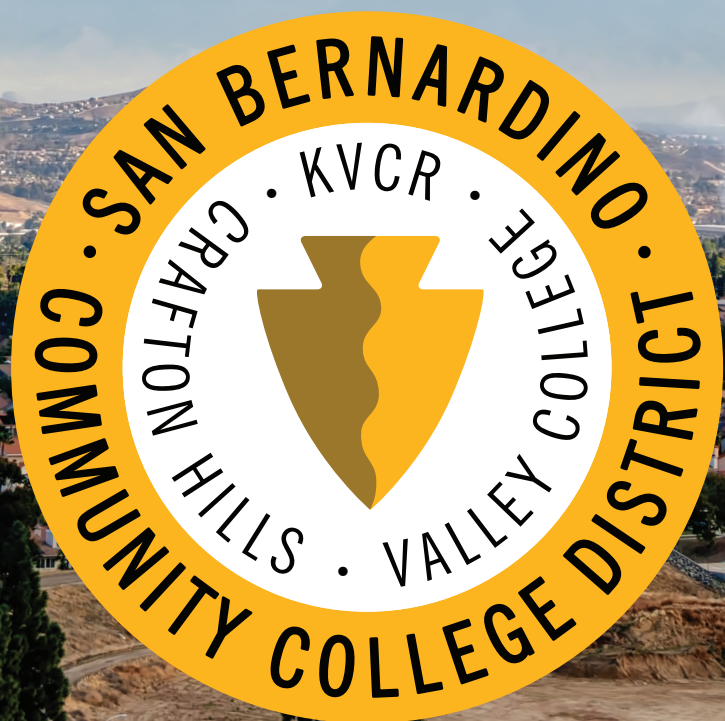


SAN BERNARDINO COMMUNITY COLLEGE DISTRICT

2022–2027

STRATEGIC PLAN PROGRESS REPORT

EXECUTIVE SUMMARY **2025**



BOARD OF TRUSTEES



Nathan D. Gonzales, Ph.D.
Board Chair



Joseph R. Williams
Board Vice Chair



Cherina Betters, Ed.D.
Board Clerk



Carlos Aguilera
Trustee



Stephanie Houston, Ed.D.
Trustee



John Longville
Trustee



Frank Reyes
Trustee



Hadi Natour
Student Trustee, CHC



Nelva Ruiz-Martinez
Student Trustee, SBVC

CHANCELLOR



Diana Z. Rodriguez, Ed.D.
Chancellor

COLLEGE PRESIDENTS



Kevin Horan, Ed.D.
CHC President



Gilbert J. Contreras, Ph.D.
SBVC President

A NOTE FROM THE CHANCELLOR



Dear SBCCD Community,

This year, we served over 29,100 students—exceeding our enrollment goal by more than 10%. That kind of progress doesn't happen by chance. It's the result of deep collaboration between our board, faculty, staff, and partners who believe in the power of education to change lives.

Together, we've stayed focused on what matters most—removing barriers and expanding opportunity for all. Here's how we advanced our shared goals:

Goal 1: Eliminate Barriers to Student Access and Success

- ▶ Opened new job training facilities at Crafton Hills College and San Bernardino Valley College.
- ▶ Broke ground on a workforce development center at the Economic Development & Corporate Training Center with U.S. Commerce leaders and regional partners.

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

- ▶ CHC ranked top 3 statewide for supporting Black student success in math (Campaign for College Opportunity).
- ▶ SBVC named College of the Year for expanding Credit for Prior Learning to 111 courses (CCC Chancellor's Office).

Goal 3: Be a Regional Leader and Partner in Addressing Regional Issues

- ▶ Launched on-campus Medi-Cal enrollment help through a first-in-the-state Inland Empire Health Plan partnership.
- ▶ Our CalFresh partnership with the County of San Bernardino was spotlighted in the state's new Master Plan for Career Education as a model for combating student hunger.

Goal 4: Ensure Fiscal Accountability and Sustainability

- ▶ Completed a districtwide technology audit to better connect services, lower costs, and improve support for students and employees.
- ▶ Finalized the 2025–2037 Facilities Master Plan to guide future investments in learning environments.

As we look ahead, I remain inspired by one simple truth: when we center students, we strengthen families and lift our communities. Thank you for walking this journey with us.

In partnership,

A handwritten signature in black ink, appearing to read 'Diana Z. Rodriguez'.

Diana Z. Rodriguez, Ed.D.
Chancellor
San Bernardino Community College District

SBCCD BY THE NUMBERS

29,193

Annual Students Served

SBCCD is one of the region's largest engines for education and opportunity—serving nearly 30,000 students each year across two colleges, adult education, and dual enrollment. That's impact at scale.



4,295

Degrees and Certificates Awarded



Over 4,000 students earned credentials this year helping them complete and move forward, career- and transfer-ready.



\$98M

Student Financial Aid Awarded

\$98 million in financial aid eligibility means students can afford college. SBCCD is eliminating cost as a barrier and turning equity into action.

337

Academic Programs

With 337 programs, SBCCD offers something for everyone—from welding to nursing to university transfer. This breadth keeps programs aligned with student goals and local workforce needs.

22

Cities and Communities Served

Serving 22 communities reflects SBCCD's deep roots, wide reach, and role as a trusted hub for education and economic mobility across the region.



\$18.5M

Public and Private Grants Received

\$18.5 million in grants means external partners believe in SBCCD's vision. These funds supercharge efforts in innovation, student success, and community uplift.

CONTENTS



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 SBCCD'S Fiscal Accountability & Sustainability

12 ACTIONS WITHIN OUR
THREE STRATEGIC
DIRECTIONS

VISION 2030
6 OUTCOMES
AND METRICS

VISION 2030
3 GOALS
EQUITY IN SUCCESS
EQUITY IN ACCESS
EQUITY IN SUPPORT

SBCCD proudly supports the California Community Colleges Chancellor's Office (CCCCO) Vision 2030 by advancing student success, equity, and workforce development. Through data-driven strategies and a strong commitment to community impact, SBCCD is helping build a more inclusive and prosperous future for the Inland Empire and California.

GOAL 1:

ELIMINATE BARRIERS TO STUDENT ACCESS AND SUCCESS



SBCCD is dedicated to removing barriers to higher education by raising public awareness, building strategic partnerships, securing grant funding, and expanding career pathways. These efforts ensure that all learners, particularly those historically underserved, receive the resources and support needed to succeed academically and personally.

OUTCOMES

Elevated Visibility & Advocacy

SBCCD boosted its public profile through dynamic marketing, impactful community events, and legislative engagement, leading to higher enrollment, greater legislative support, and stronger community connections.

Transformative Collaborations

Partnering with the Time for Change Foundation and the US Green Building Council has improved training opportunities and support services, creating a more inclusive learning environment that fosters student growth.

Fueling Innovation & Growth

New Bachelor's degrees in Respiratory Care and Water Resource Management, along with expanded living-wage certificates, demonstrates SBCCD's commitment to meeting workforce demands.

Targeted Action Through Analytics

Data dashboards revealed challenges for probationary students in distance learning and highlighted strategies to support underserved groups, leading SBCCD to adjust courses, counseling, and outreach to improve outcomes.

Comprehensive Student Support Services

SBCCD's wraparound services—ranging from food and clothing to mental health support via TimelyCare—help meet basic needs and promote academic progress.

STUDENT IMPACTS

- SBCCD empowered 8 students to achieve their dreams by securing places in NASA's robotics and engineering project.
- SBCCD has provided essential support and resources to 61 justice-involved students who have obtained the skills they need to secure better opportunities.
- Educated 80 students at Berlyn Elementary on career pathways in the Film, Television, and Media program—stimulating early interest in college and creative industries.
- Each year, a student receives mentorship from top glass artists at Pilchuck Glass School, gaining skills and professional connections.

GOAL 1



Outcome Achieved

Historic Dual Enrollment Expansion

SBCCD expanded dual enrollment to give more high school students free access to college courses, helping them build confidence, save money, and succeed at higher rates than the general student population.

Student Impact

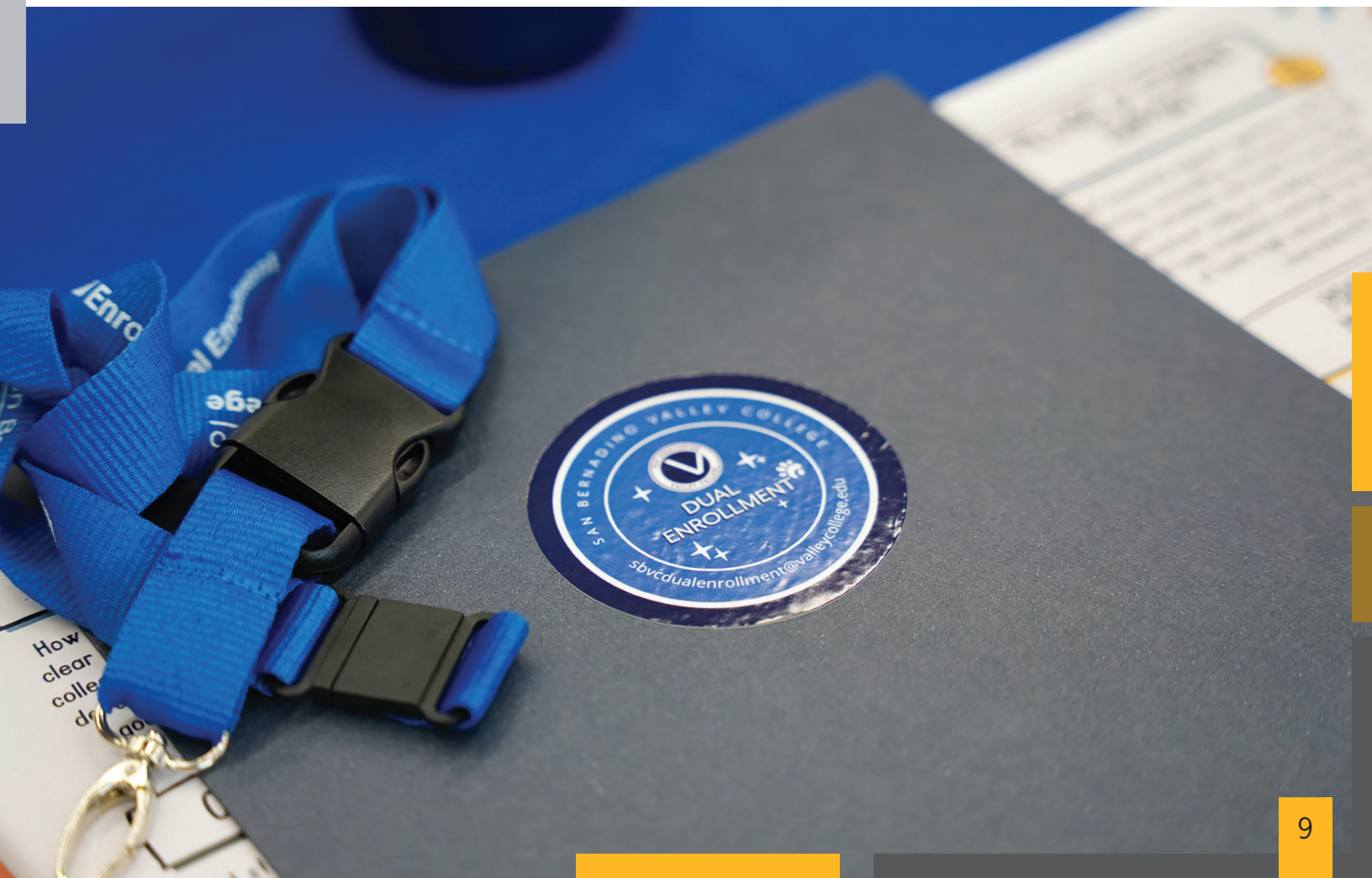
- ▶ More high school students gained access to free, college-level coursework.
- ▶ Helped students build confidence, accelerate degree progress, and save on college costs.
- ▶ Dual enrollment students had a course success rate of 88%, compared to 74% for the general population.

FROM
260
IN SPRING 2023
TO
687
IN SPRING 2025

164%
DUAL ENROLLMENT
SECTIONS INCREASED
MEETING THE 2027-28 TARGET

FROM
391
IN SPRING 2023
TO
543
IN SPRING 2025

39%
DUAL ENROLLMENT
FTES INCREASED



GOAL 1: STUDENT IMPACTS



Canvas Adoption at 50% of All Sections

- ▶ Provided consistent online access to course materials.
- ▶ Improved communication and support for at-risk students.
- ▶ Strengthened engagement and alignment across courses.

8% Growth in Black Student Enrollment

- ▶ Closed access gaps for one of the district's most underserved populations.
- ▶ Advanced regional equity and representation goals.
- ▶ Reinforced a college-going culture among parents and families.

Partnerships, Technology, & Data-Driven Insights

- ▶ Promoted cross-departmental and cross-agency collaborations to strengthen impact and coordination.
- ▶ Leveraged advanced analytics, philanthropic support, and broad community engagement.
- ▶ Ensured every initiative aligns with the real needs of students and the region.

Proactive Policy Audits and Student Services Redesign

- ▶ Increased awareness and use of student services.
- ▶ Created a more inclusive experience for underrepresented students.
- ▶ Directly contributed to higher program attendance and improved registration rates.

8 Students Selected for NASA Robotics Trainings

- ▶ Opened doors to mentorship, internships and future employment in high-demand fields.
- ▶ Connected students to nationally recognized programs.
- ▶ Prepared students to tackle complex global challenges through science and technology.





44 Formerly Incarcerated Women Engaged Through Transition Day

- ▶ Removed stigma and offered academic pathways to justice-impacted individuals.
- ▶ Promoted economic mobility and reduced recidivism.
- ▶ Increased adult learner enrollment and awareness of support services.

Biannual Engagement with At-Risk Youth in Juvenile Court Program

- ▶ Provided early exposure to college for at-risk populations.
- ▶ Fostered trust with probation and legal partners.
- ▶ Aligned with districtwide justice-involved student success efforts.

12.6% Increase in Financial Aid Awards

- ▶ Removed financial aid barriers for underrepresented students.
- ▶ Ensured more students received aid they were eligible for.
- ▶ Increased enrollment, especially for low-income households.

American Sign Language, Medical Math, and Industry Curriculum Growth

- ▶ Supported upskilling of adult learners and working professionals.
- ▶ Addressed skill gaps in local industries.
- ▶ Expanded pathways for nontraditional students.

13% More Evening, 33% More Weekend Classes

- ▶ Expanded access for working, parenting, and returning adults.
- ▶ Enabled students to stack courses and complete faster.
- ▶ Improved enrollment by meeting students where they are.



GOAL 2:

BE A DIVERSE, EQUITABLE,
INCLUSIVE, AND
ANTI-RACIST INSTITUTION



SBCCD deepened its commitment to equity by advancing DEIA training, reimagining governance for broader participation, and using disaggregated data to inform action. Building on Goal 1, the district worked to ensure all students—especially those historically underserved—benefit from inclusive policies and continuous improvement.

OUTCOMES

DEIA Training & Governance

Eighty-eight faculty completed equity training through the USC Race and Equity Center, alongside participating managers and classified staff. Governance structures were updated to foster inclusive, transparent decision-making, reinforcing a districtwide culture centered on equity and shared leadership.

Redesigned Hiring & Onboarding

Anti-bias Equal Opportunity Employment training was expanded, and a Bias Education and Action Team was launched. The “Belonging @ SBCCD” initiative emphasized wellness, learning, and support for all employees.

Improved Student Outcomes

Disaggregated data revealed that transfer-level English completion rose from 2022–23 to 2023–24 among Black/African American and Hispanic students, showing significant strides in closing achievement gaps.

Equity-Minded Surveys & Insights

Two major surveys—the 2025 Real College California Survey and the Healthy Minds Study—revealed student needs related to basic needs and mental health, helping the district shape responsive support services.



STUDENT IMPACTS

- California Adult Education Program Transition counselors identified 10 common barriers faced by adult education students and developed targeted strategies and resources to support their success.
- Data analytics tracked course withdrawals by student demographics and reasons, informing targeted retention strategies.
- Supported student athletes with counseling, educational planning, and class registration.

GOAL 2



Basic Needs and Food Support Expansion

SBCCD expanded its wraparound support through new programs like Inland Empire Health Plan College Care and a streamlined CalFresh process, improving access to basic needs and helping students stay healthy, focused, and engaged.

Student Impact

- ▶ Services offer replicable models for sustainable, high-impact student support.
- ▶ Aligns resource allocation with student success, promoting responsiveness to equity gaps.
- ▶ Reinforced a culture of care and holistic success.

DISTRICT
PROVIDED OVER
20,000
TOUCHPOINTS OF
SUPPORT

EMPOWERING
MORE THAN

7,000
STUDENTS
AND FAMILIES



GOAL 2: STUDENT IMPACTS



76% of Faculty Completed USC Program

- ▶ Equipped staff and faculty to identify and address equity gaps.
- ▶ Expanded Diversity, Equity, Inclusion, and Accessibility fluency across all roles, not just instructional.
- ▶ Created a foundation for culture-wide change in service delivery and instruction.

Inclusive and Transparent Governance

- ▶ Increased participation and trust in decision-making.
- ▶ Empowered underrepresented voices in institutional policy.
- ▶ Strengthened transparency and accountability.

Added 90 New Ethnic Studies Course Offerings since 2021-22

- ▶ Helped students feel represented and validated in the curriculum.
- ▶ Strengthened engagement and sense of identity.
- ▶ Boosted course retention and pathway completion.

\$443K Secured for Library & Theater Zero Textbook Cost Programs

- ▶ Eliminated textbook cost as a barrier to enrollment.
- ▶ Increased retention among cost-sensitive student groups.
- ▶ Promoted equitable access to full course participation.

460 Employees Completed Safety and Cyber Security Training

- ▶ Increased digital engagement and academic transparency.
- ▶ Provided safer, more responsive campus environments.
- ▶ Improved course access and communication, especially for online and part-time learners.





Course Success Up 2 Points for Black (67%) and Latinx (72%) Students

- ▶ Demonstrated impact of equity-driven interventions.
- ▶ Validated the district's focus on inclusive pedagogy.
- ▶ Helped close historic gaps in student performance.

Bridge Programs and Mentorship Supports Disproportionately Impacted Students

- ▶ Provided culturally relevant guidance and role models.
- ▶ Strengthened first-year persistence and retention.
- ▶ Built a pipeline of support from entry to transfer.



2,000+ Served Through Workforce and College Pathways

- ▶ Provided college readiness and career training to underserved populations.
- ▶ Increased reentry success and reduced recidivism by connecting justice-involved individuals with transitional employment and support services.
- ▶ Supported economic advancement and wage growth through upskilling programs aligned with regional workforce needs.

Fostering Inclusion Through Equitable Hiring Practices

- ▶ Increased access to culturally responsive teaching and support services.
- ▶ Greater sense of belonging through representation and shared experiences.
- ▶ Stronger student engagement and trust in college environments.

GOAL 3:

**BE A LEADER AND PARTNER IN
ADDRESSING REGIONAL ISSUES**



SBCCD strengthened its role as a regional partner through internal collaboration, public engagement, emergency readiness, environmental stewardship, and student-centered workforce development. These efforts positioned the district as a proactive, innovative ally to local partners while providing transformative experiences for students.

OUTCOMES

Robust Community Engagement

SBCCD participated in major regional events—including Winterfest, chamber galas, and KVCR's Ring Ceremony—underscoring its commitment to civic partnerships.

Elevated Safety & Risk Management

FEMA-aligned training was implemented with CSU and local partners. New MOUs and upgraded emergency communications enhanced regional response capacity.

Environmental Stewardship & Hands-On Internships

Nearly 28,000 sq. ft. of turf was replaced with drought-tolerant landscaping as part of the district's pursuit of Alliance for Water Stewardship (AWS) certification.

STUDENT IMPACTS

- Students gained technical and professional skills through paid, career-aligned internships at KVCR.
- Emergency systems ensured continuity of learning and safety during regional crises.
- Updated plans and protocols laid the groundwork for future programs and student support.
- Connected students to careers in legal aid, public service, and advocacy through partnerships in immigration and youth justice initiatives such as the California Youth Leadership Corps.



GOAL 3



Outcome Achieved

Facilities Investments and Sustainability

SBCCD opened a state-of-the-art Applied Technology Building, reinforcing the district's commitment to innovative and sustainable infrastructure.

Student Impact

- ▶ Solar energy now generates over 4.1M kWh annually, reducing long-term utility costs.
- ▶ The building itself serves as a learning lab for green technologies, energy systems, and environmentally conscious design.
- ▶ Modernized infrastructure improved accessibility & positioned SBCCD as a sustainability leader.



SBCCD'S STATE-OF-THE-ART

114,897 SQ. FT.

**APPLIED TECHNOLOGY BUILDING
OPENED IN SPRING 2025**

EARNING 7 SUSTAINABILITY AWARDS



GOAL 3: STUDENT IMPACTS



Districtwide Professional Development and Culture Building

- ▶ Fostered collaborative innovation in pedagogy—leading to more engaging, inclusive, and effective instruction in the classroom.
- ▶ Districtwide retreats enhanced communication, problem-solving, and service delivery—translating to more efficient, student-friendly experiences.
- ▶ Staff reported stronger inclusion, engagement, and cross-site cohesion.

Expanded Partnerships Secures \$3M

- ▶ Strengthened workforce pipelines and training programs.
- ▶ Attracted new investment for student services and facilities.
- ▶ Enhanced the district's public profile and legislative influence.

Accessible Infrastructure and Campus Navigation

- ▶ Made campuses more navigable for differently abled students.
- ▶ Fostered a stronger sense of belonging among staff.
- ▶ Supported retention and satisfaction of new hires.

885 Trained in Emergency Preparedness and Crisis Planning

- ▶ Created a culture of preparedness across departments.
- ▶ Reduced risk of academic disruptions during emergencies.
- ▶ Increased safety and peace of mind for students and staff.





Internships and Career Pathways Support 100 Students

- ▶ Increased job readiness and career clarity.
- ▶ Participants demonstrated higher confidence and retention.
- ▶ Justice-involved students had a 3% recidivism rate while enrolled.

Leadership Development and Internal Talent Growth

- ▶ Supported over 50 managers in growing internal talent pipelines.
- ▶ Built institutional resilience and continuity.
- ▶ Established a group of future leaders who are committed to equity and inclusivity.

Multicultural Spaces Promote Inclusive Programming

- ▶ Created spaces where cultural identity and equity are centered.
- ▶ Increased belonging for students of color, LGBTQ+ students, and allies.
- ▶ Improved engagement and well-being through culturally relevant programming.

Student-Driven Media Engagement

- ▶ Gave students real-world media exposure and platforms for self-expression.
- ▶ Boosted community engagement and awareness of SBCCD programs.
- ▶ Expanded student voice in regional storytelling.



A photograph of a modern building with a white and grey facade and large windows. The building is partially obscured by a yellow banner at the top. The banner contains the text 'GOAL 4: ENSURE SBCCD'S FISCAL ACCOUNTABILITY AND SUSTAINABILITY'. The building has a mix of white and grey panels, and large windows reflecting the sky. There are some plants and a small tree in the foreground.

GOAL 4:

ENSURE SBCCD'S FISCAL ACCOUNTABILITY AND SUSTAINABILITY

SBCCD advanced fiscal sustainability through strengthened financial systems, targeted designations and grants, and environmentally conscious infrastructure.

OUTCOMES

Strengthened Budget Guidelines & Governance

Staff completed training on updated budget guidelines and the revised chart of accounts. The Budget Committee refined funding principles to ensure high-priority needs are protected during fiscal challenges.

National Designations & Grants

SBCCD earned Hispanic-Serving Institution designation for 2023–2025 and is pursuing Black-Serving Institution status, expanding access to federal grants like Title V to support historically underserved students.

Veteran Credit for Prior Learning

Through the California Military Articulation Platform, SBCCD awarded Area E credit to 40 veteran students—saving nearly \$600,000 in tuition and advancing the district's commitment to affordable, accessible education for service members.

Optimized Financial Systems & Practices

SBCCD strengthened fiscal operations by aligning financial systems across Oracle, Qwestica, and County platforms, while implementing multi-factor authentication to improve data security and reconciliation.

Sustainable Infrastructure & Facilities

All new and renovated buildings were integrated into energy management systems, with the Performing Arts Center on track for Leadership in Energy and Environmental Design Platinum certification—advancing SBCCD's strategic sustainability goals.

STUDENT IMPACTS

- Informed decision-making supported program growth, facility upgrades, and technology enhancements — delivering high-quality student experiences.
- Tighter financial controls and streamlined scheduling improved campus-wide services, making reporting and resource allocation more transparent.
- Facilities Master Plans and energy-efficient enhancements created state-of-the-art learning environments, benefiting current and future students alike.
- New designations, grants, and cost-saving measures strengthened SBCCD's financial foundation, ensuring ongoing investments in affordable, impactful education.

GOAL 4

Outcome Achieved

Environmental Sustainability and LEED-Certified Construction

SBCCD advanced sustainability with LEED-certified construction and clean energy systems.

Student Impact

- ▶ Lowered utility costs and redirected savings to student services.
- ▶ Supported climate responsibility and regional leadership in sustainability.
- ▶ Improved the student experience with modern, eco-conscious facilities.



**LEED PLATINUM
CERTIFICATION**

GENERATING
\$712,000
in energy incentives over five years



GOAL 4: STUDENT IMPACTS



Endowments Grow to \$16M from \$14M, Expanding Scholarship Support

- ▶ Increased long-term scholarship availability and emergency aid.
- ▶ Strengthened fiscal resilience across colleges.
- ▶ Supported students in perpetuity through ongoing returns.

Institutionalized Use of Data and Dashboards Enhances Effectiveness and Planning

- ▶ Informed course and program decisions that close equity gaps.
- ▶ Empowered data-literate leadership at all levels.
- ▶ Improved transparency and student outcomes across disciplines.

Revised Resource Allocation Expanded Budget Flexibility for Critical Initiatives

- ▶ Allowed agile funding for student-focused pilot programs.
- ▶ Increased responsiveness to emerging instructional and support needs.
- ▶ Strengthened alignment with Educational Master Plans.

Districtwide Facilities Plan Highlights Sustainability, Access, and Efficiency

- ▶ Guided equitable facility upgrades across all sites.
- ▶ Prioritized learning environments that support access and engagement.
- ▶ Improved long-range infrastructure and modernization strategy.





Foundations Distributed \$1.03M in Scholarships and \$40K in Emergency Aid

- ▶ Helped students persist through financial hardship.
- ▶ Reduced dropouts due to housing, food, or tuition insecurity.
- ▶ Increased retention and completion rates.



Supported Legislative Advocacy and Funding Priorities

- ▶ Positioned SBCCD as a regional leader in education and economic development.
- ▶ Advanced housing, affordability, and job-training efforts.
- ▶ Ensured future state/federal investments in student outcomes.



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.





SAN BERNARDINO COMMUNITY COLLEGE DISTRICT
550 E. Hospitality Lane, Suite 200
San Bernardino, CA 92408
sbccd.edu