



2017-2022 District Support Services Strategic Plan: Addendum

Prepared by Jeremiah A. Gilbert, Ph.D.

Executive Director

Research, Planning & Institutional Effectiveness

October 30, 2019

Objectives with Targets: Need for Revision

The 2017-2022 Districtwide Support Services Strategic Plan has a number of objectives with targets that were developed to measure progress. Since the development of this plan, many new initiatives, such as Vision for Success, AB 705, and the Student Centered Funding Formula, have come about that were not in place when these objectives were developed. This, along with some targets already being met, has caused the need for these objectives to be either replaced or revised.

In addition, "Support the colleges to" was added to Objectives 1.1, 1.2, 2.1, and 2.2 as the colleges, not the district, provide programs and are responsible for student success.

Objectives Needing Replacement

Objectives 1.1.1 and 1.1.2 have targets based on data coming from the Student Success Scorecard. The Student Success Scorecard has been discontinued in favor of the new Student Success Metrics and the data used for these objectives is no longer available.

Objectives 1.2.1 and 1.2.2 measure three-year throughput rates for math and English. However, both AB 705 and the new Student Centered Funding Formula focus on getting students placed into transfer-level math and English courses within one year, not three. As such, both of these objectives should be revised to reflect these changes.

Objectives Needing Revision

Quite a number of objectives with targets have already met their 2019-2020 targets. It is recommended that these targets be re-evaluated and extended out to 2021-2022, the last year of the current District Support Services Strategic Plan. It should also be noted that the current targets were based on 2012-13 numbers and more recent numbers should be used to establish targets.

Development of Revisions and Replacements

The Executive Director of Research, Planning, and Institutional Effectiveness worked with campus and district researchers and the Districtwide Institutional Effectiveness Committee on the replacement and revised objectives that follow. These revisions were then taken to District Assembly for wider collegial review.

Objectives with Targets: Replacements and Revisions

Objective 1.1: Support the colleges to increase student success while preserving access, enhancing quality, and reducing attainment gaps associated with income, race, ethnicity, age, and gender.

NEW Objective 1.1.1: In alignment with Vision for Success, increase the number of students awarded associate degrees from 2016-17 to 2021-22 by 20%.

NEW Objective 1.1.2: In alignment with Vision for Success, increase the number of students awarded associate degree for transfer (ADTs) from 2016-17 to 2021-22 by 35%.

REVISED Objective 1.1.3: Increase the percent of non-exempt students with a complete educational plan to 100% by 2021-22.

Objective 1.2: Support the colleges to increase the number of students who complete developmental education programs and progress to successful completion of freshman-level courses.

NEW Objective 1.2.1: Continue to increase the number of students who complete transfer-level mathematics in their first year.

NEW Objective 1.2.2: Continue to increase the number of students who complete transfer-level English in their first year.

Objective 2.1: Support the colleges to increase our student population to improve the higher education participation rate and supply a well-equipped, educated workforce for our communities.

REVISED Objective 2.1.1: Maximize the annual districtwide resident FTES (RFTES) as stated in the multi-year forecast through 2021-22.

REVISED Objective 2.1.2: Increase the percent of community college students by the SBCCD (i.e., market share) to 66% by 2021-2022 as measured by community college enrollments by zip code.

Objective 2.2: Support the colleges in providing transfer, career and technical, and developmental education access to meet student needs.

NEW Objective 2.2.1: Increase the number of Chancellor's Office Approved Credit Certificates awarded from 2016-17 to 2021-22 by 15%.

NEW Objective 2.2.2: Increase the number of students who complete 9 or more CTE units from 2016-17 to 2021-2022 by 25%.

Appendix: Development of Replacements and Revisions

Objective 1.1: Support the colleges to increase student success while preserving access, enhancing quality, and reducing attainment gaps associated with income, race, ethnicity, age, and gender.

Objective 1.1.1: Increase the graduation rate from 16% to 20% by 2019-2020 as measured by the Student Success Scorecard.

ISSUE: The Student Success Scorecard is no longer in use and the data used to compute this objective is no longer available.

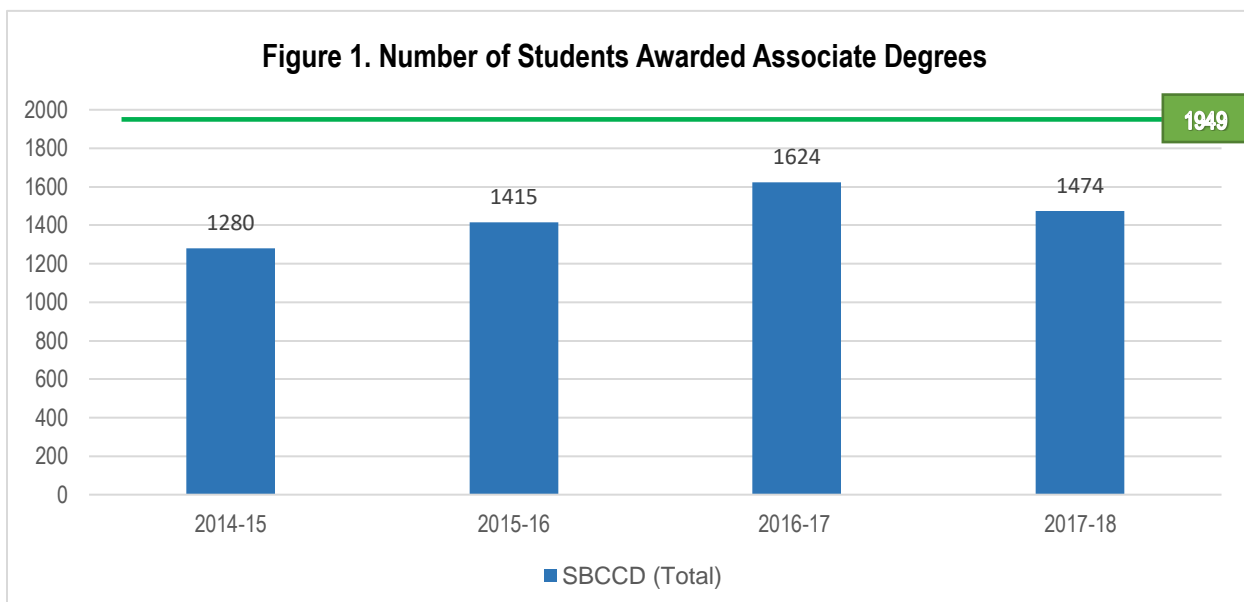
NEW Objective 1.1.1: In alignment with Vision for Success, increase the number of students awarded associate degrees from 2016-17 to 2021-22 by 20%.

RATIONALE: Both campuses have set this as a Vision for Success goal.

Table 1. Number of Students Awarded Associate Degrees

	2014-15	2015-16	2016-17 (Baseline)	2017-18	2021-22 (Target)
Crafton Hills College	463	478	554	494	665
San Bernardino Valley College	817	937	1070	980	1284
SBCCD (Total)	1280	1415	1624	1474	1949

Source: Cal-PASS Plus Student Success Metric



Appendix: Development of Replacements and Revisions

Objective 1.1: Support the colleges to increase student success while preserving access, enhancing quality, and reducing attainment gaps associated with income, race, ethnicity, age, and gender.

Objective 1.1.2: Increase the transfer rate from 24% to 39% by 2019-2020 as measured by the Student Success Scorecard.

ISSUE: The Student Success Scorecard is no longer in use and the data used to compute this objective is no longer available.

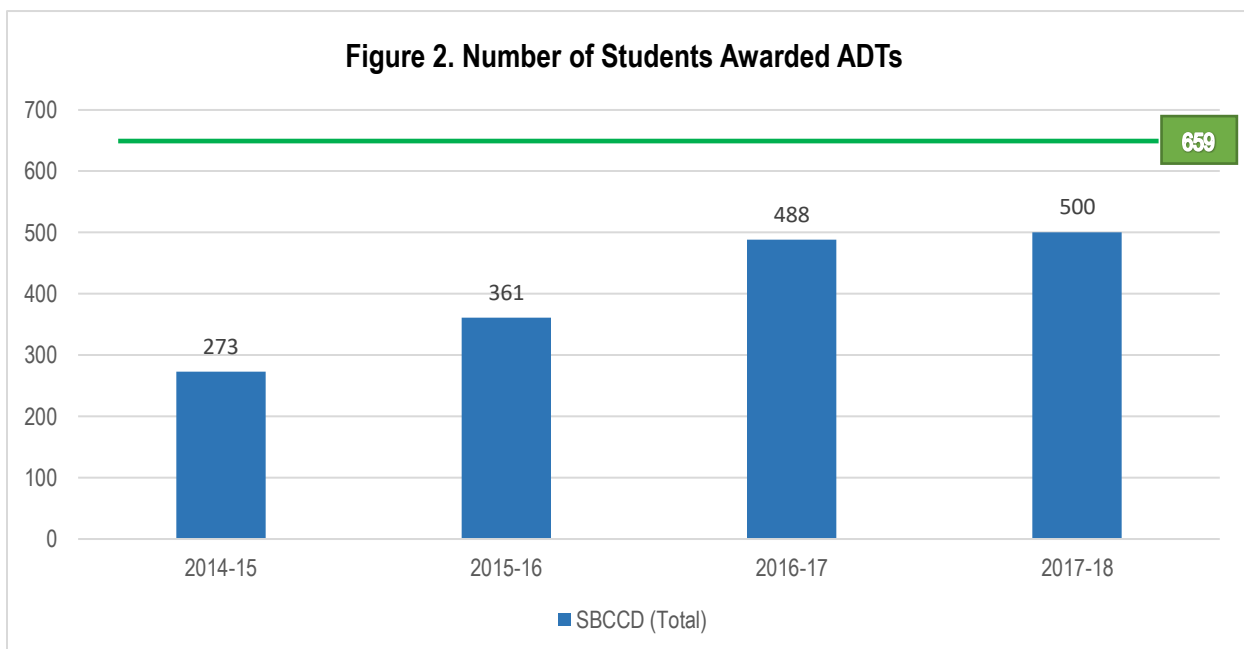
NEW Objective 1.1.2: In alignment with Vision for Success, increase the number of students awarded associate degree for transfer (ADTs) from 2016-17 to 2021-22 by 35%.

RATIONALE: Both campuses have set this as a Vision for Success goal.

Table 2. Number of Students Awarded ADTs

	2014-15	2015-16	2016-17 (Baseline)	2017-18	2021-22 (Target)
Crafton Hills College	125	151	202	195	273
San Bernardino Valley College	148	210	286	305	386
SBCCD (Total)	273	361	488	500	659

Source: Cal-PASS Plus Student Success Metric



Appendix: Development of Replacements and Revisions

Objective 1.1: Support the colleges to increase student success while preserving access, enhancing quality, and reducing attainment gaps associated with income, race, ethnicity, age, and gender.

Objective 1.1.3: Increase the percent of students with a complete educational plan to 100% by 2019-2020 as measured by data collected in Ellucian.

ISSUES: (1) No longer use Ellucian. (2) Some students are exempt from needing an SEP making the 100% target as written unachievable.

REVISED Objective 1.1.3: Increase the percent of non-exempt students with a complete educational plan to 100% by 2021-22.

NOTE: Target was not changed but extended to 2021-22.

Objective 1.1.4: Increase the percent of students who have completed their educational plan to 50% by 2019- 2020 as measured by data collected in Ellucian.

ISSUES: (1) No longer use Ellucian. (2) A clear and measurable definition for “completed their educational plan” was never developed for this objective.

RECOMMENDATION: Put this objective on hold pending development of a measurable definition of completion (working with campus counseling departments).

Appendix: Development of Replacements and Revisions

Objective 1.2: Support the colleges to increase the number of students who complete developmental education programs and progress to successful completion of freshman-level courses.

Objective 1.2.1: Increase the three-year math throughput rate from 21% to 30% by 2019-2020 as measured by the CCCCO Basic Skills Progress Tracker.

ISSUE: With implementation of AB 705, this objective can no longer be measured and is no longer meaningful.

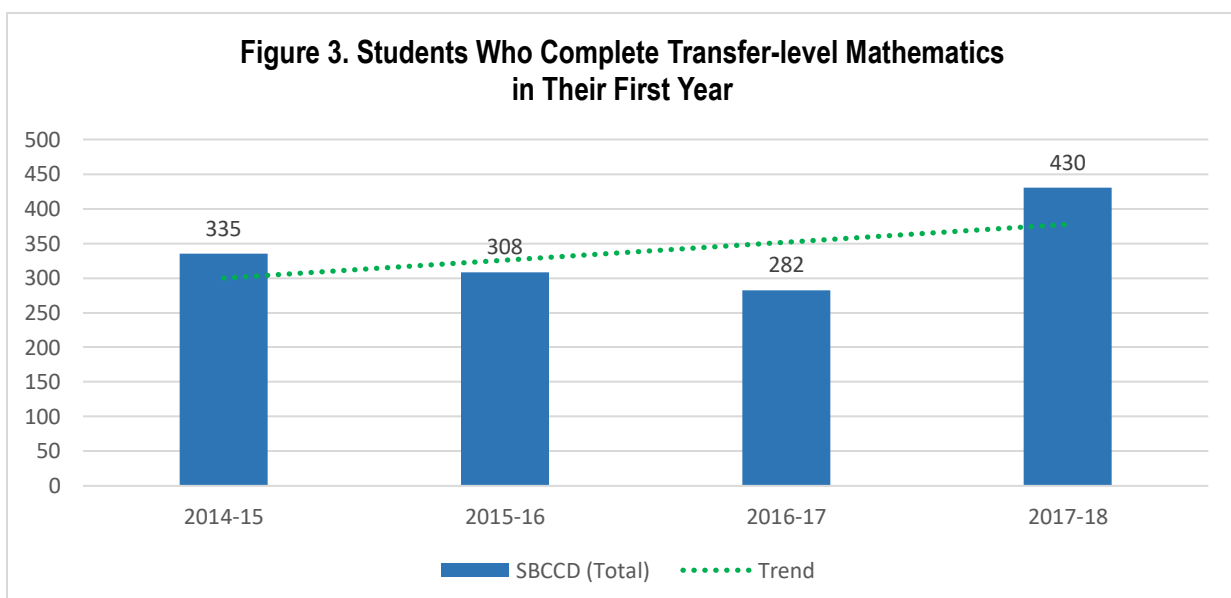
NEW Objective 1.2.1: Continue to increase the number of students who complete transfer-level mathematics in their first year.

RATIONALE: Ties in with AB 705 and is one of the new Student Success Metrics. No target established as AB 705 is only now fully implemented and its impact is yet to be determined.

Table 3. Students Who Complete Transfer-level Mathematics in Their First Year

	2014-15	2015-16	2016-17	2017-18
Crafton Hills College	163	139	121	221
San Bernardino Valley College	172	169	161	209
SBCCD (Total)	335	308	282	430

Source: Cal-PASS Plus Student Success Metrics



Appendix: Development of Replacements and Revisions

Objective 1.2: Support the colleges to increase the number of students who complete developmental education programs and progress to successful completion of freshman-level courses.

Objective 1.2.2: Increase the three-year English throughput rate from 33% to 42% by 2019-2020 as measured by the CCCCO Basic Skills Progress Tracker.

ISSUE: With implementation of AB 705, this objective can no longer be measured and is no longer meaningful.

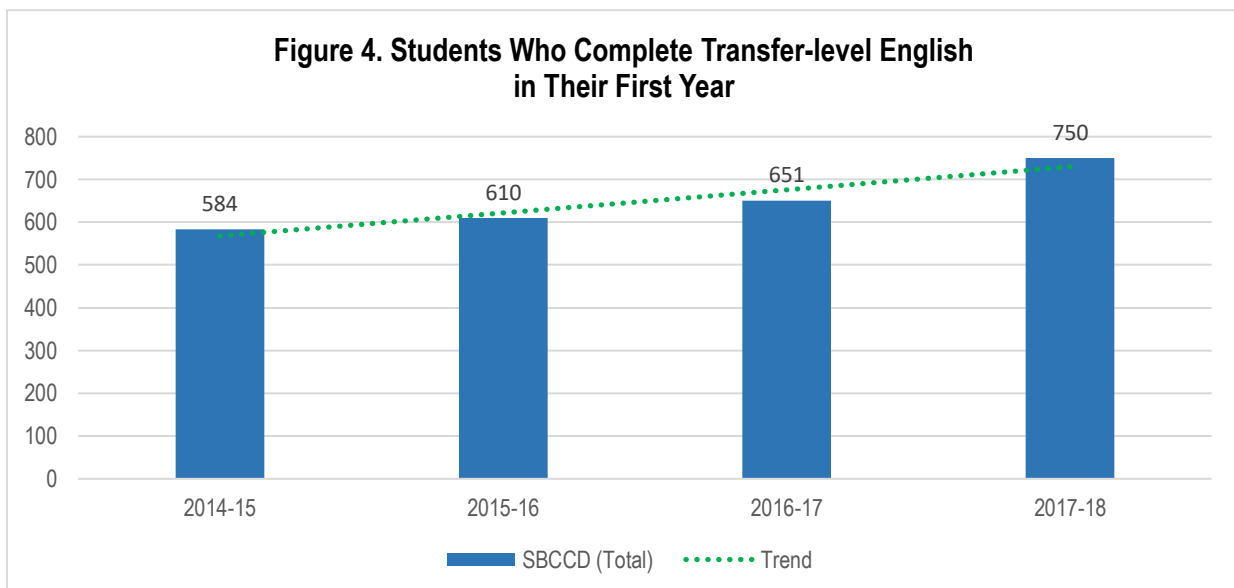
NEW Objective 1.2.2: Continue to increase the number of students who complete transfer-level English in their first year.

RATIONALE: Ties in with AB 705 and is one of the new Student Success Metrics. No target established as AB 705 is only now fully implemented and its impact is yet to be determined.

Table 4. Students Who Complete Transfer-level English in Their First Year

	2014-15	2015-16	2016-17	2017-18
Crafton Hills College	393	376	387	448
San Bernardino Valley College	191	234	264	302
SBCCD (Total)	584	610	651	750

Source: Cal-PASS Plus Student Success Metrics



Appendix: Development of Replacements and Revisions

Objective 2.1: Support the colleges to increase our student population to improve the higher education participation rate and supply a well-equipped, educated workforce for our communities.

Objective 2.1.1: Increase the annual District-wide RFTES enrollment from 13,241 in 2012-2013 to 15,000 in 2019-2020 as measured by the RFTES generated by each College.

ISSUES: (1) Target has already been met; should be revised and extended to 2021-22. (2) With the new Student Success Funding Formula, FTES is now measured on a three-year average and growth is not always available in certain years.

REVISED Objective 2.1.1: Maximize the annual districtwide resident FTES (RFTES) as stated in the multi-year forecast through 2021-22.

NOTE: Target will fluctuate as multi-year forecast is revised. Current multi-year forecast for 2021-22 has a total FTES of 15,512.14 (4,749.57 for CHC and 10,762.58 for SBVC).

Appendix: Development of Replacements and Revisions

Objective 2.1: Support the colleges to increase our student population to improve the higher education participation rate and supply a well-equipped, educated workforce for our communities.

Objective 2.1.2: Increase the percent of community college students by the SBCCD (i.e., market share) to 74% by 2019-2020 as measured by community college enrollments by zip code.

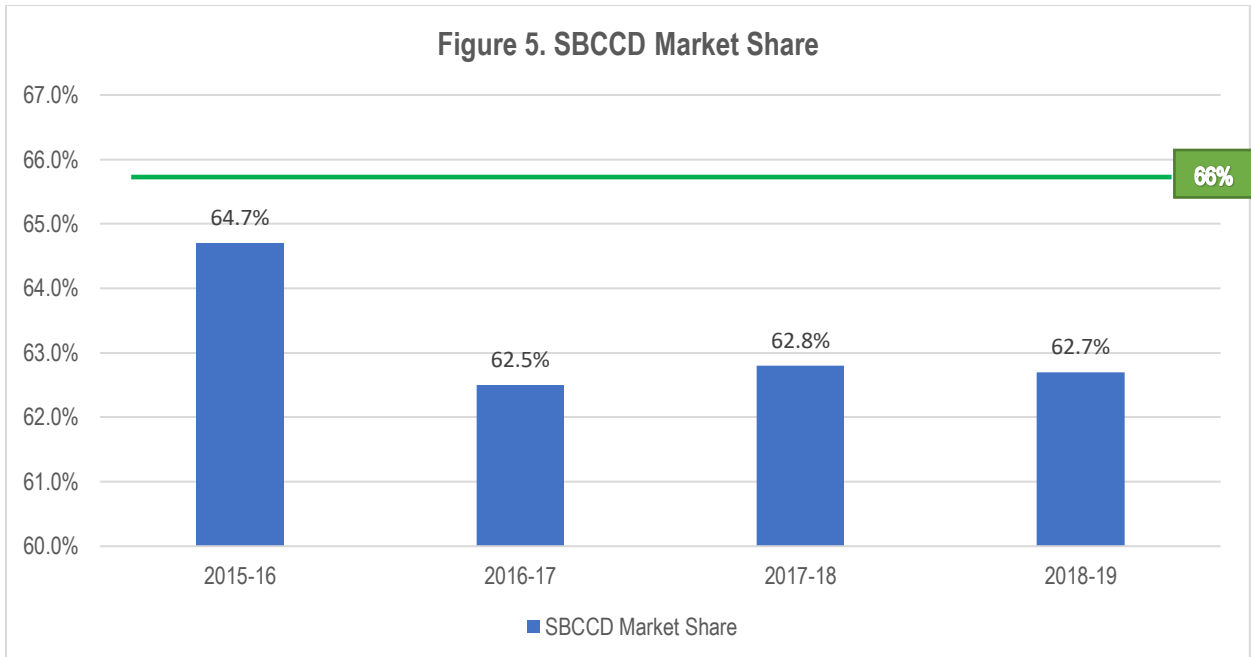
ISSUE: The existing target of 74% was computed back in 2011-12. If instead we use SBCCD’s market share for the past five years and add one standard deviation above the mean, we get a new target of 66%.

REVISED Objective 2.1.2: Increase the percent of community college students by the SBCCD (i.e., market share) to 66% by 2021-2022 as measured by community college enrollments by zip code.

NOTE: This is a district total incorporating the entire service area (campuses look at subsets of the service area when computing their market shares).

Table 5. District Market Share

	2015-16	2016-17	2017-18	2018-19	2021-22 (Target)
SBCCD	64.7%	62.5%	62.8%	62.7%	66.0%



Appendix: Development of Replacements and Revisions

Objective 2.2: Support the colleges in providing transfer, career and technical, and developmental education access to meet student needs

Objective 2.2.1: Increase the transfer course FTES generated in an academic year from 9,317 in 2012-2013 to 10,545 in 2019-2020 as measured by the total FTES generated by each College.

ISSUE: Target has already been met. FTES should no longer be the focus of targets with the new Student Centered Funding Formula (SCFF).

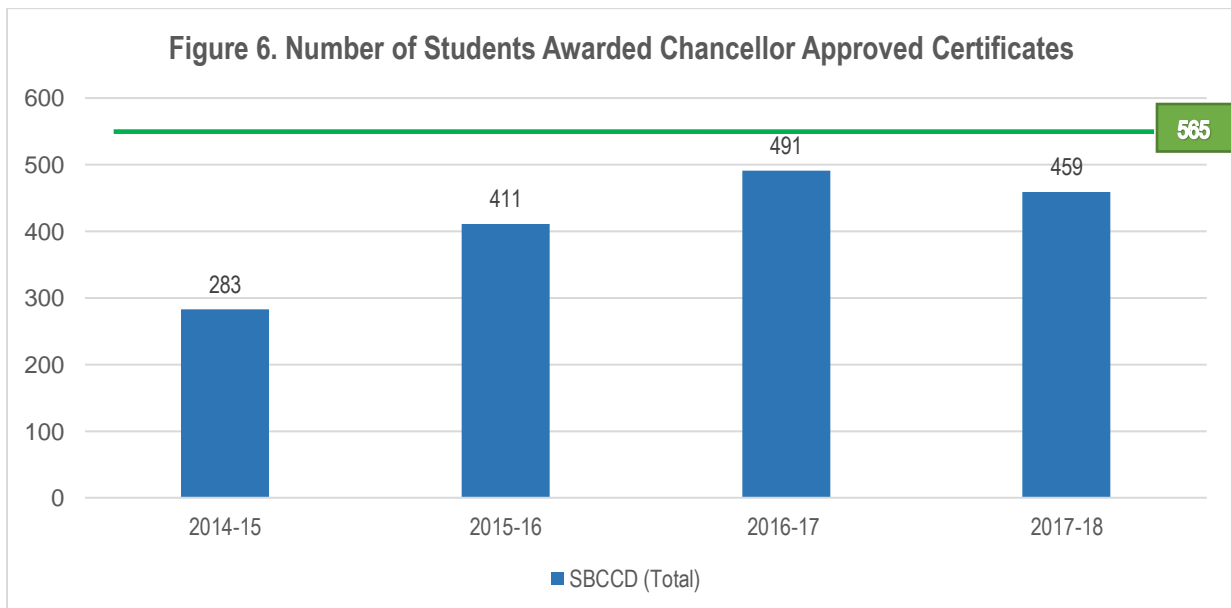
NEW Objective 2.2.1: Increase the number of Chancellor’s Office Approved Credit Certificates awarded from 2016-17 to 2021-22 by 15%.

RATIONALE: New objective ties directly to the SCFF. Target of 565 was calculated using two standard deviations above the four-year mean then calculating the percent increase using 2016-17 as a baseline.

Table 6. Number of Students Awarded Chancellor Approved Certificates

	2014-15	2015-16	2016-17 (Baseline)	2017-18	2021-22 (Target)
Crafton Hills College	42	155	213	220	245
San Bernardino Valley College	241	256	278	239	320
SBCCD (Total)	283	411	491	459	565

Source: Cal-PASS Plus Student Success Metric



Appendix: Development of Replacements and Revisions

Objective 2.2: Support the colleges in providing transfer, career and technical, and developmental education access to meet student needs.

Objective 2.2.2: Increase the CTE course FTES generated in an academic year from 3,728 in 2012-2013 to 4,219 in 2019-2020 as measured by the total FTES generated by each College.

ISSUE: Target has already been met. FTES should no longer be the focus of targets with the new Student Centered Funding Formula (SCFF).

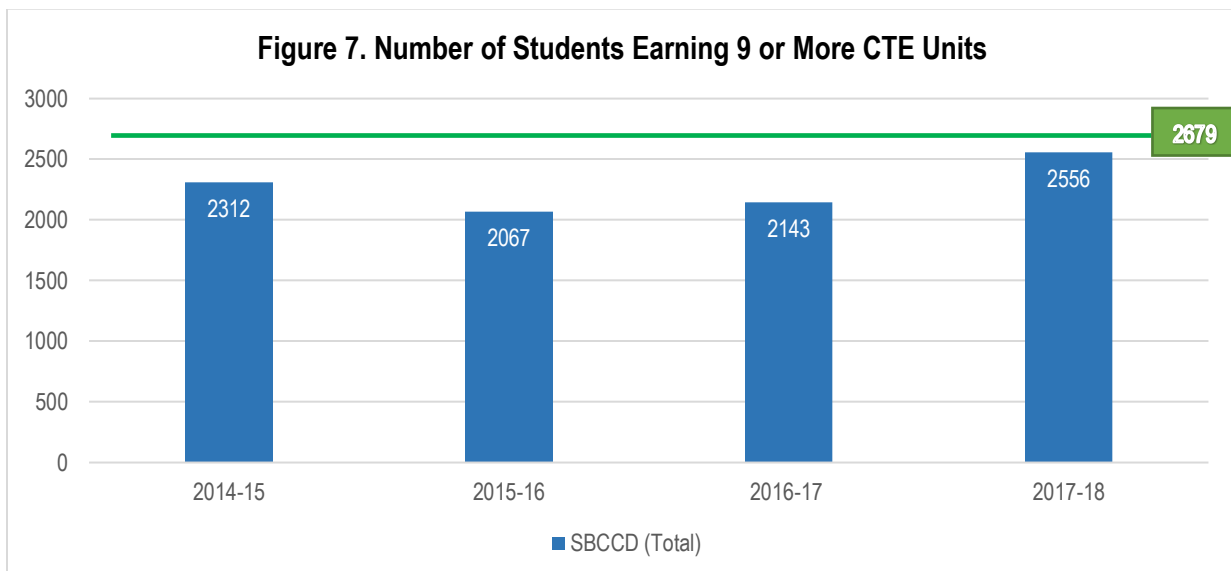
NEW OBJECTIVE 2.2.2: Increase the number of students who complete 9 or more CTE units from 2016-17 to 2021-2022 by 25%.

RATIONALE: New objective ties directly to the SCFF. Target of 2679 was calculated using two standard deviations above the four-year mean then calculating the percent increase using 2016-17 as a baseline.

Table 7. Number of Students Earning 9 or More CTE Units

	2014-15	2015-16	2016-17 (Baseline)	2017-18	2021-22 (Target)
Crafton Hills College	366	318	378	418	473
San Bernardino Valley College	1946	1749	1765	2138	2206
SBCCD (Total)	2312	2067	2143	2556	2679

Source: Cal-PASS Plus Student Success Metric



Appendix: Development of Replacements and Revisions

Objective 2.2: Support the colleges in providing transfer, career and technical, and developmental education access to meet student needs.

Objective 2.2.3: Increase the developmental course FTES generated in an academic year from 2,146 in 2012-2013 to 2,429 in 2019-2020 as measured by the total FTES generated by each College.

ISSUE: With implementation of AB 705, we should see a decrease in developmental FTES and an increase in transfer FTES.

RECOMMENDATION: Objective 2.2.3 should be cut as increasing developmental FTES should not be a district target given the implementation of AB 705.