



Strategic Plan 2014-15 to 2019-20

Bruce Baron, Chancellor, SBCCD

The San Bernardino Community College District has served our communities and our students with excellent educational programs and services since 1926, helping students reach their academic and professional goals and enhancing the quality of life in the Inland Empire.

Our institutions have stood the test of time, staying relevant by ensuring that we continue to meet the needs of the varied stakeholders we serve – students, their families, community members, businesses, and the four year colleges and universities to which our students transfer. Our community colleges respond to ever-increasing expectations through innovation, creativity and the formation of valuable local, state and national partnerships.

Our shared vision for this document and for our future is "Celebrating Student Success." To achieve that, we must assess our performance, identify ways we can do better, implement changes accordingly, and then reassess our performance in a continual process of improvement. This District Strategic Plan is designed to support that vision.

Faculty, staff, managers, and students from San Bernardino Valley College, Crafton Hills College, the District Office, the Economic Development and Corporate Training Division, and KVCR (the District's PBS television and radio stations) have come together monthly since the publication in 2009 of the 2010-2014 District Strategic Plan, as the District Strategic Planning Team. The Team list is located on the back of this brochure.

It is my pleasure to present this summary of the San Bernardino Community College District 2014/2015 to 2019/2020 Strategic Plan.

SBCCD Student Success Goals

Building on the Imperatives adopted by the Board, the Colleges' strategic and educational master plans, and research findings about the colleges and the surrounding area. The Team worked very hard to create a plan that will support our District Vision:

SBCCD will be most known for student success.

- Our educational programs and services will be highly sought after.
- Our students will be the most preferred by four-year institutions and employers.
- Our students will have the highest graduation rates at four-year institutions.
- Our students will have the highest employment rates in our communities.
- Our district will be the gateway to pathways and opportunities for a brighter future.
- Our students and alumni will make a significant contribution to the socioeconomic prosperity of our communities.
- Our employees will want to be here, love working here, and go above and beyond for student success.

The Team will monitor our progress, evaluate the results, gather additional information, and refine the plan regularly. The plan serves as a living guide for District progress, both now and into the future.

Mission Statements

San Bernardino Community College District (SBCCD)

We transform lives through the education of our students for the benefit of our diverse communities.

San Bernardino Valley College (SBVC)

The SBVC mission is to prepare students for transfer to four-year universities, to enter the workforce by earning applied degrees and certificates, to foster economic growth and global competitiveness through workforce development, and to improve the quality of life in the Inland Empire and beyond.

Crafton Hills College (CHC)

The mission of Crafton Hills College is to advance the educational, career, and personal success of our diverse campus community through engagement and learning.

Economic Development and Corporate Training (EDCT)

The EDCT mission is to develop an employee's skills and knowledge in order to help a company use the full potential of its human resources to achieve its goals.

KVCR TV-FM/FNX

KVCR's mission is to be the cultural, educational, informational and communication center of the Inland Empire.

Board of Trustees, SBCCD

John Longvile, President	Donna Ferracone, Trustee
Joseph Williams, Vice President	Dr. Donald L. Singer, Trustee
Gloria Macías Harrison, Clerk	Dr. Anne L. Viricel, Trustee
	Nickolas W. Zombos, Trustee

Bruce Baron, Chancellor and Secretary to the Board

Members of the District Strategic Planning Team

Bruce Baron, SBCCD, Chancellor	Dr. Glen Kuck, SBCCD, Associate Vice Chancellor
Dr. Gloria Fisher, SBVC, President	Dr. Cheryl Marshall, CHC, President
Laura Gowen, SBVC, Foundation, Administrative Assistant	Barbara Nichols, KVCR, Project Analyst
Rania Hamdy, SBVC, Coordinator, Professional and Organizational Development	Jose Torres, SBCCD, Vice Chancellor, Business & Fiscal Services
Donna Hoffmann, CHC, Director, Marketing and Public Relations	Dr. Lisa Norman, SBCCD, Vice Chancellor, Human Resources
Denise Allen Hoyt, CHC, Professor, Academic Senate	Dr. James Smith, SBVC, Dean, Institutional Effectiveness, Research, and Planning
Dr. Giovanni Sosa, CHC, Interim Dean, Institutional Effectiveness, Research, and Planning	Alfredo Cruz, KVCR, General Manager
Ginger Sutphin, CHC, Administrative Secretary	Dr. Keith Wurtz, SBCCD, Interim Executive Director, Institutional Effectiveness, Research & Planning
Dean Pappas, CHC, Coordinator, Professional Development	Pavel Bratulin, SBVC, Director, Marketing and Public Relations
	Dr. Matthew Isaac, EDCT, Associate Vice Chancellor

SBCCD Statement on Ethnic & Cultural Diversity

The San Bernardino Community College District actively supports and promotes diversity. Because of this dedication, we are better equipped to provide a quality education to students who 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.

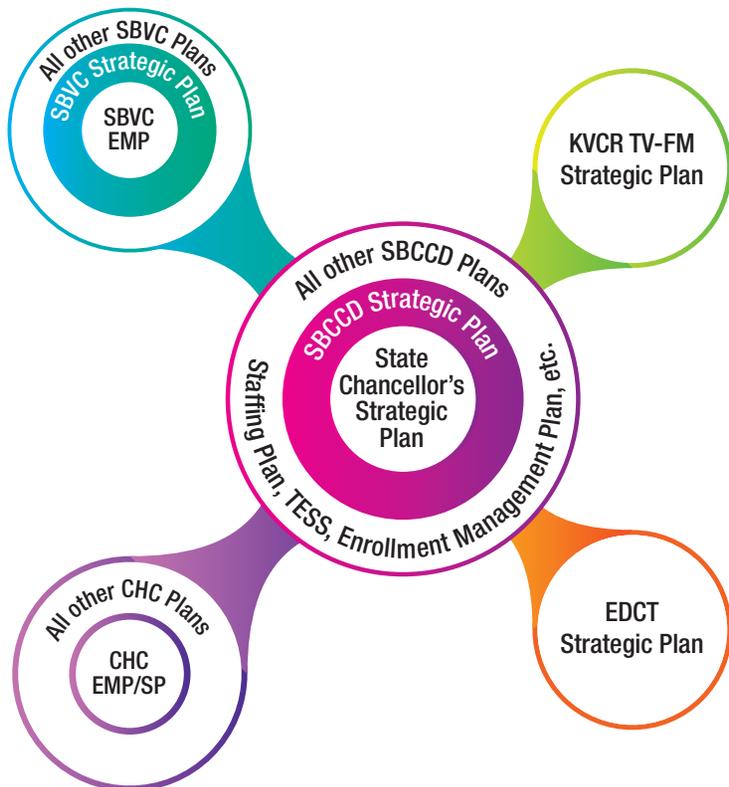
The San Bernardino Community College District (SBCCD) consists of San Bernardino Valley College and Crafton Hills College, the Economic Development and Corporate Training Division and KVCR TV-FM/FNX. The SBCCD is an equal opportunity employer and is committed to an active non-discrimination program. Sexual harassment and discrimination based on gender, race, color, religion, ancestry, national origin, age, sex, marital status, disabilities or medical conditions (cancer related, cured or rehabilitated), Vietnam-era veteran status or sexual orientation are prohibited under SBCCD policy. This publication is available in alternate formats.

Overview of Strategic Directions, Goals, and Alignment of Plans

Strategic Planning Relationships

Strategic Plan (SP) – A SP has the most comprehensive scope and guides/interacts with the institution's strategy and direction to support student achievement. Equally important, a SP often includes student success, access, partnerships, budget, leadership, professional development, technology, and facilities. It is all encompassing.

Educational Master Plan (EMP) – An EMP addresses each college's instructional, student support services, and infrastructure development to assist the college in advancing student achievement, transforming infrastructure, and providing opportunities for innovation. The focus of an EMP is on academics and student services. EMPs also have a strong connection to program review and help programs to engage in continuous quality improvement.



LEGEND
 CHC - Crafton Hills College
 EDCT - Economic Development and Corporate Training
 EMP - Educational Master Plan
 SBCCD - San Bernardino Community College District
 SBVC - San Bernardino Valley College
 SP - Strategic Plan
 TESS - Technology and Educational Support Services

2014-2015 to 2019-2020

KVCR TV-FM/FNX

KVCR Strategic Priorities and Objectives	District Goal 1: Student Success	District Goal 2: Enrollment and Access	District Goal 3: Partnerships of Strategic Importance	District Goal 4: District Operational Systems
	Provide the programs and services necessary to enable all students to achieve their educational and career goals.	Increase access to higher education for populations in our region.	Invest in strategic relationships and collaborate with partners in higher education, PK-12 education, business and workforce development, government, and other community organizations.	Improve the District systems to increase administrative and operational efficiency and effectiveness.
Strategic Priority 1: Strengthen Leadership and Culture – "...provide collaborative partnerships."			X	
Strategic Priority 2: Expand, Diversify and Engage Audiences				
Strategic Priority 3: Create donor-centric approach to fundraising, grow underwriting and increase revenue			X	
Strategic Priority 4: Produce high quality, community focused programming – "Produce more KVCR Now interstitials, 1 to 3 minutes in length..."		X		
Strategic Priority 5: Bolster Operational Systems				X
Strategic Priority 6: Extend and Explore Academic Partnerships	X	X	X	

Overview of Strategic Directions, Goals, and Alignment of Plans

EDCT cont.

EDCT Goals	District Goal 1: Student Success	District Goal 2: Enrollment and Access	District Goal 3: Partnerships of Strategic Importance	District Goal 4: District Operational Systems
	Provide the programs and services necessary to enable all students to achieve their educational and career goals.	Increase access to higher education for populations in our region.	Invest in strategic relationships and collaborate with partners in higher education, PK-12 education, business and workforce development, government, and other community organizations.	Improve the District systems to increase administrative and operational efficiency and effectiveness.
Goal 8.1: Accelerate efforts to seek and win funding for EDCT's nationally recognized Nanotechnology Technicians training program to provide a steady supply of technical talent to enhance job creation in the region.	X		X	
Goal 9.1: Continue efforts to build partnerships and leverage funding to sustain and widen the focus and scope of EDCT's Renewable Technology job training programs in alignment with regional industrial growth trends.	X		X	
Goal 10.1: Continue to provide direction and leadership to the 12 regional colleges for the development of pertinent Information Communications Technology/Digital Media (ICT/DM) curriculum that align with the needs of ICT/DM industries.	X	X	X	
Goal 11.1: In partnership with the EDCT Foundation and through the training and professional services offered through the ATTC and PDC, optimize the entrepreneurial and innovative organizational capability of EDCT and maintain its self-supporting status.	X			X
Goal 12.1: Ensure that all internal processes and external alliances reflect a sensitivity and respect for diversity.	X	X		

2014-2015 to 2019-2020

Crafton Hills College (CHC)

District Strategic Directions	District Strategic Goals	Aligned College Goals
1. Institutional Effectiveness (Board Imperative I)	1.1 Student Success: Provide the programs and services necessary to enable all students to achieve their educational and career goals.	<ol style="list-style-type: none"> Promote Student Success: Student Success in courses and programs is the top institutional priority. Build Campus Community: College structures, processes and groups are inclusive, celebrating diversity and nurturing relationships. Develop Teaching and Learning Practices: Innovative and effective practices are used through the College to facilitate authentic learning. Expand Access: Access to the College is organized strategically to maximize enrollment available to the student body. Support Surrounding Community: The College is actively engaged in the surrounding community. Develop Programs and Services: The College is committed to developing programs and services. Support Employee Growth: The College is committed to developing the full potential of all college community members. Optimize Resources: The College is an advocate for and steward of all institutional resources.
2. Learning Centered Institution for Student Access, Retention and Success (Board Imperative II)	2.1 Enrollment and Access: Increase access to higher education for populations in our region.	<ol style="list-style-type: none"> Expand Access: Access to the College is organized strategically to maximize enrollment available to the student body.
3. Resource Management for Efficiency, Effectiveness and Excellence (Board Imperative III)	3.1 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.	<ol style="list-style-type: none"> Support Surrounding Community: The College is actively engaged in the surrounding community. Develop Programs and Services: The College is committed to developing programs and services. Optimize Resources: The College is an advocate for and steward of all institutional resources.
4. Enhanced and Informed Governance and Leadership (Board Imperative IV)	4.1 District Operational Systems: Improve the District systems to increase administrative and operational efficiency and effectiveness.	<ol style="list-style-type: none"> Build Campus Community: College structures, processes and groups are inclusive, celebrating diversity and nurturing relationships. Promote Effective Decision-Making: The College uses a decision-making process that is effective, efficient, transparent and professional. Support Employee Growth: The College is committed to developing the full potential of all college community members. Optimize Resources: The College is an advocate for and steward of all institutional resources.

Note: Crafton Hills College Educational Master Planning Committee aligned District Goals with Crafton Strategic Directions on March 25, 2014 and forwarded to Crafton Council. Crafton Council reviewed alignment on April 22, 2014.

Overview of Strategic Directions, Goals, and Alignment of Plans

San Bernardino Valley College (SBVC)

District Strategic Directions	District Strategic Goals	Aligned College Goals
1. Institutional Effectiveness (Board Imperative I)	1.1 Student Success: Provide the programs and services necessary to enable all students to achieve their educational and career goals.	<p>Goal 2: Promote Student Success: SBVC will increase course success, program success, access to employment, and transfer rates by enhancing student learning.</p> <p>2.1 Increase the percentage of students who succeed in basic skills courses 2.2 Promote and expand learning communities 2.5 Improve performance on all Student Success Scorecard measures (math, English, completions, persistence, etc.) 2.8.6 Increase partnerships with businesses 2.8.10 Maintain up to date curriculum 2.9.1 Maintain a curriculum that is relevant to community needs 2.9.3 Educate the whole person (academic, social, ethical) 2.10 Encourage greater full-time enrollment 2.13 Empower students 1.17 Increase student engagement</p> <p>Goal 3: Communication, Culture, and Climate: SBVC will promote a collegial campus culture with open lines of communication between all stakeholder groups on and off campus.</p> <p>3.1 Promote a sense of community and solidarity within the campus (students, staff, faculty) 3.12 Improve campus morale</p>
2. Learning-Centered Institution for Student Access, Retention and Success (Board Imperative II)	2.1 Enrollment and Access: Increase access to higher education for populations in our region.	<p>Goal 1: Expand Access: SBVC will continuously improve the application, registration, and enrollment procedures for all students.</p> <p>1.1 Match the number of basic skills courses to the student demand for courses 1.5.1 Improve access to counselors 1.6 Establish and maintain partnerships with community organizations, K-12 systems, and adult schools 1.6.3 Increase the percentage of high school graduates who enroll immediately after graduation from high school 1.8 Increase access to transfer courses 1.9 Increase access to CTE courses 1.1.1 Promote lifelong learning</p>
3. Resource Management for Efficiency, Effectiveness and Excellence (Board Imperative III)	3.1 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.	<p>Goal 1: Expand Access</p> <p>1.6 Establish and maintain partnerships with community organizations, K-12 systems, and adult schools</p> <p>Goal 6: Facilities</p> <p>6.1 Conserve resources 6.2 Maintain a safe and secure environment 6.3 Improve campus signage 6.5 Provide exemplary technology and support while maintaining fiscal and environmental responsibilities</p>
4. Enhanced and Informed Governance, and Leadership (Board Imperative IV)	4.1 District Operational Systems: Improve the District systems to increase administrative and operational efficiency and effectiveness.	<p>Goal 3: Communication, Culture, and Climate: SBVC will promote a collegial campus culture with open lines of communication between all stakeholder groups on and off campus.</p> <p>3.1.6 Provide a user-friendly website 3.2 Promote budgetary transparency 3.9 Ensure good customer service in all campus offices 3.11 Work with District to streamline and expedite campus hiring practices</p> <p>Goal 4: Leadership and Professional Development: SBVC will maintain capable leadership and provide professional development to a staff that will need skills to function effectively in an evolving educational environment.</p> <p>4.1.5 Reduce the manager turnover 4.1.4 Provide career ladder information 4.2 Improve access to a wide variety of professional development activities that keep pace with a changing educational and technology environment</p> <p>Goal 5: Effective Evaluation & Accountability: SBVC will improve institutional effectiveness through a process of evaluation and continuous improvement.</p> <p>5.4 Evaluate all campus plans regularly 5.4.4 Evaluate the validity of strategic objectives annually</p>

Economic Development & Corporate Training (EDCT)

EDCT Goals	District Goal 1: Student Success	District Goal 2: Enrollment and Access	District Goal 3: Partnerships of Strategic Importance	District Goal 4: District Operational Systems
	Provide the programs and services necessary to enable all students to achieve their educational and career goals.	Increase access to higher education for populations in our region.	Invest in strategic relationships and collaborate with partners in higher education, PK-12 education, business and workforce development, government, and other community organizations.	Improve the District systems to increase administrative and operational efficiency and effectiveness.
Goal 1.1: Enhance collegial consultation and collaboration through an actively functioning Economic and Workforce Development Coordinating Committee with representatives from academic senates, management, CSEA, PDC and ATTC.	X			X
Goal 2.1: Maximize the marketing and outreach efforts to serve the short-term job training and retraining needs of the workforce and employers in the geographical service areas of the District as partners with San Bernardino Valley College and Crafton Hills College.	X	X		
Goal 3.1: Forge partnerships with private and public sector organizations and employers to obtain financial resources to develop and provide affordable human capital development services for improving employee job performance and stimulating the economic vitality of this region.	X		X	
Goal 4.1: In partnership with regional manufacturing companies, continue and expand EDCT's efforts to win increased funding from California Employment Training Panel (ETP) to serve the growing training needs of incumbent workers.	X	X	X	
Goal 5.1: In partnership with the San Bernardino Valley College and Economic Development and Corporate Training Foundation (EDCT Foundation), apply for grants and develop financial resources to support the training and consulting activities of the Entrepreneurship Institute of San Bernardino (EIOSB).	X		X	
Goal 6.1: Continue collaboration with the California State Reentry Initiative (CSRI) of the California State University at San Bernardino (CSUSB) and maintain funding from the California Department of Corrections and Rehabilitation (CDCR) to support the placement of parolees in the Work Crew program of Caltrans.	X		X	
Goal 7.1: Seek out economic and workforce development grants in emerging technologies and high growth areas to provide short-term job training (not-for-credit) for displaced, unemployed, and underemployed workers in our region to supply a skilled workforce.	X	X	X	