

Planning, Institutional Effectiveness, and Research Committee - Minutes

San Diego Miramar College

Friday, February 27, 2026 • Room L-108 • 10:30 a.m. to Noon

Members: Present- Daniel Miramontez (Co-Chair), David Wilhelm (Co-Chair), Nessa Julian, Xi Zhang, Patti Manley, Marcella Osuna, and Andrew Huang

Proxy – Maria Battisti by Dan Gutowski, Adrian Gonzales by Sonny Truongson, and Michael Odu by Linda Woods

Absent – Maria Battisti, Adrian Gonzales, Michael Odu, Landa Cain, Daisy Mosqueda and Nathan Obermiller.

Vacancies- Classified Designees: Instructional Services, Administrative Services, Student Services, and School of Academic Services. Faculty Designee: Liberal Arts and MBEPS.

A. **Call to Order:** The meeting was called to order at 10:32 a.m.

B. **Approval of Agenda and Minutes:** Agenda was moved X. Zhang, seconded by D. Wilhelm, no discussions or abstentions, motion carries. Note was made that Mary Hart and Dennis Sheean will be retiring, will need to Committee on Committee for membership. Minutes from December 12, 2025 was moved by P. Manley, seconded by D. Wilhelm, no discussion, motion carries.

C. **Committee Reports:**

- Budget and Resource Development Subcommittee: None.

- Program Review/Outcomes Assessment Subcommittee: Will be holding meeting on March 2, 2026.

- District Strategic Planning Committee: No Report.

D. **New Business:**

#	Item
1	<p><u>Strategic Goals and Directions</u> – Entering the second phase of the strategic planning process. First phase was the updating of the colleges mission and vision statement, which was approved by the Board of Trustees back in January – with a focus on employee well-being. Also included with updates were statements: a commitment to respect and reflect the diversity of our local community; commitment to honoring and amplifying the voices of Miramar’s diverse students, classified professionals, faculty, and administrators; and ensuring that our curricula, programs, services, and institutional practices reflect and serve the diversity of our community. Now that the college’s mission, vision, and value statement is in place, we can now move into second phase, which are the college’s strategic goals and directions. Discussion was opened to set context. There are five strategic goals; 1) Pathways, 2) Engagement, 3) Organizations Health, 4) Relationship Cultivation, and 5) Diversity, Equity, and Inclusion (DEI), with their corresponding strategic directions. These goals and directions will be guiding the college during the next 7-year cycle (fall 2027 to spring 2034). Progress of goals are being tracked through the college’s Strategic Plan Assessment Scorecard (SPAS 2.0). Recap was provided on what has been built, which includes progress with ACPs (Academic and Career Pathways), Program Review that leads to plans of action and meaningful outcomes, Nuventive, College Hour, strengthening link with program resource allocation and needs assessment, Career Life Design Center, just to name a few. Although progress has been made with the college’s goals and directions, there’s still a lot of work to be done. As well in this discussion is that the college will be engaged in at least the next 10 years with Bond Measure HH, emerging technology, workforce development, and credit for prior learning/work-based learning. Question was asked that since ACCJC is evidence-based, if it would be helpful to go through the evidence on how we are meeting the goals (currently being used in Program Review). Narrative of goals for Pathway, Engagement and Wellness, Organizational Health, along with corresponding strategic directions were reviewed and language was updated accordingly.</p> <p style="text-align: center;">SDMC Strategic Goals and Directions (Draft) Fall 2027-Spring 2034</p> <p>1) Pathways – Provide student-centered pathways that are responsive to change and focus on student learning, equity, and success, and completion</p> <p>a. Strategic Direction 1- To Build- implement, and enhance coherent guided pathways from pre-entry to post-completion by reimagining the holistic student journey, and implement coherent guided pathways for students through focusing on onboarding, course, and program redesign.</p> <p>b. Strategic Direction 2 – Ensure that guided pathways leads to student completion that fit real-world demand.</p>

c. **Strategic Direction 3** – ~~Strengthen the connection between student learning and performance both inside and outside the classroom. Strengthen traditional learning through integrated, career-aligned experiences supported by wrap-around services.~~

2) **Engagement and Wellness** - ~~Enhance~~ **Strengthen** the college experience by ~~delivering~~ **providing** student-centered programs, ~~curriculum,~~ **and** services ~~that eliminate barriers, promote engagement, wellness, and close achievement gaps.~~ **and activities that close achievement gaps, engage students, and remove barriers to their success**

a. **Strategic Direction 1** - Identify resources for appropriate venues, **for new and existing** programs, and services ~~to which~~ **support** student engagement.

b. **Strategic Direction 2** – Build and strengthen instructional and non-instructional programs, services, and activities that focus on intentionally supporting ~~disproportionately impacted populations.~~

c. **Strategic Direction 3** – **Provide inclusive spaces and support for events and activities that improves engagement and collaboration while promoting student wellbeing and responsive support for evolving student needs.**

3) **Organizational Health** -Strengthen ~~Institutional Effectiveness~~ **organizational health** through planning, outcomes assessment, and program review processes in efforts to enhance data-informed decision making

a. **Strategic Direction 1** - Systematically engage in the program review process across the college that lead to plans of action and meaningful clear outcomes.

b. **Strategic Direction 2** – Strengthen the link between program review and strategic planning by focusing on student learning, ~~and~~ performance, **and experience.**

c. **Strategic Direction 3** – Ensure ~~tighter-proper~~ alignment between program resource allocation and needs assessment in supporting student equity and success.

Will continue narrative review/discussion at the next PIER Committee meeting.

E. Old Business:

#	Item
1	<p><u>Planning Summit Workgroup Update</u> – Planning Summit 2026 will be held on Friday, March 13, 2026 from 9:00 a.m. to Noon. Hearty breakfast to be provided by the President’s Office beginning at 8:15 a.m. Discussions and breakout groups will be around Value Laden Traits (VLTs) from the college’s Value Statement:</p> <p>Value Statements</p> <ol style="list-style-type: none"> Access to learning and support services, for all students to successfully achieve their educational and career goals A culture that breaks down barriers, embraces, promotes and respects community through equity, inclusion, civility, responsibility and sustainability, from a global perspective A commitment to respect and reflect the diversity of our local community Commitment to honoring and amplifying the voices of Miramar’s diverse students, classified professionals, faculty, and administrators Ensuring that our curricula, programs, services, and institutional practices reflect and serve the diversity of our community Creativity, innovation, flexibility, and excellence in teaching, learning, and services The ability to recognize and adapt to opportunities and challenges emerging from a complex and dynamic world Strategic resource and partnership development to support curriculum and program innovation through collaboration with key stakeholders Effective participation in governance with respect and professionalism through intentional, purposeful, and effective communication embraced by the college community Transformative processes that include a culture of evidence, collaborative inquiry, and action for promoting student success <p>Breakout sessions will form highlighted VLTs above, allowing for a creative medium on how community is defined, and what role can you do to contribute to assigned VLTs. Three-minute presentations will be used during share-outs, using any creative format. This includes sharing what has been done based on discussion, and one to two things that the campus itself can do moving forward. At the end of summit, Strategic Goals and Directions will be addressed along with a tie-back to communities based on the value laden traits – to make the campus aware of</p>

	the process with the goals and directions. Attendees will be receiving zip-up hoodies with submittal of evaluation survey (hand-written).
2	<u>Outcomes Disaggregation Proposal</u> – Progress has been made with outcomes disaggregation. Working on standardizing the outcomes naming convention (able to import them into Canvas). There is a pilot program going on now with 15 members who are assessing in Canvas - to see how connection with Nuventive works. As well, currently in the process of building the college's Outcomes Assessment Dashboard (similar to PREDD).
3	<u>Strategic Plan Mid-Cycle Review: SPAS 2.0 Progress Update</u> – No updates.
4	<u>Vision Aligned Reporting (VAR) Update</u> – VAR Convening will be held on March 6, 2026. There are two convenings, one is a general convening, and the second is a new one, to be held in Sacramento.
5	<u>Update to Main/Functional Plans</u> – No updates.

F. **Announcements:** None.

G. **Adjourned:** Meeting was adjourned at 11:56 p.m.

H. **Next Scheduled Meeting:** March 27, 2025
 April 10, 2025
 April 24, 2025
 May 8, 2025
 May 22, 2025.

San Diego Miramar College 2020 – 2027 Strategic Plan Goals

I: Pathways – Provide student-centered pathways that are responsive to change and focus on student learning, equity, and success **II:** Engagement-Enhance the college experience by providing student-centered programs, curriculum, services, and activities that close achievement gaps, engage students, and remove barriers to their success **III:** Organizational Health-Strengthen Institutional Effectiveness through planning, outcomes assessment, and program review processes in efforts to enhance data-informed decision making **IV:** Relationship Cultivation - Build and sustain a college culture that strengthens participatory governance, equity efforts, and community partnerships **V:** Diversity, Equity, and Inclusion (DEI)-Build an environment that embraces diversity, equity, inclusion, Anti-Racism, and social justice for the benefit of the college community

** [ACCJC Accreditation Standards \(Adopted June 2014\)](#): Mission, Academic Quality and Instructional Effectiveness, and Integrity. II. Student Learning Programs and Support Services. III. Resources. IV. Leadership and Governance.