



2022–2027

STRATEGIC PLAN PROGRESS REPORT

EXECUTIVE SUMMARY 2024

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Chancellor

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Dr. Linda Fontanilla
Interim SBVC President

A NOTE FROM THE CHANCELLOR



Dear SBCCD Community,

As we increase our efforts to promote upward mobility in the region—empowering students to pursue rewarding careers and continue their education at four-year universities—this report provides a snapshot of our progress toward that goal.

For example, we're on track to exceed this year's enrollment targets for Crafton Hills College and San Bernardino Valley College. This accomplishment reflects our collective efforts to expand outreach, retention, and partnerships, helping us reach and serve more students.

Our finances remain solid, with clean financial audits for the second year in a row.

Our dual enrollment partnerships with local K-12 schools have grown rapidly. This spring, we enrolled 3,705 high school students, up from 2,680 last year and 1,739 the year before.

We've secured about \$11.2 Million in external grant funding to support innovative student success programs. One of our major wins this year is a \$3 Million grant from the U.S. Economic Development Administration that will help our Economic Development & Corporate Training division build a new job training center for the community.

We've opened the first two voter-approved Measure CC projects: the Public Safety Training Center at Crafton Hills College and the Softball Field at San Bernardino Valley College. These new facilities help students gain the career and life skills they need to succeed.

We've also strengthened partnerships with policymakers, allowing us to expand student access to food assistance through a collaboration with San Bernardino County. By using FAFSA data, we're simplifying the CalFresh application process to make it easier for students to receive support.

Our KVCR Public Media station has opened its doors to students, the community, and philanthropic partners like never before. We're dedicated to creating and broadcasting local, educational programming that uplifts the Inland Empire and beyond.

As we're more digitally connected, we're enhancing cybersecurity and improving technology support for students, faculty, and staff with a comprehensive technology plan.

Together, we're building a stronger local workforce and economy. Thank you to our students, faculty, classified professionals, administrators, alumni, and community partners for your dedication. We're making incredible progress and shaping a brighter future for all.

Sincerely,

A handwritten signature in black ink, appearing to read "Diana Z. Rodriguez".

Diana Z. Rodriguez
Chancellor

SBCCD BY THE NUMBERS



27,229

Annual Students
Served



22

Cities & Communities
Served



4,290

Degrees & Certificates
Awarded



\$11.2M

Public & Private
Grants Received



322

Academic Programs
Offered



\$60,241,592

Student Financial Aid
Offered



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SBCCD'S Alignment with Vision 2030

The California Community Colleges Chancellor's Office has recently unveiled Vision 2030, a comprehensive guide aimed at steering the development of Community Colleges. This new strategic vision is built upon the foundational principles of the Vision for Success and the Governor's Roadmap, emphasizing the continued advancement and innovation within the California Community College system.



San Bernardino Community College District (SBCCD) planning documents are intricately designed to complement and bolster statewide, regional, and local initiatives focused on empowering students to attain their educational and career objectives.

The 2024 Executive Summary provides an overview of the noteworthy achievements realized by SBCCD, reflecting a resolute alignment with the objectives set forth under the Board's four primary Goals, along with their respective Key Results. These accomplishments underscore the District's unwavering commitment to fostering student success.

GOAL 1

ELIMINATE BARRIERS TO STUDENT ACCESS AND SUCCESS



OVERVIEW: SBCCD exists to transform the lives of our students by expanding access to high-quality educational opportunities and deploying innovative interventions to support students from matriculation to completion. Efforts this year have been centered on supporting students throughout their academic journey

Strategic Direction 1.1: Support the colleges in creating efficient processes and accessible, user-friendly customer services.

KEY RESULTS:

- (1) Implemented a new platform for students to register for courses.
- (2) Automated the graduation application.
- (3) Removed the automatic application of student health fees.
- (4) Digitized the registration and application process.
- (5) Automated the download process of CCCApply applications.
- (6) Created a Student Ambassador webpage.
- (7) Google Translate is displayed prominently on the SBCCD websites.
- (8) Students no longer have holds placed on their records due to missing an orientation.
- (9) Implemented a new customer relations management software to increase engagement with high school students. Over 400 unique prospective students and contact data were collected, and 259 students have applied to SBCCD.

Strategic Direction 1.2: Increase student enrollment.

KEY RESULTS:

- (1) Redesigned the orientation process in accessible formats that present the information in segments that are more relevant to the student's educational goal.
- (2) Eliminated a matriculation step by automatically placing students in English and Math using self-reporting data in CCCAPPLY.
- (3) Implemented Books+ to provide 23,000 students with free access to books and materials for 96,000 credit hours.
- (4) SBCCD launched 38 new dual enrollment sections in 2023-2024.
- (5) Dual enrollment full-time equivalent students (FTES) have increased from 391 in 2022-2023 to 652 in 2023-2024, an increase of 67%.
- (6) SBCCD's distance education (DE) program continues to offer the DE Verification class to enhance the skills of faculty teaching online. To date 832 faculty have participated in this training,
- (7) Added Acute Care Nursing Assistant, Home Health Aide, and Certified Nursing Assistant programs. Enrollments are at 291.
 - (8) Provided 15 tours of the campus and exposure to select instructional programs for local high school students with disabilities.
 - (9) Financial Aid workshops are held in Spanish and English, and the corresponding materials are also in both languages.
 - (10) As part of outreach and matriculation efforts, multilingual materials are offered to students and parents.
 - (11) Marketing and Outreach have established 48 partnerships with adult schools, K-12 districts, non- profits, businesses, community leaders, and service organizations.
 - (12) Partnered with the City of Yucaipa to have light post banners on high-traffic roads.
 - (13) Launched an enrollment campaign with radio ads, billboards, digital ads, videos, and social media.

38
New Dual Enrollment
Sections Added

Dual Enrollment FTES
Increase of

67%



Strategic Direction 1.3: Create a college-going culture through intentional community outreach and clear communications of pathways.

KEY RESULTS:

- (1) Hosted an Open House at the Economic and Corporate Training Center (EDCT). This event brought together stakeholders from government, industry, and non-profit sectors.
- (2) Participated in the Education Insight Podcast- "Where Policy Helps and Hurts Local Education".
- (3) SBCCD leadership has attended 33 conferences, trainings, and symposiums that focus on student success, legislative advocacy, entrepreneurship, leadership, equity, and technology.
- (4) Mailed 13,915 college acceptance letters to our feeder high school graduates written in both English and Spanish.

33

**Conferences, Trainings,
and Symposiums Attended
by District Leadership**

13,915

**Acceptance Letters Sent
to Graduating Seniors**



13

Students Enrolled in New
BS in Respiratory Care

31

Associate Degrees with
Online Completion

FULLY ONLINE

General Education Requirements for Local AA/AS Degrees, CSU, and IGETC



Strategic Direction 1.4: Innovate curriculum and course offerings to support student equity and completion.

KEY RESULTS:

- (1) SBCCD's BS in Respiratory Care first cohort has 13 students enrolled.
- (2) Implemented a syllabus automation tool to improve the efficiency of syllabi development.
- (3) Worked with San Bernardino Airport to create an enhanced Non-Credit program in American Sign Language (ASL) to help provide effective customer service for customers.
- (4) SBCCD has 31 associate degrees that can be fully completed online.
- (5) The General Education requirements for local AA/AS degrees, CSU, and IGETC can be completed online.
- (6) The Aeronautics Department developed three Non-Credit test prep courses that will allow students additional instruction and practice in the FAA test subjects.
- (7) ELEC 091 – Fundamentals of Solar Energy – added course content that reviews DEIA in the solar industry with emphasis on developing a diverse workforce.
- (8) The English and Communications Studies Departments have developed and launched Taytayan, a learning community specifically designed for Asian and Pacific Islander students.
- (9) Established a CRY-ROP MOU with Colton Unified School District to work with students interested in the CTE programs.
- (10) Received a sub-award from a California Energy Commission grant in the amount of \$254K to provide classroom instructional equipment/tools for EV/Clean Energy cars and heavy-duty trucks.

Strategic Direction 1.5: Expand and align support services and resources in conjunction with student pathways.

KEY RESULTS:

- (1) Built virtual kiosk for high school outreach event attendance, community outreach event attendance, and campus inreach event attendance.
- (2) SBCCD launched its first fully staffed Umoja-Tumaini program in its own devoted space to support Black/African American students. There are currently 100 students being supported.
- (3) The number of evening classes increased by 10% from 602 in 2022-2023 to 659 in 2023-2024.
- (4) Student Accessibility Services (SAS) Office has organized or participated in 24 different events, engaging approximately 1,200 students, parents, and K-12 special education teachers and support staff.



10%
Increase in
Evening Class Offerings

24
Student
Accessibility
Services Events



Reaching

1,200
Students, Parents, Teachers
and Support Staff

GOAL 2

BE A DIVERSE, EQUITABLE, INCLUSIVE, AND ANTI-RACIST INSTITUTION





OVERVIEW: SBCCD is committed to fostering an inclusive and antiracist environment where persons of all intersecting identities thrive in meeting their goals. Efforts were made to support open dialogue and transparency to create an environment where ideas can be shared in safe spaces.

Strategic Direction 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.

KEY RESULTS:

- (1) SBCCD was selected as a NASA Community College Aerospace Scholars site this semester. Eight students were selected (by NASA) to participate in a three-part mission ending with a robotics competition.
- (2) Received a \$3M grant from the U.S. Department of Commerce to build a training center at the EDCT site.
- (3) SBCCD created a MOU with the Anti-Racism Coalition to incorporate their wrap-around services for the Multicraft Core Curriculum (MC3) apprenticeship readiness program serving justice-impacted populations.
- (4) Six SBCCD employees (managers, faculty, and staff) attended the 2023 CCCCO Diversity, Equity, Inclusion, & Accessibility in Action Institute.

Strategic Direction 2.2: Engage in practices that prioritize and promote inclusivity, equity, anti-racism, and human sustainability.

KEY RESULTS:

- (1) Allocated \$30,000 to support the district's vested groups in the institutionalization of their DEIA efforts.
- (2) SBCCD developed a new "E-Schedule" tool that allows students to search for classes with no textbook costs.
- (3) SBCCD has 25 employees participating in a "Workplace Wellness" program in collaboration with the University of Redlands.
- (4) Thirty-five faculty attended the Association of College and University Educators to learn best practices for ensuring equity in the classroom.
- (5) SBCCD provided funding to support five faculty members to present at the Asian Pacific Americans in Higher Education (APAHE) conference.

Strategic Direction 2.3: Increase student success & equity.

KEY RESULTS:

- (1) Fifty-three students received funding to cover the cost of applications to various universities.
- (2) Course success rates increased from 62.5% in 2021-2022 to 65% in 2022-2023 (Black/African American students) and from 68.5% in 2021-2022 to 71% in 2022-2023 (Hispanic/Latinx students).
- (3) SBCCD hosted 40 Bloomington High School students to provide information about dual enrollment opportunities and academic programs.
- (4) Students and staff participated in the African American Male Education Network & Development (A2MEND) and the CCC LGBTQ+ conferences.

COURSE SUCCESS RATES INCREASED

from 62.5% in 2021-22
to 65% in 2022-23

(Black/African American students)

from 68.5% in 2021-22
to 71% in 2022-23

(Hispanic/Latinx students)





Strategic Direction 2.4: Utilize quantitative and qualitative data to understand our students' lived experiences and better support them towards their goals.

KEY RESULTS:

- (1) SBCCD administered the CCCCO Enrollment Decisions Survey to 7,985 previously enrolled students and 17,115 prospective students to investigate factors influencing students' decisions to enroll.
- (2) SBCCD created a total of 15 unique student profiles to aid discussion and decision-making regarding targeted outreach and enrollment management strategies.
- (3) SBCCD is using disaggregated student equity data to encourage faculty to reflect on their practices.

Strategic Direction 2.5: Create relationships with the Black and African American community.

KEY RESULTS:

- (1) SBCCD's STEM-MESA organized an event celebrating Black professionals in STEM, with 50 attendees including community members, staff, faculty, and students. The event aimed to encourage Black students to take an interest in STEM.
- (2) In support of Black History Month, SBCCD's University Transfer Center coordinated an African American alumni/transfers panel for current students.
- (3) BROTHERS (EOPS), BFSA, and Umoja-Tumaini collaborated to raise \$3,500 for student scholarships.
- (4) SBCCD representatives attended a Business Mixer in Collaboration with the National Association of Women Business Owners and Black and Brown Opportunities for Profit to develop partnerships to support students.

Strategic Direction 2.6: Create and sustain a sense of belonging for all College and community stakeholders.

KEY RESULTS:

- (1) SBCCD's STEM-MESA launched a pilot mentorship program "Mentor Mondays" to help marginalized students.
- (2) Curated two videos to (1) highlight the impact and involvement of SBCCD in the All Diaspora Summit in Ghana and (2) highlight students as they talked about their experience in the College Corps program.
- (3) SBCCD signed a 5-year contract with San Bernardino County Probation Juvenile Services to provide day-reporting referrals and expand wrap-around, educational, and career services to youth and young adults.
- (4) SBCCD participated in the San Bernardino County College Support Roundtable to help facilitate better communication and build stronger relationships between students, faculty, and the community.
- (5) SBCCD hosted a student housing discussion with Mayor Helen Tran, Fifth District Supervisor Joe Baca, Jr., and 12 other local leaders.



GOAL 3



BE A LEADER AND PARTNER IN ADDRESSING REGIONAL ISSUES



OVERVIEW: SBCCD is uniquely poised to lead the region into a transformative period for the California Community College System. Strategies to capitalize on this opportunity through innovative and data-driven decision making were identified through program planning and enhancing relationships within the region. The development of the SBCCD Strategic Plan and the Colleges' Educational Master Plans provide the foundation for this goal. Each plan will bring to realization the actions necessary for strengthening our regional leadership.



Strategic Direction 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.

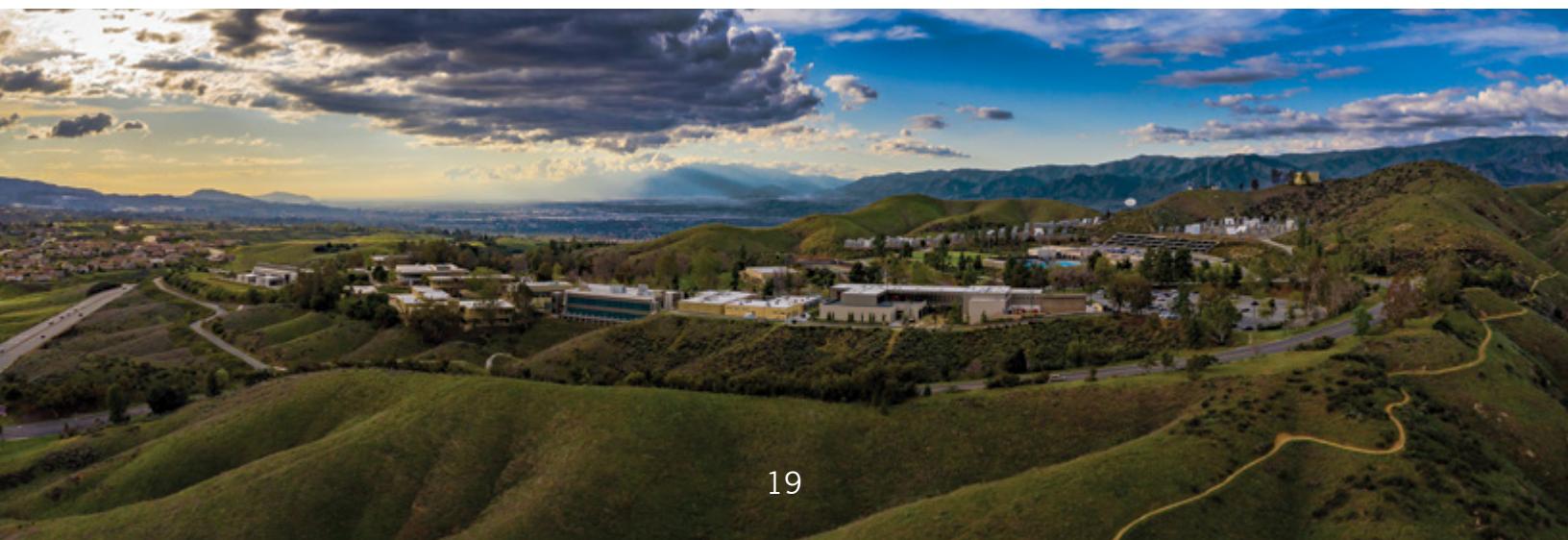
KEY RESULTS:

- (1) SBCCD is collaborating with UC Riverside to develop equity training for non-instructional and classified staff.
- (2) SBCCD is partnering with the Riverside Flight Academy to develop an Air Traffic Control pathway.
- (3) SBCCD partnered with Lion Tree Services to provide 15 students with certificates in NSC Flagger, OSHA 10, AHA First Aid, CPR, and AED.
- (4) SBCCD is partnering with the Pre-Apprenticeship Program and Multi-Craft Core Curriculum (MC3) training to introduce students to over 21 trades.

Strategic Direction 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.

KEY RESULTS:

- (1) SBCCD collaborated with Bridge to Connect Organization to allow students from both campuses to participate in the "Be the Shark" Job Fair.
- (2) SBCCD participated in a roundtable with the State Council on Developmental Disabilities, Inland Regional Center, and the Department of Rehabilitation to promote hiring employees with disabilities.
- (3) Provided funding for 20 faculty and classified managers to attend various conferences including CCLC, ACBO, and HACU to continue efforts to grow the leadership capabilities within the District.
- (4) SBCCD sent 30 classified professionals to the Classified Institute and 20 faculty to Plenary.



Strategic Direction 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.

KEY RESULTS:

- (1) SBCCD managers participated in more than 20 leadership and training activities related to diversity, equity, and inclusion, affordable housing, and women in leadership.
- (2) Congressman Pete Aguilar presented a \$1.5M check to SBCCD to support the Clean Energy/Electric Vehicle Technology program.
- (3) SBCCD organized 107 events related to dual enrollment, legislative priorities for the region, and community engagement.
- (4) Facilitated a roundtable discussion with the U.S. Government Accountability Office to advocate for easier access to Cal Fresh/SNAP benefits for community college students.
- (5) Organized a legislative reception in Sacramento, bringing together legislators and education leaders to strengthen relationships, advocate for SBCCD's priorities, and address challenges hindering student achievement.
- (6) SBCCD sponsored the California Student Aid Commission's 4th Annual College Affordability Summit in Riverside, actively involving local partners in workshops.

Strategic Direction 3.4: Develop a campus culture that engages students, employees, and the broader community.

KEY RESULTS:

- (1) SBCCD's marketing departments produced original content to promote enrollment, student support services, the Alumni Gala, and the Basic Needs Summit.
- (2) SBCCD completed a Program Demand Gap Analysis to better understand how well the educational offerings of SBCCD align with the labor market requirements in the area.
- (3) Three-hundred and twenty-five attendees participated in the launch of KVCR's "Learn with Me."
- (4) Operation Gobble provided 300 turkeys, 150 chickens, and 60 hams to 150 students in need.

Strategic Direction 3.5: Connect students to regional and community opportunities.

KEY RESULTS:

- (1) SBCCD received a \$2.3M grant from California Volunteers (State of California) to initiate the College Corps program at SBCCD.
- (2) SBCCD added three new Skilled Nursing and Post Acute Care facilities for clinical rotations. These local businesses serve as prospective employers for graduates of the nursing services pathway.
- (3) SBCCD has established a new Pharmacy Technology Apprenticeship Program with CVS.

GOAL 4



**ENSURE FISCAL ACCOUNTABILITY/
SUSTAINABILITY**



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

Strategic Direction 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.

KEY RESULTS:

- (1) SBCCD is now designated as a Hispanic Service Institution (HSI), allowing pursuit of federal grants to expand educational opportunities for and improve the attainment of Hispanic students.
- (2) SBCCD partnered with the Governor's Office to host the regional "Career Education Master Plan" convening at SBCCD to explore new funding mechanisms and collaborations with industry, education, government, and non-profit sectors to increase adult learners' access to education and skills for well-paying jobs.
- (3) SBCCD signed an MOU with San Bernardino County and CSUSB to combat food insecurity among college students.
- (4) SBCCD is participating in the Credit for Prior Learning State Initiative. Forty students have received Area E credit in the Military Articulation Platform, saving them close to \$600,000 in tuition cost.

A GROUP OF architectural
students FROM THE UNIVERSITY OF
SOUTHERN CALIFORNIA TOURED SBCCD
FACILITIES TO DEMONSTRATE OUR
IMPLEMENTATION OF sustainable
energy IN OUR BUILDINGS.



Strategic Direction 4.2: Foster and support inquiry, accountability, and campus sustainability.

KEY RESULTS:

- (1) SBCCD hosted the 2nd Annual Articulation Summit, welcoming nearly 50 K-12 representatives from the local service area.
- (2) SBCCD organized a tour of its facilities, to a group of architectural students from the University of Southern California, to demonstrate our implementation of sustainable energy in the buildings.
- (3) SBCCD allocated \$5M for deferred maintenance in 2023-2024. Projects include Health & Life Science, Campus Center, Physical Sciences, lighting upgrades, and xeriscaping of parking lots.
- (4) SBCCD completed an upgrade to its central plant cooling system that replaced three cooling towers with more efficient equipment that saves on water and electricity usage.
- (5) SBCCD's Performing Arts Center building is designed with submetering on key utilities to measure and manage usage and all buildings will be connected.

Strategic Direction 4.3: Ensure sustainability through fiscal accountability.

KEY RESULTS:

- (1) SBCCD developed a well-rounded fundraising strategy that grew its assets from \$10.8M in 2019 to \$13.1M in 2024.
- (2) SBCCD secured 28 new grants totaling \$11.2M.
- (3) The San Manuel Band of Mission Indians granted \$2.2M to the SBVC Foundation and \$1.5M to FNX.
- (4) SBCCD received \$810,000 from the California Department of Healthcare Access and Information and \$942,609 from the California Community Colleges Chancellor's Office to support the Nursing program.
- (5) The Federal Aviation Administration awarded \$498,555 to support the Aeronautics program.
- (6) The California Space Grant Consortium awarded a \$25,000 grant.
- (7) San Manuel Band of Mission Indians for \$1.8M to support our Fire Academy cadets with out of pocket expenses.
- (8) SBCCD was awarded \$10,000 from the Latino Media Collaborative and \$5,000 from the Foundation for California Community Colleges

**SAN MANUEL BAND OF MISSION INDIANS
GAVE \$1.8 Million TO SUPPORT OUR
Fire Academy cadets.**





THANK YOU FOR YOUR



Trustee Gloria Macías Harrison

Trustee Gloria Macías Harrison was elected to the Board of Trustees in 2012 and has served the district in various capacities for over 12 years. She concluded her distinguished service on the board on June 30, 2024.

Reflecting on her tenure, Macías Harrison shared:

“My journey with SBCCD began many years ago when I was a student at San Bernardino Valley College, where I earned my Associate of Arts degree. That education opened countless doors for me, my family, and thousands of other students in our community. I had the privilege to serve as President of Crafton Hills College for 12 years, Vice President of Instruction for 6 years, and taught for 20 years at San Bernardino Valley College. Additionally, my time as Dean of Humanities for three years and my tenure serving as a Board of Trustee since 2012 have been incredibly fulfilling. Each role has deepened my love and appreciation for this district and the transformative power of education. What I've always cherished most about SBCCD is the sense of community and the shared commitment to helping students succeed. I know that the future is bright for SBCCD because of the incredible people who care so deeply about this institution. I want to thank my family for their unwavering support, allowing me the time to give back to our community. I’m looking forward to spending more time with them and staying connected with other community projects and causes. Thank you to everyone who makes SBCCD a special place. It’s been an honor to work alongside you all to cultivate and prepare the next generation of leaders for our region.”

SBCCD Board Chair Dr. Stephanie Houston praised Macías Harrison’s contributions, saying:

“Gloria Macías Harrison’s dedication and leadership have been instrumental in shaping our district’s success. Her passion for education and commitment to student achievement have set a strong foundation for our future.”

Chancellor Diana Z. Rodriguez also commended Macías Harrison’s impact:

“Trustee Macías Harrison’s deep knowledge of higher education, governance, fiscal matters, and regional dynamics has profoundly shaped how we support our students. Her leadership on the board has been a guiding light, ensuring we provide high-quality education and career training for both today’s and tomorrow’s students. We honor her exceptional service with deep gratitude and look forward to her continued involvement in the community she loves and serves so passionately.”

DISTINGUISHED SERVICE



Trustee Dr. Anne L. Viricel

Trustee Dr. Anne L. Viricel, who has served on the board for nine years, has also made significant contributions to the district. During her tenure, she has held various leadership positions, including Board Chair, Vice Chair, and Clerk. She concluded her distinguished service on the board on June 30, 2024.

Reflecting on her service, Dr. Viricel shared:

“It’s been incredible to witness the growth of SBCCD — from advancing student success and achieving the highest level of accreditation, to developing new facilities and deepening our community engagement and industry partnerships. After nine fruitful years, I’m leaving with a heart full of gratitude for my colleagues, our students, and the dedicated faculty, staff, and community partners. I am excited to see how our district will keep growing and creating new opportunities for future generations and hope to continue to serve in a volunteer capacity.”

SBCCD Board Chair Dr. Stephanie Houston also praised Dr. Viricel’s contributions:

“Dr. Viricel has been a remarkable leader, not only within our district but also on a statewide level. Her unique perspective as a university-level business professor, nonprofit executive director, community advocate, mother, and grandmother has enriched every decision we’ve made as a board. We congratulate her on her new chapter and remain deeply grateful for her contributions to our district and the wider community.”

Chancellor Diana Z. Rodriguez expressed her gratitude for Dr. Viricel’s service:

“Dr. Viricel’s wisdom and leadership have been instrumental in expanding access to higher education and creating opportunities for our community. Her steady guidance has helped us navigate challenging times and set a solid foundation that will benefit our students for years to come. I’m deeply grateful for her distinguished service and especially for her passion for arts education, which has greatly enriched our community’s cultural landscape.”





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.

Vision:

Inspiring possibilities for bright futures and a prosperous community.

Values:

Accessibility, Inclusion, Integrity, Courage, Collaboration, and Excellence.



SAN BERNARDINO COMMUNITY COLLEGE DISTRICT

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