



SAN BERNARDINO  COMMUNITY COLLEGE DISTRICT

STRATEGIC PLAN 2027-2035



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MESSAGE FROM SBCCD CHANCELLOR & BOARD OF TRUSTEES

One hundred years ago, the San Bernardino Community College District (SBCCD) opened its doors with a simple idea: opportunity should be within reach for everyone.

In 2026, we celebrated our centennial and honored the generations of students, faculty, staff, trustees, leaders, and community members who built SBCCD into the public institution it is today. As we look to the future, we do so standing on their shoulders and building on their work.

This Strategic Plan sets the stage for SBCCD’s second century of education, workforce development, and public service.

From 2027 to 2035, SBCCD will continue serving the Inland Empire through Crafton Hills College, San Bernardino Valley College, and KVCR Public Media. The goals in these pages reflect what we heard from students, families, employees, alumni, schools, employers, and community partners across our region.

Their message was clear. Our communities need affordable pathways to college and career success. They need 21st-century spaces to learn and train. They need strong support systems that help students enroll, graduate, transfer, and succeed. They need partners who show up.

This plan reflects what we heard and how we will move forward together.

Higher education is a public good, and SBCCD’s promise remains clear: Opportunity For All. That belief powers our work every day. It is why we teach, serve, inform, build, advocate, and partner for the good of our students and the communities we call home.

The Inland Empire is one of the most dynamic, diverse, and promising regions in the nation. SBCCD exists to help more people share in that promise.

We are honored to serve alongside you.

Sincerely,

Dr. Nathan D. Gonzales | Board Chair

Joseph R. Williams | Board Vice Chair

Dr. Cherina Betters | Board Clerk

Dr. Stephanie Houston | Trustee

John Longville | Trustee

Frank Reyes | Trustee

Carlos Aguilera | Trustee

Natalie Garcia | Student Trustee

Jazmyn Garcia | Student Trustee

Dr. Diana Z. Rodriguez | Chancellor



WHAT IS THE SBCCD STRATEGIC PLAN?

This Strategic Plan establishes the Board of Trustees' long-range goals for SBCCD's next accreditation-aligned planning cycle. It is intentionally designed as a high-level framework. Specific Strategic Directions and Key Results will be developed through the College Educational Master Plans and the District Support Operations Plan, ensuring that implementation is grounded in college-level planning, districtwide support capacity, and participatory governance.

It is composed of three aligned components developed in sequence:

1. Board of Trustees Strategic Goals (2027–2035)
Establish Districtwide priorities and desired outcomes.
2. College Educational Master Plans (EMPs)
Developed by Crafton Hills College and San Bernardino Valley College to operationalize the Strategic Plan Goals within each college context via their own participatory governance processes.
3. District Support Operations (DSO) Plan
Defines how district-level departments support and enable the colleges in achieving the Strategic Plan Goals.

Together, these components form a coordinated strategic system that ensures alignment across governance, operations, and student outcomes.

MISSION, VISION, & VALUES



OUR MISSION

SBCCD positively impacts the lives and careers of our students, the well-being of their families, and the prosperity of our community through excellence in educational and training opportunities.

OUR VISION

Inspiring possibilities for bright futures and a prosperous community.



OUR VALUES

ACCESSIBILITY

Higher education ignites the potential of our students and transforms our community. Everything we do and say reflects our determination to ensure that the opportunity of a satisfying career and meaningful life is accessible to all.

INCLUSION

Students, employees, and guests of all backgrounds thrive when they feel welcomed, respected, and valued by our college district. We promote a sense of community by pursuing equity-minded policies and practices, and by facilitating social and intellectual exchange among people of diverse races, genders, ages, sexual orientations, cultures, political affiliations, socioeconomic status, religions, and physical abilities.

INTEGRITY

Because students and families trust us with their education and career training, we have an essential responsibility to help them grow personally and professionally. This means we must always do what is right for our students by upholding ethical, uncompromising standards in our approach to administration and excellence in our curriculum, teaching methods, and educational initiatives.

COURAGE

Moving the needle on student outcomes—whether a degree, certificate, transfer, or specific skill set—requires risk, innovation, and acceptance that failures will sometimes happen. We move forward with a solution-oriented mindset to ensure students have the resources and support to achieve their goals.

COLLABORATION

We are the community’s college. We teach and learn by doing, exploring, and working together. We foster a culture of collaboration and meaningful engagement with our students, faculty, staff, alumni, industry, K-12 schools, four-year universities, government, arts, civic organizations, and other diverse groups that have the potential to enhance our educational mission.

EXCELLENCE

At the heart of our mission is our commitment to deliver excellent customer service, academic and career training programs that are at the forefront of their respective fields. We develop students to excel in their academic and career pursuits by compassionately providing the support needed to assure their success.



PLANNING TIMELINE

The timeline below outlines the process that was followed with the update of this document. The upcoming Western Association of Schools and Colleges (WASC), Accrediting Commission for Community and Junior Colleges (ACCJC) accrediting timeline has also been included and will be used to align the duration of the SBCCD Strategic Plan.

PLANNING PROCESS



**PHASE I (AUGUST 2025 - DECEMBER 2025):
PLANNING PHASE**

During this time, the Chancellor’s Cabinet developed a timeline to ensure alignment with planning processes. Information regarding the start of this process was shared through the districtwide Institutional Effectiveness Advisory Council and Chancellor’s Council.

**PHASE II (JANUARY 2026 - JUNE 2026):
BOARD PLANNING, FEEDBACK, &
DEVELOPMENT OF STRATEGIC PLAN**

During the Spring of 2026, planning began for the revisions of the Strategic Plan through internal and external community feedback, presentations, conversations, and the review of progress made towards the goals. Throughout the 2025-26 year, the Chancellor and Board of Trustees have engaged in districtwide and community engagement throughout the district, region, State, and nationally to help guide their future goals. Within the district, this included conversations/presentations at College Opening Days, Chancellor’s Council, Institutional Effectiveness Advisory Council, President’s Council and College Council.

**PHASE III (JUNE 2026 - AUGUST 2026):
ADOPTION OF BOARD GOALS**

The Board of Trustees review goals and adopt the Strategic Plan (2027-2035).

**PHASE IV (SEPTEMBER 2026 - DECEMBER 2026):
DISCOVERY & DEVELOPMENT OF
DISTRICTWIDE STRATEGIC DIRECTIONS**

Chancellor’s Cabinet will dive deeper into developing districtwide strategic directions to ensure alignment and support the goals of this Strategic Plan. The strategic directions will be vetted throughout the district through the participatory governance process.

**PHASE V (JANUARY 2027 - DECEMBER 2027):
DEVELOPMENT OF PLANNING DOCUMENTS/VETTING PLANS**

The colleges will develop their Educational Master Plans. The DSO will draft its District Support Operations Plan. All planning documents will align their actions with the Strategic Plan goals and strategic directions. Once the drafts have been developed, the colleges and the DSO will prepare the documents to be vetted through the governance process during the Fall semester.

**PHASE VI (JANUARY 2028 - JUNE 2028):
BOARD APPROVAL & REVIEW**

The final phase will include the review of Crafton Hills College and San Bernardino Valley College’s Educational Master Plans and the District Support Operations Plan.

**PHASE VII (JULY 2028 - JUNE 2035):
IMPLEMENTATION OF PLANS & ACCOUNTABILITY**

SBCCD is committed to ensuring that its goals are being reviewed regularly and that accountability for reaching those goals is established through regular updates.



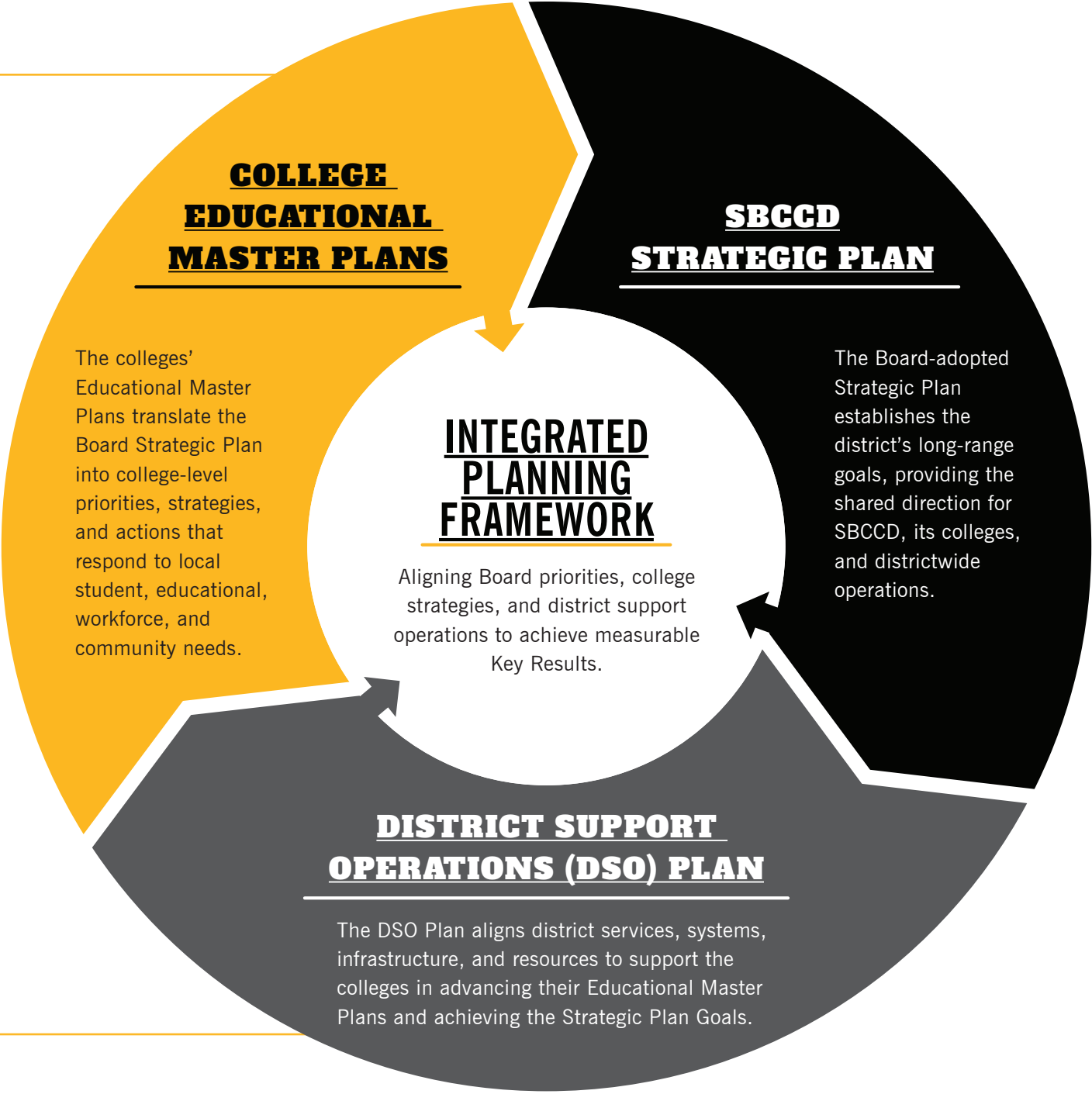
PURPOSE OF THE STRATEGIC PLAN

As the Board-level strategic framework, this plan sets the District’s long-range direction. The College Educational Master Plans and District Support Operations Plan will provide the next level of detail by identifying the Strategic Directions and Key Results needed to advance these goals.

Following the adoption of the Strategic Plan Goals, the Executive Team will develop Strategic Directions—districtwide priorities informed by data and stakeholder input—that guide the development of the Educational Master Plans at Crafton Hills College and San Bernardino Valley College, as well as the District Support Operations Plan.

This sequenced approach ensures alignment across all levels of the organization, promoting the integration of programs, services, and operations in support of student success and institutional effectiveness.

In addition to these core planning documents, the colleges and District Support Operations advance a range of complementary efforts each year—including Guided Pathways, Student Equity and Achievement, Strategic Enrollment Management, the Economic Development & Corporate Training Center’s workforce programs, and the KVCR Plan. These initiatives are embedded within the Educational Master Plans and District Support Operations Plan, reflecting a fully integrated and coordinated approach to planning across the district.





WHAT OUR COMMUNITY VALUES

As SBCCD looks ahead, our community has been clear about what matters most: affordable education, job training, student support, safe and updated campuses, and responsible use of public dollars. While each stakeholder group brought a unique perspective, their input converged around a clear expectation for SBCCD to deliver relevant programs, strong support systems, and defined pathways that lead to meaningful educational and career outcomes. These themes reflect the role our colleges play in everyday life across the Inland Empire and are based on input gathered through surveys, panels, and community engagement forms.

The feedback gathered throughout this process confirmed that SBCCD's existing strategic goals remain closely aligned with the needs and expectations of the communities we serve. Rather than replacing these goals, the Board is reaffirming them to maintain continuity, complete work already underway, and guide the next phase of districtwide planning.

1. KEEP COLLEGE AFFORDABLE

For many families, community college is the most practical way to earn a degree, train for a career, or build a better future. SBCCD must continue to provide high-quality education at a cost students and families can afford.

2. PREPARE STUDENTS FOR GOOD JOBS

Our community wants colleges that prepare people for real opportunities in the local economy. That includes careers in healthcare, skilled trades, public safety, technology, education, business, and other fields that help families and strengthen the region.

3. KEEP CAMPUSES SAFE AND UPDATED

Students and employees need campuses that are safe, clean, and up to date. Classrooms, labs, training facilities, drinking water, HVAC systems, and other campus spaces should support learning and reflect the community's investment in its colleges.

4. SUPPORT STUDENTS INSIDE AND OUTSIDE THE CLASSROOM

Students succeed when they have strong teaching and the support to stay on track. Many students are working, raising families, managing transportation challenges, looking for food or housing support, or navigating mental health needs. SBCCD must continue building the services that help students complete their goals.

5. KEEP OUR COLLEGES CONNECTED TO THE COMMUNITY

San Bernardino Valley College and Crafton Hills College have served generations of local families. People see these colleges as part of the community's story and future. SBCCD must stay connected to the people, neighborhoods, schools, employers, and community partners it serves.

6. USE PUBLIC DOLLARS RESPONSIBLY

The community expects SBCCD to use public resources wisely. That means clear priorities, careful planning, transparent communication, and investments that directly support students, employees, and the long term strength of the colleges.

7. REACH EVERY PART OF THE DISTRICT

SBCCD serves a geographically diverse region with varying needs, including urban centers, surrounding communities, mountain areas, and rural populations.



SBCCD STRATEGIC PLAN GOALS 2027-2035

SBCCD is reaffirming its Strategic Plan Goals to maintain continuity, complete work already underway, and align the next planning cycle with the District’s accreditation timeline. These goals remain relevant to the priorities identified by students, employees, employers, and community partners, and they will continue to guide the development of the College Educational Master Plans and the District Support Operations Plan.

GOAL 1

Eliminate barriers to student access and success.

GOAL 2

Be a diverse, equitable, inclusive, and anti-racist institution.

GOAL 3

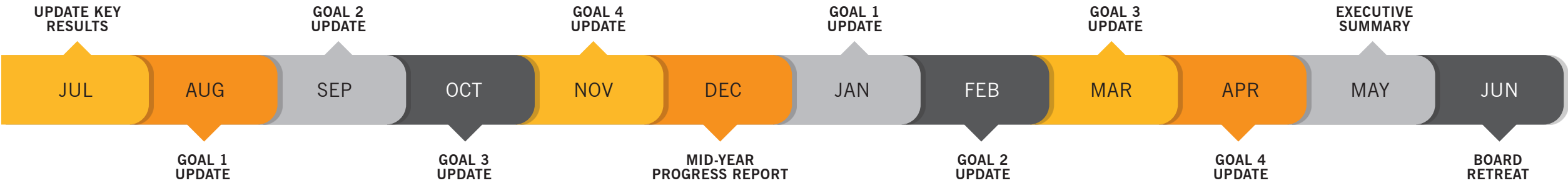
Be a leader and partner in addressing regional issues.

GOAL 4

Ensure fiscal accountability & sustainability.

PROGRESS TIMELINE

The Board of Trustees has developed a regular review schedule to monitor and receive updates on progress made in reaching goals.



ACKNOWLEDGEMENTS

This plan was shaped by more than a thousand voices from across our communities — students, alumni, faculty, staff, parents, neighbors, employers, and educators who took the time to tell us what matters most. We are grateful for their perspective, their experience, and their belief that SBCCD belongs to all of us.

SBCCD BOARD OF TRUSTEES

- Nathan D. Gonzales, Ph.D., Chair
- Joseph R. Williams, Vice Chair
- Cherina Betters, Ed.D., Clerk
- Carlos Aguilera
- Stephanie Houston, Ed.D.
- John Longville
- Frank Reyes
- Jazmyn Garcia, Student Trustee
- Natalie Garcia, Student Trustee

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- Jose F. Torres, Executive Vice Chancellor
- Kevin Horan, Ed.D., President, Crafton Hills College
- Gilbert J. Contreras, Ph.D., President, San Bernardino Valley College
- Kristina Hannon, Vice Chancellor
- Nohemy Ornelas, Ed.D., Vice Chancellor
- Angel Rodriguez, Associate Vice Chancellor





550 E. Hospitality Lane, Suite 200, San Bernardino, CA 92408 | sbccd.edu