I. Welcome & Introductions

II. Approval of Minutes from November 22, 2013

III. Plan Status

1	*Get ready, planning for strategic planning*	*DSPC*	*Complete*
2	*Draft mission, vision, values*	*DSPC*	*Complete*
3	*Assess situation*		
	• *Gather strengths, weaknesses, opportunities, and threats (SWOT) and environmental scan information*	*DSPC*	*Complete*
	• *Discuss draft mission, vision, values, SWOT, and environmental scan information and goals*	*Board of Trustees* *DSPC*	*Complete* *Complete*
4	*Agree on priorities, integrate with campus plans*		
	• *Make sense of the data, draft goals*	*Board of Trustees* *DSPC*	*Complete* *Complete*
	• *Draft strategies; campus review and input*	*DSPC, District Staff*	*Nov/Dec 2013*
5	*Draft final plan (mission, vision, values, goals, and strategies) and submit to BOT for approval*	*DSPC*	*January 2014*
6	*Implement plan*		
	• *Develop annual operating plan*	*District Staff*	*March 2014*
7	*Evaluate and monitor strategic plan*	*Board of Trustees* *District Staff*	*Fall 2015*

IV. Review Draft of Goals

VI. Adjournment

Next meeting scheduled for January 10, 2014 at 11 a.m.

Draft Mission: *We transform lives through education of our students for the benefit of our diverse communities.*

Draft Vision: *SBCCD will be most known for student success.*
1. Our educational programs and services will be highly sought after.
2. Our students will be the most sought after by four-year institutions and employers.
3. Our transfer students will have the highest graduation rates at four- year institutions.
4. Our students will have the highest employment rates in our communities.
5. Our district will be the gateway to pathways and opportunities for a brighter future.
6. Our students and alumni will make the largest contribution to the economic prosperity of our communities.
7. Our employees will want to be here, love working here, and go above and beyond for student success.

Draft Values: *Service, Integrity, Collaboration, Innovation, Quality*

2013-14 Schedule

~~October 11~~	-December 13	~~February 14~~ (Holiday)	-April 11
~~October 25~~	~~December 27~~ (Holiday)	-February 28	-April 25
~~November 8~~	-January 10	-March 14	-May 9
~~November 22~~	-January 24	-March 28	~~May 23~~ (Semester Ends May 22)

Members Present Barbara Nichols, Donna Hoffmann, Glen Kuck, Gloria Fisher, James smith, Keith Wurtz, Laura Gowen, Kristina Bradley (for Robert Levesque), Tim Oliver

Members Absent Amalia Perez, Bruce Baron, Lillian Vasquez, Robert Brown, Denise Allen-Hoyt, Tina Gimple, Rania Hamdy, Cheryl Marshall, Chris Robles, Craig Petinak, Ferny Arana, Algie Au

Guests Present Charlie Ng, Jose Torres, Jeremy Sims

Welcome & Introductions

Tim Oliver opened the meeting. Self-introductions were made.

Approval of Minutes of November 8, 2013

The minutes were approved by consensus with the following clarification: on page 2, the subject, "Employee Evaluations" belongs in the "District Culture" category.

Goals

Tim referred committee members to the matrix developed on November 8, 2013. Most of the items from the top third of the constituent surveys fell into the Student Success category. Some of the next steps in the process are to build goals and then develop research on those goals. The meeting was turned over to Charlie Ng.

Charlie said he wanted to develop a "rough cut" of what the plan goals should look like. He distributed two handouts – the CCC System Strategic Plan Framework (the format the District will be emulating), and the American Association of Community Colleges strategic plan. He listed the strategic categories of each on the white board and compared them, pointing out that the CCCCO did not have a number attached to their goals. They used words like "increase" or "strengthen" instead. Committee members discussed the pros and cons of using numbers vs. narratives alone.   The Committee then discussed each of its strategic categories:

♦   Student Success – Justified as is.

♦   Enrollment & Access as a Participation Rate – Enrollment & Access was discussed. Donna Hoffmann referenced the draft vision, "SBCCD will be most know for student success." Glenn Kuck felt that numeric targets for this strategy would appropriate at the college level, but that a district plan should be more broad. Charlie provided an example from Texas Tech University, which has several different colleges.

   "Priority 1. Increase Enrollment and Promote Student Success: We will grow and diversify our student population in order to improve higher education participation and supply a well-equipped, educated workforce for the State of Texas."

   Tim mentioned that there are several factors that would speak to this strategy, i.e. increased square footage, state FTES requirements for funding, etc. Keith Wurtz recommended using language like "participation rate in your area". Enrollment and Access (Participation Rate) was justified.

♦   Partnerships – Justified as is.

♦   Resources – The Committee discussed the weight of this subject as a strategic area. Tim felt Resources should be incorporated into each strategy. Keith felt that the effectiveness of district

systems does rise to the strategic level. Charlie mentioned that Resources could be added to the plan as an appendix. Barbara Nichols suggested the category be revised to Resources and Systems Effectiveness.   It was decided that "Resources Necessary to Achieve Goals" will be a support chapter and not a strategic goal.

+ <u>Systems Effectiveness</u> – Systems Effectiveness was added as a new category.

+ <u>Ethnic & Cultural Diversity</u> – The committee discussed Ethnic & Cultural Diversity. They questioned what Diversity as a goal would mean. Glen responded that diversity could be captured under the other goals. He asked if resources would be committed to diversity over the next 3-5 years, i.e. international programs. Gloria Fisher said conversation throughout the State indicated replacement of the word diversity with the word equity. She referenced the ACCJC. James Smith thought that in some situations, i.e. a high percentage of a certain group who are falling short, diversity and sensitivity may require a focus of resources.

    Keith referenced the prior vote of keeping Diversity as a strategic goal. As a facilitator, and based on the current meeting's discussion, Charlie asked the committee to readdress this.   After further discussion, the committee decided that Diversity would not be a strategic goal but be woven in with other initiatives and addressed in a subsequent section similar to the section on resources.

+ <u>District Culture</u> – The committee agreed that this goal would be addressed as part of the new Systems Effectiveness category.

The resulting strategic categories approved by the committee were:

❖ Student Success,
❖ Enrollment & Access (Participation Rate),
❖ Partnerships, and
❖ Systems Effectiveness.

Sections will be included in the Plan to address Resources and Diversity.

Action

Charlie advised the committee that he will work with the presidents and researches from both campuses to develop a draft of strategic goals based on the committee's work to date, including the draft mission, vision, values, SWOT, etc., as well as input from the Board of Trustees and the constituent groups.

These draft goals will be discussed at the next committee meeting.

Adjournment

The next meeting is scheduled for December 13, 2013, 11 a.m., PDC 104.

SBCCD Strategic Goals and Key Performance Indicators

Goal #1: Student Success

We will promote college readiness and provide the programs and services to enable all students to achieve their educational and career goals (source: CCCO, DSPC-Mission).

Goal 1.1

We will increase student success by 2020, while preserving access, enhancing quality, and eradicating attainment gaps associated with income, race, ethnicity, age, and gender (source: DSPC-diversity related).

Goals	2014	2017	2020
Graduation Rate			
Transfer Rates			
Job Placement Rates			
% with Educational Plans			
Student Goal Completion Rate			

Key Strategies

Sample Strategy #1: Decrease time to complete degree or certificate
Sample Strategy #2: Improve student satisfaction/campus climate survey results
Sample Strategy #3: Increase student engagement

Goal #2: Enrollment and Access

Students are either not coming to college, or are not coming to college prepared. Consequently, we have identified a need to increase awareness of college as a viable option and enhance access to higher education for growing populations in our region. (source: CCCO, AACC, DSPC-opportunities)

Goal 2.1

We will grow our student population in order to improve higher education participation and supply a well-equipped, educated workforce for our communities. (source: CCCO, DSPC-opportunities). In addition, we will strive to diversify our student and employee populations to be reflective of our communities.

Student Population Goals	2014	2017	2020
Annual Enrollment			
Adult Participation Rate			
Feeder High School Graduates Participation Rates			

Key Strategies

Sample Strategy #1: Increase international student enrollment
Strategy #2
Strategy #3

Goal 2.2

We will increase the number of students who complete developmental education programs and progress to successful completion of freshman-level courses. (source: AACC)

Goals – Development Education Completion Rates	2014	2017	2020
Math			
English			
Reading			
ESL			

Key Strategies

Strategy #1
Strategy #2
Strategy #3

Goal 2.3

Close the skills gap by strengthening the district's capacity to respond to current and emerging labor market needs and sharply focusing career and technical education on preparing students with the knowledge and skills required for existing and future jobs in regional and global economies. (source: CCCO, AACC, DSPC-opportunities)

Goals	2014	2017	2020
Annual CTE Enrollment			
CTE Completion Rate			
CTE Job Placement Rate			

Key Strategies

Strategy #1
Strategy #2
Strategy #3

Goal 2.4
Enhance Public Image and Increase Awareness of College Being a Viable Option (source: CCCO, DSPC-opportunities)

Key Strategies
Strategy #1
Strategy #2
Strategy #3

Goal #3: Partnerships of Strategic Importance
The district depends on successful partnerships to enable student success and benefit our diverse communities. We will continue to invest in relationships and collaborate with partners in higher education, PK-12 education, workforce development, government, and other community organizations. (source: CCCO, AACC, DSPC-opportunities)

Goal 3.1
Identify and secure new partnerships in improving the district's capacity, performance, and resilience. (source: AACC, DSPC-opportunities)

[side note; not for strategic plan document – complete regular progress report on the accomplishments of these partnerships.]

Key Strategies
Strategy #1
Strategy #2
Strategy #3

Goal #4: District Operational Systems
We will improve the district's operational systems to increase administrative efficiency and effectiveness. (source: DSPC meeting)

Goal 4.1
We will improve the district's systems to increase administrative efficiency and effectiveness with an emphasis on student records, human resources, facilities, technology, financial systems, and other workflow operational systems. (source: DSPC Meeting)

Goal	2014	2017	2020
% Satisfied on Employee Satisfaction Survey			

Key Strategies

Sample Strategy #1: Integrate major enterprise resource programs
Sample Strategy #2: Align policies and streamline procedures with the district's strategic plan
Sample Strategy #3: Improve communications throughout the district

Resources Necessary to Achieve Strategic Goals

Funding for Increased Access and Student Success
(source: DSPC meeting, Board Goal II.5)

Resource Diversification
Increase the number of grants and contributions from foundations. (source: DSPC-opportunities)

Alignment of Budget Priorities with District Strategic Plan

Resource Optimization
Enhance institutional capacity through faculty and staff professional development with an emphasis on leadership development (source: Board Goal I.2)

Increasing Administrative Efficiency and Effectiveness
Implement policies, procedures, and practices to promote rigor, transparency, and accountability for results. (source: Board I.3 is related in terms of review and revise)

Enhance Transparency in Budgeting, Planning, and Resource Allocation

Ethnic and Cultural Diversity

The San Bernardino Community College District is committed to the inherent dignity of all individuals and the celebration of diversity. We foster an environment of mutual respect, appreciation, and tolerance for differing values, beliefs, and backgrounds. We encourage the application of ethical practices and policies that ensure that all are welcome on the campus and are extended all the privileges of academic life. We value the cultural and intellectual diversity of our district because it enriches our lives and the community as a whole, promoting access, equity, and excellence (source: TTU).

We believe student experiences are enriched by interaction with others whose backgrounds and perspectives are different from their own. We believe faculty scholarship and teaching are influenced by this same diversity of experiences and ideas. We believe staff is empowered to know that their jobs support the delivery of a high quality, 21st century education. Building on this richness, the San Bernardino

Community College District will be a dynamic and inspirational place of learning and intellectual stimulation, and a positive and satisfying place to work for all students, faculty, staff, and administrators. The district will be a place where new and innovative ideas and freedom of speech are welcomed and fostered (source: UCR).