

SAN DIEGO MESA COLLEGE **STRATEGIC PLAN • ENVIRONMENTAL SCAN** **2010-2011**

The Strategic Planning Committee incorporated the results of environmental scanning to understand the college's external environment and to identify how the forces of change could impact future strategic directions. Environmental scanning has been defined as the "acquisition and use of information about events, trends, and relationships in an organization's external environment, the knowledge of which would assist management in planning the organization's future course of action" (Choo & Auster, 1993).

Environmental scanning is part of the Mesa College Strategic Planning Framework (see diagram 1). Data collected are used by the Strategic Planning Committee to identify areas of strength, weaknesses, opportunities and threats (S.W.O.T.). Based on the results of these data, the Committee identifies both challenges and opportunities as they craft the strategic directions for the college.

Commensurate with this purpose, during the initial stages of planning (summer & fall, 2010), multiple reports were used to assess Mesa College's external environment, including:

- San Diego Regional Environmental Scan Final Report (SDCCD, July, 2006)
- 2010-2011 Mid-Year Update Economic Forecast and Industry Outlook (LAEDC, 2010)
- The Recovery: Is It Real? 2010 San Diego Economic Forecast (Kemp, 2010)
- High School Pipeline Report (SDCCD Research Office, 2009)
- Basic Skills Report (SDCCD Research Office, 2010)
- SWOTs from President's Cabinet Retreat (Abbott, Hinkes, Fohrman, 2010)
- President's Cabinet Retreat: April 18, 2008 (Cepeda, 2008)

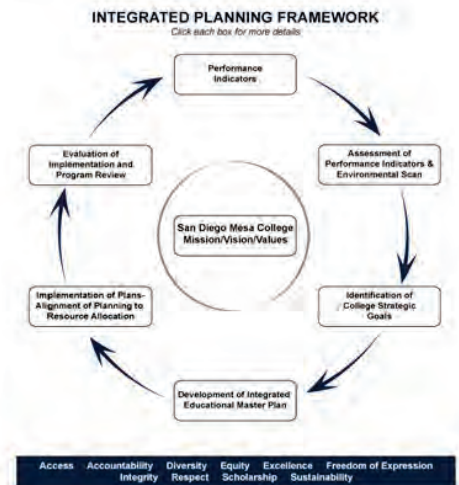


Diagram 1

During the Strategic Planning Committee Retreat held on November 5, 2010, a summary of Mesa College's environmental scan, representing a composite of all data, was presented and results used to articulate priorities and objectives for the 2010-11 academic year. The following provides a compendium of environmental scanning results.

Choo, Chun Wei and Ethel Auster. 1993. Scanning the Business Environment: Acquisition and Use of Information by Managers. In *Annual Review of Information Science and Technology*, vol. 28, ed. Martha E. Williams. Medford, NJ: Learned Information, Inc. For the American Society for Information Science.

ENVIRONMENTAL SCAN FINDINGS: OPPORTUNITIES AND CHALLENGES

Strengths/Opportunities	Factors Driving Change	Threats/Challenges
Increase in military construction projects in the region	Economic Indicators	Lower property values
Jobs in San Diego that require an Associate degree are among the fastest-growing in the job market, and the return-on-investment in terms of future salary appear to surpass those from other degrees		Uncertainty about local economy
Positive shift in industry employment, particularly in service-producing industry, retail and tourism		Unemployment rate
Tourism growth		
Build on sense of community and identity	Social Indicators	Changing demographics
College is responsive to needs		Enrollment increases
More population growth is expected for San Diego – particularly in the 45 – 64 age group and 65+ age group and returning veterans		Latino student population has maintained a comparatively lower high school graduation rate than other groups
San Diego is a diverse, minority-majority city – Latino segment is increasing & expected to increase most of all		High School drop-out rate
San Diego is one of the most Internet-connected regions in the country		Low visibility
Strengthening collaborative partnerships with business and the community		
Build on sense of community and identity	Organizational Indicators	Accreditation demands
College is responsive to needs		Call for sustainability
Strengthening the district infrastructure		College has not been proactive in shaping its future
Succession planning and professional development		
Use web to improve communication and connections		
Basic Skills courses are contributing to success in transfer-level coursework in content areas other than math and English	Educational Indicators	College needs to address the needs of four types of students: university-bound, but unprepared; university-bound, but lacking funding; continuing education; career retraining
Successful completion of English and math Basic Skills courses during the first year of enrollment is a strong predictor of future success		CSU/UC “closing-the-door” on transfer students as a threat
CSU/UC “closing-the-door” on transfer students as an opportunity		Decline in availability of funding for student support services
Establishing a community-wide effort to increase high school educational performance		Potential failure to convert online students into full-time, degree- or transfer-seeking students
SDCCD/Mesa can work with our K-12 partners to sustain and strengthen the pipeline from High school to community college		There is an increase in the number of high school students placing into developmental reading, writing and math
		Transfer as an educational goal has declined within the past four years