



SAN DIEGO COMMUNITY COLLEGE DISTRICT

CITY COLLEGE • MESA COLLEGE • MIRAMAR COLLEGE • CONTINUING EDUCATION

Strategic Plan 2017 – 2021 Goals and Objectives

Goal 1. Optimize and enhance student access, equity, inclusiveness, learning, and success through exemplary instructional services, support services, and effective practices.

- 1 Implement a San Diego Promise Initiative to increase college access and affordability, and develop student supports and instruction.
- 2 Actively manage growth in student enrollment through outreach and broad access to programs and courses.
- 3 Enhance student and academic support services strategies that better serve a more diverse community.
- 4 Ensure that districtwide enrollment management strategies are based upon the core priorities of student need and equitable access and success.
- 5 Ensure accountability through active and continuous analysis of data on student persistence, success, and awards of degrees and certificates.

Goal 2. Strengthen institutional effectiveness through integrated planning, innovation, internal collaboration, professional development, continuous process, and systems improvement.

- 1 Align organizational and business processes through integrated planning and collaboration for greater effectiveness and accountability in achieving student learning and administrative outcomes.
- 2 Improve multi-directional communication and active engagement of stakeholders in systems improvement and responsiveness to business and community needs.
- 3 Expand the continuum of professional development opportunities for all faculty, staff, and administrators to integrate equity perspectives and respond to evolving student, business and community needs, as well as measures of student success.
- 4 Develop innovative approaches, leveraging technology as appropriate, to expand learning, teaching, delivery, and student support.

Goal 3. Enhance collaborations with the community for increased responsiveness to its needs and for improving San Diego's vibrant economy.

- 1 Advance diversity, inclusiveness, equity, and social justice through internal and external communication, collaboration, and practices.
- 2 Strengthen articulation and pathways between credit, noncredit, business, and the community.
- 3 Maintain active engagement with business and industry to develop solutions for workforce preparation.
- 4 Broaden and strengthen outreach efforts and community service which highlight diversity and equity.

Goal 4. Ensure fiscal solvency through sound fiscal planning, management, and pursuit of alternate sources of revenue.

- 1 Maintain a balanced districtwide budget that aligns with state and other revenue allocations and that is integrated with planning.
- 2 Sustain an annual Cash Reserve of a minimum of 5% of general operating funds in addition to maintaining other reserves as appropriate.
- 3 Continue to strengthen internal controls districtwide to ensure annual audits meet federal and state compliance and mandate requirements.
- 4 Increase districtwide advocacy efforts for improved state budgets at the state level in support of institutional effectiveness.
- 5 Evaluate systems districtwide and create best practices to facilitate effective, equitable, and sustainable resource allocation.
- 6 Pursue alternative sources of revenue beyond the state revenue allocation to include leasing of surplus property in order to provide a continuous revenue stream for maintenance and operations of District facilities.

Goal 5. Lead in Sustainable Policies and Practices.

- 1 Encourage and champion District and campus policies which promote and reinforce principles of sustainability.
- 2 Maintain leadership, advocacy, and stewardship efforts on campus, across the curricula, in the classroom, and in the community.
- 3 Continue to incorporate consideration of the environment, community welfare, and future impacts on all infrastructure, operations, and maintenance plans.
- 4 Continue to develop and incorporate sustainability content across the curricula.