



SAN DIEGO COMMUNITY COLLEGE DISTRICT

CITY COLLEGE • MESA COLLEGE • MIRAMAR COLLEGE • CONTINUING EDUCATION

Strategic Planning Committee

April 10, 2017

2:00 – 4:00 p.m.

District Office, Room 220

Meeting Minutes

Members Present: Robbi Ewell, Leroy Johnson, Madeleine Hinkes, Michelle Madrid Novak, Angela Liewen, Tura Hayes (for Antoinette Griffin), Jessica Ludetke (for Michelle Fischthal), Bonnie Ann Dowd, Stephanie Bulger

Absent: Antoinette Griffin, Naomi Grisham, Rob Fremland, Daron Woods, Berta Harris, Renee Kilmer, Yvonne Schmeltz, Marie McMahon, Gerald Ramsey, Neill Kovrig, Michelle Fischthal, Cathy Hasson

The meeting began at 2:02 p.m. The committee was welcomed by Dr. Stephanie Bulger, Vice Chancellor, Instructional Services Division.

1. Introductions and Overview

1.1 Introductions were made.

1.2 Stephanie provided an overview of the Strategic Planning Committee and the process thus far of the Strategic Plan 2017 – 2021.

1.2.1 The committee was formed to determine themes based upon the college and Continuing Ed's plans. Measures were developed with the Office of Institutional Research and Planning. Annual Summary Worksheets are completed each year by the colleges. The information is shared with the Chancellor's Cabinet.

1.2.2 During the Spring 2016 meeting, the committee developed the strategic planning cycle.

1.2.3 The Integrated Framework model, also included in ISER, shows how the Strategic Plan connects to shared governance.

1.2.4 A Strategic Planning retreat was held during Fall 2016. The Office of Institutional Research and Planning facilitated the retreat and provided an environmental scan. The expected outcome of the retreat was a set of planning assumptions and themes to frame additional conversations regarding the development of the 2017-2021 strategic planning goals.

1.2.5 The Strategic Leadership Team (SLT) was formed to develop the 2017 – 2021 goals and objectives based on the planning assumptions and themes formed during the retreat.

1.2.6 The draft goals and objectives were shared with the committee, and additional edits were made.

1.2.7 The goals and objectives were shared with the Chancellor's Cabinet and the District Governance Council for additional feedback.

2. Review of October 28, 2016 Meeting Minutes

2.1 The October 28, 2016 minutes were approved as written.

3. Strategic Plan 2017 – 2021 Goals and Objectives

3.1 Discussion of Indicators and Measures

3.1.1 The committee asked for clarification on how the indicators, measures, and benchmarks that are used at the college level tie back into the overall SDCCD Strategic Plan. At the colleges and Continuing Ed, measures are quantitative. The district office exists to provide colleges with an infrastructure. The colleges and Continuing Ed are programmatic and operational. The SDCCD Strategic Plan is more of an over-arching plan and is in place to support the college and Continuing Ed plans. It is an organic process by which the four institutions are reflected in one document. The goals and the plans to attain them do not have to result in accomplishment.

3.1.2 The committee decided to remove the measures from the goals and objectives because it is not relevant to the purpose of the overarching strategic plan, and adds confusion.

3.2 Discussion of Feedback and Changes to Goals and Objectives

3.2.1 Feedback was received from all three colleges and Continuing Education. The committee discussed the feedback one-by-one and discussed how to address each concern. The committee reviewed the draft goals and objectives and made the following revisions:

Pathway to College Completion

Goal 1: Optimize and enhance student access, equity, inclusiveness, learning, and success through exemplary instructional services, support services, and effective practices.

Strategies:

1. Implement a San Diego Promise Initiative to increase college access and affordability, and develop student supports and instruction.
2. Actively manage ~~growth in~~ student enrollment through outreach and broad access to programs, ~~and~~ courses, ~~and~~ services.
3. Enhance student and academic support services strategies that better serve a more diverse community.
4. Ensure that districtwide enrollment management strategies are ~~equitable and~~ based upon the core priorities of student need, ~~and equitable~~ access, and success.
5. Ensure accountability through active and continuous ~~access to and~~ analysis of data on student persistence, ~~and~~ success, ~~and awards of degrees and certificates~~ leading to completion of their educational goals.

Institutional Effectiveness and Innovation

Goal 2: Strengthen institutional effectiveness through integrated planning, innovation, internal collaboration, professional development, continuous process, and systems improvement.

Strategies:

1. **Strive to** align organizational, ~~and~~ **business and systems** processes through integrated planning and collaboration for greater effectiveness and accountability in achieving student learning and administrative outcomes.
2. Improve multi-directional communication and active engagement of **all** stakeholders in systems improvement and responsiveness to business and community needs.
3. Expand the continuum of professional development opportunities for all faculty, staff, and administrators to integrate equity perspectives and respond to evolving student, business and community needs, as well as measures of student success.
4. **Support the** development of innovative approaches, leveraging technology as appropriate, to expand learning, teaching, delivery, and student support.

Community Collaboration

Goal 3: Enhance collaborations with the ~~community~~ **communities served by the District** for increased responsiveness to ~~its~~ **their** needs and for improving San Diego's vibrant economy.

Strategies:

1. Advance diversity, inclusiveness, equity, and social justice through internal and external communication, collaboration, and practices.
2. Strengthen **and actively develop** articulation and pathways between credit, noncredit, **K-12, universities**, business, and **other the community communities served**.
3. Maintain active engagement **and partnerships** with business and industry to develop solutions for workforce preparation.
4. Broaden and strengthen **diversity and equity through** outreach efforts and community service ~~which highlight diversity and equity~~.

Fiscal Stewardship

Goal 4: Ensure fiscal solvency through sound fiscal planning, management, and pursuit of alternate sources of revenue.

Strategies:

1. Maintain a balanced districtwide budget that aligns with state and other revenue allocations and that is integrated with planning.
2. Sustain an annual Cash Reserve of a minimum of 5% of general operating funds in addition to maintaining other reserves as appropriate.
3. Continue to strengthen internal controls districtwide to ensure annual audits meet federal and state compliance and mandate requirements.
4. Increase districtwide advocacy efforts for improved state budgets at the state level in support of institutional effectiveness **and student success**.
5. Evaluate systems districtwide and create best practices to facilitate **accessible, effective, and equitable, ~~and sustainable resource allocation~~ institutional systems and tools related to fiscal matters**.
6. Pursue alternative sources of revenue beyond the state revenue allocation to include leasing of surplus property in order to provide a continuous revenue stream for maintenance and operations of District facilities.

Leader in Sustainability

Goal 5: Lead in Sustainable Policies and Practices.

Strategies:

1. Encourage and champion District **governance policies and practices**, which promote and reinforce principles of sustainability.
2. **Support ~~Maintain~~ districtwide** leadership, advocacy, and stewardship efforts **on campus**, across the curricula, in the classroom, and in the community.
3. Continue to incorporate consideration of the environment, community welfare, and future impacts on all infrastructure, operations, and maintenance plans.
4. Continue to develop and incorporate sustainability content across the curricula.

3.3 Draft Strategic Plan 2017 – 2021

- 3.3.1 Stephanie shared a draft version of the Strategic Plan 2017 – 2021 document. The committee thought the layout was new and fresh. They provided useful feedback that will be shared with the graphic designer.

3.4 Review Timeline

- 3.4.1 The goals and objectives document will be updated and shared with the Chancellor's Cabinet, the District Governance Council, and the Strategic Planning Committee.
- 3.4.2 The committee is on track to have the plan finalized and approved by June 2017.

4. Annual Update

4.1 Annual Summary Worksheet Process

4.1.1 The committee discussed the function of the Annual Summary Worksheet. In the past, committee members would complete the worksheet for their colleges to demonstrate progress made towards each goal of the Strategic Plan. A new model was used for the 2014 – 2015 Annual Update. The Vice Chancellor's worked together to draft the annual update and then shared it with the Strategic Planning Committee and district governance councils which in turn took it to their college constituent groups for feedback. The committee discussed the two models and agreed to use the new model for future annual updates.

4.2 Annual Update 2015 – 2016

4.2.1 The committee agreed to create an annual update for 2015 – 2016 using the new Annual Update model.

5. Strategic Plan 2013 – 2017 Four-Year Review

5.1 Stephanie shared the idea of a four-year review to reflect back on the 2013 – 2017 Strategic Plan. The process would involve the committee reviewing the Strategic Plan 2013 – 2017 to identify progress towards goals and what strategies have been successful and unsuccessful.

5.2 The committee decided to complete a four-year review beginning in Fall 2017, instead of the Strategic Plan Annual Update 2016 – 2017.

6. Roundtable

6.1 Stephanie asked the committee to share their thoughts on the meeting and discussions. Responses included:

Good	Clear
Interesting to see how dynamics played out here versus at the college	Committee should be commended on the group brainstorming
With clarification, committee members can be effective communicators for their colleges	Like that the college (PIE) committees will receive input
There is a good dynamic to the committee, but it lacks a student voice	It's interesting to see how little institutional memory there is

The meeting adjourned at 3:58 p.m.