



2023 – 2028

# DISTRICT SUPPORT OPERATIONS PLAN





## A MESSAGE FROM THE CHANCELLOR



Since our establishment in 1926, our unwavering belief in higher education and opportunity for all has been at the core of the San Bernardino Community College District's mission.

Today, we serve thousands of students each year through Crafton Hills College and San Bernardino Valley College. We support small businesses and major employers in upskilling their workforce through our Economic Development & Corporate Training division. But our educational mission reaches beyond the walls of our colleges. Through our public media station, KVCR TV/FM, we deliver NPR and PBS programming, local news, and FNX | First Nations Experience. Through the collective efforts of our colleges, training center, public media station, and district support operations, we create a ripple effect of knowledge and upward mobility across our region. But what is next?

As we approach our 100 years of serving our community, we are renewing our focus on student success. This 2023-2028 plan will serve as our guiding light, driving our efforts to expand access to higher education and hands-on career training for the students of today and tomorrow. To carry out this plan, we will lead with six core values:

- **ACCESSIBILITY:** We are committed to breaking down barriers and ensuring that the opportunity for a satisfying career and a meaningful life is accessible to all.
- **INCLUSION:** Through equity-minded policies and practices, we foster a sense of community that encourages social and intellectual exchange among people of all races, genders, ages, sexual orientations, cultures, political affiliations, socioeconomic statuses, religions, and physical abilities.
- **INTEGRITY:** We are dedicated to upholding uncompromising standards in administration, curriculum, teaching methods, and educational initiatives, ensuring that every decision we make is in the best interest of our students.
- **COURAGE:** We approach challenges with courage, always striving for solutions and providing the resources and support necessary for our students to achieve their goals.
- **COLLABORATION:** We are proud to be the community's college. We create a culture of engagement and meaningful interaction through collaborative efforts with our students, faculty, staff, alums, industry partners, K-12 schools, four-year universities, government bodies, arts organizations, civic groups, and other diverse stakeholders.
- **EXCELLENCE:** At the heart of our mission lies our commitment to deliver excellent customer service and academic and career training programs that are at the forefront of their respective fields.

This ambitious plan owes its existence to the extraordinary contributions and accomplishments of countless individuals who, over the span of nearly a century, have believed in SBCCD's mission. I warmly invite you to join us on this exciting journey ahead. Together, we will empower our students and make a lasting impact on our community, fostering a brighter future for all.

Diana Z. Rodriguez  
Chancellor



# INTRODUCTION

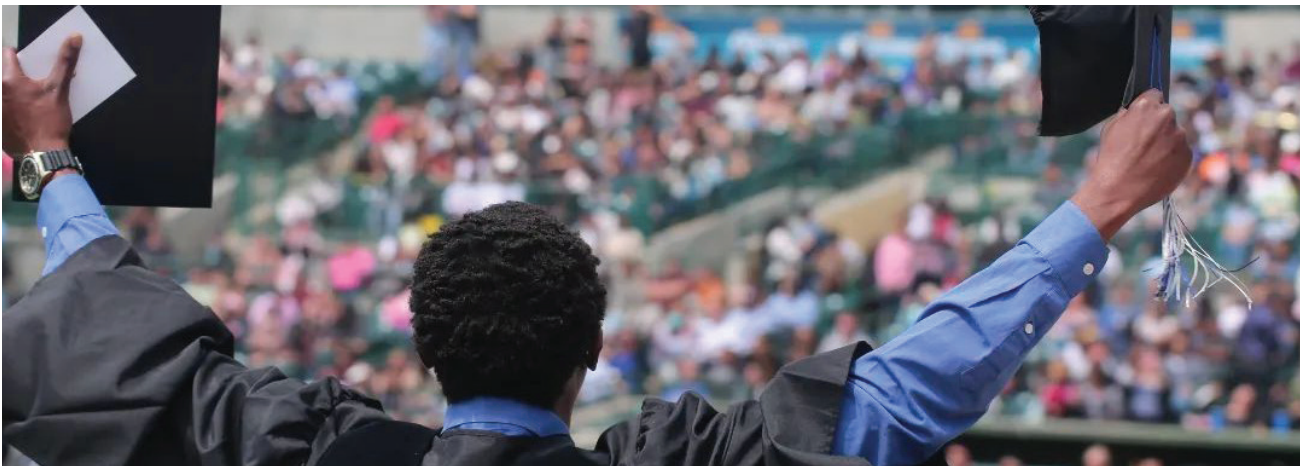
The Board of Trustees adopted the *San Bernardino Community College District Strategic Plan (SBCCD) 2022-2027* on April 14, 2022. A set of four broad goals, and 15 objectives were delineated to guide the District and its two colleges – San Bernardino Valley College (SBVC) and Crafton Hills College (CHC) – in serving the region over the next five years. The integrated planning process to support the SBCCD 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 and objectives of the Board-adopted SBCCD Strategic Plan 2022-2027.

## DSO PLANNING PROJECT

The five-month DSO Planning Project began in January, and the DSO Plan completed in May; it is scheduled to be considered for adoption by the SBCCD Board of Trustees in June 2023 along with the two College EMPs. Dr. Christopher Crew, Executive Director of Research, Planning, and Institutional Effectiveness, served as the project lead; 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) provided facilitation and technical support services for the project.

### THE DSO PLANNING PROJECT HAD FOUR KEY COMPONENTS

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



# FIVE-YEAR DISTRICT SUPPORT OPERATIONS (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. With the completion of these three plans, 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 also serve to streamline the planning process and eliminate duplicative work.

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.

The tables below delineate the DSO Planning agenda, including the five-year Strategic Directions and Supporting Actions, and the alignment with the four Board-adopted District Goals. The planning agenda clearly identifies support services for both the districtwide Board Goals, and the two College Educational Master Plans.

## GOAL 1: Eliminate barriers to student access and success.

### DSO STRATEGIC DIRECTION 1.1

Support the colleges in creating efficient processes and accessible, user-friendly customer services.

DSO PLAN SUPPORTING ACTIONS	
1	Implement technologies to improve processes and remove barriers for students.
2	Support districtwide efforts to increase enrollment.
3	Implement technologies to assist the colleges in improving enrollment.
4	Advocate and build public support for SBCCD’s board-approved, student-centered legislative priorities.
5	Partner with industry, government, non-profit organizations, and philanthropy to secure funding, promote internship/apprenticeship opportunities, organize workshops, and exchange information that supports the social and economic mobility of underserved students in SBCCD’s service area.
6	Collaborate with district and college departments to implement culturally competent public awareness campaigns that promote academic programs, dual/concurrent enrollment, workforce training, support services, financial aid opportunities and the benefits of attending community college.

## GOAL 2: Be a Diverse, Equitable, Inclusive, and Anti-Racist Institution

### DSO STRATEGIC DIRECTION 2.1

Develop a diverse SBCCD workforce of individuals who are culturally competent; understand the communities they serve; honor equity, inclusivity, and anti-racism; and are supported with ongoing professional development.

#### DSO PLAN SUPPORTING ACTIONS

1	Assess, enhance, and promote training available in all programs to employers/employees that address diversity, equity, and anti-racism.
2	Implement the EEO Plan that aligns with SBCCD's Board Policies and Administrative Procedures.
3	Implement DEI-A initiatives through districtwide collaboration.
4	Support district and college leadership in developing communications that promote a sense of community, belonging, and respect for all students and employees, including those from underrepresented groups.
5	Expand outreach in underserved areas and leverage industry and community partnerships to provide wrap-around services ensuring equitable outcomes.



## GOAL 3: Be a Leader and Partner in Addressing Regional Issues

### DSO STRATEGIC DIRECTION 3.1

Partner with business, industry, and community organizations to create education and training that leads to employment of SBCCD students and advancement in the workplace.

#### DSO PLAN SUPPORTING ACTIONS

1	Develop a districtwide Workforce Development program.
2	Establish a District Emergency Operations Center (EOC) to be prepared for regional emergency events (i.e., active shooter, earthquake, fire, etc.) and to provide training to staff, faculty, and students at all sites.
3	Build innovative and sustainable projects as outlined in the master plan and sustainability plan.
4	Work with KVCR to support its community engagement and legislative advocacy efforts to implement the board-approved KVCR plan.

### DSO STRATEGIC DIRECTION 3.2

Institutionalize a commitment to cultivating leadership skills within SBCCD by providing professional development that expands our ability to influence economic, educational, and sustainability initiatives in the region, state, and country.

#### DSO PLAN SUPPORTING ACTIONS

1	Develop continuous growth of internal relationships and teamwork through collaboration, communication, and respect.
2	Develop a succession plan.

### DSO STRATEGIC DIRECTION 3.3

Work with municipal, regional, state, and federal representatives in a unified effort to ensure that educational and employment needs of the region are understood, articulated, and advocated for funding.

#### DSO PLAN SUPPORTING ACTIONS

1	Support district and college departments in communicating SBCCD's societal and economic impact to the region, state, and country through various channels, including KVCR TV/FM, external media outlets, social media, video communications, newsletters, press releases, and public events.
2	Support the Board's Legislative Committee and implement a year-round advocacy program that builds broad public support for SBCCD's board-approved legislative priorities to ensure student success.
3	Create networking opportunities, public events, community presentations, and campus visits to foster a culture of collaboration between District leaders and key stakeholders in public policy, industry, education, non-profits, and philanthropy.
4	Provide relevant local content by leveraging community partnerships and relationships with business, education and civic leaders.



## GOAL 4: Ensure SBCCD's Fiscal Accountability/Sustainability

### DSO STRATEGIC DIRECTION 4.1

Maximize the acquisition, investment, management, and sustainability of SBCCD funds, facilities, systems, and technologies; support ongoing innovation and user training to ensure District viability, fiscal accountability, and reduced student costs.

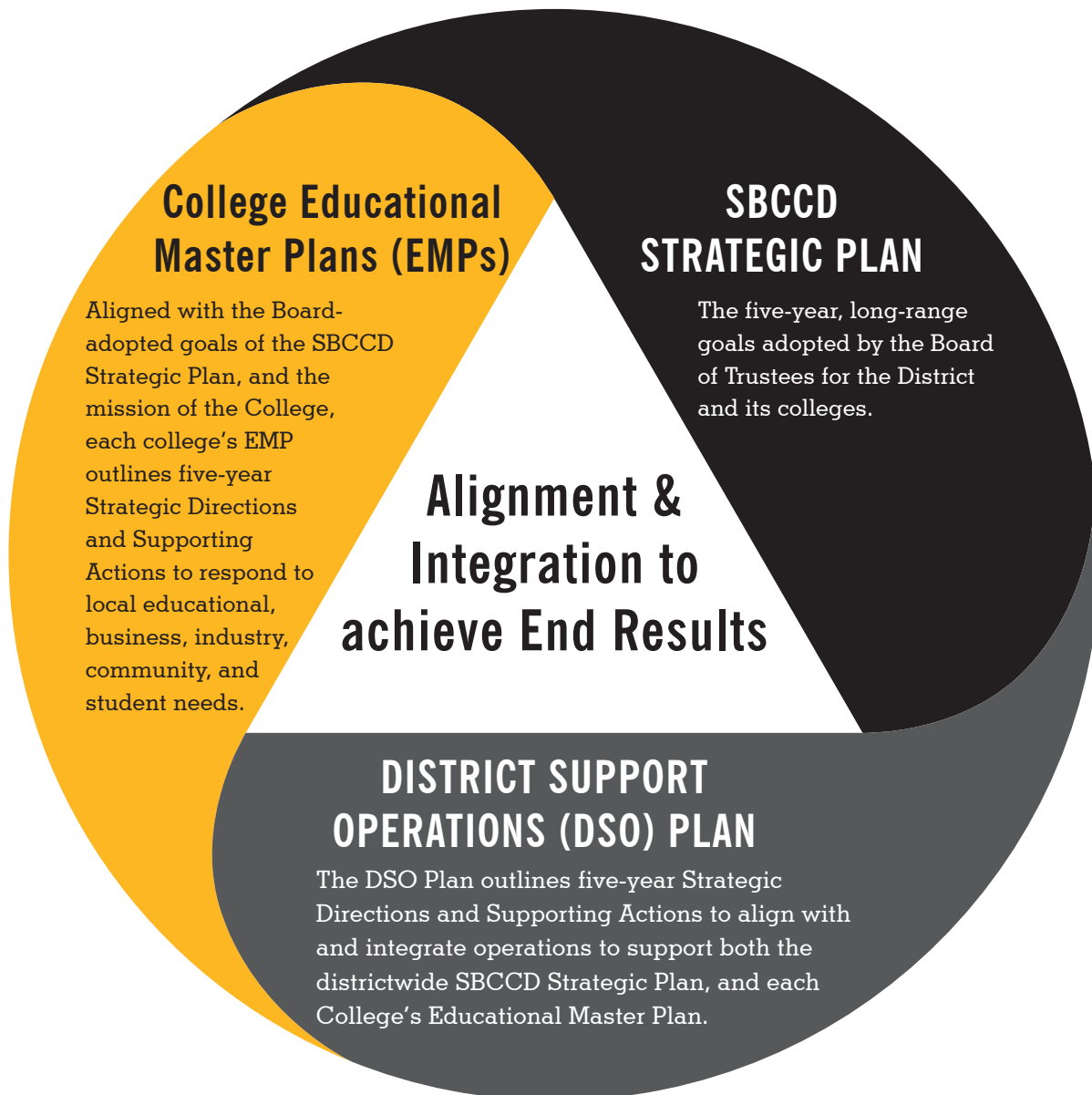
#### DSO PLAN SUPPORTING ACTIONS

1	Explore and identify opportunities to support facilities that will enhance the safety and security of all personnel and students at all sites.
2	Develop and implement a strategic plan that increases grant and donor funding year-over-year, facilitates districtwide collaboration, and prioritizes grant proposals to support SBCCD's institutional priorities and initiatives within the College's Educational Master Plans.
3	Implement solutions that ensure accurate integration between systems to improve technologies to maximize efficiencies, accuracy, and accountability; update and enhance districtwide plans.
4	Collaborate with colleges, community, and business partners to remove financial barriers of education.



# 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, as depicted below, shows the alignment and integration of planning processes across the District to achieve the desired End Results.





# 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 and in the Chancellor's cabinet. It was therefore prudent to review and discuss the Map, confirm that practice mirrored the Map, and to examine if any revisions were needed. Only one revision was made, but the dialogue was beneficial to all to clarify roles among the DSO divisions and Colleges and to confirm desired practices.

## 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 DSO Planning Project lead, and Dr. Ornelas, as the executive liaison, attended College sessions during EMP development 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. A team from each college presented to DSO leadership the College EMP's envisioned End Results, and the 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.

## CONCLUSION

The DSO Planning Project has been completed. The two College Educational Master Plans, and the DSO Plan will be considered for adoption in June 2023 and will commence Fall 2023. All three plans' components are now aligned and integrated in support of the four policy direction goals in the Board-adopted *San Bernardino Community College District Strategic Plan 2022 – 2027*.



550 E. Hospitality Lane, Suite 200  
San Bernardino, CA 92408  
[sbccd.edu](http://sbccd.edu)