



SAN DIEGO  
COMMUNITY COLLEGE  
DISTRICT



San Diego Community  
College District  
**Strategic Plan Framework**

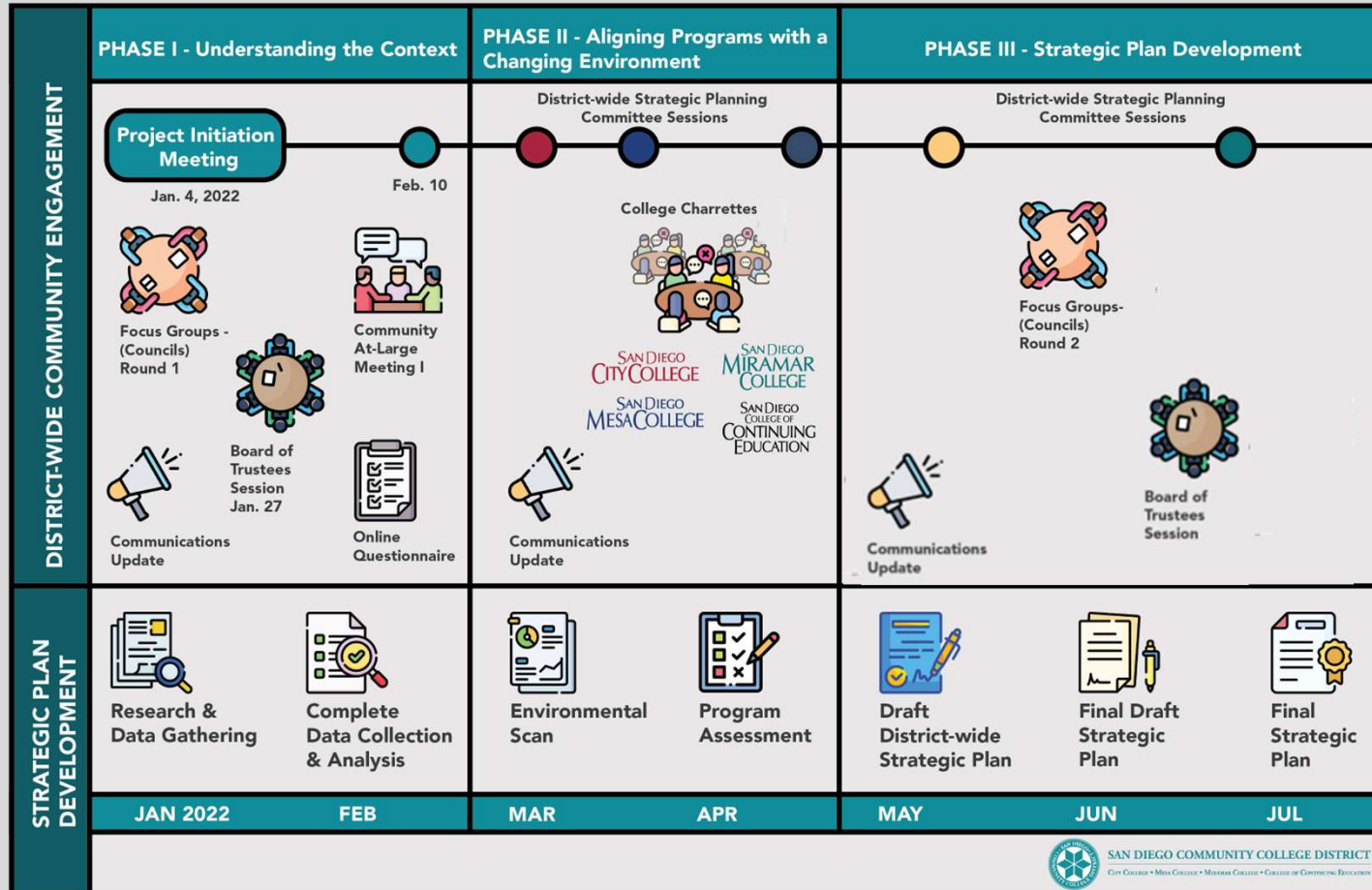
May 2022

Phase 3

# Strategic Planning Process



SAN DIEGO  
COMMUNITY COLLEGE  
DISTRICT



SAN DIEGO COMMUNITY COLLEGE DISTRICT  
CITY COLLEGE • MESA COLLEGE • MIRAMAR COLLEGE • COLLEGE OF CONTINUING EDUCATION

## **OVERALL VISION:**

**Ensuring Success for All  
Students and Expanding Our  
Efforts to Achieve Diversity,  
Equity, Inclusion, and Access in  
Everything We Do**

# Goal Areas



Student Success  
and Well Being



Academic  
Excellence



Workforce  
Development



Financial  
Health



State of the  
Art Facilities



Institutional  
Resiliency



## Goal A: Student Success and Well Being

Provide whatever is needed to help students achieve their educational and career goals.

**A1: Provide all students, especially those with the greatest needs, with access to a full suite of support services,** including but not limited to student housing solutions, mental health counseling, food and nutrition, financial literacy, and other basic needs. **[On-going]**

**A2: Be proactive in communicating the range of services and support systems available** to all students, especially those with the greatest needs. **[On-going]**

**A3: Streamline the registration and enrollment process** and make it consistent across all the Colleges. **[Short term: 0 – 2 years]**



## Goal A: Student Success and Well Being

Provide whatever is needed to help students achieve their educational and career goals.

- A4: Make it easier for students at the College of Continuing Education to transfer to the for-credit Colleges. [Short term: 0 – 2 years]**
- A5: Ensure diversity, equity, inclusion, and accessibility (DEIA) by reviewing policies and procedures and identifying and eliminating barriers. [Short term: 0 – 2 years]**
- A6: Increase and maintain the diversity of all employees to best serve the diversity of the student population. [On-going]**



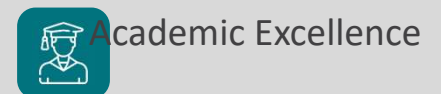
# Academic Excellence



## Goal B: Academic Excellence

Promote, enhance, and sustain academic excellence through innovative programs that inspire and prepare students for a successful future and lifelong learning.

- B1: Increase the District's institutional capacity to support an academically excellent learning environment** through adequate staffing levels, diverse staffing, and professional development programs for faculty and professional staff. [On-going]
- B2: Adopt and apply culturally relevant teaching methods and practices.**  
[On-going]



# Academic Excellence



## Goal B: Academic Excellence

Promote, enhance, and sustain academic excellence through innovative programs that inspire and prepare students for a successful future and lifelong learning.

- B3: Provide resources and support to help all students meet the academic standards established for all educational programs, while ensuring that all students are on track to succeed in achieving their educational goals. [Short term: 0 – 2 years and On-going]**
- B4: Provide career planning and services for all students at the start of and throughout their educational course of study. [On-going]**
- B5: Determine the optimum balance between in-person and online instructional delivery methods (distance education). [Short term: 0 – 2 years and On-going]**





# Academic Excellence



## Goal B: Academic Excellence

Promote, enhance, and sustain academic excellence through innovative programs that inspire and prepare students for a successful future and lifelong learning.

- B6:** Increase matriculation for our noncredit students to credit colleges. [On-going]
- B7:** Expand District baccalaureate degree programs. [On-going]
- B8:** Increase the number of students transferring to four-year institutions with a focus on students from disproportionately impacted communities. [On-going]
- B9:** Increase the use of “OER and zero textbook” classes to facilitate program access. [On-going]



Academic Excellence

# Academic Excellence



## Goal B: Academic Excellence

Promote, enhance, and sustain academic excellence through innovative programs that inspire and prepare students for a successful future and lifelong learning.

- B10. Build alternative educational program delivery** models to reach adult learners through flexible, short-term programs, enabling students to obtain high demand, high wage jobs. **[Short term: 0 – 2 years and On-going]**
- B11: Expand dual enrollment** program opportunities. **[Short term: 0 – 2 years and On-going]**



Academic Excellence

## Goal C: Workforce Development

Align educational programs with workforce realities and pathways for success.

- C1: Encourage faculty, administration, and industry partners to work together to develop curricula and programs** that enable students to graduate with the skills sought by employers and thereby helping to meet the workforce needs of the region and individual businesses. **[On-going]**
- C2: Expand and strengthen partnerships** with local and regional employers including business and industry, labor unions, government, and community-based organizations. **[On-going]**
- C3: Increase and expand the value of entrepreneurial education programs** across the entire District. **[Short Term: 0 – 2 years]**



## Goal C: Workforce Development

Align educational programs with workforce realities and pathways for success.

- C4:** Strengthen and expand institutional capacity to implement and provide workforce development. [On-going]
- C5:** Increase community awareness of the high-quality educational experience available to students, employers, and community partners at SDCCD as well as an understanding of the value of a community college degree or certificate. [On-going]
- C6.** Prepare students to obtain jobs immediately upon graduation through programs that provide career planning, critical technology skills, and interpersonal skills, and through internships, experiential learning opportunities, and work/study placements. [On-going]



## Goal C: Workforce Development

Align educational programs with workforce realities and pathways for success.

- C6: Prepare students to obtain jobs immediately upon graduation** through programs that provide career planning, critical technology skills, and interpersonal skills, and through internships, experiential learning opportunities, and work/study placements. **[On-going]**
- C7: Maintain connections with former students to provide resources and ongoing support** that will further their careers even after they have graduated. **[On-going]**



# Financial Health



## Goal D: Financial Health

Achieve fiscal stability and long-term financial viability.

- D1:** Develop and implement a **student enrollment management plan** that maximizes the Student-Centered Funding Formula (SCFF) by offering pathways for serving both traditional and nontraditional student populations. [Short term: 0 – 2 years and On-going]
- D2:** **Diversify the District’s on-going operating revenue stream** by pursuing other revenue generation strategies in addition to state and local public funding such as by expanding the District’s contract and fee-based program offerings. [Short term: 0 – 2 years]
- D3:** **Implement cost reduction opportunities** through process improvements and organizational changes designed to increase efficiency and eliminate redundancies. [On-going]



Financial  
Health



# Financial Health



## Goal D: Financial Health

Achieve fiscal stability and long-term financial viability.

- D4: Develop a marketing and communications program** to bolster enrollment and broaden community support for future bond measures. **[Short term: 0 – 2 years]**
- D5: Find and implement solutions for addressing the long-term costs of maintaining facilities, infrastructure, and instructional equipment.** **[On-going]**
- D6: Rebuild the District reserve funds and establish additional reserves** to account for future uncertainties. **[Short term: 0 – 2 years]**
- D7: Ensure that the District-Wide budget is created through a highly transparent process** and is fully aligned with the priorities of the District-Wide Strategic Plan, and is well-understood by District constituencies. **[On-going]**



Financial  
Health

# State of the Art Facilities



## Goal E: State of the Art Facilities

Increase efficiency, health, safety, service levels, conservation, sustainability, resilience, access, and inclusion, and physical asset protection and management in support of the District's mission.

- E1: Evaluate and implement Facility Strategic Plans (FSP)** for each college, ensuring coordinated prioritization within and between all FSPs. **[On-going]**
- E2: Fund, design, construct, and renovate buildings and grounds** to best align with the District's programs and mission. **[On-going]**



State of the Art  
Facilities

## Goal E: State of the Art Facilities

Increase efficiency, safety, service levels, conservation, sustainability, access, and inclusion, and physical asset protection and management in support of the District's mission.

- E3: Develop an Energy Strategic Plan (ESP)** to increase energy efficiency, reduce costs, carbon and other harmful emissions and waste by products, and to maximize renewable and clean energy usage **[Short-term: 0-2 years]**
- E4: Monitor, document, and manage all physical assets to maximize useful life cycle and reduce costs.** **[On-going]**



# State of the Art Facilities



## Goal E: State of the Art Facilities

Increase efficiency, safety, service levels, conservation, sustainability, access, and inclusion, and physical asset protection and management in support of the District's mission.

**E5: Enhance facilities, public safety, and associated and ancillary services and service levels** for responsiveness, scope of services, mission support effectiveness, alignment with SDCCD and each College's values. **[On-going]**



State of the Art  
Facilities

## Goal E: State of the Art Facilities

Increase efficiency, safety, service levels, conservation, sustainability, access, and inclusion, and physical asset protection and management in support of the District's mission.

- E6:** Initiate, support, and coordinate with Board and designated Trustees and community groups to identify, prioritize, define, and justify all **projects for a new bond measure**; assist in drafting measure language, supply information, and expertise to **support the successful passage of a bond measure and possible parcel tax measure**. [Short-term: 0-2 years]



# State of the Art Facilities



## Goal E: State of the Art Facilities

Increase efficiency, safety, service levels, conservation, sustainability, access, and inclusion, and physical asset protection and management in support of the District's mission.

- E7:** Assess and evaluate options for funding, development, and operations; design and construct **low cost student and faculty/staff housing** on or near SDCCD property and program sites to support academic, CE, and basic needs programs and mission. **[Short-term: 0-5 years]**



State of the Art  
Facilities



# Institutional Resiliency



## Goal F: Institutional Resilience

Optimize organizational performance, enhance District-Wide collaboration, and strengthen institutional resilience.

- F1: Develop a technology plan to upgrade the District's information systems** to make them more user friendly and consistent across all platforms for students, faculty, and staff alike. **[On-going]**
- F2: Document standard operating procedures throughout the District** to promote efficiency and preservation of institutional memory. **[Short term: 0 – 2 years]**
- F3: Apply process redesign** to adjust workload to match available staff capacity. **[On-going]**
- F4: Ensure that the District's work environment promotes participation** and idea sharing by all constituencies. **[On-going]**



Institutional  
Resiliency

# Institutional Resiliency



## Goal F: Institutional Resilience

Optimize organizational performance, enhance District-Wide collaboration, and strengthen institutional resilience.

- F5: Strengthen District-Wide collaboration among the Colleges,** with the District Office, and all constituencies. **[On-going]**
- F6: Identify and eliminate administrative redundancies** between the District Office and the Colleges. **[Short term: 0 – 2 years and On-going]**
- F7: Reduce resource and staffing allocation inconsistencies** among the Colleges. **[Short term: 0 – 2 years]**
- F8: Examine all District processes through the lens of equity and environmental justice** with the aim of reducing any disproportionate negative impacts on underserved communities. **[On-going]**



Institutional  
Resiliency

# Institutional Resiliency



## Goal F: Institutional Resilience

Optimize organizational performance, enhance District-Wide collaboration, and strengthen institutional resilience.

- F9: Develop a plan to reduce the District's carbon footprint**, increase the use of renewable energy, and implement sustainable practices in concert with all the communities served by the District. **[On-going]**
- F10: Adopt a common set of metrics** for measuring success. **[Short term: 0 – 2 years]**
- F11: Review, assess, and improve safety and health services** across the District. **[On-going]**
- F12: Empower classified professionals in the District** to become more involved in District planning and decision making. **[On-going]**



Institutional  
Resiliency

# Institutional Resiliency



## Goal F: Institutional Resilience

Optimize organizational performance, enhance District-Wide collaboration, and strengthen institutional resilience.

**F13: Implement Facility Strategic Plans** for all Colleges. [On-going]

**F14: Ensure alignment of the District Strategic Plan** with the four College Strategic Plans.  
[Short term: 0 – 2 years and On-going]

**F15: Use the District Strategic Plan as a tool** for generating supplemental resources through a District level development office for implementing the plan's goals and objectives. [On-going]



Institutional  
Resiliency



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# Strategic Plan Framework

May 2022

Phase 3