Strategic Plan Fall 2013 - Spring 2020 Update

SAN DIEGO MIRAMAR COLLEGE

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Introduction

The updated San Diego Miramar College Strategic Fall 2013 - Spring 2020 Plan presents the direction the College will pursue in response to the changing educational and economic environment in the San Diego region and in the State of California. The College's Mission and Vision statements serve as the planning framework for this important document. Initially, the original plan (San Diego Miramar College Strategic Plan Fall 2013 - Spring 2019) was reviewed and updated after numerous meetings, with input from all constituency groups. Upon the completion of the 2015-16 Strategic Plan Assessment Scorecard (SPAS), the original plan was updated after a comprehensive review of progress made on the strategic goals. Therefore, the updated plan is referred to as the San Diego Miramar College Strategic Plan Fall 2013–Spring 2020 in this document.

Purpose

The purpose of the San Diego Miramar College Strategic Plan is to provide a clear direction to the college's three divisions, the School of Planning, Research and Institutional Effectiveness (PRIE), Library and Technology, as well as Communication Services in efforts to guide the development of all the college's operational plans. The plan is designed to respond to the current and projected educational needs of the residents of its service area and the economic, demographic, and community trends. The plan takes into account the financial endeavors facing California and promotes beneficial community and economic development partnerships.

Approach

The College reviewed its Strategic Plan Fall 2013 - Spring 2019, via SPAS, to update the Strategic Plan Fall 2013 - Spring 2020. The current updated plan reflects the most current needs and emerging opportunities in the region served by the San Diego Community College District (SDCCD) in general and more specifically in its service area. The updated plan focuses on student success, the College's collegial planning efforts, and its participatory governance.

Environmental Scan Summary

External Environment

San Diego Community College District is the largest community college district in the San Diego region with a projected population growth of 11.1% by 2025, with the fastest growth anticipated for the Hispanic population and for residents older than 50 years of age (SANDAG).

San Diego Miramar College is the youngest community college of the SDCCD. The College is located along the I-15 corridor in the rapidly growing northeastern part of the City of San Diego, just north of the Marine Corps Air Station Miramar. The College serves students from the San Diego Community College District boundary area and from outside SDCCD boundaries, attracting students for regional training programs and residential proximity to the San Diego Miramar College campus. Since its founding in 1969 to provide training for San Diego's firefighters and law enforcement officers, the College has expanded its educational programs and it is now a comprehensive 2-year college that serves educational needs of transfer, basic skills, and career and technical education students.

To prepare students for high demand and well-paying careers in the highly competitive labor market, successful partnerships have been developed with the community and local industry including: public safety partnerships, the City of San Diego, and industry partnerships. The College is also home to two California State Economic and Workforce Development Programs for biotechnology and Advanced Transportation Technology and Energy (ATTE).

Internal Environment

San Diego Miramar College's student enrollments consists of 8% associate degree students, 36% career and technical education students, and 81% transfer students, with overlap between these three categories. Additionally, 9% of the college's student population is considered "basic skills." The three-year average course retention rate for associate degree students is 92%, compared to 90% for career and technical education students, and 87% for transfer students. The three-year average fall to fall persistence rate is 50% across the college. Furthermore, course success rates (3-year average) for associate degree students is 82%, compared to 79% for career and technical education students, and 72% for transfer students. Course retention three-year average rate for basic skills students is 87% and course success rate is an average of 65% (2013-2014 San Diego Miramar College Institutional Effectiveness Scorecard).

Seventy-one percent of San Diego Miramar College's students (headcount) are face-to-face on-campus classes, while 18% are online. Roughly 11% of online students also take on-campus classes at the College. Overall, course retention rate for online students is 81%, on average, compared to 89% for on-campus students, and 87% for all classes. Overall course success rates for online students is 60%, on average, compared to 76% for on-campus students, and 72% for all classes (2013-2014 San Diego Miramar College Institutional Effectiveness Scorecard; 2008/09-2012/2013 Success and Retention Rates of Online Students).
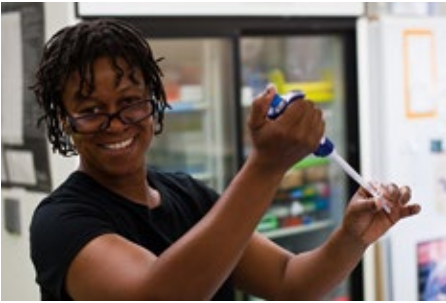
Strategic Plan Development

The Strategic Plan development was informed by data from multiple sources and with input from all college constituencies. In addition, integral to the development and update of this plan is its alignment with the SDCCD strategic plan. The external and internal scans and trends were conducted collaboratively among the college's Research Subcommittee and the Miramar College Office of Planning, Research, and Institutional Effectiveness and with consultation from SDCCD Office of Institutional Research and Planning. The Strategic Plan guides the college to fulfill its mission over a seven year period. The original Strategic Plan Fall 2013-Spring 2019 was developed in two phases: Phase one included the update of the goals and strategies, identifying indicators and measures, and planned activities, while Phase two included the development of the assessment plan through the establishment of benchmarks. Throughout, staff, faculty, and students participated and provided input through the college's participatory governance process. The Planning and Institutional Effectiveness Committee (PIEC), with representatives of all the college's constituent groups, under the direction of the College Executive Committee (CEC), was the primary orchestrator of the original Strategic Plan. The Strategic Plan Fall 2013 - Spring 2019 goals were updated and all members of the college were given the opportunity to provide feedback through the participatory governance process. The goals were approved by CEC in December 2013.

The development of a comprehensive set of benchmarks (Phase 2) was initiated by PIEC in Spring 2014. This included the development of a Strategic Plan Assessment workgroup with the specific objective to establish a comprehensive set of benchmarks in which the College can evaluate itself against. The workgroup convened in the 2014-15 academic year and provided the college with the Strategic Plan Assessment Scorecard (SPAS) in Fall 2015.

The original Strategic Plan Fall 2013 - Spring 2019 was completed by PIEC for College approval in Spring 2014 and was approved through the participatory governance process in Fall 2014.

Strategic Plan Environmental Trend Developments

Based on the following environmental trend developments:

1. Accreditation cycle update
2. Upgrade of the College's planning framework (see Strategic Plan Implementation section).
3. Update of College's Mission and Vision statement.
4. College moving toward a culture of action based on mid-cycle review of the original Strategic Plan Fall 2013 - Spring 2019.

This document was updated in the subsequent sections.

Overall Planning Framework

Mission

San Diego Miramar College's mission is to prepare students to succeed in a complex and dynamic world by providing quality instruction and services in an environment that supports and promotes diversity, equity, and success, while emphasizing innovative programs and partnerships to facilitate student completion for transfer, workforce training, and/or career advancement.

Vision

San Diego Miramar College will be a hub of education, diversity, and services to our community.

San Diego Miramar College, in keeping with this vision, supports and emphasizes the following guiding values:

- Access, learning, and success of all students to achieve their educational goals
- A culture that embraces civility, responsibility, and appreciation from a global perspective
- Accomplishments of individuals, groups, and the college as a whole
- Diversity of our students, staff, faculty, and programs that reflect our community
- Creativity, innovation, flexibility, and excellence in teaching, learning, and service
- The ability to recognize and respond to opportunities and challenges emerging from a complex and dynamic world
- Sustainable practices in construction, curriculum, and campus culture
- Collaboration and partnerships
- Participatory governance and communication
- A Culture of evidence, collaborative inquiry, and action that focuses on the student experience

Strategic Plan Fall 2013 - Spring 2020 Assessment Update

San Diego Miramar College identified four major strategic goals with strategies to achieve these goals. Progress toward these goals are measured through the 2015-16 Strategic Plan Assessment Scorecard (SPAS) as tracked through defined key indicators and measures of student success.

Strategic Goal I: Provide educational programs and services that are responsive to change and support student learning and success.

Strategies:	Indicators and Measures:
I.1. Identify current and future student needs for transfer, degree, and certificate completion	*Student Completion* **I.1.1.** Transfer volume, rate, and prepared rate **I.1.2.** Number of degrees and certificates awarded **I.1.3.** Number of degrees/certificates awarded by instructional programs **I.1.4.** Number of Associate Degree for Transfer (ADT) in development **I.1.5.** Completion Rate **I.1.6.** CTE Rate
I.2. Identify resources for appropriate programs and services to support student learning and success	*Innovation and Technology* **I.2.1.** Number of service learning, internships, and work experience opportunities offered **I.2.2.** Number of resources initiated or supported through external funding *Student Participation* **I.2.3.** Number of students seeking tutoring services in service learning, internships, and work experience opportunities (Note: Could not be benchmarked at this time)
I.3. Identify faculty and staff professional development needs and resources and implement steps for their delivery of educational programs and services	*Professional Development* **I.3.1.** Program Review data specific to professional development (Note: Could not be benchmarked at this time) **I.3.2.** Number of professional development workshops and activities **I.3.3.** Number of participating faculty, classified staff, and administrator's participations **I.3.4.** Employee Satisfaction Survey results specific to professional development **I.3.5.** Cultural Climate Survey results specific to PD

Planned Activities:	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
I.A. Implement Student Success and Support Program	X	X	X	X	X	X	X
I.B. Implement a comprehensive freshman year experience program	X	X	X	X	X	X	X
I.C. Develop guiding principles, schedule development priorities, and data elements for strategic enrollment management	X	X	X	X	X	X	X
I.D. Implement strategic enrollment management practices and scheduling processes	X	X	X	X	X	X	X
I.E. Develop and offer new faculty orientation and professional development activities for faculty and staff	X	X	X	X	X	X	X
I.F. Update Facilities Master Plan to address project completion of Proposition S & N and future needs	X	X	X	X	X	X	X
I.G. Implement new Enterprise Resource Planning (ERP) system. Develop training and procedures for transparent Administrative Services systems	X	X	X	Completed			
I.H. Develop plan for allocation of new or additional discretionary funds	X	X	Completed				

Strategic Goal II: Deliver educational programs and services in formats and at locations that meet student needs.

Strategies:	Indicators and Measures:
II.1. Identify current and future student needs of formats and locations for educational programs and services	*Enrollment and Service Management* **II.1.1.** Number of course sections offered via all modalities (distance education, day time and evening classes, and off-campus locations) **II.1.2.** Number of support services by modality offered via distance education or off-campus locations **II.1.3.** Course fill rates, waitlisted sets, enrollment counts, and percentages (Note: Waitlisted seats and percentages could not be benchmarked at this time) **II.1.4.** Success and Retention rates by course modality (face-to-face versus online)
II.2. Identify emerging technology for delivering instruction and student services	*Innovation and Technology* **II.2.1.** Program Review data specific to technology needs for instruction and services (BRDS RFFs) (Note: Could not be benchmarked at this time) **II.2.2.** Employee and Student Satisfaction Survey results specific to the use of technology during instruction and service delivery
II.3. Identify resources and implement steps to meet student needs in formats and at locations	*Strategic Enrollment Management* **II.3.1.** Distribution of course offerings (Annual Percentage of Basic Skills, CTE, Transfer, and AA/AS) **II.3.2.** Employee and Student Satisfaction Survey results specific to EM **II.3.3.** Program Review data specific to EM (Note: Could not be benchmarked at this time) **II.3.4.** Employee Satisfaction Survey results specific to technology training and professional development opportunities **II.3.5.** District Online Course Satisfaction survey
II.4. Identify resources and implement steps to meet technology needs for delivery of instruction and services	*Innovation and Technology* **II.4.1.** Employee and Student Satisfaction Survey results specific to technology

Planned Activities:	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
II.A. Develop guiding principles, schedule development priorities, and data elements for strategic enrollment management (same as I.C.)	X	X	X	X	X	X	X
II.B. Implement and evaluate strategic enrollment management practices and scheduling processes (same as I.D.)		X	X	X	X	X	X
II.C. Develop, offer, and evaluate student support services in alternate formats including online	X	X	X	X	X	X	X
II.D. Conduct relevant distance education training for instructors	X	X	X	X	X	X	X
II.E. Provide faculty/staff the opportunity to attend training sessions focused on student success	X	X	X	X	X	X	X
II.F. Develop long-term funding plan for computer and equipment replacement		X	Completed				

Strategic Goal III: Enhance the college experience for students and the community by providing student-centered programs, services, and activities that celebrate diversity and sustainable practices.

Strategies:	Indicators and Measures:
III.1. Identify curricular and co-curricular activities and college experiences that celebrate diversity and sustainable practices	*Diversity & Sustainable Practices* **III.1.1.** Number of courses with modules addressing diversity and sustainable practices (PR Review reports) (Note: Could not be benchmarked at this time) **III.1.2.** Annual number of activities and college experiences celebrating diversity and sustainable practices *Diversity* **III.1.3.** Program Review data specific to diversity (Note: Could not be benchmarked at this time) **III.1.4.** Student Satisfaction Survey results specific to diversity **III.1.5.** Student Equity Plan Indicators **III.1.6.** Cultural Climate Survey results specific to diversity
III.2. Identify resources and implement steps to support curricular and co-curricular activities and college experiences that celebrate diversity and sustainable practices	*Diversity* **III.2.1.** Employee Satisfaction survey results **III.2.2.** District Cultural Climate survey results

Planned Activities:	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
III.A. Schedule orientation, assessment, and counseling sessions as a package	X	X	X	X	X	X	X
III.B. Develop and implement a comprehensive student life program which includes establishing a college hour	X	X	X	X	X	X	X
III.C. Explore development of additional initiatives and activities that celebrate diversity and sustainable practices	X	X					
III.D. Assess need and develop plan for renovated athletic fields, and/or college only athletic field to support stronger student-centered programs while maintaining commitment to community recreation			X	X	X	X	X

Strategic Goal IV: Develop, strengthen, and sustain beneficial partnerships with educational institutions, business and industry, and our community.

Strategies:	Indicators and Measures:
IV.1. Identify current and prospective partnerships with educational institutions, business and industry, and our community	*Partnership* **IV.1.1.** List of current partnerships with educational institutions, business and industry, and advisory boards **IV.1.2.** Number of outreach activities/programs to high school and the community **IV.1.3.** Program Review data specific to prospective educational institutions, business and industry, and our community (Note: Could not be benchmarked at this time)
IV.2. Identify resources and implement steps to continue with current and prospective partnerships with educational institutions, business and industry, and our community	*Partnerships* **IV.2.1.** Evaluate and prioritize continued and prospective partnerships with educational institutions, business and industry, high schools, and our community (Note: Could not be benchmarked at this time) **IV.2.2.** Number of articulation agreements with public and private institutions of higher education

Planned Activities:	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
IV.A. Update outreach partnership agreements with feeder high schools	X	X	X	X	X	X	X
IV.B. Review, update, and expand transfer agreements with 4-year institutions	X	X	X	X	X	X	X
IV.C. Develop new business partnerships	X	X	X	X	X	X	X
IV.D. Review and update articulation agreements	X	X	X	X	X	X	X
IV.E. Strengthen the active career and technical education advisory committees and their participation in actively guiding program improvements	X	X	X	X	X	X	X
IV.F. Develop new degrees and certificates to match partner institution and industry needs, including implementation of SB-1440 degrees with California State University system	X	X	X	X	X	X	X

Strategic Plan Implementation

The college has systematically upgraded its integrated planning efforts with its strategic plan as the primary guide of all its planning (depicted in the figure below). The updated 7-year strategic plan with a mid-term 3.5-year assessment update (2015-2016 SPAS) outline common goals and strategies developed with participation of all College constituencies. The strategic goals align with the Educational Mater Plan and guide the decision-making of the college through its implementation of the 7-year Division plans and all the Operational Plans.

The College divisions, departments, and units develop their respective plans through the cyclical program review process, which includes learning/services outcomes. This is part of the College's Student Success Framework for Long-term Integrated Planning which is used to implement the strategies and move the college towards attaining its goals.

A series of staggered updates of all college plans in addition to the mid-term strategic plan assessment scorecard (SPAS) will inform the 7-year progress toward achieving the strategic goals.

Figure 1. Student Success Framework for Long-term Integrated Planning

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Student Success Framework for Long-Term Integrated Planning • Fall 2016 - Spring 2020

[a] Principles of Redesign (Source: Completion By Design Initiative)
[b] Six Factors of Student Success (Source: Student Support Redefined Initiative)
[c] Loss/Momentum Framework (Source: Completion By Design Initiative)

See Annual Planning Cycle/Calendar for specific details

Conclusions

San Diego Miramar College has evolved since its founding from an institution for training San Diego's firefighters and law enforcement officers into a comprehensive college with transfer and expanded career and technical education programs. The College's mission addresses student preparation for workforce entry, transfer to four year universities, and development of basic skills in the current local and global environment, and clearly communicates the College's commitment to quality education to prepare all its students for success.

The goal of this updated Strategic Plan Fall 2013 - Spring 2020 is to match the college's commitment to students and the community by focusing the college's current collaborative efforts and resources to enhance programs and improve services to ensure student success. This is done through common goals and strategies, defined indicators and measures (i.e., achievement and learning), and planned activities to gauge college's progress. This will ensure its fulfillment of the college's mission.

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