



SAN DIEGO COMMUNITY COLLEGE DISTRICT



2013-2017
STRATEGIC PLAN



The San Diego Community College District

The San Diego Community College District serves approximately 130,000 students annually through three two-year colleges and six Continuing Education campuses. The three colleges, San Diego City College, San Diego Mesa College, and San Diego Miramar College, offer associate degrees and certificates in occupational programs that prepare students for entry-level jobs, and arts and sciences programs that transfer to four-year colleges and universities. The Continuing Education campuses offer adults the opportunity to renew their learning experiences through noncredit career technical, basic skills, life skills, and enrichment classes at sites throughout the city. Continuing Education's Educational Cultural Complex (ECC), through San Diego City College, also offers classes leading to associate degrees and certificates.

The San Diego Community College District, through the heritage of San Diego City College, has been the cornerstone for personal and educational advancement for our community since 1914. That commitment has not wavered: the colleges and Continuing Education confer nearly 5,000 degrees and certificates on an annual basis. Our alumni include an Olympic medalist, an Oscar-nominated actress, and a former San Diego Mayor.

The San Diego Community College District is ready for the future. We are developing new curriculum and new programs; we are enhancing and expanding our services and the way in which we deliver them. We are in the midst of a \$1.555 billion effort in new construction and renovations at the three colleges and Continuing Education campuses.

Board of Trustees

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Peter Zschiesche

Message from the Chancellor



Because the future is a measurement of time consisting of long-term and short-term intervals, it is best approached through planning efforts that make the same distinction. For the long-term, like most community college organizations, the San Diego Community College District has a defined mission and broad goals for providing access, high-quality instruction, support services, facilities, and other benefits for students and the community. Because our District also functions in a dynamic environment where change has become a more constant variable, it is important for the SDCCD to follow strategic paths of a more immediate nature in addition to its long-range mission.

The great chess master Reuben Fine once said, “A plan is made for a few moves only, not for the whole game.” In addition to its long-range directions, the San Diego Community College District has identified strategic directions for the next few years, 2013 through 2017. In so doing, our organization will be able to fine-tune its efforts, take advantage of new opportunities, and adjust to the vicissitudes of the surrounding environment in a strategic manner. This is especially important in the present economy, with its myriad challenges for both California and the nation, and in the San Diego region where demographic, employment, and industry changes rapidly confront our institutions.

In a multi-college district, the planning process is a shared one. In our case, the four institutions that comprise the District participate in both institutional and in districtwide planning. City, Mesa, and Miramar colleges, and Continuing Education each have planning processes that are appropriate to their individual missions and structures. The districtwide planning effort provides a broader framework that addresses common and coordinative goals that affect the entire organization in its effort to serve the entire region.

The Board of Trustees and I are committed to this planning effort. We congratulate everyone who was involved in putting the strategic plan together, and we look forward to using this plan in shaping a positive and productive future for the San Diego region.

Sincerely,

A handwritten signature in black ink, reading "Constance M. Carroll". The signature is fluid and cursive, with the first name being the most prominent.

Constance M. Carroll, Ph.D.
Chancellor

Message from the Vice Chancellor Instructional Services and Planning

On behalf of the District Strategic Planning Committee, I am pleased to share with you the culmination of our grass-roots planning effort: the San Diego Community College District Strategic Plan 2013-2017.

The three colleges and Continuing Education have a long tradition of successfully serving the educational needs of the San Diego region. However, given the dynamic changes occurring globally, nationally, and regionally, we must move forward creatively, yet systematically, to fulfill our mission to serve the community. We have researched, analyzed, discussed, debated, and collaborated in the development of our strategic plan, always through a lens toward responsiveness and innovation directed at student success.

I look forward to our interaction as this plan, and our District, continues to evolve and improve.

Sincerely,



Otto W. K. Lee, Ed.D.
Vice Chancellor
Instructional Services and Planning
Chairperson, District Strategic Planning Committee



2012-13 Strategic Planning Committee

Joyce Allen	Classified Senate President–Miramar College
Ranessa Ashton	Public Information Officer–Continuing Education
Libbier Bakit	Classified Senate Representative–Continuing Education
Randy Barnes	Vice President of Instruction–City College
Jerry Buckley	Vice President of Instruction–Miramar College
Salley Deaton	Academic Senate Representative–City College
Daphne Figueroa	Academic Senate President–Miramar College
Cathy Hasson	Director, Research and Planning–District Office
Madeleine Hinkes	Academic Senate President–Mesa College
Erik Interiano	Student Representative
Otto Lee	Vice Chancellor of Instructional Services and Planning–District Office
Tim McGrath	Vice President of Instruction–Mesa College
Pete Miles	Academic Senate Representative–Continuing Education
Awana Payne	Classified Senate President–City College

Description of the Strategic Planning Process

The District Strategic Planning Committee is comprised of representatives from faculty, classified staff, and administrative staff from each of the three colleges, Continuing Education, and the District office. The committee's charge is to bring forth the planning process from each of the four institutions and integrate them into an overarching District planning framework. This framework enables the committee to capture the critical and common priorities from the colleges and Continuing Education and articulate them as strategic goals for the District.

The District's mission, values, and vision, and the recommendations from the Student Success Task Force provided the foundation to engage in exploring our strategic future. Additionally, the planning effort was guided by the following accreditation principles with the goal of improving student learning and educational effectiveness: use of performance metrics and assessment results to make constructive changes in our operations; implementation of a continuous cycle of planning and adaptation; systematic review and assessment of the progress achieved; and broad-based communication, dialogue and information, and data exchange across the key stakeholders. This planning process also reflected synchronization with the planning, goals, and implementation established at the colleges and Continuing Education, respecting the autonomy of the institutions while leveraging resources and talent in a comprehensive manner.

Mission & Vision

Mission Statement

The mission of the San Diego Community College District (SDCCD) is to provide accessible, high quality learning experiences to meet the educational needs of the San Diego community.

Shared Values—Shared Vision

The San Diego Community College District is a multicultural institution with diverse colleges and Continuing Education campuses and varied priorities. However, we are bound together as an operational unit by a philosophical base of shared values and a shared vision of the future. We share the twin ideals of access and excellence. We are an institution which responds to the unique needs of local communities and student populations. We share an important role as a builder of communities from the classroom to the campus and beyond to the larger components of society. To these ends, teaching and learning are our highest priorities. Today we share the aspirations of our community as we move forward in the 21st century.



The San Diego Region

The San Diego Community College District service area is undergoing tremendous demographic, social, political, economical, and technological changes that will give rise to unprecedented challenges and opportunities. The call for strategic thinking and planning has been issued and we have answered.

Campus Locations



DISTRICT OFFICE

3375 Camino del Rio South
San Diego, CA 92108-3883
619-388-6500
Constance M. Carroll, Ph.D.,
Chancellor
www.sdccd.edu

1 SAN DIEGO CITY COLLEGE & Military Education

1313 Park Blvd.
San Diego, CA 92101-4787
619-388-3400
www.sdcity.edu

2 SAN DIEGO MESA COLLEGE

7250 Mesa College Dr.
San Diego, CA 92111-4998
619-388-2600
www.sdmesa.edu

3 SAN DIEGO MIRAMAR COLLEGE

10440 Black Mountain Rd.
San Diego, CA 92126-2999
619-388-7800
www.sdmiramar.edu

4 CONTINUING EDUCATION & EDUCATIONAL CULTURAL COMPLEX

4343 Ocean View Blvd.
San Diego, CA 92113-1915
619-388-4831
www.sdce.edu

5 CENTRE CITY CAMPUS

1400 Park Blvd.
San Diego, CA 92101-4721
619-388-4600

6 CÉSAR CHÁVEZ CAMPUS

1960 National Ave.
San Diego, CA 92113-2116
619-230-2895

7 MID-CITY CAMPUS

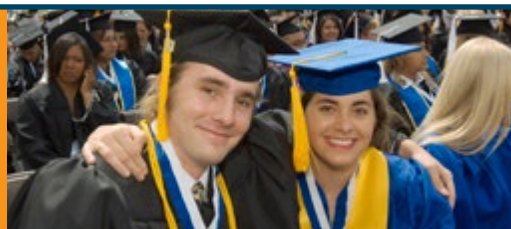
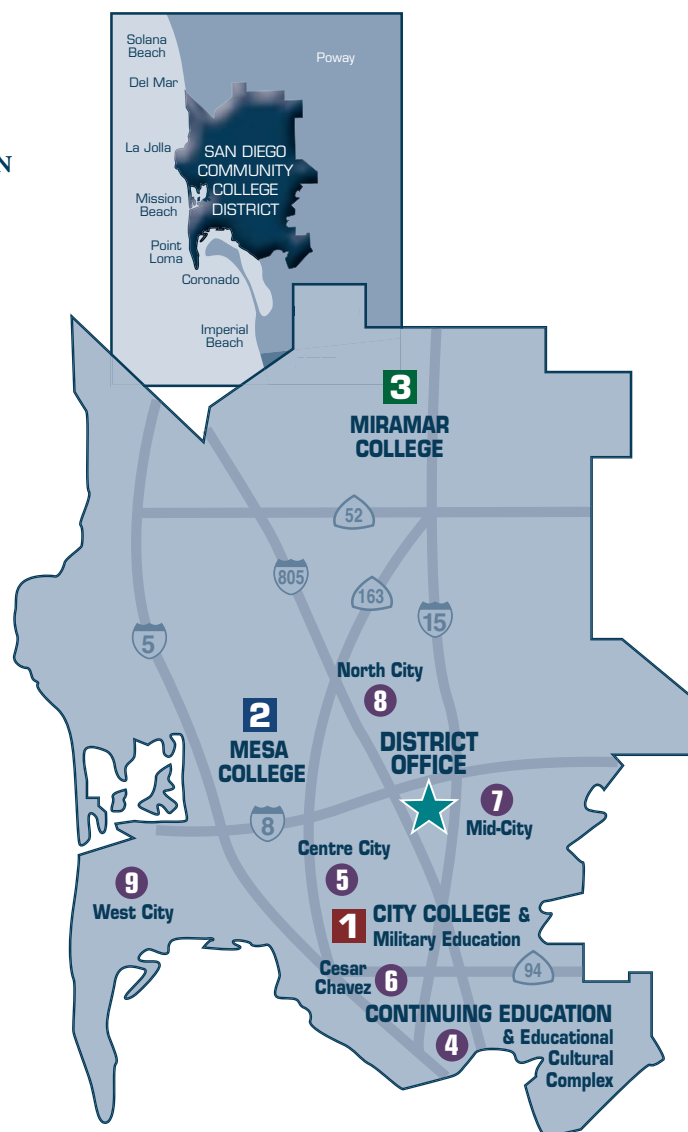
3792 Fairmount Ave.
San Diego, CA 92105-2204
619-388-4500

8 NORTH CITY CAMPUS

8401 Aero Dr.
San Diego, CA 92123-1720
619-388-1800

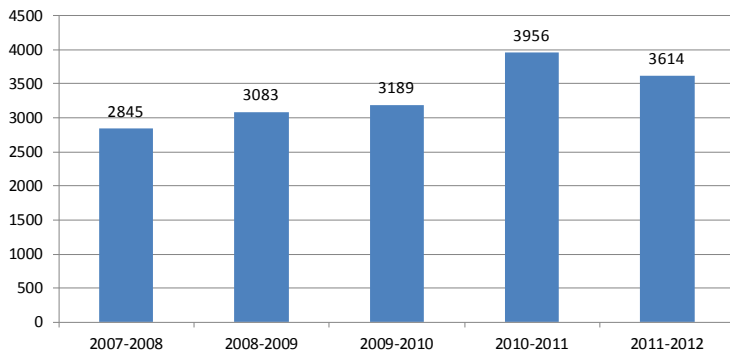
9 WEST CITY CAMPUS

3249 Fordham St.
San Diego, CA 92110-5332
619-221-6973



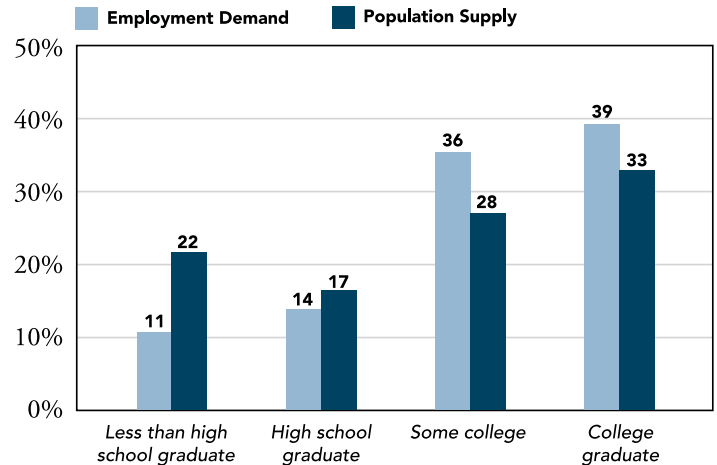
We've analyzed trends...

HIGH SCHOOL TO COLLEGE PIPELINE
(NUMBER OF "FEEDER" HIGH SCHOOL GRADUATES WHO
DIRECTLY ENROLL IN SDCCD COLLEGES)



Source: SDCCD Information Systems

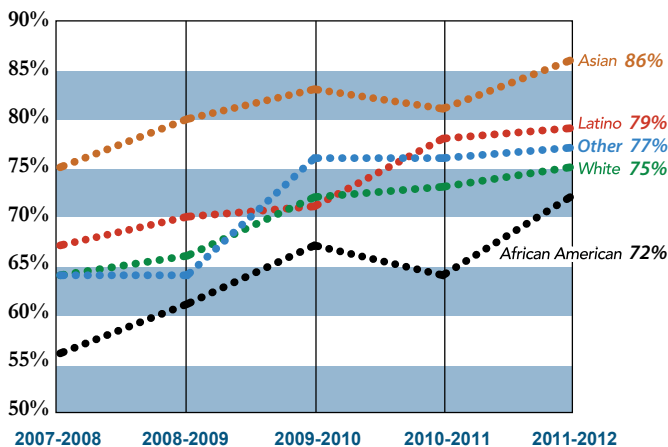
CALIFORNIA EDUCATION PROJECTIONS FOR 2020
EMPLOYMENT DEMAND AND POPULATION



Source: Public Policy Institute of California

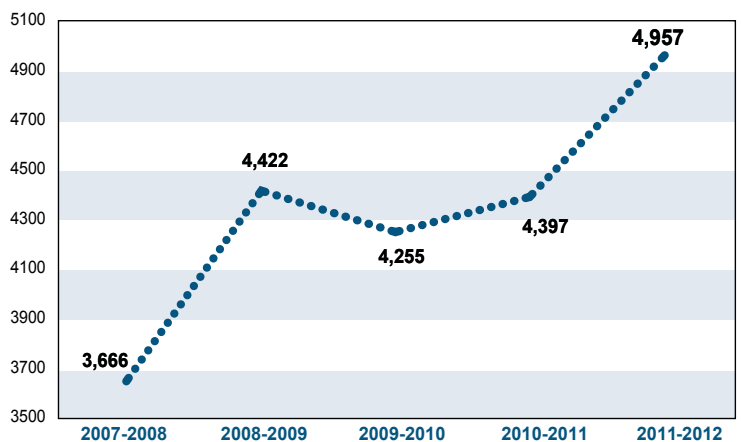
...while keeping focused on student success.

FIRST-TIME STUDENT TERM PERSISTENCE
FALL TO SPRING



Source: SDCCD Information Systems

NUMBER OF AWARDS CONFERRED
(DEGREES AND CERTIFICATES)



Source: SDCCD Information Systems

Integration of Four Planning Processes into One District Framework

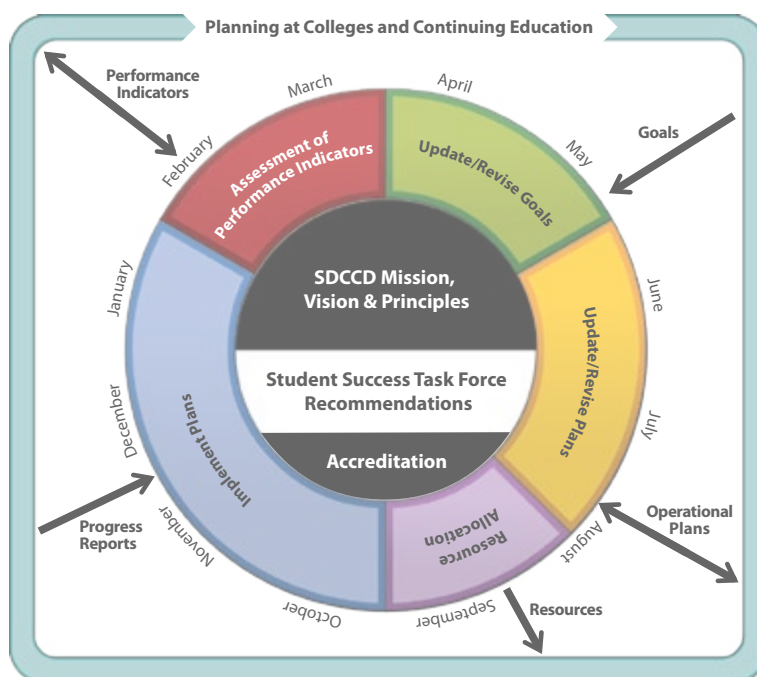
City College, Mesa College, Miramar College, and Continuing Education have their own planning processes; however they do share common characteristics.

There are four common major components/activities which emerged to form the District framework:

- 1 Establish/modify goals based on mission, vision, and values of the institution
- 2 Develop/modify plans based on existing operational considerations and mechanisms (budget committees, campus master plan, and educational master plan)
- 3 Implement actions to achieve goals
- 4 Assess progress toward goals (performance indicators) and assess factors of influence (environmental scan, etc.) based on qualitative and quantitative research and assessment of data (“culture of evidence”)



Annual District Strategic Planning Process



On an annual basis, there are specific times and mechanisms for input from the colleges and Continuing Education, and subsequent integration into the District Strategic Plan. Similarly, there are interface points when resources, research data, and other information flow to the institutions.

The overarching characteristic in the District planning framework is that these common components form a repetitive, continuous cycle of sustainable quality improvement grounded in data.



Strategic Goal 1 Maximize student access, learning, and success through exemplary instruction and support services.

OBJECTIVES

- Develop and implement additional strategies and models to improve student success in Basic Skills, Career Technical Education, and transfer programs.
- Revise and develop curricula and programs that are timely, relevant, comprehensive, and pedagogically effective and informed by student needs, assessment outcomes, and education plans.
- Ensure accountability through active and continuous data analysis of student persistence, completion, award of certificates and degrees, and other measures.
- Focus districtwide enrollment management strategies on student need and student education plans.



Strategic Goal 2 Strengthen our institutional effectiveness through innovation, continuous process and systems improvement, staff development, and enhanced internal collaboration.

OBJECTIVES

- Use technology to enable innovative approaches to learning, teaching, delivery, and student support.
- Align organizational and business processes for greater effectiveness and accountability in achieving student learning and administrative outcomes.
- Improve internal and external communications which foster prompt and broad feedback and engage in dialogue with stakeholders.
- Expand the continuum of professional development opportunities for all faculty, staff, and administrators to be best prepared to respond to the evolving student needs and measures of student success.





Strategic Goal 3

Enhance collaborations with the community for increased responsiveness to its needs.



OBJECTIVES

- Strengthen collaborations with local 4-year transfer institutions to streamline the transfer pathway.
- Partner with K-12 to align curriculum in English and math and other key disciplines to strengthen students' academic preparation.
- Maintain active engagement with business and industry to develop solutions for workforce preparation.
- Broaden and strengthen outreach efforts and community service which highlight diversity and equity.

Strategic Goal 4

Ensure fiscal solvency through sound fiscal planning and management.



OBJECTIVES

- Maintain a balanced budget that aligns and integrates planning with revenue allocations.
- Ensure an annual Cash Reserve of a minimum of 5% of operating funds.
- Encourage and champion efforts to identify other sources of revenue to support institutional effectiveness beyond annual state revenue allocations.
- Increase through commercial leasing of surplus property a revenue stream to provide for the continuous operating and maintenance costs for Proposition S and N and other District facilities.
- Continue to improve upon the fund-raising effectiveness of the Foundations for the colleges, Continuing Education, and the District Auxiliary.



Strategic Goal 5 Lead in sustainable policies and practices.

OBJECTIVES

- Establish District and campus policies which promote and reinforce principles of sustainability.
- Expand leadership, advocacy, and stewardship efforts on campus, across the curricula, in the classroom, and in the community.
- Incorporate consideration of the environment, community welfare, and future impacts in all infrastructure, operations, and maintenance plans.
- Develop and incorporate sustainability content across the curricula.





Board of Trustees:

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Patricia Hsieh, Ed.D., San Diego Miramar College

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The San Diego Community College District is governed by its Board of Trustees. No oral or written representation is binding on the San Diego Community College District without the express written approval of the Board of Trustees.

Instructional Services and Planning - May 2013

