

Due 4/19

Notes

The reporting period is from October 2023 to present day.

Here is a link to the updates on this SD that were offered in FA23. This might be helpful in framing your current update.

Strategic Direction 5: Foster and Support Inquiry, Accountability, and Campus Sustainability

Supporting Action 1: Promote a culture of evidence and inquiry-based decision making

Key Results (Measurable outcomes to assess progress)

- 1. Use data coaching and data literacy techniques to enhance evidence and inquiry-based discussions taking place in committees, work groups, and as part of program review efforts.**

Responsible Individual(s): Gio Sosa

CHC and SBVC have partnered to create a data and equity coaching program for all college faculty and staff. The purpose of the ten-week program is to increase the knowledge, skills, and abilities of participants to help lead evidence-based conversations centered on how to achieve equity in the classroom, in non-instructional programs, and in decision-making bodies across the district. This training is founded on principles of diversity, equity, inclusion, and access endorsed by the USC Race and Equity Center and other published literature. This effort is being led by the research offices at both CHC and SBVC, and by the corresponding professional development leads at each college.

Next Steps (anticipated future actions)

The program is slated to launch during the Fall 2024 semester and we hope to use Fall 2024 in-service sessions to recruit potential program participants. We intend to recruit at least seven participants for the initial cohort in Fall 2024 and an increasing number of participants in future terms.

2. Conduct ongoing review of the college’s key results to evaluate progress towards achieving supporting actions.

Responsible Individual(s): Gio Sosa

Our college’s Educational Master Plan Committee (EMPC) has established a timeline to regularly review all of the college’s key results—one that aligns with the timeline adopted by our board of trustees to review its strategic planning goals. After gathering initial input from all the individuals responsible for a given key result, such input is initially reviewed by President’s Cabinet and later reviewed and approved by the EMPC. Once approved by the EMPC, such input is finalized in Cascade, our district’s digital platform for reporting progress on the college’s educational master plan. The college has also had success incorporating the principles codified in the recently published Cascade Data Entry Guide in preparing all updates relating to the key results.

Next Steps (anticipated future actions)

The college intends to regularly review progress on its key results for the duration of the five-year educational master plan. In fact, given the success of this ongoing approach, the college will be incorporating its Student Equity Plan into Cascade so that the college’s progress towards meeting the plan’s key goals can also be more directly tracked and intentionally reviewed.

Explore the prospect of working with committees and committee chairs to identify agenda items that correspond to various strategic directions.

3. Increase access and use of data dashboards specifically allowing for the disaggregation of data by student demographics.

Responsible Individual(s): Gio Sosa, Ivan Pena

The college maintains several dashboards allowing faculty and staff to disaggregate data by key demographics, such as ethnicity, gender, and age. This includes the [Course Completion and Success](#) and [Demographics](#) dashboards. We have increased the access to disaggregated data by revising existing dashboards, creating new dashboards, or creating additional institutional processes (e.g., program review rubrics that require disaggregation, Streamlining Project).

One example highlighting the work towards enhancing access to disaggregated data is with respect to the recent collaboration between the Counseling Department and the Office of Institutional Effectiveness, Research & Planning (Research Office) to modify the existing Completion and Success Dashboard to include student demographics for programs offering counseling services, including the Counseling Department, Extended Opportunity Programs and Services, and Student Accessibility Services. The dashboard offers users a quick, clear, and insightful view of student progress towards success in the classroom. Data are gathered from various sources such as Colleague, Starfish, and SARS. The Research Office ensures that the data are checked for validity and integrated into a single repository for the dashboard.

The Counseling Department has also worked closely with our Office of Institutional Effectiveness, Research & Planning to develop a separate [probation data dashboard](#) that tracks probation trend data. The data dashboard offers a user-friendly interface displaying key metrics. Through interactive visualizations and real-time updates, we can quickly identify areas needing attention and track the effectiveness of interventions. This accessible data empowers student services teams to make informed decisions, tailor support services, and ultimately enhance student success.

Next Steps (anticipated future actions)

The college is also working towards developing a new dashboard that would allow faculty members to examine disaggregated course completion and success rate data

within their specific class sections (the current dashboard only offers such data at the course level). Such access would mean that faculty could identify potential equity gaps in the classes they specifically teach and tailor the student experience to reduce or eliminate such gaps. This same dashboard will allow faculty to review student learning outcomes data by ethnicity for all of their classes. This new dashboard is scheduled to be completed in Fall 2024.

The college is also in the process of developing a new data dashboard to include the additional metrics listed below. This is scheduled to be completed by Fall 2024.

- Student Educational Plan Completion (Abbreviated and Comprehensive).
- Undecided students
- Persistence
- Retention
- Completion of Transfer level Math & English
- Completion of 30 CSU/UC transferable units.
- Degree and/or certificate completion.
- Transfer Directed – A student who has successfully completed a transferable English and a transferable math course.
- Transfer Prepared – A student who has earned 60+ transferable units with a 2.00+ GPA.
- Transfer Ready – A student who is both transfer directed and transfer prepared.
- Students with 72 degree applicable excessive units.
- Student Accessibility Services-based dashboard inclusive of various student metrics

4. Increase the use of disaggregated student learning and service area outcomes data to improve student learning and the student experience.

Responsible Individual(s): Gio Sosa

As noted in an earlier key result, the college is in the process of creating a new dashboard that will allow faculty to view disaggregated student learning outcomes (SLOs) data by ethnicity, gender, and age specifically for the classes they have taught. The availability of such data will increase over time since our college, with the endorsement of the Academic Senate, has committed to having faculty only enter student-level SLO information for all their classes beginning in Fall 2024. This commitment will, in turn, further allow faculty to develop and implement equity-minded classroom strategies to close observed equity gaps, as has been done in the context of addressing gaps in relation to course success rates (e.g., USC Race and Equity Center collaboration).

The college also remains committed to the Vision Aligned Reporting (VAR) program, a now statewide requirement that requires colleges to report and examine disaggregated data within a host of non-instructional programs. The college has taken part in the state's pilot efforts for the past four years and many programs have actively used such data to improve the experience of Black/African American, Hispanic/Latinx, and economically disadvantaged students—including with respect to increasing their access to financial aid and university transfer resources. All of this work is also documented as part of programs' service area outcomes (SAO) efforts.

Next Steps (anticipated future actions)

The college will have the aforementioned SLO dashboard ready for use in Fall 2024. Similarly, as of Fall 2024, the college will revise a separate dashboard allowing non-instructional programs ready access to their Vision Aligned Reporting data.

Supporting Action 2: Define and enhance budgetary guidelines and processes

Key Results (Measurable outcomes to assess progress)

- 1. Develop budget reduction priority guidelines to make hard decisions during difficult budget times.**

Responsible Individual(s): Mike Strong, Kevin Horan

In November 2020, the college's council adopted the first version of the "Principles and Guidelines for Budget Increase and Reduction" that were developed and recommended by the campus's budget committee. Throughout Spring 2024, the college's Budget Committee made updates and revisions to the document that will be considered for adoption by College Council in late April 2024.

Next Steps (anticipated future actions)

Finalize the revision to the college's "Principles and Guidelines for Budget Increase and Reduction" at the college's council for review and adoption. Additional input is being gathered from the college's chairs for guidelines in relation to potential increases and decreases in course scheduling.

2. Document and discuss budgetary actions to show fiscal responsibility.

Responsible Individual(s): Mike Strong, Kevin Horan

Ongoing budget discussions are had at the college's council, the college's budget committee, and President's Cabinet meetings. The college has received approval from SBCCD to utilize 2023-2024 budget savings towards initiatives that support the implementation of the EMP. Adjustments have been made to the Measure CC bond budgets for inflationary and project cost increases.

Next Steps (anticipated future actions)

The college intends to continue budget conversations with campus leadership and in shared governance committee meetings. We will also develop budget expense processes for the Student Senate. The college will also continue to monitor and adjust Measure CC bond project budgets as needed and seek additional funding to complete essential projects.

3. Collaborate with DSO on the streamlining processes and business practices (e.g.,

using same software platforms).

Responsible Individual(s): Mike Strong, Kevin Horan

District Support Operations (DSO) is continuing the process of consolidating the Oracle and Financial 2000 account numbers (chart of accounts). The college is in support of this direction. Additionally, the DSO is streamlining the course and event scheduling software to Coursedog. Weekly implementation meetings have been ongoing between DSO, Technology and Support Services (TESS), the college's management and staff, and the Coursedog implementation team.

Next Steps (anticipated future actions)

The college will continue the implementation of Coursedog by inputting building information and course information, and by completing assignments necessary to maintain the project schedule to "go live" with Coursedog on 7/1/24.

Supporting Action 3: Evaluate and modify the Resource Allocation Model (RAM)

Key Results (Measurable outcomes to assess progress)

- 1. Collaborate to revise RAM to alleviate inequities in funding between Colleges and District.**

Responsible Individual(s): Mike Strong, Kevin Horan

Discussions are ongoing to establish some campus-level reserve funds as a preliminary approach to alleviating budgetary challenges. The college has received approval from SBCCD to utilize 2023-2024 budget savings towards initiatives that support the implementation of the EMP.

Next Steps (anticipated future actions)

We will continue discussions at Chancellor's Cabinet, President's Cabinet, and in governance committees to implement strategies to revise the district's resource allocation model (RAM).

- 2. Collaborate with the district to incorporate the concepts of economy of scale into the RAM (current RAM does not take this into account).**

Responsible Individual(s): Mike Strong, Kevin Horan

Discussions are ongoing to establish some campus-level reserve funds as a preliminary approach to alleviating budgetary challenges. The college has received approval from SBCCD to utilize 2023-2024 budget savings towards initiatives that support the implementation of the EMP.

Next Steps (anticipated future actions)

Continue discussions at Chancellor's Cabinet, President's Cabinet, and in governance committees to implement strategies to revise the resource allocation model (RAM).

- 3. Work with the district to develop multi-year budget forecasts, one that accounts for revenues and expenses.**

Responsible Individual(s): Mike Strong

District Support Operations' (DSO) multi-year forecast has been developed and updated with current information for fiscal year (FY) 2023-24. The college's projected local revenues and expenses for fiscal year 2024-25 have been developed and submitted to the DSO for inclusion into the updated version of the forecast.

Next Steps (anticipated future actions)

Work with the DSO to adjust the 2024-25 annual budget as necessary in preparation for tentative budget approval in June 2024 and final budget approval in September 2024.

Supporting Action 4: Expand implementation of efficient and sustainable services and practices

Key Results (Measurable outcomes to assess progress)

- 1. Develop and identify fiscal and environmental sustainable actions in each**

construction project.

Responsible Individual(s): Mike Strong, Demian Brunty

The Performing Arts Center (PAC) construction project is projected to achieve Leadership in Energy and Environmental Design (LEED) Gold certification. This includes sustainable actions such as installing the underground infrastructure for future EV charging stations and drought tolerant landscaping. The new instruction building (Building 9) is currently at the construction document phase and also projected to achieve LEED Gold certification, with a possibility of LEED Platinum. The solar farm upgrade is completed and is scheduled to be finalized and turned on by May 2024. When complete, this project will supply 95% of the campus's electricity needs. Multiple energy efficiency strategies are employed during the design phase of every project to incorporate sustainable actions into every building.

In January 2024, the college completed an upgrade to our central plant cooling system, that replaced our 3 cooling towers with more efficient equipment that saves on both water and electricity while improving the capabilities of the plant.

In 2016, the college partnered with the City of Redlands to supply CHC's irrigation with non-potable water, which reduced CHC's utility expenses as well as conserved domestic water resources. The City of Redlands non-potable service has evolved in our location and they will be reducing their services. As such, we are working with Yucaipa Valley Water District (YVWD) to connect our irrigation system to their recycled water main. As part of this arrangement, we are reviewing the opportunity for a small portion of the College's property to be used to construct a recycled water reservoir that will expand YVWD's recycled water service area across the west side of the city. Thus, our partnership will not only sustainably benefit the future of the College and the environment, but also the broader community that we serve.

Next Steps (anticipated future actions)

The college intends to achieve LEED Gold certification for the PAC project and the instruction building project. The college is also reviewing the feasibility of installing EV charging stations at the new PAC utilizing incentives from SCE's latest EV charging program.

The college will also finalize discussions and water supply agreements with YVWD

and the City of Redlands and connect the College's irrigation system to YVWD's recycled water system. Continue to work with YVWD on a land-use agreement to install a recycled water reservoir that will expand recycled water service to the west side of Yucaipa.

The college will continue to incorporate energy efficiency strategies into each building design.

2. **Grow the CHC Endowment.**

Responsible Individual(s): Michelle Riggs, Kevin Horan

The college continues to assess its unique needs and priorities to align its fundraising efforts accordingly. We have developed a well-rounded fundraising strategy with a mix of approaches, such as individual giving, grants, corporate partnerships, and events, to achieve these priorities. Additionally, the college's assets have grown from \$6.9M in 2023 to \$7.4M in 2024.

Next Steps

The college will be meeting with potential donors to achieve Phase I of the college's feasibility fundraising goals. The college will also continue to build awareness of how foundation funds support students.

3. **Implement recommendations from the college's approved [sustainability plan](#).**

Responsible Individual(s): Mike Strong

The college has implemented a host of recommendations from the sustainability plan. The solar farm project incorporates a battery storage system, the Performing Arts Center (PAC) building is designed with submetering on key utilities to measure and manage usage, standards are developed to require all new and renovated buildings to be connected to the campus energy management system so buildings can be scheduled and managed according to usage; and construction projects are required to practice and measure waste diversion. Sustainable facility actions are being considered and drafted

into the updates on the Facility Master Plan.

Next Steps (anticipated future actions)

The college will fully incorporate all feasible sustainable measures into the design of the new instruction building. Fully incorporate sustainability initiatives into the Facility Master Plan through Fall 2024.

Supporting Action 5: Develop alternate revenue streams

Key Results (Measurable outcomes to assess progress)

1. Increase philanthropic donations to support scholarships and college programs.

Responsible Individual(s): Michelle Riggs, Kevin Horan

The college foundation received a grant from San Manuel Band of Mission Indians for \$1.8 million to support our Fire Academy cadets with out-of-pocket expenses to remove financial barriers for students. We have secured three gifts for naming opportunities including a courtyard at Canyon Hall, a classroom in the Public Safety Allied Health building (PSAH) and a music room in the new Performing Arts Center (PAC). Our operational endowment is now over \$1.1 Million and additional endowments are held with the foundation to support the Science Technology, Engineering, and Math (STEM) Center, the Simulation Lab, the Veterans Resource Center, and over 50 endowed scholarships. Our annual fundraiser on April 18 raised over \$190,000 to support students.

Next Steps

The college will continue to recommend that the district naming policy remove maximum donation levels. The college is working on a naming opportunity flyer for the new instructional building.

2. Conduct capital fundraising campaign feasibility study.

Responsible Individual(s): Michelle Riggs

The feasibility study was completed in June 2023. During the study, we presented to community leaders and prospective donors at five leadership briefings. Consultants hired for the feasibility study conducted 25 interviews (Only five were A or A+ donors) and the findings revealed that there is a general lack of knowledge in the community concerning the needs of the college.

In response to the feasibility study, the college identified three key programs on which to focus fundraising efforts: first responders, performing arts, and honors. Additionally, the college increased leadership on the foundation board by adding five additional vice presidents. Lastly, the college requested that foundation directors and alumni help us share the case statements with their corresponding networks.

Next Steps (anticipated future actions)

The college will continue to build awareness in the community by hosting additional leadership briefings, attending community events, and building relationships with high capacity donors.

3. Pursue the implementation of student housing to support student success & create additional revenue.

Responsible Individual(s): Mike Strong, Kevin Horan

In January 2024, the State ranked CHC's student housing construction grant proposal as #9 out of 31 applications. However, the State continues to cut the available funding for student housing projects across the State and the project is currently unfunded. The preliminary design for the student housing project is being incorporated into the revisions to the college's Facility Master Plan.

Next Steps (anticipated future actions)

Explore alternative funding options for the construction of student housing. Incorporate student housing into the Facility Master Plan.

4. Increase the number of grant applications to support CHC programs.

Responsible Individual(s): Gio Sosa, Michelle Riggs

The college is designated as a Hispanic Serving Institution (HSI) for fiscal year 2023-2024 and for 2024-2025, as determined by the Department of Education. Such designation is made annually for all colleges and universities, and entails an application process for many colleges that do not automatically qualify. An HSI designation is critical for a variety of reasons; one reason is that it allows the college to pursue federal grants, such as Hispanic Serving Institutions Program – Title V grants.

Additionally, the college has 21 grants that are currently active or that ended in the last six months, including 1.8 million awarded by the San Manuel Band of Mission Indians for the college's fire academy program.

The following represent grants that are currently active or ended in the last six months:

Grant Name	Funding Agency	Amount Awarded	College/District Point of Contact	Program	Grant Dates: Start & Finish
CHC Fire Academy Grant	San Manuel Band of Mission Indians	\$1,800,000	Michelle Riggs	Fire Academy	7/2022–6/2027
CHC Mathematics, Engineering, & Science Achievement (MESA) Grant	CCCCO	\$1,400,000	Kay Weiss	Science, Technology, Engineering, and Math (STEM)	11/2022–6/2027
CHC Streamlining Project	CCCCO	\$25,000	Gio Sosa	Student Services & Instruction Equity Initiatives	8/2023–5/2024

CHC Insidetrack	Non-Profit	\$10,000	Delmy Spencer	Increase Enrollment	2022–2025
College Promise 2.0	Kresge Foundation	\$100,000	Ivan Pena	Increase Completion and Persistence	2022–2024
Building CTE Bridges from High School to Community College	K12 Strong Workforce Program	\$400,000	Ivan Pena	Increase Enrollment	2022–2024
Finish Line	Foundation for CCC	\$125,000	Michelle Riggs	Scholarships and Emergency Funds	2023–2024
Scholarships	Edison	\$50,000	Michelle Riggs	STEM and Fire Academy	2023-2024
SWP R R7	IE/DRC	\$ 410,005.00	Dan Word	Job Developer, Data Analyst, EMS Pathway	7/1/22 – 6/30/24
SWP L R7	CCCCO	\$ 644,948.00	Dan Word	EMS, Nursing Services, CIS, Fire Tech, Resp. Care, Child Dev.	7/1/22 – 12/31/24
SWP L R8	CCCCO	\$821,254.72	Dan Word	Cross Programs	7/1/23 – 6/30/25

				(CTE)	
Perkins - FY24	CCCCO (Federal)	\$ 224,111.00	Dan Word	CIS, EMS, Fire Tech, Resp. Care, Rad Tech, Child Dev, Nursing Services	7/1/23 – 6/30/24
CNA - 1230		\$ 117,500.00	Dan Word	Nursing Services	
RERP	CCCCO	\$ 59,692.00	Dan Word	Phlebotomy	1/23/23 – 9/30/25
Rupe - FY24	Arthur N. Rupe Foundation	\$ 35,000.00	Dan Word	Nursing Services	7/1/23 – 6/30/24
H RTP 1	Ca Workforce Development Board (CWDB)	\$ 188,103.00	Dan Word	Resp. Care, Rad Tech, Nursing Services, Phlebotomy, Apprenticeshi p	4/17/23 – 9/30/25
H RTP 2- Health	CWDB	\$ 673,209.00	Dan Word	Nursing Services, Phlebotomy, EMS, Resp. Care	8/14/23 – 3/31/26
Perkins - FY24	CCCCO (Federal)	\$ 224,111.00	Dan Word	Cross Programs (CTE)	Ends 6/30/24

Next Steps (anticipated future actions)

The college intends to apply for an HSI designation on an annual basis (the next application period will be in Spring 2025). The college will also continue to partner with the district's Director of Grants to identify viable funding opportunities, including ones that closely align with the college's educational master plan.