



SAN DIEGO COMMUNITY COLLEGE DISTRICT

CITY COLLEGE • MESA COLLEGE • MIRAMAR COLLEGE • CONTINUING EDUCATION



Districtwide Strategic Plan **ANNUAL UPDATE** 2018-2019

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. Its five goals support the fulfillment of the institutions' missions in the short and long term, as well as their ambitious aims.

The SDCCD continues to develop, grow, and strengthen academic programs offered to students. Careful planning and curricular development have enabled the District to activate 36 new programs, including associate degrees and certificates of achievement, during the 2018-2019 academic year at the institutions. The implementation of a new learning management system will enable the effective delivery of online courses, the fastest growing segment of enrollment in the District.

Institutional effectiveness and innovative strategies are hallmarks of the SDCCD. The District implemented a training plan for the Campus Solutions system which helps in engaging in effective business processes. To address student food insecurities, farmers markets were created at each institution.

As one of the largest community college districts in the state, the SDCCD is meeting educational needs through a commitment to extensive community engagement and collaboration. Expansion of College and Career Access Pathways programs resulted in the enrollment of 2,941 high school students into dual enrollment college courses in Fall 2018, a 34.6% increase from the previous fall. The District is the largest provider of job training and workforce preparedness programs. Its graduates contributed an astounding \$3.9 billion to the county in 2018-2019.

The District had notable achievements in fiscal stewardship and sustainability this year. The SDCCD has reduced its carbon footprint and completed two new Leadership in Energy and Environmental Design (LEED) certified projects. Standard and Poor's Global and Moody's Investor Service assigned SDCCD bond ratings of AAA and Aaa respectively.

I am proud of SDCCD's accomplishments and pleased to present the 2018-2019 Strategic Plan Annual Update of the District's continued progress and success to the community.

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.

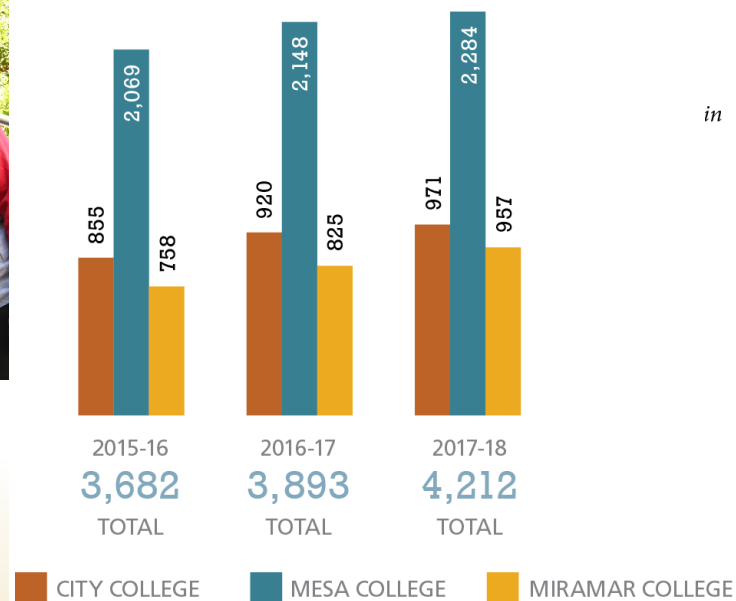
The San Diego Community College District's achievements include:

- Implementing AB 705 compliant placement rules for City, Mesa, and Miramar Colleges to increase the likelihood that students will complete college-level English and mathematics courses
- Launching Canvas, a learning management system for online instruction, as a user-friendly tool for student learning in online courses
- Providing students in the San Diego Promise with additional counseling and support services, resulting in the completion of more units with higher grade point averages in 2018-2019
- Activating thirty-six new programs in high demand workforce fields and transfer disciplines



San Diego City College

Student Transfers



Source: 2018-19 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 include:

- Implementing a comprehensive Districtwide training plan on the Campus Solutions system, a component of PeopleSoft, at multiple levels
- Participating in the development of a regional infrastructure model that would inform institutional systems development around work-based learning
- Creating farmers markets at each institution as an additional component to an overall strategy to address food insecurity issues for SDCCD students



San Diego Mesa College

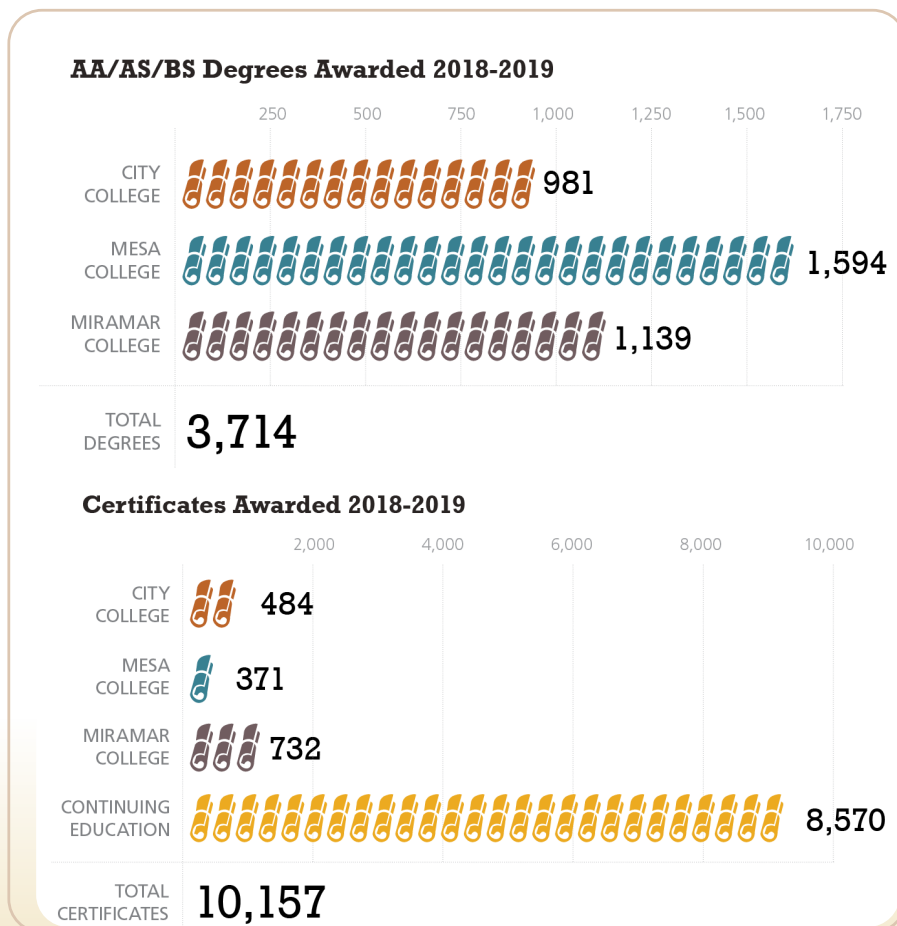
Goal 3

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 include:

- Enrolling 2,941 high school students into College and Career Access Pathways courses in fall 2018, a 34.6% increase from the previous fall
- Embarking on an innovative partnership with the Naval Information Warfare Systems Command – formerly SPAWAR – to fill critical talent shortages in high-demand, high-wage cyber security and Information Technology fields
- Holding a Board of Trustees appreciation event for Career Education Advisory Committee members to celebrate over 1,000 hours of volunteer services by industry advisors to support industry alignment with the curriculum



Source: 2018-2019 Fact Book

Goal 4

Fiscal Stewardship

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

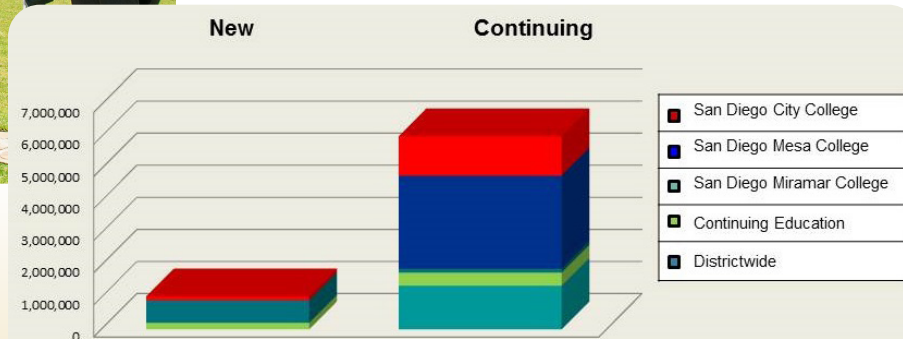
The San Diego Community College District's achievements include:

- Achieving bond ratings of AAA for Standard & Poor's Global, and Aaa for Moody's Investors Service
- Practicing sound fiscal management by entering into long-term lease agreements, which totaled approximately \$1.4 million in 2018-2019
- Strengthening fiscal advocacy with an appointment on the Statewide Fiscal Oversight Committee
- Receiving a total of \$8,359,970 in new and continuing federal, state, and local grant funding



San Diego Miramar College

San Diego Community College District
FY 2018-19 - 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 include:

- Accepting an invitation to participate in San Diego Forward, an effort launched by the San Diego Association of Governments (SANDAG) to create a 2019-2050 Regional Plan combining a big picture vision for how the region will grow over the next 31 years
- Adopting a Board of Trustees resolution in support of community choice energy with the City of San Diego as part of its Climate Action Plan (CAP) goal to achieve 100% renewable energy by 2035
- Exceeding all Title 24 of California Code of Regulation's minimum 10% energy efficiency standards by 20% to 49.5% to promote an environmentally clean culture
- Completing an additional two Leadership in Energy and Environmental Design (LEED) certified projects supported by Propositions S and N in 2018-2019



San Diego Continuing Education



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.