

## **APPENDIX 3**

**San Diego Community College District**

**Achieving Student Success:  
Strategic Planning Priorities – 2008-2012**

# **Achieving Student Success: Strategic Planning Priorities (2008-2012) San Diego Community College District**

## **July-August 2007**

### **Summary Document #10**

*(Revisions to February 2007 **Blueprint for Achieving Student Success Document**)*

#### **Overarching Concern:**

Strategies to better guide the SDCCD in its collective efforts to provide accessible, affordable and high quality educational and training opportunities for the residents of San Diego and the surrounding service areas. The colleges of City, Mesa and Miramar and Continuing Education will integrate their efforts to produce, and transition into the region, citizens ready for success in the workforce and prepared for future academic endeavors, lifelong learning, and civic responsibility in a region of diverse community settings.

#### **Strategic Goal #1 (Improving Access to Higher**

**Education):** Maintain and extend an open door and affordable access to quality higher education for residents of San Diego and the surrounding service region.

#### **Action Items and Recommendations:**

- Recruit & Enroll Students to Reflect the Diversity of the San Diego communities.
- Recruit & Enroll Students from “low educational participation” areas.
- Expand and focus the online and distributed learning course offerings to deliver affordable “anytime, any place” instruction and training across the region.

## **Strategic Goal #2 (Redefine Student Support Services for A Changing Student Demography):**

Strengthen and increase academic District support services for students, with an emphasis on students of modest means from diverse backgrounds in terms of age, language skills, educational achievement levels, and socio-economic status.

### **Action Items and Recommendations:**

- Strengthen district wide commitment to providing targeted student support services focused on success in terms of persistence, high completion rates, non-credit to credit transition, and “workplace readiness” skills and abilities for high-demand jobs.
- Maximize P-16 partnerships that can enhance and support instructional access and success for students from diverse backgrounds
- Develop performance metrics to routinely monitor and measure student success progress and performance increases.
- Maximize organizational re-tooling efforts to have broad-based staff accountability for student success initiatives.
- Integrate the use of appropriate new information and web-based technology into all student support services and programs.

**Strategic Goal #3 (Assuming Strategic Role in Workforce Development):** Build a world-class workforce education and training capacity in partnership with the business community and community-based organizations.

### **Action Items and Recommendations:**

- Update external environmental scan data to reflect current and changing employment opportunities in the San Diego region with a focus on targeted high-demand, well-paying employment clusters with long-term career opportunities.
- Mobilize SDCCD staff to assert its capabilities and expectations for regional workforce and economic development leadership.
- Identify, develop and offer instructional programs of excellence that respond to and meet identified employer needs.

**Strategic Goal #4 (Improving Capacity to Serve):** Develop the human capital across the SDCCD employees and strengthen the financial, technological and physical capacities of the SDCCD to consistently provide first-rate student and community services.

### **Action Items and Recommendations:**

- Improve District human resources efforts to attract, continuously develop and retain diverse employee talent important to the District's capacity to serve.
- Continue and streamline sound financial management policies and practices
- Improve the availability and utilization of new technology to enhance our institutional capacity to serve, administrative efficiency and effectiveness, and streamlines major business and instructional information processes.
- Develop strategies to maximize facilities and public funds stewardship in tandem with resource development initiatives for grants, contracts and other appropriate philanthropic and corporate support that can strengthen the SDCCD institutional development priorities.
- Continue efforts to better link strategic planning efforts with the administrative decision-making, budgetary allocation and human resources processes that are in place across the SDCCD.

### **Strategic Goal # 5: (Internal and External Organizational Communication):**

Conceptualize and foster organizational communication practices to consistently and routinely promote the positive impact and value of the SDCCD to the communities of San Diego, the surrounding service regions and internally with the students, faculty and staff of the District, the colleges and Continuing Education.

### **Action Items and Recommendations:**

- Cultivate effective communication, networking and coalition-building practices with the diverse publics of San Diego to develop awareness, understanding, and support of the District, the colleges and Continuing Education.
- Conceptualize and develop strategic print and electronic media products (including a revamped web presence on the Internet) to cultivate community support, loyalty, and awareness of SDCCD programs and priorities.
- Participate actively in major events, groups, associations, conferences and meetings taking place in the region that are appropriate to the mission and directions the SDCCD is pursuing to achieve "student success" strategic priorities.
- Refocus the look, feel, image and information in our course catalogues and class schedules, as well as the marketing and

- dissemination of these products to better attract the attention of current and prospective students.
- Improve the internal/external use of new information technology, electronic email and other communication practices for all instructional, information exchange and business transactions.
  - Strengthen internal organizational communication practices to instill inclusive inter-office communication and promote the value of “just-in-time information” critical to shared governance and requirements for transparency in all critical decision-making and reporting areas of the District’s business.