



SAN DIEGO COMMUNITY COLLEGE DISTRICT



2009-2012 STRATEGIC PLAN





The San Diego Community College District

The San Diego Community College District serves approximately 100,000 students each semester 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 vocational, 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: since the new millennium our students have already earned over 28,000 degrees and certificates. Our alumni include an Olympian medalist, an Oscar nominated actress, and our own San Diego Mayor. And 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 \$1.555 billion effort in new construction and renovations at the three colleges and Continuing Education campuses.

Board of Trustees:

Mary Graham
Rich Grosch
Bill Schwandt
Maria Nieto Senour, Ph.D.
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, 2009 through 2012. 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, appearing to read 'Constance M. Carroll'.

Constance M. Carroll, Ph.D.
Chancellor

Message from the Vice Chancellor Instructional Service 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 2009-2012.

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
Vice Chancellor
Instructional Service and Planning



2008-09 Strategic Planning Committee

Mary Benard	Vice President of Instruction – City College
Yvonne Bergland	Dean of Instructional Services – Mesa College
June Cressy	Classified Senate President – City College
Robert DeMartini	President, Associated Students – City College
Darrel Harrison	Academic Senate President – Miramar College
Barbara Kavalier	Vice President of Student Services – Mesa College
Esther Matthew	Academic Senate President – ECC, Continuing Education
Ray Ramirez	Dean – Mid-City, Continuing Education
Marina Rosales	Classified Senate President – North City, Continuing Education
Salley Deaton	Academic Senate Representative – City College
Susan Schwarz	Dean of Library & Technology – Miramar College
Sam Shooshtary	Classified Senate President – Miramar College
Terrie Teegarden	Academic Senate President – Mesa College

Description of the Strategic Planning Process

In 2004, a district strategic planning committee was formed that encompassed representatives from faculty, classified staff, and administrative staff from each of the three colleges, Continuing Education, and the district office. The committee was charged to bring forth the planning process from each of the four institutions and integrate them into an overarching district planning framework. This framework would then enable 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 State Office's System strategic plan 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. In the ensuing time, an environmental scan and other trends analyses were performed. The colleges and Continuing Education also fine-tuned their processes as part of solidifying the interfaces with the District.

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.sdccity.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 CESAR CHAVEZ CAMPUS

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

7 MID-CITY CAMPUS

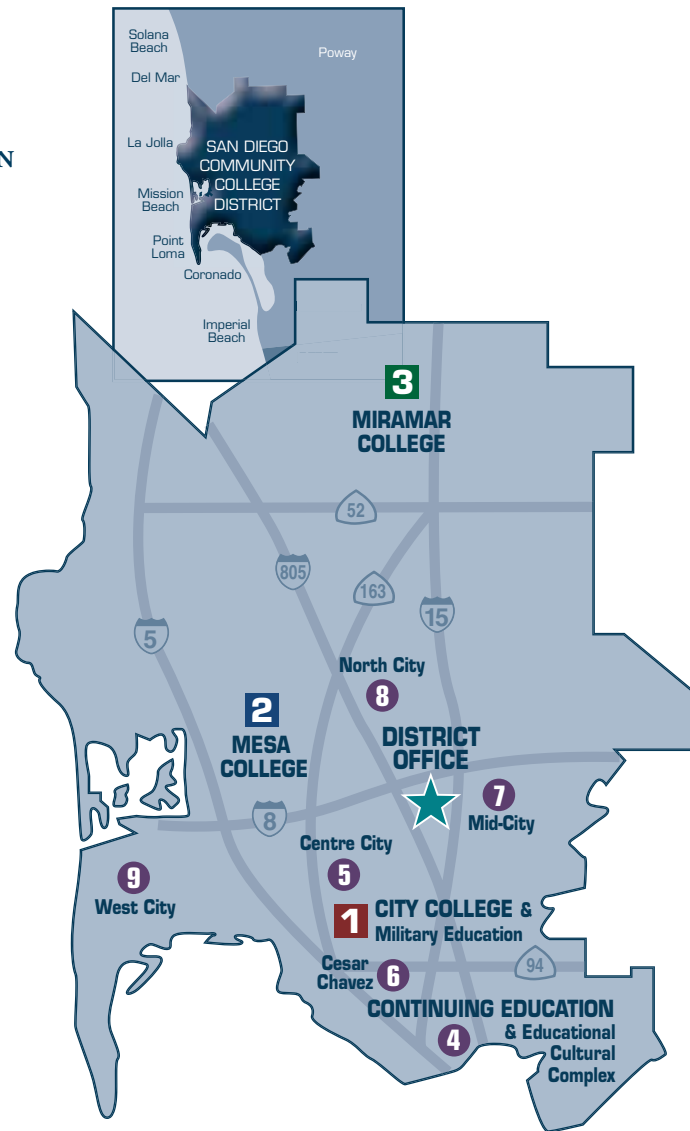
3792 Fairmount Ave.
San Diego, CA 92105-2204
619-388-4500

8 NORTH CITY CAMPUS

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

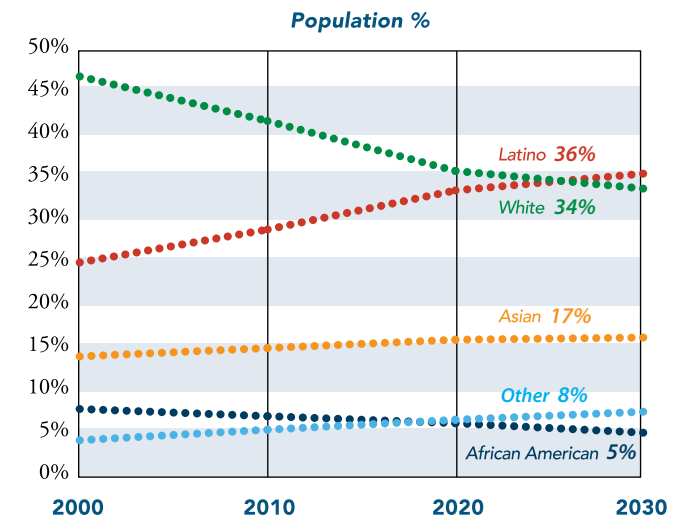
9 WEST CITY CAMPUS

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



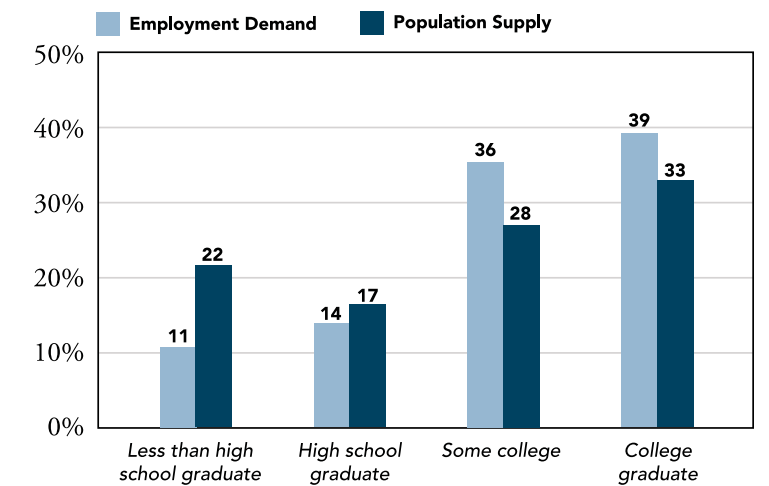
We've analyzed trends...

SDCCD SERVICE AREA DEMOGRAPHIC PROJECTIONS



Source: San Diego Association of Governments

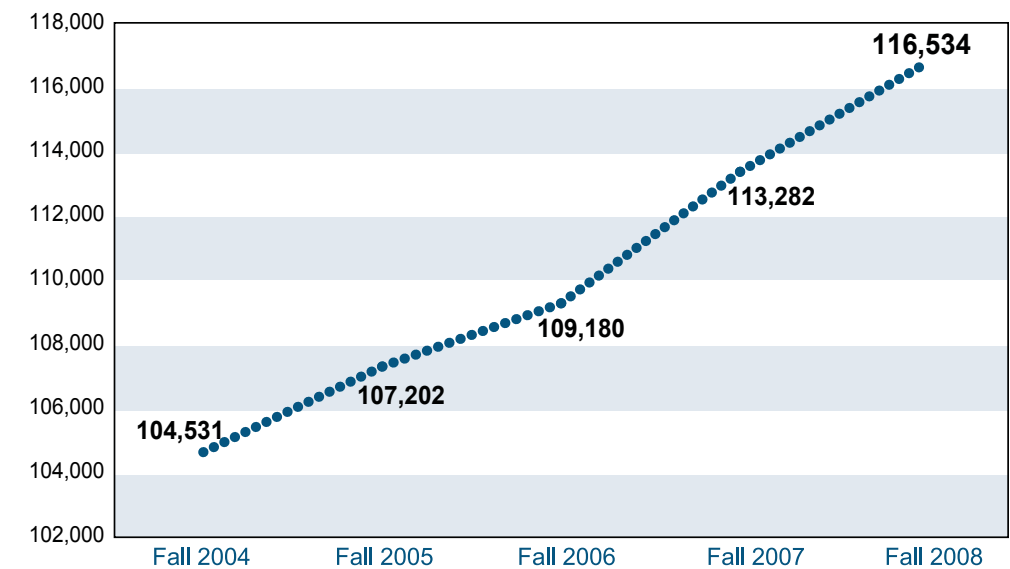
CALIFORNIA EDUCATION PROJECTIONS FOR 2020 EMPLOYMENT DEMAND AND POPULATION



Source: Public Policy Institute of California

...and we've responded.

DISTRICTWIDE ENROLLMENT



Duplicated Headcount

Source: SDCCD Information Systems



Integration of Four Planning Processes into One District Framework

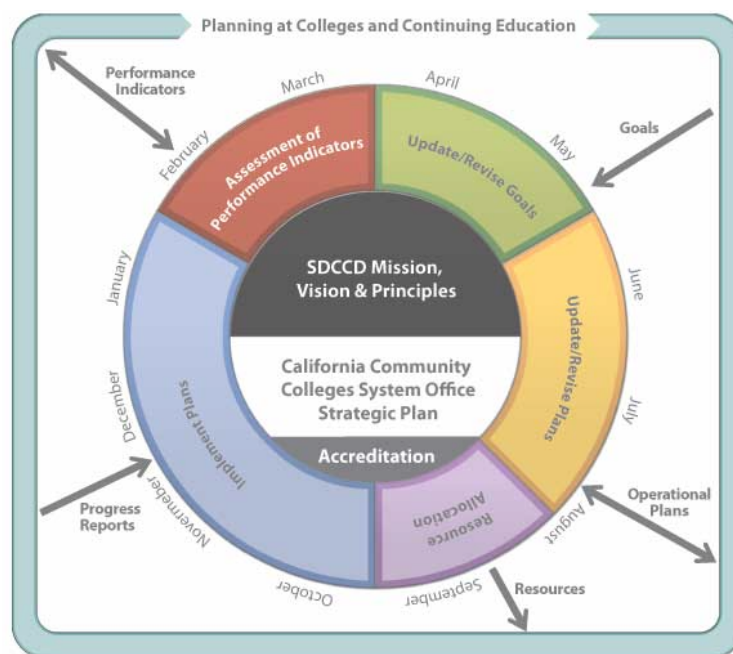
City, Mesa, Miramar and Continuing Education have their own planning processes; however they do share common characteristics.

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, 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 Increase Access to Continuing and Higher Education Opportunities for All

OBJECTIVES

- Complete the implementation of the 5-year Basic Skills Enhancement plan
- Increase student awareness of Science, Technology, Engineering, and Math (STEM) related careers and improve applicable student competencies
- Provide seamless and student-focused transfer pathways from non-credit to credit programs, and credit programs to Baccalaureate institutions
- Strengthen curricular linkages with K-12 partners to improve alignment for student learning and academic achievement

...to ensure that Californians of any race, sex, age, color, ethnicity, and economic means have access to a college education and all the life-long benefits that come with it.





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

...to ensure that students have the tools and support necessary to persist and succeed.



OBJECTIVES

- Maintain and expand enrichment programs that embrace diversity and support disadvantaged students
- Increase student engagement with the college and the community
- Develop systems to ensure that support services complement student learning outcomes inside and outside the classroom
- Structure support services that are seamless, responsive and efficient
- Ensure that student learning is a central component of all support services

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

OBJECTIVES

- Lead the San Diego Career Technical Education (CTE) Collaborative (comprised of education-industry-community partners) in building regional capacity for economic and workforce development
- Leverage current grants, and identify and acquire additional resources, from state, federal and private sources, to support effective workforce preparation
- Strengthen current collaborations with the San Diego Workforce Partnership, San Diego Association of Governments (SANDAG), Chambers of Commerce, other regional agencies and businesses while exploring additional strategic partnerships
- Provide services and opportunities for our graduates to effectively transition into the workforce

...to ensure that our region remains economically robust and globally competitive.





Strategic Goal 4 Enhance Professional Development for All Staff

OBJECTIVES

- Establish Leadership Development Program/Academy in support of succession planning
- Encourage the professional development of faculty and administrators through graduate study and special programs
- Sustain and expand classified staff professional development opportunities and programs
- Implement Human Resources practices that support development

...to ensure that we invest in our most valuable asset.



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

OBJECTIVES

- Minimize carbon footprint of our campuses
- Achieve LEED (Leadership in Energy and Environmental Design) certification for all new and renovated campus buildings
- Develop and incorporate sustainability content across the curricula
- Support sustainability in co-curricular and community activities such as the Environmental Stewardship Committees, Earth Fairs, and Canyon Days

...to ensure that we are a responsible and responsive stakeholder in the community.





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

...to ensure that we maintain our institutional capacity to serve our community.

OBJECTIVES

- Ensure maintenance of a balanced budget in line with annual state allocations
- Eliminate the district's reliance upon one-time funding
- Increase the Cash Flow Reserve from the mandated level of 5% of operating funds to 8%
- Increase revenue for the continuous operating and maintenance costs for Proposition S & N and other district facilities through commercial leasing of surplus property
- Improve the fund-raising effectiveness of the college and Continuing Education foundations, and the District Auxiliary



Strategic Goal 7 Strengthen Our Internal and External Organizational Communications Practices

OBJECTIVES

- Increase use of electronic technologies to enhance and expand existing methods for web-based marketing and customized e-mail marketing
- Increase and improve communication of transfer opportunities from Continuing Education to our colleges
- Expand methods of identifying and tracking alumni and establish a districtwide alumni database that includes reliable contact information
- Identify, recommend, and implement cost-cutting measures for effective marketing and outreach campaigns

...to ensure that information is accurate, consistent, relevant, and credible.





Board of Trustees:

Mary Graham, Rich Grosch, Bill Schwandt, Maria Nieto Senour, Ph.D., Peter Zschiesche

Chancellor:

Constance M. Carroll, Ph.D.

College Presidents:

*Terrence J. Burgess, Ph.D. - City College, Rita M. Cepeda, Ed.D. - Mesa College,
Patricia Hsieh, Ed.D. - Miramar College, Anthony E. Beebe, Ed.D. - Continuing Education*

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.

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