



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
→ (1) Increase the number of Black/African American students who apply and enroll	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
→ (2) Increase the number of Black/African American and Hispanic/Latinx (Ethnic Studies) courses and programs	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>	12/31/2025	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>	06/30/2025	On Track

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>	06/30/2025	On Track
→ 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 cohorts of faculty (127) completed the USC Race and Equity training, gaining equity-minded strategies to foster inclusive learning environments. SBCCD has expanded these efforts to managers and classified staff. Additionally, student support services continue implementing innovative strategies (e.g., learning communities) to close access gaps for Black/African American and Hispanic/Latinx students, reinforcing SBCCD's commitment to inclusion and student success.</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>02/22/2025</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: Recent 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 a second training session with classified staff in Spring 2025 to focus on addressing questions about how to better support the participation on governance committees. Additionally, the academic and classified senate presidents will partner to hold joint governance training sessions in Fall 2025.</p> <p><i>02/13/2025</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 Spring 2025 to focus on addressing questions about how to better support the participation on governance committees. Additionally, the academic and classified senate presidents will partner to hold joint governance training sessions in Fall 2025.</p> <p><i>02/13/2025</i></p>	06/30/2025	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 Spring 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>02/13/2025</i></p>	06/30/2025	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>→ (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>02/13/2025</i></p>	06/30/2026	Complete
<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: Two cohorts of instructional faculty have completed the USC Race and Equity training for instructional faculty to apply equity-minded strategies in the classroom. The third cohort of faculty started in fall 2024. To date, 88 instructional faculty have participated or are participating in the USC training. Additionally, a new cohort of 24 managers and 11 classified staff are partaking in USC training designed specifically for non-classroom employees in spring 2025.</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>02/13/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (3) Institutionalize college-wide events that support equity and anti-racism (e.g., One Book One College).	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, Parable of the Sower, is promoting conversations on equity and anti-racism 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>02/13/2025</i></p>	06/30/2026	Complete
→ (4) Prioritize the implementation of activities in the college's equity plan to better support Black/African American and Hispanic/Latinx students.	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>02/13/2025</i></p>	12/30/2025	Complete
→ SA 3: Promote and implement practices that enhance well-being and engagement	Supporting Action		06/30/2028	On Track
→ (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 full implementation of our unit-based counseling model and student success teams has significantly enhanced the college's ability to provide structured mentorship and guidance for transfer students, particularly those from racially minoritized backgrounds. Utilizing a single point of contact framework, our completion coaches proactively engage with students to ensure they meet critical transfer milestones.</p> <p>Challenges: None</p> <p>Next Steps: To further maximize the impact of our diversity, inclusion, and inclusion (DEI) efforts and mentorship for transfer students, we plan to strengthen faculty involvement will also be a priority, ensuring instructional faculty integrate transfer mentorship into their classroom discussions, particularly in gatekeeper courses.</p> <p><i>02/13/2025</i></p>	12/30/2025	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>02/13/2025</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: When planning in-service activities and events throughout the year, the Professional Development Committee encourages wellness activities (body and mind). In fall 2024, the college offered a sound bath and yoga activity. In spring 2025, during Black History Month, we have a series of activities for the campus community to promote creativity and wellness (yoga, meditation, etc.).</p> <p>Challenges: None</p> <p>Next Steps: Engage the campus community more to submit and facilitate wellness activities and engage in campus-wide conversations about wellness. Perhaps deploy a survey to all constituents to see what is needed most.</p> <p>02/13/2025</p>	12/30/2025	On Track
SD 3: Increase student success & equity.	Strategic Direction	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: SBCCD has observed an increase in course success rates for Black/African American (+2%; from 65% to 67%) and Hispanic/Latinx students (+2%; from 70% to 72%) in credit courses over the last year. In addition to these academic achievements, SBCCD has made a strategic effort to integrate the values of Diversity, Equity, Inclusion, and Accessibility (DEIA) into its social media campaigns. This integration aims to foster a more inclusive and supportive educational environment.</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>02/22/2025</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

Goal	Goal Type	Board Update	Due Date	Completion
→ (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 incorporated several strategies to support part-time students, including increased access to disaggregated data by faculty and revisions to the program review process to more directly require the adoption of more 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><i>02/13/2025</i></p>	12/31/2025	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><i>02/13/2025</i></p>	06/30/2026	Complete
→ (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: <i>No value</i></p> <p>Next Steps: The college will be prioritizing the implementation of its equity plan in 2024-2025 to better support Black/African American and Hispanic/Latinx students and publicly sharing the progress towards closing equity gaps for these student groups in spring 2025. The college will also continue its partnership with the USC Race & Equity Center to equip faculty, managers, and classified staff with the skills to better support students.</p> <p><i>02/13/2025</i></p>	12/31/2025	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (4) Increase Hispanic/Latinx and Black/African American and other DI groups transfer rates.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college observed an increase in the UC and CSU admit rates for Black/African and Hispanic/Latinx students between 2017-18 and 2022-23. For example, the UC admit rates for Black/African American students increased from 67% in 2017-18 to 79% in 2022-23. In fact, the UC admit rate for Black/African American students was 100% (6/6 students) in 2023-2024.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to prioritize the implementation of its equity plan to better support Black/African American and Hispanic/Latinx students. The college will also continue its partnership with the USC to equip faculty, managers, and classified staff with the skills to better support students.</p> <p><i>02/13/2025</i></p>	12/31/2025	On Track
→ (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>02/13/2025</i></p>	12/31/2025	On Track
→ (6) Increase access and the use of disaggregated data by course success and class rosters for classes taught by instructors.	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 spring, 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>02/13/2025</i></p>	06/30/2026	On Track
→ SA 2: Enhance programs and services for disproportionately impacted groups and special populations	Supporting Action		06/30/2028	On Track

Goal	Goal Type	Board Update	Due Date	Completion
<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: Many of the eight students (four MESA and four STEM) from the first 2024 STEM Summer Research Program presented their research at scientific conferences including the CSUSB Undergraduate Summer Research Program (USRP), 2024 Southern California Conference for Undergraduate Research (SCCUR), 2024 American Geophysical Union (AGU) Annual Meeting, and 2025 Genetics Society of America(GSA) Annual Drosophila Research Conference.</p> <p>Challenges: None</p> <p>Next Steps: The college is finalizing plans for the grand opening of the Multicultural Center in fall 2025. This space will serve as a community hub for Black/African American, Hispanic/Latinx, and other disproportionately impacted student populations, fostering connections that support retention, persistence, and completion in college. Next steps include exploring learning communities for fall 2026.</p> <p>02/13/2025</p>	12/31/2025	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: <i>Race, Ethnicity and Diversity; Sex, Gender, and Society, Native Peoples of North America.</i></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 is in the process of recruiting for a second Ethnic Studies faculty member.</p> <p>02/13/2025</p>	12/30/2025	On Track
<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 Hispanic/Latinx students and staff to-date (four staff members, 10 students) to the 38th Annual HACU 2024 Conference in Aurora, CO. Similarly, the college will send its largest cohort of Black/African American students and staff to-date (five staff members, 10 students) to the 18th Annual A2MEND Summit (March 2025) in Los Angeles, CA.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to pursue best practices that have resulted in the increasing student engagement, such as collaborating with EOPS and sending targeted emails. Our aim is to foster connections that will have a lasting impact on our campus community.</p> <p>02/13/2025</p>	06/30/2026	On Track
<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

Goal	Goal Type	Board Update	Due Date	Completion
→ (1) Increase the number of programs that can be completed with free textbooks.	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 ML program will begin converting its courses/program to ZTC. Also, new certificate programs will be identified to convert to fully ZTC pathways. Finally, a more robust tracking system will be instituted in Fall 2025 to capture and track future ZTC courses more completely. In spring 2025, students enrolled in the final series of Library Certificate program's courses will be able to complete the certificate program.</p> <p><i>02/13/2025</i></p>	12/31/2025	On Track
→ (2) Increase access, marketing, and awareness for Basic Needs Center (food pantry, mental health services, housing, and technology support services).	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: As of fall 2024, the Basic Needs Center has increased access to its services by expanding evening operational hours. The center has also scaled its campus food insecurities support by partnering with 10 departments across campus (e.g., Tutoring Center, Veterans Resource Center, STEM, Fire Academy). This is a significant achievement given that the center first launched on campus in the fall of 2022.</p> <p>Challenges: None</p> <p>Next Steps: The center will continue to seek partnerships with additional departments and develop programs tailored specifically to student parents aimed at providing services addressing their unique needs. To better prepare for potential power outages, the center will stock up on nonperishable food items, hygiene kits, and solar chargers. This includes increasing our inventory of essential supplies, organizing them for easy access during emergencies, and having a list of best practices ready to follow.</p> <p><i>02/13/2025</i></p>	06/30/2026	On Track
→ (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.</p> <p>Challenges: None</p> <p>Next Steps: The college will use data analytics from the previous marketing campaign to better focus future ads on the types that generated the most student interest and highest click-through rates.</p> <p><i>02/13/2025</i></p>	12/31/2025	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (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 with respect to updating wireless access points across the campus and replacing projectors in building housing regularly used classrooms.</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.</p> <p>02/13/2025</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: The Distance Education Program (DEP) Committee is actively working with our webmaster and Guided Pathways Coordinator to ensure that students and prospective students know which courses and pathways are available online. This helps ensure that we serve students who may not be able to take classes on campus (working students, caretakers, etc.).</p> <p>Challenges: None</p> <p>Next Steps: To further support students, we plan to partner with instructional departments to design both online and in-person workshops. These workshops will focus on strategies for succeeding in online courses and will help students assess whether distance learning is the right choice for them.</p> <p>02/13/2025</p>	12/30/2025	On Track
→ SA 4: Improve communication with students (e.g., enhance CHC website, Canvas/Pronto SMS)	Supporting Action		06/30/2028	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: None</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>02/13/2025</p>	06/30/2026	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: The college continues to engage the student body through a host of events, including hosting the college's first Dia De Los Muertos event held in October 2024. Additionally, to accommodate heightened interest from students desiring to serve on Student Senate, the college's leadership helped the Student Senate update its bylaws to increase its roster from 20 to 22 members. Lastly, the college recorded 32 chartered student clubs in fall 2024, the largest number in the college's history.</p> <p>Challenges: None</p> <p>Next Steps: We will keep developing opportunities for student involvement, drawing on established best practices (e.g., partnering with other entities on campus, encouraging faculty participation in cultural planning teams, etc.) that have been found to be effective.</p> <p><i>02/13/2025</i></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 student services departments have reviewed and analyzed disaggregated data for Black/African American and Hispanic/Latinx student populations. The departments used such information to identify gaps in access and actively reached out to Black/African American and Hispanic/Latinx students.</p> <p>Challenges: None</p> <p>Next Steps: 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 Spring 2025.</p> <p><i>02/13/2025</i></p>	12/31/2025	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
<p>→ (3) Increase FTES by 67% from 101 (22-23) to 168 : 101 unit to 168 unit</p>	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
<p>→ SA 2: Find and remove internal and external barriers to student enrollment.</p>	Supporting Action		06/30/2028	Complete
<p>→ (1) Use the USC template or something comparable to review policies for access and equity and make revisions based on the results</p>	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
<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>07/15/2025</p>	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>07/15/2025</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>07/15/2025</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>	12/31/2025	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>	06/30/2025	On Track
→ (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>	06/30/2025	On Track
→ 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>07/16/2025</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>07/16/2025</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>07/16/2025</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
<p>SD 2: Engage in practices that prioritize and promote inclusivity, equity, anti-racism, and human sustainability.</p>	Strategic Direction	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Two cohorts of faculty (127) completed the USC Race and Equity training, gaining equity-minded strategies to foster inclusive learning environments. SBCCD has expanded these efforts to managers and classified staff. Additionally, student support services continue implementing innovative strategies (e.g., learning communities) to close access gaps for Black/African American and Hispanic/Latinx students, reinforcing SBCCD's commitment to inclusion and student success.</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>02/22/2025</i></p>	06/30/2028	On Track
<p>→ SA 1: Strengthen communication of shared governance projects and committee work</p>	Supporting Action		05/30/2028	On Track
<p>→ (1) Research and remove barriers to participation in shared governance (e.g. focus group).</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: Recent 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 a second training session with classified staff in Spring 2025 to focus on addressing questions about how to better support the participation on governance committees. Additionally, the academic and classified senate presidents will partner to hold joint governance training sessions in Fall 2025.</p> <p><i>02/13/2025</i></p>	06/30/2025	On Track
<p>→ (2) Increase staff, student, and faculty participation in shared governance.</p>	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 Spring 2025 to focus on addressing questions about how to better support the participation on governance committees. Additionally, the academic and classified senate presidents will partner to hold joint governance training sessions in Fall 2025.</p> <p><i>02/13/2025</i></p>	06/30/2025	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 Spring 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>02/13/2025</i></p>	06/30/2025	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>→ (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>02/13/2025</i></p>	06/30/2026	Complete
<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: Two cohorts of instructional faculty have completed the USC Race and Equity training for instructional faculty to apply equity-minded strategies in the classroom. The third cohort of faculty started in fall 2024. To date, 88 instructional faculty have participated or are participating in the USC training. Additionally, a new cohort of 24 managers and 11 classified staff are partaking in USC training designed specifically for non-classroom employees in spring 2025.</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>02/13/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (3) Institutionalize college-wide events that support equity and anti-racism (e.g., One Book One College).	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, Parable of the Sower, is promoting conversations on equity and anti-racism 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>02/13/2025</i></p>	06/30/2026	Complete
→ (4) Prioritize the implementation of activities in the college's equity plan to better support Black/African American and Hispanic/Latinx students.	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>02/13/2025</i></p>	12/30/2025	Complete
→ SA 3: Promote and implement practices that enhance well-being and engagement	Supporting Action		06/30/2028	On Track
→ (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 full implementation of our unit-based counseling model and student success teams has significantly enhanced the college's ability to provide structured mentorship and guidance for transfer students, particularly those from racially minoritized backgrounds. Utilizing a single point of contact framework, our completion coaches proactively engage with students to ensure they meet critical transfer milestones.</p> <p>Challenges: None</p> <p>Next Steps: To further maximize the impact of our diversity, inclusion, and inclusion (DEI) efforts and mentorship for transfer students, we plan to strengthen faculty involvement will also be a priority, ensuring instructional faculty integrate transfer mentorship into their classroom discussions, particularly in gatekeeper courses.</p> <p><i>02/13/2025</i></p>	12/30/2025	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>02/13/2025</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: When planning in-service activities and events throughout the year, the Professional Development Committee encourages wellness activities (body and mind). In fall 2024, the college offered a sound bath and yoga activity. In spring 2025, during Black History Month, we have a series of activities for the campus community to promote creativity and wellness (yoga, meditation, etc.).</p> <p>Challenges: None</p> <p>Next Steps: Engage the campus community more to submit and facilitate wellness activities and engage in campus-wide conversations about wellness. Perhaps deploy a survey to all constituents to see what is needed most.</p> <p>02/13/2025</p>	12/30/2025	On Track
SD 3: Increase student success & equity.	Strategic Direction	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: SBCCD has observed an increase in course success rates for Black/African American (+2%; from 65% to 67%) and Hispanic/Latinx students (+2%; from 70% to 72%) in credit courses over the last year. In addition to these academic achievements, SBCCD has made a strategic effort to integrate the values of Diversity, Equity, Inclusion, and Accessibility (DEIA) into its social media campaigns. This integration aims to foster a more inclusive and supportive educational environment.</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>02/22/2025</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

Goal	Goal Type	Board Update	Due Date	Completion
→ (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 incorporated several strategies to support part-time students, including increased access to disaggregated data by faculty and revisions to the program review process to more directly require the adoption of more 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><i>02/13/2025</i></p>	12/31/2025	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><i>02/13/2025</i></p>	06/30/2026	Complete
→ (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: <i>No value</i></p> <p>Next Steps: The college will be prioritizing the implementation of its equity plan in 2024-2025 to better support Black/African American and Hispanic/Latinx students and publicly sharing the progress towards closing equity gaps for these student groups in spring 2025. The college will also continue its partnership with the USC Race & Equity Center to equip faculty, managers, and classified staff with the skills to better support students.</p> <p><i>02/13/2025</i></p>	12/31/2025	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (4) Increase Hispanic/Latinx and Black/African American and other DI groups transfer rates.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college observed an increase in the UC and CSU admit rates for Black/African and Hispanic/Latinx students between 2017-18 and 2022-23. For example, the UC admit rates for Black/African American students increased from 67% in 2017-18 to 79% in 2022-23. In fact, the UC admit rate for Black/African American students was 100% (6/6 students) in 2023-2024.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to prioritize the implementation of its equity plan to better support Black/African American and Hispanic/Latinx students. The college will also continue its partnership with the USC to equip faculty, managers, and classified staff with the skills to better support students.</p> <p><i>02/13/2025</i></p>	12/31/2025	On Track
→ (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>02/13/2025</i></p>	12/31/2025	On Track
→ (6) Increase access and the use of disaggregated data by course success and class rosters for classes taught by instructors.	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 spring, 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>02/13/2025</i></p>	06/30/2026	On Track
→ SA 2: Enhance programs and services for disproportionately impacted groups and special populations	Supporting Action		06/30/2028	On Track

Goal	Goal Type	Board Update	Due Date	Completion
<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: Many of the eight students (four MESA and four STEM) from the first 2024 STEM Summer Research Program presented their research at scientific conferences including the CSUSB Undergraduate Summer Research Program (USRP), 2024 Southern California Conference for Undergraduate Research (SCCUR), 2024 American Geophysical Union (AGU) Annual Meeting, and 2025 Genetics Society of America(GSA) Annual Drosophila Research Conference.</p> <p>Challenges: None</p> <p>Next Steps: The college is finalizing plans for the grand opening of the Multicultural Center in fall 2025. This space will serve as a community hub for Black/African American, Hispanic/Latinx, and other disproportionately impacted student populations, fostering connections that support retention, persistence, and completion in college. Next steps include exploring learning communities for fall 2026.</p> <p>02/13/2025</p>	12/31/2025	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: <i>Race, Ethnicity and Diversity; Sex, Gender, and Society, Native Peoples of North America.</i></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 is in the process of recruiting for a second Ethnic Studies faculty member.</p> <p>02/13/2025</p>	12/30/2025	On Track
<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 Hispanic/Latinx students and staff to-date (four staff members, 10 students) to the 38th Annual HACU 2024 Conference in Aurora, CO. Similarly, the college will send its largest cohort of Black/African American students and staff to-date (five staff members, 10 students) to the 18th Annual A2MEND Summit (March 2025) in Los Angeles, CA.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to pursue best practices that have resulted in the increasing student engagement, such as collaborating with EOPS and sending targeted emails. Our aim is to foster connections that will have a lasting impact on our campus community.</p> <p>02/13/2025</p>	06/30/2026	On Track
<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

Goal	Goal Type	Board Update	Due Date	Completion
→ (1) Increase the number of programs that can be completed with free textbooks.	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 ML program will begin converting its courses/program to ZTC. Also, new certificate programs will be identified to convert to fully ZTC pathways. Finally, a more robust tracking system will be instituted in Fall 2025 to capture and track future ZTC courses more completely. In spring 2025, students enrolled in the final series of Library Certificate program's courses will be able to complete the certificate program.</p> <p><i>02/13/2025</i></p>	12/31/2025	On Track
→ (2) Increase access, marketing, and awareness for Basic Needs Center (food pantry, mental health services, housing, and technology support services).	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: As of fall 2024, the Basic Needs Center has increased access to its services by expanding evening operational hours. The center has also scaled its campus food insecurities support by partnering with 10 departments across campus (e.g., Tutoring Center, Veterans Resource Center, STEM, Fire Academy). This is a significant achievement given that the center first launched on campus in the fall of 2022.</p> <p>Challenges: None</p> <p>Next Steps: The center will continue to seek partnerships with additional departments and develop programs tailored specifically to student parents aimed at providing services addressing their unique needs. To better prepare for potential power outages, the center will stock up on nonperishable food items, hygiene kits, and solar chargers. This includes increasing our inventory of essential supplies, organizing them for easy access during emergencies, and having a list of best practices ready to follow.</p> <p><i>02/13/2025</i></p>	06/30/2026	On Track
→ (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.</p> <p>Challenges: None</p> <p>Next Steps: The college will use data analytics from the previous marketing campaign to better focus future ads on the types that generated the most student interest and highest click-through rates.</p> <p><i>02/13/2025</i></p>	12/31/2025	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (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 with respect to updating wireless access points across the campus and replacing projectors in building housing regularly used classrooms.</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.</p> <p>02/13/2025</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: The Distance Education Program (DEP) Committee is actively working with our webmaster and Guided Pathways Coordinator to ensure that students and prospective students know which courses and pathways are available online. This helps ensure that we serve students who may not be able to take classes on campus (working students, caretakers, etc.).</p> <p>Challenges: None</p> <p>Next Steps: To further support students, we plan to partner with instructional departments to design both online and in-person workshops. These workshops will focus on strategies for succeeding in online courses and will help students assess whether distance learning is the right choice for them.</p> <p>02/13/2025</p>	12/30/2025	On Track
→ SA 4: Improve communication with students (e.g., enhance CHC website, Canvas/Pronto SMS)	Supporting Action		06/30/2028	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: None</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>02/13/2025</p>	06/30/2026	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: The college continues to engage the student body through a host of events, including hosting the college's first Dia De Los Muertos event held in October 2024. Additionally, to accommodate heightened interest from students desiring to serve on Student Senate, the college's leadership helped the Student Senate update its bylaws to increase its roster from 20 to 22 members. Lastly, the college recorded 32 chartered student clubs in fall 2024, the largest number in the college's history.</p> <p>Challenges: None</p> <p>Next Steps: We will keep developing opportunities for student involvement, drawing on established best practices (e.g., partnering with other entities on campus, encouraging faculty participation in cultural planning teams, etc.) that have been found to be effective.</p> <p><i>02/13/2025</i></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 student services departments have reviewed and analyzed disaggregated data for Black/African American and Hispanic/Latinx student populations. The departments used such information to identify gaps in access and actively reached out to Black/African American and Hispanic/Latinx students.</p> <p>Challenges: None</p> <p>Next Steps: 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 Spring 2025.</p> <p><i>02/13/2025</i></p>	12/31/2025	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 continues to foster a culture of growth and inclusion through districtwide professional development, including expanded equity-based training for all employee groups and community-building events like the SBCCD Fall Olympics.</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 it will continue to make progress towards the establishment of a multicultural center.</p> <p><i>03/14/2025</i></p>	06/30/2028	On Track
→ SA 1: Enhance and encourage collaboration between CHC, SBVC, and DSO	Supporting Action		06/30/2028	On Track
→ (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 college has offered the following three events since fall 2024:</p> <ol style="list-style-type: none"> 1. The SBCCD Olympics in fall 2024, which included both campuses and DSO 2. The Great Teachers Seminar is planned annually with efforts from both PD committees at CHC and Valley, and the assistance of DSO and board of trustee member, Dr. Nathan Gonzalez, for the AK Smiley Library. We had 45 attendees this year. 3. Classified Professionals Week <p>Challenges: None</p> <p>Next Steps: The college will work with DSO and SBVC colleagues to ensure that the SBCCD Olympics continue, possibly expanding to include a trivia bowl, for example. The college will also work with SBVC to expand the Great Teachers Seminar to reach a larger number of faculty. Lastly, future Classified Professionals Weeks will likely involve a combination of increased opportunities for professional development, expanded celebration activities, and a greater emphasis on year-round appreciation and support.</p> <p><i>03/14/2025</i></p>	06/30/2026	On Track
→ (2) Organize and host the inaugural SBCCD fall Olympics.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The first inaugural SBCCD Olympics was a great success with classified, faculty, and management teams from all three district sites participating.</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>03/14/2025</i></p>	12/31/2025	Complete

Goal	Goal Type	Board Update	Due Date	Completion
→ (3) Create collaborative marketing efforts with college specialized programs.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: College 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: Next steps include developing a strategic marketing schedule to enhance outreach for these programs, ensuring consistent and timely promotion. Additionally, the college will increase the use of videos and expand social media visibility, which will further engage students, making information more accessible and encouraging participation in support services.</p> <p>03/14/2025</p>	06/30/2026	On Track
→ (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 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>03/14/2025</p>	12/30/2027	On Track
→ SA 2: Explore and develop cultural programs of engagement that support the equity plan	Supporting Action		06/30/2028	On Track
→ (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 addition to both instructional and non-instructional faculty participating in ongoing USC Race and Equity training, managers and classified professionals are participating in USC Race and Equity training in spring 2025. CHC & Valley professional development committees developed an undocumented student training for all managers in the district. The training was offered on Friday, March 7th.</p> <p>Challenges: None</p> <p>Next Steps: The college's professional development committee will continue collaborating with the research office to survey those participating in various campus training opportunities. The college will continue to prioritize training opportunities for classified professionals and faculty, especially in reference to equity-based offerings.</p> <p>03/14/2025</p>	06/30/2026	On Track

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 college continues to work with the Multicultural Center workgroup to finalize the Student Support Building (SSB) uplift. This project is currently in the bid process and is scheduled to be completed at the end of summer 2025. In addition, a Multicultural Center workgroup has met and provided input into the function, furniture design, and development of the center that is intended to meet the diverse needs and preferences of our community.</p> <p>Challenges: None</p> <p>Next Steps: In fall 2025 the Multicultural Center workgroup will gather the data listed above and explore learning communities and programs, such as Puente, Umoja, and A2MEND. The aim is to determine the programs that best fit within the campus culture in fostering a culture and feeling of belongingness for our African-American/Black, LGBTQ+, and Hispanic/Latinx students.</p> <p><i>03/14/2025</i></p>	12/31/2025	On Track
<p>→ SA 3: Increase, maintain, and promote linger and learn spaces</p>	Supporting Action		06/30/2028	On Track
<p>→ (1) Incorporate linger and learn spaces into the design of each future and current building.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: 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 was approved by the state's approving entity, the Division of State Architects in February 2025. Such spaces include the lobby area in the new instruction building and hallways in the LRC as part of the redesign of the classrooms.</p> <p>Challenges: None</p> <p>Next Steps: The college will begin the construction phase of development for the instruction building, which is scheduled to start in June 2025. The construction contracts for this building will be submitted to the board of trustees by May 2025.</p> <p><i>03/14/2025</i></p>	06/30/2026	On Track
<p>→ (2) Incorporate art throughout the campus to increase campus beautification.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: A Public Arts Task Force, established by the Crafton Council, will meet in spring 2025. The task force will have representation from various constituent groups to ensure broad participation and input on how we can incorporate art throughout the college to increase campus beautification.</p> <p>Challenges: None</p> <p>Next Steps: The Public Arts Task Force will collaborate on outcomes and processes that will be needed to help guide the implementation of public art across the campus. This will be one of the first tasks of the new task force. Future plans include the development of an iconic photo spot and wall graphics in various locations to beautify the campus and incorporate art.</p> <p><i>03/14/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion	
	→ (3) Incorporate and promote the college's full indigenous history of the region into college facilities.	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 obtain recommended words from the tribal leaders that can be used in the naming of spaces or buildings on the campus. The college will also complete the design of the historical wall graphics to be installed on campus.</p> <p><i>03/14/2025</i></p>	06/30/2026	On Track
	→ (4) Enhance our community and culture throughout the campus and facilities.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college has completed the 2025 Facility Master Plan (FMP). The plan incorporates campuswide input, illustrates clear alignment with the college's educational master plan, identifies project priorities, and applies current facility needs and assessment data. In fall 2024, construction was completed on Central Complex 2 and on the Child Development Center project. The solar farm project was completed in December 2024 and is now producing at 100% capacity.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue progress on the Measure CC construction projects and maintenance of campus facilities. We will celebrate faculty and staff accomplishments in the lobby of the new instruction building.</p> <p><i>03/14/2025</i></p>	06/30/2026	On Track
	→ SA 4: Strengthen and promote partnerships with the community	Supporting Action		06/30/2028	On Track
	→ (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>03/14/2025</i></p>	06/30/2026	On Track

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 following represents a sampling of activities relevant between fall 2024 and spring 2025:</p> <ul style="list-style-type: none"> • Yucaipa Calimesa Joint Unified College & Career Fairs • Morongo Tribal TANF (Temporary Assistance for Needy Families) Celebrating Success Events • RUSD's College and Career Fairs • CRYROP College and Career Readiness Fair • Redlands Christmas Parade • Yucaipa Christmas Parade • Vibe Fest at the University of Redlands • Two of Yucaipa's Concerts in the Park Events • Redlands Veterans Day Parade • Redlands Bicycle Classic <p>Challenges: None</p> <p>Next Steps: The college's marketing team will continue working with the student services team to identify collaborative opportunities with respect to engaging with the community.</p> <p><i>03/14/2025</i></p>	06/30/2026	On Track
→ (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 share with employees the benefits of being active in the community and to celebrate/acknowledge those individuals choosing to engage in the community.</p> <p><i>03/14/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (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 has established a contract with a professional expert to develop a detailed plan (schedule, staffing plan, activities, supplies, costs, etc.) for the College for Kids activities and events. Implementation is being delayed until Summer 2026.</p> <p>Challenges: None</p> <p>Next Steps: The college will obtain and review the proposed plan, make revisions, and establish a plan for implementation.</p> <p>10/18/2024</p>	12/31/2026	On Track
→ (3) Increase the number of CHC-sponsored public events on campus.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The following represents a sampling of activities relevant between November 2024 and spring 2025:</p> <ul style="list-style-type: none"> • STEM/MESA open house – November 5 • Waa’t – November 6 and 7 • Fire/EMS Career Fair – November 13 • Adult Education Open House – November 13 • Paul and Joann Barich PSAH Naming Ceremony – November 20 • Student Art exhibit November 12 – December 10 <p>Challenges: None</p> <p>Next Steps: Below are events the college will be hosting this semester:</p> <ul style="list-style-type: none"> • Patti Cotton (Finding Purpose) seminar – March 18 • Inland Empire Health Plan (IEHP) MOU signing ceremony – April 3 • Philanthropic Educational Organization (PEO) Redlands Chapter meeting – April 7 • The CSUSB MOU signing ceremony – April 17 • The San Bernardino County Superintendent of Schools conference – April 18 • The 5K in collaboration with the City of Yucaipa – April 26 • The San Bernardino County Estate Planning Council Luncheon – May 6 <p>03/14/2025</p>	06/30/2028	On Track
→ SA 5: Improve campus facilities by removing barriers to physical access, improving signage and directions	Supporting Action		06/30/2028	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (1) Connect CHC to the community through signage.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college's electronic marquee at the Yucaipa Blvd. entrance to the campus was replaced in summer 2024.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to seek feedback on ways to improve signage across the campus and to improve the campus's link to the community.</p> <p><i>03/14/2025</i></p>	12/31/2025	On Track
→ (2) Implement projects to remove accessibility barriers across campus.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: As part of the Measure CC campuswide ADA Improvement Project, the campus completed the extension of the ADA path of travel from Parking Lot H to the North Complex and from Crafton Hall to the Child Development Center. These improvements create an ADA-compliant path of travel from the Child Development Center on the west side of campus all the way to the Kinesiology, Health, and Aquatics Center on the East side of Campus. These improvements were completed in March 2024.</p> <p>Challenges: None</p> <p>Next Steps: The college will complete the installation of three new ADA compliant sidewalks across Campus Drive with the new Performing Arts Center (PAC) project in summer 2025. Additional improvements for accessibility will be completed as a part of the new instruction building and Crafton Hall projects.</p> <p><i>03/14/2025</i></p>	12/31/2025	On Track
→ (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: None</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 Crafton Hall and the Learning Resource Center.</p> <p><i>03/14/2025</i></p>	12/31/2025	Complete
→ (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 has been used to develop a wayfinding and signage project that is scheduled for completion in summer 2025.</p> <p>Challenges: None</p> <p>Next Steps: The college will complete the campuswide wayfinding project in summer 2025.</p> <p><i>03/14/2025</i></p>	12/31/2027	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 continues to foster a culture of growth and inclusion through districtwide professional development, including expanded equity-based training for all employee groups and community-building events like the SBCCD Fall Olympics.</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 it will continue to make progress towards the establishment of a multicultural center.</p> <p>03/14/2025</p>	06/30/2028	On Track
→ SA 1: Enhance and encourage collaboration between CHC, SBVC, and DSO	Supporting Action		06/30/2028	On Track
→ (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 college has offered the following three events since fall 2024:</p> <ol style="list-style-type: none"> 1. The SBCCD Olympics in fall 2024, which included both campuses and DSO 2. The Great Teachers Seminar is planned annually with efforts from both PD committees at CHC and Valley, and the assistance of DSO and board of trustee member, Dr. Nathan Gonzalez, for the AK Smiley Library. We had 45 attendees this year. 3. Classified Professionals Week <p>Challenges: None</p> <p>Next Steps: The college will work with DSO and SBVC colleagues to ensure that the SBCCD Olympics continue, possibly expanding to include a trivia bowl, for example. The college will also work with SBVC to expand the Great Teachers Seminar to reach a larger number of faculty. Lastly, future Classified Professionals Weeks will likely involve a combination of increased opportunities for professional development, expanded celebration activities, and a greater emphasis on year-round appreciation and support.</p> <p>03/14/2025</p>	06/30/2026	On Track
→ (2) Organize and host the inaugural SBCCD fall Olympics.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The first inaugural SBCCD Olympics was a great success with classified, faculty, and management teams from all three district sites participating.</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>03/14/2025</p>	12/31/2025	Complete

Goal	Goal Type	Board Update	Due Date	Completion	
	→ (3) Create collaborative marketing efforts with college specialized programs.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: College 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: Next steps include developing a strategic marketing schedule to enhance outreach for these programs, ensuring consistent and timely promotion. Additionally, the college will increase the use of videos and expand social media visibility, which will further engage students, making information more accessible and encouraging participation in support services.</p> <p>03/14/2025</p>	06/30/2026	On Track
	→ (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 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>03/14/2025</p>	12/30/2027	On Track
	→ SA 2: Explore and develop cultural programs of engagement that support the equity plan	Supporting Action		06/30/2028	On Track
	→ (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 addition to both instructional and non-instructional faculty participating in ongoing USC Race and Equity training, managers and classified professionals are participating in USC Race and Equity training in spring 2025. CHC & Valley professional development committees developed an undocumented student training for all managers in the district. The training was offered on Friday, March 7th.</p> <p>Challenges: None</p> <p>Next Steps: The college’s professional development committee will continue collaborating with the research office to survey those participating in various campus training opportunities. The college will continue to prioritize training opportunities for classified professionals and faculty, especially in reference to equity-based offerings.</p> <p>03/14/2025</p>	06/30/2026	On Track

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 college continues to work with the Multicultural Center workgroup to finalize the Student Support Building (SSB) uplift. This project is currently in the bid process and is scheduled to be completed at the end of summer 2025. In addition, a Multicultural Center workgroup has met and provided input into the function, furniture design, and development of the center that is intended to meet the diverse needs and preferences of our community.</p> <p>Challenges: None</p> <p>Next Steps: In fall 2025 the Multicultural Center workgroup will gather the data listed above and explore learning communities and programs, such as Puente, Umoja, and A2MEND. The aim is to determine the programs that best fit within the campus culture in fostering a culture and feeling of belongingness for our African-American/Black. LGBTQ+, and Hispanic/Latinx students.</p> <p><i>03/14/2025</i></p>	12/31/2025	On Track
<p>→ SA 3: Increase, maintain, and promote linger and learn spaces</p>	Supporting Action		06/30/2028	On Track
<p>→ (1) Incorporate linger and learn spaces into the design of each future and current building.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: 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 was approved by the state's approving entity, the Division of State Architects in February 2025. Such spaces include the lobby area in the new instruction building and hallways in the LRC as part of the redesign of the classrooms.</p> <p>Challenges: None</p> <p>Next Steps: The college will begin the construction phase of development for the instruction building, which is scheduled to start in June 2025. The construction contracts for this building will be submitted to the board of trustees by May 2025.</p> <p><i>03/14/2025</i></p>	06/30/2026	On Track
<p>→ (2) Incorporate art throughout the campus to increase campus beautification.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: A Public Arts Task Force, established by the Crafton Council, will meet in spring 2025. The task force will have representation from various constituent groups to ensure broad participation and input on how we can incorporate art throughout the college to increase campus beautification.</p> <p>Challenges: None</p> <p>Next Steps: The Public Arts Task Force will collaborate on outcomes and processes that will be needed to help guide the implementation of public art across the campus. This will be one of the first tasks of the new task force. Future plans include the development of an iconic photo spot and wall graphics in various locations to beautify the campus and incorporate art.</p> <p><i>03/14/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion	
	→ (3) Incorporate and promote the college's full indigenous history of the region into college facilities.	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 obtain recommended words from the tribal leaders that can be used in the naming of spaces or buildings on the campus. The college will also complete the design of the historical wall graphics to be installed on campus.</p> <p><i>03/14/2025</i></p>	06/30/2026	On Track
	→ (4) Enhance our community and culture throughout the campus and facilities.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college has completed the 2025 Facility Master Plan (FMP). The plan incorporates campuswide input, illustrates clear alignment with the college's educational master plan, identifies project priorities, and applies current facility needs and assessment data. In fall 2024, construction was completed on Central Complex 2 and on the Child Development Center project. The solar farm project was completed in December 2024 and is now producing at 100% capacity.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue progress on the Measure CC construction projects and maintenance of campus facilities. We will celebrate faculty and staff accomplishments in the lobby of the new instruction building.</p> <p><i>03/14/2025</i></p>	06/30/2026	On Track
	→ SA 4: Strengthen and promote partnerships with the community	Supporting Action		06/30/2028	On Track
	→ (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>03/14/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
<p>→ (2) Increase participation of CHC in community events.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The following represents a sampling of activities relevant between fall 2024 and spring 2025:</p> <ul style="list-style-type: none"> • Yucaipa Calimesa Joint Unified College & Career Fairs • Morongo Tribal TANF (Temporary Assistance for Needy Families) Celebrating Success Events • RUSD's College and Career Fairs • CRYROP College and Career Readiness Fair • Redlands Christmas Parade • Yucaipa Christmas Parade • Vibe Fest at the University of Redlands • Two of Yucaipa's Concerts in the Park Events • Redlands Veterans Day Parade • Redlands Bicycle Classic <p>Challenges: None</p> <p>Next Steps: The college's marketing team will continue working with the student services team to identify collaborative opportunities with respect to engaging with the community.</p> <p><i>03/14/2025</i></p>	06/30/2026	On Track
<p>→ (4) Encourage employee participation in community organizations.</p>	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 share with employees the benefits of being active in the community and to celebrate/acknowledge those individuals choosing to engage in the community.</p> <p><i>03/14/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (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 has established a contract with a professional expert to develop a detailed plan (schedule, staffing plan, activities, supplies, costs, etc.) for the College for Kids activities and events. Implementation is being delayed until Summer 2026.</p> <p>Challenges: None</p> <p>Next Steps: The college will obtain and review the proposed plan, make revisions, and establish a plan for implementation.</p> <p>10/18/2024</p>	12/31/2026	On Track
→ (3) Increase the number of CHC-sponsored public events on campus.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The following represents a sampling of activities relevant between November 2024 and spring 2025:</p> <ul style="list-style-type: none"> • STEM/MESA open house – November 5 • Waa’t – November 6 and 7 • Fire/EMS Career Fair – November 13 • Adult Education Open House – November 13 • Paul and Joann Barich PSAH Naming Ceremony – November 20 • Student Art exhibit November 12 – December 10 <p>Challenges: None</p> <p>Next Steps: Below are events the college will be hosting this semester:</p> <ul style="list-style-type: none"> • Patti Cotton (Finding Purpose) seminar – March 18 • Inland Empire Health Plan (IEHP) MOU signing ceremony – April 3 • Philanthropic Educational Organization (PEO) Redlands Chapter meeting – April 7 • The CSUSB MOU signing ceremony – April 17 • The San Bernardino County Superintendent of Schools conference – April 18 • The 5K in collaboration with the City of Yucaipa – April 26 • The San Bernardino County Estate Planning Council Luncheon – May 6 <p>03/14/2025</p>	06/30/2028	On Track
→ SA 5: Improve campus facilities by removing barriers to physical access, improving signage and directions	Supporting Action		06/30/2028	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (1) Connect CHC to the community through signage.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college's electronic marquee at the Yucaipa Blvd. entrance to the campus was replaced in summer 2024.</p> <p>Challenges: None</p> <p>Next Steps: The college will continue to seek feedback on ways to improve signage across the campus and to improve the campus's link to the community.</p> <p><i>03/14/2025</i></p>	12/31/2025	On Track
→ (2) Implement projects to remove accessibility barriers across campus.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: As part of the Measure CC campuswide ADA Improvement Project, the campus completed the extension of the ADA path of travel from Parking Lot H to the North Complex and from Crafton Hall to the Child Development Center. These improvements create an ADA-compliant path of travel from the Child Development Center on the west side of campus all the way to the Kinesiology, Health, and Aquatics Center on the East side of Campus. These improvements were completed in March 2024.</p> <p>Challenges: None</p> <p>Next Steps: The college will complete the installation of three new ADA compliant sidewalks across Campus Drive with the new Performing Arts Center (PAC) project in summer 2025. Additional improvements for accessibility will be completed as a part of the new instruction building and Crafton Hall projects.</p> <p><i>03/14/2025</i></p>	12/31/2025	On Track
→ (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: None</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 Crafton Hall and the Learning Resource Center.</p> <p><i>03/14/2025</i></p>	12/31/2025	Complete
→ (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 has been used to develop a wayfinding and signage project that is scheduled for completion in summer 2025.</p> <p>Challenges: None</p> <p>Next Steps: The college will complete the campuswide wayfinding project in summer 2025.</p> <p><i>03/14/2025</i></p>	12/31/2027	On Track

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	NEW Giovanni Sosa: Key Accomplishments: SBCCD’s continued promotion of environmentally sustainable practices has achieved a significant milestone in increasing its endowments to \$16M. Challenges: <i>No value</i> 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. <i>04/11/2025</i>	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	NEW Giovanni Sosa: 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 fall 2025. Challenges: <i>No value</i> Next Steps: We will use the fall 2025 in-service to recruit potential program participants. We intend to recruit at least seven participants for the initial cohort in Fall 2025 and an increasing number of participants in future terms. <i>04/11/2025</i>	06/30/2025	On Track
→ (2) Conduct ongoing review of the college’s key results to evaluate progress towards achieving supporting actions.	Key Result	NEW Giovanni Sosa: 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. Challenges: <i>No value</i> 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. <i>04/11/2025</i>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (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 to by the end of spring 2025.</p> <p>04/11/2025</p>	06/30/2025	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 spring 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 2023-2024 academic year by the end of spring 2025.</p> <p>04/11/2025</p>	06/30/2026	On Track
→ SA 2: Define and enhance budgetary guidelines and processes	Supporting Action		06/30/2028	On Track
→ (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.</p> <p>04/11/2025</p>	12/30/2024	Complete

Goal	Goal Type	Board Update	Due Date	Completion
<p>→ (2) Document and discuss budgetary actions to show fiscal responsibility.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college has completed the initial phase of developmental budget for fiscal year 2025-26. The college has received approval from the Chancellor’s Cabinet to utilize a portion of the 2024-2025 budget savings towards initiatives that support the implementation of the educational master plan (EMP). Lastly, Measure CC budgets have been adjusted to account for inflationary cost increases.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: Once we receive the Governor’s May 2025 revision to the state budget, we will likely need to make some final adjustments prior to submitting it for tentative approval to the board of trustees.</p> <p>04/11/2025</p>	06/30/2026	On Track
<p>→ (3) Collaborate with DSO on the streamlining processes and business practices (e.g., using same software platforms).</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: There has been a collective agreement that our current multi-platform system has proved to be inefficient. District Support Operations (DSO) is leading efforts to identify and implement a single enterprise resource planning (ERP) platform for use districtwide. The college stands ready to assist as needed.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college will continue the implementation of Coursedog by setting it up on the events website, entering course information, and by completing assignments to move towards full-implementation in fall 2025.</p> <p>04/11/2025</p>	06/30/2026	On Track
<p>→ SA 3: Evaluate and modify the Resource Allocation Model (RAM)</p>	Supporting Action		06/30/2028	On Track
<p>→ (1) Collaborate to revise RAM to alleviate inequities in funding between Colleges and District.</p>	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>04/11/2025</p>	12/31/2025	On Track

Goal	Goal Type	Board Update	Due Date	Completion
→ (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>04/11/2025</p>	12/31/2025	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 2024 with the final budget. The college’s projected local revenues and expenses for fiscal year 2025-26 have been developed and submitted to the DSO for inclusion into the updated version of the forecast.</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>04/11/2025</p>	06/30/2026	On Track
→ SA 4: Expand implementation of efficient and sustainable services and practices	Supporting Action		06/30/2028	On Track
→ (1) Develop and identify fiscal and environmental sustainable actions in each construction project.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The Performing Arts Center (PAC) construction project is projected to achieve Leadership in Energy and Environmental Design (LEED) Gold certification. With the help and partnership of the district facilities team, the college’s solar farm was approved for the Self-Generation Incentive Program with SoCal Gas Company for the anticipated contribution of the battery storage system. We anticipate receiving a total of \$712,000 by the completion of the program within five years.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college intends to achieve LEED Gold certification for the PAC project and the instruction building project. We will also follow up with SCE to obtain the small-site rebate for the EV charging program. We will also work with the Yucaipa Valley Water District (YVWD) on a land-use agreement to install a recycled water reservoir that will expand recycled water service to the west side of Yucaipa.</p> <p>The college will continue to incorporate energy efficiency strategies into each building design.</p> <p>04/11/2025</p>	12/30/2027	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 assesses its unique needs and priorities to ensure that fundraising efforts align with institutional goals. To achieve these objectives, we have implemented a comprehensive fundraising strategy that integrates diverse approaches, including individual giving, grants, corporate partnerships, and special events. This strategic approach allows us to effectively support key initiatives and expand opportunities for students and the broader college community.</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>04/11/2025</p>	06/30/2026	On Track
→ (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) building and the future instruction building are designed with submetering on key utilities to measure and manage usage, and standards are now in place that require all new and renovated buildings be connected to the campus energy management system.</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 facilities master plan.</p> <p>04/11/2025</p>	12/30/2027	On Track
→ SA 5: Develop alternate revenue streams	Supporting Action		06/30/2028	On Track
→ (1) Increase philanthropic donations to support scholarships and college programs.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college foundation received a grant from San Manuel Band of Mission Indians for \$1.8 million to support our Fire Academy cadets with out-of-pocket expenses to remove financial barriers. The college is \$175,000 away from meeting the match requirement of this grant. We have secured four gifts for naming opportunities including a courtyard at Canyon Hall, a terrace and a classroom in the Public Safety Allied Health building (PSAH) and a music room in the new Performing Arts Center (PAC).</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: To further advance its fundraising initiatives and student support efforts, the Foundation Office is expanding its team. As part of a reorganization plan approved in January, one additional full-time staff member will be added, increasing the office's capacity from 2.5 to 4.0 full-time equivalent (FTE) positions. This strategic growth aims to strengthen donor engagement and fundraising efforts.</p> <p>04/11/2025</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. Three private events are being planned for spring 2025 which will provide an opportunity to share our needs with high capacity individuals.</p> <p><i>04/11/2025</i></p>	06/30/2024	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: In January 2024, the state ranked the college's student housing construction grant proposal as #9 out of 31 applications. However, the state reduced the available funding for student housing projects across the state and the project is currently unfunded. The preliminary design for the student housing project is incorporated into the 2025-2037 facility master plan.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college is exploring additional funding options as we work towards implementation of the next phase of the facility master plan.</p> <p><i>04/11/2025</i></p>	06/30/2026	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 2023-2024 and 2024-2025, 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 has submitted an application to the Department of Education for HSI designation in reference to the fiscal year 2025-2026 and is awaiting notification. Additionally, the college is represented on a districtwide work group tasked with developing a grants interest form that would be used districtwide tentatively slated to launch in fall 2025.</p> <p><i>04/11/2025</i></p>	06/30/2026	On Track

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’s continued promotion of environmentally sustainable practices has achieved a significant milestone in increasing its endowments to \$16M.</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>04/11/2025</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 fall 2025.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: We will use the fall 2025 in-service to recruit potential program participants. We intend to recruit at least seven participants for the initial cohort in Fall 2025 and an increasing number of participants in future terms.</p> <p><i>04/11/2025</i></p>	06/30/2025	On Track
→ (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>04/11/2025</i></p>	06/30/2026	On Track

Goal	Goal Type	Board Update	Due Date	Completion
<p>→ (3) Increase access and use of data dashboards specifically allowing for the disaggregation of data by student demographics.</p>	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 to by the end of spring 2025.</p> <p>04/11/2025</p>	06/30/2025	On Track
<p>→ (4) Increase the use of disaggregated student learning and service area outcomes data to improve student learning and the student experience.</p>	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 spring 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 2023-2024 academic year by the end of spring 2025.</p> <p>04/11/2025</p>	06/30/2026	On Track
<p>→ SA 2: Define and enhance budgetary guidelines and processes</p>	Supporting Action		06/30/2028	On Track
<p>→ (1) Develop budget reduction priority guidelines to make hard decisions during difficult budget times.</p>	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.</p> <p>04/11/2025</p>	12/30/2024	Complete

Goal	Goal Type	Board Update	Due Date	Completion
<p>→ (2) Document and discuss budgetary actions to show fiscal responsibility.</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college has completed the initial phase of developmental budget for fiscal year 2025-26. The college has received approval from the Chancellor’s Cabinet to utilize a portion of the 2024-2025 budget savings towards initiatives that support the implementation of the educational master plan (EMP). Lastly, Measure CC budgets have been adjusted to account for inflationary cost increases.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: Once we receive the Governor’s May 2025 revision to the state budget, we will likely need to make some final adjustments prior to submitting it for tentative approval to the board of trustees.</p> <p>04/11/2025</p>	06/30/2026	On Track
<p>→ (3) Collaborate with DSO on the streamlining processes and business practices (e.g., using same software platforms).</p>	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: There has been a collective agreement that our current multi-platform system has proved to be inefficient. District Support Operations (DSO) is leading efforts to identify and implement a single enterprise resource planning (ERP) platform for use districtwide. The college stands ready to assist as needed.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college will continue the implementation of Coursedog by setting it up on the events website, entering course information, and by completing assignments to move towards full-implementation in fall 2025.</p> <p>04/11/2025</p>	06/30/2026	On Track
<p>→ SA 3: Evaluate and modify the Resource Allocation Model (RAM)</p>	Supporting Action		06/30/2028	On Track
<p>→ (1) Collaborate to revise RAM to alleviate inequities in funding between Colleges and District.</p>	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>04/11/2025</p>	12/31/2025	On Track

Goal	Goal Type	Board Update	Due Date	Completion	
	→ (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>04/11/2025</p>	12/31/2025	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 2024 with the final budget. The college’s projected local revenues and expenses for fiscal year 2025-26 have been developed and submitted to the DSO for inclusion into the updated version of the forecast.</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>04/11/2025</p>	06/30/2026	On Track
	→ SA 4: Expand implementation of efficient and sustainable services and practices	Supporting Action		06/30/2028	On Track
	→ (1) Develop and identify fiscal and environmental sustainable actions in each construction project.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The Performing Arts Center (PAC) construction project is projected to achieve Leadership in Energy and Environmental Design (LEED) Gold certification. With the help and partnership of the district facilities team, the college’s solar farm was approved for the Self-Generation Incentive Program with SoCal Gas Company for the anticipated contribution of the battery storage system. We anticipate receiving a total of \$712,000 by the completion of the program within five years.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college intends to achieve LEED Gold certification for the PAC project and the instruction building project. We will also follow up with SCE to obtain the small-site rebate for the EV charging program. We will also work with the Yucaipa Valley Water District (YVWD) on a land-use agreement to install a recycled water reservoir that will expand recycled water service to the west side of Yucaipa.</p> <p>The college will continue to incorporate energy efficiency strategies into each building design.</p> <p>04/11/2025</p>	12/30/2027	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 assesses its unique needs and priorities to ensure that fundraising efforts align with institutional goals. To achieve these objectives, we have implemented a comprehensive fundraising strategy that integrates diverse approaches, including individual giving, grants, corporate partnerships, and special events. This strategic approach allows us to effectively support key initiatives and expand opportunities for students and the broader college community.</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>04/11/2025</p>	06/30/2026	On Track
→ (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) building and the future instruction building are designed with submetering on key utilities to measure and manage usage, and standards are now in place that require all new and renovated buildings be connected to the campus energy management system.</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 facilities master plan.</p> <p>04/11/2025</p>	12/30/2027	On Track
→ SA 5: Develop alternate revenue streams	Supporting Action		06/30/2028	On Track
→ (1) Increase philanthropic donations to support scholarships and college programs.	Key Result	<p>NEW Giovanni Sosa:</p> <p>Key Accomplishments: The college foundation received a grant from San Manuel Band of Mission Indians for \$1.8 million to support our Fire Academy cadets with out-of-pocket expenses to remove financial barriers. The college is \$175,000 away from meeting the match requirement of this grant. We have secured four gifts for naming opportunities including a courtyard at Canyon Hall, a terrace and a classroom in the Public Safety Allied Health building (PSAH) and a music room in the new Performing Arts Center (PAC).</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: To further advance its fundraising initiatives and student support efforts, the Foundation Office is expanding its team. As part of a reorganization plan approved in January, one additional full-time staff member will be added, increasing the office's capacity from 2.5 to 4.0 full-time equivalent (FTE) positions. This strategic growth aims to strengthen donor engagement and fundraising efforts.</p> <p>04/11/2025</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. Three private events are being planned for spring 2025 which will provide an opportunity to share our needs with high capacity individuals.</p> <p><i>04/11/2025</i></p>	06/30/2024	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: In January 2024, the state ranked the college's student housing construction grant proposal as #9 out of 31 applications. However, the state reduced the available funding for student housing projects across the state and the project is currently unfunded. The preliminary design for the student housing project is incorporated into the 2025-2037 facility master plan.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: The college is exploring additional funding options as we work towards implementation of the next phase of the facility master plan.</p> <p><i>04/11/2025</i></p>	06/30/2026	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 2023-2024 and 2024-2025, 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 has submitted an application to the Department of Education for HSI designation in reference to the fiscal year 2025-2026 and is awaiting notification. Additionally, the college is represented on a districtwide work group tasked with developing a grants interest form that would be used districtwide tentatively slated to launch in fall 2025.</p> <p><i>04/11/2025</i></p>	06/30/2026	On Track