

San Bernardino Valley College College Mission and Year End Report, 2003-2004

Introduction

San Bernardino Valley College was established in 1926. The College is part of the San Bernardino Community College District and includes another college, Crafton Hills, to the east. San Bernardino Valley College (SBVC) is a state supported community college offering Associate of Science and Associate of Arts degrees, transfer courses, certificates in a variety of areas, distance education and workforce development.

SBVC is accredited by the Western Association of Schools and Colleges (WASC). Its most recent accreditation occurred in October 2002 with a follow up Progress Report in April 2004. An Interim Accreditation report will be needed in 2005 leading to the self-study for the 2007 Accreditation team visit.

SBVC's strategic plan consists of the following documents:

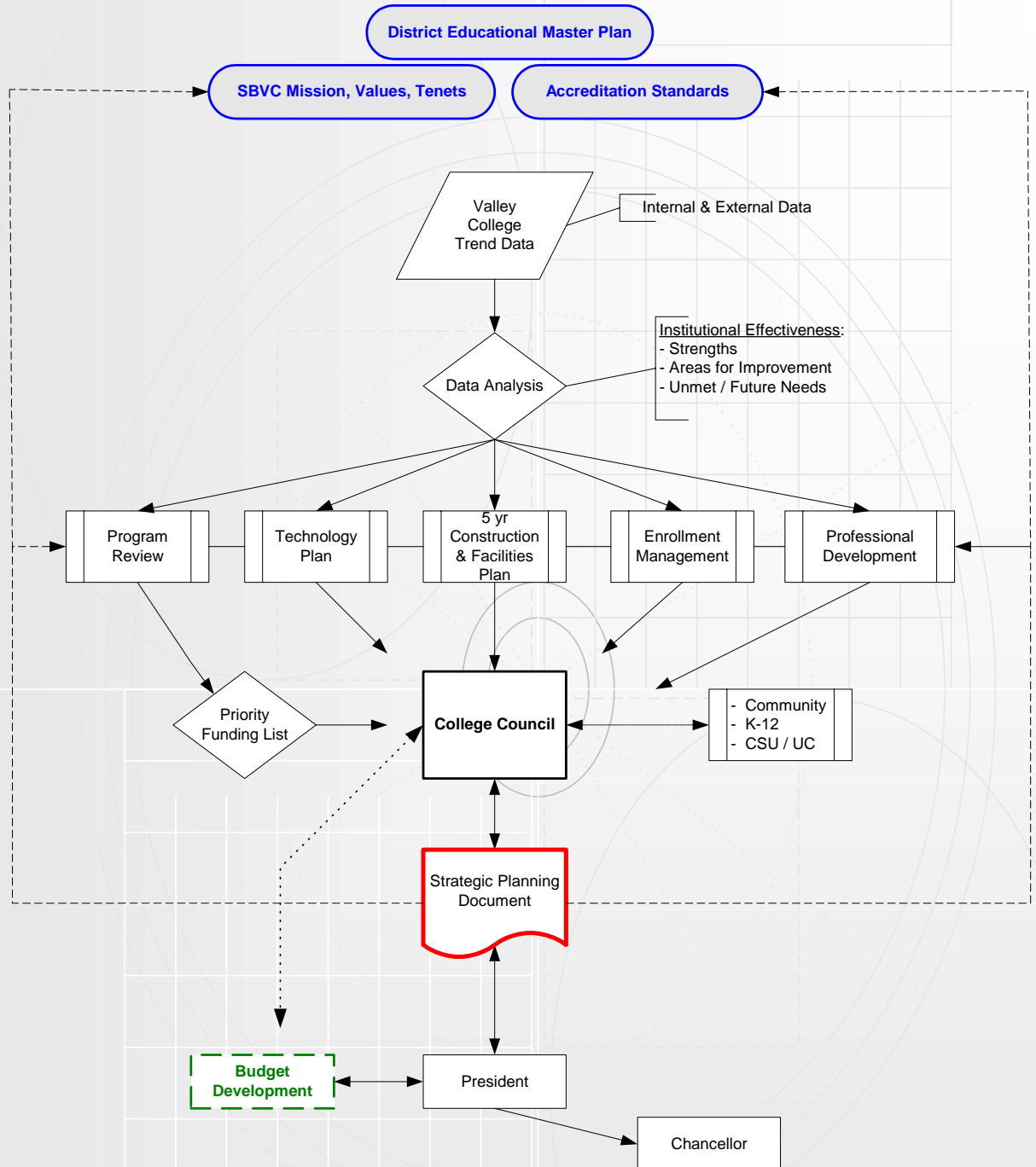
- SBVC Technology Plan
- SBVC Professional Development Plan
- SBVC Educational Facilities Master Plan
- SBVC Program Review
- SBVC Enrollment Management Plan
- California Accreditation Standards

These aforementioned plans, along with the District Master Plan which includes: the District Technology Plan and an environmental scan know as the Husing Study, assist the college in formulating its strategic planning. The effort to connect the various plans did not occur until the arrival of Denise Whittaker in July 2003 as the new President of SBVC.

During her first year in the position the planning process became an activity and discussion point at most committee and college meetings. For example, the College Council was re-constituted to better represent the college. The members of college council are appointed annually and have representatives from each of the constituent groups: faculty, staff, students, and managers. The intent is for College Council to have broad representation from management, faculty, classified staff, and students. In addition to the re-invigoration of College Council, time and energy was also dedicated to Board Policy 1660 (Collegial Consultation) to better reflect the governance process at SBVC. The president was able to assist the college in positioning itself to begin working on a strategic plan. The following flow chart illustrates the strategic planning process of the college.

Approved, November 2003
Revised, January 2004

**VALLEY COLLEGE
STRATEGIC PLANNING PROCESS**



Strategic Planning Process Description:

"Strategic Planning" is the operational planning process used to formulate change over an 18mo -2 year time period.

1. Accreditation Standards form the foundation for decisions regarding strategic planning.
2. Internal and external trend data is used to help assess the institutional effectiveness of our programs and services, helping us identify our strengths and areas of need.
3. 5 primary committees use this data to formulate each of their own plans in Program Review; Technology; 5yr Construction & Facilities; Enrollment Management; and Professional Development.
4. Each plan is submitted to the College Council for development of the comprehensive institutional Strategic Plan.
5. College Council submits the final Strategic Plan to the President.
6. The President submits the plan to the Budget Committee.
7. The Budget Committee communicates its budget proposal for plan implementation to the President and to the College Council.
8. The final plan and budget funding is submitted to the Chancellor and to the Board of Trustees as an information item.

SBVC is committed to embodying its Mission, Vision, and Tenets (See Appendix A for Mission, Vision and Tenets) in college planning. In addition, the District's Mission and Imperatives serve as a foundation for the college's planning efforts (See Appendix B for District Mission and Imperatives).

The SBVC Strategic Plan attempts to lay out the components necessary in the next 18-months for the college to sustain the progress it has already achieved and to buoy the momentum for long range planning. Our future success will flow from those who work with both creative energy and current realities.

Strategic Planning Process

At the end of the spring term 2004, College Council met to begin refining the goals and the strategic plan for the college. At one of the final meetings of College Council a draft of the Technology Master Plan for the campus and the Professional Development Plan was distributed in both hard copy and electronically. Previously, in January 2004, the Program Review Final Report 2003-04 was distributed electronically to all members of the College Council, as well as the campus. The final component of the Strategic Plan, the Enrollment Management Plan has yet to be written. These documents, along with unit plans, will help to formulate the college's strategic plan.

One of the first steps in the planning process was to ascertain the goals and needs of each campus unit. Instruction, Student Services, the President's Office and Administration attempted to articulate each of its respective strengths and challenges. In order to accomplish this task, the president distributed two templates in May 2004 to be filled out by either managers or committee co-chairs regarding goals for 2004-05 (See Appendix C for Templates). These reports form the basis of the initial planning strategy which will lead to larger plans to guide the college. The processes for crafting the plans into a coherent college wide document will involve various employee groups throughout the fall, 2004. Input and participation from a broad range of faculty and staff will be key to the success of the planning effort. Once goals and priorities have been established, plans will emerge with corresponding activities and timelines to meet the goals.

I. Mission and Strategic Planning

The College is committed to using the vision, mission statement and goals to support the entire strategic plan. The college is focused on high expectations and standards for its students and itself. The pursuit of excellence requires measurable results to assure accountability. In addition, diversity is fundamental to the work of the college. The College Council serves as the chief planning body for the College. The division of Research, Planning and Development acts as the liaison to the campus and its planning endeavors.

2. Planning Assumptions

- The college's mission and vision guide planning at SBVC
- The budget process needs to be linked to all planning processes.
- Program Review is the principal document to prioritize the needs of the campus community.

- The feeder schools and their respective cities expect San Bernardino Valley College will provide quality education services for its students.
- The community college population will increase due to greater number of students wishing to obtain training or courses leading to a degree as well as serving students who plan to transfer to four-year colleges.
- Increasing numbers of students will enroll in courses with non-traditional delivery systems.
- The state's financial woes or fortunes will impact programs, but planning should have contingency measures during the ebb and flow of financial challenges in order to maintain fiscal integrity.

3. Establish planning goals, College Council Retreat May 2004.

College Council met on two occasions to help formulate the planning goals for the college. The first retreat occurred in late May 2004 with members of College Council. The following is a list of Fundamental Goals, 2004-05 that evolved from the workshop:

- Institutional Standards
- Fiscal Responsibility
- Flexibility
- Diversity
- Safety
- Training
- Planning

4. Trends and Goals established from the Future Search Workshop, August 2004.

A "mini-Future Search" was conducted with participants from College Council along with the inclusion of some others from the classified staff, faculty, and administration. The workshop was facilitated by two individuals from the Future Search organization.

One of the activities involved working on a variety of Trends impacting SBVC. The discussion revolved around not only what is occurring now, but what the college should do in the future. The following Trends were posited:

- Shift in traditional student base
- Economics
- Flexibility
- Accountability

Next, the workshop directed its focus toward the ideal for San Bernardino Valley College in 2014. The following is a list of features of a common vision for SBVC:

Community relations and partnerships

- Forging community partnership
- Community connection and partnerships
- Cultural activities that reflect activities

Student centeredness

- Welcoming to students
- Student-centered environment
- Active student participation and schedule of student events

Campus environment

- Beautiful, welcoming, safe, accessible campus
- Safe and clean environment
- Safe & ---- new campus environment

Technology

- State of the art technology

Accountability

- Accreditation
- Strategic Planning
- Academic and Student Support Service Integrity
- Decisions are Data-Driven

Professional development

- Well-trained employees
- Student leadership included in development
- Coordinated, convenient, campus-wide, centralized, comprehensive efforts
- Careful of overloading professional development
- Partnership & coordination
- Faculty/staff teaching/learning center
- Empowered student government
- Ladder of mobility
- Encouraging staff to future development
- Point of integrating systems
- Culture of committing to staying current in respective fields
- Respect of individual roles and responsibilities

On the agenda for the first fall meeting of College Council in August 25, 2004 will be to decide on the next steps in the planning process.

San Bernardino Community College District Planning Documents 2004-05

The San Bernardino Valley Community College District initiated a series of planning documents to support activities at both campus sites. Those studies or documents are as follows: An environmental scan—known as the Husing Study, a District Technology Plan and the District Master Plan.

1. Environmental Scan—Husing Study

- A. Goals for the district identified in the study
 - 1. Expanding student educational horizons
 - 2. Flexible career pathways for immediate employment
 - 3. Providing workforce training for existing workers
 - 4. Training for transition to management
 - 5. Providing skills training to lure new firms
- B. Issue: Reasons for the surge in population:
 - 1. Less expensive housing in the Inland Empire
 - 2. Lower Cost for Industrial Space
 - 3. Labor Cost Savings
- C. Challenges: Economic forces impacting the Inland Empire
 - 1. Low home prices draw at-risk families
 - 2. Surging diversity
 - 3. Educational performance
 - 4. Job migration and skills
- A. Executive Summary

John Husing, was hired by the San Bernardino Community College District as a consultant to develop an environmental scan for the East Valley. Several challenges, issues and goals for the future emerged as a result of this effort. Since the document was written in 2001 several firms have migrated to the area giving testament to elements in Husing's study. Large warehouses for Kohl's Department stores and Mattel have been built on or near the former Norton Airforce Base site.

2. District Technology Plan

- A. Goals
 - 1. Ensure that there is technology available to support colleges in their various initiatives.
 - 2. Provide access to all district-wide information in support of college goals.
 - 3. Support distributed learning to meet the needs of students and the community.
 - 4. Support technological connectivity among all stakeholders.

5. Provide technology training support for SBCCD.
 6. Provide effective and efficient administrative systems to support the business of the district.
- A. Alignment of the SBCCD Information Technology Plan 2001-04 and its vision and those of the college. (pp. 12-13)
 - B. Alignment of the SBCCD Information Technology Plan 2001-04 and the college with the SBCCD IT Guiding Principles. (pp. 13-14)
 - C. Alignment of Information Technology Plan 2001-04 with the Goals and Objectives of the California Community Colleges (pp. 15-17).
 - D. Executive Summary
A new SBCCD Chancellor, Dr. Don Averill, was appointed in 2000. Dr. Averill supported the approach of the alignment of the college's IT plans with institutional goals, mission, and the technology directives of the California Community College system. A district-wide steering committee was appointed. The purpose of the strategic planning process was to tie institutional priorities to technology trends. The methodology for the planning process was described by Beckhard and Harris (1987) in *Organizational Transitions*.

3. District Educational Plan

A. Goals

The final work of the committee is not complete but the goals reflected in the previous work of the committee constitute some of the basic tenets for consideration in establishing the final recommendation.

1. The District will support the campuses in creating a learning-centered environment that supports student success toward their educational goals.
2. The District will make progress toward the basic mission of the California Community Colleges to enable students to meet their educational goals.
3. The District will build partnerships with the feeder districts and the community to increase the number of high school graduates entering higher education. The measurement shall include an increase in enrollments from the feeder districts into any higher education institution.
4. The District will support diversity and encourage tolerance among the District constituencies creating an environment that is open and supportive of all those engaged in the pursuit of educational excellence.
5. The District will implement a technology strategic plan that will define a technological presence through KVCR and the

colleges' distributed education program to enhance access to instructional technology and global learning throughout the Inland Empire.

6. The District will work with the stakeholder groups and other public and private agencies to provide the resources for educational program support to workforce preparation and economic development that meet the needs of the community.

B. Executive Summary

The final recommendation to the Board of Trustees of the basic District Educational Master Plan will occur once goals have been defined and the work of the Strategic Planning Committee has finished its work.

San Bernardino Valley College Planning Documents for 2004-05

1. Technology Plan

A. Strategic Goals

1. Review and evaluate current technology plan to identify goals
2. Create campus-wide lists for technology
3. Draft an organizational structure to support technology on campus
4. Work with various committees (PFE, College Council, Budget) to create a line item in the budget to support information technology on campus

B. List of completed goals and strategies (2001-2004)

1. Utilize technology to provide students with access to college resources and services.
2. Provide online student services as appropriate.
3. Integrate technology into teaching and learning as appropriate.
4. Ensure that technical assistance and support are available to all users.
5. Provide technology training for all SBVC personnel as needed.
6. Support electronic communication for all constituencies.
7. Ensure that job descriptions and personnel match the technology needs of SBVC.
8. Address the impact of technology on workload.
9. Ensure that technology is available, current, and meets the needs of SBVC.
10. Ensure that Web services and support are adequate to meet current needs.
11. Provide adequate college resources online.
12. Ensure that ergonomic needs are considered when identifying workstation specifications.
13. Ensure that funding is available for current and future technology initiatives at SBVC.
14. Support community connections through the use of technology.

C. Executive Summary

The Technology Committee adopted a Vision Statement along with Guiding Principles that describe what is determined to be good practice. A proposal for the line item budget structure to support technology on campus was submitted as part of the SBVC Technology Plan 2004-2007. **(See Appendix D for Proposed Budget Plan).**

2. Professional Development

A. Strategic Goals

1. To empower faculty, staff and administration to promote student learning.
2. To provide professional development activities, mentorship programs, working groups, and other activities that allow faculty and staff to develop better ways of getting their work and the work of SBVC done.
3. To develop programs which promote personal growth, satisfaction, and a sense of purpose among faculty, staff and administration and enable them to realize their full potential.
4. To encourage sensitivity and improved working relationships with our diverse population of students and co-workers.
5. To collaboratively celebrate successes, and problem-solve challenges.
6. To provide staff, program and organizational development support in achieving the goals and objectives of the institution.
7. To provide appropriate job training to all employees.

B. Executive Summary

1. The Professional Development Committee met in mid-January 2004 for a planning meeting. Members were asked to review the prior 3-year plan, the SBVC Mission, Vision and Tenets, along with the SBCCD Master Plan Goals, the Strategic Technology Plan and the Professional Development mission statement and prior plan.
2. Again, in May 2004 the Committee met to discuss goals, activities and procedures for the 2004-05 term.

3. Educational Facilities Master Plan

A. Principles, Goals and Strategies of the plan

1. Principle 1: Responsiveness to the Service Area
 - a. Goals:
 - i. To continue to be an educational resource to the population of the San Bernardino Valley College service area.
 - ii. To improve enrollments in the underrepresented student population segments through proactive recruiting efforts, targeting specialized programs and services to these populations.
 - iii. To promote "ladder or bridge programs" for those residents with low income and low educational levels.
 - iv. To focus on expanding and developing additional vocational/occupational certificate programs and working with business to improve the labor market skills of the community residents.

b. Strategies

- i. Develop options for alternative forms of instructional delivery including the expansion of distance learning attracting non-traditional students to complete their educational goals from home or at the workplace.
- ii. Expand developmental and basic skills programs as a means to introduce students from low income/low educational levels to college level education.
- iii. Make provisions for attracting the working student by reconsidering class scheduling for the early evening hours so that facilities at the college can be utilized more than once for evening course offerings.
- iv. Work with businesses in the service area, establishing connections and using these businesses to assist the college with the development of new occupational programs.
- v. Track short-term occupational students into employment and re-recruit them into vocational certificate and degree programs.
- vi. Evaluate the low ratio of Caucasian student enrollments and develop a recruiting plan to attract them to the college.
- vii. Reevaluate the existing program of outreach to attract more students of ethnic diversity, particularly the Hispanic population segment.
- viii. Expand the high school programs and services to facilitate the seamless transfer of high school students into the college.
- ix. Continue to attract the 40 to 69 year age group to the college's program of instruction, as this population segment will record the greatest percentage gain next five years.

2. Principle II: Enrollment Growth

a. Goals

- i. To attain and maintain an annual student enrollment growth rate of 2.6%; to increase enrollment at SBVC to 14,404 by the year 2005 and 16,376 by the year 2010.
- ii. To improve the college's participation rate, moving it from an average of 14 enrollments per 1,000 residents closer to the statewide average of 37 enrollments per 1,000 residents.
- iii. To implement the plan (SEM) designed to retain and improve the persistence rates for those students already enrolled at the college, assisting them in the efforts to achieve associate degrees, occupational certificates, and/or transfer to four-year institutions.

b. Strategies

- i. Expand on the current "enrollment management plan" (SEM) to include an analysis of course sequencing and scheduling patterns, determining whether or not

students can complete their educational goals in a timely manner.

B. Specific Objectives for the Educational Facilities Master Plan

1. Recognize need for Construction phasing
3. Impact of those projects on existing facilities (as secondary effects of the main projects)
4. Improve campus accessibility (explore alternatives to provide more parking)
5. Develop a logical sequence of development for anticipated new projects which acknowledges
6. Anticipate capacity for instructional delivery

C. Existing Status—Building Construction

1. Learning Resources Center

The building was officially turned over to the campus in late May 2004. Computing Services and Maintenance & Operations have items to install before staff will be allowed to occupy the building. Requests for Work can be submitted for keys. Quotes are pending for the barrier glass at the front entrance and diamond plating to secure the staff patio area. The LRC Open House will be held on September 15, 2004.

2. Life Science and Health Science Building

Mechanical units will be installed upon completion of the roofing process. Scratch and brown plaster has been completed. The curtain wall and framing is continuing with the closing of walls, taping and finishing work. The process of identifying what items/supplies need to be moved by a professional mover and/or a hazardous materials handler has begun. Plans are in the works to complete eight classrooms in the new building to accommodate Business classes during the Business Seismic Retrofit project. Case work is scheduled for delivery in mid-June. The Life Science and Health Science Building is scheduled for completion in January 2005.

3. Administration/Student Services

Inspection for extra framing in Building 2 has been completed. The building is on schedule to be completed by March 2005.

4. Campus Center

The Vice President of Student Services' office is being moved from the Administration/Student Services Building to the Campus Center Building. The building is slated to be completed in February 2006.

5. Art Building

Plans are done. They are working on bid packages. Bids are scheduled to open mid-July, close in August and be submitted to September Board so construction can start 10-1-04. The tentative completion date of the building is January 2006.

6. Student Health Services

Construction is being delayed until July 2006.

7. Computing Services Building

Building is on schedule to be completed August 2004

C. Existing Status—Seismic Retrofit

1. Auditorium – A Notice of Completion is to be filed shortly.
2. Technical Building --The Building is on schedule for August delivery date.
3. Business – Classes are moving to other locations in fall 2004.

E. Campus Infrastructure Upgrades

1. Utility Upgrades
2. Landscaping/Hardscaping

4. Program Review

A. Strategic Goals

1. Include learning outcomes, mission, student equity, and other accreditation standards in the program review report
2. Change the process to emphasize decision-making at the division level. The goal is to facilitate collaboration in the division and to encourage faculty participation in the self-evaluation process.
3. Train Program Review committee members to facilitate the Division prioritization meetings

B. Completed Goals

1. A handbook was developed and disseminated to managers, department chairs, supervisors, and coordinators in August.
2. Training in the Program Review process was provided to managers and to department chairs in the first week of September.
3. Program Review forms were changed to elicit information about how each department's goals and activities for the current and next year match the mission of the college and the board of trustee's goals.

4. An addition to the process was a method for considering out-of-cycle requests and emerging needs. At the request of the Vice Presidents of Instruction and Student Services, the committee reviewed requests for replacement of several faculty positions that were vacated due to promotion or retirement. Vacancies that occurred when faculty accepted the early retirement incentive were evaluated separately and were prioritized by the committee.
5. The committee examined the remaining positions from Instruction and Student Services and prioritized them using the following rubric:
 - a. The department has no full-time faculty member
 - b. The department has difficulty recruiting and training adjunct faculty members
 - c. Growth in the program is adequate to support the addition of at least one full-time faculty
6. Consensus was to maintain the committee's role as the gateway to other college evaluative processes and funding streams, such as Partnership for Excellence and VATEA. President Whittaker expressed her interest in using the Program Review data for budgeting purposes as early as January, 2004.
7. The committee's timeline was developed to ensure that the report would be completed in December 2003. The committee met in early September and worked through November to complete its task.

C. Completed results of prioritization—Out-of-Cycle-Requests

1. Faculty List (Not in Priority Order)
 - a. Librarian
 - b. Career Center Coordinator
 - c. Student Health Center Director
 - d. Geography Instructor

E. Faculty List (Replacement of Retirees)

The early retirement faculty positions were prioritized as follows:

1. Music
2. ASL
3. PE
4. Counselor
5. Machine Trades
6. Chemistry
7. Spanish
8. Math
9. English
10. English
11. Reading
12. Art
13. OIS/MIS

E. Faculty List (Growth)

The 2003-2004 faculty growth positions are listed below in priority order. A specific justification for each of these positions is provided in Appendix E of the Program Review Final Report.

1. Instructor, Water Supply Engineering
2. Coordinator, Professional Development
3. Counselor, Counseling
4. Instructor, Nursing
5. Instructor, Political Science
6. Instructor, Mathematics
7. Grant Writer
8. Instructor, Psychiatric Technology
9. Instructor, Speech
10. Instructor, Human Services
11. Mental Health Counselor, Health Services
12. Counselor, CalWORKS
13. Instructor, Pharmacy Technology

G. Classified Staff List

Classified staff growth positions for 2003-2004 are listed below in priority order. Specific justification for each of these positions is provided in Appendix F of the Program Review Final Report.

1. Custodial Services: Custodian
2. Technical Division: Tool Room Specialist
3. Welding: Lab Assistant
4. Financial Aid: Financial Aid Specialist
5. PE/Athletics: Athletics Trainer
6. Grounds: Grounds Caretaker
7. Biology: Lab Technician
8. Audiovisual: AV Specialist
9. Occupational Education: Part-time Evening Secretary
10. Organizational Development, Secretary
11. Electronics: Lab Assistant
12. Student Activities: Program Assistant
13. Automotive: Lab Assistant
14. DSPS: Lead Interpreter
15. Academic Advancement: Computer Technician
16. Financial Aid: Secretary
17. Aeronautics: Lab Assistant
18. Tutoring: Teaching Assistant
19. Machine Trades: Lab Assistant
20. Institutional Research: Part-time Clerical
21. Career Center: 12th month Secretary
22. College Police: Police Officer
23. EOPS/CARE: Program Assistant
24. College Police: Dispatcher

H. Budget Augmentation

A complete list of all budget augmentation requests that received a rating of “expansion” is shown in the table below in priority order. Detail is provided in Appendix G of the Program Review Final Report.

Priority	Dept/Division	Request	Existing Budget	Augmentation Requested
1	Student Activities	Commencement Budget	\$ 7,500	\$ 7,500
2	Organizational Development	Establish a budget	0	2,000
3	Administration of Justice	Establish a supply budget	0	300
4	Occupational Education	Establish a budget for Evening College	0	1,500
5	Mail Room	Postage	43,270	15,000
6	Biology	Instructional & Non-Instructional Hourly and Supplies	13,546	7,500
7	Nursing	Patient Care Supplies	6,000	3,000
8	Library	Textbook Bank	0	10,000
9	Welding	Instructional Supplies	13,000	10,000
10	Custodial Services	Custodial Supplies	73,301	40,000
11	CSYS/OIS/MIS/GIS	Equipment Maintenance and Supplies	6,400	1,000
12	Audio Visual	Equipment Budget	0	15,000
13	Professional Development	Conference Attendance/Workshops	10,000	30,000
14	Music	Sheet Music	947	3,290
15	Reading	Test Materials	1,965	1,000
16	English	Writing Center Tutors	55,000	70,000
17	Outreach	Supplies	0	20,000
18	Transportation	Supplies and Lease	18,000	10,800
19	Career Center	Mileage	300	2,700
20	Geography	Field Trips	1,500	1,300
21	Chemistry	Instructional Supplies	3,559	1,000
22	Maintenance	Supplies	75,000	15,000
23	Mathematics	Tutors	16,000	20,000
24	Automotive	Supplies and Software	5,490	5,000
25	Aeronautics	Manual Updates	300	700
26	Learning Center	Equipment Repair	0	100
27	Grounds	Supplies	19,737	15,000
28	Accounting	Software Licenses	1,100	800
29	Financial Aid	Office Supplies	5,087	2,000
30	Paralegal	Access to County Library, Online Research	1,300	500
31	Machine Trades	Instructional Supplies	5,000	15,000
32	Water Supply	Establish a Budget	0	4,000
33	Counseling	Non-Instructional Hourly	Not stated	Not stated
34	Institutional Research	Software site licenses	0	1,500

35	Foundation	Establish an operating budget	0	1,500
36	Speech	Video library	425	1,000
37	Psych Tech	Software	0	3,000
38	RTVBF	Supplies and repairs	1,000	1,000
39	Auditorium	Non-student Hourly	0	1,500
40	Real Estate	Supplies and direct mailing	0	11,000
41	CBO	Supplies	500	400
42	Pharmacy Technology	Software	0	500
43	Arts and Lectures	Hourly Staff and Speakers	5,160	25,000
44	Human Services	Marketing costs	Not Stated	Not Stated
45	Social Science	Restore division budget	1,820	1,000
46	Instruction Office	Advertising	2,609	2,400
47	Honors	Field Trips	2,000	3,000
TOTAL				\$383,790

I. Equipment

A complete list of all equipment items rated "expansion" and their associated (approximate) costs are provided below in priority order. Detail is provided in Appendix H of the Program Review Final Report.

Priority	Department/Division	Equipment Item	Cost
1	Biology	Microscopes (32)	\$48,942
2	Nursing	Suction Machines (2)	1,000
3	Tutoring	Software, Instructional	3,000
4	Transportation	Engine Stands (4)	13,500
5	Tool Room	Inventory System	6,000
6	Maintenance	Knuckle Boom Lift	15,000
7	Financial Aid	Chairs for Employees and Students (13)	1,625
8	Admissions and Records	Transcript Reader/ATI Filer	35,000
9	CSYS/OIS/MIS/GIS	Projectors (3)	8,700
10	RTVBF	MP3 Players (5)	1,000
11	Theater and Dance	Sound Equipment	20,000
12	Electricity/Electronics	Multi-SIM site license, HVAC test station	2,750
13	Music	Keyboards for MIDI (9)	9,000
14	Auditorium	Stage Floor	5,000
15	Professional Dev.	Fax Machine and Wiring	1,000
16	Automotive	Instructional Equipment (steam cleaning, scan tools, honing machine)	54,000
17	Aeronautics	Bore Scope	12,000
18	Welding	Welders for front lab	30,000
19	Grounds	Flat Bed Truck	40,000
20	Machine Trades	Rapid Prototype Machine	35,000
21	Custodial	Floor Machines (2)	5,000
22	College Police	Communication Equipment	20,000
23	Matriculation	Laser Printer	1,200
24	Mail Room	Mailing Machine/Postage Meter	30,000
25	Outreach	Copier and Fax	1,500
TOTAL			\$400,217

J. Renovation

The list below is a compilation of the renovation projects that received a rating of “expansion.” They are not in priority order. Detail regarding these projects is available in Appendix I of the Program Review Final Report.

1. Administrative Services/Grounds: Trip hazard abatement (campus-wide)
2. Business and Economics/CSYS/OIS/MIS: Rewiring of two computer labs to accommodate more computer stations
3. Humanities/Auditorium: Dance studio windows
4. Humanities/Auditorium: Curtains
5. Humanities/Music: Acquisition of a larger, dedicated classroom for electronic music
6. Humanities/RTVBF and Music: Renovate NH 111
7. Humanities/Theater and Dance: New dance floor
8. Physical Education/Athletics: Renovate football field playing surface, irrigation system, and lighting
9. Science/Physics and Astronomy: Alarm system
10. Technical/Aeronautics: Work benches and stools
11. Technical/Aeronautics: Adequate lighting in Aero lab
12. Technical/Machine Trades: Air conditioning in lab facility
13. Technical/Welding: Ventilation for front lab

K. Other Recommendations

Recommendations that did not fall within the purview of the Program Review Committee were discussed and are listed below.

1. Several departments requested campus renovation to paint walls, clean windows and floors, repair light switches, and purchase appropriate and accessible classroom furniture. Because these requests appeared to fall under scheduled maintenance, these requests were forwarded to Administrative Services.
2. Requests for computers and laptops were referred to the Technology Committee.
3. It was found that the Technology Committee plan does not include staff computers. The Program Review committee recommended that the Technology Committee include staff computers in its five-year replacement plan.

L. Executive Summary

The Program Review process has been in existence at San Bernardino Valley College since 1992. Program Review is a college-wide, collaborative effort to rigorously evaluate each program so that resources can be allocated where growth and need are indicated, and reallocated where there is no longer a clear programmatic need for fiscal support. The document is used for short-and long-range planning and is advisory to the President, the Budget Committee, College Council, and the Academic Senate. The process provides a college-wide perspective, identifies both weak and strong programs, and facilitates proactive decision-making. Because the review committee includes faculty, staff,

management, and student representation, it is truly shared governance in action.

Program Review did not take place in 2002-2003. Instead, the committee met throughout the year to review program review models from other campuses, to discuss concerns about the process that had been raised and to decide on a course of action. After much discussion, it was decided that the San Bernardino Valley College Program Review process serves the college well.

The committee will meet periodically throughout the spring semester to discuss the Program Review process. Any recommended changes to the process will be implemented in next year's Program Review cycle. In addition, the committee will provide feedback to the campus community regarding Program Review recommendations that were funded during the present fiscal year.

5. Enrollment Management Plan

To be completed during 2004-2005.

6. Accreditation Standards

- A. Standard 1—Institutional Mission and Effectiveness
 - 1. Mission
 - 2. Improving Institutional Effectiveness
- B. Standard II: Student Learning Programs and Services
 - 1. Instructional Programs
 - 2. Student Support Services
 - 3. Library and Learning Support Services
- C. Resources
 - 1. Human Resources
 - 2. Physical Resources
 - 3. Technology Resources
 - 4. Financial Resources
- D. Leadership and Governance
 - 1. Decision Making Roles and Processes
 - 2. Board and Administrative Organization

SAN BERNARDINO VALLEY COLLEGE

Unit Goals

Every division submitted its goals, needs, and challenges to President Whittaker on June 1, 2004. In addition, campus committees were also asked to supply goals and information for planning purposes. The following is a summary of the goals and needs for each unit of the college—President's Office, Vice President of Administration, Vice President of Instruction and Vice President of Student Services—along with information of their respective divisions or departments.

1. Divisions/Units within the Office of the President

Division Information	Number/Name
President	Ms. Denise Whittaker
# of departments/areas	3
# of full time faculty	1
# of fulltime/classified/support	1
# of managers	5

Needs of the Office of the President

- Clerical Support
- Institutional Copy/Printing needed for quick-print jobs

Goals of the Office of the President

- Acquire additional clerical support
- Design a plan for campus quick-print

A. Foundation and Community Outreach

Division Information	Number/Name
Dean	Mr. Gary Kelly
# of departments/areas	
# of full time faculty	0
# of fulltime/classified/support	0
# of managers	1

Needs of the Foundation and Community Outreach

- Clerical support
- Operating Budget
- Office Furniture
- Advertisement
- Copy Machine
- Printer
- Student computer

Goals of the Foundation and Community Outreach

- Create a SBVC Foundation Brochure
- Make campus division presentation for the “Power of One” planned payroll deductions
- Initiate Community Classes (fee based)
- Combine the Scholarship and Award Presentation
- Look for ways to have students access their scholarship funds that eliminates the need for them to pay registration fees
- Present donors update of their accounts in full at the beginning of the new fiscal year
- Give campus and community information on what the SBVC Foundation/ Alumni is doing
- Look at a membership drive for the Alumni Association
- Encourage Alumni Participation in campus activities
- Be a good steward of the funds entrusted to this office
- Work with the divisions to complete the seat project
- Plan an event for the Foundation to raise funds for Scholarships
- Add Community Classes
- Look at a membership drive for the Alumni Association
- Encourage Alumni Participation in campus activities
- Participate in a foundation staff development workshop

B. Marketing and Public Relations

Division Information	Number/Name
Director	Mr. Paul Rubacalba
# of departments/areas	1
# of full time faculty	0
# of fulltime/classified/support	1
# of managers	1

Needs of Marketing and Public Relations

- Equipment – Two new computers are needed for the director and secretary. The director’s is 7-years-old, and the secretary’s is 8-years-old.
- A shift back to Marketing & Public Relations and less Special Event Coordination. Perhaps these could fall under Student Activities and/or the Outreach and Recruitment Office under Student Services. The director was a key player with the Awards Celebration, Commencement and Patriot Day.
- Director needs to develop a Marketing Plan within college budget limitations to reach our FTES goal.

Goals of Marketing and Public Relations

- Assist in reaching FTES goals
- Meet with Division Deans in an effort to seek their individual needs.
- Continue (increase) the volume of newsletter stories related to student success and program offerings.
- Assist the Foundation with community contacts and leads for donations of cash and kind.

C. Research, Planning, and Development

Division Information	Number/Name
Dean	Dr. Troy Sheffield
# of departments/areas	3
# of full time faculty	1
# of fulltime/classified/support	0
# of managers	2

Needs of the Research, Planning and Development Division

- Clerical Support
- Relocate to new offices
- Recognition of the goals and accomplishments of the division with higher visibility
- Budget for supplies
- Support for Professional Development and its activities—new hire program
- Support for Institutional Research and the systematization of data collection.
- Connect planning to the mission, vision, and tenets of the college

Goals of the Research, Planning and Development Division

- Completion of the Fact Book by July 2004
- Completion of the Strategic Plan by July 2004
- Contract w/ speakers & attract other community colleges to support sponsored workshops to help fund our Professional Development
- Fully implement year round new hire program
- Bi-monthly newsletter for Research, Planning & Development (once the division has a secretary)
- More effective use of websites and linking information
- Stronger presence on campus through increased knowledge of division's goals and priorities.
- In staff meetings, review connection to various groups on campus to monitor how organizational development supports campus and addresses gaps in service.

2. Divisions/Units within Administrative Services

A. Administrative Services

Division Information	Number/Name
Interim Vice President	Dr. Kay Ragan (Interim)
# of departments/areas	10
# of full time faculty	0
# of fulltime/classified/support	71
# of managers	8

Needs of the Division of Administrative Services

Office of Administrative Services

- Additional funding to support a deteriorating infrastructure.
- Additional support staff in Custodial, Grounds and Maintenance to maintain the campus at or above acceptable levels.
- Develop an on-line procedures manual for Facilities Use that incorporates required documentation needed for sponsored events, community applications and off-campus events.
- Need a large meeting area to replace the South Dining Room.
- Obtain support for Facilities Use fees so overtime costs are paid by the users, not the support departments.

Campus Business Office

- Augmentation of budgets including short-term, equipment and supplies.

College Police

- To install cameras in the parking lots as a theft prevention tool.
- Institute a Cadet Program.

Custodial

- Additional supply budget to cover the ever-increasing cost of paper products (projected to increase 16% over the next year) and cleaning products.
- Additional staffing.
- Updated equipment for each building.

Food Services

- Security cameras.
- Replace/add tables and chairs in the Cafeteria.
- Paint walls in the store.

Mail Room

- Install new drop boxes in the Mail Room for SBVC, CHC, District and US mail.
- Replace task chair.

Maintenance

- There is a need for two lower paid “B” maintenance aides to act as helpers so we are not sending two “A” maintenance persons out on the same job that an “A & B” could perform. This could increase productivity and response time.
- Purchase a 60’-80’ boom lift.
- Purchase a small electric scissor lift that will give us the ability to change lights in the new classrooms.
- Resurface the swimming pools.

Goals of Administrative Services

- To support the growth of the campus.
- To maintain the campus site and buildings at levels conducive to a learning environment.
- Make improvements to the recycling plan to ensure we meet 50% diversion for 2004.
- Address health & safety issues.

Bookstore

- To increase our customer service standards to better serve the needs of our students.
- To improve the ratio of new books vs. used books to offer the students a better value.
- To improve upon the efficiency of the textbook requisition process in order to have all textbooks available at the opening of the semesters.
- To better promote our online services offered via our Website for the convenience of the students.
- Increase security in the backpack area.

Campus Business Office

- Provide accurate and timely financial information.
- Support the VC Mission by supporting the goals and objectives established by the SBVC management team as it relates to the responsibilities assigned to the Campus Business Office.
- Be of assistance to faculty, staff and students in support of the VC Mission.

College Police

- Provide 40 hour training for Dispatchers.
- Install new computers into vehicles and train personnel on same.
- Deploy Crafton Hill Sub-Officers as needed.
- Continue to recruit for SBVC full-time Officer position.
- Continue to recruit part-time Officers.

Custodial

- To maintain the cleanliness of all areas (offices, classrooms, rests rooms, etc.) in support of the educational endeavors of the campus.

Food Services

- Keep accounting books balanced.
- Continue training employees on service and safety to prevent accidents in the work place.
- Ensure that a high level of quality and attention to detail is always maintained.
- Work with vendors on selection of foods, pricing and rebates.
- Bring in a system of communication for our students at no cost to us from the college television network.
- Fill the vacant Account Clerk II position for office support.

Mailroom

- Increase postage budget to ensure sufficient funding is available for campus mail.
- Increase supply budget.
- Make the Mail Room as professional and reliable as possible.
- Keep up with the growing amount of mail due to the increase of students and growing size of the school.

Maintenance

- Our main goal for this coming year is to try to keep up with the numerous work orders and construction repairs while trying to decrease response time to our customers.

3. Division/Units within Instructional Services

Division Information	Number/Name
Vice President	Dr. Robin Calote
# of divisions/areas	10
# of full time faculty	
# of fulltime/classified/support	4

A. Office of Instructional Services

Needs of the Office of Instructional Services

- Ability to apply a portion of the campus growth funds to meeting the needs of the departments that are generating the growth (restoration of supply budgets; stability of sections)
- Ability to apply a portion of the campus growth funds to establishing base funding levels for areas that currently do not have any funding: Transportation Division, Weekend College.
- Ability to balance administrative workloads and to address significant gaps in coverage (Weekend; Online College; Instructional Technology).

Goals of the Office of Instructional Services

- Train Instructional Divisions in the technique of dialogue and rubrics.
- Establish Student Learning Outcomes at the college, division and course levels.
- Strengthen academic honest procedures and policies.
- Introduce "Career College."
- Expand Online College and campus web presence.
- Balance administrative workloads and address gaps in coverage.
- Resolve mid-management pay equity issue.
- Bridge gap between Student Services and Instruction.
- Continue efforts to create a positive campus culture.
- Increase understanding of instructional technology as a learning tool and as a means to interact with Division faculty and staff.
- Pilot alternative time blocks, including M/W, T/Th, F schedule.
- Work with Curriculum Committee and Department Heads to bring all course outlines up to date.

B. Business and Economics

Division Information	Number/Name
Dean	Ms. Margaret Ortiz
# of departments/areas	8
# of full time faculty	14.4
# of fulltime/classified/support	2
# of managers	1
FTES served Fall 2003	
Headcount	

Needs in the Business and Economics Division

- Renovation of the building to look comparable to a new building.
- Paint Business Building classrooms.
- Replace old Venetian blinds and vinyl drapes with vertical blinds.
- Raise hanging light fixtures to ceiling.
- Mount projectors to ceiling.
- Re-cable computer labs to accommodate more stations.
- Wireless classrooms.
- Smart Carts.
- New office furniture for faculty.
- Raise partition walls of instructors' offices to the ceiling for privacy.
- Clean air vents.

Goals in the Business and Economics Division

- Offer vocational certificate courses in a concise, intensive format.
- Explore teaching modules (short-term and specialized) for the professional students.

- Closer communication with 4-year universities to enhance preparation of transfer students to excel at the 4-year level.
- Seek out and hire high caliber adjunct faculty.
- Develop new courses and add more certificates.
- Offer at least two more on-line classes. Strengthen communications with San Manuel Indian Gaming Casino.
- Meet with area high school business teachers.
- Seek at least one grant.
- Bring all Division course outlines up to date.
- Finish creating Division web site.
- Faculty to serve as advisers to business-related majors.
- Invite SBVC alumni to speak in classes for the purpose of sharing their successes and serving as role models.
- Establish a tutorial center for business-related majors with volunteer work-experience students as tutors.

C. Criminal Justice & Public Safety Division

Division Information	Number/Name
Dean	Dr. Gloria Fisher
# of departments/areas	4
# of full time faculty	1
# of fulltime/classified/support	1
# of managers	1
FTES served Fall 2003	
Headcount	

Needs of the Criminal Justice Division

- None

Goals of the Criminal Justice Division

- Create 4 new Crime Scene Investigation elective courses for the certificate program.
- Find a source of funds to construct a Scenario Training Facility.
- Initiate discussions that will lead to meeting the Homeland Security needs and offer specific training to the three major audiences of law enforcement, business (including government establishments) and citizens.
- Negotiate a training agreement with the San Bernardino County Sheriff's Department for the Extended Academy's use of their Firearms Training Simulator (FATS) and the RACK House
- Begin discussions with the Sheriff's on offering some of the Sheriff's Academy classes outside of the Master Contract.

D. Health Science Division

Division Information	Number/Name
Dean	Ms. Marilyn Johnson
# of departments/areas	3
# of full time faculty	18
# of fulltime/classified/support	2
# of managers	2
FTES served Fall 2003	197.29
Headcount	443

Needs of the Health Science Division

- Increase in full-time faculty; Nursing, Psychiatric Technology, and Pharmacy Technology.
- Need an Admissions Clerk to process applications for Health Science programs.
- Need to replace outdated equipment in Nursing Resource Center.
- Replace old computers in Health Science Computer Lab (currently in storage)

Goals of the Health Science Division

- Continue to provide comprehensive, high quality Health Science Programs that produce graduates with the knowledge & skills to succeed in the health professions.
- Maintain positive community relationship with healthcare facilities. Obtain sufficient and adequate clinical laboratory sites to meet student needs.
- Update Health Science Resource Center equipment to provide best learning experience for students.
- Move into the new Health & Life Science Building in Fall 2004.
- Receive National League for Nursing Accreditation team in Spring 2005 and maintain accreditation approval status.
- Provide faculty support for continuing education and technology in the classroom.
- Develop web site for the Psychiatric Technology Program.

E. Humanities Division

Division Information	Number/Name
Dean	Dr. Sherrie Guerrero
# of departments/areas	7
# of full time faculty	37
# of fulltime/classified/support	6
# of managers	1
FTES served Fall 2003	1060
Headcount	8639

Needs of the Humanities Division

- Strong promotional campaign in local high schools to promote vocational programs like RTVF.
- Upgrade and expand computers/software to keep labs current with industry standards.
- Locate computers for new faculty members who begin in August.
- Locate office space for new faculty members.
- Identify funding to move RTVF and computer graphics labs to new locations.
- Replace retiree vacancies in Art, English, and Reading.
- Create a computer-equipped classroom in order to assist students using the Internet and other computer issues as they relate to English.

Goals of the Humanities Division

- Expand online offerings; create second computer graphics lab; navigate the construction experience. (Art)
- Find computer-equipped classroom to assist students using the internet and other computer issues pertaining to English; hire two replacement faculty members; establish a prerequisite for ESL 931; monitor English 914 prerequisite; promote department, including ESL and literature classes both on and off campus. (English)
- Continue one-on-one appointments and ESL support; publicize online tutoring and build student use; reestablish workshops on writing issues beyond basic skills; collaborate with faculty from other disciplines; assist English Department faculty by providing classroom tutors for student conferences. (Writing Center)
- Revise ASL curriculum and negotiate articulation agreements; develop more effective native-speaker track for Spanish. (Modern Languages)
- Expand vocal program; continue to revise curriculum and improve articulation; introduce online courses for theory based classes; pursue possibility of creating a computerized music lab with software which allows students to practice with feedback. (Music)
- Offer all department classes in online format so that courses are taught at least once every two years; revise Philosophy 102 to ensure its place in the IGETC sequence; coordinate participation of third faculty member; become a state model for departments making transition from “on ground” class to online classes. (Philosophy/ Religious Studies)
- Negotiate a formal articulation agreement with Arroyo Valley High School by end of next year; complete upgrade of equipment/software before fall classes (using VTEA funds); complete laboratory move to NH 111 before spring classes. (RTVF)

- Prepare students to transfer to four-year institutions; provide students with knowledge and skills needed to succeed in business, industry, and the profession. (Reading)
- Teach hybrid public speaking class and new honors public speaking class; continue internship program. (Speech)
- Explore online offering for Theater Arts 100 course; promote department's activities more effectively in community and on campus. (Theater)

F. Learning Resources Division

Division Information	Number/Name
Dean	Ms. Marie Mestas
# of departments/areas	8
# of full time faculty	4
# of fulltime/classified/support	6
# of managers	1
FTES served Fall 2003	
Headcount	

Needs of the Learning Resources Division

- General fund budgeting for adjunct librarians to cover evening hours.
- General fund budgeting for Friday night and evening A/V operations.
- An additional \$5,000 in Textbook Bank funding to cover the increase in textbook costs and the additional cost of the ever-increasing number of required texts needed by students.

Goals of the Learning Resources Division

- Explore options available in the new facility for widening our services.
- Develop methods to move faculty from apathy to active participation in developing the library's collection.
- To increase the campus' awareness of the division's offerings and services.
- Devise ways to motivate instructors (other than in Speech and English) to link library research to their curriculum.
- To maintain an active, vital, and living collection of materials that goes beyond simply meeting students' research needs to engaging their creative interests, increasing their social awareness, and supplementing their recreational and leisure activities.

G. Occupational Education Division

Division Information	Number/Name
Dean	Dr. Queen Hamilton
# of departments/areas	14
# of full time faculty	0
# of fulltime/classified/support	1-1/2

# of managers	1
Certificates earned 2003-2004	568

Needs of the Occupational Education Division

- Funding for the Occupational Education office needs: The District office is controlling the 5 percent administrative fee that is allowed by the federal government to administer the VTEA grant. We have requested that the funds be returned to the campus and have been denied access. The funds that we could have access to for next year are \$24,725.55. These funds could be used for office help, supplies, equipment, etc. The District is controlling all of these funds and we are receiving only one-third or one-fourth of the assistance from the project analyst who also assists CHC, the District office (contracts), business manager, etc.
- We need one more full-time clerical position to fulfill all of the responsibilities of this position. The Occupational Education Grant is paperwork intensive, extensive follow ups are needed, research of the labor market, etc. and one full-time clerical support person is imperative. The Work Experience clerical support staff member is only part-time and if extended to full time would be able to take on more responsibility for the other five programs.

Goals of the Occupational Education Division

- Administer, track and monitor the VTEA Grant funds (\$494,511)
- Advertise the Work Experience program extensively
- Prepare new publications for the Vocational Supplemental Catalog and Work Experience Handbook
- Promote the new guidelines for Tech Prep Articulation with the local secondary schools as well as host our Second Annual Articulation Workshop
- Send all of the pending certificates to the state for approval this summer
- Continue to work with the local community to promote the programs and services of SBVC
- Increase the number of Work Experience Students enrolled in the program

H. Physical Education & Athletics Division

Division Information	Number/Name
Dean	Dr. Dan Bridges
# of departments/areas	
# of full time faculty	9
# of fulltime/classified/support	6
# of managers	3
FTES served Fall 2003	
Headcount	

Needs of the Physical Education and Athletics Division

- Major upgrades on all facilities.
- Improved level of facility maintenance.
- Additional office space.
- A larger operating budget.
- Improved coaching stipends.
- Addition of a Department Head.
- Increase academic advisor from half-time to full-time.
- Improve delivery of sports information services.

Goals of the Physical Education and Athletics Division

- Assure successful installation of new football field and bleachers in Snyder Gymnasium.
- Secure funding for at least three additional major facility upgrades in 2005-06.
- Foster improved morale and better sense of teamwork among division members.
- Establish the position of Department Head.
- Improve academic and competitive profiles of all SBVC athletic teams.
- Help more than 40 student-athletes earn scholarships to 4-year institutions.
- Gain approvals so that we can begin teaching Tai Chi and Lifesaving in the fall of 2005.

I. Science & Math Division

Division Information	Number/Name
Dean	Daniel Bridges (Acting)
# of departments/areas	10
# of full time faculty	35
# of fulltime/classified/support	26
# of managers	1
FTEs served Fall 2003	1133
Headcount	8605

Needs of the Science and Math Division

- Additional funding for instructional supplies and equipment, particularly biology and chemistry.
- Network connections in North Hall classrooms (e.g. 252).
- North Hall heating and air conditioning.
- New furniture, size appropriate, for division classrooms.
- Clean restrooms—cleaning once a day is not sufficient.

- District and campus support for grant-funded activities—less red tape.
- Ability of offer upper-level classes that have low enrollment as needed for degree completion.
- Additional secretarial assistance in the division office

Goals of the Science and Math Division

- Professionally and efficiently serve the needs of our students.
- Review curriculum to ensure that programs reflect community needs, including a new biotechnology program.
- Identify funding sources to provide tutoring and academic excellence workshops to improve the success of VC students in the sciences and mathematics.
- Improve the instructional and equipment financial resources required to adequately support laboratory-based courses.
- Incorporate new telescopes into Planetarium-supported curricula.
- Plan for and carry out the move into the new Life Science Building.
- Continue the successful implementation of all grant-funded activities.

J. Social Science Division

Division Information	Number/Name
Acting Dean	Margaret Ortiz (Acting)
# of departments/areas	6
# of full time faculty	10
# of fulltime/classified/support	1
# of managers	1
FTES served Fall 2003	
Headcount	

Needs of the Social Science Division

- None

Goals of the Social Science Division

- To provide transfer level courses reflecting the history, philosophy, development and practice of social services for those seeking advanced degrees in the helping profession.
- To provide services to a diverse population, these services include, but not limited to, providing courses leading to vocational certificates in Human Services, provide an introduction to the Human Services field and entry level employment possibilities for those planning advanced degrees, provide continuing education for professionals working in nursing, teaching, corrections, alcohol/drug counseling and relating clinical settings.
- To increase retention, total number of enrollments and employment in Human Services.
- Continue to network with the community and professionals to enhance student employment after completion of certificate programs.

- Advocate for a full-time faculty and full time office assistant in Human Services.
- To have more certainty regarding a permanent dean.
- To continue to “. . . prepare students for transfer to 4-year colleges and universities . . . and to prepare students for active participation in a multicultural society.”
- “. . . [S]upport diversity and encourage tolerance among the District constituencies creating an environment that is open and supportive of all those engaged in the pursuit of education excellence.”
- To work with CTA to revise the process of establishing dept. chair stipends and to increase those stipends to both better reflect the responsibilities of dept. chairs and to bring them in line with those at other area community colleges.

K. Technical Division

Division Information	Number/Name
Dean	Mr. Tom Bauman
# of departments/areas	5/10
# of full time faculty	17
# of fulltime/classified/support	6
# of managers	1
FTEs served Fall 2003	316.96
Headcount	

Needs of the Technical Division

- Continued support from the administration
- Adequate monies for instructional supplies
- Better communications campus wide
- Need for more laboratory space in some programs areas such as Machine Trades
- Adequate lab assistants to assure safety of students during instruction

Goals of the Technical Division

- More diversification of program and certificate offerings
- More focus on improving low enrolled programs
- Assuring that programs remain current in their content
- Improve outreach and marketing efforts
- Continue to provide students with the skills needed to succeed

L. Transportation Program

Director	Mr. Kevin Anderson
# of departments/areas	3
# of full time faculty	1
# of fulltime/classified/support	1
# of managers	1

FTES served Fall 2003	35
Headcount	283
FTES contract education	100

Needs of the Transportation Program

- Full Time Warehousing and Logistics Instructor
- A more suitable facility for the College's image and the productivity of programs.
- More discretionary funds for marketing.

Goals of the Transportation Program

- Obtain NATEF Certification for the Diesel Program
- Improve job placement for the railroad program and increase enrollment in that program to above 30 per semester.
- Significantly expand marketing and increase Diesel and Warehousing program enrollments (multiple sections) so that employer demand for new employees is better met.
- Successfully host and produce the Third Annual Inland Empire Transportation and Logistics Summit.
- Obtain an IDRC grant for and implement a Truck Driving School to meet employer requests.
- Continue to be active in the community and become more active over the year.
- Obtain approval for an advanced logistics program.
- Expand by 100% contract training and profits and find away to receive those profits, which we currently do not see.
- Implement significant facility and lab improvements.
- Obtain further financial commitments (public and private) and have a well laid out plan for a Transportation Training Center building within Alliance California.
- Maintain a perfect safety record.
- Maintain effective advisory groups and continue to respond to their needs.
- Provide every student in the Transportation Division with a job opportunity as well as provide them with a fair opportunity to learn how to get a job and keep a job.
- Stay creative and be flexible and responsive to community and industry needs as well as opportunities.
- Maintain positive and productive attitudes.
- Resolve some minor identified instructor deficiencies through training.

STUDENT SERVICES DIVISION
Office of the Vice President, Student Services Division

Division Information	Number/Name
Vice President	Mr. W. G. Garland
# of divisions	2
# of full time faculty	20
# of fulltime/classified/support	51
# of managers	1

A. Office of the Vice President of Student Services

Needs of the Student Services Division

Goals of the learning-oriented Student Services Division:

Both students and institutional environments contribute to what students gain from college. Thus, the key to enhancing learning and personal development is not simply for faculty to teach more and better, but also to create conditions that motivate and inspire students to devote time and energy to educationally-purposeful activities, both in and outside the classroom. The concepts of "learning," "personal development," and "student development" are inextricably intertwined and inseparable.

B. Gateway Division

Division Information	Number/Name
Dean	Ms. Jessie Gates
# of departments/areas	6
# of full time faculty	1
# of fulltime/classified/support	32
# of managers	5

Needs of the Gateway Division

Admissions & Records

- Resources for implementation of new technologies and elimination of excessive paper (document imaging of student records so that they can be stored electronically).
- Create a professional and functional appearance for the A & R office.
- More Datatel training for A & R staff.
- Security for staff due to 1) the amount of money handling they are required to do on a daily basis and 2) the disgruntled students who come into the office.
- Staff training in all Microsoft Office software – Word, Excel, Access, and Power-point.

CalWORKS

- More space in order to adequately function in serving students.
- A functional Administrative Assistant.
- A full-time counselor.
- Assistant to the Director.
- Additional Job Developer.

Financial Aid

- District support for hiring additional full-time employees.
- District and campus support for identifying funding needed for grant over payments and Return to Title IV aid. Recognition that Return to Title IV aid is an institutional responsibility, not just a financial aid problem.
- Additional space.
- Additional full-time staff (Asst. Director/Financial Aid Supervisor and Financial Aid Specialist I).

Matriculation

- Clerical staff for Matriculation Coordinator.
- Additional part-time Assessment Technician.
- Increase awareness of Matriculation Plan for full implementation of established goals.

Outreach & Recruitment

- New computers for the office.
- Office equipment such as a digital camera and camcorder equipment for outreach activities.
- Recruitment materials and give away items.

Goals of the Gateway Division

Admissions & Records

- Maximize the use of technology in the daily operation of the department.
- Review and revise the current department technology plan, or create a plan if none is available.
- Upgrade computer systems and connectivity to all college departments for speedier access to rosters and grades.
- Seek alternative funding to meet the identified technological needs of the department.
- Encourage staff and provide time and resources for professional development opportunities.
- Create an A & R Operations manual.
- Provide students with A & R forms on the college website.
- Increase student satisfaction in diverse and underrepresented populations and international students regarding access and enrollment services in A & R.

- Increase the satisfaction of one-stop services for under prepared students.
- Continue joint collaborative efforts with Crafton Hills College.
- Increase awareness and use of on-line services.
- Negotiate a successful move to the new Administration building with little impact on students and staff.
- Propose and obtain approval for implementation of CCC-Apply, the California on-line common application.
- Implement a new process for printing diplomas.
- Develop a new method for providing a list of students eligible for graduation by creating spreadsheets to keep track of those attending and those getting specific degrees.
- Take over processing of international student paperwork.

CalWorks

- Successful move into new building with increased space for services.
- Evening and weekend counseling services.
- Mental Health services.
- Compete for more Workforce and other grants for department.

Financial Aid

- Hire counselor to work specifically with financial aid students.
- Develop liaison program with local high schools.
- Translate financial aid materials into Spanish and, possibly, Vietnamese.
- Hire consultant to streamline Cal Grant process and develop interface between Cal Grant system and Datatel.
- Make financial aid website more interactive so that students can complete and submit documents online.
- Hire Financial Aid Supervisor/Asst. Director and additional Financial Aid Specialist I.
- Continue and expand financial aid advertising campaign.
- Develop FAFSA lab once we move to the new building so that students can come in during specific hours and apply for financial aid online with the assistance of trained student workers.
- Move into new building!
- Continue with contract with Institute for Applied Research and implement marketing plan that is developed.

Matriculation

- Implement Matriculation Plan Goals to ensure access and success for all students.
- Development and implementation of online orientation program.

Outreach & Recruitment

- Develop a budget for outreach.
- Increase involvement campus wide in outreach activities on and off campus.

- Create an outreach team with representatives from key campus areas.
- Assessment testing at high schools.
- Support from campus for distribution of class schedules to off campus sites.

C. Student Support Services Division

Division Information	Number/Name
Dean	Dr. Ali Mossaver Rahmani
# of departments/areas	7
# of full time faculty	21
# of fulltime/classified/support	17
# of managers	1
FTEs served Fall 2003	1807 (EOPS/CARE, DSPS)
Headcount	18,787

Needs of Student Support Services

Disabled Student Programs & Services (DSPS)

- If next year's budget is reduced to reflect a decrease in disabled student enrollment, support for interpreting costs may be requested.
- To comply with AB 500 the department is re-examining its staffing patterns. Administrative and Program Review support will be sought for part-time High Tech Center Specialists and a Braille Transcriber.

Counseling Department

- Replacement of previously vacated counselor positions.
- Budget for teaching Student Development courses.
- Budget for conference attendance for counselors to attend CSU and UC Counselor Conferences as recommended by the UC and CSU and career counseling conferences.
- Budget for SARS license and maintenance contract agreements.
- Budget for conference attendance for the International Student Counselor and Student Athlete Counselor in support of these programs.
- Closer partnership with Career Center for career assessment and counseling.

Extended Opportunity Programs & Services (EOPS/CARE)

- Universal Educational Goal Plan
- Computerized Educational Plan
- Consistent and unified training and information dissemination to ALL counselors,
- Initiation of a Counselors' Council (where all counselors have an opportunity to discuss common issues, with rotating leadership roles)

- Collaboration with the Career and Transfer Centers in developing workshops oriented toward careers and majors

Career Center

- Twelve-month (en lieu of 11 month) contract for Career Center Secretary (approved by Program Review, but lacking funds).
- Hire Coordinator (Career Counselor).

Health Center

- New equipment, copier, computer, AED.
- New carpet and interior paint.
- Need revision and overview of health delivery protocols and procedures.
- Need filing or storage space.
- Revise emergency response services with Campus Police.
- More involvement in Campus activities.
- Promote student health programs on campus.

Transfer Center

- There is a need for a Full time Transfer counselor during the day.

Goals of the Student Support Services Division

- Goals for the 2004-05 year are grouped into 5 themes:
Retention, Persistence, and Student Success Strategies
Partnership with Instruction/Gateway
Cooperative Agreements, External Partnerships, and Outreach
Fund Development and Revenue Enhancement
Advances in Use/Infusion of Technology

Training and Development

- Introduce the student Phantom Shopper Quality Assessment Initiative. This project will assess the quality of service delivery within the various offices and programs in student services.

Disabled Students

- Develop curriculum in Advanced Computer Technology to generate revenue for the DSP&S program to better serve students.
- Develop curriculum in Disability rights and Self Advocacy to generate revenue for the DSP&S program to better serve students.
- Form partnerships with CSUSB and other transfer institutions to improve the transfer rate of SBVC students with disabilities.
- Increase awareness of disabilities by re-instituting Disability Awareness Week in October.
- Coordinate tutor training with other SS dept. and with Instruction.

Counseling Department

- Re-design and update Counseling Department website.
- Reduce paperwork and paper flow.
- Implement web based new student orientation.
- Re-connect with district high schools.

- Infuse Student Learning Outcomes (SLOs) in all Counseling Department activities.
- Develop graduate intern program template to better receive/ train/ supervise interns from local university counseling graduate programs.
- Increase transfer rates of all students; however, much focus should be given to Latino and African American students.
- Increase number of students participating in orientation and assessment.
- Increase the number of students who receive and utilize student educational plans.
- Develop a training manual for part-time counselors.

STAR Program (Success Through Retention and Achievement)

- Complete funding application for the next three years by Fall 2004.
- Increase percentage of students that persist toward graduation.
- Expand subject areas for tutoring.
- Meet the 4 federal objects outlined in the grant application that focus on persistence, academic performance, graduation and transfer rates.

Health Center

- Continue to pursue the building of a new health center.
- Update procedures and protocols for the Health Center.
- Increase Health promotion and service delivery on-campus.
- Develop an aggressive health promotion and health delivery outreach component to students and to faculty.
- Acquire mental health resources for students; promote these resources to staff and faculty.
- Develop strong partnership with health/community support services.
- Establish solid working relationships with campus departments and programs to improve student health i.e. Campus Police; DSPS; Nursing program; CalWorks; Tech Division; PE/Athletics; Human Services; Child Development.

Career Center

- Enhance career counseling services
- Enhance assessment services

EOPS/CARE

- Implement EOPS/CARE rating system designed to encourage and reward students that follow Title V mandates including: counseling contacts, progress reports, and following educational plans. In addition, students who achieve GPA milestones i.e. 3.00, 3.25, 3.5, 3.75, 4.00, receive additional financial services including book vouchers and bus passes over and above those that all eligible students receive. The rating system defines (1) what it takes to be a successful EOPS/CARE student, and (2) how our program rewards students who “go the extra mile” to reach their goals. This rating system will go into effect Fall 2004!

- Cross Training within the department
- Quarterly meetings which include all counselors
- Implementation of an emergency loan program whereby qualified students can borrow as much as \$150 per semester
- Purchasing a scanner to help reduce the unusually high volume of paper transactions.

Transfer Center

- Beginning Fall 2004, Teach (2) six-week ‘Transfer Success’ courses (Fall and Spring semesters) for students interested in transfer. Incorporate a comprehensive understanding of Transfer entrance requirements to CSU and UC.
- Increase outreach efforts to students in order to increase/improve Transfer rates including:
- Conduct on-going on-line application workshops for students interested in attending CSUSB & UCR.
- Distribute calendar of events & transfer newsletters campus-wide & to local community.
- Develop a “tour guide” brochure for 4-year college visitation.
- Develop a mentorship program between CSUSB & UCR.
- Attend Orientation 100 classes/Student Development Classes and present workshops on the transfer process.
- Conduct workshops on financial aid/scholarships Create a speakers bureau for presentations to underserved/underrepresented students with the goal of increasing Transfer rates to 4-year colleges and universities.
- Work with the Future Teachers of America chapter on campus and encourage Liberal Studies transfer majors.
- Expand the Dual Admissions Programs between Valley and CSU San Bernardino.

**San Bernardino Valley College Committees
Planning Documents 2004-2005**

College Council

Description	Information
Chair or co-chairs	Denise Whittaker
Report submitted by	Denise Whittaker
# of members	17-20
# of meetings/year	17-18
Day of meeting	2 nd & 4 th Wednesday
Time of meeting	1:30pm – 3:00pm

Accomplishments

- Fully implemented functioning College Council
- Clarified Strategic Planning Process
- Revised BP 1660
- Addressed major campus issues throughout the year

Needs

- To Be Discussed by College Council

Goals

- To Be Discussed by College Council

Committees of the Office of the President

Accreditation Steering Committee

Description	Information
Chair or co-chairs	Dr. Troy Sheffield
Report submitted by	Dr. Troy Sheffield
# of members	4
# of meetings/year	7
Day of meeting	Tuesday
Time of meeting	10:00 am.

Accomplishments, 2003-04

- Completion of the Progress Report
- Visit of the Accreditation Team to reaffirm progress on accreditation goals
- Campus wide response to the five recommendations from the October 2002 visit.
- Distribution of Progress Report, campus-wide

Needs, 2004-05

- Clerical support for Accreditation
- Broader participation of faculty on the committee

Goals, 2004-05

- Establish an Accreditation website
- Support for the development of learning outcomes for the campus
- Training on learning outcomes and dialog
- Encourage recognition for mission, values, and tenets in all elements of accreditation.
- Begin work on the Interim Accreditation Report

Budget Committee

Description	Information
Chair or co-chairs	Dr. Odette Salvaggio
Report submitted by	Dr. Odette Salvaggio
# of members	18
# of meetings/year	
Day of meeting	
Time of meeting	

Accomplishments, 2003-2004

- Identified charge of budget committee
- Established priorities for any restored, new funding: establishing line item for technology – fully funding needs identified in the technology plan; providing funding for departments and programs without any operational budgets; restoring funding for materials and supplies.

Needs, 2004-2005

- No needs were addressed

Goals, 2004-2005

- Begin to educate the campus community about budgeting processes and issues
- Begin to implement a clearly articulated budgeting process integrating budgeting, planning and institutional reviews.

Curriculum/Curriculum Preview Committee

Description	Information
Chair or co-chairs	Diane Hunter
Report submitted by	Diane Hunter
# of members	22 full committee/8 preview
# of meetings/year	20 full/ 35 preview
Day of meeting—full committee	Monday, every other
Time of meeting	2:30-4:00

Day of meeting—preview committee	Thursday
Time of meeting	1-3 pm.

Accomplishments, 2004-05

- While the committee had no written goals this year, we have successfully processed the 500 course outlines, degrees, and certificates submitted this year.
- Held successful and efficient electronic meetings.
- Made good progress on the Articulation Officer's list of out of date course outlines.

- Made good progress on the Articulation Officer's list of out of date course outlines.
- Established norms and procedures to create collegial, functional, working committees.
- Heightened faculty awareness, through passage of senate resolution, of the importance of updated course outlines.
- Cleaned up SBVC catalog by helping departments delete many obsolete courses and making corrections and updates to the Associate's Degree description.
- Maintained a firm, but kind approach to curriculum.

Needs, 2004-05

- More release time for faculty co-chair. With the full meeting schedules and heavy paperwork load, there is very little time to research pertinent issues (state & local), consult with faculty on curriculum issues, or prepare & facilitate training sessions.
- Clerical assistance to help faculty with course outlines and paperwork.
- One more faculty member on the Preview Committee

Goals, 2004-05

- Get more faculty and administrators to attend the Curriculum Institute.
- Continue to review our curriculum handbook, forms and processes to make them effective and more streamline.
- Engage campus in discussion of validation issue and reach consensus on a process.
- Meet face to face periodically in addition to electronic meetings.
- Continue our forward progress on shortening the Articulation Officer's "Outdated Course Outline" list.
- Provide more training for faculty.
- Get departments actively involved in reviewing the degrees and certificates that require their courses.
- Continue campus discussion of and participate in the creation of student learning outcomes in response to changing accreditation standards.

The Curriculum Committee is fully committed to ensuring that SBVC maintains updated, accurate, and relevant courses "to prepare students to transfer to four-year colleges and universities; to provide students with the knowledge and skills needed to succeed in business, industry, and the professions" (SBVC Catalog 2003-2004).

Enrollment Management Committee – Operational Fall 2004

Description	Information
Chair or co-chairs	
Report submitted by	
# of members	
# of meetings/year	
Day of meeting	
Time of meeting	

Facilities and Safety Advisory Committee

Description	Information
Chair or co-chairs	Mark Ikeda
Report submitted by	Mark Ikeda
# of members	
# of meetings/year	
Day of meeting	1 st & 3 rd Friday
Time of meeting	3:00 pm.

Accomplishments, 2003-04

- Finalized and submitted proposal for the 2nd and 3rd issues of Bond monies
- Performed a detailed survey of the current physical conditions of the remaining buildings on campus.
- Developed a ten year facilities and maintenance plan for the campus
- Finalized an energy conservation and management agreement with NORESKO

Goals, 2004-05

- Continuing oversight of campus changes linked with new construction

Space Utilization Sub-Committee – Temporarily suspended during construction as most space issues directly involved construction moves. This group will meet as needed if other space needs evolve during the construction.

Description	Information
Chair or co-chairs	President's Cabinet
Report submitted by	Denise Whittaker
# of members	4
# of meetings/year	as needed
Day of meeting	as needed
Time of meeting	As needed

Matriculation Committee

Description	Information
Chair or co-chairs	Gil Maez
Report submitted by	Gil Maez
# of members	18-20
# of meetings/year	9
Day of meeting	3 rd Thursday
Time of meeting	2:30-4:00 pm.

Accomplishments

- In Coordination with the committee, matriculation was actively involved in updating and revising the Matriculation Plan which Comprises eight components: (1) Admissions, (2) Orientation, (3) Assessment, (4) Counseling/Advisement, (5) Student Follow-up, (6) Coordination & Training, (7) Research & Evaluation, (8) Pre-Requisite/Co-Requisite Advisory. A final draft has been submitted to the VP for further approval.
- Implemented 30-unit limit of Pre-Collegiate Basic Skills Per Title 5 (55756.5) and Board Policy 5105. This brought SBVC into compliance with this regulation for the first time.
- Interfaced with Basic Skills Committee to coordinate with Adult School for referral of students who are not able to benefit from college classes.
- Validated Math Assessment in three levels Math 952, 090, 095.
- Probation Notification and Dismissal was a major accomplishment for Matriculation. Since fall 2001, we sent out 11,552 letters to students. The Dismissal rate for fall 2003 was only 7.2% of the total letters for those who previously received two notices for probation. This is the fifth successful notification to students.
- This accomplishment was coordinated with all student services segments, the computing center, and the matriculation committee
- Early Alert has grown into a progressive reporting system as a result of incorporating a fully computerized system utilizing a "Grade Book" format that is easily accessible to all faculty. Since Spring 2002 we have generated 2,278 letters to students.
- Assessment was enhanced for Off-Site testing when the Big Bear Students were assessed by two staff member who drove up to provide this service.
- Math Reliability Results that were approved by the Chancellor or until 2010 has given our math assessment program some stability for all test levels.

Needs

- Clerical staff for Matriculation Coordinator
- Additional part-time Assessment Technician
- Increase awareness of Matriculation Plan for full implementation of established goals.

Goals

- To insure that the Matriculation Plan Goals have been implemented because it addresses access and success for because it addresses access and success for all students

Partnership for Excellence Committee

Description	Information
Chair or co-chairs	Dr. Diane Dusick and Dr. Gloria Fisher
Report submitted by	Dr. Gloria Fisher
# of members	17
# of meetings/year	9
Day of meeting	Thursday
Time of meeting	3:00 pm.

Accomplishments, 2003-2004

- Allocated \$32,000 to cover Microsoft licenses for one year; request that this expense paid by district in future
- Funded the Writing Center (\$19,468); Computers for Instructional Programs (\$379,000); \$200 virtual career counseling; \$22,000 online orientation
- \$210,000 was allocated for basic operating expenses including Weekend Express, the Textbook bank, General Tutoring, Math Tutoring, Reading Tutoring, Writing Center, Adult Basic Skills, ESL, Writing Center Expansion, Clerical Support/Articulation, Eureka Site License, Probation/Dismissal Letters, Hourly—Registration Clerks, and Paraprofessional Intern-Counseling
- The committee created a new rubric for evaluating new proposals (particularly to meet one-time needs) and created a proposal form for submissions
- The committee re-evaluated the budget given mid-year/year-end changes and evaluated new proposals in spring (results TBA)

Needs, 2004-2005

- An established meeting time where all participants are available
 - More budget certainty/stability (it is difficult to make decisions without clear knowledge of how much money there is to work with)

Goals, 2004-2005

- To establish line item budgets for PFE-worthy components
- To have an established amount of funds that the committee can disseminate to PFE-worthy projects
- As the PFE budget is rolled into the general fund, ensure that PFE goals are included in the Program Review *decision-making process* so that the PFE committee can be eliminated

Professional Development Committee

Description	Information
Chair or Co-chairs	Dr. Kay Weiss & Dr. Troy Sheffield
Report submitted by	Dr. Kay Weiss
# of members	23
# of meetings/year	20
Day of meeting	1 st & 3 rd Wednesday
Time of meeting	2:00 pm.

Accomplishments, 2003-2004

- Student Learning Outcomes/Assessment:
- A core team of 18 employees (faculty and managers) went to a workshop in February in order to learn strategies for implementation of student learning outcomes. This team then planned and facilitated the Spring Teaching Symposium as an introductory activity on SLOs for faculty. This team continues to work on implementation strategies.
- Classroom Assessment was a major focus of Adjunct Orientation. Adjunct Faculty members were provided information, sample activities, and a web site for resources.
- On-Line Faculty Certification
A certification program was begun, with modules on the software itself, PL 508 (ADA compliance), TEACH Act (copyright compliance) and good practices. To date, 10 faculty members have been certified to teach on-line.
- Conferences/Seminars/Workshops
32 full-time faculty members were supported financially to attend conferences/seminars/workshops to maintain currency within their discipline
- Funds made available from PFE to support the goals of PFE and Professional Development supported 19 classified employees, 14 full-time faculty members, 10 adjunct faculty members and 5 administrators to attend conferences, seminars or workshops. Additionally, these funds supported a team of 18 employees (3 managers and 15 faculty members representing both instruction and student services) to attend the Student Learning Outcomes Workshop sponsored by the R&P Group. PFE funds paid for the Spring Teaching Symposium, at which 40 employees gained increased understanding of the requirements associated with Student Learning Outcomes. Activities supported by PFE funds included teaching/learning, job performance, customer service, cooperation and collaboration, etc.
- 10 employees were provided opportunities to participate in conferences/seminars/workshops to support enhanced use of technology through TTIP funds. Additionally, 35 employees were able

to attend Tech Ed as a result of a procurement of scholarships. An annual software license for 4faculty.org was purchased to support faculty by providing development opportunity in an on-line environment. It is not yet known how many faculty members have taken advantage of this opportunity.

- Classified Staff Development Day was held, with 100 employees participating in a lunch and workshops offered in conjunction with a wellness activity sponsored by the district. This activity focused on collaboration and improved working environments.
- State Required Reports
 - Flex Certification Report submitted June 18, 2004
 - TTIP Expenditure Report submitted August, 2004
 - AB 1725 Expenditure Report submitted November 6, 2004
- Planning
 - In order to create a plan for professional development for the 04-05 year, a half-day committee retreat was held. At this retreat, goals and plans from the college and the district were evaluated, along with the mission and tenets. The committee made decisions about the best ways PD could support the broader goals of SBVC and SBCCD. The plan is
 - Appreciative Inquiry Exploration of the Learning College
 - In cooperation with College Council and the Academic Senate, 5 Ai summit meetings were held, with a focus on becoming a “model learning centered college.” Approximately 125 employees and students attended one of the summit meetings. Several programs and activities were identified as being learning centered. Additionally, several projects were identified for further planning and implementation. Ai report attached.
 - On Campus Workshops
 - 70 workshops were offered on campus for any interested employees. Topics included teaching on line, classroom assessment techniques, alternative assessment, writing for publication, Microsoft Office software, using digital cameras, using scanners, GradeBook, Campus Central, Outlook, Learning Styles, Emotional Intelligence vs. IQ, Collaboration, Reducing “Cyber cheating,” Writing a Sabbatical Application, Writing Course Outlines, Student Learning Outcomes, Copyright Compliance, Book Club meetings, Writing Scholarship Recommendations (on-line), Internet Research Strategies, Customer Service and Re-designing a course for on-line delivery. Additionally, department specific training was provided in a variety of areas. An open lab time was also instituted twice monthly, to allow employees a time for “drop-in” assistance, and to work on projects. A duplicated headcount of over 350 employees participated in these workshops and open-lab time.

- Licenses were made available through the California Community College Council for Staff and Organizational Development and Skillsoft for employees to participate in web-based training in a variety of software applications. Approximately 75 employees registered for this program.

Needs, 2004-2005

- Full time coordinator
- Additional space to provide needed resources to the campus community
- Budget
- Clerical Support
- Move to on-line registrations for on-campus activity. Need a system that will include sending reminder notices, as well as track overall participation.
- Move to paperless applications for funding with appropriate tracking mechanisms. A system similar to financials 2000 should be instituted to move processes along more quickly and efficiently.

Goals, 2004-2005

- To empower faculty, staff and administration to promote student earning.
- To provide professional development activities, mentorship programs, working groups, and other activities that allow faculty and staff to develop better ways of getting their work and the work of San Bernardino Valley College done.
- To develop programs which promote personal growth, satisfaction, and a sense of purpose among faculty, staff, and administration and enable them to realize their full potential.
- To encourage sensitivity and improved working relationships with our diverse population of students and co-workers.
- To collaboratively celebrate successes, and problem-solve challenges.
- To provide staff, program and organizational development support in achieving the goals and objectives of the institution.
- To provide appropriate job training to all employees.

Research Committee

Description	Information
Chair or co-chairs	Dr. James Smith
Report submitted by	Dr. James Smith
# of members	7
# of meetings/year	8
Day of meeting	4 th Friday
Time of meeting	2:00 pm.

Accomplishments, 2003-2004

- The committee reviewed research activities being carried out by the Office of Research and Planning
- It established guidelines for the dissemination of research findings
- It assisted in establishing priorities for institutional research
- It suggested research activities thought to enhance campus life
- The committee reviewed survey questions for a number of surveys and provided input to the survey construction process
- Discussed ways to establish a systematic procedure to set priorities

Needs:

- This committee needs open communication links with other committees, and campus offices, who need and use data. The committee can help in clearly defining what people want and prioritizing the work.

Goals:

- One goal is to have a set of committee members who are well placed on other critical campus committees. These members can report the research needs of other committees and campus entities
- Establish a systematic procedure to prioritize the research demands of the campus.

Staff and Student Diversity Committee

To be established, 2004-2005

Description	Information
Chair or co-chairs	
Report submitted by	
# of members	
# of meetings/year	
Day of meeting	
Time of meeting	

Student Equity Sub-Committee

Description	Information
Chair or co-chairs	Zelma Russ & Dr. James Smith
Report submitted by	Zelma Russ
# of members	26
# of meetings/year	10
Day of meeting	Thursday
Time of meeting	11:30-1:00

Technology Committee

Description	Information
Chair or co-chairs	Rick Hrdlicka
Report submitted by	Rick Hrdlicka
# of members	23
# of meetings/year	8
Day of meeting	1 st & 3 rd Wednesday
Time of meeting	1:30 pm.

Accomplishments

- Created a new Strategic Master Plan (SMP) for 2004-2007
- Evaluated the past Strategic Master Plan 2001-2004
- As part of the SMP created a budget proposal for technology
- As part of the SMP created a organization structure proposal to support technology

Needs

- Line item budget to support technology
- Organizational structure to support technology

Goals

- Work to promote goals and strategies outlined in the SMP
- Pursue development of technology line item budget
- Pursue Development of organizational structure for technology
- Support professional development for technology
- Provide technology that is accessible by all in accordance with Public Law section 508.
- Work to develop new goals and strategies to keep the SMP up to date
- Develop technology website to disseminate information to the campus (including minutes and agendas)
- Inventory technology on campus
- Create rotation lists
- Develop a system to keep information sources up to date

Operational/Functional Committee List

Office of the President

Annual Awards Committee

Description	Information
Chair or co-chairs	
Report submitted by	Paul Rubacalba
# of members	24
# of meetings/year	8
Day of meeting	1 st Monday
Time of meeting	12:00-1:00 pm.

Accomplishments, 2003-04

- Successfully transitioned the awards ceremony from on-campus to off-campus at the San Bernardino Elks Lodge.
- Successfully sought nominations, held an election, and identified honorees in all five categories.
- Identified campus-wide concerns on the election process and developed recommendations for enhancement next year.
- Conducted a runoff election in one category and recommended that two awards be given.
- Lowered the price of the dinner to \$10 (donation to Foundation) to increase attendance. However, attendance was lower than usual partly due to a Sunday dinner.
- Recommended that next year's dinner and ceremony be held on Graduation day sometime between the end of the President's Campus-Wide Meeting and Graduation (preferably a luncheon).
- Recommended a campus-wide voting process for awards next year.

Needs, 2004-05

- A computerized campus-wide voting process in all categories.
- Better communication with staff who do not have (or use) e-mail.
- Accurate mailing labels from Human Resources.

Goals, 2004-05

- Bring the dinner and ceremony back to campus on Graduation Day.
- Establish a campus-wide voting process for all awards.
- Establish criteria to determine how a tie is broken.
- Increase the campus commitment to this important event.
- Encourage committee members to attend. Several never came to a single meeting.

Public Information Committee

Description	Information
Chair or co-chairs	Paul Rubacalba
Report submitted by	Paul Rubacalba
# of members	
# of meetings/year	3
Day of meeting	2 nd Monday
Time of meeting	12:00-1:00

Accomplishments

Needs

Goals

Office of Administrative Services**Environmental/Recycling Committee**

Description	Information
Chair or co-chairs	
Report submitted by	
# of members	
# of meetings/year	
Day of meeting	
Time of meeting	

Accomplishments

Needs

Goals

Office of Instruction**Arts and Lectures Committee**

Description	Information
Chair or co-chairs	S. Guerrero & P. Wall
Report submitted by	P. Wall
# of members	
# of meetings/year	5
Day of meeting	Tuesday or Wednesday
Time of meeting	2:00-3:00 pm.

Accomplishments

Needs

Goals

Basic Skills Committee

Description	Information
Chair or co-chairs	Haragewen Kinde
Report submitted by	Haragewen Kinde
# of members	
# of meetings/year	
Day of meeting	
Time of meeting	

Accomplishments

- Established a referral process to adult school for those students who have educational needs that are below what is being offered at SBVC in English, Reading and Math.
- Referral process from the departments of English, Reading and Math to the identified SBVC counselors as well as a contact counselor at the adult school.

Needs

- Continue to liaison between the adult school counselor and the designated SBVC counselors.

Goals

Honors Committee

Description	Information
Chair or co-chairs	Dr. Terry Maul
Report submitted by	
# of members	
# of meetings/year	
Day of meeting	
Time of meeting	

Accomplishments

Needs

Goals

Vocational Program Advisory Committee

Description	Information
Chair or co-chairs	
Report submitted by	
# of members	
# of meetings/year	
Day of meeting	
Time of meeting	

Accomplishments
Needs
Goals

Office of Student Services

Alcohol and Drug Abuse Policy and Prevention Committee

Description	Information
Chair or co-chairs	
Report submitted by	Joan Harter
# of members	6
# of meetings/year	6
Day of meeting	Friday
Time of meeting	1:30-3:00

Accomplishments, 2003-2004

- Created a brochure for students with info on alcohol/drugs and how to get help.
- Arranged for SBVC's EAP staff to make a presentation to the committee and at the Managers' Roundtable.
- Gathered sample procedures that are followed when an employee is found to have an alcohol/drug problem from our EAP.
- Met with Crafton Hills' nurse, Judy Giacona, and some of her committee regarding coordinating efforts to specify procedures for above.
- Supported campus prevention activities.
- Distributed EAP brochures and business cards to faculty and staff in our divisions.

Needs, 2004-05

- Funds for training
- Funds for marketing
- Funds for speakers

Goals, 2004-05

- Investigate current campus policies and procedures regarding alcohol/drug abuse and make recommendations. Consider compliance to Federal and State regulations.
- Review current prevention/intervention programs and strategies
- Explore which strategies to keep, change, expand

Objectives, 2004-05

- Print and distribute the brochure for students.
- Up-date our website.
- Join with Crafton Hills in examining and recommending procedures regarding impaired employees to the District Office.
- Attend the Southern California Higher Education Symposium as a group on Aug. 5 and 6.
- Use the alcohol/drug free logo on many items around campus.

- Plan and carry out innovative prevention activities on campus.
- Consider revising the brochure for employees created by Judy Giacona and distributed at Crafton Hills College.

Commencement Committee

Description	Information
Chair or co-chairs	Dr. Jane Evanson & Kathy Kafela
Report submitted by	Kathy Kafela
# of members	15
# of meetings/year	6
Day of meeting	Tuesday
Time of meeting	1:00-2:00 pm.

Accomplishments

- Planned for holding event at a new facility.
- Determined need for volunteers, logistics, and staffing.
- Created commencement program, identified participants, and received commitments.
- Coordinated communication with marketing, stadium staff, campus community, student activities.

Needs

- Assigned budget
- Staffing

Goals

- More student involvement/membership on the committee
- Ensure adequate budget for 2005
- Establish cap and gown fund for students
- Establish Commencement orientation/informational sessions

Disabled Services Committee

Description	Information
Chair or co-chairs	Rebecca Warren-Marlatt
Report submitted by	
# of members	
# of meetings/year	
Day of meeting	
Time of meeting	

Accomplishments

Needs

Goals

Scholarship Committee

Description	Information
Chair or co-chairs	Joel Lamore
Report submitted by	Joel Lamore
# of members	22
# of meetings/year	10
Day of meeting	varies
Time of meeting	

Accomplishments, 2003-2004

- Started a selection process to allow for late start students to have chance at Hackler Family Book Scholarships;
- Checked and made additions, deletions and corrections to complex spreadsheet that is used for matching students to scholarships to make process more accurate;
- Reviewed, updated and refined online instructions for scholarship applications;
- Read over 200 scholarship applications and awarded over 100 scholarships;
- Planned, organized and held Scholarship Awards ceremony on May 6, 2004 in the Greek Theater, which was among the most efficient and organized programs yet held due to thoughtful planning such as the use of two mikes and putting scholarship students on stage, along with other strategies, which allowed for an efficient program;
- Produced brochure explaining scholarships to students;
- Produced Scholarship Awards ceremony program listing scholarships and winners;
- Worked successfully with acting Foundation Director, Paul Rubalcaba, who in his short tenure got new funding for scholarships, notably money for the Hackler Book Scholarship which had lost a source of funding at the beginning of the year;
- Welcomed a new Foundation Director, Gary Kelly, who though Foundation Director for only a few months, is already making connections that are resulting in new monies for scholarships;
- Worked in an ideally collegial manner with members taking responsibility for workload, delivering their contributions and thoughts clearly while listening to the ideas and welcoming the contributions of other members;
- Encouraged students to write thank you letters to donors in greater numbers due to changes in the manner in which they get awards (Thanking donors both honors them and connects them more strongly to the students, the college, and to the scholarship they have endowed, which they are perhaps encouraged to increase);
- Made both students and faculty more comfortable with the online scholarship process than last year.

Needs, 2004-2005

- A budget for Scholarship Coordinator's office supplies;
- A budget for promotion/advertising of Scholarships;
- A budget for producing Scholarship brochure and Awards Ceremony program;
- A more accessible and visible office space for the Scholarship Coordinator;
- A way to insure that more members are available at the same times (perhaps like some committees to have membership determined early to insure that committee members can schedule around meetings);
- A canopy over the stage if the ceremony is in the Greek Theater next year, and also, a better calibrated sound system for the event;
- To the process to cut scholarship checks to students to be streamlined.
- To have quick and timely access to scholarship interest amounts available for scholarships in advance of March meetings to determine awards.

Goals, 2004-2005

- Reflecting on the VC Mission, and taking into consideration your G
- Continue to evaluate and improve online application process for scholarships, and more thoroughly "play test" the system before students and faculty begin to access the system;
- Work to streamline process to cut scholarship checks to students (a scholarship card, like a gift card, has been discussed and will be investigated);
- Find and implement new ways to make more connections with donors;
- Continue to work to increase awareness of scholarship program;
- Coordinate committee member schedules to insure the highest possible attendance at meetings and for better distribution of workload;
- Better prepare and coordinate with departments and college organizations that decide on awards so that they can make timely decisions that don't delay or prevent the awarding of scholarships;
- Work to get more college-based funding for scholarships (Some proposals include having departments compete to endow scholarships or raise monies for existing scholarships);
- Work to increase monies for scholarships (The average scholarship is \$100, and this has been so for some time. We believe the average scholarship should be \$200. Getting existing donors to increase their endowments would be one way of achieving this goal. Having more scholarships to give out would also allow us not to thin out the existing monies so much.);
- Continue to work to improve the Awards Ceremony, including finding ways to better recognize students and donors.

Student Policies & Scholastic Standards Committee

Description	Information
Chair or co-chairs	
Report submitted by	
# of members	
# of meetings/year	
Day of meeting	
Time of meeting	

Accomplishments
Needs
Goals

Transfer Center Committee

Description	Information
Chair or co-chairs	
Report submitted by	
# of members	
# of meetings/year	
Day of meeting	
Time of meeting	

Accomplishments
Needs
Goals

Academic Senate

Committee on Advancement in Rank

Description	Information
Chair or co-chairs	
Report submitted by	
# of members	
# of meetings/year	As needed
Day of meeting	
Time of meeting	

Accomplishments
Needs
Goals

Library & Learning Resources

Description	Information
Chair or co-chairs	Marie Mestas
Report submitted by	Marie Mestas
# of members	15
# of meetings/year	0
Day of meeting	
Time of meeting	

The committee did not meet this year. Once the Learning Resources Division has accomplished planning, preparing for, and moving the Library into the new facility, implementing new ideas and functions directed toward bettering the Library/Learning Resources services can once again take place.

Occupational Education Committee

Description	Information
Chair or co-chairs	Dr. Queen Hamilton
Report submitted by	
# of members	
# of meetings/year	
Day of meeting	
Time of meeting	

Accomplishments
Needs
Goals

Tenure Review Committee

Description	Information
Chair or co-chairs	
Report submitted by	
# of members	
# of meetings/year	
Day of meeting	
Time of meeting	

Accomplishments
Needs
Goals

Management Staff

Administrative Services Supervisors

Description	Information
Chair	Dr. Kay Regan (Interim VP)
Report submitted by	
# of members	
# of meetings/year	
Day of meeting	
Time of meeting	

Instructional Cabinet

Description	Information
Chair	Dr. Robin Calote
Report submitted by	
# of members	
# of meetings/year	
Day of meeting	Every Thursday
Time of meeting	10:00-11:30 am.

Management Roundtable

Description	Information
Chair or co-chairs	Denise Whittaker
Report submitted by	
# of members	
# of meetings/year	
Day of meeting	
Time of meeting	

President's Executive Staff

Description	Information
Chair or co-chairs	
Report submitted by	
# of members	
# of meetings/year	
Day of meeting	
Time of meeting	

Accomplishments

Needs

Goals

Student Activities Advisory Committee

Description	Information
Chair or co-chairs	
Report submitted by	
# of members	
# of meetings/year	
Day of meeting	
Time of meeting	

Student Support Services Managers, Coordinators, Non-Instructional Faculty & Support Staff

Description	Information
Chair	Dr. Ali Mossaver-Rahmani
Report submitted by	
# of members	
# of meetings/year	
Day of meeting	
Time of meeting	

TIMELINE

Strategic Planning

College Council will review the mission and vision on an annual basis during the month of _____.

Each planning unit should prepare and submit a preliminary report for the College Council by **June 1** of each year.

The plan of each department or sub-unit should not exceed **___ to ___** pages and executive summary not exceeding **___** words. The department sub-unit plans, along with their executive summaries of each division should be attached to the division unit plan.

Once the planning units provide the College Council with their strategic plans, the College Council will evaluate the unit's strategic plans and prepare a comprehensive plan for the college as a whole. The final plan is expected to be sent to the Board of Trustees for approval by **___, 200_**.

RESOURCES

Web Links

Accrediting Commission for Community and Junior Colleges

<http://www.accjc.org>

California Community College Chancellor's Office: State Reports & Data

<http://www.cccco.edu/>

California High School Information and Performance Data (state, district and school level)

<http://www.ed-data.k12.ca.us/>

Community College Resources

CCCCO MIS Statistical Library (enrollment and demographics by CCC district)

<http://www.cccco.edu/divisions/tris/mis/reports.htm>

California Labor Market Information

<http://www.calmis.cahwnet.gov/>

Custom Data – 2000 US Census

http://factfinder.census.gov/home/saff/main.html?_lang=en

Four-Year Resources

CSU Academic Performance Reports

<http://www.asd.calstate.edu/performance/index.shtml>

UC Office of the President Statistical Abstract

<http://www.ucop.edu/sas/infodigest/>

K-12 Resources

On-line Reports from CPEC (high school and community college/UC/CSU transfer data)

<http://www.cpec.ca.gov/OnLineData/OnLineData.asp>

<http://www.cpec.ca.gov/SecondPages/Data.asp>

Learning Outcome Assessments

<http://www.rpgroup.org/>

National Occupation Outlook Handbook

<http://stats.bls.gov/home.htm>

US Census Data

<http://www.census.gov/>

Western Association of Schools and Colleges (WASC)

<http://www.acswasc.org/>