



SAN DIEGO COMMUNITY COLLEGE DISTRICT

STRATEGIC PLAN ANNUAL UPDATE – 2010

The SDCCD Strategic Plan identifies priorities and provides guidance that assists us in the fulfillment of our mission in the short term and long term. Our efforts are not insulated from the dynamic environment in which we serve our students and community. As the Strategic Planning Committee assessed our progress and crafted this first 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. Although some new initiatives were delayed or scaled back, we continue to be innovative and creative. We were also able to identify performance indicators and establish a baseline set of data that will be used to measure our progress in the years ahead.





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 in this priority. Transfer rates are on a growth trajectory and increasing for all ethnic groups. 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. The most recent five-year-average data show that 25% of San Diego Unified School District (SDUSD) graduates are enrolling in SDCCD and that 32% of SDUSD graduates enrolling in SDCCD 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 through our Basic Skills Initiative and in collaboration with Continuing Education. When the state reduced the amount of funded enrollment for community colleges, our district reduced the maximum number of units in which a student could enroll in an effort to reduce competition for limited class sections.

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

Due to the drastic state budget cuts in Student Services categorical programs and the on-going impact of the staffing vacancies, categorical programs have experienced a significant challenge in maintaining adequate services to students. Nonetheless, each college and Continuing Education has implemented strategies (not requiring additional resources) which strengthen our services to students. We developed new operational procedures and sought additional funding to streamline processes and increase efficiencies. We remain responsive to changing student needs by: utilizing evaluation software, 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 ESOL courses, expanding new-student orientation modes to better identify student needs in counseling, improving the early identification of student need for special services, and leveraging funds from the American Recovery and Reinvestment Act.

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 \$8.29 million in grants which includes \$3.23 million directly from the American Recovery and Reinvestment Act. Data reflecting completions over the past five years indicate that SDCCD is on a positive trend in workforce preparation: 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 increase in CE certificates awarded were in computer / digital media, culinary arts, and nursing assistant disciplines.



Strategic Goal 4: Enhance Professional Development for All Staff

The establishment of the Employee Performance and Development Office, led by the Employee Performance and Development Officer, has resulted in a number of initiatives related to staff development and succession planning. Two Management Leadership Development Academies and one Supervisory Leadership Development Academy have produced over 60 employee-graduates. In addition, many staff members participate in graduate programs, sabbaticals, and other formal development programs. The classified staff leadership is active in planning and offering professional development activities that are available district-wide.

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

The Board of Trustees has adopted a policy which specifies that all new campus buildings must be LEED (Leadership in Energy and Environmental Design) certified at the silver certification level. All 27 new/renovated campus buildings are on track to be LEED certified (with 3 buildings having completed the certification): 1 Platinum; 9 Gold; 15 Silver; 2 Basic). Additionally, greenhouse gas (GHG) emissions decreased by 2% from 2003 while building space increased by 21%. A baseline has been established as part of the bi-annual inventory of GHG. The colleges and Continuing Education have introduced related new curricula and programs such as Sustainability in the Built Environment and Air Conditioning, Refrigeration, and Environmental Control Technology. We have received numerous awards and recognition for our efforts in sustainability practices and community activities.

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

Despite the unprecedented budget reductions, SDCCCD was able to maintain our core operations of instruction and service for our students. Cash flow reserves have remained steady, and adequate cash flow has allowed us to meet the challenges of revenue deferrals by the state. Reduced revenue, combined with inflationary pressures, has required the district to continue but reduce the level of deficit spending and rely on one-time funding to balance our budget. Funding to support the continuous operating and maintenance costs related to Proposition S and N facilities has been identified and will be provided through at least 2011-12 at which time it is hoped that improved property values may enable the district to proceed with the plan to lease surplus property as an income stream for maintenance costs. Concurrently, we have intensified our efforts and have been successful in obtaining new funding through grants and other contracts while strengthening the development activities of our foundations.

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

In this extremely dynamic environment, effective communication is essential in a large, multi-college district such as SDCCCD. The colleges and CE have improved their websites and expanded our digital presence through Facebook and other social networks. New methods and systems are being developed to identify, track, and engage alumni. Streamlining of the mailed class schedules and the use of technology and other alternatives have resulted in cost savings.

2009-2010 Strategic Planning Committee Members:

Otto Lee	Vice Chancellor, Instructional Services and Planning – District Office
Mary Benard	Vice President of Instruction – City College
June Cressy	Classified Senate President – City College
Salley Deaton	Academic Senate Representative – City College
Daphne Figueroa	Academic Senate President – Miramar College
Franchesca Gade	President, Associated Students – Miramar College
Cathy Hasson	Director, Research and Planning – District Office
Barbara Kavalier	Vice President of Student Services – Mesa College
Esther Matthew	Academic Senate President – Continuing Education
Tim McGrath	Vice President of Instruction – Mesa College
Ray Ramirez	Dean, Mid-City Campus – Continuing Education
Cynthia Rico Bravo	Academic Senate President – Mesa College
Charlene Shurtleff	Classified Senate Representative – Continuing Education
Susan Schwarz	Dean of Library & Technology – Miramar College
Sam Shooshtary	Classified Senate Past President – Miramar College



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