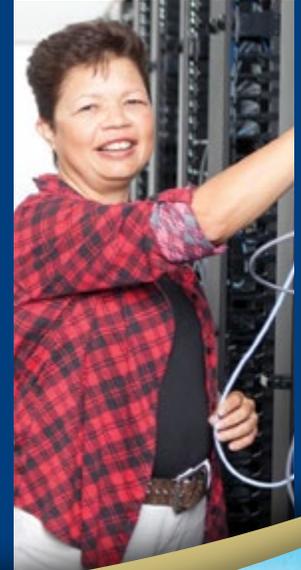




# SAN DIEGO COMMUNITY COLLEGE DISTRICT

CITY COLLEGE • MESA COLLEGE • MIRAMAR COLLEGE • CONTINUING EDUCATION



## 2017-2021 Strategic Plan

## Recognized as a national model,

the San Diego Community College District is respected for its unwavering commitment to students, high-quality faculty, classified professionals, and administrators, success in modernizing its facilities, its unique approach to adult education, and the positive contributions it has made at local, state, and national levels.



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## Message from the Chancellor

The San Diego Community College District (SDCCD) is committed to providing excellent instruction and support services for students at City, Mesa, and Miramar colleges, and Continuing Education. Students pursue courses and programs leading to university transfer, workforce opportunities, and general advancement. The SDCCD is also committed to educating students who have an interest in understanding the world and providing solutions to societal problems. Addressing issues related to social justice and equity is a priority.

Each year over 100,000 students from diverse backgrounds take advantage of the opportunities provided by the District, including recent high school graduates and students who seek new training and education in a competitive and changing job market. The District is particularly enthusiastic about the new San Diego Promise initiative, which seeks to ensure that deserving local students have the opportunity to attend college without an enrollment fee and with support for textbook costs.

The SDCCD operates with the goal to help strengthen San Diego's economy. The SDCCD is always searching for innovative paths for collaborating with the public and private sectors to bolster the region's growing economic engine.

As the SDCCD looks to the future with this strategic plan, the District has defined five overarching goals in the broad areas below that will allow it to advance its ambitious mission.

How can the District optimize and enhance student access, equity, inclusiveness, learning, and success through exemplary instructional services, support services, and effective practices? The goals to these ends fall into the following categories:

- Pathway to Completion
- Institutional Effectiveness and Innovation
- Community Collaboration
- Fiscal Stewardship
- Leader in Sustainability

I want to thank everyone who contributed to the SDCCD Strategic Plan. We look forward to implementing this plan as we build on success to shape a productive future.

Sincerely,



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



## Message from the Vice Chancellor

Development of the San Diego Community College District Strategic Plan 2017-2021 has been an exciting endeavor. The District was intentional in including a broad range of voices and perspectives in the strategic planning process. Faculty members, students, board members, and administrators worked collaboratively to identify the challenges, themes, trends, assumptions, and far-reaching goals of the plan.

The SDCCD Strategic Planning Committee is proud of the serious thought that went into this document. The goals and strategies of the districtwide plan reflect the planning efforts of San Diego City, Mesa, and Miramar colleges, and Continuing Education. The achievements of this plan will further demonstrate the District's efforts to significantly improve educational access opportunities for a diverse group of students.

I want to thank my colleagues on the Strategic Planning Committee and across the District for their contributions in producing an achievable strategic plan. Our collective work will guide the SDCCD through the next four years and beyond.

Sincerely,



**STEPHANIE R. BULGER, Ph.D.**  
Vice Chancellor, Instructional Services



## 2016-2017 Strategic Planning Committee

Chairperson .....	STEPHANIE R. BULGER
United Student Council Student Representative .....	DARON WOODS
City College Academic Senate Representative .....	BERTA HARRIS
City College Classified Senate Representative .....	YVONNE SCHMELTZ
City College Dean, Information and Learning Technology .....	ROBBI EWELL
City College Interim Vice President, Instruction .....	RENEE KILMER
Mesa College Academic Senate Representative .....	ROB FREMLAND
Mesa College Academic Senate Representative .....	LEROY JOHNSON
Mesa College Classified Senate Representative .....	ANGELA LIEWEN
Mesa College Dean, Institutional Effectiveness .....	MADELEINE HINKES
Miramar College Academic Senate Representative .....	NAOMI GRISHAM
Miramar College Classified Senate Representative .....	JOYCE ALLEN
Miramar College Dean, Planning, Research and Institutional Effectiveness, Library and Technology .....	DANIEL MIRAMONTEZ
Continuing Education Academic Senate Representative .....	ANTOINETTE GRIFFIN
Continuing Education Classified Senate Representative .....	MICHELLE MADRID NOVAK
Continuing Education Dean, Institutional Effectiveness .....	MICHELLE FISCHTHAL
District Office Executive Vice Chancellor, Business and Technology Services .....	BONNIE ANN DOWD
District Office Director, Institutional Research and Planning .....	CATHY HASSON

**Ninety-eight** percent of the District's students **remain in the region** after completing their education.

## About the San Diego Community College District

**A**s the second-largest of California's 72 community college districts, the San Diego Community College District serves over 100,000 students annually through three credit colleges and seven 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, arts and sciences programs that transfer to four-year colleges and universities, and one of the first bachelor's degree programs offered by a community college in California.

San Diego Continuing Education campuses offer adults noncredit certificates in short-term career training in priority industry sectors, along with career development, English as a Second Language, adult basic skills, emeritus programs for age 55+, parenting, and Disability Support Programs at seven campuses and hundreds of sites throughout the city. 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.



San Diego Promise initiative students, 2017

That commitment has not wavered: the colleges and Continuing Education confer over 13,000 degrees and certificates on an annual basis. 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. The District is developing new curriculum and new programs, as well as enhancing and expanding services and the way in which they are delivered. The District is completing a \$1.555 billion effort in new construction and renovations at the three colleges and Continuing Education campuses.

SAN DIEGO COMMUNITY COLLEGE DISTRICT OFFICES  
CHARLES W. PATRICK BUILDING

## Mission, Values, and Vision

The San Diego Community College District's foundational statements (mission, values, and vision) are declarations of why the District exists, its core institutional beliefs that guide decisions and actions, what it does to carry out its mission and values, the geographic area that it serves, who it serves, and what it will become in the future. The foundational statements unite to form the driving force for the District.

### MISSION STATEMENT

The mission of the San Diego Community College District (SDCCD) is to provide accessible, high-quality learning experiences, and undergraduate education at an affordable price to meet the educational needs of the San Diego community and the state.

### VALUES & VISION

The San Diego Community College District is a multicultural institution with diverse colleges and Continuing Education campuses and varied priorities. However, it is bound together as an operational unit by a philosophical base of shared values and a shared vision of the future. The District is committed to access and success for all students. It is an institution which responds to the unique needs of local communities and student populations. The District shares 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 the highest priorities as the District moves forward in the 21st century. The mission is evaluated and revised on a regular basis.

## Executive Summary

The **Districtwide Strategic Plan 2017-2021** serves as a living document for sustained, continuous quality improvement initiatives that facilitate the District's efficiency and effectiveness in achieving its mission, improving service delivery and operations, and promoting better-informed decisions for resource management. The strategic planning process is a collaborative and comprehensive mechanism that promotes the development of a document that is assessed annually and evaluated for alignment and appropriateness in achieving the District's mission.

The SDCCD's framework model represents our integrated planning philosophy, including the participation by stakeholder groups in the development of strategic plan goals; operational planning, budget development, and resource allocation; and continuous improvement. The framework is the overarching system by which ongoing planning in the three colleges, Continuing Education, human resources, facilities, finance, technology, student services, and instructional services occurs, and links to the fulfillment of the mission of the District and to its effectiveness.



**Districtwide Integrated Planning Framework Model**  
Adopted November 2015



SDCCD maintains **active partnerships** throughout the community to **ensure student success.**

## Goal **ONE**

### **Pathway to Completion**

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

#### **STRATEGIES**

1. Implement the San Diego Promise initiative to complement the California Promise initiative to increase college access, affordability and completion.
2. Strategically manage student enrollment through outreach and broad access to programs, courses, and services.
3. Enhance student and academic support services strategies that better serve a more diverse community.
4. Implement assessment and placement practices that are effective and provide equitable access to transfer level English and math courses.
5. Ensure that districtwide enrollment management strategies are equitable and based upon the core priorities of student need, access, and success.
6. Ensure accountability through active and continuous access to and analysis of data on student persistence and success, leading to completion of student educational goals.

**SDCCD** institutions were named as 2016 **Military Friendly Schools** by Victory Media.



San Diego Mesa College

## Goal **TWO**

### **Institutional Effectiveness and Innovation**

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

#### **STRATEGIES**

1. Strive to align organizational business and systems processes through integrated planning and collaboration for greater effectiveness and accountability in achieving student learning and administrative outcomes.
2. Improve multi-directional communication and active engagement of all stakeholders in systems improvement and responsiveness to business and community needs.
3. Expand the continuum of professional development opportunities for all faculty, staff, and administrators to integrate equity perspectives and respond to evolving student, business and community needs, as well as measures of student success.
4. Support the development of innovative approaches, leveraging technology, as appropriate, to expand learning, teaching, delivery, and student support.

## Goal **THREE**

### **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.

#### **STRATEGIES**

1. Advance diversity, inclusiveness, equity, and social justice through internal and external communication, collaboration, and practices.
2. Strengthen and actively develop articulation and pathways between credit, noncredit, K-12, universities, business, and the communities served.
3. Maintain active engagement and partnerships with business and industry to develop solutions for workforce preparation.
4. Broaden and strengthen diversity and equity through outreach efforts and community service.

## Goal **FOUR**

### **Fiscal Stewardship**

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

#### **STRATEGIES**

1. Maintain a balanced districtwide budget that aligns with state and other revenue allocations and that is integrated with planning.
2. Sustain an annual cash reserve of a minimum of 5% of general operating funds in addition to maintaining other reserves as appropriate.
3. Continue to strengthen internal controls districtwide to ensure annual audits meet federal and state compliance and mandate requirements.
4. Increase districtwide advocacy efforts for improved state budgets at the state level in support of institutional effectiveness and student success.
5. Evaluate systems districtwide and create best practices to facilitate accessible, effective, and equitable institutional systems and tools related to fiscal matters.
6. Pursue alternative sources of revenue beyond the state revenue allocation to include leasing of surplus property in order to provide a continuous revenue stream for maintenance and operations of District facilities.



## Goal FIVE

### Leader in Sustainability

Lead in Sustainable Policies and Practices.

#### STRATEGIES

1. Encourage and champion District governance policies and practices that promote and reinforce principles of sustainability.
2. Support districtwide leadership, advocacy, and stewardship efforts on campus, across the curricula, in the classroom, and in the community.
3. Continue to incorporate consideration of the environment, community welfare, and future impacts on all infrastructure, operations, and maintenance plans.
4. Continue to develop and incorporate sustainability content across the curricula.

With a focus on **institutional effectiveness, collaboration, and student success**, the SDCCD is redefining the **community college experience**.

The **SDCCD** and its **graduates** have a combined **economic benefit** to the region of **\$3.7 billion** annually.

## 2017-2021 District Strategic Plan Alignment of Goals and Strategies with Colleges and Continuing Education

### Districtwide Strategic Plan Goals

### Colleges and Continuing Education Aligned Goals and Strategies\*

#### Goal ONE

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

City Goals 2 and 5  
Mesa Goal 1  
Miramar Goals 1 and 2  
Continuing Education Goals 1, 3, 4, and 5

#### Goal TWO

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

City Goal 3  
Mesa Goals 2, 4 and 5  
Miramar Goals 1 and 2  
Continuing Education Goals 2, 4, and 5

#### Goal THREE

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

City Goal 4  
Mesa Goal 3  
Miramar Goals 3 and 4  
Continuing Education Goals 2 and 3

#### Goal FOUR

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

City Goal 1  
Mesa Goal 6  
Continuing Education Goal 5

#### Goal FIVE

Lead in Sustainable Policies and Practices.

City Priority: Environmental Stewardship  
Mesa Goal 6  
Miramar Goal 3  
Continuing Education Goal 4

\*The column of aligned goals and strategies for the colleges and Continuing Education are specifically related to the Districtwide Strategic Plan Goals, and is not inclusive of all college initiatives and priorities. For a complete articulation of the institution's goals and strategies click on the weblinks: San Diego City College, San Diego Mesa College, San Diego Miramar College, San Diego Continuing Education.



## SAN DIEGO COMMUNITY COLLEGE DISTRICT

City College • Mesa College  
Miramar College • Continuing Education

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Pamela T. Luster, Ed.D., San Diego Mesa College  
Patricia Hsieh, Ed.D., San Diego Miramar College  
Carlos O. Turner Cortez, Ph.D. San Diego Continuing Education

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.