



2023

# Planning+: Integrated and Student Focused



SAN BERNARDINO  
COMMUNITY COLLEGE  
DISTRICT



# INTRODUCTION

The purpose of this document is to provide an overview of the San Bernardino Community College District (SBCCD) Integrated Planning Process 2023. The background on the history and need for the new process is provided, as well as the formative steps in its development and current status moving forward into the 2023-2024 Fiscal and Academic Year and beyond. The planning process includes Districtwide planning with the Board of Trustees, and planning across the three areas of the District: San Bernardino Valley College (SBVC), Crafton Hills College (CHC), and District Support Operations (DSO). The process is designed on a five-year cycle, but could be adjusted to a shorter or longer cycle in the future as needed.

## BACKGROUND

In 2021, the San Bernardino Community College District (SBCCD) began the redesign of its Shared Governance structure and Strategic Planning process. Jose Torres, Executive Vice Chancellor for the District, was serving as Interim Chancellor at the time while the search was underway for the new permanent Chancellor. In 2021 the Board of Trustees appointed Diana Rodriguez to the permanent position of Chancellor for the San Bernardino Community College District, and she began her duties August 1, 2021. Under the leadership of these two individuals a new strategic planning process was initiated, and a new governance structure established. The intent of the redesign was three-fold: first, to embrace a more participative, collaborative model of work among the three entities (SBVC, CHC, and DSO); second, to ensure an inclusive, regional approach to serving all areas of the District; and third, to more fully integrate the planning processes of the District and its two colleges.

Concurrent with this effort was the implementation, at a local level, of several initiatives from the California Community Colleges Chancellor's Office (CCCCO). These included the Vision for Success, Guided Pathways, Student Equity and Achievement, the Student Centered Funding Formula, and implementation of Assembly Bills 705 and 1705, designed to streamline and improve success in college-level English and Mathematics. The intent of these initiatives was to redesign the state's community colleges to better serve each and every student with inclusive, equitable, streamlined, effective programs and services leading to the timely completion of certificates and degrees, transfer, and job acquisition/employment. SBCCD's plans for a newly designed structure and process aligned well with implementation of these state initiatives at the local level.

SBCCD's new strategic planning process provided for the development of a districtwide Strategic Plan to serve the region, complementary SBVC and CHC Educational Master Plans (EMPs) to serve each unique college service area, and a DSO Plan to support both the SBCCD Strategic Plan and the colleges' EMPs. The plans would be data-informed, be focused on student access and success, and include input from both internal and external stakeholders and students. All four plans would be adopted by the Board of Trustees, ensuring integration of planning, and would span a five-year period to accomplish policy direction under the four broad goals adopted by the Board of Trustees.

The new governance structure included a Chancellor's Council and five Advisory Committees, each with representation from the two colleges, San Bernardino Valley College (SBVC) and Crafton Hills College (CHC), and from the District Support Operations (DSO). One of these five Advisory Committees – the Institutional Effectiveness Advisory Committee (IEAC) – was charged with oversight of the new integrated planning process, which is outlined in this document. A technology solution for monitoring progress on the plans, called Cascade, was adopted to support integrated planning and evaluation and to provide users with transparent, online access to plan progress and achievement of Key Results.

# DEVELOPMENT OF THE NEW INTEGRATED PLANNING PROCESS

This plan is part of an integrated planning process in the San Bernardino Community College District (SBCCD). In April 2022, the SBCCD Board of Trustees has adopted the *San Bernardino Community College District Strategic Plan 2022-2027*.

The Plan encompasses four broad goals to serve the residents, communities, and employers of the SBCCD region:

**PHASE 1:** Develop SBCCD Strategic Plan 2022-2027 [April 2021 – April 2022]  
Goals, Objectives, Key Results

**PHASE 2:** Develop SBVC & CHC EMPs 2023 - 2028 [April 2022 – May 2023]  
Strategic Directions, Supporting Actions, Key Results

**PHASE 3:** Develop DSO Plan [February 2023 – May 2023]  
Strategic Directions, Supporting Actions, Key Results

**PHASE 4:** Transition to new planning process [Beginning July 2023]  
Streamline and complete planning integration by transitioning the Strategic Plan Objectives and Key Results to the College EMPs and DSO Plan to eliminate duplication (i.e., the three units' Strategic Directions and Key Results incorporate these two items)



# DEVELOPMENT OF THE NEW INTEGRATED PLANNING PROCESS

## Phase 1: SBCCD Strategic Plan 2022 - 2027

Developing the SBCCD Strategic Plan was the first phase in the process. Environmental scans were completed and a rich data profile was prepared, identifying student and community demographics and workforce needs of the region. Community meetings and visits to campus sites were conducted. The process involved both internal and external stakeholders, including community leaders. The Board of Trustees engaged in thoughtful dialogue to identify broad goals to provide policy direction for the District and its Colleges for the next five years. The San Bernardino Community College District Strategic Plan 2022-2027 was developed and adopted by the Board of Trustees April 14, 2022. Four overarching Goals, with correlating Objectives and Key Results were included in this initial plan to guide the work of the colleges and DSO as each developed its respective plan in alignment with the districtwide strategic plan via the next three phases of the process.

## Phase 2: College Educational Master Plans (EMPs)

In alignment with the Board-adopted Strategic Plan Goals, and their respective College missions, each College developed its five-year Educational Master Plan, identifying Strategic Directions, Supporting Actions, and Key Results in serving its diverse and unique student body and local community. Ongoing planning efforts, accreditation recommendations, state and federal initiatives, contemporary practices in higher education, and future perspectives were integrated into the two College plans.

## Phase 3: District Support Operations (DSO) Plan

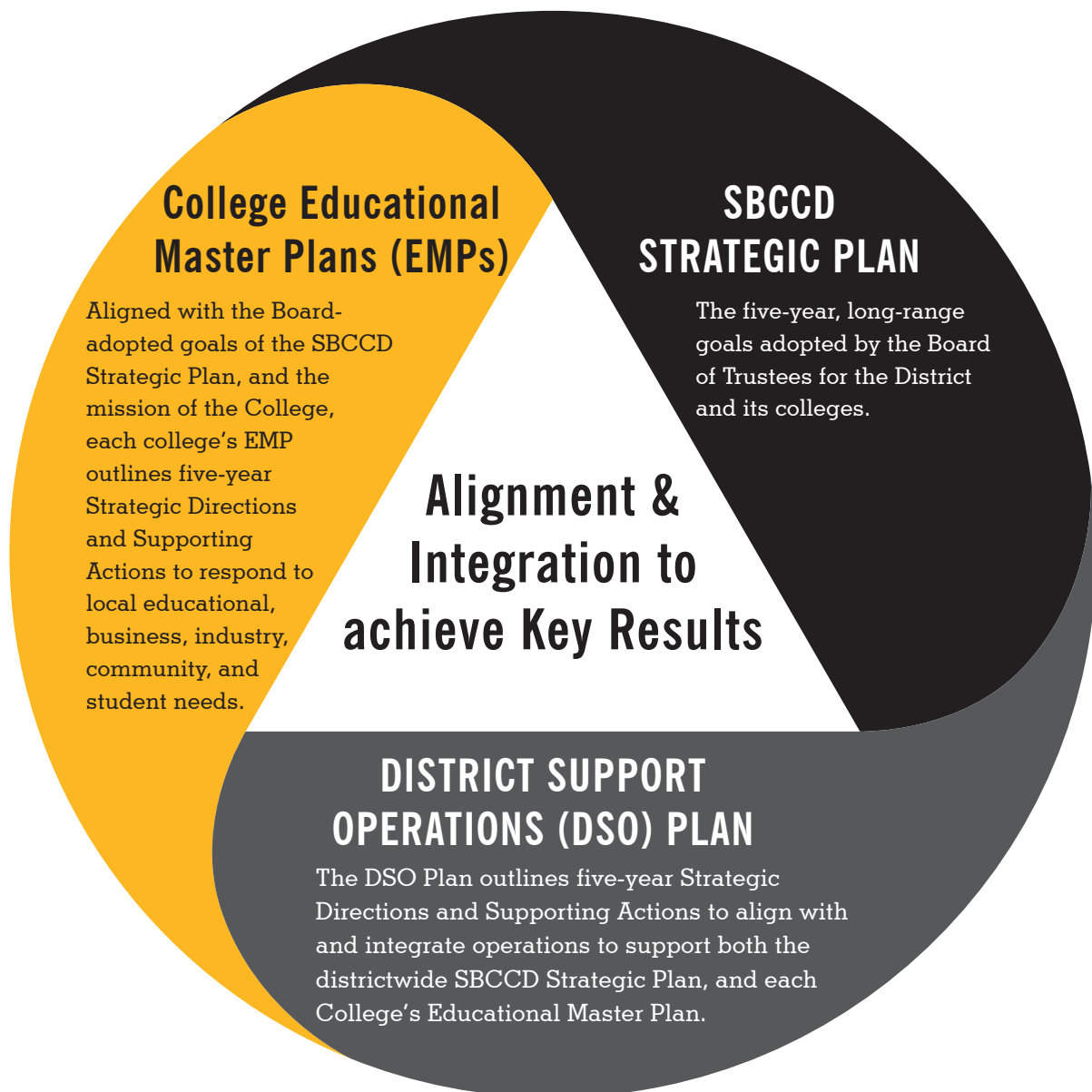
In alignment with the Board-adopted Strategic Plan Goals and the Colleges' EMP Strategic Directions, the DSO Plan supports both the Board-adopted SBCCD Strategic Plan goals and the Colleges' EMPs in outlining its five-year Strategic Directions, Supporting Actions, and Key Results. The DSO Plan was developed mindful of the balance needed between efficiency and effectiveness to support the Colleges, and utilized the Delineation of Functions Map as a guide in planning centralized and decentralized support operations.

## Phase 4: Transition to New Integrated Planning Process

In this final phase, the Objectives and Key Results of the San Bernardino Community College District Strategic Plan 2022-2027 were transitioned to the Colleges' Educational Master Plans and the DSO Plan. All three plans were assessed to confirm alignment and integration of the objectives and Key Results. This transition eliminated duplication and streamlined the process.

# SBCCD INTEGRATED PLANNING MODEL

The model below depicts the new SBCCD Integrated Planning Process. Focused on student access and success, alignment and integration of all planning efforts across the District is essential to achieve the desired Key Results.



# INTEGRATED PLANNING MATRIX (2023 – 2028 FIVE-YEAR PLANNING CYCLE)

California Community Colleges Chancellor’s Office has identified Vision 2030, a guide for community colleges. This new Vision builds on the Vision for Success and the Governor’s Roadmap. SBCCD’s planning documents support statewide, regional, and local efforts to support students in achieving their goals. The chart below delineates the alignment and integration of the three components of the Integrated Planning process. Objectives under the Board’s four Goals, and their respective Key Results, have been transitioned to the Colleges and DSO for implementation.

## California Community Colleges Framework for Vision 2030



## SBCCD Integrated Plan – 2023-2028

### SBCCD Mission

SBCCD positively impacts the lives and careers of our students, the well-being of their families, and the prosperity of our community through excellence in educational and training opportunities.

### SBCCD Vision

Inspiring possibilities for bright futures and a prosperous community.

### SBCCD Values

Accessibility, Inclusion, Integrity, Courage, Collaboration, Excellence

### Crafton Hills College Mission

The Crafton Hills College mission is to change lives. We seek to inspire our students, support our colleagues, and embrace our community through a learning environment that is transformational. Crafton Hills College welcomes everyone and is committed to working with students from diverse backgrounds. The College has an exceptional learning environment built on a tradition of excellence, a talented faculty, a driven student body, a committed staff, with passionate leadership and community support.

### San Bernardino Valley College Mission

San Bernardino Valley College provides innovative instructional programs and cohesive student services to support the educational goals of a culturally diverse community of learners by engaging in continuous improvement and actively working towards an anti-racist culture to foster an environment of meaningful learning and belonging for our students, employees, and the community.

# INTEGRATED PLANNING MATRIX FOR 2023 – 2028 FIVE-YEAR PLANNING CYCLE

SBCCD Strategic Plan 2022-2027 Goals	Strategic Directions 2023 -2028		
	DSO Plan	CHC Plan	SBVC Plan
<b>Goal 1:</b> Access and Success Eliminate barriers to student access and success.zx	1.1: Support the colleges in creating efficient processes and accessible, user-friendly customer services.	1.1: Increase student enrollment.	1.1: Create a college-going culture through intentional community outreach and clear communications of pathways.  1.2: Innovate curriculum and course offerings to support student equity and completion.  1.3: Expand and align support services and resources in conjunction with student pathways.
<b>Goal 2:</b> Institutionalize DEI-A Be a diverse, equitable, inclusive, and anti-racist institution.	2.1: Develop a diverse SBCCD workforce of individuals who are culturally competent; understand the communities they serve; honor equity, inclusivity, and anti-racism; and are supported with ongoing professional development.	2.1: Engage in practices that prioritize and promote inclusivity, equity, anti-racism, and human sustainability.  2.2: Increase student success & equity.	2.1: Utilize quantitative and qualitative data to understand our students' lived experiences and better support them towards their goals.  2.2: Create relationships with the Black and African American community.  2.3: Create and sustain sense of belonging for all College and community stakeholders.

# INTEGRATED PLANNING MATRIX FOR 2023 – 2028 FIVE-YEAR PLANNING CYCLE

<p><b>Goal 3:</b> Regional Leadership Be a leader and partner in addressing regional issues.</p>	<p>3.1: Partner with business, industry, and community organizations to create education and training that leads to employment of SBCCD students and advancement in the workplace.</p> <p>3.2: Institutionalize a commitment to cultivating leadership skills within the District by providing professional development that expands SBCCD's ability to influence economic, educational, and sustainability initiatives in the region, state, and country.</p> <p>3.3: Work with municipal, regional, state, and federal representatives in a unified effort to ensure that educational and employment needs of the region are understood, articulated, and advocated for funding.</p>	<p>3.1: Develop a campus culture that engages students, employees, and the broader community.</p>	<p>3.1: Connect students to regional and community Opportunities.</p>
<p><b>Goal 4:</b> Fiscal Accountability: Ensure SBCCD's fiscal accountability/sustainability.</p>	<p>4.1: Maximize the acquisition, investment, management, and sustainability of SBCCD funds, facilities, systems, and technologies; support ongoing innovation and user training to ensure District viability, fiscal accountability, and reduced student costs.</p>	<p>4.1: Foster and support inquiry, accountability, and campus sustainability.</p>	<p>4.1: Ensure sustainability through fiscal accountability.</p>

# SBCCD INTEGRATED PLANNING MODEL

The Cascade software application will be used to support transparency, communication, collaboration and efficiency. Stakeholders at all sites will be able to see who is accountable for which supporting actions in order to expedite communication, and to monitor progress and Key Results across the plans. Additionally, reports at various levels of the organization can be generated as needed to support the work of the District and its Colleges, and to inform the Board of Trustees of progress on its four policy direction goals.

## INTEGRATED PLANNING PROCESS 2023 AND THE FUTURE

All four phases of the development process have been completed. Following Board adoption of the two College Educational Master Plans, and the DSO Plan, the new Integrated Planning Process will commence Fall 2023. Moving forward, SBCCD and its colleges have adopted a five-year planning cycle for each entity, with staggered start dates to ensure alignment. Development of the five-year District Strategic Plan will occur first, followed by development of the Colleges' EMPs and the DSO Plan.

## SBCCD MASTER PLANNING CYCLE AND TIMELINE

The model that follows depicts two complete cycles of the process, with timelines for each stage in the cycle. The upcoming Western Association of Schools and Colleges (WASC), Accrediting Commission for Community and Junior Colleges (ACCJC) accrediting cycle has also been included, as well as the ongoing Program Review Process. While these two have been highlighted in the model, it should be noted that the Colleges and DSO have many planning efforts underway in any given year (e.g., Guided Pathways, Student Equity and Achievement, Strategic Enrollment Management, the KVCR Plan, etc.). These planning efforts are all included in the EMPs and DSO Plan, representing a truly integrated approach to planning.

# SBCCD MASTER PLANNING CYCLE AND TIMELINE



# APPENDIX: GLOSSARY OF TERMS

Note: Definitions taken primarily from the California Community College Chancellor's Office website are identified by an asterisk (\*).

**Assembly Bill 705 (AB 705 & 1705).** Assembly Bill 705 is legislation intended to support assessment and placement strategies proven to increase student completion rates and close the achievement gap by requiring colleges to consider a student's high school coursework and GPA as primary determining factors for placement. AB 1705 further extended AB705 by requiring that by July 1, 2023, a community college district or community college to maximize the probability that students will enter and complete transfer-level coursework in English and mathematics within a one-year timeframe of their initial attempt in the discipline.\*

**Delineation of Functions Map.** This map responds to ACCJC Accreditation Standard IV.D (Leadership and Governance, Multi-College Districts), which states that the district/system clearly delineates, documents, and communicates the operational responsibilities and functions of the district/system from those of the colleges and consistently adheres to this delineation in practice. The Delineation of Functions Map is a grid which shows which functions are primarily those of the colleges, which are primarily those of the district, and which functions are shared.

**District Data Profile.** A comprehensive collection of detailed data which identifies student and community demographics and workforce needs of the region served by the District.

**Educational Master Plan.** A multi-year plan, collaboratively developed, which presents an institution's highest priorities and planned actions. It is the institution's overarching plan which informs all other plans and guides decision making and resource allocation.

**Key Results.** Key Results are specific measurable outcomes identified in the implementation stages of the planning process. A periodic review of Key Results actually attained provides a way for the institution to know the degree to which its plan is achieving what it set out to accomplish.

**Goal.** In the SBCCD planning model, a goal is an overarching statement which identifies one of the Board of Trustees' global policy directions for the District and its colleges for the next five years. A goal is based on a close review of the District Data Profile, feedback from stakeholders, and collaborative dialogue.

**Guided Pathways.** Guided Pathways is an equity-focused framework that allows colleges to forge clear paths for students and remove systemic obstacles to their success. Guided Pathways is a structure to provide all students with clear enrollment avenues, course-taking patterns, and support services. This framework centers decision making on the student experience.\*

**Mission.** In the SBCCD planning model, "mission" responds to ACCJC Accreditation Standard I (Institutional Mission and Effectiveness) which states, under IA, the institution has a statement of mission that defines the institution's broad educational purposes, its intended student population, and the commitment to achieving student learning.

**Objectives.** In the SBCCD planning model, an objective provides more detail to a District goal, by identifying, more specifically, ways for the District to achieve the goal. The objectives mirror the Strategic Directions identified by the Colleges and District Support Operations.

**Strategic Direction.** In the SBCCD planning model, a strategic direction is a statement that identifies a global direction for a college to pursue in order to achieve a District goal. A strategic direction is based on a close review of the college's data profile, feedback from college stakeholders, and collaborative dialogue.

# APPENDIX: GLOSSARY OF TERMS

**Student Centered Funding Formula (SCFF).** California's Student Centered Funding Formula ensures community colleges are funded, at least in part, on how well their students are faring. It bases general apportionments – discretionary funds available to community college districts – on three calculations:

1. A base allocation, which largely reflects enrollment.
2. A supplemental allocation based on the numbers of students receiving a College Promise Grant, students receiving a Pell Grant, and students covered by AB 540.
3. A student success allocation based on outcomes that include the number of students earning associate degrees and credit certificates, the number of students transferring to four-year colleges and universities, the number of students who complete transfer-level math and English within their first year, the number of students who complete nine or more career education units, and the number of students who have attained the regional living wage.

The Student Centered Funding Formula's metrics are in line with the goals and commitment set forth in the California Community Colleges' Vision for Success.\*

**Student Equity and Achievement.** The Student Equity and Achievement Program (SEAP), established in Education Code (EC) 78222, consolidates the Basic Skills Initiative (BSI), Student Equity (SE) and the Student Success and Support Program (SSSP) with the intent of supporting Guided Pathways and the system-wide goal to eliminate achievement gaps. As a condition of receiving funds, a district shall comply with the following: maintain an equity plan per EC 78220; provide matriculation services per EC 78212; adopt placement policies per EC 78213 (AB 705) and provide all students with an educational plan.\*

**Supporting Actions.** In the SBCCD planning model, supporting actions provide more detail to the Colleges' and DSO strategic directions, by identifying more specifically ways for them to follow that direction to achieve the intended Key Results.

**Values.** Values are an institution's core principles which inform its mission, vision, plans, and actions.

**Vision.** A vision is a brief phrase which states in a few words what an institution or organization intends to accomplish.

**Vision for Success.** This Vision for Success is the California Community College Chancellor's Office framework for making the Chancellor's Office and the California Community Colleges as a whole truly student ready. The Vision provides bold goals to improve student outcomes, including closing achievement gaps, increasing degree and certificate attainment and transfers to four-year institutions, reducing excess unit accumulation by students, and securing gainful employment. The efforts articulated in the Vision for Success are guided by the core belief that colleges should simplify paths to educational goals and help students stay on those paths until completion.\*



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