INSTITUTIONAL EFFECTIVENESS PARTNERSHIP INITIATIVE
Participate | Collaborate | Innovate

Institutional Effectiveness Partnership Initiative
Partnership Resource Teams
Institutional Innovation and Effectiveness Plan
Date: September 2019

Name of Institution: San Bernardino Community College District

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
A. District Wide IT Strategic Planning	1. Establish current IT Strategic Plans at colleges 2. Establish current IT Strategic Plan at the District 3. Create an ongoing process that keeps these plans updated annually.	CTO, College Directors	June 2020	a. Review other districts' IT strategic plans, meet with other districts to identify best practices for developing plans, determine applicability to SBCCD b. Develop, document and implement new planning process. c. Create the strategic plans for the colleges d. Create the strategic plan for the district	a. Plan reviews and meetings with other districts completed; documentation of processes reviewed and evaluated for application in SBCCD b. New planning process implemented c. Drafts of the college and district IT strategic plans reviewed, feedback incorporated; final versions completed. d. Final versions of the IT strategic plans approved and disseminated	a. b.

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
B. Technology Governance and Communication	1. Redefine and clarify the roles and membership for the Exec Committee and the Working Group 2. Limit TESS Exec to only leadership. 3. Establish and communicate new IT governance process	CTO	March 2020	a. Look at other districts' processes for technology governance and determine applicability to SBCCD b. Redefine the charter, and membership for the TESS Exec and DAWG committee's c. Revise SBCCD IT governance process d. Communicate the new governance process to the leadership and members of the committees e. Find meeting times that work for the entire group to maximize participation f. Communicate the results out to the community g. Notify the executives that have not been attending that the focus of the meetings has changed and will only be high-level. h. Encourage participation in the committees	a. Review of other districts' tech governance completed; processes reviewed and evaluated for application in SBCCD b. Charters, membership, and processes of both committees revised c. IT governance processes revised; feedback from stakeholders at district and the colleges incorporated d. New governance process approved and disseminated e. Meeting times established and disseminated f. New governance process and minutes from both committees communicated widely g. Notifications completed h. Plan to encourage participation implemented	a. b.
C. Organizational structure at the District and at the Colleges	1. Create the organizational structure and clarify how TESS serves, interacts and relates to the colleges 2. Identify where Security fits in the organization 3. Identify where project management fits in the organization 4. Clarify the help desk at the district and the colleges. 5. Clarify the Systems and Networking roles at the district and at the colleges. 6. With redundant roles at the district and the colleges, define which teams are responsible for what areas of the network, servers and helpdesk.	CTO	September 2020	a. Bring in a consultant to review current organization and make recommendations b. Meet with other districts to identify best practices and determine applicability to SBCCD c. In accord with the findings, develop, implement, and disseminate description of TESS organizational structure and services, including security, project management, help desk, systems, and networking at the district and the colleges d. Review and update job descriptions e. Fill the technology gap in TESS for newer technologies such as Oracle Cloud, new HR system, and new SIS. f. Develop and implement new training plan for technical staff on these new technologies.	a. Consultant retained; review completed; recommendations presented and evaluated b. Completion of review of practices at other districts; organizations reviewed and evaluated for application in SBCCD c. Organizational structure developed, implemented, and disseminated d. Job descriptions updated in accord with new organizational structure e. Technology gaps filled f. Development and implementation of training plan completed	a. b.
D. Software procurement at the district and at the Colleges	1. Eliminate or reduce the redundant software solutions that are being implemented at the colleges and at the district 2. Develop and implement a process for software procurement at the colleges and at the district 3. Include TESS in the process for reviewing and approving technology. 4. Ensure that contracts and grant proposals do not bypass the process.	CTO	July 2020	a. With the assistance of a consultant, create an inventory of software that is supported at the colleges and at the district. b. Identify the software that has been purchased but has never been implemented and take corrective action as needed. c. Meet with other districts to identify policies that address this area and determine applicability to SBCCD d. Develop, implement, document and communicate the new policies and procedures regarding software procurement at the colleges and the district	a. Inventory completed and reviewed b. Unused software identified; corrective action initiated c. Findings from the other districts reviewed and evaluated for application in SBCCD d. New policies and procedures implemented, documented, and communicated widely	a. b.

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
E. Plan and implement effective districtwide infrastructure, including network, physical servers and cloud infrastructure.	1. Standardize on consistent hardware for servers, networking equipment, and configuration. 2. Establish inventory and asset tagging process for all computers, servers, networking equipment, tablets and mobile devices	CTO	August 2020	a. Analyze existing hardware replacement procedures b. Conduct inventory and analysis of existing hardware c. Evaluate Cloud versus On Premise strategy for district and campuses. d. Establish written standards for servers, networking equipment, tablets and servers.	a. Analysis completed b. Hardware inventory completed and analyzed. c. Evaluation completed and recommendations made d. Written standards approved and disseminated widely	a.
F. Project management for software implementations	1. TESS to provide leadership and ownership over software implementations 2. Eliminate the failed project implementations 3. Improve the ability for the district and the colleges to implement innovative solutions	CTO	November 2020	a. Review other districts to identify best practices and lessons learned b. Create project portal and standard approach to managing projects c. Define standards for large, medium and small projects. d. Ensure that all projects, scope, priority and status are visible to the community. e. Apply new approach to the prioritized projects from the governance committees f. Ensure that the appropriate training is provided as part of every new IT project g. Implement Courseleaf Catalog and Curriculum modules and provide training. h. Implement Resource25 scheduling software and provide training. i. Identify gaps in the organization for supporting new initiatives and make improvements as needed	a. Findings from the other districts reviewed and evaluated for application in SBCCD b. Project portal and project management approach established c. Standards defined d. Project visibility methods implemented e. New project management approach applied to requests from governance committees f. Training provided g. Courseleaf Catalog and Curriculum modules implemented; training provided h. Resource25 scheduling software implemented; training provided i. Gaps identified and improvements implemented	b.
G. Support services to the end users	1. Improve the climate survey scores 2. Create a customer service focus	CTO	July 2020	a. Analyze the climate surveys and identify strengths and weaknesses in the support at the district and the colleges b. Develop and implement an action plan to build on the strengths and reduce the weaknesses. c. Establish Service Level Agreements (SLA) to ensure timely response for services d. With the assistance of a consultant, evaluate ticketing system options and implement a new system consistent with the findings e. Implement a customer service training program.	a. Analysis of survey data completed; strengths and weaknesses identified b. Action plan completed and implemented c. SLA's established d. Evaluation completed and new system implemented e. Customer service training program implemented.	c. d.

Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan

Applicable Area(s) of Focus (Copy from table above.)	Applicable Objective(s) (Copy from table above.)	Description of Resource Needed (Refer to Action Steps above as appropriate.)	Cost of Resource
District Wide IT Strategic Planning	1. Establish current IT Strategic Plans at colleges 2. Establish current IT Strategic Plan at the District 3. Create an ongoing process that keeps these plans updated annually.	Consulting support for collecting and compiling input from the colleges and the district.	$10,000
Technology Governance and Communication	1. Redefine and clarify the roles and membership for the Exec Committee and the Working Group	No costs	$0
Organizational structure at the District and at the Colleges	1. Clarify the organizational structure and TESS serves, interacts and relates to the colleges 2. Identify where Security fits in the organization 3. Identify where project management fits in the organization 4. Clarify the help desk at the district and the colleges 5. Clarify the Systems and Networking roles at the district and at the colleges.	Consulting support on organization structure $15,000. Train existing staff on use of Oracle Finance Cloud $25,000. Training for Oracle PL/SQL, .NET and ETL $20,000.	$60,000
Software procurement at the district and at the Colleges	1. Eliminate or reduce the redundant software solutions that are being implemented at the colleges and at the district 2. Develop and implement a process for software procurement at the colleges and at the district	Consulting to help document the full software inventory at the colleges and the district. In addition, create report that shows software not in use, duplicate software, and software where renegotiating the contract can save the district money.	$45,000
Project management for software implementations	1. TESS to provide leadership and ownership over software implementations 2. Eliminate the failed project implementations 3. Improve the ability for the district and the colleges to implement innovative solutions	Costs to develop custom project portal that allows the submitting and reporting of the projects $35,000. Training on Project Management for TESS team $15,000.	$50,000
Support services to the end users	1. Improve the climate survey scores 2. Create a customer service focus 3. Measure and improve the response times for service	Consulting costs to assist with implementing a new Help Desk ticketing system. $15,000. Customer Service training for district and colleges for the Service Desk and the TESS team that interfaces with end users $20,000.	$35,000
Total IEPI Resource Request (not to exceed $200,000 per college)			$200,000

Approval	
Chief Executive Officer	
Name:	
Signature or E-signature:	Date:

Collegial Consultation with the Academic Senate	
Academic Senate President *Crafton Hills College*	
Name:	
Signature or E-signature:	Date:
Academic Senate President *San Bernardino Valley College*	
Name:	
Signature or E-signature:	Date:

September 27, 2019

Governor Gavin Newsom
State of California
State Capitol
Sacramento, CA 95814

Chancellor Eloy Ortiz Oakley
California Community Colleges
1105 Q Street, 6th Floor
Sacramento, CA 95811

RE: Two solutions to fix Student Centered Funding Formula and address the $57.5 million shortfall in state funding for community colleges in Inland California

Dear Governor Newsom and Chancellor Oakley:

As leaders of community colleges across the Inland Empire and San Joaquin Valley, we are committed to doing our part to grow California's prosperity by educating our more than 400,000 students.

In recent years, we have accelerated student success outcomes. More Inland students are transferring to four-year universities, more students are earning diplomas, and more students are gaining skills for good-paying jobs.

And yet, the momentum we are building to support the Regions Rise Together initiative and the CCC Vision for Success is in danger of coming to a halt because of the inequitable implementation of the new Student-Centered Funding Formula (SCFF).

The current strategy:

- does not encourage access for underrepresented students,
- does not support low-income students,
- does not reward student success,
- is weakening fiscal stability, and
- is deepening inequality between coastal and Inland California

(Next page, please)

Consider this:

- Bay Area (Region 3) and Northern California (Region 4) community colleges are receiving $75.2 million in state apportionment under the new formula.
- **In contrast, Inland Empire (Region 9) and San Joaquin Valley (Region 5) colleges are receiving <u>$57.5 million less under the new formula</u>.**

According to the CCC Chancellor's Office, the current Total Computational Revenue (TCR) is $7.2 billion, with only $7.1 billion available to fund all 73 college districts. Based on this, all districts should experience a revenue shortfall of 1.44%. However, the new formula penalizes 46 districts with positive student outcomes. The penalty comes in the form of a constrained revenue, which amounts to $103.6 million. Meanwhile, the new formula rewards hold-harmless districts, like Regions 3 and 4, with $122.6 million on top of their SCFF-calculated revenue.

The funding for hold-harmless districts is taken from the top and the remaining available balance is then used to fund successful districts like Regions 5 and 9. Because of this, we are not afforded the same predictability as hold-harmless districts. We are unable to determine funding levels.

The Legislative Analyst's Office in an April 2019 report said that, "A cap on student success allocation is a crude approach to containing formula costs. The cap could reduce incentives for districts that are making genuine improvements in student outcomes."

If left unaddressed, the $57.5 million budget shortfall would force us to:

- **cut access to roughly 15,293 full-time equivalent students;**
- **halt our progress assisting struggling students who need food, housing, and mental health services;**
- **reduce courses that our students need to graduate or transfer to CSU and UC;**
- **decrease workforce training programs that jobless and underemployed adults need to compete for good-paying jobs; and**
- **mandate furloughs and salary freezes for thousands of educators and professional staff members.**

Simply put, the status quo hurts our students and our communities.

As you know, Inland communities are places of great opportunity and innovation. However, if the new formula uplifts students in one region, and puts down others, our CCC Vision for Success and Regions Rise Together efforts will not materialize.

We have an opportunity to work together to improve the SCFF so that it meets the intent of the legislation established in Education Section 84750.4. We propose using either of the following solutions:

1) Fully fund the implementation of the SCFF, which is short by $103.6 million as of the 2018-2019 second apportionment

or

2) Employ the following measures to change the implementation strategy, which is harming districts that are successfully meeting the intent of the SCFF, like Regions 9 and 5:

- Remove the 8.13% constraint applied only to successful districts
- Apply shortfall equally to all districts
- Provide predictability to all districts, not just those that are under the hold-harmless clause, like Regions 3 and 4

As you prepare for critical events in California's public sphere, including planning for the 2020-21 state budget, and the Regions Rise Together-themed California Economic Summit, please consider us your partners in creating a funding solution that uplifts all of our students in all of California. We look forward to our future conversations with you and your staffs.

Sincerely,

Chancellor Bruce R. Baron
San Bernardino Community College District

Chancellor Stuart Van Horn
West Hills Community College District

Chancellor Wolde-Ab Isaac
Riverside Community College District

President Daniel Walden
Victor Valley College

Superintendent/President Roger W. Schultz
Mt. San Jacinto Community College District

Enclosure: White paper and call to action

CC: Keely Martin Bosler, Director of the California Department of Finance
Lande Ajose, Governor's Senior Policy Advisor on Higher Education
Lenny Mendonca, Governor's Chief Economic and Business Advisor
Inland Empire Legislative Caucus
San Joaquin Valley Legislative Caucus
CCC Board of Governors
Community College League of California
The Campaign for College Opportunity

California Education Code Section 84750.4

"It is the intent of the Legislature in enacting this section to adopt a formula for general purpose apportionments that encourages access for underrepresented students, provides additional funding in recognition of the need to provide additional support for low-income students, rewards colleges' progress on improving student success metrics, and improves overall equity and predictability so that community college districts may more readily plan and implement instruction and programs."

A Call to Action: Why California must fully fund the Student Centered Funding Formula and fix it to protect community college access and student success

Current implementation of California's new Student Centered Funding Formula (SCFF) for community colleges fails to meet the intent of legislation established in Education Code Section 84750.4. The existing strategy:

- Does not encourage access for underrepresented students,
- Does not support low-income students,
- Does not reward student success, and
- Is not improving equity and predictability.

We have an opportunity to work together to improve the SCFF. We propose two solutions:

1. Fully fund implementation of the SCFF, which is short by $103.6 million as of the 2018-2019 Second Apportionment,

   OR

2. Employ the following measures to change the implementation strategy which is harming districts that are successfully meeting the intent of the Legislature (Successful Districts).

   a. Remove the 8.13% constraint applied only to Successful Districts.
   b. Apply shortfall equally to all districts.
   c. Provide predictability to all districts, not just those that are under the hold harmless clause (Hold Harmless Districts).

A Call to Action: Why California must fully fund the Student Centered Funding
Formula (SCFF) or fix it to protect community college access and success

Option 1: Fully fund the new SCFF, which is short by $103.6 million as of the 2018-2019 Second Apportionment

According to the California Community Colleges Chancellor's Office, the current Total
Computational Revenue (TCR) is $7.2 billion, with only $7.1 billion available to fund all
districts. Based on this, all districts should experience a revenue shortfall of 1.44%.
However, only Successful Districts are being penalized. This comes in the form of a
"Constrained Revenue" which amounts to $103.6 million. Meanwhile, Hold Harmless
Districts are being provided $122.6 million on top of their SCFF calculated revenue.

2018-2019 TCR	$7,208,182,162
Available Revenues	$7,104,624,036
Shortfall Amount	$103,558,126
Shortfall Percent	1.44%

Option 2: Fix the implementation which harms 46 Successful Districts in the form of constrained revenues and unpredictability

*Remove the existing 8.13% constraint applied only to Successful Districts and apply
shortfall equally to all districts.*

On April 26, 2019, the California Community Colleges Chancellor's Office issued a
memorandum which constrained 46 Successful Districts to 8.13% from their 2017-18
TCR. Successful Districts are being penalized by $103.6 million, including those in
low-income regions of the state like:

- Antelope Valley
- Barstow
- Chaffey
- Copper Mountain
- College of the Desert
- Kern
- Mt. San Jacinto
- Palo Verde
- Riverside
- San Bernardino
- Victor Valley
- West Hills
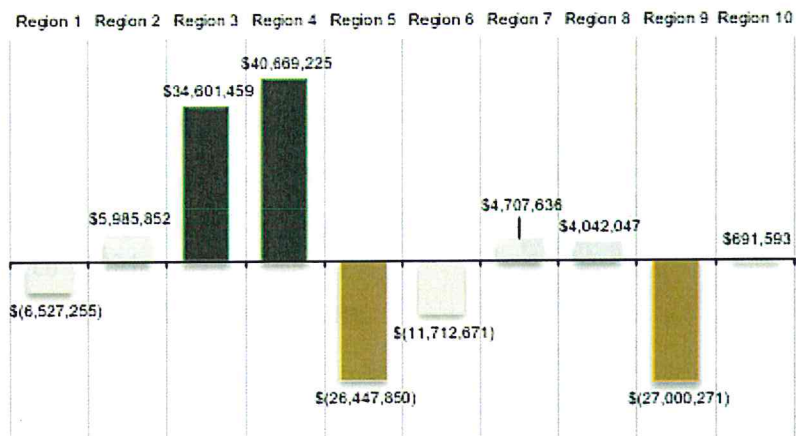
Students in the Inland Empire and San Joaquin Valley are the most affected

Colleges in the •• •• • • •••••••••• •••••••••• • •••••••••• •• • • ••••••••• •• •••••••••• ••• • •• •• • ••••••••••••••••• •• •• • •••••••••••
• • • •• •• •••••• • •••••••••••••••••••SCFF••Bay Area (Region 3) and Northern California (Region 4) colleges have gained the most, $75 million in combined total gain.

Region 9 (Inland Southern Calif.) is the most affected, being constrained by $27 million	
(Shortfall) from SCFF by College District	
Barstow	$(1,101,916)
Chaffey	$(7,107,511)
Copper Mountain	$ (547,683)
College of the Desert	$(6,289,563)
Mt. San Jacinto	$(2,010,040)
Palo Verde	$(899,001)
Riverside	$(3,699,279)
San Bernardino	$(2,075,938)
Victor Valley	$(3,269,340)
Grand Total	**$(27,000,271)**

Region 4 (Coastal and Northern Calif.) has gained the most from the SCFF	
Gain from SCFF by Hold-Harmless College District	
Cabrillo	$ 3,515,676
Chabot-Las Positas	$ 14,672,821
Foothill-De Anza	$ 10,133,542
Gavilan Joint	$ 197,048
Hartnell	$ (3,083,823)
Monterey Peninsula	$ 1,404,816
Ohlone	$ 7,675,128
San Jose-Evergreen	$ (357,668)
West Valley-Mission	$ 6,511,685
Grand Total	**$ 40,669,225**

Provide predictability to all districts, not just hold-harmless districts

- Currently, the SCFF implementation prioritizes funding for Hold-Harmless Districts, provides them COLA, and allocates the remaining funding, in a constrained form, to the Successful Districts that are meeting the intent of the legislature under Education Code Section 84750.4.

- Successful Districts are not afforded the same predictability as Hold-Harmless Districts. By prioritizing funding for Hold-Harmless Districts at their 2017-18 TCR, plus COLA, Successful Districts are unable to determine their funding levels.

- Funding for Hold-Harmless Districts is taken from the top and the remaining available balance is then used to fund Successful Districts.

The status quo hurts our students

If left unaddressed, the $57.5 million budget shortfall would force our colleges to:

- **Cut access to roughly 15,293 students** (Full-time equivalent; Regions 9 and 5)

- **Limit services for struggling students** who need food, housing, and mental health services

- **Reduce courses** that our students need to graduate or transfer to CSU and UC

- **Decrease workforce training programs** that jobless and underemployed adults need to compete for good-paying jobs

- **Mandate furloughs and salary freezes** for thousands of educators and professional staff members

ANNUAL SECURITY REPORT

The San Bernardino Community College District (SBCCD), in compliance with requirements of the Jeanne Clery Act, has produced their 2019 Annual Security Report (ASR) which is now available online at http://sbccd.org/asr. The ASR provides the crime statistics for Crafton Hills College (CHC), San Bernardino Valley College (SBVC), as well as Economic Development and Corporate Training (EDCT). The report was prepared by the SBCCD Police Department (PD) management team, in cooperation with several college offices and surrounding police agencies. Federal law directs all institutions of higher education to publish an ASR by October 1st of each year.

In order to provide additional access to the report, a printed copy of the ASR can be obtained from the SBCCD PD, SBCCD headquarters, and at various locations on the CHC and SBVC campuses.

Breast Cancer Awareness Month

October is National Breast Cancer Awareness Month. This year it is estimated that more than 250,000 women within the United States will be diagnosed with invasive breast cancer. Excluding cancers of the skin, breast cancer is the most frequently diagnosed cancer in women. It is the second leading cause of cancer death in American women (after lung cancer).

For now, the best way to find breast cancer early is for women to get regular mammograms and continue to do so as long as they are in good health. The American Cancer Society recommends the following:

● Women between the ages of 40 and 44 have the option to start screening with a mammogram every year. Women between 45 to 54 should get mammograms every year.

● Women 55 and older should switch to mammograms every 2 years, or continue yearly screening.

● Screening should continue as long as a woman is in good health and is expected to live at least 10 more years.

In addition, women can take these steps to help lower their risk of breast cancer:

● Get to and stay at a healthy weight.

● Stay active.

● Limit alcohol consumption to no more than one drink a day.

To find more information, please visit the American Cancer Society website at cancer.org/breastcancer or call (800) 227-2345.

Halloween Safety Tips!

Your safety is extremely important to us at the SBCCD PD. As we approach October 31st, we want to provide helpful tips to keep you safe this Halloween, both on and off campus!

You may be intent on remaining true to your character and find it necessary to augment your costumes with toy or replica weapons. Be aware that toy and replica weapons can be mistaken for real weapons and create a great deal of confusion and anxiety for unsuspecting community members and law enforcement personnel. As a reminder, any and all facsimile or replica weapons are strictly prohibited on all SBCCD college campuses.

Some Individuals take on the persona of the mask they wear, such as a clown mask, and chase those who fear clowns. This type of behavior may have its place at parties or Halloween promotional events, but is unsafe on a college campus and could result in injury to innocent SBCCD community members.

If you choose to drink alcoholic beverages, drink responsibly. If you go to a party, consider going with a friend or group of friends and look out for one another. Never accept a drink from someone you do not know. Remember to never mix alcohol and prescription drugs, as this can greatly influence a person's level of intoxication. Last, have a designated driver or use a ride share service to get everyone home safely!

IF THERE IS AN EMERGENCY, CALL 9-1-1

"To Serve & Protect with Integrity"

SAN BERNARDINO 🛡 COMMUNITY COLLEGE DISTRICT

Measure CC Timeline

November 2018
- Measure CC passed with 63.18% votes ✓

January 2019
- Board Study Session
  - ◊ Various Delivery Methods
- RFQP for Bond Program Manager ✓

February - April 2019
- Develop Internal Staffing Plan for Measure CC ✓
- Appoint Citizens Bond Oversight Committee ✓

June - July 2019
- Develop Cash flow for Measure CC ✓
- Inquire Regarding $34 Million Funding from State for Tech Building at SBVC ✓
- RFQP for Districtwide Underground Utility Mapping ✓
- RFQP for Environmental Impact Report (CEQA) ✓

August - September 2019
- RFQP for SBVC Tech Building Design ✓
- RFQP for Districtwide Design Standards and Swing Space Study ✓
- RFQP for Districtwide OPRs ✓
- Begin Programming for Security Infrastructure Upgrades Project ✓
- Begin Community Outreach Initiative ✓

October 2019 - February 2020
- Sell Measure CC Bonds based on Cash flow
- Submit Tech Building Preliminary Plans Deliverables to State Chancellor's Office
- RFQP for SBVC Parking Garage
- RFQP for Civil, Structural, & Geotechnical Professional Consultants
- RFQP for CHC Gymnasium Demolition
- Begin Programming for SBVC M&O, CHC West Complex, and PAC

10/1/19