new window shades, and wall coverings.</p> <p>09/14/2025</p>	12/31/2025	Complete
<p>→ SA 3: Increase, maintain, and promote linger and learn spaces</p>	Supporting Action		06/30/2028	On Track
<p>→ (2) Incorporate art throughout the campus to increase campus beautification.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The Public Arts Task Force began meeting in Spring 2025. This group includes faculty, students, staff, and administrators to work on campus beautification and incorporate public art across the campus. A mock-up of artwork depicting the college's history juxtaposed with national events was rendered and will be installed in the Crafton Center first floor hallway opposite the Roadrunner Cafe. The taskforce has completed a draft of Public Art Guidelines to recommend to the Crafton Council.</p> <p>Challenges: None</p> <p>Next Steps: The college will work towards installing the wall graphic timeline in the Crafton Center in early 2026. The college will also finalize the Public Art Guidelines and review them with the Crafton Council for adoption.</p> <p>09/14/2025</p>	06/30/2026	On Track
<p>→ (3) Incorporate and promote the college's full indigenous history of the region into college facilities.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The acknowledgement of the college's indigenous history has been incorporated into its facility master plan. In addition, the college's upcoming wayfinding and signage project has incorporated the development of a campus timeline, which includes the indigenous history that will be graphically printed to wallpaper and installed in the Crafton Center.</p> <p>Challenges: None</p> <p>Next Steps: The college will complete the design of the historical wall graphics to be installed on campus.</p> <p>09/14/2025</p>	06/30/2026	Complete

Goal	Goal Type	Board Update	Due Date	Completion
→ (1) Incorporate linger and learn spaces into the design of each future and current building.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The renovation of the Student Support Building (SSB), completed in August 2025, includes a large gathering space and study rooms. Additional gathering spaces have been included in the design of the future instruction building, the repurposed areas of the Learning Resource Center (LRC), and the future East Quad. The design of these spaces is complete, and construction has begun with completion scheduled in 2027.</p> <p>Challenges: None</p> <p>Next Steps: After the completion of the instructional building construction, scheduled for June 2027, we will begin the renovation that will enhance the student experience in the LRC.</p> <p>09/14/2025</p>	06/30/2026	Complete
→ (4) Enhance our community and culture throughout the campus and facilities.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The commissioning of a new solar photovoltaic (PV) project was completed in Spring 2025. Also, several other facilities are nearing completion Fall 2025—the new Performing Arts Center, the newly renovated Event Center (formerly Crafton Hall), and newly renovated Student Services Building.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue progress on the Measure CC construction projects and maintenance of campus facilities.</p> <p>09/14/2025</p>	06/30/2026	Complete
→ SA 4: Strengthen and promote partnerships with the community	Supporting Action		06/30/2028	Complete
→ (1) Develop career partnerships with local businesses for student employment opportunities.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The counseling department has successfully established partnerships with local businesses and government agencies to provide students with valuable work-study and internship opportunities. A key accomplishment includes a formal Memorandum of Understanding (MOU) with the City of Redlands, ensuring structured placements where students gain hands-on experience. The college's STEM/MESA program has also partnered with CSUSB and UCR to place eight students into various STEM laboratories.</p> <p>Challenges: None</p> <p>Next Steps: The college will implement structured feedback systems for employers to assess student progress and provide constructive evaluations. Efforts will also focus on identifying funding opportunities to sustain and grow internship placements, including grant applications and workforce development partnerships. By continuously improving tracking, assessment, and career support resources, the college seeks to maximize student success and strengthen its role in regional workforce development.</p> <p>09/14/2025</p>	06/30/2026	Complete

Goal	Goal Type	Board Update	Due Date	Completion
→ (3) Increase the number of CHC-sponsored public events on campus.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The following reflect the college's recent sponsored public events:</p> <ul style="list-style-type: none"> • April 26, 2025 - The college hosted a 5K in partnership with the City of Yucaipa to raise funds for its athletics program. • May 6, 2025 - The college hosted the San Bernardino Estate Planning Council Luncheon. • May 8, 2025 - The college hosted the Joint Collaboration Meeting with representatives from City of Yucaipa, City of Calimesa, YCJUSD, and YVWD. <p>Challenges: None</p> <p>Next Steps: The college will continue to increase the number of college-sponsored public events.</p> <p>09/14/2025</p>	06/30/2028	Complete
→ (4) Encourage employee participation in community organizations.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Below is a listing of employees participating in community organizations:</p> <ul style="list-style-type: none"> • Michelle Riggs serves on the Rotary Club of Yucaipa and oversees the Hometown Heroes Banner Program. • Kevin Horan serves on the Redlands Elks Club and is serving as the Hoop Shoot Committee Chair—and served on the Redlands Bike Classic Sponsorship Committee. • Jeff Cervantez also serves on the Calimesa City Council. <p>Challenges: None</p> <p>Next Steps: The college will continue to encourage employee participation in community organizations.</p> <p>09/14/2025</p>	06/30/2026	Complete
→ (5) Develop a “College for Kids” summer youth program in partnership with the city of Yucaipa.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college recently hosted the Girls on the Run summer camp, which brought elementary and middle school girls to our campus for a week of activities focused on building confidence, making healthy choices, teamwork, and leadership. It was a wonderful opportunity to introduce young girls to a college environment at an early age, helping them feel comfortable and welcomed in a space that might otherwise seem intimidating.</p> <p>Challenges: None</p> <p>Next Steps: The college is committed to opening its doors to the community in this way and continuing to host events like Girls on the Run shows how we can inspire the next generation.</p> <p>09/14/2025</p>	12/31/2026	Complete

Goal	Goal Type	Board Update	Due Date	Completion
→ (2) Increase participation of CHC in community events.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college sponsored and attended the Redlands State of the City on June 2, 2025. Additionally, the college sponsored and presented at the Redlands Bowl on June 5, 2025.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to increase participation of the college in community events.</p> <p>09/14/2025</p>	06/30/2026	Complete
→ SA 5: Improve campus facilities by removing barriers to physical access, improving signage and directions	Supporting Action		06/30/2028	Complete
→ (3) Design and construct spaces to group discipline-based faculty offices.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The instructional division deans recently moved to new locations to be more accessible to faculty and students in their divisions. In addition, faculty in the social science and business departments were recently moved to offices in the Student Support Building (SSB) building so that they are all adjacent to each other.</p> <p>Challenges: No value</p> <p>Next Steps: Future facilities planning will be guided by this key result with the goal of grouping discipline and department faculty. Additional/replacement offices are being constructed in the Event Center (formerly Crafton Hall).</p> <p>09/14/2025</p>	12/31/2025	Complete
→ (1) Connect CHC to the community through signage.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college's electronic marquee, located at the Yucaipa side entrance to campus, is updated weekly with fresh messaging designed to engage both students and the broader community. This platform highlights upcoming events, campus activities, important dates and deadlines, and other timely reminders that keep our students informed and connected.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to prioritize its connection with the community.</p> <p>09/14/2025</p>	12/31/2025	Complete
→ (2) Implement projects to remove accessibility barriers across campus.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Accessibility improvements included three new crosswalks, including a cross walk light on Campus drive connecting the north and south sides of campus. It also included a new ADA path of travel connecting the new Performing Art Center and North Complex to the main campus. With the completion of the renovation of the Event Center, a new elevator will improve ADA access from the first to second floor.</p> <p>Challenges: None</p> <p>Next Steps: The college will complete additional accessibility improvements as part of the new Oosan Instruction Building and the Event Center projects.</p> <p>09/14/2025</p>	12/31/2025	Complete

Goal	Goal Type	Board Update	Due Date	Completion
↳ (4) Improve signage and directions on campus.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In 2023-24, input was collected across the campus to improve wayfinding. This input was used to develop a wayfinding and signage project that was completed in Summer 2025.</p> <p>Challenges: None</p> <p>Next Steps: The college will finalize the redesign of the campus map online and replace the maps in the monument signs across campus.</p> <p><i>09/14/2025</i></p>	12/31/2027	Complete

3. BE A LEADER AND PARTNER IN ADDRESSING REGIONAL ISSUES.

Goal	Goal Type	Board Update	Due Date	Completion
SD 4: Develop a campus culture that engages students, employees, and the broader community.	Strategic Direction	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: SBCCD has made significant progress in strengthening campus culture. Colleges are collaborating with District Support Operations to offer professional development throughout the year (e.g., bias training), while equity-based training has been expanded to include non-instructional faculty, classified professionals, and managers.</p> <p>Challenges: None</p> <p>Next Steps: In addition to continuing to prioritize collaboration across district sites, the college will continue to incorporate linger and learn spaces into the designs of current and future buildings and promote partnership within the community.</p> <p><i>09/14/2025</i></p>	06/30/2028	On Track
→ SA 1: Enhance and encourage collaboration between CHC, SBVC, and DSO	Supporting Action		06/30/2028	Complete
→ (1) Offer at least 3 PD events annually that include SBVC, CHC, and DSO.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The following three events reflect the collaboration across sites:</p> <ol style="list-style-type: none"> 1. The SBCCD Olympics, which include both campuses and DSO. 2. The collaboration between CHC, SBVC, and DSO for in-service and flex days. 3. The partnership between CHC, SBVC, and DSO in reference to offering an ACUE course on effective teaching practices. <p>Challenges: None</p> <p>Next Steps: Both colleges will collaborate in facilitating one day of integrated in-service. This will allow specific departments (e.g., English) from both campuses to meet at either CHC or SBVC to discuss department updates and changes, tips to enhance student engagement, and any other information pertinent to that department.</p> <p><i>09/14/2025</i></p>	06/30/2026	Complete
→ (3) Create collaborative marketing efforts with college specialized programs.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college's equity programs collaborate with marketing for program flyers (e.g., EOPS, CARE, CalWORKs, NextUp, DREAMers and Veterans) to promote services to eligible and potential students. Additionally, all campuswide events hosted by EOPS are also developed by marketing and featured on social media platforms.</p> <p>Challenges: None</p> <p>Next Steps: Marketing will continue to collaborate with the college's specialized programs in promoting specialized programs.</p> <p><i>09/14/2025</i></p>	06/30/2026	Complete

Goal	Goal Type	Board Update	Due Date	Completion
→ (2) Organize and host the inaugural SBCCD fall Olympics.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The first inaugural SBCCD Olympics, held in Fall 2024, was a great success with classified, faculty, and management teams from all three district sites participating. We are holding the SBCCD Olympics for a second consecutive year this fall semester and hope to use the event to further cultivate the collaboration and good-spirited competition between sites.</p> <p>Challenges: None</p> <p>Next Steps: The college will use the success of the event to further open opportunities for collaboration across district sites, including with respect to planning future events.</p> <p>09/14/2025</p>	12/31/2025	Complete
→ (4) Increase the effectiveness, engagement, efficiency and transparency of district committees.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The institutional effectiveness leads at the district and each of the colleges also agreed to follow an open and inclusive process with respect to decisions that involve both colleges. This process includes the opportunity for each college to follow its local decision-making process, including its senates.</p> <p>Challenges: None</p> <p>Next Steps: The district and colleges will regularly revisit the new process outlined earlier and make any revisions necessary to better enhance the efficiency, transparency, and/or inclusiveness of the decision-making process.</p> <p>09/14/2025</p>	12/30/2027	Complete
→ SA 2: Explore and develop cultural programs of engagement that support the equity plan	Supporting Action		06/30/2028	Complete
→ (1) Develop and provide equity-based training for non-instructional faculty, classified professionals, and managers.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In Spring 2025, all managers and many classified professionals participated in USC Race and Equity Center training. Moreover, in Summer/Fall 2025, Caring Campus was reintroduced to campus and classified staff from across campus received training on the Caring Campus initiative. Lastly, during the Spring 2025 semester, classified professionals were made aware of a training opportunity from the CCCCO; a webinar series that focused on "Strengthening DEIA for Classified Professionals."</p> <p>Challenges: None</p> <p>Next Steps: The professional development lead will collaborate with the research office to develop and disseminate to students survey questions asking if the employees they interact with outside of the classroom have a positive impact on the campus climate and if an overall positive campus climate is a factor that they believe contributes to their retention and success in the classroom.</p> <p>09/14/2025</p>	06/30/2026	Complete

Goal	Goal Type	Board Update	Due Date	Completion
<p>→ (2) Explore the feasibility of a multicultural center that encompasses programs such as Puente, Umoja, and A2MEND.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The Student Support Building (SSB) renovation was completed in August 2025, inclusive of the new CHC Multi-Cultural Center. The Multicultural Center workgroup continues to meet to discuss the programming and details of the space to meet the diverse needs and preferences of our student community.</p> <p>Challenges: None</p> <p>Next Steps: The Multicultural Center will be enhanced with the addition of audio/visual equipment, new window shades, and wall coverings.</p> <p>09/14/2025</p>	12/31/2025	Complete
<p>→ SA 3: Increase, maintain, and promote linger and learn spaces</p>	Supporting Action		06/30/2028	On Track
<p>→ (2) Incorporate art throughout the campus to increase campus beautification.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The Public Arts Task Force began meeting in Spring 2025. This group includes faculty, students, staff, and administrators to work on campus beautification and incorporate public art across the campus. A mock-up of artwork depicting the college's history juxtaposed with national events was rendered and will be installed in the Crafton Center first floor hallway opposite the Roadrunner Cafe. The taskforce has completed a draft of Public Art Guidelines to recommend to the Crafton Council.</p> <p>Challenges: None</p> <p>Next Steps: The college will work towards installing the wall graphic timeline in the Crafton Center in early 2026. The college will also finalize the Public Art Guidelines and review them with the Crafton Council for adoption.</p> <p>09/14/2025</p>	06/30/2026	On Track
<p>→ (3) Incorporate and promote the college's full indigenous history of the region into college facilities.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The acknowledgement of the college's indigenous history has been incorporated into its facility master plan. In addition, the college's upcoming wayfinding and signage project has incorporated the development of a campus timeline, which includes the indigenous history that will be graphically printed to wallpaper and installed in the Crafton Center.</p> <p>Challenges: None</p> <p>Next Steps: The college will complete the design of the historical wall graphics to be installed on campus.</p> <p>09/14/2025</p>	06/30/2026	Complete

Goal	Goal Type	Board Update	Due Date	Completion
→ (1) Incorporate linger and learn spaces into the design of each future and current building.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The renovation of the Student Support Building (SSB), completed in August 2025, includes a large gathering space and study rooms. Additional gathering spaces have been included in the design of the future instruction building, the repurposed areas of the Learning Resource Center (LRC), and the future East Quad. The design of these spaces is complete, and construction has begun with completion scheduled in 2027.</p> <p>Challenges: None</p> <p>Next Steps: After the completion of the instructional building construction, scheduled for June 2027, we will begin the renovation that will enhance the student experience in the LRC.</p> <p><i>09/14/2025</i></p>	06/30/2026	Complete
→ (4) Enhance our community and culture throughout the campus and facilities.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The commissioning of a new solar photovoltaic (PV) project was completed in Spring 2025. Also, several other facilities are nearing completion Fall 2025—the new Performing Arts Center, the newly renovated Event Center (formerly Crafton Hall), and newly renovated Student Services Building.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue progress on the Measure CC construction projects and maintenance of campus facilities.</p> <p><i>09/14/2025</i></p>	06/30/2026	Complete
→ SA 4: Strengthen and promote partnerships with the community	Supporting Action		06/30/2028	Complete
→ (1) Develop career partnerships with local businesses for student employment opportunities.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The counseling department has successfully established partnerships with local businesses and government agencies to provide students with valuable work-study and internship opportunities. A key accomplishment includes a formal Memorandum of Understanding (MOU) with the City of Redlands, ensuring structured placements where students gain hands-on experience. The college's STEM/MESA program has also partnered with CSUSB and UCR to place eight students into various STEM laboratories.</p> <p>Challenges: None</p> <p>Next Steps: The college will implement structured feedback systems for employers to assess student progress and provide constructive evaluations. Efforts will also focus on identifying funding opportunities to sustain and grow internship placements, including grant applications and workforce development partnerships. By continuously improving tracking, assessment, and career support resources, the college seeks to maximize student success and strengthen its role in regional workforce development.</p> <p><i>09/14/2025</i></p>	06/30/2026	Complete

Goal	Goal Type	Board Update	Due Date	Completion
→ (3) Increase the number of CHC-sponsored public events on campus.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The following reflect the college's recent sponsored public events:</p> <ul style="list-style-type: none"> • April 26, 2025 - The college hosted a 5K in partnership with the City of Yucaipa to raise funds for its athletics program. • May 6, 2025 - The college hosted the San Bernardino Estate Planning Council Luncheon. • May 8, 2025 - The college hosted the Joint Collaboration Meeting with representatives from City of Yucaipa, City of Calimesa, YCJUSD, and YVWD. <p>Challenges: None</p> <p>Next Steps: The college will continue to increase the number of college-sponsored public events.</p> <p>09/14/2025</p>	06/30/2028	Complete
→ (4) Encourage employee participation in community organizations.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Below is a listing of employees participating in community organizations:</p> <ul style="list-style-type: none"> • Michelle Riggs serves on the Rotary Club of Yucaipa and oversees the Hometown Heroes Banner Program. • Kevin Horan serves on the Redlands Elks Club and is serving as the Hoop Shoot Committee Chair—and served on the Redlands Bike Classic Sponsorship Committee. • Jeff Cervantez also serves on the Calimesa City Council. <p>Challenges: None</p> <p>Next Steps: The college will continue to encourage employee participation in community organizations.</p> <p>09/14/2025</p>	06/30/2026	Complete
→ (5) Develop a “College for Kids” summer youth program in partnership with the city of Yucaipa.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college recently hosted the Girls on the Run summer camp, which brought elementary and middle school girls to our campus for a week of activities focused on building confidence, making healthy choices, teamwork, and leadership. It was a wonderful opportunity to introduce young girls to a college environment at an early age, helping them feel comfortable and welcomed in a space that might otherwise seem intimidating.</p> <p>Challenges: None</p> <p>Next Steps: The college is committed to opening its doors to the community in this way and continuing to host events like Girls on the Run shows how we can inspire the next generation.</p> <p>09/14/2025</p>	12/31/2026	Complete

Goal	Goal Type	Board Update	Due Date	Completion
→ (2) Increase participation of CHC in community events.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college sponsored and attended the Redlands State of the City on June 2, 2025. Additionally, the college sponsored and presented at the Redlands Bowl on June 5, 2025.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to increase participation of the college in community events.</p> <p>09/14/2025</p>	06/30/2026	Complete
→ SA 5: Improve campus facilities by removing barriers to physical access, improving signage and directions	Supporting Action		06/30/2028	Complete
→ (3) Design and construct spaces to group discipline-based faculty offices.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The instructional division deans recently moved to new locations to be more accessible to faculty and students in their divisions. In addition, faculty in the social science and business departments were recently moved to offices in the Student Support Building (SSB) building so that they are all adjacent to each other.</p> <p>Challenges: No value</p> <p>Next Steps: Future facilities planning will be guided by this key result with the goal of grouping discipline and department faculty. Additional/replacement offices are being constructed in the Event Center (formerly Crafton Hall).</p> <p>09/14/2025</p>	12/31/2025	Complete
→ (1) Connect CHC to the community through signage.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college's electronic marquee, located at the Yucaipa side entrance to campus, is updated weekly with fresh messaging designed to engage both students and the broader community. This platform highlights upcoming events, campus activities, important dates and deadlines, and other timely reminders that keep our students informed and connected.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to prioritize its connection with the community.</p> <p>09/14/2025</p>	12/31/2025	Complete
→ (2) Implement projects to remove accessibility barriers across campus.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Accessibility improvements included three new crosswalks, including a cross walk light on Campus drive connecting the north and south sides of campus. It also included a new ADA path of travel connecting the new Performing Art Center and North Complex to the main campus. With the completion of the renovation of the Event Center, a new elevator will improve ADA access from the first to second floor.</p> <p>Challenges: None</p> <p>Next Steps: The college will complete additional accessibility improvements as part of the new Oosan Instruction Building and the Event Center projects.</p> <p>09/14/2025</p>	12/31/2025	Complete

Goal	Goal Type	Board Update	Due Date	Completion
↳ (4) Improve signage and directions on campus.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In 2023-24, input was collected across the campus to improve wayfinding. This input was used to develop a wayfinding and signage project that was completed in Summer 2025.</p> <p>Challenges: None</p> <p>Next Steps: The college will finalize the redesign of the campus map online and replace the maps in the monument signs across campus.</p> <p><i>09/14/2025</i></p>	12/31/2027	Complete

4. ENSURE SBCCD'S FISCAL ACCOUNTABILITY/SUSTAINABILITY.

Goal	Goal Type	Board Update	Due Date	Completion
SD 5: Foster and support inquiry, accountability, and campus sustainability.	Strategic Direction	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: SBCCD continues to strengthen its culture of evidence and inquiry through expanded access to disaggregated data that informs decision-making and equity-focused strategies. SBCCD has also developed clear budgetary guidelines to navigate challenging fiscal conditions and advanced a collaborative multi-year financial forecast. Additionally, SBCCD achieved a major milestone by growing one of its endowments to \$9 million, reinforcing long-term financial sustainability and support for student success.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college will continue to scale its data coaching and literacy efforts, prioritize its sustainability practices, and build awareness of how foundation funds support students.</p> <p><i>10/18/2025</i></p>	06/30/2028	On Track
→ SA 1: Promote a culture of evidence and inquiry-based decision making	Supporting Action		06/30/2028	On Track
→ (1) Use data coaching and data literacy techniques to enhance evidence and inquiry-based discussions taking place in committees, work groups, and as part of program review efforts.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: CHC and SBVC have partnered to create a data and equity coaching program for all college faculty and staff. The purpose of the ten-week program is to increase the knowledge, skills, and abilities of participants to help lead evidence-based conversations centered on how to achieve equity in the classroom, in non-instructional programs, and in decision-making bodies across the district. This training will be available to all faculty and staff beginning in Spring 2026.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: We will use the Spring 2026 in-service to recruit potential program participants. We intend to recruit at least seven participants for the initial cohort in Spring 2026 and an increasing number of participants in future terms.</p> <p><i>10/18/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (2) Conduct ongoing review of the college's key results to evaluate progress towards achieving supporting actions.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Our college's Educational Master Plan Committee (EMPC) has established a timeline to regularly review all of the college's key results—one that aligns with the timeline adopted by our board of trustees to review its strategic planning goals. Once approved by the EMPC, such input is finalized in Cascade, our district's digital platform for reporting progress on the college's educational master plan.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college's Educational Master Plan Committee will continue to review the progress on the college's key results for the duration of the five-year educational master plan and will continue to both denote those key results that the college has completed and amend (or add) key results as necessary.</p> <p><i>10/18/2025</i></p>	06/30/2026	Complete
→ (3) Increase access and use of data dashboards specifically allowing for the disaggregation of data by student demographics.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: We have increased the access to disaggregated data by revising existing dashboards or creating new dashboards. This includes revisions to our Completion and Success Dashboard that allow users to identify instances of disproportionate impact by ethnicity and the new Vision Aligned Reporting Dashboard that allows users to examine data across student support programs over time. Both dashboards are relied upon heavily by faculty and staff to identify potential equity gaps within their programs.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college is developing a dashboard that would allow faculty to see disaggregated course completion and success rate data for their specific class sections. Faculty could identify potential equity gaps in the classes they specifically teach and tailor the student experience to reduce or eliminate such gaps. A second dashboard will allow faculty to review student learning outcomes data by ethnicity for all of their classes. These new dashboards will be available by the end of Fall 2025.</p> <p><i>10/18/2025</i></p>	06/30/2026	On Track
→ (4) Increase the use of disaggregated student learning and service area outcomes data to improve student learning and the student experience.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college is finalizing a new dashboard that will allow faculty to review student learning outcomes data by ethnicity, gender, and age for all of their classes. These new dashboards will be available to all faculty by the end of Fall 2025. Similarly, the new Vision Aligned Reporting Dashboard allows users to examine students' access to a host of support services and resources over time, namely for students identifying as Black/African American, Hispanic/Latinx, and low-income students.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: In addition to finalizing the student learning outcomes dashboard, the college will update the Vision Aligned Reporting Dashboard with data for the 2024-2025 academic year by the end of Fall 2025.</p> <p><i>10/18/2025</i></p>	06/30/2026	On Track
→ SA 2: Define and enhance budgetary guidelines and processes	Supporting Action		06/30/2028	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (1) Develop budget reduction priority guidelines to make hard decisions during difficult budget times.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: This item is completed and institutionalized. The college continues to follow the budget guidelines established by the college's budget committee and approved by the college's council in May 2024. These guidelines will be revisited and revised as needed in the future.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: This item is completed. 10/18/2025</p>	12/30/2024	Complete
→ (2) Document and discuss budgetary actions to show fiscal responsibility.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college worked with Fiscal Services to complete the developmental budget for fiscal year 2025-26, which was approved at the September 2025 meeting of the board of trustees. Administrative Services continues budget monitoring, management, and provides ongoing budget management training to both new and current employees.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: As we move closer to Spring 2026, we will begin the budget cycle for the next fiscal year. The college continues to support Fiscal Services on necessary budget and purchasing process adjustments and stands ready to assist the DSO on the implementation of an expanded resource planning software that will include budget management. 10/18/2025</p>	06/30/2026	Complete
→ (3) Collaborate with DSO on the streamlining processes and business practices (e.g., using same software platforms).	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In collaboration with District Support Operations (DSO), the college has implemented a streamlined event scheduling software (Coursedog). DSO is continuing the Coursedog project to streamline course scheduling with Coursedog. This development is being piloted for course scheduling in Fall 2025 through Spring 2026.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college will continue the implementation of Coursedog by entering course information and by completing assignments to move towards full-implementation in Fall 2025. 10/18/2025</p>	06/30/2026	On Track
→ SA 3: Evaluate and modify the Resource Allocation Model (RAM)	Supporting Action		06/30/2028	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (1) Collaborate to revise RAM to alleviate inequities in funding between Colleges and District.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: While the RAM as a whole has not changed, there has been significant conversation and change in practice with respect to how the colleges and Economic Development and Corporate Training (EDCT) can now utilize budget savings (salary savings, etc.) to address non-ongoing costs/expenditures that help the colleges & EDCT meet the outlined strategic priorities in their respective educational master plans. This budget flexibility has been critical to these accomplishments.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: Future discussions regarding the revisions to the resource allocation model (RAM) will likely need to occur following the fiscal reset of the state funding formula in 2025-26.</p> <p>10/18/2025</p>	12/31/2026	On Track
→ (2) Collaborate with the district to incorporate the concepts of econ of scale into the RAM (current RAM does not take this into account).	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In collaboration with Fiscal Services, the college uses budget savings towards initiatives that support the implementation of the educational master plan (EMP).</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: Continue discussions at Chancellor's Cabinet, President's Cabinet, and in governance committees to implement strategies to revise the resource allocation model (RAM).</p> <p>10/18/2025</p>	12/31/2026	On Track
→ (3) Work with the district to develop multi-year budget forecasts, one that accounts for revenues and expenses.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: District Support Operations' (DSO) multi-year forecast was approved in September 2025 with the final budget.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college is developing total cost of ownership projections for each significant Measure CC project to plan personnel and operational expenses that should be included in budget forecasts. The college will coordinate with Fiscal Services to develop and incorporate these projections.</p> <p>10/18/2025</p>	06/30/2026	Complete
→ SA 4: Expand implementation of efficient and sustainable services and practices	Supporting Action		06/30/2028	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (2) Grow the CHC Endowment.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college continually reviews its priorities to ensure fundraising efforts support institutional goals. Our comprehensive fundraising strategy includes individual giving, grants, corporate partnerships, and special events. The foundation's assets have now surpassed \$9 million, with the endowment invested for long-term sustainability and growth. In September 2025, we revised our Investment Policy Statement to strengthen our financial management and future endowment stability.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: Staff are actively engaging with potential donors to achieve Phase I of its feasibility fundraising goals. As part of this effort, we are conducting meetings with community partners, philanthropic organizations, and key stakeholders to secure funding commitments. Additionally, the foundation is expanding its outreach to alumni through targeted communication campaigns to build awareness of how foundation funds directly impact students.</p> <p><i>10/18/2025</i></p>	06/30/2026	Complete
→ (1) Develop and identify fiscal and environmental sustainable actions in each construction project.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college completed the facility master plan in Spring 2025, which incorporates the sustainability plan into several initiatives. The solar farm project was completed in December 2024 with a battery storage system. The Performing Arts Center (PAC) was completed in August 2025 and has been constructed with submetering on key utilities to measure and manage usage.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college will continue to keep sustainable actions as a focus for future construction projects as included in the district's sustainability plan, the college's facility master plan, and the campus design standards. The college is working with District Facilities and Planning to update the district/college construction standards that include required sustainability measures for each project.</p> <p><i>10/18/2025</i></p>	12/30/2027	Complete
→ (3) Implement recommendations from the college's approved sustainability plan.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college completed the facility master plan in spring 2025, which incorporates the sustainability plan into several initiatives. The solar farm project was completed in December 2024 with a battery storage system; the Performing Arts Center (PAC) was completed in August 2025 that has been constructed with submetering on key utilities to measure and manage usage. The instructional building project has incorporated measures to certify as a LEED Gold.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college will continue to keep sustainable actions as a focus for future construction.</p> <p><i>10/18/2025</i></p>	12/30/2027	Complete
→ SA 5: Develop alternate revenue streams	Supporting Action		06/30/2028	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (1) Increase philanthropic donations to support scholarships and college programs.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college's foundation received a \$1.8 million grant from Yuhaaviatam to support Fire Academy cadets by removing financial barriers. The college is \$175,000 away from meeting the matching requirement for this grant.</p> <p>We have secured five naming gifts for new campus spaces: The new event center, a courtyard at Canyon Hall, a terrace and classroom in the PSAH Building, and a music room in the Performing Arts Center – reflecting community investment in the college and its students.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: Looking ahead, the college's foundation aims to increase annual giving by 10% and reach a \$2 million annual fundraising goal within three years through expanded donor engagement and retention.</p> <p>10/18/2025</p>	06/30/2026	Complete
→ (3) Pursue the implementation of student housing to support student success & create additional revenue.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: This project is included in the college's facility master plan for future implementation. Since the state has reduced funding for community college housing projects, the college's project remains unfunded for now.</p> <p>Challenges:</p> <p>Next Steps: The district and college are exploring additional funding options as we work towards building out the next phase of the facility master plan.</p> <p>10/18/2025</p>	06/30/2027	On Track
→ (4) Increase the number of grant applications to support CHC programs.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college is designated as a Hispanic Serving Institution (HSI) for fiscal years 2024-2025 and 2025-2026, as determined by the Department of Education. Such designation is made annually for all colleges and universities, and entails an application process for many colleges that do not automatically qualify. An HSI designation is critical for a variety of reasons; one reason is that it allows the college to pursue federal grants, such as Hispanic Serving Institutions Program (Title V) grants.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college will be submitting an application to the Department of Education for HSI designation in reference to the fiscal year 2026-2027 in Spring 2026.</p> <p>10/18/2025</p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
↳ (2) Conduct fundraising campaign feasibility study.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In response to the completed feasibility study, the college identified three key programs on which to focus fundraising efforts: first responders, performing arts, and honors. Additionally, the college increased leadership on the foundation board by adding five additional vice presidents. Lastly, the college requested that foundation directors and alumni help us share the case statements with their corresponding networks.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college will continue to build awareness in the community by hosting additional leadership briefings, attending community events, and building relationships with high capacity donors.</p> <p><i>10/18/2025</i></p>	06/30/2024	Complete

4. ENSURE SBCCD'S FISCAL ACCOUNTABILITY/SUSTAINABILITY.

Goal	Goal Type	Board Update	Due Date	Completion
SD 5: Foster and support inquiry, accountability, and campus sustainability.	Strategic Direction	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: SBCCD continues to strengthen its culture of evidence and inquiry through expanded access to disaggregated data that informs decision-making and equity-focused strategies. SBCCD has also developed clear budgetary guidelines to navigate challenging fiscal conditions and advanced a collaborative multi-year financial forecast. Additionally, SBCCD achieved a major milestone by growing one of its endowments to \$9 million, reinforcing long-term financial sustainability and support for student success.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college will continue to scale its data coaching and literacy efforts, prioritize its sustainability practices, and build awareness of how foundation funds support students.</p> <p><i>10/18/2025</i></p>	06/30/2028	On Track
→ SA 1: Promote a culture of evidence and inquiry-based decision making	Supporting Action		06/30/2028	On Track
→ (1) Use data coaching and data literacy techniques to enhance evidence and inquiry-based discussions taking place in committees, work groups, and as part of program review efforts.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: CHC and SBVC have partnered to create a data and equity coaching program for all college faculty and staff. The purpose of the ten-week program is to increase the knowledge, skills, and abilities of participants to help lead evidence-based conversations centered on how to achieve equity in the classroom, in non-instructional programs, and in decision-making bodies across the district. This training will be available to all faculty and staff beginning in Spring 2026.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: We will use the Spring 2026 in-service to recruit potential program participants. We intend to recruit at least seven participants for the initial cohort in Spring 2026 and an increasing number of participants in future terms.</p> <p><i>10/18/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (2) Conduct ongoing review of the college's key results to evaluate progress towards achieving supporting actions.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Our college's Educational Master Plan Committee (EMPC) has established a timeline to regularly review all of the college's key results—one that aligns with the timeline adopted by our board of trustees to review its strategic planning goals. Once approved by the EMPC, such input is finalized in Cascade, our district's digital platform for reporting progress on the college's educational master plan.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college's Educational Master Plan Committee will continue to review the progress on the college's key results for the duration of the five-year educational master plan and will continue to both denote those key results that the college has completed and amend (or add) key results as necessary.</p> <p><i>10/18/2025</i></p>	06/30/2026	Complete
→ (3) Increase access and use of data dashboards specifically allowing for the disaggregation of data by student demographics.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: We have increased the access to disaggregated data by revising existing dashboards or creating new dashboards. This includes revisions to our Completion and Success Dashboard that allow users to identify instances of disproportionate impact by ethnicity and the new Vision Aligned Reporting Dashboard that allows users to examine data across student support programs over time. Both dashboards are relied upon heavily by faculty and staff to identify potential equity gaps within their programs.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college is developing a dashboard that would allow faculty to see disaggregated course completion and success rate data for their specific class sections. Faculty could identify potential equity gaps in the classes they specifically teach and tailor the student experience to reduce or eliminate such gaps. A second dashboard will allow faculty to review student learning outcomes data by ethnicity for all of their classes. These new dashboards will be available by the end of Fall 2025.</p> <p><i>10/18/2025</i></p>	06/30/2026	On Track
→ (4) Increase the use of disaggregated student learning and service area outcomes data to improve student learning and the student experience.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college is finalizing a new dashboard that will allow faculty to review student learning outcomes data by ethnicity, gender, and age for all of their classes. These new dashboards will be available to all faculty by the end of Fall 2025. Similarly, the new Vision Aligned Reporting Dashboard allows users to examine students' access to a host of support services and resources over time, namely for students identifying as Black/African American, Hispanic/Latinx, and low-income students.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: In addition to finalizing the student learning outcomes dashboard, the college will update the Vision Aligned Reporting Dashboard with data for the 2024-2025 academic year by the end of Fall 2025.</p> <p><i>10/18/2025</i></p>	06/30/2026	On Track
→ SA 2: Define and enhance budgetary guidelines and processes	Supporting Action		06/30/2028	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (1) Develop budget reduction priority guidelines to make hard decisions during difficult budget times.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: This item is completed and institutionalized. The college continues to follow the budget guidelines established by the college's budget committee and approved by the college's council in May 2024. These guidelines will be revisited and revised as needed in the future.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: This item is completed. 10/18/2025</p>	12/30/2024	Complete
→ (2) Document and discuss budgetary actions to show fiscal responsibility.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college worked with Fiscal Services to complete the developmental budget for fiscal year 2025-26, which was approved at the September 2025 meeting of the board of trustees. Administrative Services continues budget monitoring, management, and provides ongoing budget management training to both new and current employees.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: As we move closer to Spring 2026, we will begin the budget cycle for the next fiscal year. The college continues to support Fiscal Services on necessary budget and purchasing process adjustments and stands ready to assist the DSO on the implementation of an expanded resource planning software that will include budget management. 10/18/2025</p>	06/30/2026	Complete
→ (3) Collaborate with DSO on the streamlining processes and business practices (e.g., using same software platforms).	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In collaboration with District Support Operations (DSO), the college has implemented a streamlined event scheduling software (Coursedog). DSO is continuing the Coursedog project to streamline course scheduling with Coursedog. This development is being piloted for course scheduling in Fall 2025 through Spring 2026.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college will continue the implementation of Coursedog by entering course information and by completing assignments to move towards full-implementation in Fall 2025. 10/18/2025</p>	06/30/2026	On Track
→ SA 3: Evaluate and modify the Resource Allocation Model (RAM)	Supporting Action		06/30/2028	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (1) Collaborate to revise RAM to alleviate inequities in funding between Colleges and District.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: While the RAM as a whole has not changed, there has been significant conversation and change in practice with respect to how the colleges and Economic Development and Corporate Training (EDCT) can now utilize budget savings (salary savings, etc.) to address non-ongoing costs/expenditures that help the colleges & EDCT meet the outlined strategic priorities in their respective educational master plans. This budget flexibility has been critical to these accomplishments.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: Future discussions regarding the revisions to the resource allocation model (RAM) will likely need to occur following the fiscal reset of the state funding formula in 2025-26.</p> <p>10/18/2025</p>	12/31/2026	On Track
→ (2) Collaborate with the district to incorporate the concepts of econ of scale into the RAM (current RAM does not take this into account).	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In collaboration with Fiscal Services, the college uses budget savings towards initiatives that support the implementation of the educational master plan (EMP).</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: Continue discussions at Chancellor's Cabinet, President's Cabinet, and in governance committees to implement strategies to revise the resource allocation model (RAM).</p> <p>10/18/2025</p>	12/31/2026	On Track
→ (3) Work with the district to develop multi-year budget forecasts, one that accounts for revenues and expenses.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: District Support Operations' (DSO) multi-year forecast was approved in September 2025 with the final budget.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college is developing total cost of ownership projections for each significant Measure CC project to plan personnel and operational expenses that should be included in budget forecasts. The college will coordinate with Fiscal Services to develop and incorporate these projections.</p> <p>10/18/2025</p>	06/30/2026	Complete
→ SA 4: Expand implementation of efficient and sustainable services and practices	Supporting Action		06/30/2028	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (2) Grow the CHC Endowment.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college continually reviews its priorities to ensure fundraising efforts support institutional goals. Our comprehensive fundraising strategy includes individual giving, grants, corporate partnerships, and special events. The foundation's assets have now surpassed \$9 million, with the endowment invested for long-term sustainability and growth. In September 2025, we revised our Investment Policy Statement to strengthen our financial management and future endowment stability.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: Staff are actively engaging with potential donors to achieve Phase I of its feasibility fundraising goals. As part of this effort, we are conducting meetings with community partners, philanthropic organizations, and key stakeholders to secure funding commitments. Additionally, the foundation is expanding its outreach to alumni through targeted communication campaigns to build awareness of how foundation funds directly impact students.</p> <p>10/18/2025</p>	06/30/2026	Complete
→ (1) Develop and identify fiscal and environmental sustainable actions in each construction project.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college completed the facility master plan in Spring 2025, which incorporates the sustainability plan into several initiatives. The solar farm project was completed in December 2024 with a battery storage system. The Performing Arts Center (PAC) was completed in August 2025 and has been constructed with submetering on key utilities to measure and manage usage.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college will continue to keep sustainable actions as a focus for future construction projects as included in the district's sustainability plan, the college's facility master plan, and the campus design standards. The college is working with District Facilities and Planning to update the district/college construction standards that include required sustainability measures for each project.</p> <p>10/18/2025</p>	12/30/2027	Complete
→ (3) Implement recommendations from the college's approved sustainability plan.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college completed the facility master plan in spring 2025, which incorporates the sustainability plan into several initiatives. The solar farm project was completed in December 2024 with a battery storage system; the Performing Arts Center (PAC) was completed in August 2025 that has been constructed with submetering on key utilities to measure and manage usage. The instructional building project has incorporated measures to certify as a LEED Gold.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college will continue to keep sustainable actions as a focus for future construction.</p> <p>10/18/2025</p>	12/30/2027	Complete
→ SA 5: Develop alternate revenue streams	Supporting Action		06/30/2028	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (1) Increase philanthropic donations to support scholarships and college programs.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college's foundation received a \$1.8 million grant from Yuhaaviatam to support Fire Academy cadets by removing financial barriers. The college is \$175,000 away from meeting the matching requirement for this grant.</p> <p>We have secured five naming gifts for new campus spaces: The new event center, a courtyard at Canyon Hall, a terrace and classroom in the PSAH Building, and a music room in the Performing Arts Center – reflecting community investment in the college and its students.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: Looking ahead, the college's foundation aims to increase annual giving by 10% and reach a \$2 million annual fundraising goal within three years through expanded donor engagement and retention.</p> <p>10/18/2025</p>	06/30/2026	Complete
→ (3) Pursue the implementation of student housing to support student success & create additional revenue.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: This project is included in the college's facility master plan for future implementation. Since the state has reduced funding for community college housing projects, the college's project remains unfunded for now.</p> <p>Challenges:</p> <p>Next Steps: The district and college are exploring additional funding options as we work towards building out the next phase of the facility master plan.</p> <p>10/18/2025</p>	06/30/2027	On Track
→ (4) Increase the number of grant applications to support CHC programs.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college is designated as a Hispanic Serving Institution (HSI) for fiscal years 2024-2025 and 2025-2026, as determined by the Department of Education. Such designation is made annually for all colleges and universities, and entails an application process for many colleges that do not automatically qualify. An HSI designation is critical for a variety of reasons; one reason is that it allows the college to pursue federal grants, such as Hispanic Serving Institutions Program (Title V) grants.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college will be submitting an application to the Department of Education for HSI designation in reference to the fiscal year 2026-2027 in Spring 2026.</p> <p>10/18/2025</p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
↳ (2) Conduct fundraising campaign feasibility study.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: In response to the completed feasibility study, the college identified three key programs on which to focus fundraising efforts: first responders, performing arts, and honors. Additionally, the college increased leadership on the foundation board by adding five additional vice presidents. Lastly, the college requested that foundation directors and alumni help us share the case statements with their corresponding networks.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college will continue to build awareness in the community by hosting additional leadership briefings, attending community events, and building relationships with high capacity donors.</p> <p><i>10/18/2025</i></p>	06/30/2024	Complete