

# San Diego Community College District Strategic Planning Committee

APPROVED

Meeting of September 24, 2012  
9:00 AM–District Office, Room 220

## MINUTES

### **PRESENT:**

Joyce Allen	Classified Senate President – Miramar College
Ranessa Ashton	Public Information Office Continuing Education-ECC
Randy Barnes	Acting Vice President of Instruction-City College
Jerry Buckley	Vice President of Instruction – Miramar College
M. Salley Deaton	Academic Representative – City College
Daphne Figueroa	Academic Senate President – Miramar College
Madeleine Hinkes	Academic Senate President – Mesa College
Tim McGrath	Vice President of Instruction – Mesa College
Pete Miles	Academic Senate Representative – Continuing Education
Libbier Valenzuela	Classified Senate Representative – Continuing Education
Otto Lee	Vice Chancellor of Instructional Services and Planning – District Office

### **ABSENT:**

Ingrid Greenberg	Academic Senate President – Continuing Education
Cathy Hasson	Director, Instructional Research and Planning-District Office
Awana Payne	Classified Senate President – City College

### **STAFF:**

Irene Williams	Administrative Assistant, Instructional Services – District Office
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# San Diego Community College District

## Strategic Planning Committee

*Otto Lee called the meeting to order at 9:05 a.m.*

### **I. Introductions (ALL)**

Otto welcomes new and current committee members. Introductions are made.

### **II. Principles and process for the SDCCD Strategic Plan 2012-2017**

Otto goes over the principles of starting the current strategic planning efforts back in 2004/2005.

The strategic plan for our district is a reflection of the strategic goals that have been adopted at the four institutions. It is not a stand-alone document created by this committee. The committee's job is to look at the priorities and synthesize them together. You'll notice it's pretty consistent at most of the institutions. There is no specific one that we must have nor is there a specific amount we need to have. After we compile our new plan then we will have an annual update to the plan. As always, things change, and can be included in the annual update. For the fall semester and early Spring, we will go discuss what each of you are seeing at your campuses and then we will look into metrics you are using and other data we can use to identify our next goals. Accreditation looks for this, and our Board is very interested in it. Many of the other multi-college districts look to our strategic plan as a model for creating their own.

Otto tells the committee that they need to emphasize to their campuses the way this committee works so they can be sure to have their goals and priorities included in the new plan. Tim says the last time they did the strategic plan for the district it stood alone from accreditation. The new standard for accreditation says that this time around the districts will be accredited as well as the campuses in regards to resource allocation. Tim asks if the committee will need to come up with a district allocation plan that links this with the campus resource allocation plan. Otto replies that he would think so and that the mechanism will be that as this plan takes shape it will be presented at chancellor's cabinet which is also where budget discussions take place so he will be sure the information gets to them. Tim responds that he thinks it's more than just a report to cabinet since it now needs to be integrated. Otto agrees but says the first step is still to present it at cabinet and to make sure that the work the committee does is a good reflection of the campuses. Salley says she thinks it is very good as far as supporting the campuses in their individual efforts since all four are very unique. She thinks it will be easy to link the financial support. Otto reemphasizes that one of the principles is to respect the autonomy and discretion of each of the four institutions. The campuses will drive this effort based on information gathered and integrated through reports from each of the campuses.

### **Minutes**

Daphne asks if the committee will be reviewing the minutes at this meeting. Otto asks the committee how they feel about approving the minutes via email. Daphne points out that the Brown Act requires they be approved at the meeting. The committee decides to do the editing via email and approval at the next meeting. Daphne has one edit to the minutes.

*The minutes were approved.*

*M/S/P Figueroa/Buckley*

### **III. Reviewing Priorities/Goals/Objectives**

#### **Continuing Education**

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Ranessa Ashton, Pete Miles, and Libbier Valenzuela present the Continuing Education update.

- Align CE to the same dates and terminology that the campuses and district use.
- Goal 1, Sustain the integrity and quality of the instructional program while achieving district FTES targets and operating within the confines of budget allocations.

A. Promote creative, innovative, and entrepreneurial thinking in program development and offerings

B. Build and promote transitional pathways for SDCD students into higher learning.

C. Find ways to cross promote classes within SDCE that encourage student success. The example given, if a student is having a challenge with beginning classes they will be referred into the ESL or basic skills classes; ESL and basic skills, in turn, refer students to the programs. Another example, many students from culinary arts and nursing are sent to the BIT program to receive computer training.

Pete introduces a new Objective D & E that are not included on the handout.

D. Update appropriate technology and system for collections of grades, certificates of completion, etc. They currently use Excel but will move into Access so they can do queries to compile data.

E. Provide leadership at participatory governance for financial resources to support ongoing accreditation. CE is one of the few continuing education sites that are accredited and they would like to keep it that way. They have started preliminary conversations for the next accreditation. Ranessa tells the committee that their goals are in draft form. They have not been taken through the participatory governance at CE but once that has been completed they will share the final goals with this committee. Libbier discusses Goal 2 Objective A – refers to the CE registration pilot. The pilot is going very well, it will go live on the web in Spring 2013. CE plans to use attendance cards as a way of attendance tracking. Students will be able to scan in and out instead of instructors having to manually track the attendance hours.

Ranessa talked about the CE advantage program.

### **Miramar:**

Daphne, Jerry, and Joyce present the Miramar College update.

Their 2010 -2013 Strategic Plan is on the same timeline as the District Office. Their goals are being reviewed this year on their Planning and Institutional Effectiveness Committee (PIE).

A template will be created to use for goals similar to one the District Office has in place. The objectives are the implement plan which wasn't listed.

- Goal 1, focus on college efforts on student learning and student success through quality education that is responsive to change.
- Goal 2, Deliver instruction and services in formats and at sites that best meet student needs.
- Goal 3, Enhance the college experience for students and the community by providing campus facilities, programs and student-centered co-curricular activities that celebrate diversity and sustainable practices.
- Goal 4, Initiate and strengthen beneficial partnerships with business and industry, other educational institutions, and the community.
- Goal 5, Refine the college's integrated planning process. There are varies strategies though 2013. The PIE committee hopes these goals will roll over into the next planning stages. There might be one or more that drop off but these are standardized goals that will extend into the future.

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In the past there were 7 goals but efforts were duplicated so goals were reduced to 5 goals. The PIE committee is taking portions of the integrated planning to make sure they are reflective of the District Strategic goals.

Daphne spoke about the presentation by Buran Haidar, co-Chair of the PIE, last September. Goal 3 was updated and approved include celebrating diversity and sustainable practices which is really been a big emphases on the campus was added into goal three.

Jerry thanked Randy Barnes for his help to Miramar in writing the Educational Master Plan. The Master Plan as well as the three year Division Plans addresses the five goals of the District Strategic Planning were also written.

The college held a campus wide retreat last month 52 people attended with a wide representation of administrators, faculty and staff. The PIE committee patented their first report and presented it at the retreat. Jerry would like to make that an on-going process.

Otto thanked Miramar for sharing their good practices. He asked the committee, as part of our process, to share information and communication with all the various intuitional groups as this process takes shape. He said he would do the same by sharing it with the Chancellor's Cabinet, DGC, as well as all other shared governance groups.

### Mesa College

Madeleine Hinkes and Tim McGrath present the Mesa College update.

Mesa's Objectives and Annual Priorities have come together over the past couple of years first as the strategic planning committee which then morphed into the Planning and Institutional Effectiveness Committee (PIE). It will be clear to see the advantage of having a campus based researcher within the plan. The plan is reviewed every year at the President's Cabinet treat and the Pie Retreat to see if the goals and objectives still apply.

- Goal 1, to deliver and support exemplary teaching and learning in the areas of basic skills, career and technical education, certificates, associate degrees, and transfer education.
- Goal 2, to provide a learning environment that maximizes student access and success, and employee well-being.
- Goal 3, to respond to and meet community needs for economic and workforce development.
- Goal 4, to cultivate an environment that embraces and is enhanced by diversity.

Tim adds that the process involves long and short term goals. Annual priorities feed into the long term goals. The master plan drives the planning process and the PIE committee is responsible for ensuring they follow that process. There are 3 main retreats on campus; a fall retreat for President's Cabinet to help establish the goals, a Spring PIE retreat to ensure they are on task and a Spring President's Cabinet retreat to ensure established for the goals for the following year. There are key phases in the plan so that when Accreditation visits they will be able to follow the process that they use and see the college goals were based on indicates and data and the priorities drive the long term goals of the college. Input is gained from all the groups on campus. Two new committees have been developed. The Learning Assessment Task Force (LAFT) committee, its purpose it to ensure the SLOs and Data are integrated. The Budget and Allocation of Resources Committee (BARK) will run though the President's Cabinet it's an expansion of the basic budget committee.

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Otto thanks Mesa for their report. He says their structure was very helpful with the performance indicators and the objectives with comprehensive framework are important.

### CITY College

The City College update was given by Randy Barnes and Salley M. Deaton.

Mission and Priorities were approved with minor changes. They are very broad to stay that way because they cover every aspect of what they do. Their Institutional Priorities are reflected in the Program Review.

- Goal 1, Student Success. Support improved student learning, achievement of student learning outcomes, course completion, certificate and degree completion, transfer rates and workforce competencies.
- Goal 2, Collaborative & Outreach Ventures. Develop collaborative and outreach ventures that enhance student learning within the college, district and community, public and private agencies, business, and industry—locally, nationally, and globally.
- Goal 3, Fiscal Adequacy & Efficiency. Budget, manage, and account for financial resources to maintain comprehensive, current and effective programs and services.
- Goal 4, Accountability. Ensure accountability through the integrated process of program review, assessment, master planning, resource allocation, accreditation, and on-going evaluation.
- Goal 5, Equity, Inclusiveness, and Diversity. Strengthen and support an inclusive and diverse campus culture which enhances student, faculty, and staff success at City College and in a global community.
- Goal 6, Environmental Stewardship. Strengthen a measureable environmental stewardship effort that implements sustainable practices and educates the campus community.
- Goal 7, Innovation Approaches. Support state-of-the-art general education and career technical programs by utilizing current, innovative teaching and learning approaches and delivery systems, and academic and student support services.
- Goal 8, Long-Range Strategic Planning. Improve long-range strategies for entrepreneurial and cultural activities, training, and technological applications to ensure City College remains a vital community hub of student, faculty, and staff learning.

Goal 4 Accountability has been the main focus. They will ensure accountability through the integrated process of program review, assessment, master planning, resource allocation, accreditation, and on-going evaluation. Master planning, budget and SLOs were combined into one group. Mission statement, priorities and institutional competencies are all in TaskStream. All of the SLOs for individual instructors, student services, instructional services, and administrative Services are all mapped to the mission statement, priorities, and institutional competencies. TaskStream will generate reports to determine how assessments are progressing and details on all the goals. The action plan is the link to the master plan. The entire accreditation self study has been entered into TaskStream. The dialogue from the major committees and councils will be linked in TaskStream. City College has all the department plans on TaskStream as well. Randy says TaskStream is a good repository for evidence. It can be used to link committees like Basic Skills to the college mission goals. They will use TaskStream as storage for records.

Daphne gives a brief history of TaskStream at Miramar. When TaskStream was presented as an option, Miramar didn't embrace it. They decided not to purchase it due to low IELM funding. She and Buran Haidar now realize what TaskStream can do. She asks if there is a possibility of the district purchasing the program so that the entire district can benefit from it.

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Otto thanked City for their report. He noted that they are light-years ahead of some others in regards to using TaskStream. The benefits of having an integrated system are wonderful. He congratulated City on their progress and for having it in place for all their accreditation needs.

Otto thanked everyone for their reports.

### IV. Synthesis

Otto is hopeful to have a lot of dialogue during this meeting as well as the next meeting to synthesize goal ideas. Otto asks the group if there were any goals with commonality.

Pete mentions moving forward using technology from a student perspective. He notes the students are already there and we need to catch up with them. CE has older/mature adults who might be interested in more online social media classes. Peter feels that student access and student learning success is at the top as goals. Tim shares that accreditation drives all of their processes. Salley adds that it's better to put a positive spin on accreditation. Joyce speaks about her presentation "Taking the Fear out of Accreditation". Jerry mentions that the goal/statement should have an affective integrated planning process.

Otto says there are things we have to do as institutions such as accreditation. The goals at the district level should focus on broader goals and aspiring to expand them. He appreciates the highest level of goals on the Campuses and CE and under those some pacific objectives and strategies. He reviewed the goals discussed in the campus and CE updates such as technology, student access, accreditation, affective integrated planning, and workforce/community. Jerry asks if the plan was to review and update or completely change the document. He says the document looks very thorough.

Otto replies that it is up to the committee to review the goals narrative and update as needed based on input from the college and CE.

Ranessa shares that from a communication perspective she would like to see new goals. Even if it's the same goals but set in a different way. It would be the best use of the committee's time to re-word and make the goals fresh. Otto agrees that reviewing the current goals should be a guide.

The committee discusses:

- Goal 1, Increase Access to Continuing and Higher Education Opportunities for All
- Goal 2, Strengthen and Expand Support Services to Respond to Changing Student Needs.

Otto notes that theme wise both of these goals are still reverent based on the discussions thus far.

- Goal 3 Assume Strategic Role in Addressing Regional Workforce Development Needs.

This is also consistent based on the committee discussion as well.

- Goal 4, Enhance Professional Development for All Staff.

Otto asks the committee if Goal 4 should be rolled up into a district wide priority based on what they are doing on their campuses.

Daphne shares that, as a member of the State-Wide Chancellor's Office Taskforce on Professional Development Committee, there are major changes coming down statewide based on the task force. The emphasis is based on making sure it isn't just FLEX for faculty. All members of the campus communities should be included (Trustees, Administrators, Faculty and Classified Staff) regarding

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Professional Development. The task force is due to be completed by the end of November. Things should start to trickle down to the state level groups. The Academic Senate should consider adopting the vision statement at the fall Plenary in early November. She suggested we wait to tie this goal into what happens at the state level. Otto says that it is important that the committee does not discount anything. All the things in the current plan are important; it's more about where they fit into the plan. Even if Professional Development is no longer a strategic goal at this level, it would still appear because it is a critical piece of what we do. It's important to have this type of synthesis and brainstorming to get to the highest level of goals.

- Goal 5, Become a Sustainability Citizen and Advocate within the Community.

Salley mentions it's one of City's priorities on an instructional level not a building level. Jerry says that what's missing is trying to create more effective communication in the sense of trying to reduce the amount of paper that is generated by the district. Electronic communication, forms, and processes are just as critical in becoming sustainable as building buildings. Daphne adds that we have entered in the sustainable realm. We are going that way but should take more of a leadership role and being not just an advocate but setting a standard for the community. Otto responds that those are good points, the strategic goal in terms of sustainability is important, but the focus and tactics beneath it is different on where our emphasis needs to be. Jerry asks what is being done about water conservative. Most campuses look at sustainability as the review of buildings, water, electricity and the use of paper. There are a number of objectives that could be flushed out. Otto says that Goal 5 is still important to have it at this level but, the objectives have moved away from the buildings and certifications and into more practices, leadership, communications, and student success.

- Goal 6, Adapt to a Changing Fiscal Environment with a Sound Fiscal Strategy.

Tim asks if we have increased our cash flow reserve. Otto replies that no, we haven't. Salley adds that our district is more fiscally sound than a lot of other districts. Daphne says we have to discuss how to bridge the structural budget gap. Otto says he will work with Executive Vice Chancellor Bonnie Dowd and the Budget Development Committee for input and bring it back to the committee. Foundation planning is a concerted effort.

- Goal 7, Strengthen Our Internal and External Organizational Communications Practices.

Otto asks if this goal should stand alone or be rolled into others. Jerry doesn't think the objective meets the goal. There are two different statements in Goal 7. It needs to be reviewed and consideration given to have it say what we want it to say. Tim adds that the work product or the work load as we go through the budget times makes it hard to come up with a way to sustain the efforts. The district needs to maintain their status in the community with less people. Sustainability, besides being responsibility with resources, should also include being responsible with people. He would love to have a goal where the District evaluates all its processes from a workload perspective. There are many issues with sustainability in regards to staffing needs. Otto says it fits in with Goal 7, it will expand beyond the campus facilities and business processes, but it should be flushed out more. Tim responds by saying that would be part of the communication as flushing it out. Daphne asks if Tim is thinking of an efficiency study-are "we" putting people where we will get the most use out of them. The VPSS sign a lot of things that maybe they don't need to sign. Tim agrees that efficiency, from a process standpoint, should be reviewed. Time gives an example of the large amount of forms that he signs. He isn't sure that the processes that it took to get the item to his desk is necessary to reach the goal of what they are doing. Ranessa adds that regarding the communication there is a huge challenge at CE and district-wide, she can't speak for the colleges independently but, there seems to be a serious lack of internal communication. She doesn't see resources, human or financial,

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dedicated to that effort. The participatory governance structure on paper appears to be a great place to start for internal communication but at CE it doesn't work as affectively as you hope it would. When there is an effort put behind public information you can apply branding, practices, consistency, and accuracy and all the things we are doing. There should be a team of people doing those things but it doesn't exist at CE. For the second largest community college in the state of California that employs over 5000 people not to have any resources dedicated to communication could potentially be a goal to establish. Jerry adds that we all assume in the room that the state budget will recover and we will get the same type of money we receive in 2007 but, the reality is that may not happen. We may need to work with our unions and each other to look at systems and positions that have been around since 1960 that we don't use anymore but, are still on the books. We need to reevaluate positions and job descriptions and what people do within the organization and become more efficient and effective in order to get our work done within the 2012 requirements. We may not have the same budgets as we had in the past therefore we need to use our people more efficiently. Madeline says we will need to do that college by college because every college is different. We can't just say this is how we do it in the district.

Daphne asks about what became of the HR staffing study- she thought that was suppose to help look at actual positions, it seems to have faded away. She suggests that one of the Academic Senate Presidents might be able to put it on the DGC agenda. Jerry suggests that we need to make a PC statement that doesn't put everyone on edge. Otto says we may need to roll this goal back into a higher level of what everyone discussed. Improve, transform, or enhance our organization capabilities and improve internal communication. Look at business processes to determine where we can be greener and improve jobs. There needs to be some organizational transformation or changes that would embrace more sustainable practices and better aligned with people's skills. Daphne suggests maybe looking at this as human resource allocation. How are our human allocations being used; are they being used effectively to achieve our end goal of helping students achieve their goals? Look at things that influence the allocation of FTEF and SB1440; what is driving that and are we poised to meet the need for basic skills, transfer, and all the things we need which also goes back to professional development.

Salley mentions that City College has three areas of basic skills Math, English and Job Readiness. There has to be project based learning where they to establish a goal, bring the resources together, execute it and be able to present it. That is totally different than the students at other campuses. Daphne would like to see a district-wide discussion so that everyone understands the uniqueness and the differences of the populations and allocate resources to meet those needs. Internal communication is important here. The faculty at Miramar has no idea what the student population is at City. Ranessa adds that the priorities will get the resources both financial and human. Salley shares that City gets a lot of funding from outside sources though partnerships.

### **V. Next Steps/meetings**

Otto acknowledges how wonderful the conversation has been and asks the committee to send feedback and notes to the committee or directly to him. He will put something together based on the goals and flush them out. He would like to have two more meetings late October and either late November or early December. He would like to have a good draft template on what the committee would like to say by the fall break. Otto thanked everyone for their attendance.

There being no further business, the meeting adjourned at 10:30 a.m.

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