



# SAN DIEGO COMMUNITY COLLEGE DISTRICT

## STRATEGIC PLAN ANNUAL UPDATE 2011-2012

The SDCCD Strategic Plan identifies priorities and provides guidance which assists City, Mesa, and Miramar Colleges and Continuing Education in the fulfillment of their missions in the short term and long term. These efforts to support the colleges and Continuing Education are not insulated from the dynamic environment in which each campus serves our students and community. As the committee assessed our progress and crafted this update to the plan, we were cognizant of a number of overarching considerations. The state of California is faced with enormous budget challenges and has significantly reduced the funding to the community colleges. Our district has channeled our limited resources to ensure that we continue to provide accessible and high quality learning experiences to meet the educational needs of San Diego through our colleges and Continuing Education. Although some new initiatives were delayed or scaled back, we continue to be innovative and creative.





## Strategic Goal 1: Increase Access to Continuing and Higher Education Opportunities for All

This principle is fundamental in our mission and our district performs strongly on this priority. Data from the most recent five years suggest that overall transfer rates to four-year institutions are stable but increasing for Latino (22%) and African American (8%) students. We have strengthened our linkages with our K-12 partners with over 40 partnership collaborations ranging from high schools located on college campuses to multiple Career Technical Education/STEM (Science Technology Engineering Math) pathways for students. A historical joint meeting of the trustees from SDCCD and the San Diego Unified School District (SDUSD) exemplifies the criticality of this partnership. For the academic year 2010-2011, 37% of graduates from SDUSD feeder high schools enrolled in SDCCD and that 31% of all high school graduates enrolling in SDCCD for the first time are the first person in their families to attend college. In addition, we are developing new strategies that assist students improve their success rates in basic skills courses such as accelerated curriculum and contextualized basic skills.

## Strategic Goal 2: Strengthen and Expand Support Services to Respond to Changing Student Needs

Each college and Continuing Education has implemented strategies that attempt to maintain services to eligible students in the context of significant state budget reductions in Student Support Services, and the on-going impact of staff vacancies. While we have been unable to maintain services at previous levels to adequately support the growing number of students, we remain committed to our students. Student Services has developed many new operational procedures to maximize efficiency and manage student demand for support services, including revising and simplifying Veterans' benefits processing, implementing an on-line transcript ordering system, aligning assessment services to registration cycles and the availability of seats in English, Math and English for Speakers of Other Languages (ESOL) courses, revising new-student orientation modes to better identify student needs in counseling, improving the early identification of student need for special services, and implementing new degree evaluation software.

## Strategic Goal 3: Assume Strategic Role in Addressing Regional Workforce Development Needs

The colleges and Continuing Education have been active in building capacity for workforce education through \$10.7 million in grants which includes the CA Career Technical Initiative Community Collaborative grant. This particular grant has served over 43,000 students from middle schools, high schools, and SDCCD colleges and Continuing Education. Over 1100 regional educators and 200 industry partners have been directly involved in the project as well. Data reflecting completions over the past five years indicate that SDCCD is on a positive trend in workforce preparation: four of the top five AA/AS degrees (excluding transfer studies and liberal arts) and certificates awarded were in Career Technical Education or workforce oriented disciplines, while the largest number of CE certificates awarded were in the culinary arts and allied health disciplines.



## Strategic Goal 4: Enhance Professional Development for All Staff

The objectives of establishment of a Leadership Development Program/Academy and implementation of practices that support development have been achieved. The Employee Performance and Development Office initiated several major activities related to staff development and succession planning. The Management, Supervisory, and Classified Leadership Development Academies have produced over 100 employee-graduates. Faculty members were able to choose from nearly 200 Flex Development workshops. A survey of the classified staff to identify their development needs was completed; classified staff leadership will work with the Human Resources Department to respond to those needs.

## Strategic Goal 5: Become a Sustainability Citizen and Advocate within the Community

Complying with our board policy that all new campus buildings must be LEED (Leadership in Energy and Environmental Design) certified, SDCCD currently has nine buildings with this certification. In addition, data from the California Center for Sustainable Energy shows that SDCCD is generating more renewable energy than any other higher education institution in San Diego Gas & Electric (SDG&E) territory. For four years in a row, SDCCD has been honored by the California Higher Education Sustainability Conference with awards for sustainability practices and design excellence. SDG&E has also honored SDCCD in 2011 for aggressively pursuing design, construction and maintenance strategies which reduce its carbon footprint. The colleges and Continuing Education (CE) have introduced related new curricula and programs in subjects such as solar energy utilization, sustainability in architecture, environmental ethics, and urban organic agriculture.

## Strategic Goal 6: Adapt to a Changing Fiscal Environment with a Sound Fiscal Strategy

The unprecedented reductions in state revenue funding experienced by California community colleges require extreme caution with regard to fiscal strategic decision making. Part of this challenge to community colleges is related to the state imposed “workload reductions”, which is a direct downsizing of the number of students for which state compensation is provided, thereby forcing a reduction in the number of class sections that may be offered by a district. As of April 2012, SDCCD has fully implemented over \$33 million in state imposed reductions due to the revenue “workload reductions” and cash flow challenges as a result of the state revenue payment deferrals. SDCCD continues to intensify its efforts in obtaining new funding through grants and other contracts while strengthening the development activities of our foundations. SDCCD remains steadfast in its commitment to serve as many students as possible while ensuring the fiscal solvency of the district.

# Strategic Goal 7: Strengthen Our Internal and External Organizational Communications Practices

State budget cuts have limited the speed, but not the direction, of our efforts. The evolution of new online technologies continues to be monitored in the anticipation of a more favorable budgetary climate during the next two years to accelerate innovation in communication practices. In the meantime, the colleges and CE have improved their websites and expanded our digital presence through Facebook and other social networks. The launch of the “CE Advantage” campaign will further inform students of transfer opportunities. Streamlining of the mailed class schedules and the use of technology and other alternatives have resulted in cost savings.

## 2011-2012 Strategic Planning Committee Members:

Otto Lee	Vice Chancellor of Instructional Services and Planning–District Office
Madeleine Hinkes	Academic Senate President–Mesa College
Mary Benard	Vice President of Instruction–City College
Salley Deaton	Academic Senate Representative–City College
Daphne Figueroa	Academic Senate President–Miramar College
Cathy Hasson	Director, Research and Planning–District Office
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Awana Payne	Classified Senate President–City College
Ranessa Ashton	Information Officer–Continuing Education
Susan Schwarz	Dean of Library & Technology–Miramar College
Sam Shoostary	Classified Senate Past President–Miramar College
Brian Stockert	Interim Vice President of Student Services–Mesa College
Libbier Valenzuela	Classified Senate Representative–Continuing Education
Cherie Deogracias	Student Representative



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