



# SAN DIEGO COMMUNITY COLLEGE DISTRICT



## DISTRICTWIDE STRATEGIC PLAN ANNUAL UPDATE 2014-2015

# CHANCELLOR'S MESSAGE



Constance M. Carroll, Ph.D.  
SDCCD Chancellor

*The San Diego Community College District is committed to access and education for all students, and is 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.*

**T**he San Diego Community College District's (SDCCD) mission is to provide accessible, high-quality learning experiences to meet the educational needs of the San Diego community and the workforce development needs of business and industry.

The District's Strategic Plan is a reflection of the visions and goals of San Diego City, Mesa, and Miramar colleges, and San Diego Continuing Education toward the fulfillment of their missions in the short and long term, and provides guidance that assists the institution in fulfilling its ambitious goals.

As the second-largest community college district in the state, the SDCCD is meeting educational needs through a leadership team committed to extensive community engagement and collaboration. Additional funding and smart planning have enabled the District to add 410 course sections, hire 46 new and replacement full-time faculty members, and serve 3,100 additional students during the 2014-15 academic year at San Diego City, Mesa, and Miramar colleges, and San Diego Continuing Education.

As San Diego's largest provider of workforce training, the District is meeting industry needs by maintaining active partnerships with business leaders and groups. The District operates job training and workforce preparedness programs that are critical to growing the regional and California economy, and the District and its graduates contributed an astounding \$5.7 billion to the regional economy in 2014-15.

I am proud of SDCCD's accomplishments and pleased to present the 2014-15 Strategic Plan Annual Update, which provides the community a snapshot of the District's continued progress and success.

# STUDENT SUCCESS

**S**tudent success is the San Diego Community College District's primary focus, and student completion rates at San Diego City, Mesa, and Miramar colleges are well above the state average. The California Community Colleges Chancellor's Office has developed the Student Success and Support Program, and the District's colleges and San Diego Continuing Education have received resources targeted at boosting student success and completion.

The San Diego Community College District's achievements included:

- The SDCCD launched the Associate Degree Initiative to increase the number of associate degrees awarded each year by 10%. The District has well exceeded this goal with a 37% increase in 2014-2015.
- The District produced a comprehensive analysis examining course scheduling, enrollment, and student course-taking patterns for the top ten degree programs at each college, which provided an important foundation for enrollment management and class scheduling based upon student needs.
- The SDCCD increased the number of student transfers to universities by 4% from 2013-2014 to 2014-2015.
- The District maintained a strong focus on comprehensive enrollment management strategies, including high demand and online classes which produced 1.2% FTES growth in 2014-2015.
- The District designed its first baccalaureate degree in health information management at San Diego Mesa College as part of a state pilot program. The first upper-division cohort will begin classes in Fall 2016.



2015 Continuing Education graduates

**In May 2015, the SDCCD colleges and Continuing Education had the largest number of graduates in the District's history**



**3,010**  
Associate Degrees  
Awarded



**7,031**  
Certificates  
Awarded



**160**  
High School  
Equivalency  
Diplomas  
Awarded

# INSTITUTIONAL EFFECTIVENESS

The San Diego Community College District is impacting countless lives in the San Diego region daily, with professional training and workshops continuing to build on the District's effectiveness. The institution is committed to delivering the best possible services to the community.

The San Diego Community College District's achievements included:

- The District's Professional Development Program, with a special focus on the Management Leadership Development Academy (MLDA), was presented to the League for Innovation in the Community College.
- The District enhanced internal and external communications by completing an opinion leader audit and developing a strategic communications plan for the District, its colleges, and Continuing Education.
- The District expanded social media outreach, media relations, and developed SDCCD NewsCenter, an online vehicle for sharing information with internal and external audiences.
- SDCCD Online Learning Pathways hosted its first Distance Learning Summit. Eighty-seven faculty and administrators from San Diego City, Mesa, and Miramar colleges, and San Diego Continuing Education, as well as four community colleges in the San Diego region attended the summit.
- The District began a multiyear project to replace its legacy computer system with an enterprise resource planning system.



2015 Classified Employee Service Awards

SDCCD Online Learning Pathways trained a total of 1,156 faculty in the use of Blackboard and online pedagogy



# COMMUNITY COLLABORATIONS

The San Diego Community College District emphasizes the community in its name, as evidenced by its close collaborations with the San Diego Regional Chamber of Commerce, the San Diego Workforce Partnership, and dozens of neighborhood groups such as Barrio Station.

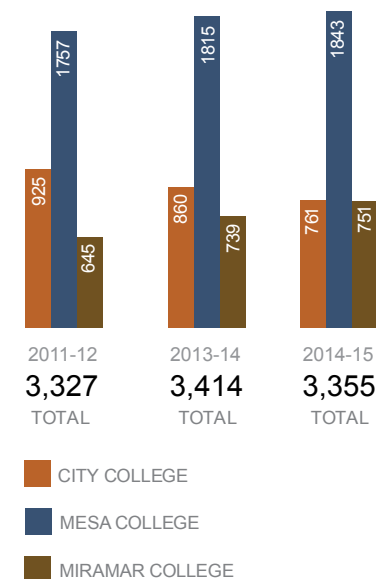
The San Diego Community College District's achievements included:

- An independent Citizen's Oversight Committee, as well as a Trustee Advisory Committee that assists in enhancing communications between the Board of Trustees and the community.
- The District has more than 49 Articulation Agreements with colleges and universities.
- San Diego Unified School District and San Diego Community College District teachers and faculty focused on expectations for college-level writing and engaged in dialogue about successful reading and writing models being implemented at other institutions.
- The District joined universities and community organizations in Restoring Respect, a community initiative that aims to bring civility into civic dialogue.
- The District's commitment to community is evidenced in its annual participation in Black History Month, Hispanic Heritage Month, Asian-Pacific American Heritage Month, and Women's History Month events, along with the annual San Diego Pride and Martin Luther King, Jr., Day parades.



2015 San Diego Pride Parade

## Student Transfers to Universities 2011-2015



# FISCAL STEWARDSHIP

**T**hanks to careful stewardship, the San Diego Community College District is in strong financial health and continues to employ solid internal controls to ensure that revenue and spending remain in order. Despite the state and national economic condition in the past five years, the District continued to meet all of its financial obligations while also maintaining adequate cash flow requirements.

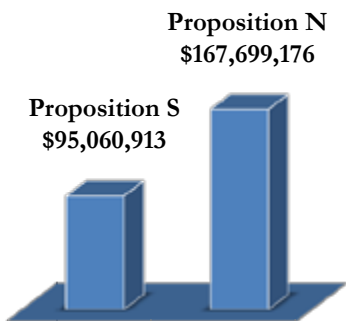
The San Diego Community College District's achievements included:

- A balanced, \$738.3 million budget was adopted by the Board of Trustees, which included funds to add 410 course sections, hire 46 new and replacement full-time faculty members, and serve 3,100 additional students during the 2014-15 academic year.
- For the third consecutive year, the District received clean, "unmodified" audits for its financial management. In accounting parlance, audits that are "unmodified" are found to be in accordance with all applicable financial reporting frameworks.
- Propositions S and N – voter-approved measures allowing for \$1.5 billion in bond sales – have funded the completion of approximately 100 projects to date that have transformed San Diego City, Mesa, and Miramar colleges, and San Diego Continuing Education campuses.
- The District is consistently awarded Standard and Poor's highest bond performance rating of AA+ for Propositions S and N, and it also has been awarded a perfect score of 100 percent for bond performance from the San Diego Taxpayer's Association.



**Miramar College Police Station  
2015 LEED Platinum  
Certification**

## Funding Totals Propositions S and N



# SUSTAINABLE POLICIES AND PRACTICES

**E**nvironmental sustainability continues to be an essential goal of the San Diego Community College District and is reflected in instructional programs and facilities. The institution takes a multifaceted energy and resource management approach to building sustainable systems and providing students with opportunities to gain the knowledge, competence, and disposition for creating a healthy and vibrant world.

The San Diego Community College District's achievements included:

- The District expanded its use of photovoltaic systems, thermal energy storage, rooftop gardens and green roofs, smart metering, and drought tolerant landscape design to lessen its environmental footprint.
- The District's Green Building Policy calls for all new facilities and major renovations to obtain, at minimum, a Leadership in Energy and Environmental Design (LEED) Silver certification.
- LEED Platinum, the highest designation possible and the first for a higher-education facility locally, was awarded to the Miramar College Police Station.
- Degree and certificate programs in subjects such as sustainable urban agriculture and sustainability performance have been introduced and will be expanded in the coming year.
- The Board of Trustees and the District recognized the valuable service provided by 81 industry representatives who serve on the colleges' program advisory committees at the first annual Board of Trustees Industry Advisory Committees Member Appreciation Event.



**San Diego City College  
Seeds Urban Garden**

**24 SDCCD facilities have been awarded LEED certifications:**

-  **3 LEED Certified**
-  **11 Silver Certified**
-  **9 Gold Certified**
-  **1 Platinum Certified**



# SAN DIEGO COMMUNITY COLLEGE DISTRICT

## Administrative Offices

3375 Camino del Rio South  
San Diego, CA 92108-3883

## Board of Trustees

Maria Nieto Senour, Ph.D.  
Bernie Rhinerson  
Rich Grosch  
Mary Graham  
Peter Zschiesche

## Chancellor

Constance M. Carroll, Ph.D.

## Presidents

Anthony E. Beebe, Ed.D., San Diego City College  
Pamela T. Luster, Ed.D., San Diego Mesa College  
Patricia Hsieh, Ed.D., San Diego Miramar College  
Rudy Kastelic, San Diego Continuing Education (Interim)

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 agreement is binding on the San Diego Community College District without the express approval of the Board of Trustees.

## [www.sdccd.edu](http://www.sdccd.edu)

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### SAN DIEGO CITY COLLEGE

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San Diego, CA 92101-4787  
[www.sdcity.edu](http://www.sdcity.edu) 619-388-3400



### SAN DIEGO MESA COLLEGE

7250 Mesa College Drive  
San Diego, CA 92111-4998  
[www.sdmesa.edu](http://www.sdmesa.edu) 619-388-2600



### SAN DIEGO MIRAMAR COLLEGE

10440 Black Mountain Road  
San Diego, CA 92126-2999  
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### CE AT MESA COLLEGE

7350 Armstrong Place  
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619-388-1950

### SAN DIEGO CONTINUING EDUCATION & EDUCATIONAL CULTURAL COMPLEX

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San Diego, CA 92113-1915  
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### CÉSAR CHÁVEZ CAMPUS

1901 Main Street  
San Diego, CA 92113-2129  
619-388-1910

### MID-CITY CAMPUS

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

### NORTH CITY CAMPUS

8355 Aero Drive  
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### WEST CITY CAMPUS

3249 Fordham Street  
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