



District Support Operations (DSO) Planning Services Project

FINAL REPORT

May 26, 2023

COLLABORATIVE



BRAIN TRUST

COMMUNITY COLLEGE
CONSULTING

Introduction

The San Bernardino Community College District (SBCCD) *District Support Operations (DSO) Planning Services Project* was designed to accomplish the final phases of the new SBCCD Strategic Planning Process. The *Collaborative Brain Trust (CBT)* was engaged to provide facilitation and technical services support for the five-month project. The project began in January 2023 and completed May 2023, with deliverables provided as outlined in this report.

Background

The SBCCD Board of Trustees adopted the *San Bernardino Community College District Strategic Plan 2022-2027* on April 14, 2022. A set of four broad goals, and 15 objectives were delineated to guide the District and its two colleges – San Bernardino Valley College (SBVC) and Crafton Hills College (CHC) – in serving the SBCCD region over the next five years. The integrated planning process to support the Strategic Plan includes the development of Educational Master Plans (EMPs) for each of the two colleges, and development of a District Support Operations (DSO) Plan to support both the District Strategic Plan and the two college EMPs. The two EMPs and the DSO Plan each outline a set of Strategic Directions and Supporting Actions to achieve the goals, objectives, and end results of the Board-adopted *SBCCD Strategic Plan 2022-2027*.

From April to December 2022, both Colleges embarked on a comprehensive process to develop their EMPs in alignment with the District Strategic Plan, and in response to the unique needs of the students, communities, and employers in their respective service areas. They each refined their EMPs January through May 2023, concurrently with the DSO Planning Project.

In January 2023 the DSO began its process of developing the DSO Plan, incorporating Strategic Directions with Supporting Actions to operationalize the DSO's dual responsibility of supporting **both** the SBCCD Strategic Plan **and** the two Colleges' EMPs. This project was designed to facilitate and support fulfillment of that objective.

Project Leadership, Timeline, and Approach

Leadership

Dr. Christopher Crew, Executive Director of Research, Planning, and Institutional Effectiveness, served as the Project Lead for the District; Dr. Nohemy Ornelas, Vice Chancellor of Educational and Student Support Services, served as the executive liaison to the Chancellor and Chancellor's cabinet; and Heather Ford, Senior Executive Administrative Assistant, provided logistical support for the project.

The *Collaborative Brain Trust (CBT)*, a national consulting firm for Community Colleges, was engaged to provide facilitation and technical support services for the project. Dr. Nicki Harrington, CBT Senior Consultant, served as the CBT Project Lead, with a team of four

additional educational professionals to conduct activities in support of accomplishing the five components of the project.

Timeline

The five-month project timeline spanned January through May 2023, with the DSO Plan scheduled to be considered for adoption by the Board of Trustees at its June 8, 2023 Regular meeting, along with the two college Educational Master Plans. The other four DSO Planning Project components were also completed in this same five-month timeline so that the new integrated planning process could begin with the 2023 – 2024 Fiscal and Academic Year.

Approach

The approach to the project embraced both SBCCD’s values and CBT’s principles, as outlined in the chart below.

SBCCD Values	CBT Principles
<i>Accessibility</i> <i>Inclusion</i> <i>Integrity</i> <i>Courage</i> <i>Collaboration</i> <i>Excellence</i>	<i>Collaboration and Flexibility</i> <i>Responsiveness</i> <i>Transparency</i> <i>Equity and Inclusiveness</i> <i>Accountability</i>

The project was conducted with participation from not only District leadership, but also College faculty, staff, and student representatives, and the engagement of mid-managers and classified professionals across all DSO divisions and KVCR. A two-day retreat was held to maximize participation and inclusion. Overall, more than one hundred individuals were involved in project activities.

To support transparency and communication, monthly updates were provided to the Institutional Effectiveness Advisory Committee (IEAC), and a written monthly update was posted on the website. In late April/early May the draft DSO Plan was shared with both College Academic Senates, College Councils, and the Chancellor’s Council for cross-district communication.

DSO Planning Project Components

In addition to the development of the DSO Plan, the project was expanded to address several districtwide complementary areas to ensure the outcome of a truly integrated districtwide model and plan. Therefore, the following four key components were included in the DSO Planning Project:

1. Develop the five-year DSO Plan Strategic Directions and Supporting Actions
2. Align and refine the SBCCD Integrated Planning Model components
3. Confirm and revise the SBCCD Delineation of Functions Map
4. Continue building collaboration, respect, and a positive culture among DSO, SBVC, and CHC colleagues

As the project began, CBT was asked to also design a model to depict the long-range master planning cycle and timeline for the next two cycles of planning; this effort was incorporated into the project as component number five.

Component 1: DSO Plan

Similar to the colleges, the DSO Plan contains five-year strategic directions and supporting actions. These serve the dual responsibility of supporting both the *SBCCD Strategic Plan 2022-2027* and the two college Educational Master Plans (EMPs). With the completion of the two EMPs and the DSO Plan, the objectives and end results under the Board’s four adopted goals will be transitioned and integrated into the SBVC, CHC, and DSO Plans. This final alignment and integration will serve to streamline the planning process and eliminate duplicative work.

The CBT team assembled for the DSO Planning Project included consultants who had worked with the Colleges in 2022 in the development of their EMPs. This strategy provided additional support to ensure the vision and intent of each College’s EMP was supported with Strategic Directions in the DSO’s five-year plan of work. The two-day retreat facilitated by the CBT team was intentionally designed to accomplish this objective.

In completing this final segment of the strategic planning process at SBCCD, the District adopted the *Cascade* software application. It will be used to support transparency, communication, collaboration and efficiency across all planning processes in the District and its Colleges. Stakeholders at all sites will be able to see who is accountable for which supporting actions in order to expedite communication, and to monitor progress and end results across the plans. Additionally, reports at various levels of the organization can be generated as needed to support the work of the District and its Colleges, and to inform the Board of Trustees of progress on its four policy direction goals.

Component 2: SBCCD Integrated Planning Model

In the second component of the project, the SBCCD Integrated Planning Model was reviewed and updated with current language consistent with the new planning process. The Integrated Planning Model shows the alignment and integration of planning processes across the District to achieve the desired End Results. The SBCCD Integrated Planning Model has been included in the DSO Plan and is one of the documents accompanying this report.

Component 3: SBCCD Delineation of Functions Map

The third component of the DSO Planning Project was the review of the *SBCCD Delineation of Functions Map*. This map responds to ACCJC Accreditation Standard IV.D (Leadership and Governance, Multi-College Districts), which states that the district/system clearly delineates, documents, and communicates the operational responsibilities and functions of the district/system from those of the colleges and consistently adheres to this delineation in practice. The Delineation of Functions Map is a grid which shows which functions are primarily those of the colleges, which are primarily those of the district, and which functions are shared.

In discussions with staff in the DSO, it was found that many individuals were unfamiliar with the content of the *SBCCD Delineation of Functions Map (Map)*. Additionally, there had been turnover in leadership in the District, Colleges, and in the Chancellor's cabinet. It was therefore prudent to review and discuss the Map, confirm that practices mirrored the Map, and to examine if any revisions were needed. Members of the Chancellor's cabinet met with their respective staffs to discuss current and desired practice. Of the 128 functions in the Map, 34 were identified for more in-depth cabinet discussion. CBT facilitated this discussion, noting common practices in other multi-college Districts. The resulting Map, which accompanies this report, required only one revision. However, the dialogue was beneficial to familiarize new leadership with the Map, clarify roles among the DSO divisions and Colleges, and confirm desired practices.

Component 4: Building Collaboration, Respect, and a Positive Culture

The fourth component of the project was considered important enough to be identified as a discrete component, and to be intentionally built into all aspects of the project. SBCCD has been working diligently over the past several years to build collaboration among all stakeholders of the District. Both Dr. Crew, as the District's DSO Planning Project lead, and Dr. Ornelas, as the executive liaison, attended College sessions during EMP development Fall 2022 to hear first-hand the vision and challenges faced by the Colleges in achieving their respective missions.

During the DSO Plan's development, a two-day retreat was held to engage all DSO personnel in discussions about work needed to both support the *SBCCD Strategic Plan 2022-2027* and also the Colleges' Educational Master Plans. Teams from each college presented to DSO leadership

the Colleges' EMPs' envisioned End Results, and their respective five-year Strategic Directions and Supporting Actions. Dialogue ensued and questions and answers were shared to more fully understand how the DSO and its five-year plan could be developed in concert with the Colleges' EMPs for better support and integration. Additionally, the Chancellor and Vice Chancellors attended these sessions and led table discussions to address college needs for DSO services. Feedback from participants was very positive.

Component 5: SBCCD Long-Range Master Planning Cycle

This fifth project component was added at the request of the District. The CBT Team reviewed and included several major planning efforts in the District while designing the *SBCCD Long-Range Master Planning Cycle*. The cycle, which accompanies this report, includes two complete cycles of Strategic Planning in the District and its Colleges (from 2022 through 2034), with timelines for each stage in the cycle, and a staggered start date to ensure alignment and integration among the SBCCD Strategic Plan, and the Strategic Directions for the two EMPs and DSO Plan.

The upcoming Western Association of Schools and Colleges (WASC), Accrediting Commission for Community and Junior Colleges (ACCJC) accrediting cycle has also been included, as well as the ongoing Program Review Process. While these two have been highlighted in the model, it should be noted that the Colleges and DSO have many planning efforts underway in any given year (e.g., Guided Pathways, Student Equity and Achievement, Strategic Enrollment Management, the KVCR Plan, etc.). These planning efforts are all included in the EMPs and DSO Plan, representing a truly integrated approach to planning.

Project Deliverables

Key deliverables for the project included the following, which accompany this report.

- Document: *SBCCD District Support Operations (DSO) Plan 2023 - 2028*
- Document: *SBCCD Integrated Planning Process 2023*
- Revised Model: *SBCCD Integrated Planning Model*
- Chart: *SBCCD Integrated Plan – 2023 – 2028*
[Aligns District and Colleges' Mission Statements; aligns Strategic Directions of the Colleges' EMPs and DSO Plan with policy goals of the *SBCCD Strategic Plan 2022 -2027*]
- Revised Chart: *SBCCD Delineation of Functions Map*
- New Infographic Model: *SBCCD Master Planning Cycle and Timeline*

Summary

The *SBCCD District Support Operations (DSO) Planning Services Project* was designed to accomplish the final phases of the new SBCCD Strategic Planning Process. All three plans' components are aligned and integrated in support of the four policy direction goals in the Board-adopted *San Bernardino Community College District Strategic Plan 2022 – 2027*. The two

College Educational Master Plans, and the DSO Plan will be considered for adoption at the June 8, 2023 Regular Board Meeting. Upon Board approval, all three five-year plans will commence Fall 2023.

The project began in January 2023 and completed May 2023. The project was conducted in a transparent, participatory, and collaborative manner and was completed on time, on budget, and with deliverables provided as promised. The CBT Team wishes the very best for SBCCD, its colleges, and most importantly its students and the communities it serves.

Submitted May 25, 2023

By Dr. Nicki Harrington, Senior Consultant and Project Lead
Collaborative Brain Trust

6 Enclosures