



# 2022-2027 STRATEGIC PLAN PROGRESS REPORT

Executive Summary | June 2022

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Dear SBCCD Community,

The San Bernardino Community College District (SBCCD) has served the community for nearly 100 years. In March 2022, the Board of Trustees adopted a five-year Strategic Plan (2022-2027) to support our mission of serving all students in the Inland Empire to reach their educational goals. We are guided by the wisdom and feedback of our students, faculty, staff, alumni, industry leaders, school partners, and the wider community, who helped us define our strategic plan.

The Strategic Plan is the roadmap for the future we wish to see. We are living up to our collective aspirations by working every day to achieve four goals:

1. Eliminate barriers to student access and success.
2. Be a diverse, equitable, inclusive, and anti-racist institution.
3. Be a leader and partner in addressing regional issues.
4. Ensure fiscal accountability and sustainability.

This document is the first progress report of our 2022-2027 strategic plan, reflecting our work during the 2021-2022 academic year.

We are proud of our milestones across the San Bernardino Community College District. We will harness this momentum and continue working for the good of all students and our community today and for years to come.

Sincerely,



Diana Z. Rodriguez  
Chancellor



**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.

**Vision:**

Inspiring possibilities for bright futures and a prosperous community.

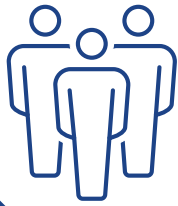
**Values:**

Accessibility, Inclusion, Integrity, Courage, Collaboration, and Excellence.

# SBCCD by the Numbers

Annual  
Students  
Served

21,759



Cities &  
Communities  
in Service  
Area

22



Public &  
Private Grants  
Received

\$38,736,660



Degrees &  
Certificates  
Awarded

3,728



Academic  
Programs  
Offered

312



Student  
Financial Aid  
Awarded

\$34,396,183



# Strategic Goals and Objectives

## STRATEGIC GOAL 1 ACCESS AND SUCCESS

Eliminate barriers to student access and success

### Objective 1.1:

Continue efforts to increase college-going culture.

### Objective 1.2:

Evaluate & promote the success of our identity-based programs and student support services.

### Objective 1.3:

Develop a state-of-the-art technology system that enhances our effectiveness.

### Objective 1.4:

Grow and expand Dual/ Concurrent Enrollment and K-12 Articulations.

### Objective 1.5:

Implement a Board of Trustees approved KVCR plan.

## STRATEGIC GOAL 2 INSTITUTIONALIZE DEI-A

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

### Objective 2.1:

Implement the four pillars of Guided Pathways.

### Objective 2.2:

Increase access and sense of belonging districtwide and foster a culture of inclusion that is supported by targeted professional development and sustained DEIA initiatives.

### Objective 2.3:

Leverage partnerships with community-based organizations to expand SBCCD's sphere of influence and include constituent voices in decision making.

## STRATEGIC GOAL 3 REGIONAL LEADERSHIP

Be a leader and partner in addressing regional issues.

### Objective 3.1:

Develop a Strategic Plan that signals to all constituents that we have a comprehensive vision that positively impacts our region.

### Objective 3.2:

Institutionalize our commitment to cultivating leadership skills within our District as a vehicle for expanding SBCCD's ability to influence economic and educational initiatives around the region, state, and country.

### Objective 3.3:

Grow our reputation as a leading higher education institution by enhancing & cultivating community partnership with K-12, business, & community orgs.

## STRATEGIC GOAL 4 FISCAL ACCOUNTABILITY

Ensure SBCCD's fiscal accountability/ sustainability.

### Objective 4.1:

Expand grants, partnerships with regional employers, and philanthropic culture.

### Objective 4.2:

Continue to advocate for local state and federal funding to support SBCCD's mission.

### Objective 4.3:

Enhance innovation in our investments, space utilization, and growth to (1) remain at the vanguard of facilities development; (2) improve our ability to respond to variations in capital and operational budgets and; (3) set aside funds for deferred maintenance.

### Objective 4.4:

Leverage resources to decrease student cost of attaining a high-quality education.

# STRATEGIC GOAL 1:

## Eliminate Barriers To Student Access And Success

### OVERVIEW:

SBCCD exists to transform the lives of our students by expanding access to high-quality educational opportunities and deploying innovative interventions to support students from matriculation to completion. Efforts this year have been centered on supporting students throughout their academic journey.

#### OBJECTIVE 1.1

Continue efforts to increase college-going culture.

#### OBJECTIVE 1.2

Evaluate and promote the success of our identity-based programs and student support services to gain insight that can be leveraged to enhance current efforts to improve the broader student experience at SBCCD.

#### OBJECTIVE 1.3

Develop a state-of-the-art technology system that delivers a student-centered experience, improves efficiency and effectiveness, and provides analytical strategies and infrastructure that allows SBCCD to make data-informed decisions.

#### OBJECTIVE 1.4

Grow and expand dual/concurrent enrollment and K-12 articulations.

#### OBJECTIVE 1.5:

Implement a Board of Trustees approved KVCR plan.



## OBJECTIVE 1.1

Continue efforts to increase college-going culture.

### KEY PERFORMANCE MEASUREMENT 1 Enhancements in financial aid administration

#### Key Results:

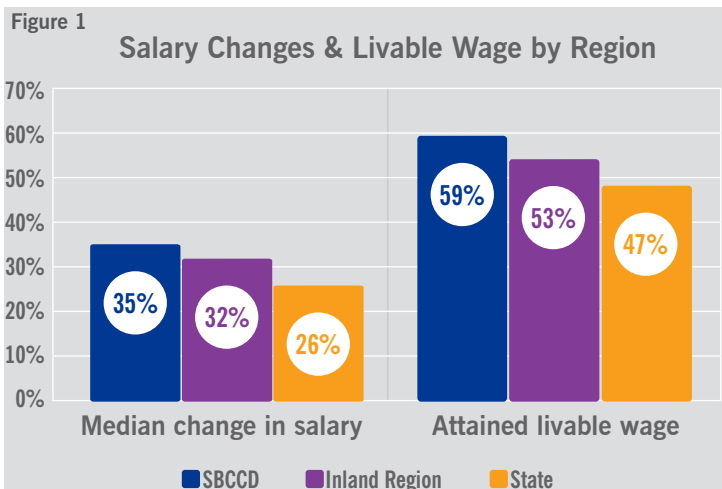
- ✓ CHC increased Pell Grant recipients by 9% (936 to 1,023).
- ✓ SBVC nearly doubled the number of educational opportunity grants awarded to students from 4.6% (782 students) to 8% (1,360 students).
- ✓ SBCCD distributed more than \$22M in aid to students.



### KEY PERFORMANCE MEASUREMENT 2 Implementing the four pillars of Guided Pathways

#### Key Results:

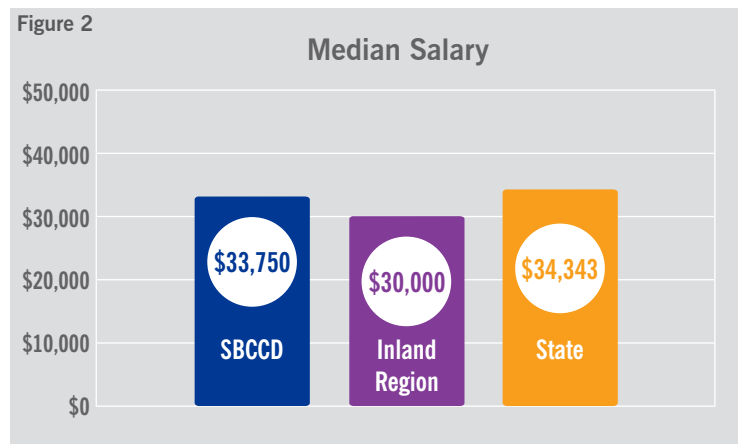
- ✓ **Clarify the pathways to end goals:** The number of SBCCD students placing into transfer-level Math and English has increased by over 300%.
- ✓ **Help students choose and enter pathway:** The number of SBCCD students enrolling in transfer-level (TL) Math and English has increased by over 200%.
- ✓ **Help students stay on the pathway:** The number of SBCCD students completing TL English in one year has increased by 78%; The number of students completing TL Math in one year has increased by 61%.
- ✓ **Ensure students are learning:** CHC's UC admission rate of 75% was highest in Inland Empire.



### KEY PERFORMANCE MEASUREMENT 3 Promoting our district to students, community and industry partners

#### Key Results:

- ✓ CHC's and SBVC's Senior Day welcomed over 700 prospective high school students with tours of the campus and organized workshops to highlight academic and support programs.
- ✓ SBCCD students are higher than the state and regional averages for median change in earnings and the percentage of students attaining a livable wage (*figure 1*) and are on par with the state average for annual earnings (*figure 2*).



## OBJECTIVE 1.2

Evaluate and promote the success of our identity-based programs and student support services to gain insight that can be leveraged to enhance current efforts to improve the broader student experience at SBCCD.

### KEY PERFORMANCE MEASUREMENT 1

Developing strategies in support of continual quality improvement

#### Key Results:

- ✔ SBCCD hosted 40 events to provide social support, build a sense of community, reduce stress, allow students to explore college and career opportunities such as programs in Media Arts and STEM. Below are additional examples of the events offered to students:
  - New Student Welcome Day
  - Parent-to-Parent Support Groups
  - MESA Program Information Session
  - Creative Careers Workshop
  - Together We Thrive Virtual Tent Event
- ✔ SBVC revised EOPS eligibility criteria to expand access to more underrepresented students.
- ✔ CHC EOPS/CARE/CalWORKs Program held its first Graduation/Scholars Ceremony since the pandemic. They honored students who graduated with their associate's degree, transferred to a four year university, and completed 24 units or more with a cumulative gpa of 3.0.
- ✔ SBCCD administered 18 student surveys (7K responses) to gain insight on student's satisfaction with their experience at SBCCD and solicit their feedback on the new Educational Master Plan.

#### WHAT STUDENTS ARE SAYING...

"SBCCD taught me to be bold and willing to sculpt my own path."

"Thank you for your support during these hard times."

"Instructors, counselors, and staff have been most beneficial in helping me to achieve my academic goals."

"Stay strong, apply for EOPS throughout your career and stay connected to your Professors."

"Don't be afraid to ask questions. Everyone is friendly and helpful. Also join clubs, programs, groups."



## KEY PERFORMANCE MEASUREMENT 2

Promoting student voices and providing access to vital resources

### Key Results:

- Provided opportunities for students to share their voices and experiences.



SBVC hosted “Sharing Our Stories” sessions in the Dreamers Resource Center with guest speakers aimed at inspiring our students.



CHC hosted a National “Coming Out” Day Panel. Panelists shared their personal experiences, gave advice to others, discussed struggles associated with acceptance, and highlighted the importance of these experiences in their journeys.

- Partnered with outside agencies to expose students to inspirational success stories and expanded access to important legal resources for Dreamers Resource Center Students.



SBVC partnered with Training Occupational Development Educating Communities (TODEC) to provide free legal services for Dreamers Resource Center students.



CHC partnered with San Geronio High School and Jobs for California’s Graduates to promote CHC’s Public Safety and Health Services programs (e.g., Fire Fighter, EMS, Radiology).



## OBJECTIVE 1.3

Develop a state-of-the-art technology system that delivers a student-centered experience, improves efficiency and effectiveness, and provides analytical strategies and infrastructure that allows SBCCD to make data-informed decisions.

### KEY PERFORMANCE MEASUREMENT 1

Developing partnerships and strategies that expand our technological capacity

#### Key Results:



#### **Cyber Security Liability Program**

SBCCD received the highest rating by its Cyber Insurance company and was among 25% of the districts (K-14) that met all 12 of the Information Security requirements.



#### **Security Information Event Management**

Implemented a Security Information Event Management system. SBCCD is in the process of finalizing the setup of 300 devices that will be analyzed.



#### **Multi Factor Authentication for Academic Servers**

Anytime administrators log into a server, an additional authentication layer has been implemented to enhance security.



#### **Student Office 365 Licensing**

Limits fake students from being able to apply to one of SBCCD's colleges through CCC Apply and receive Office and Google Services.



#### **Security Training for IT Staff**

Training for technical staff in information security.



#### **Geofencing SBCCD VPN Logins**

Geographically limits where users can login from.



#### **Geofencing IP and physical address verification**

Implemented an IP filter that removes applications from foreign countries. Admissions and Records has the ability to "un-quarantine" applications if they are found to be legitimate.



#### **Phishing Simulation Software**

Help SBCCD better understand and prepare its users for various phishing attacks.



#### **NIST Security Framework**

Involves reviewing, recommending, and developing a Security Framework across the District.



#### **Security Risk Assessment Findings**

Updated the TESS tactical plan with results from the Information Security Risk Assessment.

## OBJECTIVE 1.4

Grow and expand dual/concurrent enrollment and K-12 Articulations.

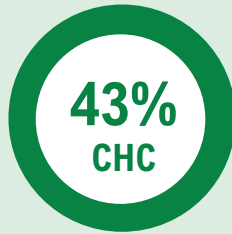
### KEY PERFORMANCE MEASUREMENT 1

Laying the foundation for expanding dual and concurrent enrollment

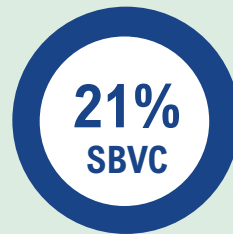
#### Key Results:



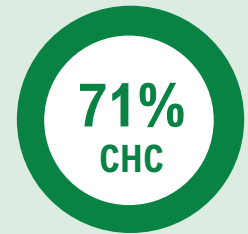
Increase in dual enroll sections  
(from 52 to 100 sections)



Increase in dual enroll sections  
(from 30 to 43 sections)



Increase in dual enrolled students  
(from 561 to 681 students)



Increase in dual enrolled students  
(from 278 to 474 students)



Meeting with K-12 leadership (Colton, Redlands, Rialto, San Bernardino, and Yucaipa Unified) to discuss expansion of dual enrollment opportunities and creating a college going culture.



Implementing strategies to expand access and communication between high school partner sites and enhance marketing and recruitment efforts.

- Align SBCCD's open enrollment periods with high school enrollment periods.
- Hold dual enrollment orientations and virtual parent informational nights.
- Hold regular curriculum, recruitment, and planning meetings with high school partners.
- Created a dual enrollment webpage that explains the process from start to finish.

## OBJECTIVE 1.5

Implement a Board of Trustees approved KVCR plan.

### KEY PERFORMANCE MEASUREMENT 1

Meeting with college and district stakeholders to discuss options

#### Key Results:

- ✓ Completed the KVCR plan.
- ✓ Two large-scale meetings completed with listeners and supporters of KVCR.
- ✓ Conducted a round table with SBVC and KVCR employees letting them provide insight into the development of the KVCR strategic plan.
- ✓ The hiring of leadership positions is underway.

# STRATEGIC GOAL 2:

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

### Overview:

SBCCD is committed to fostering an inclusive and anti-racist environment where persons of all intersecting identities thrive in meeting their goals. Efforts were made to support open dialogue and transparency to create an environment where ideas can be shared in safe spaces.

#### Objective 2.1

Implement the four pillars of Guided Pathways.

#### Objective 2.2

Increase access and sense of belonging districtwide and foster a culture of inclusion that is supported by targeted professional development and sustained DEIA initiatives.

#### Objective 2.3

Leverage partnerships with community-based organizations to expand SBCCD's sphere of influence and include constituent voices in decision making.



## OBJECTIVE 2.1

Implement the four pillars of Guided Pathways.

### KEY PERFORMANCE MEASUREMENT 1

Clarify the pathway and help students choose the appropriate pathway to enter.

#### Key Results:

- ✓ Both colleges have worked to infuse DEIA into their curriculum by working to make all curriculum culturally responsive and creating 25 new General Education pathways for Ethnic Studies (*figure 1*).
- ✓ CHC added eight new Ethnic Studies courses and approved a new program of study in Social Justice.
- ✓ SBVC created 17 new Ethnic Studies courses and approved new programs in global studies and social justice.
- ✓ Used the Starfish Early Alert system to help 13,434 students complete the matriculation process, track their progress towards completion, and make referrals to academic and support services.

### KEY PERFORMANCE MEASUREMENT 2

Help students stay on the path and ensure they are learning.

#### Key Results:



CHC and SBVC revised their program review process, examined career and academic pathways, provided professional development training, and broadly shared course data disaggregated by race in order to identify and address equity gaps.



As a result of this multifaceted approach, SBCCD equity gaps in credit courses have been completely eliminated for Asian American, Hispanic, and female students.



The equity gap for African American students remains, however, the gap has steadily decreased over the past three years from 11% below the average course completion rate to 8.9%. Analyses show that SBCCD only needs a 1% increase in the number of African American students completing credit courses to completely eliminate the equity gap.

Figure 1

#### New Ethnic Studies Courses Added



## OBJECTIVE 2.2

Increase access and sense of belonging districtwide and foster a culture of inclusion that is supported by targeted professional development and sustained DEIA initiatives.

### KEY PERFORMANCE MEASUREMENT 1

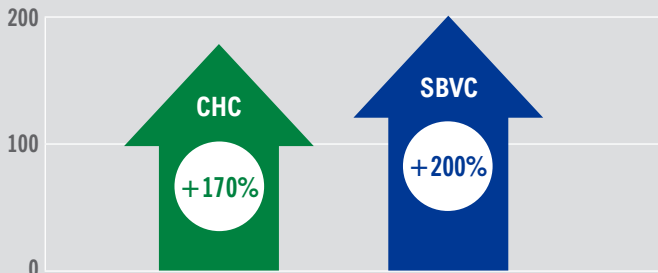
Increase access to higher education and career opportunities.

#### Key Results:

- ✓ Districtwide, the number of attempted credits and completed credits have increased by 15% and 9%, respectively.
- ✓ Increased the number underrepresented students majoring in STEM fields by 26%.
- ✓ Through efforts like the CyberTech Girls partnership there was a 176% increase in the number of females majoring in Computer Science (from 49 to 135). This number is 170% for CHC and 200% for SBVC (*figure 1*).
- ✓ The number of underrepresented students enrolling in CTE courses has increased by 2%.

Figure 1

#### Percentage Increase of Females Majoring in Computer Science



### KEY PERFORMANCE MEASUREMENT 2

Increase sense of belonging at our colleges.

#### Key Results:

- ✓ Created a Bias Response Team to address lawful complaints regarding bias/discrimination with an emphasis on diffusing situations and creating healthy environments.
- ✓ Added Asian-Pacific Islanders (API) as a new vested group at the district and added them to Chancellor's Council and all SBCCD Advisory committees.
- ✓ SBCCD participated in two ethnic studies summits hosted by CSUSB.
- ✓ SBCCD hosted a month-long API Heritage celebration.
- ✓ The LGBTQIA hosted an event to give visibility to the mental health impacts on students and community members.

## KEY PERFORMANCE MEASUREMENT 3

Create a culture of inclusion.

### Key Results:

- ✓ Revamped EEO training provided to all employees serving on hiring committees. To date, 160 employees have completed the new training.
- ✓ 60 faculty are completing the USC Equity Institute to advance diversity and cultural competency within the district.
- ✓ Provided a LBGTQIA workshop for professional development on In-Service Day.
- ✓ Through targeted recruitment efforts, the number of underrepresented applicants for hire increased by 81%.
- ✓ Through targeted recruitment efforts, the number of underrepresented female applicants for hire increased by 50%.

## OBJECTIVE 2.3







Leverage partnerships with community-based organizations to expand SBCCD's sphere of influence and include constituent voices in decision making.

## KEY PERFORMANCE MEASUREMENT 1

Identify and leverage partnerships of strategic importance.

### Key Results:

SBCCD collaborated with nine public and private community partners to provide students with:

- |  |   |
|--|---|
|  Food pantry resources            |  Support for mental health                                   |
|  Tutoring and leadership training |  College outreach services to Spanish-speaking families      |
|  Educational opportunities        |  Regional leadership on efforts to address anti-Asian racism |



# STRATEGIC GOAL 3:

## Be a Leader and Partner in Addressing Regional Issues

### Overview:

SBCCD is uniquely poised to lead the region into a transformative period for the California Community College System. Strategies to capitalize on this opportunity through innovative and data-driven decision making were identified through program planning and enhancing relationships within the region. The development of the Board Strategic Priority Plan and the colleges Educational Masterplans provide the foundation for this goal. Each plan will bring to realization the actions necessary for strengthening our regional leadership.

#### Objective 3.1

Develop a Strategic Plan that will signal to all constituents that SBCCD has a comprehensive vision that positively impacts our region and effectively employs strategies that will enable our students to develop the knowledge, confidence, and ability to succeed.

#### Objective 3.2

Institutionalize our commitment to investing in cultivating leadership skills within our District as a vehicle for expanding SBCCD's ability to influence economic and educational initiatives around the region, state, and country.

#### Objective 3.3

Grow our reputation as a leading higher education institution by enhancing and cultivating community partnerships with K-12 partners, businesses, and community organizations.





## OBJECTIVE 3.1

Develop a Strategic Plan that will signal to all constituents that SBCCD has a comprehensive vision that positively impacts our region and effectively employs strategies that will enable our students to develop the knowledge, confidence, and ability to succeed.

### KEY PERFORMANCE MEASUREMENT 1

Continue efforts to develop and implement the Strategic Priority, Educational Master, and DSO support plans.

#### Key Results:

- ✓ The Board of Trustees, in partnership with 30 community partners, 18 students, SBCCD employees, developed and approved the SBCCD Strategic Plan.
- ✓ Colleges reviewed and updated their mission, vision, and values and began the foundational work on their Educational Master Plans.
- ✓ To date, the colleges conducted 46 internal listen sessions, 10 external listen sessions, and surveyed 711 faculty, staff, and students to solicit feedback on elements of the colleges Educational Master Plans.
- ✓ The Chancellor, VC's, and District Support Operations (DSO) managers held seven listening sessions with the Educational Master Plan consultants to develop the framework for the DSO support plan.

## OBJECTIVE 3.2

Institutionalize our commitment to investing in cultivating leadership skills within our District as a vehicle for expanding SBCCD's ability to influence economic and educational initiatives around the region, state, and country.

### KEY PERFORMANCE MEASUREMENT 1

Build SBCCD's influence by cultivating leadership skills across the district.

#### Key Results:

- ✓ Staff are currently serving on more than 52 local, regional, and state boards or committees.
- ✓ In partnership with the Association of College and University Educators, SBCCD offered a 25- week course on Effective Teaching Practices to 60 faculty. Program completers received a nationally recognized certificate in Effective College Instruction.
- ✓ Hosted workshops to share common concerns and develop solutions to address issues facing students, district, and region.
- ✓ Hosted several EEO training courses to explore anti-discrimination law, the role of the hiring committee, personality identity, and strategies for decreasing instances of bias within the hiring process.
- ✓ SBCCD Human Resources Department has continued its partnership with Franklin Covey to offer various trainings in leadership and trust building.

## OBJECTIVE 3.3

Grow our reputation as a leading higher education institution by enhancing and cultivating community partnerships with K-12 partners, businesses, and community organizations.

### KEY PERFORMANCE MEASUREMENT 1

Build the credibility and visibility of our programs, services, and initiatives.

#### Key Results:



SBCCD staff gave presentations nationally and state-wide at more than 20 conferences.



Chancellor Rodriguez organized a series of “Cash For College” public workshops in partnership with the California Student Aid Commission, SBCCD’s K-12 feeder schools, and Inland Empire state legislators.



The SBVC Foundation was this year’s SCE Clean Energy Champion Award Winner for their commitment to clean energy, community involvement, and diversity.



Edison International awarded the SBVC Foundation a total of \$75,000 to support SBVC’s Clean Energy Hybrid and Electric Vehicle (EV) Technician Program and STEM scholarships for SBVC students.



CHC received a \$1.8M grant from the San Manuel Band of Mission Indians to provide scholarships that will cover uniform, equipment, licensing, and certification fees for cadets in the CHC Fire Academy.



CHC launched a new brand identity campaign. With broad input from employees and students, the College has adopted the tagline Let’s Go!, “¡Adelante!” in Spanish, to serve as a positioning statement and set the tone for the creative efforts that follow.



**Student Forum with Attorney General Bonta.** Front row, from left to right: SBCCD Senior Director of Gov. Relations & Communications Angel Rodriguez, San Bernardino City Councilmember Damon Alexander, SBCCD Trustee Frank Reyes, California Attorney General Rob Bonta, SBCCD Chancellor Diana Z. Rodriguez, and students from Crafton Hills College, San Bernardino Valley College, Cal State San Bernardino and UCR School of Public Policy.

## KEY PERFORMANCE MEASUREMENT 2

Establish the value of the work we do as an institution of higher education.

### Key Results:



SBVC's Electronics Technology program ranked #1 in California in 2021.



SBVC is one of the first community colleges to win a national construction management competition for students.



CHC was invited to present on its successful Guided Pathways efforts at the inaugural Growing Inland Achievement's (GIA) Guided Pathways Summit in 2021.



A CHC dean was nominated to serve as the Vice President of the Inland Region of the California Community College Association for Occupational Education.



A CHC Visual Arts professor and a Digital Media professor exhibited their art in a two person show at the Yucaipa Performing Arts Center Gallery.



EDCT is completing its Employment Training Panel state contract and has been awarded its ninth contract for \$1.5M.



EDCT has received its fourth contract from the California Department of Corrections and Rehabilitation for the CalTrans Transitional Work Crew program in the amount of \$3.3M.

## KEY PERFORMANCE MEASUREMENT 3

Develop partnerships of strategic importance.

### Key Results:



Both colleges were selected by the State of California, in partnership with the Rotary International District 5330, to launch the "Californians For All College Corps" initiative.



SBVC Honors Program students are automatically admitted into CSUSB's Honors Program.



CHC partnered with the Student Orientation, Application, Assessment, Advising and Registration (SOA<sup>3</sup>R) program to provide local high school students (Beaumont, Citrus Valley, Green Valley, Oak View, Orangewood, Redlands East Valley, Redlands, San Geronio, Yucaipa) with hands on help to apply, register, and create an educational plan before they graduate.



SBCCD partnered with William O. and Paula B. Ahlborn Courtyard, Forrest & Valorie Greek, Chuck Obershaw Estate, San Manuel Band of Mission Indians, and the Wells Fargo Foundation to raise \$695K and helped establish annual \$1,000 scholarships, free laptops, and WIFI hotspots for students.

# STRATEGIC GOAL 4:

## Ensure Fiscal Accountability/ Sustainability

### Overview:

SBCCD is dedicated to excellence in operations as demonstrated by fiscal responsibility and the proactive identification and establishment of diverse revenue streams.

#### Objective 4.1

Expand grants, partnerships with regional employers, and philanthropic culture.

#### Objective 4.2

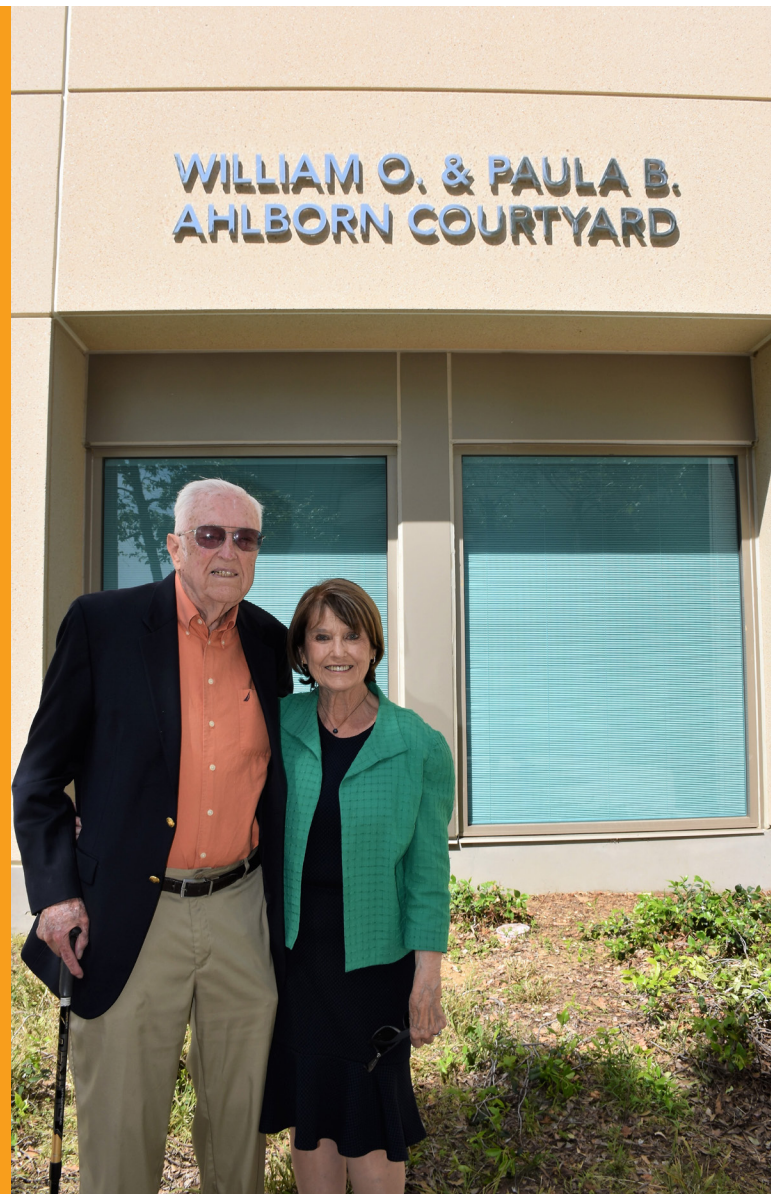
Continue to advocate for local state and federal funding to support SBCCD's mission.

#### Objective 4.3

Enhance innovation in our investments, space utilization, and growth to 1. remain at the vanguard of facilities development 2. improve our ability to respond to variations in capital and operational budgets and 3. set aside funds for deferred maintenance.

#### Objective 4.4

Leverage resources to decrease student cost of attaining a high-quality education.



## OBJECTIVE 4.1

Expand grants, partnerships with regional employers, and philanthropic culture.

### KEY PERFORMANCE MEASUREMENT 1

Expand grant opportunities.

#### Key Results:



**SBVC: Philanthropy**  
Foundation grants



**SBVC: Outreach & Education**  
Campus grants



**CHC: Outreach & Education**  
Partnership with  
Strong Workforce



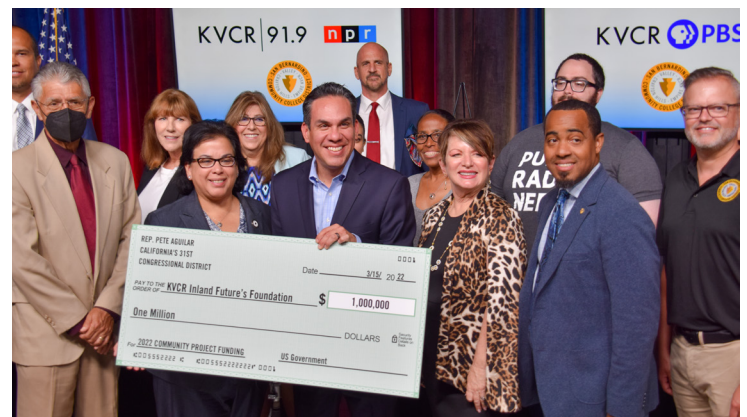
**CHC: Fire Academy**  
San Manuel Band of  
Mission Indians



**EDCT: High Roads  
Construction**  
SB1 and California  
Workforce Development Board



**EDCT: Transitional  
Work Crew**  
Butte College  
and Caltrans



### KEY PERFORMANCE MEASUREMENT 2

Expand our partnerships with regional employers.

#### Key Results:

- ✓ As of March 2022, local businesses have been awarded \$11.2M in Measure CC construction contracts, representing 61% of total Measure CC dollars awarded at that time.
- ✓ SBVC hosted an Industry Summit in partnership with Tomorrow's Talent.
- ✓ SBVC received a CalFresh grant for the Valley 360 Resource Center through the Center for Healthy Communities at Chico State University.

### KEY PERFORMANCE MEASUREMENT 3

Expand our capacity to cultivate a philanthropic culture.

#### Key Results:

- ✓ CHC's and SBVC's Foundation endowments have collectively grown by \$2.2M. This support from SBCCD's partners is being used to enhance the career and professional development of staff and faculty.
- ✓ SBCCD is collaborating with GIA to seek opportunities to allocate resources to support K-16 Collaborative programs to develop and enhance pathways in the areas of Business, Education, Engineering/Computer Science, and Health Care.

## OBJECTIVE 4.2

Continue to advocate for local state and federal funding to support SBCCD's mission.

### KEY PERFORMANCE MEASUREMENT 1

Positively impact the lives and careers of our students and their families.

#### Key Results:

- ✓ Board of Trustees helped expand Cal Grant eligibility for over 100,000 community college students to receive educational and living expenses.
- ✓ Obtained \$7M in state funding to replace the PAC leveraging Measure CC funding.

### KEY PERFORMANCE MEASUREMENT 2

Enrich the prosperity of our community.

#### Key Results:

- ✓ SBCCD secured over \$5.5M in funding to provide educational and professional development opportunities to students.
- ✓ Received a \$1.7M competitive grant to provide students \$10,000 stipends for performing community service.

## OBJECTIVE 4.3

Enhance innovation in our investments, space utilization, and growth to remain at the vanguard of facilities development, improve our ability to respond to variations in capital and operational budgets and set aside funds for deferred maintenance.

### KEY PERFORMANCE MEASUREMENT 1

Build infrastructure of the future.

#### Key Results:



SBCCD received the Sustainable Innovation Award in Energy/Operational Carbon and the Sustainable Innovation Award for CHC Performing Arts Center.



Measure CC is providing the opportunity to upgrade the CHC solar farm to produce 97% of CHC's electrical needs and offset annual utility costs from the General Fund by approximately \$500K.



In partnership with SoCal Edison, SBVC will receive more than 60 electric vehicles charging stations at the campus.



SBVC is building a state-of-the-art technical building that integrates sustainability into design and academic curriculum, providing students with experiential education.

## OBJECTIVE 4.4

Leverage resources to decrease student cost of attaining a high-quality education.

### KEY PERFORMANCE MEASUREMENT 1

Provide programs and services that reduce cost.

#### Key Results:

- ✓ SBCCD distributed over \$12.5M in grants and scholarships to reduce the costs of books/tuition and provide financial support to students.
- ✓ SBCCD provided money management training to students.

# Conclusion

## Developing a Roadmap for Success:

Just over a year ago, the San Bernardino Community College District (SBCCD) embarked on a journey to fundamentally change the landscape of educational opportunities and training in the Inland Empire. The emphasis was on positively impacting the lives and careers of students, their families, and the communities it serves. Driven by a vision to inspire possibilities for a bright future and a prosperous community, the Board of Trustees and Chancellor Rodriguez worked diligently with executive leadership, students, faculty, staff, alumni, industry, university leaders, and community partners to develop a five-year strategic plan. The plan is centered on values of accessibility, inclusion, integrity, courage, collaboration, and excellence.

Using its mission, vision, and values as guiding principles, SBCCD developed four strategic goals. The goals broadly focus on access and success, diversity, equity, inclusion and anti-racism, regional leadership, and fiscal accountability/sustainability. This document highlights the outcomes and successes achieved by SBCCD in the first year of the implementation of its strategic plan.



## Looking Ahead:

In the coming months, SBCCD will focus on integrating the Strategic Plan with SBVC's and CHC's Educational Master Plans. The development of a District Support Operations Plan will follow to ensure the adequate support needed to meet SBCCD's goals. Through the alignment of these planning documents, SBCCD will fulfill its mission to positively impact the lives of students and the communities it serves.



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