



# SAN DIEGO COMMUNITY COLLEGE DISTRICT

CITY COLLEGE • MESA COLLEGE • MIRAMAR COLLEGE • CONTINUING EDUCATION



## Districtwide Strategic Plan **ANNUAL UPDATE** 2017-2018



# Chancellors' Message

**The San Diego Community College District's (SDCCD)** mission is to provide accessible, high-quality learning experiences to meet the educational needs of the San Diego community and the workforce development needs of business and industry.

The District's Strategic Plan is a reflection of the visions and goals of San Diego City, Mesa, and Miramar colleges, and San Diego Continuing Education toward the fulfillment of their missions in the short and long term, and provides guidance that assists the institution in fulfilling its ambitious goals.

As one of the largest community college districts in the state, the SDCCD is meeting educational needs through a leadership team committed to extensive community engagement and collaboration.

The SDCCD continues to develop, grow, and strengthen academic programs offered to students. Careful planning and curricular development have enabled the District to activate 13 new programs, including associate degrees and certificates of achievement, during the 2017-18 academic year at San Diego City, Mesa, and Miramar colleges, and San Diego Continuing Education. The continued implementation of a new student services system will enable the effective delivery of student support processes and business processes throughout the District.

Resulting from sound fiscal planning and the pursuit of further developing the SDCCD as the leading provider of higher education in the region, the District has made several notable achievements. In the 2017-18 fiscal year, the District was awarded \$7,441,001 in new and continued grant funding. The District also coordinated a fundraising effort which included a gala for the San Diego Promise program, resulting in more than \$460,000 raised for the program.

As San Diego's largest provider of workforce training, the District is meeting industry needs by maintaining active partnerships with business leaders and groups. Enhancements to the Career Technical Education (CTE) Transitions Program with the San Diego Unified School District resulted in 2,004 students who were awarded college credit for 2017-18, a 54% increase over the previous year. The District operates job training and workforce preparedness programs that are critical to growing the regional and California economy, and the District and its graduates contributed an astounding \$4.4 billion to the regional economy in 2017-18.

I am proud of SDCCD's accomplishments and pleased to present the 2017-18 Strategic Plan Annual Update, which provides the community a snapshot of the District's continued progress and success.

Sincerely,



**CONSTANCE M. CARROLL, Ph.D.**  
Chancellor



# Goal 1

## Pathway to Completion

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

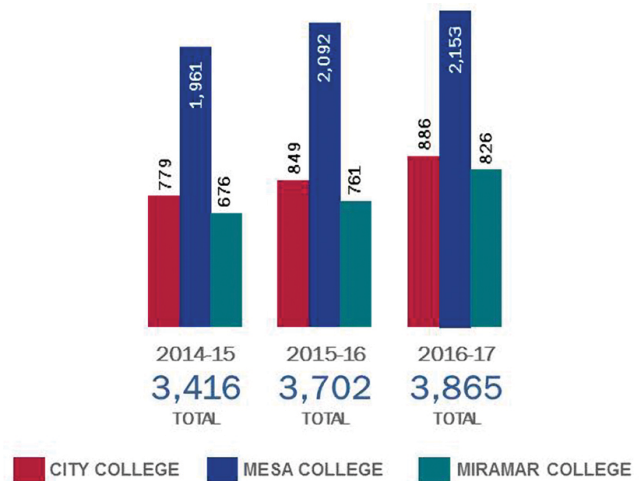
The San Diego Community College District's achievements include:

- New English Language Acquisition (ELAC) curriculum, formerly English for Speakers of Other Languages (ESOL), was designed by faculty districtwide as a model to integrate reading, writing, grammar, and oral communication in order to enhance the success of non-native English speakers.
- 15 San Diego Mesa College students earned their Bachelor of Science degrees in health information management.
- 13 new programs were activated in high demand workforce fields and transfer disciplines, including Associate Degrees in Entrepreneurship, Nutrition, Dietetics, Geology, a Certificate of Achievement in Entrepreneurship, and Certificates of Performance in Filipino Studies, Digital Photography, Freelance photography, Global Development Studies, Network Security, Special Effects Makeup, Diagnostic Medical Sonography, and Theatrical Glamour for Media and Performance.
- A comprehensive, districtwide enrollment marketing strategy was developed to improve enrollment management efforts, and involved districtwide enrollment management workshops that included faculty, students, and administrators.



San Diego Miramar College

### Student Transfers



Source: 2017-18 Fact Book

## Goal 2

# Institutional Effectiveness and Innovation

**Strengthen institutional effectiveness through integrated planning, innovation, internal collaboration, professional development, continuous processes, and systems improvement.**

The San Diego Community College District's achievements included:

- The fourth-year implementation of a new student service system enabled innovative approaches to the delivery of student support services and business processes for the transition to the Canvas learning management system and a 24/7, one-stop portal for students.
- Significant improvements to the Data Center backbone were completed to improve performance and increase the ability to serve a larger volume of technology operations for student, faculty and staff operational and learning access, including upgrades to a Dark Fiber network throughout the District, which increased internet capacity in support of core district operations and student access.
- Enhanced communications to the community included a new and significantly improved SDCCD website, which generated a 16% increase in users and doubled traffic from mobile devices, re-designed publications, more than 600 news stories, and digital marketing.
- A four-page direct mail piece on the progress of the Propositions S and N bond construction program was sent to all homeowners in the City of San Diego.



*San Diego Mesa College*



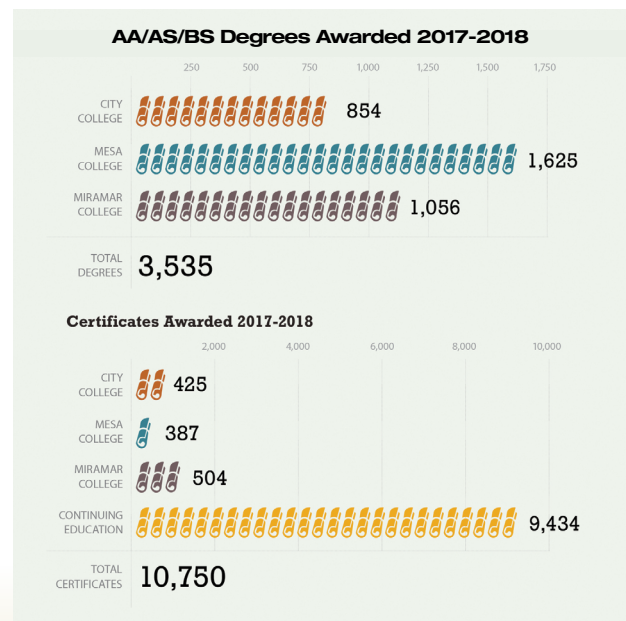
# Goal 3

## Community Collaboration

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

The San Diego Community College District's achievements included:

- District leadership continues to advocate for local transfer student access to San Diego State University and UC San Diego, two of the most highly sought after public universities in California. This is being accomplished through service on the transition team for the new San Diego State University president and exploration of new models for increasing transfer with regional college/university leadership and transfer centers.
- The Peer Mentee program in the Preparing Accomplished Transfers to the Humanities (PATH) Program, supported with a grant by the Andrew W. Mellon Foundation, was recognized at a convening of similar initiatives as an innovative means of preparing students to become UC San Diego transfer students in the arts and humanities.
- Enhancements to the Career Technical Education Transitions (CTE) Program with the San Diego Unified School District resulted in 2,004 students who were awarded college credit for 2017-2018, a 54% increase over the previous year. College and Career Access Pathways (CCAP) enrollments for Fall 2017 were 2,185, which is an increase of 29.5% increase over the previous fall.
- The District actively engaged in the San Diego and Imperial Counties Community Colleges Association's (SDICCCA) Regional Oversight Committee (ROC) to enhance employment readiness and career pathways.
- All institutions in the District remained active in the community, including participation in various community events such as the Pride Parade, the Dr. Martin Luther King Jr. parade, All People's Celebration, Annual Asian Cultural Festival, the Rosa Parks Memorial Walk, the Restoring Respect Annual Conference, and cultural celebrations.



Source: 2017-18 Fact Book

# Goal 4

## Fiscal Stewardship

**Ensure fiscal solvency through sound fiscal planning, management, and the pursuit of alternate sources of revenue.**

The San Diego Community College District's achievements included:

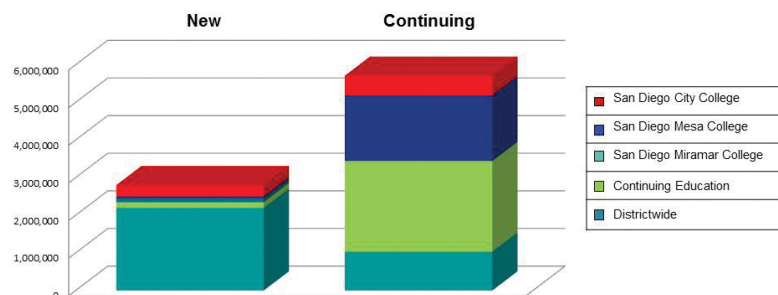
- The District maintained a balanced budget, adopted by the Board of Trustees, through the budget development process with all institutions, and based primarily upon state apportionment funding, budget projections, and attainment of full-time equivalent targets.
- In accordance with Board Policy 6200 the District maintained a general fund cash flow reserve of no less than 5% of proposed general fund expenditures.
- The District actively pursued federal, state, and local grants and awards in addition to maximizing state revenue allocations by establishing targets that include the ability to achieve growth funding as available. For the 2017-18 fiscal year, the District and the institutions were awarded a total of \$7,441,001 in new and continuing grant funding.
- The District established ground leases at six sites – the currently leased I.D.E.A. Center space in downtown San Diego, a half-city block at the Skills Center, the Family Health Center at City College, a parcel adjacent to the West City Campus, the former North City Campus building, and the former Centre City Campus – will provide an estimated \$234 million in lease revenue over the lease lifetimes, resulting in approximately \$2.5 million in annual revenue.



*San Diego Continuing Education*

- During 2017-18, the District coordinated a fundraising effort which included its first gala and raising more than \$460,000 to benefit the San Diego Promise program including participation by major donors, employees, and other members of the community.

**San Diego Community College District  
FY 2017-18 – Grant Awards**  
FY 2017-18 – Grant Awards



*Source: Annual Grants Report*



# Goal 5

## Leader in Sustainability

### Lead in Sustainable Policies and Practices.

The San Diego Community College District's achievements included:

- The District continues to expand course offerings related to sustainability, such as “Environmental Sustainability, Justice, and Ethics,” and now offers an Associate of Arts Degree in Sustainability at San Diego City College and San Diego Mesa College.
- The District exceeded energy performance standards on projects by 20% on average, and increased its count to 30 LEED-certified facilities and is on track for a total of 42 certifications.
- The District has removed the equivalent of 3,168 metric tons of greenhouse gas emissions from the environment through the use of smart metering, thermal energy, and photovoltaic installations across the District which generate more than 4.4 million kilowatt hours
- The District has promoted community-wide participation in ‘green’ methodology through membership and leadership in the San Diego Climate Collaborative, a network for public agencies serving the San Diego region to share expertise, leverage resources, and advance comprehensive solutions to facilitate climate change planning.
- By incorporating a ‘green’ methodology into the design, construction, and maintenance of SDCCD facilities, the District has consistently demonstrated a commitment to being a good steward of taxpayer dollars and intent, and effective caretakers of natural resources, including components such as life-cycle costing, integrated design, facility performance evaluations, and participation in Sempra Energy’s Building by Design program which has returned incentives that will total close to \$1.4 million at the close of the bond program.



*San Diego City College*



## SAN DIEGO COMMUNITY COLLEGE DISTRICT

City College • Mesa College  
Miramar College • Continuing Education

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The San Diego Community College District includes San Diego City College, San Diego Mesa College, San Diego Miramar College, and San Diego Continuing Education. The SDCCD is governed by its Board of Trustees. No oral or written representation is binding on the San Diego Community College District without the express approval of the Board of Trustees.