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## **Cultivating a Campus of Care** **MAKING THE INVISIBLE VISIBLE**

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**Board of Trustees Retreat**  
**August 7, 2025**





# Board of Trustees Retreat

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SAN DIEGO  
**MIRAMAR**  
COLLEGE

# Administrative Services Highlights for 2024-2025

The Administrative Services Department continues to thrive through a period of transition, thanks to the thoughtful leadership and planning of former Vice President Brett Bell, who recently retired. In preparation for his departure, Brett ensured the department was well-positioned for continued success. Administrative Services is now guided by a strong leadership team, including Denis Kapitzke, Director of Administrative Services; Daniel Gutowski, Director of College Operations and Facilities; and Kurt Hill, Director of College Technology Services. The department enters its next chapter under the direction of Maria Battisti, who was selected to succeed Brett Bell as Vice President of Administrative Services. Under this leadership, the department remains focused on streamlining business procedures, supporting the advancement of technology infrastructure, and utilizing campus facilities and space more effectively to better serve students and the broader college community.

## Administrative Services:

- **The Business Office has implemented SharePoint as a form of communication for auditing payroll and faculty assignments**



- **The Miramar Business Office has collaborated with the College Police Business Office to implement an improved key/alarm form submission process**
- **Student Accounting worked with District to replace Touchnet Credit Card processing with Nelnet**
- **Implemented Nelnet Payment Forms for the ability to process non-student credit/debit card payments**
- **Clean audit for Miramar College Foundation**
- **Continue cross training of areas to provide ongoing support to campus.**

## College Technology Services

- **Expanded interactive display installations on campus; including classrooms conversions from standard projection systems.**
- **Moving forward with push to ensure USB-C connectivity is available in classrooms.**
- **Purchased nearly \$300,000 of new instructional technology for classroom installation in 25-26 FY with the goal of ensuring a full digital path for AV content (thus enabling HDCP content to be used in classrooms)**
- **Began process of full self-installation of classrooms. This involved training staff to install & configure the full range of commonly deployed Audio/Visual technology. Results will include increased level of service Technology Services is able to provide internally and reduced costs**
- **Laptop/Docking station pilot, moving select faculty/staff to a laptop-only model. Benefits include faster in-classroom setup for faculty who will no longer need to manage moving files between office desktops to classroom PC systems.**
- **Centralized faculty/staff technology checkout/inventory process by utilizing library systems to assign devices to faculty/staff vs. assignments at departmental levels.**
- **Integrated District standard header to College Website.**
- **Two major website version upgrades handled in-house vs. outsourced.**
- **Purchased 200 new laptops to replace the aging supply of laptops available for student checkout, ensuring students have access to current technology.**



# Instructional Services Highlights 2024-2025

Miramar College Instructional Services continued its transformation into a Student-Ready College during the 2024–2025 academic year. The Instructional Services Division focused on strengthening infrastructure, advancing curriculum, and deepening partnerships to support student success, particularly for disproportionately impacted populations.

## Curriculum Advancement and Program Development: Building a Student-Ready Future

In an effort toward academic innovation and equity, Instructional Services has made significant advancements in curriculum and program development. A major highlight is the launch of a new Zero Textbook Cost (ZTC) degree in History, eliminating financial barriers and making education more accessible. This ZTC degree in History will be added to two others from the most recent past — Communication Studies and Nutrition. This initiative complements the strategic consolidation of textbooks, which will save students in textbook costs.

The college has also expanded its commitment to inclusive education by hiring a full-time Ethnic Studies faculty member, strengthening the Ethnic Studies program and enriching the cultural and academic landscape. In addition, alignment with workforce needs, a Government/Nonprofit Accounting certificate was developed and approved by the SDCCD Board, offering students another pathway to into public service careers.

Recognizing the value of prior experience, the institution now awards Military Credit for Prior Learning in another of its programs — Computer Programming, honoring the skills of

veteran students and accelerating their academic progress. Career readiness has also been enhanced through the introduction of a smog inspector curriculum and the launch of engineering courses (ENGE 116 & ENGE 200), with plans for further expansion.

To support holistic student development, a new Career & Life Design space has been opened — an inviting, student-centered environment designed to foster exploration and growth. The college also introduced Certificates of Achievement in Nutrition Equity and Sustainability, and Physical Therapy, addressing emerging fields and community health needs.

Further enriching the student experience, the MESA and HSI Student Ambassador programs have been implemented to build leadership and peer support networks. Finally, the construction of an on-campus courtroom has been completed, providing a dynamic space for experiential learning and mock trials.

Together, these initiatives reflect a deep commitment to student success, equity, and innovation — hallmarks of a truly student-ready college.

## Partnerships and Community Engagement: Building a Student-Ready Infrastructure

As part of its mission to become a Student-Ready College, the institution has deepened its community ties and expanded opportunities through impactful partnerships and engagement initiatives. These efforts are not only enhancing student success but also building a stronger, more connected campus ecosystem.

The Business Club has emerged as a vibrant hub for professional development, hosting guest speakers and events that connect students with real-world insights and industry leaders. In a significant step toward career readiness, five students secured full-time internships in computer-related fields, gaining hands-on experience that bridges classroom learning with workforce demands.

Entrepreneurial spirit is thriving, thanks to the Miramar College Foundation, which raised over \$20,000 to support student innovators. This financial backing empowers students to pursue their business ideas with confidence and creativity. The program faculty leads are also commended for their efforts. As an example, the program collaborated with Reprographics on campus. Students took the lead in producing marketing materials, gaining valuable experience in design, branding, and communication.



Generous support from industry partners has further fueled student success. Hawthorne CAT and Caterpillar Inc. contributed \$12,000 in scholarships, while the Conrad Prebys Foundation awarded 18 laptops to MESA (Math Engineering Science Achievement) students, ensuring they have the tools needed to excel in STEM fields.

The college also secured major funding to expand its programs and services. A \$224,910 grant from the San Diego Workforce Partnership is helping to align academic offerings with regional labor market needs. Additionally, a transformative \$1.2 million COYA (California Opportunity Youth Apprenticeship) Pre-Apprenticeship Grant is supporting the growth of Fire Academy and Technology programs, opening new pathways for students into high-demand careers.

These initiatives reflect a shared commitment to equity, access, and opportunity—hallmarks of a college that is not only student-centered but truly student-ready.

## Student Accomplishments: Empowering Success at a Student-Ready College

At the heart of a Student-Ready College is the success of its students—and this year, their achievements have been nothing short of inspiring. From entrepreneurship to employment, competitions to co-curriculars, students are thriving across every dimension of their academic and professional journeys.

All eight food vendors featured at Startup San Diego were current or former students of the REC (Regional Entrepreneur Center) program, showcasing the entrepreneurial spirit and real-world readiness cultivated on campus. REC student teams also made a powerful impression, earning \$20,000 in prizes and taking home top honors for Best Presentation and Audience Choice.

Career pathways are flourishing as well. One student's internship at California Coast Credit Union led directly to full-time employment, while 16 others secured jobs in the automotive industry—testament to the college's strong industry connections and hands-on training. In the skilled trades, three students placed at the prestigious SkillsUSA state competition, with one advancing to the national stage.

The impact of the college's programs is also seen in the return of Aviation Maintenance graduates—now serving as adjunct faculty—who are giving back by mentoring the next generation of technicians. Meanwhile, funded internships in biotechnology companies and Department of Defense laboratories are opening doors to high-impact STEM careers.

Beyond the classroom, student-athletes are making their mark. Four co-curricular sports teams were crowned conference champions or finalists, demonstrating excellence in teamwork, discipline, and leadership. In addition, Student-Athletes maintain, on average, a 3.5 GPA.

These accomplishments reflect the college's unwavering commitment to student success, equity, and opportunity—hallmarks of a truly Student-Ready institution.

## Looking Ahead: Advancing a Student-Ready Future at Miramar College

As Miramar College continues to evolve as a Student-Ready institution, the year ahead is poised to be one of transformation, innovation, and deeper community connection. The college is laying the groundwork to institutionalize key initiatives—embedding the Guided Pathways Framework, the Title III DHSI federal grant, and Equity work at the very core of its operations. This integrated approach ensures that student success, inclusion, and access remain central to every decision and direction.

Strengthening ties with graduates, Miramar is launching new alumni engagement initiatives to build a vibrant network of support, mentorship, and opportunity. At the same time, the college is embracing sustainability and innovation through the development of a Zero-Emission Vehicle Initiative (ZEVI), preparing students for the green economy and environmentally responsible careers.

To support long-term transformation, the implementation of a campus-wide Customer Relationship Management (CRM) system is underway—designed to enhance communication, streamline services, and foster a more connected student experience. In parallel, the college is exploring the integration of Artificial Intelligence to further personalize learning and improve operational efficiency.

A major milestone on the horizon is the launch of Miramar's first Bachelor's Degree cohort in Public Safety Management. With 35 students enrolled, this program marks a significant expansion in academic offerings and a new chapter in the college's ability to meet regional workforce needs.

Together, these initiatives reflect Miramar College's unwavering commitment to innovation, equity, and student-centered excellence—hallmarks of a truly Student-Ready College.

# Office of Institutional Effectiveness

## Highlights for 2024-2025

### 1. Accreditation

- a. Completed and submitted ACCJC Annual Report 2025
- b. Completed and submitted San Diego Miramar College's Response Letter to ACCJC Standard 2.4. Inquiry 2025
- c. Completed and submitted ACCJC Workforce Partnership Survey 2025
- d. Attended ACCJC Regional Transparency, Storytelling, and Value Literacy Project Regional Convening 2025

### 2. Planning

- a. Facilitated the Collegewide Planning Summit 2025—Focus was on student persistence and their journey across the college
- b. Vetted and Approved the Fall 2021-Spring 2028 Miramar Education Plan
- c. Vetted the Annual Planning Calendar 2025-26 (pending constituency approval)
- d. Implemented the Pathway to Student Equity and Success Model (which ties the college alignment efforts among Strategic Planning, Guided Pathways, Strategic Enrollment Management, and Equity with Vision 2030 Goals). This model was showcased at the Strengthening Student Success Conference 2024

### 3. Research

- a. Continued to support the Vision Aligned Reporting (VAR) program leads regarding ongoing data collection efforts
- b. Led a comprehensive VAR Data Governance Study across all VAR-participating programs.
- c. Supported the following faculty learning communities:
  - i. Culturally Responsive Educators Academy and Training for Equity (CREATE) Program
  - ii. Counselor Institute
  - iii. Faculty Institute 2.0
- d. Conducted a collegewide student focus group study to gather feedback on Miramar College website
- e. Assisted in developing and implementing the Element 451 CRM platform.
- f. Supported the following program-level accreditation:
  - i. Business Program for the ACBSP Accreditation
  - ii. Medical Laboratory Technician Training Program for the NAACLS Accreditation

- g. Supported the following grants/programs/plans:
  - i. National Science Foundation for the Advanced Technological Education (ATE) Grant
  - ii. EMS Fire Pilot Pathways Initiative Grant
  - iii. HSI STEM Exito Grant
  - iv. Student Equity Plan
  - v. Student Equity and Achievement (SEA) Program
  - vi. Native American Student Support and Success Program (NASSSP)
  - vii. Asian American, Native Hawaiian, Pacific Islanders Student Achievement Program (AANHPI SAP)
- h. Supported the following Academic Services units:
  - i. Library
  - ii. Academic Success Center
- i. Participated in the review of five Institutional Review Board (IRB) proposals

### 4. Program Review

- a. Implemented the Comprehensive 2024-27 Program Review/Outcomes Assessment Functional Plan
- b. Implemented the 2024-27 Program Review/Outcomes Assessment Process Cycle across the college
- c. Achieved 100% completion of the Instructional 2024-205 Annual Program Review reports
- d. Built the President's Office Departments Program Review/Outcomes Assessment workspaces in Nuventive based on college reorganization
- e. Revised and narrowed the mapping structure/process in Nuventive to only include the college's Strategic Goals & Directions
- f. Revised and vetted the Instructional Program Viability Process across the college (pending constituency approval)
- g. Worked with Vice President of Administrative Services to revise and implement resource requests process in Nuventive in association with the Program Review Process

### 5. Outcomes Assessment

- a. Worked with all divisions to start new 3-year cycle of outcomes assessment (2024-2027)
  - i. Conducted workshops on Program Learning Outcomes (PLOs)/Student Learning Outcomes (SLOs)/Service Unit Outcomes (SUOs)
- b. Worked with District on the transfer and maintenance of SLOs into Curriqunet-META
- c. Implemented the Outcomes Assessment 3-year Calendar (2024-2027)

# Student Services

## Highlights for 2024-2025

As the College continues to settle into the post-COVID era, the Student Services Division focused its efforts on expanding programs and services, increasing student access to available resources, and expanding partnerships both internally and externally. Several highlights from various Student Services departments are shared below.

Of special note, the Student Services Division as a whole was highly involved in a campus-wide collaborative effort to build the structure and admissions processes related to the new BA program in Emergency Management. This year-long effort required multiple offices in both instruction and student services to be involved, some of which included counseling, admissions, financial aid, and outreach services. Through these collaborative efforts, it is anticipated that the first cohort of students who begin the BA program in Fall 2025 will consist of approximately 50 students.

## Expansion of Programs & Services

### Basic Needs

- Developed a pilot program to disburse emergency funds intended to assist students with access to food, housing, transportation, and technology; resulting in 241 students receiving \$151,678 in direct aid.
- Launched a Pantry Pick-up Locker service which enabled 225 students to collect basic needs items from outdoor lockers after normal business hours.

### DSPS

- Established a monthly DSPS newsletter to strengthen student engagement, foster belonging, and improve communication across students and campus partners.
- Implemented an on-campus meditation and relaxation service featuring the use of an Egg Chair to support stress reduction through sensory regulation and mindfulness.
- Expanded assistive technology offerings by acquiring a bilingual talking and graphing calculator, along with magnification device, to better support students with visual impairments.

### General Counseling

- Developed a new online “First-Semester Educational Planning Module” in Canvas which will allow students more freedom to develop their own education plan remotely, with the option of submitting the plan to the Counseling office for review by a counselor. Students will also have access to an in-person registration lab for additional assistance as needed. The tool is set to be launched Summer of 2025.

### Mental Health Services

- Introduced “Mindfulness, Meals & Music” series, which combines the use of music therapy with the use of an online wellness app (Headspace) and other resources.
- Increased suicide prevention efforts by offering an online training tool (LivingWorks), resulting in 862 students and employees accessing the training tool.

### PRIDE Center

- Established designated queer-affirming spaces on campus to foster connection and community, drawing in 123 students throughout the year.

### Rising Scholars

- Expanded course offerings at the Naval Consolidated Brig Miramar which enabled incarcerated students to enroll full-time beginning Spring 2025.
- Launched the “Brig Entrepreneurship Demo Day” in Spring 2025, which provided incarcerated students the opportunity to pitch their business ideas to campus leaders and community partners.
- Established the “Rising Scholars Restorative Practices Community Lunch Circle” series, enabling participating students an opportunity to reflect, connect, and dialogue with fellow students who have been impacted by the justice system.

### Student Health Services

- Added a new lactation space near the center of campus by installing a “Mamava Pod” near the library. These pods are small, private booths that allow lactating students and staff to have a comfortable space to breastfeed or pump. Plans are to add another pod in the Student Services building, thereby creating three accessible lactation spaces across campus.
- Distributed Narcan across campus by making it available for free at campus events, in designated offices, and via movable distribution stands. Training was also provided to the campus community on opioid overdose prevention and the proper administration of Narcan.

### Student Life

- Introduced new leadership training for ASG leaders called “Think Before You Color” which consists of four sessions focused on innovation, mentorship, empowerment, and understanding diversity.

### Veterans Resource Center

- Opened a newly expanded Veterans Resource Center, which includes a student lounge, benefits processing area, computer lab, counseling offices, and group study space.
- Hired the inaugural full-time dedicated Veterans Counselor and full-time dedicated Director of Veterans Affairs and Military Education.





## Increasing Access to Programs & Services

### Basic Needs

- Enhanced the “Jet Fuel Resource Center” by installing a new 32-cubic foot freezer and 2 Office Pods. The office pods will allow for confidential spaces for one-on-one meetings with staff and representatives from outside agencies.
- Increased food bank sourcing from 73,641 pounds of food gathered and distributed to 112,823 pounds (a 53% increase).

### DSPS

- Delivered 73 outreach and in-reach presentations to promote awareness and understanding of DSPS services, which contributed to a 9% increase in student participation in the DSPS program. This year we saw a total of 1,120 unduplicated students enrolled in the DSPS program.
- The program provided 1,719 disability-related counseling appointments, 201 Assistive Technology support sessions, and proctored 780 exams throughout the year.

### EOPS/CARE/NextUP/CalWORKs

- Conducted a campaign to encourage students to use their priority enrollment, resulting in a 20% increase in student use of priority registration.
- This year saw the program’s largest graduating class with 129 graduates who maintained an average GPA of 3.7 while taking an average of 14.8 units during their final term.

### Financial Aid Office

- Awarded over \$12 million in federal grants to over 3,500 students; \$263,000 in State funded HireUP Stipends and Osher scholarships; and \$114,000 in privately supported scholarships to 163 students.

### Mental Health

- Provided free access to a mental health app called “Headspace”. As of May 2025, a total of 591 students and staff have utilized the app.

- Conducted 89 workshops and presentations throughout the year, reaching 3,005 students and staff. Topics included: stress management, coping skills, mindfulness, celebrating your identity, and other mental health related issues.
- Hosted mental health events for students: “Send Silence Packing” (a suicide prevention exhibit attendee by 300 students); “Spring into Wellness Fair” (a resource fair attended by 85 students); “Thriving Together” (a Black Student Success week workshop attended by 35 students)

### Outreach and School Relations

- Expanded on-site office hours at all of our local feeder high schools by offering 19 outreach sessions resulting in approximately 200 student contacts.
- Coordinated and led 17 campus visits, resulting in 588 prospective students accessing the campus.

### PRIDE Center

- Increased campus engagement by hosting 25 PRIDE related events and workshops during the spring semester (a 200% growth in campus visibility).
- Offered a wide range of PRIDE related events and activities, resulting in 483 students contacts throughout the year.

### Student Affairs

- Piloted a mental health assessment tool (MindArch Health MAP) that delivers personalized mental health evaluations for participants and generates a campus-wide view of student mental health needs – over 300 students accessed the tool.
- Secured a \$50,000 grant from the San Diego Foundation to support mental health and leadership among AANHPI students.

### Student Health

- Launched free on-campus Sexually Transmitted Infection (STI) testing for students.
- Enhanced the use of the Electronic Health Records (EHR) system, enabling students to complete forms and receive guidance prior to arriving on campus, thereby reducing wait times.



### Student Life

- Launched “Evening Student Pizza Nights” to engage students who are enrolled in evening classes. A total of 489 students were provided with food, coffee, and campus resource information.
- Expanded club participation via 29 active clubs (an increase of 6 from the prior year).

### Transfer Center

- Offered over 50 transfer-related workshops and outreach activities, resulting in approximately 300 student contacts.

## Expanding Partnerships & Collaborations

### Mental Health

- Collaborated with several community agencies to provide activities and direct service, some of whom include: LivingWorks, UCSD Center for Mindfulness, Leah’s Pantry, San Diego Youth Services, San Diego LGBTQ Center, and County Mental Health.

### Outreach and School Relations

- In partnership with the Admissions & Records office and our local feeder highschools, the college enrolled 4,458 CCAP students (an increase of 900 students from the previous year).
- Collaborated with College of Continuing Education (CE) to assist CE students to transition from CE Automotive to Miramar’s Automotive program.
- In partnership with San Diego Unified School District, hosted a leadership breakfast and a counselor professional development event that brought approximately 150 UTK-12 counselors and 40 high school leaders on to campus.

### PRIDE Center

- Partnered with Student Health to host an on-campus mobile van offering free and confidential HIV and STI testing.
- Collaborated with Student Mental Health, the Dreamers Program, Financial Aid, and District leadership to launch “Nurture your PRIDE” mental health series.

### Rising Scholars

- Expanded community engagement efforts by participating in monthly Parole and Community Team (PACT) meetings, Probation Department resource fairs, and collaborating with the Second Chance Job Readiness Training Program.
- Hosted on-campus “Clean Slate Clinic” with The Access Project, an effort to help participating students address past legal challenges.

### Student Life

- In conjunction with the Student Affairs Office, the Student Life Office presented 86 College Hour events which served over 4,000 students. These noontime events included free food, music, campus resource information, cultural recognition activities, and community building between students and staff.

### Transfer Center

- Collaborated with HSI STEM, EOPS, and LEAD Office to take students on a transfer tour to UCSD and SDSU.
- Partnered with the UCLA Latino Alumni Association to create a half-day event for prospective transfer students interested in attending UCLA. The day was filled with motivational speakers and informational presentations.



# LEAD Office

## Highlights for 2024-2025

- **Hosted the 4th Annual Equity Summit: Cultivating Community: Making the Invisible, Visible**
  - ★ keynote speaker, Dr. Laura Rendon
- **Hosted/co-hosted the following collegewide activities with the Inclusion, Diversity, Equity, and Antiracism (IDEA) Committee:**
  - ★ Co-hosted Latinx Heritage Month (September/October)
  - ★ Co-hosted LGBTQIA History Month (October)
  - ★ Co-hosted Native American Heritage Month & Flag Raising (November)
  - ★ Co-hosted Black History Month (February)
  - ★ Co-hosted Women's History Month (March)
  - ★ Co-hosted Arab American History Month (March)
  - ★ Co-hosted Asian American and Pacific Islander Heritage Month (May)
  - ★ Co-hosted Juneteenth Flag Raising Event
- **Culturally Responsive Pedagogy & Best Practices Grant:**
  - ★ Launched three CREATE (Culturally Responsive Educators Academy & Training for Equity) cohorts
  - ★ Hosted the CREATE Symposium featuring CREATE faculty presentations and keynote speaker, Dr. Laura Rendon
- **Native American Student Support & Success Program**
  - ★ Hosted Native American Heritage Month events & Flag raising (November)
  - ★ California Indian Day (September)
  - ★ Indigenous People's Day (October)
  - ★ Orange Shirt Day (October)
  - ★ Beading Workshops
  - ★ NDN Memes
  - ★ Pow Wow with SDUSD Indian Education Program
  - ★ Participated in GONA (Gathering of Native Americans)
  - ★ Sponsored and participated in UNITY (United National Indian Tribal Youth) Conference
  - ★ Hosted Native Graduation
- **Asian American Native Hawaiian Pacific Islander Student Achievement Program:**
  - ★ PEARL (Promoting Educational Achievement, Retention, and Leadership) Program
    - ◆ Pilot of paired courses taught from an AAPI perspective
      - Fall 2024 – ENGL 101 & PHIL 100
      - Spring 2025 – ENGL 205 & MUSI 103
    - ◆ Pilot of PEARL Mentoring & Leadership Program
  - ★ Attended the APAHE Conference
  - ★ Hosted the San Diego Regional AANHPI SAP Program Planning Meeting
- **Supported Achievement and Recognition Ceremonies (La Raza; Rite of Passage; Native American Student Success; Asian American Native Hawaiian Pacific Islander)**





## Development and Entrepreneurship Highlights for 2024-2025

- **Launched a strategic planning process with the Miramar College Foundation Board, resulting in updated mission and vision statements which articulate the Foundation's renewed focus on actively soliciting transformational funding in support of Miramar College students. This also led to the adoption of a fundraising strategic plan focused on major gifts and charitable gift planning.**
  - ★ **Mission:** The Miramar College Foundation collaborates with San Diego Miramar College to empower students to overcome barriers to achieve their educational goals and to thrive in their future lives.
  - ★ **Vision:** The Miramar College Foundation envisions being a transformational organization partnering with San Diego Miramar College, individuals, and businesses to remove barriers to student success, empowering students to thrive in their lives.
- **Updated Foundation logo to better align with updated District and College logos.**
- **Welcomed new Foundation Board Member Paul Johnson, Vice President and Business Banking Relationships Manager at U.S. Bank.**
- **Foundation Board elected a new President: René McKee, Retired Senior Vice President of Community and Public Relation at California Coast Credit Union.**
- **With Foundation Board approval, increased Freshman Scholarship from a single \$500 scholarship to two-year, \$1,000 per year scholarship.**
- **Submitted charitable grant proposals seeking \$1,762,000 in funds to support student access and success.**
- **Awarded \$150,000 in grants from the San Diego Workforce Partnership to support EMT and Fire Pathways for underrepresented students in these programs.**
- **Received \$50,000 grant from San Diego Foundation to support improved mental health outcomes among Asian American, Native Hawaiian, and Pacific Islander students.**
- **Increased revenue from our signature fundraising event, Invest in Success, by 51.13%**
- **Increased overall charitable grants and donations to the foundation by 197% in 2024-2025 over donations in 2023-2024.**





