



District Strategic Planning Committee
Meeting Agenda
 04/11/2014, 11:00 a.m., PDC 104

- I. Welcome & Introductions
- II. Approval of Minutes from March 14, 2014
- III. Plan Status

<ul style="list-style-type: none"> 4 <i>Agree on priorities, integrate with campus plans</i> <ul style="list-style-type: none"> • <i>Make sense of the data</i> • <i>Draft goals</i> • <i>Draft strategies</i> • <i>Campus review and input</i> 5 <i>Draft final plan (mission, vision, values, goals, and strategies) and submit to BOT for approval</i> 6 <i>Implement plan</i> <ul style="list-style-type: none"> • <i>Develop annual operating plan</i> 7 <i>Evaluate and monitor strategic plan</i> 	<ul style="list-style-type: none"> <i>Boara of Trustees</i> <i>DSPC</i> <i>DSPC</i> <i>District Staff</i> <i>DSPC</i> <i>District Staff</i> <i>Boara of Trustees</i> <i>District Staff</i> 	<ul style="list-style-type: none"> <i>Complete</i> <i>Complete!</i> <i>April 2014</i> <i>April 2014</i> <i>TBD</i> <i>TBD</i> <i>Fall 2015</i>
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- IV. Review and Accept Resource Wording as Submitted by James Smith with Committee Suggestions and SBVC College Council Input
- V. Review and Accept Diversity Wording as Developed by Charlie Ng and Circulated Prior to Meeting
- V. Development of Trends, Targets & Strategies
 - ♦ Cheryl Marshall/Gloria Fisher – Goals 1 and 2
 - ♦ Tim Oliver – Goal 3
 - ♦ Glen Kuck – Goal 4
- V. Next Steps – Plan for Campus Review & Input
- VI. Adjournment

Next meeting scheduled for April 25, 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)

SBCCD Strategic Goals and Key Performance Indicators

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

- Strategy 1: Decrease time to complete degree or certificate
- Strategy 2: Improve student satisfaction/campus climate survey results
- Strategy 3: Increase student engagement
- Strategy 4: Improve academic advising
- Strategy 5: Expand first-year learning communities
- Strategy 6: Strengthen the sense of community
- Strategy 7: Enhance the quality of life for students
- Strategy 8: Enhance honor experiences for high-achieving students
- Strategy 9: Foster interdisciplinary centers

SBCCD Strategic Goals and Key Performance Indicators

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:

For Review & Edit at April 11, 2014 Meeting

SBCCD Strategic Goals and Key Performance Indicators

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: Increase marketing and outreach activities
- Strategy 3: Increase online, evening and weekend classes

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: Invest in (a determined) program (or discipline)
- Strategy 3:

SBCCD Strategic Goals and Key Performance Indicators

GOAL 2.3

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

Key Strategies

Strategy 1: Utilize KVCR and EDCT as resources to enhance public image

Strategy 2: Assess public image (polling services), develop and implement plan based on assessment results

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: Develop community college campaigns to showcase at local high schools

Strategy 3:

GOAL 2.5

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

Key Strategies

Strategy 1: Market and outreach to student populations that are reflective of emerging trends

Strategy 2:

Strategy 3:

SBCCD Strategic Goals and Key Performance Indicators

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.

Key Strategies

Strategy 1: Enhance developmental course curriculum.

Strategy 2: Create a consortium of higher education partners to focus on improving student transfer rates

Strategy 3:

GOAL 3.2

Enhance existing and secure new PK-12 partnerships to improve student pathways, 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: Work with PK-12 partners to develop a communications campaign with the intent on sharing with local high school students and parents

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: Work with industry partners with a history of utilizing student interns and develop internship opportunities for SBCCD students

Strategy 2: Develop an internship program template that makes it attractive for business partners to enter student interns into their workforce and market the program to local businesses

Strategy 3:

SBCCD Strategic Goals and Key Performance Indicators

GOAL 3.4

Enhance existing and secure new government and community partnerships to increase funding for improving student success, and increasing student access.

Key Strategies

Strategy 1: Partner with other local community colleges to advocate for community college funding

Strategy 2: Attempt to consistently have a representative from the district serve in state-level leadership roles (CCLC, ACBO, etc.)

Strategy 3: Work with lobby services (CCLC, SSC, etc.) to remain current on funding issues and to provide feedback to local and state government officials in pursuing funding opportunities

For Review & Edit at April 11, 2014 Meeting

SBCCD Strategic Goals and Key Performance Indicators

Goal 4: District Operational Systems

Improve the district systems to increase administrative and operational efficiency and effectiveness.

GOAL 4.1

Improve the district systems to increase administrative and operational efficiency and effectiveness with an emphasis on student records, human resources, facilities, technology, financial systems, and other workflow operational systems.

Key Strategies

Strategy 1: Align policies.

Strategy 2: Conduct a business process analysis.

Strategy 3: Streamline procedures with the district's strategic plan.

Strategy 4: Improve communications throughout the district.

Strategy 5: Integrate major enterprise resource programs.

For Review & Edit at April 11, 2014 Meeting

SBCCD Strategic Goals and Key Performance Indicators

Resources Necessary to Achieve Strategic Goals

PENDING REVIEW/APPROVAL OF DRAFT STATEMENT FROM CHARLIE NG TO ALIGN WITH ACCREDITATION STANDARD III ON RESOURCES.

The SBCCD's strategic plan provides a framework for realizing the district's vision of being most known for student success. Enhancing SBCCD's capacity will be necessary to enable the district to pursue achieving the mission, vision and strategic goals of this plan. Specifically, enhancements in staffing, facilities, technology, and revenues will provide the resources necessary to begin this pursuit.

Staffing

Hire Additional Faculty and Staff of Strategic Importance – The district will need to increase staffing of strategic importance to support the targeted increases in enrollment and student support services. These targets are aimed at increasing student success and access for the district. As a result, the district will need to develop a district-wide staffing plan that considers the faculty, staff and administrator needs in fulfilling the strategic goals of this strategic plan.

Professional Development – Not only does the district need to increase faculty and staff to increase student success and access, the district will need to increase organizational capacity in student success and access best practices, leadership development (source: Board Goal I.2), developing and maintaining partnerships of strategic importance, and organizational effectiveness and efficiency. This capacity will be enhanced by robust professional development activities for faculty, staff, and administrators geared toward best practices in student success, access, and administrative effectiveness and efficiency.

Facilities

The district will need to provide additional and renovated facilities to accommodate the targeted increased enrollment and the increases in student support services. These facilities will need to include considerations for the newest design in learning spaces, pedagogy, flexibility, operational effectiveness and administrative efficiency. Such facilities will be essential to the execution of this strategic plan in increasing district's student success and access.

Technology

Information technology will play an increasing role in innovative pedagogy andragogy (Glen Kuck) to enhance student success, improve collaboration and communications, stimulate leading edge research and creative activities, promote outreach, and increase efficiency and effectiveness in administrative operations. Information technology will be used to create smarter, more intelligent business systems; expand on-line training; and provide self-service functionality for students, faculty, and staff. (UCR).

Financial

The district will need to increase revenue by increasing the district's enrollment to fund and support student success and access (source: DSPC Meeting, Board Goal II.5). In addition to increased enrollment, the district will need to diversify revenue sources by increasing the number

SBCCD Strategic Goals and Key Performance Indicators

and amount of grants and contributions received from granting agencies and district foundations (source: DSPC-opportunities), respectively. Implementation of the district's strategic plan will require alignment of budget priorities with plan goals and strategies.

The district will also need to increase administrative effectiveness and operational efficiency by implementing policies, procedures, and practices to promote rigor, transparency, and accountability for results (source: Board I.3 is related in terms of review and revise).

The district will maintain its transparency in budgeting, planning, and resource allocation. The district will continue to make budget and resource allocation information available to the public including budget summaries, how the budget addresses key district issues, constraints on revenues, and formulas and assumptions behind resource allocations. Transparency in budgeting, planning, and resource allocation will be critical to the success of the district's strategic plan.

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

SBCCD Strategic Goals and Key Performance Indicators

Ethnic and Cultural Diversity

Statement as revised and resubmitted via email to Committee by James Smith with feedback from SBVC College Council:

The San Bernardino Community College District actively supports and promotes diversity. Because of this dedication, we are better equipped to provide a quality 21st century education to students who will need the social and academic skills required to interact and communicate in a 21st century workplace. We value the inherent dignity of all individuals and celebrate their diversity. We support inclusiveness and equity for students and employees. Our district extends the privileges of academic life to all by promoting mutual respect and the application of fair and ethical practices and policies. Through interacting with others whose backgrounds, beliefs, 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.

Statement reviewed and approved by Committee via email prior to meeting. Pending approval of one edit suggested by Robert Brown.

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 mutual respect and the application of fair and ethical practices and policies. Through interacting with others whose backgrounds, beliefs, 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.

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