2017-2022 District Support Services Strategic Plan: 2019 Update

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Executive Summary

The San Bernardino Community College District (SBCCD) 2017-2022 Districtwide Support Services Strategic Plan is a comprehensive document that establishes a clear direction for the district in supporting each college's future of academics and student support under changing internal and external conditions. Quantitative and qualitative data indicators are analyzed to rationally guide the planning process. Additionally, the plan is directed by core values and goals within other college and district-wide plans.

The District Strategic Plan includes four goals that contain many objectives to achieve those goals. Some of these objectives contain further objectives with targets, which are used to measure progress. As the academic landscape has changed since the development of this plan, including the release of the Student Centered Funding Formula and the implementation of AB 705 and Vision for Success, some of these targets need to be re-evaluated as they are no longer current. Others have targets that have already been met. Progress on these revisions are provided in this update.

In addition to the objectives with targets, there are many other ways in which progress is measured. The Key Performance Indicator (KPI) Dashboard, for instance, is composed of twenty KPIs each aligned with one of the goals from the District Strategic Plan. In addition, the plan contains seven vision statements. These vision statements represent a collective sense of the institutions' direction over the next decade. Eighteen Vision KPIs have been developed that are each aligned to one of the vision statements that further allow progress to be measured.
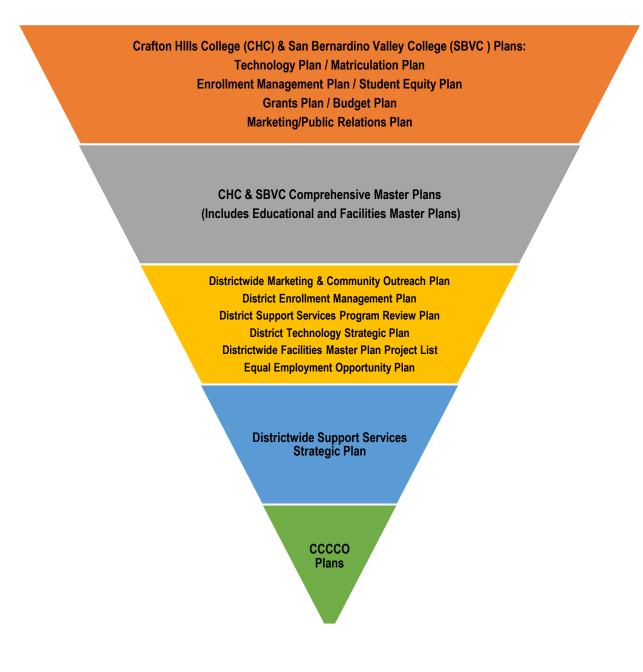
Purposes of the District Strategic Plan

The main purposes of the 2017-2022 Districtwide Support Services Strategic Plan are as follows:

- Provide a framework within which the District can work in coordinated fashion with each College toward achieving long-term strategic directions and goals.

- Integrate planning, not only with the Colleges and the State Chancellor's Office, but also with other District planning documents and the work of planning and consultation committees.

- Receive input from all stakeholders (faculty, staff, students, and the community) to inform the District's current situation and future planning decisions.

- Serve as an instrument to promote the District and communicate its strengths and capabilities to its community and other constituent groups.

- Guide further planning and decision-making at all levels, and remain a living, strategically useful document.

Alignment of Plans

The framework of the District's planning process is guided by an integrated approach. Goals and objectives of the 2017-2022 Districtwide Support Services Strategic Plan must align with a number of larger and smaller plans. Larger plans include the California Community College Chancellor's Office (CCCC) and numerous district plans, such as the District Support Services Program Review Plan, the District Technology Strategic Plan, and Equal Employment Opportunity Plan. College-level plans include Educational Master Plans, Facilities Master Plans, Enrollment Management Plans, and Student Equity Plans. This alignment can be seen below.

Crafton HIlls College (CHC) & San Bernardino Valley College (SBVC) Plans:
Technology Plan / Matriculation Plan
Enrollment Management Plan / Student Equity Plan
Grants Plan / Budget Plan
Marketing/Public Relations Plan

CHC & SBVC Comprehensive Master Plans
(Includes Educational and Facilities Master Plans)

Districtwide Marketing & Community Outreach Plan
District Enrollment Management Plan
District Support Services Program Review Plan
District Technology Strategic Plan
Districtwide Facilities Master Plan Project List
Equal Employment Opportunity Plan

Districtwide Support Services
Strategic Plan

CCCCO
Plans

District Strategic Plan Goals and Objectives

GOAL 1: STUDENT SUCCESS
Provide the programs and services necessary to enable all students to achieve their educational and career goals.

Objective 1.1
Increase student success while preserving access, enhancing quality, and reducing attainment gaps associated with income, race, ethnicity, age, and gender.

Objective 1.2
Increase the number of students who complete developmental education programs and progress to successful completion of freshman-level courses.

GOAL 2: ENROLLMENT AND ACCESS
Increase access to higher education for populations in our region.

Objective 2.1
Increase our student population to improve the higher education participation rate and supply a well-equipped, educated workforce for our communities.

Objective 2.2
Provide transfer, career and technical, and developmental education access to meet student needs.

Objective 2.3
Enhance the public image of the San Bernardino Community College District.

Objective 2.4
Increase awareness of San Bernardino Valley College and Crafton Hills College as viable higher education options.

Objective 2.5
Continue to diversify the District's student and employee populations to be reflective of the community.

GOAL 3: PARTNERSHIPS OF STRATEGIC IMPORTANCE

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

Objective 3.1
Enhance existing and secure new higher education partnerships to improve student transfer rates.

Objective 3.2
Enhance existing and secure new Pre-K-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.

Objective 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.

Objective 3.4
Enhance existing and secure new government and community partnerships to increase funding for improving student success and increasing student access.

GOAL 4: DISTRICT OPERATIONAL SYSTEMS

Improve District systems to increase administrative and operational efficiency and effectiveness.

Objective 4.1
Improve 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.

Objectives with Targets: Need for Revision

The 2017-2022 Districtwide Support Services Strategic Plan has a number of objectives with targets that were developed to measure progress. Since the development of this plan, many new initiatives, such as Vision for Success, AB 705, and the Student Centered Funding Formula, have come about that were not in place when these objectives were developed. These, along with some targets already being met, have caused the need for these objectives to be either replaced or revised.

Objectives Needing Replacement

Objective 1.1 contains Objectives 1.1.1 and 1.1.2, which have graduation rate and transfer rate targets based on data coming from the Student Success Scorecard. The Student Success Scorecard has been discontinued in favor of the new Student Success Metrics and the data used for these objectives is no longer available. Replacements that align with the colleges' goals established for Vision for Success are being developed as replacements.

Objective 1.2 contains Objectives 1.2.1 and 1.2.2, which measure three-year throughput rates for math and English. However, both AB 705 and the Student Centered Funding Formula focus on students completing transfer-level math and English courses within one year, not three. As such, both of these objectives should be revised to reflect these changes.

Objectives Needing Revision

Quite a number of objectives with targets have already met their 2019-2020 targets. It is recommended that these targets be re-evaluated and extended out to 2021-2022, the last year of the current District Support Services Strategic Plan. It should also be noted that the current targets were based on 2012-13 numbers and more recent numbers should be used to establish targets.

Next Steps

The Executive Director of Research, Planning, and Institutional Effectiveness has been working with campus and district researchers and the Districtwide Institutional Effectiveness Committee on the replacement and revision of the objectives with targets. Once this work has been completed, these revisions will come to District Assembly and then the Board of Trustees for review and approval as an addendum to the 2017-2022 District Support Services Strategic Plan. Once approved, a dashboard will be created using the approved objectives showing annual progress toward each target.

Other Ways to Measure Progress

In additional to the objectives with targets, the Office of Research, Planning, and Institutional Effectiveness has many other ways to measure progress related to the 2017-2022 Districtwide Support Services Strategic Plan. These include:

- Key Performance Indicator (KPI) Dashboard
- High School Capture Rate (Objective 2.4)
- Student/Staff Demographics (Objective 2.5)
- Vision Statement KPIs

The KPI Dashboard, for instance, is tied to each goal in the Districtwide Support Services Strategic Plan. While the dashboard comprises a single-page snapshot comparison of prior years, each KPI includes further detail. When possible, this detail includes college numbers along with equity data and several years' worth of data to help in seeing trends. The dashboard is currently being updated with 2018-19 data.

The Districtwide Support Services Strategic Plan also includes seven vision statements that have associated KPIs as a means of measuring progress using various data sources. These include:

- Vision KPI 1.4 – Median Change in Earnings (All CTE Programs)
- Vision KPI 2.1 – UC Acceptance Rate By College (San Bernardino and Riverside Counties)
- Vision KPI 3.3 – CSUSB Graduation Rate
- Vision KPI 4.1 – Secured Employment
- Vision KPI 5.2 – Attained the Living Wage
- Vision KPI 6.1 – Median Earning of SBCCD Alumni
- Vision KPI 7.1 – Overall Satisfaction (District Employee Climate Survey)
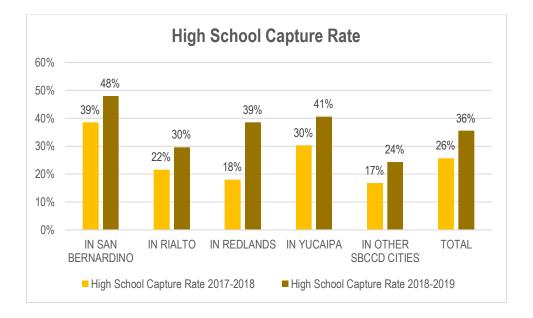
Key Performance Indicator (KPI) Dashboard

⬤ (green) = Net increase since 2016 - 2017 academic year (i.e., annual progress report)

⬤ (yellow) = No net change since 2016 - 2017 academic year (i.e., annual progress report)

⬤ (red) = Net decrease since 2016 - 2017 academic year (i.e., annual progress report)

	Key Performance Indicators	2016 - 2017 Total	2017 - 2018 Total	Net Change Since 2016 - 2017	
GOAL 1	**Student Success:** Increase student success while preserving access, enhancing quality, and reducing attainment gaps associated with income, race, ethnicity, age, and gender.				
1.1	Percent of Students with a Student Ed Plan (SEP)	69.63%	76.49%	**+6.89%**	⬤
1.2	Fall to Spring Retention (i.e., Persistence)	73.25%	71.04%	**−2.21%**	⬤
1.3	Number of Degrees and Certificates awarded each year	2839	2797	**−42**	⬤
1.4	Number of Students Graduating within 3 years	1864	1914	**+50**	⬤
1.5	Number of Transfers to 4-year colleges each year	1298	1425	**+127**	⬤
1.6	Course Success Rate (i.e., grade of A, B, C, or P)	71.06%	70.06%	**−1.00%**	⬤
GOAL 2	**Enrollment and Access:** Increase our student population to improve the higher education participation rate and supply a well-equipped, educated workforce for our communities.				
2.1	Number of Full-Time Equivalent Students (FTES)	15,123.38	15,992.83	**+869.45**	⬤
2.2	Number of sections fully online (i.e., excluding hybrid sections)	897	990	**+93**	⬤
2.3	Number of unduplicated students receiving a California Promise Grant (formerly a BOG waiver)	16,264	16,565	**+301**	⬤
2.4	Number of unduplicated students receiving a Pell Grant	6467	6039	**−428**	⬤
2.5	Licensure/Certification Pass Rates	94.38%	89.24%	**−5.11%**	⬤
2.6	Participation Rate in Service Area	62.48%	62.78%	**+0.30%**	⬤
GOAL 3	**Partnerships of Strategic Importance:** Invest in strategic relationships and collaborative relationships in higher education, PK-12 education, business and workforce development, government, and other community organizations.				
3.1	Higher Education Relationships	NA	16	**Baseline**	⬤
3.2	PK - 12 Relationships	NA	31	**Baseline**	⬤
3.3	Business/Workforce Development Relationships	NA	77	**Baseline**	⬤
3.4	Government and Community Relationships	NA	73	**Baseline**	⬤
3.5	Relationships in the Developmental Stage	NA	33	**Baseline**	⬤
GOAL 4	**District Operational Systems:** 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.				
4.1	Reserves at 12 - 15% level set by Board	20%	20%	**—**	⬤
4.2	50% law	51.12%	51.19%	**+0.07%**	⬤
4.3	Faculty Obligation Number (FON) Met	237.9	246.4	**+8.5**	⬤

High School Capture Rate (Objective 2.4)

Objective 2.4 in the Districtwide Support Services Strategic Plan states "Increase awareness of San Bernardino Valley College and Crafton Hills College as viable higher education options." One way to measure the success of this objective is to look at High School Capture Rate, which measures the percent of recent graduates from feeder high schools that enrolled in either CHC or SBVC the year following graduation. In 2017-18, this rate was 26%. In 2018-19, this rate increased to 36%.

Full high school graduation (2017-18) and SBCCD enrollment (2018-19) information can be found in Appendix 1.

Table 1. High School Capture Rates, 2017-18 and 2018-19

Feeder High Schools	High School Graduates in 2016-2017	SBCCD Enrollments in 2017-2018	High School Capture Rate 2017-2018	High School Graduates in 2017-2018	SBCCD Enrollments in 2018-2019	High School Capture Rate 2018-2019
IN SAN BERNARDINO	3158	1216	39%	2876	1380	48%
IN RIALTO	1674	362	22%	1656	491	30%
IN REDLANDS	1752	316	18%	1618	624	39%
IN YUCAIPA	646	196	30%	665	270	41%
IN OTHER SBCCD CITIES	2585	433	17%	3053	743	24%
TOTAL	**9815**	**2523**	**26%**	**9868**	**3508**	**36%**

Student/Staff Demographics (Objective 2.5)

Objective 2.5 in the Districtwide Support Services Strategic Plan states "Continue to diversify the District's student and employee populations to be reflective of the community." In addition to the district's Equal Opportunity Employment Plan, the Office of Research, Planning and Institutional Effectiveness keeps track of student and employee demographics each year.

In terms of our student population, from 2015-16 to 2017-18:
- African American, Asian, Multiple Race and Native American student populations have remained fairly consistent;
- Caucasian population has fallen from 21.55% to 19.27%;
- Hispanic population has risen from 58.10% to 60.60%.

In terms of employees, during the same time period:
- The African American and Asian staff populations have remained fairly consistent;
- Multiple Race has risen from 0.62% to 1.09% and Native American has risen from 0.86% to 1.16%;
- The Caucasian population has fallen from 51.40% to 48.18%;
- The Hispanic population has risen from 23.68% to 26.82%.

As Objective 2.5 speaks to being reflective of the community, we also compare student and employee demographics to those of our Service Area. The table below compares the race/ethnicity of our student, staff, and service area populations in 2017-18.

Table 2. Comparison Of SBCCD Student And Staff Race/Ethnicity To Service Area (2017-2018)

	STUDENTS	STAFF	SERVICE AREA	STUDENT to SERVICE AREA	STAFF to SERVICE AREA
African American	9.91%	11.12%	6.39%	+ 3.52%	+ 4.73%
Asian	4.81%	9.59%	5.87%	− 1.06%	+ 3.72%
Caucasian	19.27%	48.18%	40.28%	− 21.01%	+ 7.90%
Hispanic	60.60%	26.82%	42.22%	+ 18.38%	− 15.40%
Multiple Races	4.85%	1.09%	4.00%	+ 0.85%	− 2.91%
Native American	0.24%	1.16%	0.85%	− 0.61%	+ 0.31%

Vision Statement KPIs

The 2017-2022 Districtwide Support Services Strategic Plan includes seven vision statements. These vision statements represent a collective sense of the institutions' direction over the next decade. In order to track the success of these statements, Vision KPIs have been developed for each using various sources of data to match each statement. Following are the Vision KPIs along with a summary analysis. Complete data and analysis for each Vision KPI can be found in Appendix 2.

Vision Statement #1: Our educational programs and services will be highly sought after.

- **Vision KPI 1.1 – Employed in the Second Fiscal Quarter after Exit**
  The employment rate for students exiting all CTE programs in both colleges in the District is consistently higher than the median employment rate of students exiting all CTE programs in all colleges in the Inland Empire and the State.

- **Vision KPI 1.2 – Attained a Living Wage**
  The percentage of students who attained a living wage after students exiting all CTE programs at Crafton Hills College increased by 12% and at San Bernardino Valley College increased by 6%.

- **Vision KPI 1.3 – Median Earnings in the Second Fiscal Quarter After Exit**
  The median second quarter earnings of students exiting all CTE programs at Crafton Hills College increased by 42.6% and at San Bernardino Valley College increased by 9.8%.

- **Vision KPI 1.4 – Median Change in Earnings**
  The median change in earnings for all CTE programs in both colleges at the District was consistently higher than the median change in earnings for all CTE programs in all colleges in the Inland Empire and in the State.

Vision Statement #2: Our students will be the most preferred by four-year institutions and employees.

- **Vision KPI 2.1 – UC Acceptance Rate By College (San Bernardino and Riverside Counties)**
  In San Bernardino County, San Bernardino Valley College had the highest acceptance rate at 68.2%. The acceptance rate for San Bernardino Community College District is 67.1%.

- **Vision KPI 2.2 – UCR Acceptance Rate (SBCCD)**
  For the past 5 years (2014 through 2018), the UCR acceptance rate of SBCCD transfer applicants averaged 61%. Overall, there was a 3% increase from 62% in 2014 to 65% in 2018.

- **Vision KPI 2.3 – CSUSB Acceptance Rate (SBCCD)**
  For the past 5 years (Fall 2014 through Fall 2018), the CSUCB acceptance rate of SBCCD transfer applicants averaged 82%. Overall, there was a 19% decrease from 86% in 2014 to 67% in 2018.

- **Vision KPI 2.4 – Transfer Volume (CSU, UC, In-State Private, and Out-of-State)**
  From 2013-14 through 2017-18, SBCCD had the highest 5-year change (+10.5%) among community college districts in San Bernardino and Riverside counties.

Vision Statement #3: Our students will have the highest graduation rates at four-year institutions.

- **Vision KPI 3.1 – UCR Graduation Rate**
  The rate of SBCCD transfer students who graduated UCR within 2 years averaged 48.2% for Fall 2010–Fall 2016 and 80.9% for transfer students who graduated UCR within 3 years.

- **Vision KPI 3.2 – UCR Graduation Rates of Transfers from SBCCD vs. CCC**
  The rate of SBCCD transfer students who graduated UCR within 3 years or 4 years is just below the same graduation rate for all California Community College transfer students to UCR.

- **Vision KPI 3.3 – CSUSB Graduation Rate**
  The rate of SBCCD transfer students who graduated CSUSB within 2 years averaged 29% for Fall 2010–Fall 2016 and 60% for transfer students who graduated CSUSB within 3 years.

- **Vision KPI 3.4 – CSUSB Graduation Rate By College**
  The rate of SBCCD transfer students who graduated CSUSB within 3 years or 4 years rose by 11% and 12%, respectively, compared to 5% and 8% for all California Community College transfer students to CSUSB.

Vision Statement #4: Our students will have the highest employment rates in our communities.

- **Vision KPI 4.1 – Secured Employment**
  The percent of unemployed students becoming employed after exiting SBCCD was consistently higher than the Inland Empire's median and the State's median.

- **Vision KPI 4.2 – Median Annual Earnings**
  The median annual earnings of students exiting SBCCD was consistently higher than the median annual earnings of students exiting all colleges in the Inland Empire.

Vision Statement #5: Our district will be the gateway to pathways and opportunities for a brighter future.

- **Vision KPI 5.1 – Median Change in Earnings**
  The median change in earnings of students exiting SBCCD was 1% higher than the median change in earnings of students exiting all colleges in the Inland Empire.

- **Vision KPI 5.2 – Attained the Living Wage**
  The percentage of SBCCD exiting students who attained the district county living wage was consistently higher than the median for the Inland Empire and the State.

Vision Statement #6: Our students and alumni will make a significant contribution to the socioeconomic prosperity of our communities.

- **Vision KPI 6.1 – Median Earning of SBCCD Alumni**
  District alumni earned 33.75% more than the median annual earnings in Riverside County and 12.23% more than the median annual earnings in San Bernardino County.

Vision Statement #7: Our employees will want to be here, love working here, and go above and beyond for student success.

- **Vision KPI 7.1 – Overall Satisfaction (District Employee Climate Survey)**
  The majority of District employees agree or strongly agreed with the statements "I am personally treated with respect in this District" and "Overall, I am satisfied with the level of inclusiveness at SBCCD."

SAN BERNARDINO COMMUNITY COLLEGE DISTRICT

2017-2022 District Support Services Strategic Plan Update:

Appendices

Appendix 1: High School Capture Rate 2018-19

	High School Graduates in 2017-2018	First-time Freshman Enrolled at SBCCD in 2018-2019	High School Capture Rate 2018-2019
SCHOOLS IN SAN BERNARDINO	*2876*	*1380*	*48%*
San Gorgonio High School	424	221	52%
Pacific High School	231	171	74%
San Bernardino High School	270	156	58%
Cajon High School	630	223	35%
San Andreas High School	285	94	33%
Arroyo Valley High School	552	381	69%
Sierra High School	204	66	32%
Rim of the World High School	215	52	24%
Aquinas High School	91	32	35%
SCHOOLS IN RIALTO	*1656*	*491*	*30%*
Eisenhower High School	502	153	30%
Rialto High School	549	167	30%
Milor Continuation	79	36	46%
Wilmer Amina Carter	526	135	26%
SCHOOLS IN REDLANDS	*1618*	*624*	*39%*
Grove Charter School	25	9	36%
Orangewood Continuation	79	36	46%
Redlands East High School	491	200	41%
Redlands Senior High School	523	197	38%
Citrus Valley High School	500	182	36%
Arrowhead Christian Academy	121	22	18%
SCHOOLS IN YUCAIPA	*665*	*270*	*41%*
Green Valley High School	69	29	42%
Yucaipa High School	596	241	40%
SCHOOLS IN OTHER SBCCD CITIES	*3053*	*743*	*24%*
Colton High School	365	180	49%
Bloomington High School	448	73	16%
Grand terrace High School	476	143	30%
Beaumont senior High School	560	194	35%
Banning High School	202	35	17%
Fontana High School	545	66	12%
TOTAL	*9868*	*3508*	*36%*

Appendix 2: Vision Statements KPIs

Vision Statement #1: Our educational programs and services will be highly sought after.

Vision KPI 1.1 – Employed in the Second Fiscal Quarter after Exit (All CTE Programs)
Definition: Among all exiters who last took a non-introductory course or earned an award in the selected TOP code in the selected year, the percentage who were employed two quarters after exiting post-secondary education.
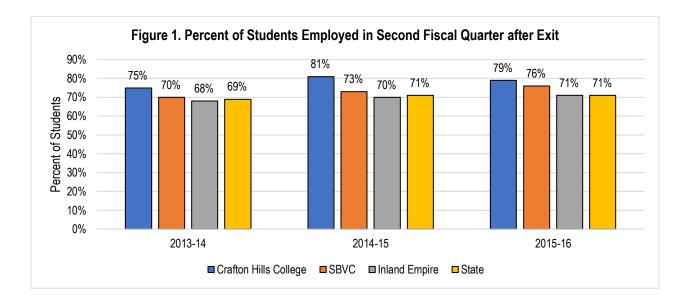
Figure 1. Percent of Students Employed in Second Fiscal Quarter after Exit

Table 1. Percent of Students Employed in Second Fiscal Quarter after Exit, 2013-14 through 2015-16

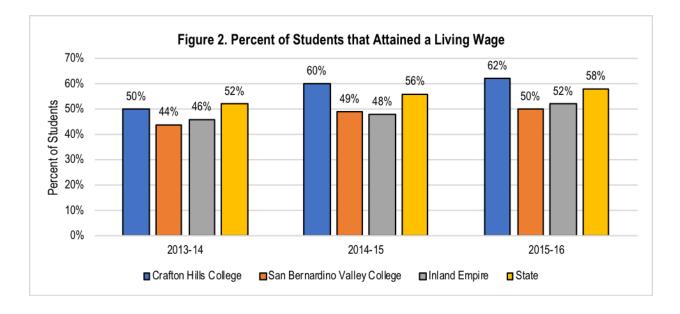|	2013-14	2014-15	2015-16
Crafton Hills College	75%	81%	79%
San Bernardino Valley College	70%	73%	76%
Inland Empire	68%	70%	71%
State	69%	71%	71%

Source: Cal-PASS Plus Strong Workforce Program Metrics (2015-16 is the most recent data available)

NOTE: There are 7 macro-regions and 15 micro-regions identified by the California Community Colleges Chancellor's Office Doing What Matters. Each college is within a Doing What Matters micro-region and a Doing What Matters macro-region. SBCCD's micro-region and macro-region is the Inland Empire (San Bernardino and Riverside counties). SBCCD's micro-region/macro-region consists of the same 12 community colleges in San Bernardino and Riverside counties (Strong Workforce Program Metrics Data Element Dictionary, 2018).

Analysis: Over this period, the employment rate for students exiting all CTE programs in both colleges in the District was consistently higher than the median employment rate of students exiting all CTE programs in all colleges in the Inland Empire and the State.

Vision KPI 1.2 – Attained a Living Wage (All CTE Programs)

Definition: Among completers and skills-builder students who last took a course or earned an award in the selected TOP code in the selected year, the proportion of students who had attained a living wage.

Figure 2. Percent of Students that Attained a Living Wage

	2013-14	2014-15	2015-16
Crafton Hills College	50%	60%	62%
San Bernardino Valley College	44%	49%	50%
Inland Empire	46%	48%	52%
State	52%	56%	58%

Table 2. Percent of Students that Attained a Living Wage, 2013-14 through 2015-16

	2013-14	**2014-15**	**2015-16**
Crafton Hills College	50%	60%	62%
San Bernardino Valley College	44%	49%	50%
Inland Empire	46%	48%	52%
State	52%	56%	58%

Source: Cal-PASS Plus Strong Workforce Program Metrics (2015-16 is the most recent data available)

Analysis: Between 2013-14 and 2015-16, the percentage of students who attained a living wage after students exiting all CTE programs at Crafton Hills College increased by 12% and was consistently higher than the median attainment rate of students exiting all CTE programs in all colleges in the Inland Empire and the State (beginning in 2014-15).

Over this period, the percentage of students who attained a living wage after exiting all CTE programs at San Bernardino Valley College increased by 6%, which is consistent with a 6% increase in the Inland Empire and in the State.

Vision KPI 1.3 – Median Earnings in the Second Fiscal Quarter After Exit (All CTE Programs)
Definition: Among exiting students who last took a non-introductory course or earned an award in the selected TOP code in the selected year, the median earnings two quarters after exiting the California community college system.
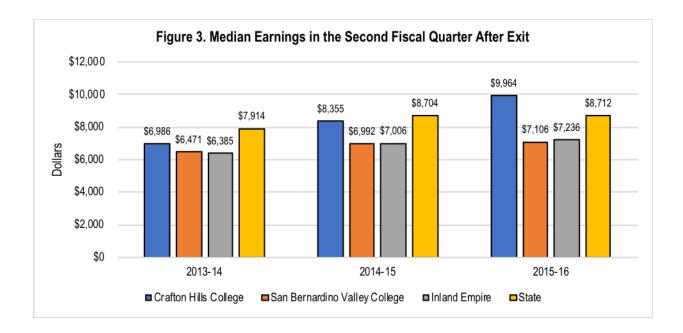

Figure 3. Median Earnings in the Second Fiscal Quarter After Exit

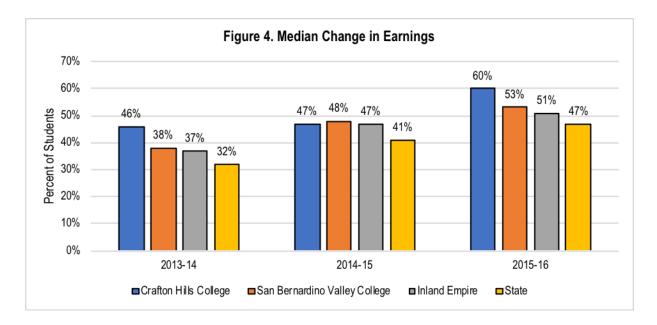**Table 3.** Median Earnings in the Second Fiscal Quarter After Exit, 2013-14 through 2015-16

	2013-14	**2014-15**	**2015-16**
Crafton Hills College	$6,986	$8,355	$9,964
San Bernardino Valley College	$6,471	$6,992	$7,106
Inland Empire	$6,385	$7,006	$7,236
State	$7,914	$8,704	$8,712

Source: Cal-PASS Plus Strong Workforce Program Metrics (2015-16 is the most recent data available)

Analysis: Between 2013-14 and 2015-16, the median second quarter earnings of students exiting all CTE programs at Crafton Hills College rose from $6,986 in 2013-14 to $9,964 in 2015-16, an increase of 42.6%. The median second quarter earnings of students exiting all CTE programs at San Bernardino Valley College rose from $6,471 in 2013-14 to $7,106 in 2015-16, an increase of 9.8%. During the same period, the percent increase for the Inland Empire was 13.3% and for the State was 10.1%.

Vision KPI 1.4 – Median Change in Earnings (All CTE Programs)

Definition: Among completers and skills-builder students who last took a course or earned an award in the selected TOP code in the selected year, the percentage change in earnings one year before and one year after exiting post-secondary education.

Figure 4. Median Change in Earnings

Table 4. Median Change in Earnings, 2013-14 through 2015-16

	2013-14	**2014-15**	**2015-16**
Crafton Hills College	46%	47%	60%
San Bernardino Valley College	38%	48%	53%
Inland Empire	37%	47%	51%
State	32%	41%	47%

Source: Cal-PASS Plus Strong Workforce Program Metrics (2015-16 is the most recent data available)

Analysis: Between 2013-14 and 2015-16, the median change in earnings for all CTE programs at CHC increased by 14%. The median change in earnings for all CTE programs at SBVC increased by 15%. Over this period, the median change in earnings for all CTE programs in both colleges at the District was consistently higher than the median change in earnings for all CTE programs in all colleges in the Inland Empire and in the State.

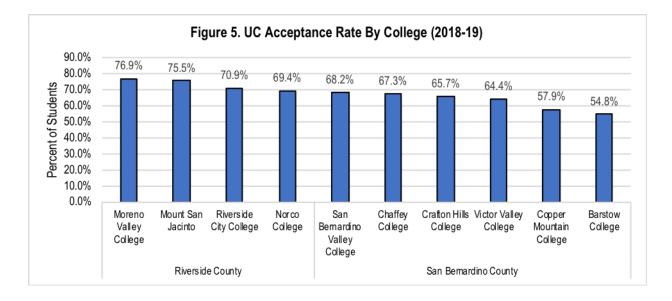**Vision Statement #2:** Our students will be the most preferred by four-year institutions and employees.

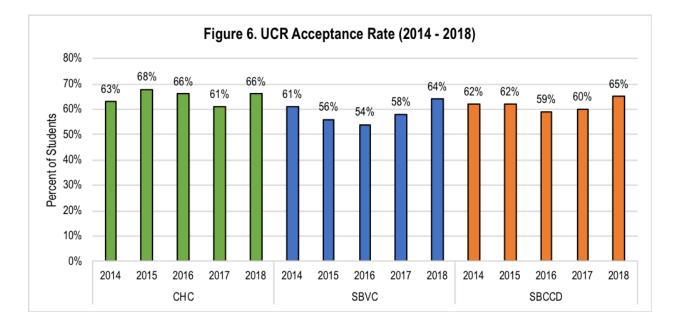**Vision KPI 2.1 – UC Acceptance Rate By College (San Bernardino and Riverside Counties)**

Figure 5. UC Acceptance Rate By College (2018-19)

Table 5. UC Acceptance Rate by College in San Bernardino County (2018-19)

College	# of Applicants	# of Admits	# of Enrollees	Acceptance Rate	Transfer Rate	Yield Rate
San Bernardino Valley College	129	88	66	**68.2%**	51.2%	75.0%
Chaffey College	367	247	179	**67.3%**	48.8%	72.5%
Crafton Hills College	105	69	49	**65.7%**	46.7%	71.0%
Victor Valley College	104	67	49	**64.4%**	47.1%	73.1%
Copper Mountain College	19	11	8	**57.9%**	42.1%	72.7%
Barstow College	31	17	11	**54.8%**	35.5%	64.7%
County Total	755	499	360	**66.1%**	47.7%	72.5%

Table 5.A. UC Acceptance Rate by College in Riverside County (2018-19)

College	# of Applicants	# of Admits	# of Enrollees	Acceptance Rate	Transfer Rate	Yield Rate
Moreno Valley College	186	143	115	**76.9%**	61.8%	80.4%
Mt. San Jacinto College	368	278	199	**75.5%**	54.1%	71.6%
Riverside City College	688	488	369	**70.9%**	53.6%	75.6%
Norco College	271	188	138	**69.4%**	50.9%	73.4%
County Total	1513	1097	821	**72.5%**	54.3%	74.8%

Source: Volume of Transfers to UC: https://www.universityofcalifornia.edu/infocenter/admissions-source-school

Analysis: In San Bernardino County, San Bernardino Valley College had the highest acceptance rate at 68.2%. The acceptance rate for San Bernardino Community College District is 67.1%.

Vision KPI 2.2 – UCR Acceptance Rate (SBCCD)

Figure 6. UCR Acceptance Rate (2014 - 2018)

Table 6. UCR Acceptance Rate (2014 - 2018)

Year	College	# of Applicants	# of Admits	# of Enrollees	Acceptance Rate	Transfer Rate	Yield Rate
2014	CHC	76	48	24	**63%**	32%	50%
	SBVC	70	43	19	**61%**	27%	44%
	SBCCD Total	146	91	43	**62%**	29%	47%
2015	CHC	91	62	30	**68%**	33%	48%
	SBVC	100	56	26	**56%**	26%	46%
	SBCCD Total	191	118	56	**62%**	29%	47%
2016	CHC	98	65	41	**66%**	42%	63%
	SBVC	124	67	40	**54%**	32%	60%
	SBCCD Total	222	132	81	**59%**	36%	61%
2017	CHC	101	62	28	**61%**	28%	45%
	SBVC	127	74	32	**58%**	25%	43%
	SBCCD Total	228	136	60	**60%**	26%	44%
2018	CHC	79	52	26	**66%**	33%	50%
	SBVC	112	72	48	**64%**	43%	67%
	SBCCD Total	191	124	74	**65%**	39%	60%
Total	CHC	445	289	149	**65%**	33%	52%
	SBVC	533	312	165	**59%**	31%	53%
	SBCCD Total	978	601	314	**61%**	32%	52%

Source: The UC Office of President

Analysis: For the past 5 years (2014 through 2018), the UCR acceptance rate of SBCCD transfer applicants averaged 61%. Overall, there was a 3% increase from 62% in 2014 to 65% in 2018.
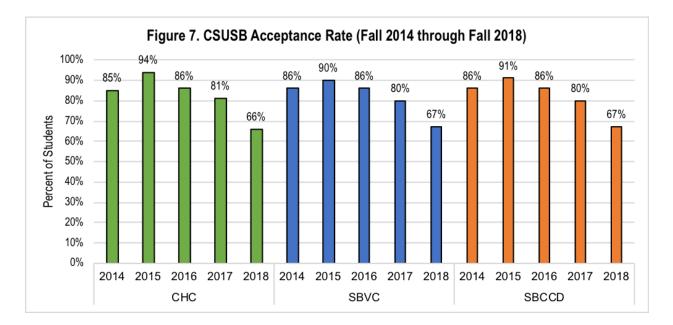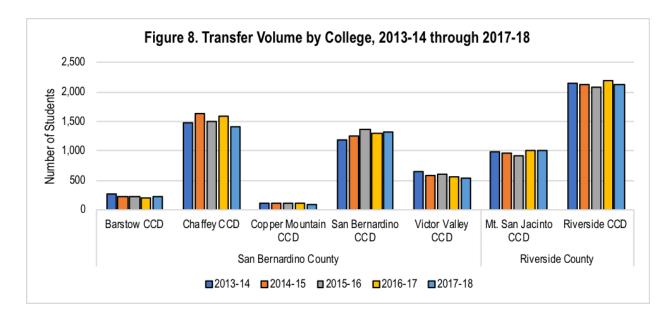
Vision KPI 2.3 – CSUSB Acceptance Rate (SBCCD)

Figure 7. CSUSB Acceptance Rate (Fall 2014 through Fall 2018)

Table 7. CSUSB Acceptance Rate (2014-2018)

Term	College	# of Applicants	# of Admits	# of Enrollees	Acceptance Rate	Transfer Rate	Yield Rate
Fall 2014	CHC	313	266	167	**85%**	53.4%	63%
	SBVC	589	507	282	**86%**	47.9%	56%
	SBCCD Total	902	773	449	**86%**	49.8%	58%
Fall 2015	CHC	368	346	217	**94%**	59.0%	63%
	SBVC	634	570	356	**90%**	56.2%	62%
	SBCCD Total	1,002	916	573	**91%**	57.2%	63%
Fall 2016	CHC	377	326	191	**86%**	50.7%	59%
	SBVC	616	530	322	**86%**	52.3%	61%
	SBCCD Total	993	856	513	**86%**	51.7%	60%
Fall 2017	CHC	399	323	197	**81%**	49.4%	61%
	SBVC	717	575	347	**80%**	48.4%	60%
	SBCCD Total	1,116	898	544	**80%**	48.7%	61%
Fall 2018	CHC	367	244	159	**66%**	43.3%	65%
	SBVC	623	420	303	**67%**	48.6%	72%
	SBCCD Total	990	664	462	**67%**	46.7%	70%
Total	CHC	1,824	1,505	931	**83%**	51.0%	62%
	SBVC	3,179	2,602	1,610	**82%**	50.6%	62%
	SBCCD Total	5,003	4,107	2,541	**82%**	50.8%	62%

Source: CSUSB Office of Institutional Research and Analytics

Analysis: For the past 5 years (Fall 2014 through Fall 2018), the CSUCB acceptance rate of SBCCD transfer applicants averaged 82%. Overall, there was a 19% decrease from 86% in 2014 to 67% in 2018.

Vision KPI 2.4 – Transfer Volume (CSU, UC, In-State Private, and Out-of-State)

Figure 8. Transfer Volume by College, 2013-14 through 2017-18

Table 8. Transfer Volume by College in San Bernardino County, 2013-14 through 2017-18

Community College District	2013-14	2014-15	2015-16	2016-17	2017-18	5 Yr Change
San Bernardino CCD	1,194	1,249	1,369	1,300	1,319	**10.5%**
Chaffey CCD	1,473	1,632	1,505	1,598	1,407	**–4.5%**
Victor Valley CCD	644	584	599	557	530	**–17.7%**
Barstow CCD	282	222	231	208	221	**– 21.6%**
Copper Mountain CCD	110	117	116	112	86	**–21.8%**
Total	6,835	6,877	6,811	6,970	6,697	**–2.0%**

Table 8.A. Transfer Volume by College in Riverside County, 2013-14 through 2017-18

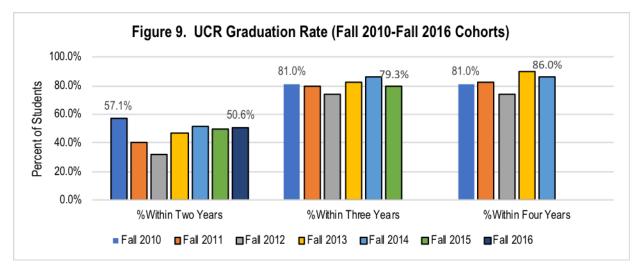| Community College District	2013-14	2014-15	2015-16	2016-17	2017-18	5 Yr Change
Mt. San Jacinto CCD	987	956	912	1,008	1,013	**2.6%**
Riverside CCD	2,145	2,117	2,079	2,187	2,121	**–1.1%**
Total	6,835	6,877	6,811	6,970	6,697	**–2.0%**

Sources: 1. Datamart Transfer Volume to In-State Private (ISP) and Out-of-State (OOS)

2. Volume of transfers to UC: https://www.universityofcalifornia.edu/infocenter/admissions-source-school

3. Volume of transfers to CSU: http://www.calstate.edu/as/ccct/index.shtml

Analysis: From 2013-14 through 2017-18, SBCCD had the highest 5-year change (10.5%) among community college districts in San Bernardino and Riverside Counties.

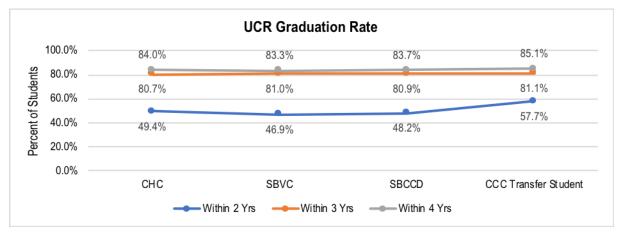**Vision Statement #3:** Our students will have the highest graduation rates at four-year institutions.

Vision KPI 3.1 – UCR Graduation Rate

Figure 9. UCR Graduation Rate (Fall 2010-Fall 2016 Cohorts)

Table 9. UCR Graduation Rate (Fall 2010 Through Fall 2016 Cohort)

Cohort	College	Total	2 Yr	3Yr	4Yr
Fall 2010	CHC	19	73.7%	89.5%	89.5%
	SBVC	23	43.5%	73.9%	73.9%
	SBCCD Total	42	57.1%	81.0%	81.0%
Fall 2011	CHC	19	36.8%	78.9%	78.9%
	SBVC	21	42.9%	81.0%	85.7%
	SBCCD Total	40	40.0%	80.0%	82.5%
Fall 2012	CHC	19	26.3%	78.9%	78.9%
	SBVC	12	41.7%	66.7%	66.7%
	SBCCD Total	31	32.3%	74.2%	74.2%
Fall 2013	CHC	24	41.7%	75.0%	87.5%
	SBVC	27	51.9%	88.9%	92.6%
	SBCCD Total	51	47.1%	82.4%	90.2%
Fall 2014	CHC	25	60.0%	84.0%	84.0%
	SBVC	25	44.0%	88.0%	88.0%
	SBCCD Total	50	52.0%	86.0%	86.0%
Fall 2015	CHC	29	51.7%	79.3%	
	SBVC	29	48.3%	79.3%	
	SBCCD Total	58	50.0%	79.3%	
Fall 2016	CHC	41	51.2%		
	SBVC	40	50.0%		
	SBCCD Total	81	50.6%		
Total	CHC	176	49.4%	80.7%	84.0%
	SBVC	177	46.9%	81.0%	83.3%
	SBCCD Total	353	48.2%	80.9%	83.7%

Source: UCR Office of Institutional Research

Analysis: The rate of SBCCD transfer students who graduated UCR within 2 years averaged 48.2% for Fall 2010 – Fall 2016 cohorts. Overall, there was a 6.5% decrease from 57.1% to 50.6%.

Vision KPI 3.2 – UCR Graduation Rates of Transfers from SBCCD vs. CCC

UCR Graduation Rate

Table 10. UCR Graduation Rate (Within Two Years)

Cohort	CHC	SBVC	SBCCD	CCC Transfer Students
Fall 2010	73.7%	43.5%	57.1%	54.6%
Fall 2011	36.8%	42.9%	40.0%	57.1%
Fall 2012	26.3%	41.7%	32.3%	51.4%
Fall 2013	41.7%	51.9%	47.1%	60.6%
Fall 2014	60.0%	44.0%	52.0%	57.6%
Fall 2015	51.7%	48.3%	50.0%	60.7%
Fall 2016	51.2%	50.0%	50.6%	57.7%
Mean	49.4%	46.9%	48.2%	57.7%
% Change	-22.5%	6.5%	-6.5%	3.1%

Table 10.A. UCR Graduation Rate (Within Three Years)

Cohort	CHC	SBVC	SBCCD	CCC Transfer Students
Fall 2010	89.5%	73.9%	81.0%	77.7%
Fall 2011	78.9%	81.0%	80.0%	81.0%
Fall 2012	78.9%	66.7%	74.2%	78.9%
Fall 2013	75.0%	88.9%	82.4%	83.2%
Fall 2014	84.0%	88.0%	86.0%	83.9%
Fall 2015	79.3%	79.3%	79.3%	81.4%
Mean	80.7%	81.0%	80.9%	81.1%
% Change	-10.2%	5.4%	-1.7%	3.7%

Table 10.B. UCR Graduation Rate (Within Four Years)

Cohort	CHC	SBVC	SBCCD	CCC Transfer Students
Fall 2010	89.5%	73.9%	81.0%	81.7%
Fall 2011	78.9%	85.7%	82.5%	85.0%
Fall 2012	78.9%	66.7%	74.2%	83.6%
Fall 2013	87.5%	92.6%	90.2%	87.4%
Fall 2014	84.0%	88.0%	86.0%	87.4%
Mean	84.0%	83.3%	83.7%	85.1%
% Change	-5.5%	14.1%	5.0%	5.7%

Source: UCR Office of Institutional Research

Vision KPI 3.3 – CSUSB Graduation Rate (SBCCD)

Figure 11. CSUSB Graduation Rate (Fall 2010-Fall 2016 Cohorts)

Table 11. CSUSB Graduation Rates By Cohort

Cohort	College	Total	2 Yr	3Yr	4Yr
Fall 2010	CHC	116	25%	59%	72%
	SBVC	152	21%	48%	65%
	SBCCD Total	268	23%	53%	68%
Fall 2011	CHC	102	22%	63%	77%
	SBVC	132	21%	49%	65%
	SBCCD Total	234	21%	55%	70%
Fall 2012	CHC	95	20%	54%	72%
	SBVC	124	25%	60%	73%
	SBCCD Total	219	23%	57%	73%
Fall 2013	CHC	136	27%	65%	82%
	SBVC	231	25%	61%	74%
	SBCCD Total	367	26%	62%	77%
Fall 2014	CHC	163	35%	71%	83%
	SBVC	280	29%	63%	76%
	SBCCD Total	443	31%	66%	79%
Fall 2015	CHC	116	35%	67%	
	SBVC	152	30%	63%	
	SBCCD Total	268	32%	65%	
Fall 2016	CHC	102	35%		
	SBVC	132	33%		
	SBCCD Total	234	34%		
Total	CHC	1,016	30%	64%	78%
	SBVC	1,585	28%	59%	70%
	SBCCD Total	2,601	29%	61%	73%

Source: CSUSB Office of Institutional Research Dashboards: New Transfer Students by Institution and Major

Analysis: The rate of SBCCD transfer students who graduated CSUSB within 2 years averaged 29% for Fall 2010 – Fall 2016 Cohorts. Overall, there was an 11% increase from 23% (Fall 2010 Cohort) to 34% (Fall 2016 Cohort).
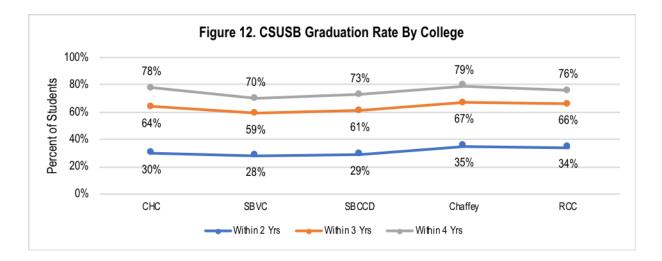
Vision KPI 3.4 – CSUSB Graduation Rate By College

Figure 12. CSUSB Graduation Rate By College

Table 12. CSUSB Graduation Rate By College (Within Two Years)

Cohort	CHC	SBVC	SBCCD	Chaffey	RCC	CCC Transfer Students
Fall 2010	25%	21%	23%	24%	31%	27%
Fall 2011	22%	21%	21%	31%	26%	26%
Fall 2012	20%	25%	23%	35%	26%	27%
Fall 2013	27%	25%	26%	28%	29%	28%
Fall 2014	35%	29%	31%	34%	36%	35%
Fall 2015	35%	30%	32%	40%	40%	37%
Fall 2016	35%	33%	34%	42%	45%	40%
Mean	30%	28%	29%	35%	34%	
% Change	10%	12%	11%	18%	14%	13%

Table 12.A. CSUSB Graduation Rate By College (Within Three Years)

Cohort	CHC	SBVC	SBCCD	Chaffey	RCC	CCC Transfer Students
Fall 2010	59%	48%	53%	63%	62%	60%
Fall 2011	63%	49%	55%	58%	59%	59%
Fall 2012	54%	60%	57%	73%	63%	63%
Fall 2013	65%	61%	62%	70%	64%	65%
Fall 2014	71%	63%	66%	67%	69%	67%
Fall 2015	67%	63%	65%	70%	74%	68%
Mean	64%	59%	61%	67%	66%	
% Change	8%	15%	12%	7%	12%	8%

Table 12.B. CSUSB Graduation Rate By College (Within Four Years)

Cohort	CHC	SBVC	SBCCD	Chaffey	RCC	CCC Transfer Students
Fall 2010	72%	65%	68%	75%	75%	74%
Fall 2011	77%	65%	70%	75%	72%	73%
Fall 2012	72%	73%	73%	83%	79%	76%
Fall 2013	82%	74%	77%	79%	76%	77%
Fall 2014	83%	76%	79%	80%	78%	79%
Mean	78%	70%	73%	79%	76%	
% Change	11%	1%	11%	5%	3%	5%

Source: CSUSB Office of Institutional Research Dashboards: New Transfer Students by Institution and Major

Vision Statement #4: Our students will have the highest employment rates in our communities.

Vision KPI 4.1 – Secured Employment

Definition: Among all students who exited the community college system and did not transfer to any postsecondary institution, the proportion of students who were unemployed and became employed after exiting college.

Figure 13. Percent of Students that Secured Employment

Table 13. Percent of Students that Secured Employment, 2014-15 through 2015-16

	2014-15	**2015-16**
Crafton Hills College	55%	57%
San Bernardino Valley College	55%	55%
San Bernardino CCD	55%	56%
Inland Empire	47%	49%
Statewide	46%	49%

Source: Cal-PASS Plus Student Success Metrics (2015-16 is the most recent data available for this metric)

NOTE: There are 7 macro-regions and 15 micro-regions identified by the California Community Colleges Chancellor's Office Doing What Matters. Each college is within a Doing What Matters micro-region and a Doing What Matters macro-region. SBCCD's micro-region and macro-region is the Inland Empire (San Bernardino and Riverside Counties). SBCCD's micro-region/macro-region consists of the same 12 community colleges in San Bernardino and Riverside Counties (Strong Workforce Program Metrics Data Element Dictionary, 2018).

Analysis: Between 2014-15 and 2015-16, the percent of unemployed students who became employed after exiting SBCCD increased by 1% from 55% to 56%. Over this period, the percent of unemployed students becoming employed after exiting SBCCD was consistently higher than the Inland Empire's median and the State's median.

Vision KPI 4.2 – Median Annual Earnings

Definition: Among all students who exited the community college system and who did not transfer to any postsecondary institution, median earnings following the academic year of exit.

Figrue 14: Median Annual Earnings

Table 14. Median Annual Earnings, 2014-15 through 2016-17

	2014-15	**2015-16**	**2016-17**
Crafton Hills College	$22,832	$23,304	$24,424
San Bernardino Valley College	$24,350	$25,376	$27,128
San Bernardino CCD	$23,732	$25,004	$26,208
Inland Empire	$22,668	$23,420	$24,704
Statewide	$27,732	$27,776	$29,504

Source: Cal-PASS Plus Student Success Metrics (2016-17 is the most recent data available for this metric)

Analysis: Between 2014-15 and 2016-17, the median annual earnings of our exiting SBCCD students increased by $2,176 from $23,732 to $26,208. Over this period, the median annual earnings of students exiting SBCCD was consistently higher than the median annual earnings of students exiting all colleges in the Inland Empire.

Vision Statement #5: Our district will be the gateway to pathways and opportunities for a brighter future.

Vision KPI 5.1 – Median Change in Earnings

Definition: Among all students who exited the community college system and who did not transfer to any postsecondary institution, median change in earnings between the second quarter prior to the academic year of entry and the second quarter after the academic year of exit from the last college attended.

Figrue 15: Median Change in Earnings

Table 15. Median Change in Earnings, 2014-15 through 2016-17

	2014-15	2015-16	2016-17
Crafton Hills College	37%	37%	47%
San Bernardino Valley College	46%	53%	45%
San Bernardino CCD	43%	48%	45%
Inland Empire	43%	48%	44%
Statewide	46%	50%	51%

Source: Cal-PASS Plus Student Success Metrics (2016-17 is the most recent data available for this metric)

Analysis: Between 2014-15 and 2016-17, the median change in earnings of our exiting SBCCD students between the second quarter prior to the academic year of entry and the second quarter after the academic year of exit increased by 2% from 43% to 45%. In 2016-17, the median change in earnings of students exiting SBCCD was 1% higher than the median change in earnings of students exiting all colleges in the Inland Empire.

Vision KPI 5.2 – Attained the Living Wage

Definition: Among all students who exited the community college system and who did not transfer to any postsecondary institution, the proportion that attained the district county living wage for a single adult measured immediately following the academic year of exit.
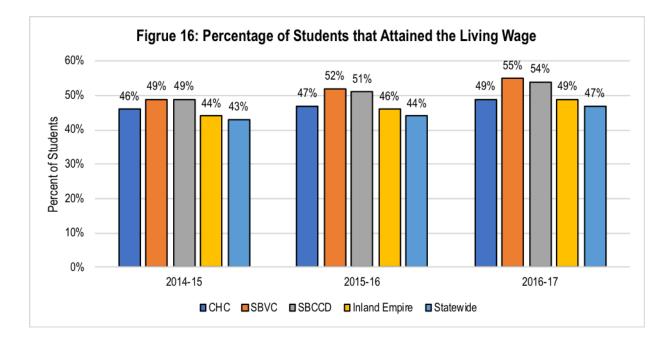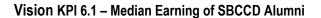

Figrue 16: Percentage of Students that Attained the Living Wage

Table 16. Percent of Students that Attained the Living Wage, 2014-15 through 2016-17

	2014-15	**2015-16**	**2016-17**
Crafton Hills College	46%	47%	49%
San Bernardino Valley College	49%	52%	55%
San Bernardino CCD	49%	51%	54%
Inland Empire	44%	46%	49%
Statewide	43%	44%	47%

Source: Cal-PASS Plus Student Success Metrics (2016-17 is the most recent data available for this metric)

Analysis: Between 2014-15 and 2016-17, the proportion of our exiting SBCCD students who reported attaining the district county living wage increased by 5% from 49% to 54%. Over this period, the percentage of our exiting students who attained the district county living wage was consistently higher than the Inland Empire's median and the State's median.

Vision Statement #6: Our students and alumni will make a significant contribution to the socioeconomic prosperity of our communities.
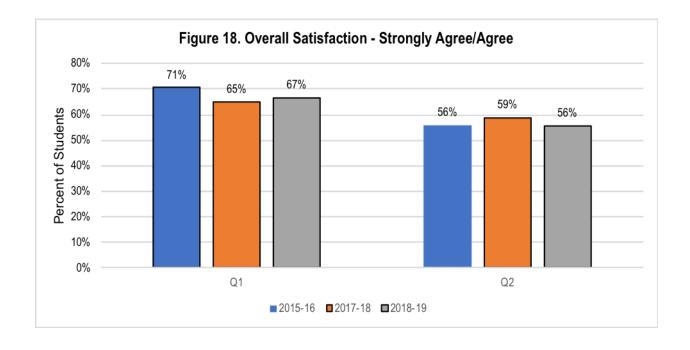
Vision KPI 6.1 – Median Earning of SBCCD Alumni

Figure 17. Median Earnings of SBCCD Alumni

Table 17. Median Earnings of SBCCD Alumni

	CHC	SBVC	SBCCD	County*
Riverside County	$49,996	$46,041	$47,023	$35,157
San Bernardino County	$40,348	$39,413	$39,417	$35,123

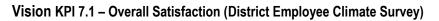Note: * Median Earnings of Population 25 years and over with earnings

Sources: 1.U.S. Census Burau. 2013-2017 American Community Survey 5-Year Estimates, Education Attainment
2. Emsi; Labor Market Analytics - Alumni Outcomes https://www.economicmodeling.com/alumni-outcomes/ (The alumni research was conducted in May 2018. The alumni data included alumni's occupation and the mean occupation wages for each job. The mean occupation wages were used to find Median Earnings of SBCCD Alumni.

Analysis: The median annual earnings for students who received degrees or certificates from either college in the District and lived in San Bernardino and Riverside Counties were higher than each county's median annual earnings. District alumni earned 33.75% more than the median annual earnings in Riverside County and 12.23% more than the median annual earnings in San Bernardino County.

Vision Statement #7: Our employees will want to be here, love working here, and go above and beyond for student success.

Vision KPI 7.1 – Overall Satisfaction (District Employee Climate Survey)

Figure 18. Overall Satisfaction - Strongly Agree/Agree

Table 18. Overall Satisfaction - Strongly Agree/Agree

	2015-16	2017-18	2018-19
Q1: I am personally treated with respect in this District.	71%	65%	67%
Q2: Overall, I am satisfied with the level of inclusiveness at SBCCD.	56%	59%	56%

Source: District Employee Climate Survey

NOTE: A District Employee Climate Survey was not administered in 2016-17.

Analysis: Over the three years considered, 68% of District employees agree or strongly agreed with the statement "I am personally treated with respect in this District," while 57% agreed or strongly agreed with the statement "Overall, I am satisfied with the level of inclusiveness at SBCCD."