Members Present Laura Gowen, Cheryl Marshall, Glen Kuck, Amalia Perez, Tim Oliver, Deanna Trussell, Barbara Nichols, James Smith, Rania Hamdy, Algie Au, Gloria Fisher, Scot Stark (for Gloria Fisher)

Members Absent Bruce Baron, Chris Robles, Donna Hoffmann, Jimmie Bradley, Denise Allen-Hoyt, Tina Gimple, Keith Wurtz, Lillian Vasquez, Robert Brown

Guests Present Charlie Ng of Ng Consulting

Welcome & Introductions

Tim Oliver opened the meeting.

Approval of Minutes of January 24, 2014

The minutes were approved by consensus.

Review and Accept Draft of Goals as Revised 1/24/14

Tim turned the meeting over to Charlie Ng.

Goal 2.1-2.5:

Committee members briefly discussed and then approved all changes to Goals 2.1-2.5 as submitted.

Goal 3

Attention was then turned toward Goal 3 and its sub goals, which were drafted by Charlie based on input from the committee at the January 24, meeting. After some discussion, the following changes were approved:

- The phrase "workforce development" was modified to read "business and workforce development" under the description of Goal 3 and Goal 3.3.
- The phrase "and enhance developmental course curriculum" was removed from Goal 3.1 and added as a strategy under Goal 3.1 and Goal 3.2.
- The phrase, "and enhancing the image of the San Bernardino Community College District" was removed from Goal 3.4 and added to Goal 3.2.
- The category "incumbent worker training" was added to Goal 3.3.
- Goals 3.4 and 3.5 were combined into 3.4.

Goal 4

It was decided that, although satisfaction surveys could be used to track this goal, it was not the only measurement that should be used. Committee members decided not to list "satisfaction survey" as part of the goal itself, as this would create too narrow a measurement. The grid was removed.

Glen Kuck made the point that this Goal was a great opportunity to tie District performance review results to strategic action. He went on to suggest the following changes, to which the committee was agreeable.

- The wording in Goal 4/4.1 should be changed from "Improve the district's operational systems to increase administrative efficiency..." to "Improve district systems to increase administrative and operational efficiency..."
- Sample strategies should be revised to include the conduct of a business process analysis. Tim agreed and added that the integration of a major enterprise resource program should come after the other strategies, rather than before.

Goal1.1

Based on an email from Keith Wurtz, who could not attend the meeting, Kelly Goodrich reported to the committee his suggestion that the fifth row of the table under Goal 1.1 be labeled "Student Goal Completion Rate" rather than just "Student Goal Completion." The committee accepted the recommendation.

Goal 1.2

Additionally, Keith requested that the title for the table in Goal 1.2 be changed from "Development Education Completion Rates" to the state language of "Development Education Improvement Rates". The committee also accepted this recommendation.

Development of Strategies

Charlie commented that, following the final approval of today's changes, the committee will have established its strategic goals. The conversation then turned toward development of targets and strategies for those goals. Charlie outlined a three-step process: 1) analyze historic trends, 2) set reasonable albeit challenging targets, and 3) develop strategies. The committee determined the following action plan.

Action	Participants	Point of Contact
Provide sample strategies.	Charlie Ng	Charlie Ng
Review Goals 1 and 2 with constituents and align with Quantitative Effectiveness Indicator work already being done	Presidents, Researchers, Ed Master Plan Committees	Cheryl Marshall and Gloria Fisher*
Review Goal 3 with Chancellor's Cabinet; include consideration of EDCT and KVCR.	Chancellor's Cabinet	Tim Oliver
Review Goal 4 with constituents to explore strategies.	TESS Executive Committee	Glen Kuck

Adjournment

Meeting was adjourned; The next meeting is scheduled for March 14, 2014 at 11:00 a.m.

Attachment: Draft of Strategic Plan Goals Dated 2/28/2014

Kelly Goodrich, Recorder

Goal 1: Student Success

Provide the programs and services necessary to enable all students to achieve their educational and career goals.

GOAL 1.1

Increase student success while preserving access, enhancing quality, and eradicating attainment gaps associated with income, race, ethnicity, age, and gender.

Goals	2013-14	2016-17	2019-20
Graduation Rate			
Transfer Rate			
Job Placement Rate			
% with Educational Plan			
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 1.2

Increase the number of students who complete developmental education programs and progress to successful completion of freshman-level courses.

Development Education Improvement Rates	2013-14	2016-17	2019-20
Math			
English			
Reading			
ESL			

Key Strategies

Strategy 1:
Strategy 2:
Strategy 3:

Goal 2: Enrollment and Access

Increase access to higher education for growing populations in our region.

GOAL 2.1

Increase our student population to improve the higher education participation rate and supply a well-equipped, educated workforce for our communities.

Student Population Goals	2013-14	2016-17	2019-20
Annual Enrollment			
Adult Participation Rate			

Key Strategies

Strategy 1: *Increase international student enrollment.*
Strategy 2:
Strategy 3:

GOAL 2.2

Provide transfer, career and technical, and developmental education access to meet student need.

Enrollment by Type of Education	2013-14	2016-17	2019-20
Transfer			
Career and Technical			
Developmental			

Note: The outcome measures will be the percentage of students who have access to the transfer/CTE/developmental education that students need based on placement information.

Key Strategies

Strategy 1: This should be reflective of emerging trends.
Strategy 2:
Strategy 3:

GOAL 2.3

Enhance the public image of the San Bernardino Community College District.

Key Strategies

Strategy 1: EDCT as a strategy.
Strategy 2:
Strategy 3:

GOAL 2.4

Increase awareness of San Bernardino Valley College and Crafton Hills College as viable higher education options.

Key Strategies

Strategy 1: Easy access.
Strategy 2:
Strategy 3:

GOAL 2.5

Strive to diversify our student and employee populations to be reflective of our communities.

Goal 3: Partnerships of Strategic Importance

Invest in strategic relationships and collaborate with partners in higher education, PK-12 education, business and workforce development, government, and other community organizations.

GOAL 3.1

Enhance existing and secure new higher education partnerships to improve student transfers rates and enhance developmental course curriculum..

Key Strategies

Strategy 1: Enhance developmental course curriculum.
Strategy 2:
Strategy 3:

GOAL 3.2

Enhance existing and secure new PK-12 partnerships to improve student pathways, and increase awareness of SBVC and CHC as viable options for higher education, and enhance the image of the San Bernardino Community College District.

Key Strategies

Strategy 1: Enhance developmental course curriculum.
Strategy 2:
Strategy 3:

GOAL 3.3

Enhance existing and secure new business and workforce development partnerships for student internship opportunities, student pathways, incumbent worker training, and to enhance career and technical education course curriculum.

Key Strategies

Strategy 1:
Strategy 2:
Strategy 3:

GOAL 3.4

Enhance existing and secure new government and community partnerships to increase funding for improving student success, and increasing student access, and enhancing the image of the San Bernardino Community College District..

Key Strategies

Strategy 1:
Strategy 2:
Strategy 3:

GOAL 3.5

Enhance existing and secure new community partnerships to increase funding for improving student success, increasing student access, and enhancing the image of the San Bernardino Community College District.

Key Strategies

Strategy 1:
Strategy 2:
Strategy 3:

Goal 4: District Operational Systems

Improve the district~~'s operational~~ systems to increase administrative <u>and operational</u> efficiency and effectiveness.

GOAL 4.1

Improve the district~~'s~~ systems to increase administrative<u> and operational</u> efficiency and effectiveness with an emphasis on student records, human resources, facilities, technology, financial systems, and other workflow operational systems.

~~Goal~~	~~2013-14~~	~~2016-17~~	~~2019-20~~
~~% Satisfied on Employee Satisfaction Survey~~			
~~Other Indicator???~~			

Key Strategies

Sample Strategy 1: Align policies.
Sample Strategy 2: Conduct a business process analysis.
Sample Strategy 3: Streamline procedures with the district's strategic plan.
Sample Strategy 4: Improve communications throughout the district.
Sample Strategy 5: Integrate major enterprise resource programs.
~~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:

a. Faculty and staff professional development with an emphasis on leadership development (source: Board Goal I.2)
b. Financial
c. Facilities

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 supports the inherent dignity of all individuals and celebrates their diversity. We support the concepts of inclusiveness and equity for students and employees. We extend the privileges of academic life to all by promoting the application of fair and ethical practices and policies. Through interacting with others whose backgrounds and perspectives are different from our own, we build a richer, more stimulating environment for teaching and learning. We value this cultural and intellectual diversity as a way to enrich each other. As a diverse community, our staff is more equipped to provide a quality 21st century education to students who need 21st century social and academic skills.
(Submitted by James Smith but not yet discussed by committee.)