



STRATEGIC PLAN AND OBJECTIVES 2022-2023 UPDATE

College Educational Master Plans

Aligned with the Strategic Plan with a focus on meeting the mission of the college and being responsive to local educational, business, and industry needs. The Colleges developed Strategic Directions and Actions to meet SBCCD's goals.

SBCCD Strategic Plan

The Board of Trustees established Goals and Objectives with Key Results.

Alignment & Integration

District Support Operations (DSO) Plan

Aligned with the Strategic Plan. Strategic Directions and Actions are aligned to support the Colleges' Educational Master Plan.

GOAL**1****ELIMINATE BARRIERS TO STUDENT ACCESS AND SUCCESS****OBJECTIVE 1.1: Continue efforts to increase college-going culture.****KEY RESULTS**

- Financial Aid Offices will review and update policies and procedures to increase financial aid opportunities for students.
- Develop financial aid materials that explain the college financing process.
- Two hundred students will learn how to use Jobspeaker.
- Launch a comprehensive enrollment marketing campaign to promote colleges within SBCCD's service area.
- Prepare three marketing emails/PSA/commercials per term that highlight the programs and services offered at the colleges and EDCT.
- Finalize the Guided Pathways website and app for tracking progress in program maps.
- Fully implement a paperless process for Financial Aid verification.
- Complete a phone, text and email campaign to students who stopped out in the fall of 2021 and spring of 2022.

OBJECTIVE 1.2: Evaluate and promote the success of our identity-based programs and student support services to gain insight that can be leveraged to enhance current efforts to improve the broader student experience at SBCCD.**KEY RESULTS**

- Complete a program evaluation to assess the most frequently used support services by students who participate in identity-based programs and provide recommendations for improvement.
- Co-create a student survey with the identity program participants and hold three virtual round tables to capture student ideas and their understanding of the state of higher education, instructional needs, and learning styles.
- Schedule 4,000 student support appointments to First-Year Experience and first-time students.

GOAL**1****ELIMINATE BARRIERS TO STUDENT ACCESS AND SUCCESS**

OBJECTIVE 1.3: Develop a state-of-the-art technology system that delivers a student-centered experience, improves efficiency and effectiveness, and provides analytical strategies and infrastructure that allows SBCCD to make Data-Driven Decisions.

KEY RESULTS

- Integrate 50% of SBCCD's data sources.
- Develop six new dashboards that provide ready access to data on enrollments, efficiency, demographics, completions, faculty assignments, FON, fill rates, capture rates, and FTES.
- Develop a system that will automate the cross-listing of courses.
- Implement a scheduling software to schedule courses that will support student completion of degrees, certificates, and/or transfer.
- Implement Guided Pathways technology to ensure students stay on their path to completion.
- Expand access to disaggregated classroom data to improve equity outcomes in all disciplines.

OBJECTIVE 1.4: Grow and expand Dual/Concurrent Enrollment and K-12 Articulations.

KEY RESULTS

- Translate dual enrollment recruitment materials into Spanish.
- Host a campus tour for six high schools in our region.
- Sign four new MOUs and CCAP agreements.
- Meet with three local high school principals each term to discuss the benefits of dual enrollment.
- Expand dual enrollment class offerings at partner schools.
- Promote the dual enrollment program to middle schools.
- Create a parent-education initiative.

OBJECTIVE 1.5: Implement a Board approved KVCR plan.

KEY RESULTS

- Provide the Board of Trustees quarterly updates.
- Complete the hiring of an Executive Director, a Director of Operations, and a Development Director.
- Hire a Lab Technician and a Network Specialist.
- Increase the number of internships at KVCR.
- Begin construction of instructional and storage spaces.

GOAL**2****BE A DIVERSE, EQUITABLE, INCLUSIVE, AND ANTI-RACIST INSTITUTION****OBJECTIVE 2.1: Implement the four Pillars of Guided Pathways.****KEY RESULTS**

- Develop an Education Plan for 5,000 matriculated students.
- Fully map and align 50% of programs.
- Complete the Single Application implementation project.
- Establish a District-wide Enrollment Management Committee and charge.
- Create a Crosswalk document that aligns the Guided Pathways implementations for each college with the college Educational Master Plans.
- Libraries will acquire ten new online journals, databases, streaming media services or e-books.
- Utilize SEM project training to develop student schedules based on student needs and educational plans.

OBJECTIVE 2.2: Increase access and sense of belonging district-wide and foster a culture of inclusion that is supported by targeted professional development and sustained DEIA initiatives.**KEY RESULTS**

- Promote personal and professional development for 50 staff and students by supporting participation in DEIA workshops, trainings, and conferences (e.g. HACU, A2MEND, and Asian Pacific Americans).
- Create a MOU to show SBCCD's support of Juneteenth.
- Analyze data from the rubric used to score FT Faculty candidates' equity responses.
- Create a District-wide DEIA Academy.
- Train 30 faculty in classroom techniques to address disproportionate impacted populations.

OBJECTIVE 2.3: Leverage partnerships with community-based organizations to expand SBCCD's sphere of influence and include constituent voices in decision-making.**KEY RESULTS**

- Host an education summit with local K-12 leadership and faculty with emphasis on SBCCD's programs and services and opportunities for collaboration.
- Staff will present at 20 conferences (local, regional, state, national).
- Renew partnerships with Mexican Consulate in San Bernardino to assist local students and families with college applications and financial aid.
- SBCCD will submit ten grant applications to increase funding to support programs and services.
- Engage with community support organizations to inform future student housing projects.

GOAL

3

BE A LEADER AND PARTNER IN ADDRESSING REGIONAL ISSUES

OBJECTIVE 3.1: Develop a Strategic Plan that will signal to all constituents that SBCCD has a comprehensive vision that positively impacts our region and effectively employs strategies that will enable our students to develop the knowledge, confidence, and ability to succeed.

KEY RESULTS

- Complete Educational Master Plans.
- Complete the framework for the creation of the DSO Support Plan.
- Align SBCCD's measurement model with the CCCCO Vision for Success.

OBJECTIVE 3.2: Institutionalize our commitment to investing in cultivating leadership skills within our District as a vehicle for expanding SBCCD's ability to influence economic and educational initiatives around the region, state, and country.

KEY RESULTS

- Staff will serve on at least ten boards/committees.
- Managers will complete leadership training activities tied to diversity, equity, and inclusion.
- Continue to support the participation in Leading from the Middle (LFM).
- Rebrand the Chancellor's Leadership Academy.

OBJECTIVE 3.3: Grow our reputation as a leading higher education institution by enhancing and cultivating community partnerships with K-12 partners, businesses, and community organizations.

KEY RESULTS

- Produce monthly community newsletters, press releases, and informational videos to promote educational opportunities, student success stories, and faculty/staff milestones.
- Reapply as a partner to support the Prison to Employment Program.
- Launch the College Corps program and match 100 students with a local non-profit or public agency to promote student civic engagement.

GOAL**4****ENSURE FISCAL ACCOUNTABILITY/
SUSTAINABILITY**

VALUE STATEMENT: SBCCD is dedicated to excellence in operations as demonstrated by fiscal responsibility and the proactive identification and establishment of diverse revenue streams.

OBJECTIVE 4.1: Expand grants, partnerships with regional employers, and philanthropic culture.**KEY RESULTS**

- Receive \$1M in new grants for SBCCD.
- Raise \$50,000 for KVCR student internships.
- Establish two new endowed program support funds through the Foundations.

OBJECTIVE 4.2: Continue to advocate for local state and federal funding to support SBCCD's mission.**KEY RESULTS**

- Invite candidates for local, state, and federal office to tour campuses.

OBJECTIVE 4.3: Enhance innovation in our investments, space utilization, and growth to (1) remain at the vanguard of facilities development; (2) improve our ability to respond to variations in capital and operational budgets and; (3) set aside funds for deferred maintenance.**KEY RESULTS**

- Begin construction for the Applied Technology Building, Performing Arts Center, and Public Safety Training Center.
- Complete construction for the softball field and the CHC Child Development Center.
- Complete the facilities needs assessment for DSO.
- Identify projects to be funded from the Deferred Maintenance Plan.

OBJECTIVE 4.4: Leverage resources to decrease student cost of attaining a high-quality education.**KEY RESULTS**

- Support the Books+ Program.
- Distribute \$200k in scholarships through CHC/SBVC Foundation Offices.
- Provide 1,000 students in need free meals.
- Host four financial management workshops for students.