

# San Diego Continuing Education 2017 Institutional Accreditation Visit Recommendations *2018/19 Update*

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In May 2017, San Diego Continuing Education (SDCE) was re-accredited by the Western Association of Schools and Colleges (WASC) for a period of six years. The following year the institution obtained approval to extend the cycle to a period of seven years to align with our District colleges' cycles. SDCE is committed to implementing and monitoring progress on the school's Action Plan with annual updates that regularly assess the health of the institution throughout the 2017-2024 accreditation cycle (see the 2018/19 Annual Institutional Strategic Plan & Accreditation Action Plan Update reports: [Presentation to EGC](#), [Executive Summary](#), and [Full Report](#)).

This report highlights activities engaged in throughout the 2018/19 academic year (cycle year two); however, with a focus on progress in addressing the **five Visiting Committee Report Key Recommendations**:

1. Expand and increase access to course offerings, support services, and workforce development opportunities to support student success
2. Increase internal and external communication and collaboration
3. Provide equal access to targeted professional development with mechanisms that track and measure impact
4. Maintain and secure technology in support of data-driven instruction, decision making, and student services
5. Use integrated planning to support institutional and student success

## **Expand and increase access to course offerings, support services, and workforce development opportunities to support student success**

### ***Increase access to course offerings***

- As an institution, San Diego Continuing Education added 17 new courses and eight new programs. In an effort to ensure courses are meeting the changing needs of the workforce and the community, 24 courses went through the process of revision as well as five programs. (Evidence: Curriculum Analyst report)
- In the 2018/19 academic year, SDCE continued the campaign to address poverty and inequity in education with the addition of a seventh pillar: transportation security. Addressing each of the following seven pillars helps students complete certificate programs, improve employment prospects, and reduce the need for future support: (1) employment security, (2) food security, (3) housing security, (4) financial literacy, (5) textbook and course material affordability, (6) intellectual and emotional security, and (7) transportation security. (Evidence: Public Information Officer report)
- This year SDCE's ZTC Champions team provided access to students impacted by textbook and course material affordability by implementing two additional sections of the ZTC Small Business Growth certificate program per semester. The ZTC Champions at SDCE estimate that their efforts will result in an annual savings to students of \$47,250 and impact 621 students within three years. (Evidence: OER Grant Lead report)
- The Automotive and the Skilled and Technical Trades programs increased student access by offering programs at additional off-site locations and through expanded articulation agreements with City, Mesa, and Miramar colleges. The Healthcare Careers program increased course offerings in the Certified Nursing Assistant program to meet student demand and labor market need, and expanded course offerings to two additional campuses. Additionally, this year the Accelerated High School Program added Biology and Earth Science courses and added select online HSDP courses. (Evidence: Dean presentation to EGC)

- The Healthcare Careers program added new clinical partners this year to increase student learning as well as expand job opportunities. (Evidence: VPI report)
- SDCE was awarded \$500,000 for the California Virtual Campus-Online Education Initiative's (CVC/OEI), Improving Online CTE Pathways grant program. (Evidence: VPI report)
- San Diego Gateway to College and Career was expanded, two coordinating staff were added, and case management was expanded. A partnership with the Jacobs Center for Neighborhood Innovation in support of local Opportunity Youth supported 45 additional young adults. (Evidence: Foundation Director report)
- DSPS offered newly developed courses this year including "Food Preparation Basics" and "Relationships and Sexuality". (Evidence: VPSS report)
- **Program Highlight:** An increase in distance education courses occurred across several certificate programs including Business Information Worker, Computer Systems and Network Administration, Business, and High School Diploma. Online enrollment (FTES) increased 72.8% between Spring 2017 and 2019, with ESL's growth at 165%. (Evidence: Dean presentation to EGC, VPI report)
- **Program Highlight:** In 2018/19, a \$292K grant from the City of San Diego was awarded to implement a nationally certified Apprenticeship Readiness Program where 25 students earned as many as six certificates including CPR, OSHA 10, and the National Building Trades Unions Multi Craft Core Curriculum (MC3). (Evidence: Foundation Director report)
- **Program Highlight: Increased retention in Information Technology and Digital Media.** During the 2018/19 year, SDCE created an HTML prep class to help students succeed in the Mobile Application certificate and scheduled a series of short-term classes, such as Packet Tracer, Linux Unhatched, and Intro to Cybersecurity to support the CISCO certificate programs. By Spring 2019, the number of students who completed these certificate courses increased. Students were better prepared and thus had higher levels of success. (Evidence: Dean report)

#### ***Increase workforce development opportunities***

- SDCE created additional workforce development opportunities with the establishment of external contacts with Harrah's, Marriot, USCD, Jamul Casino, St. Paul's, Sea World, and RCO. (Evidence: VPSS report)
- Two industry job fairs were curated this year for Culinary Arts and Healthcare Careers students and two additional career centers opened at Mid-City Center and Cesar Chavez. (Evidence: VPSS report)
- Launched in spring 2019, Rising to Success (R<sup>2</sup>S) delivers supportive and inclusive environments to inspire and empower people, cultivate lifelong learning, create lasting solutions for social justice, and strengthen communities by providing unparalleled access to resources, referrals, and targeted academic and student support services programs. Dedicated R<sup>2</sup>S staff and counselors help students break down barriers to success by increased access to and enrollment support in SDCE's FREE job training (Career Technical Education) and academic programs. Programs under R<sup>2</sup>S include SDCEats!; Outreach; CalWORKs; and R<sup>2</sup>S PATHWAYS. (Evidence: Dean report)
- CalWORKs served 485 students this year and brought on two contract CalWORKs counselors to meet student academic and support needs. A dedicated Job Developer & Placement Specialist was hired this past year to build out CalWORKs' work study program to assist students prepare for and attain employment. (Evidence: Dean report)

- Seventy-two Veteran students completed a Career Development Course with SDCE. VOP increased its program capacity this summer to 150 Veteran participants per year adding three additional crews to its Caltrans apprenticeship program. (Evidence: Dean report)
- DSPS continues to work with CTE programs to provide accommodations as required by federal and state laws, advancing access to workforce training programs for students with disabilities. The DSPS curriculum includes a course on Occupational Opportunities, which provides training on resume writing, interviewing, and job search strategies. (Evidence: Dean report)
- The healthcare program increased clinical sites through collaboration with new partners. This has led to expanded opportunities for students in the program and a greater likelihood that they will become employed with one of our partners. (Evidence: Dean report)
- **Program Highlight:** In 2018/19, through the allocation of Strong Workforce funding, SDCE renovated two career centers and implemented a Career and College Transitions Program to increase workforce opportunities for students. A Dean of College and Career Transitions, three job developers, and one Job Placement Coordinator were hired to support this work. (Evidence: Special Projects Manager report)
- **Program Highlight:** Twenty-five Opportunity Youth completed the San Diego Gateway to College & Career's Apprenticeship Readiness Program funded by the City of San Diego. Eighty percent of students received a Certificate of Completion from the North America's Building Trades Unions, which is a national industry certification. Since May 2019, over 90% of those who completed the program have started working in the field of construction and at least 25% have entered registered apprenticeship programs.

San Diego Gateway to College & Career is the highest performing program within the Youth Provider Network in the Metro Region. In less than three years, the program has reported incredible success in elevating the lives of 200 Opportunity Youth. Of the 200 young adults served through the program: (Evidence: Dean report)

- 20% were homeless at the time of enrollment
- Approximately 40% had not completed high school when enrolling in Gateway
- 100 young adults earned diplomas or certificates
- In total, 270 certificates and diplomas were awarded by SDCE to Gateway students
- 50% participated in paid internships aligned with their areas of study and interest
- 84% entered post-secondary and/or employed and were retained in those placements one year after transitioning out of the program
- 100% were low income at the time of enrollment

#### ***Increase support services***

- Support for students continued to increase in the 2018/2019 academic year with the Expansion of Rising to Success Centers (R<sup>2</sup>S) at three campuses that serve disproportionately under represented communities. These centers provide student services such as resource and referrals, counseling, CalWORKs, and services for Veterans. (Evidence: Dean report)
- The DSPS ABI Program was the top fundraiser for the 12th year in a row for the San Diego Brain Injury Foundation. They raised \$22,251. Since the walk's inception, they have raised over \$200,000. (Evidence: VPSS report)
- SDCE launched SDCEats! Farm to Family Fair which served over 3,300 students and community members, accompanied by a Resource and Health Fair and mobile showers. (Evidence: VPSS report, SDCE Foundation report)

- SDCE Outreach completed an Outreach Plan and doubled staffing by hiring a team of ambassadors. (Evidence: VPSS report)
- SDCE administered a record number and amount of scholarships and awards (\$250,000+) to students in 2018/19. (Evidence: VPSS report, SDCE Foundation report)
- In 2018/19, SDCE placed students in internships with myriads of industry partners including: San Diego Convention Center Corporation, National City Chamber of Commerce, YMCA of San Diego County, Connect 2 Careers, and small businesses such as James Gang Printing and Jose's Auto Body Shop. (Evidence: SDCE Foundation report)

## Increase internal and external communication and collaboration

### ***Internal Communication and Collaboration***

- The Public Information Office (PIO) continued to place significant focus and resources toward increased communication, including a new weekly message to faculty and staff that centers on updates from the President's Office. ). (Evidence: PIO report)
- The distribution of the SDCE Newsletter for Faculty and Staff was increased from monthly to twice-monthly. The use of other newsletters as communication strategies continue across the institution (e.g., ESL Newsletter, PRIE Newsletter, Accreditation Newsletter). (Evidence: Dean report, PIO report)
- Fall and spring Presidents' Forums continued this year, each with a new theme and focus. Both forums encompassed student voice and included student panels. In fall, the president hosted a Spooktacular President's Forum at North City with a focus on working together as an institution to achieve student success. In spring, the president hosted a President's Afternoon Tea at Cesar Chavez campus with a focus on addressing poverty and inequity in student education. (Evidence: President Office report)
- President Turner Cortez continued visits to campuses and classes in 2018/19; visiting Hospitality and Culinary Arts, Fashion, Business and Accounting, ESL, DSPS, Child Development, and Emeritus program classes at three campuses. (Evidence: President Office report)
- **Program Highlight:** The Automotive program and the Skilled and Technical Trades program hosted faculty from the Outreach department and other programs to share information with students who may have been unaware of services and programs available at SDCE. (Evidence: Dean report)
- **Program Highlight:** In 2018/19, the Counseling department piloted *The CE Excellence Community*, which seeks to develop a "culture of inquiry" across all seven SDCE campuses and strives to develop effective practices that guide our visions of student success. Faculty, student services, and students were invited to participate. (Evidence: Dean report)

### ***Internal and External Collaboration***

- In February 2019 SDCE participated in the San Diego Adult Education Regional Consortium (SDAERC) Effectiveness Survey that was distributed to consortium representatives and other constituent groups in order to seek feedback to improve the work of the SDAERC. The survey provided valuable information regarding both Consortium level and Member Agency level effectiveness and impact in meeting the intent of CAEP. The information received has been and will continue to be used to inform the new SDAERC Strategic Plan over the next three years. (Evidence: Special Projects Manager report)
- This year SDCE participated in two new SDAERC workgroups: High School Diploma Curriculum and Student Transitions. Finding success in the working group structure, SDAERC incorporated working

groups into the strategic planning process. SDAERC workgroups explored the consortium's successes and identified opportunities for advancement of the CAEP vision. Through public SDAERC meetings and workgroups that met throughout the spring of 2019, the priority goals, strategies and activities for this strategic plan were identified. (Evidence: Special Projects Manager report)

- The SDAERC has been an active member in the San Diego/Imperial Counties Super Region Consortium and has met monthly for the past four years to collaborate and leverage human resources. In 2018/19, in preparation for the new three-year strategic plan, the Super Region, which collaborates with San Diego Workforce Partnership and the Strong Workforce/San Diego Imperial County Regional Consortium, held two additional strategic planning sessions to develop CAEP Pathways. Planning discussions included goals for Adult Education/Noncredit Pathway Development work and strategies needed to meet goals among other topics. Rich data was gathered with attendance from all SDCE Deans as well as all Regional Consortia, yielding information on awareness and value, content related goals, pathway construction, and tools for student success. (Evidence: Special Projects Manager report)
- SDCE noncredit programs collaborated with local external programs on how to market and represent noncredit programs throughout the region. (Evidence: Dean report)
- This year SDCE Student Services, with support from the SDCE Foundation, launched SDCEats! Farm to Family Fair and established an accompanying Resource and Health Fair. SDCEats! was supported through multiple grant funding sources including the County of San Diego and Las Patronas. (Evidence: VPSS report, SDCE Foundation report)
- To support Guided Pathways and Basic Skills initiatives, support continued for the San Diego Mesa College and San Diego Continuing Education, College Connections Partnership Project, which provides CE students with information on the academic material, services and pathways they will find at the college level. (Evidence: VPI report)
- All SDCE certificate graduates can apply to attend one of the District's three colleges (City, Mesa, and Miramar) free of charge for two years along with a textbook grant. SDCCD continues its commitment to include adults in the Promise who return to education after years of being away from the classroom. This commitment is positive for SDCE students, as the San Diego Promise program is the only program in the state that includes noncredit. (Evidence: Message from the President)
- In 2018-2019, three existing Credit By Exam agreements were renewed between SDCE and SDCCD colleges, including: an Automotive agreement with Miramar College, a Multimedia agreement with Mesa College, and a Web Design agreement with Mesa College.

In 2018-2019 six new Credit By Exam agreements were drafted between SDCE and SDCCD colleges, including the following: (Evidence: Curriculum Analyst report)

- Business Information Worker agreement (formerly known as the BIT agreement) between City, Mesa and Miramar colleges
- Electronics agreement with City College
- HVAC agreement with City College
- Network+ Training agreement with City College
- Security+ Certification agreement with City College
- Survey of Operating Systems agreement with City College

### **External Collaboration**

- This year the San Diego Gateway Program increased community partner collaboration with the San Diego Workforce Partnership, OG Yoga, Project Aware, National Conflict Resolution Center, Urban Street Angels, Mental Health Systems, Family Health Centers, and gained a \$300K partnership agreement with the Jacobs Center for Neighborhood Innovation in support of local Opportunity Youth which supported expansion of the program. (Evidence: VPSS report, SDCE Foundation report)
- The Healthcare Careers program added new clinical partners this year to increase student learning as well as expand job opportunities. (Evidence: Dean report)
- In March 2019 SDCE counseling faculty collaborated with the counseling department at Miramar College to discuss clear pathways to support student transition to college, increase program articulation, and processes related to enrollment in non-credit certificate programs. In April 2019 counselors and students from EDD, Chavez, and MCC campuses also participated in the San Diego City College/Continuing Education Community Day. (Evidence: Dean report)
- SDCE Foundation received the first ever CDBG grants (2) from the City of San Diego supporting the Historical Preservation Project and Gateway to College and Career. (Evidence: SDCE Foundation report)
- Significant new partnerships were created with opportunity and homeless youth serving organizations and groups including Urban Street Angels, San Diego Promise Zone, Regional Task Force on the Homeless, Southeast Collaborative, San Diego Unified Adult Education, South Metro Career Center, and Probation Department. (Evidence: SDCE Foundation report)
- R<sup>2</sup>S developed new partnerships with Public Consulting Group (PCG); and Northern California Construction Training (through VOP), PATH Water (water bottles and water) for SDCEats! and continued a successful partnership with the Health and Human Services Agency. (Evidence: Dean report)
- **Program Highlight:** TechHire successfully placed 44 students in employment and 26 students in paid internships during this period, totaling 70 students who were assisted with career development. Students from the Digital Media and Information Technology programs spent valuable time in positions such as web developers, digital marketers, help desk technicians, and network system technicians with a variety of companies throughout the city. (Evidence: Dean report)
- **Program Highlight:** The Business and Information Technology program continued its successful relationship with the San Diego Downtown Library. Working together, SDCE and the library identified and scheduled new classes to support their population in learning 3D design and printing. GOOGLE Suite classes were also scheduled to meet the demands of the working population in downtown San Diego. (Evidence: Dean report)
- **Program Highlight:** In Spring 2019 a Technology Career event, in collaboration with the CE Career Center and invited industry guests, offered industry expertise on career readiness and job skills development to over 150 students. The Career Center offered resume review and made appointments for mock interviews. (Evidence: Dean report)
- **Program Highlight:** This year SDCE Implemented and aligned Adult Basic Education and High School Diploma (HSD) Program course content, including: distance education, online and hybrid content and course materials in partnership with the San Diego Unified School District (SDUSD) Joint HSD Program. Common marketing collaterals and messaging were also newly created with SDUSD's Adult Education School for the Joint HSD program. (Evidence: Dean presentation to EGC)

## **Provide equal access to targeted professional development with mechanisms that track and measure impact**

- In 2018/19, SDCE increased professional development around enrollment management, guided pathways and integration. (VPI report)
- Under the direction and guidance of the Professional Development Committee, the professional growth of faculty, classified professionals, and administrative staff are supported with the ultimate goal of maintaining the highest quality of service for our students. The committee's goal is to ensure that professional development (PD) opportunities provide relevant educational topics for the entire institution. SDCE participates in the California Community College Flex Calendar system, which supports professional development efforts and provides apportionment funding for faculty who participate in activities. These PD opportunities are also open to classified professionals and administrators. Activities include institution-wide events, workshops and training sessions, meetings, conferences, individual projects, mentoring activities, and retreats. Categories that are targeted include, but are not limited to:
  - Pedagogy & Instruction/Support to Students
  - Leadership & Succession/Communicating & Collaborating & Participatory Governance
  - Diversity, Inclusion and Equity
  - Technology
  - Safety
  - General/Other: Personal Growth and Development

Well-attended events included: (Evidence: Flex Reporting System)

- 2018 Fall Convocation featuring keynote speaker, Dr. Tanis Starck, *Cultivating Effective Classroom & Campus Practices for ALL Students*: 250+ attendees
  - 2019 Spring Institutional Day featuring keynote speaker, Dr. Sabrina Crawford, *Building on Success: The Essential Role of Non-Credit in Guided Pathways*: 200+ attendees
  - 2018 AFT Fall Meeting and luncheon: 150+ attendees
  - 2019 AFT Spring Meeting and luncheon: 150+ attendees
  - Cultural events open to all, including: African-American History Month Celebration (200+ attendees) and Teatro Izcalli (200+ attendees)
- SDCE currently has five annual Flex Days (three in fall and two in spring) and Flex/PD activities that are scheduled throughout the fall and spring. The Faculty Flex Coordinator documented these activities using the SDCCD Flex Reporting System with the following 2018/19 outcomes: (Evidence: Flex Reporting System)
    - 367 Flex Sessions delivered
    - 63 Independent Projects completed
    - 483 Faculty members participated
    - 7,032 Professional Development hours reported by faculty

Other well attended sessions throughout the year included:

- Program meetings during Fall & Spring Flex Days and throughout the year
- CANVAS Certification & Trainings
- Annual SDCCD Chancellor's campus visits
- SDCE President's Forums
- Participatory governance committee meetings, including SDCE Academic Senate



- General sessions related to improving instruction and focused on student success
- General sessions related to financial, mental and physical health for staff and students
- General sessions related to using technology in the classroom/distance learning efforts
- Working Committees such as ESL Transition to College and Learner Persistence Committees
- Diversity, Equity & Inclusion Activities – such as LGBTQ+ SafeZone
- Black Minds Matter 9-week Discussion Series and ‘Tell Your Story’ Equity-Based sessions
- Campus Solutions Trainings
- Conference Attendance including regional and state CATESOL activities; CTE faculty CAT Conferences, etc.
- **Program Highlight:** In 2018/19, 18 faculty and 22 classified professionals participated in the Passport to Success Faculty & Staff Training, including ten sessions, and a one-on-one mentoring component. (Evidence: Faculty Flex Coordinator report)
- **Program Highlight:** This year the Faculty Flex Coordinator established a partnership with the PRIE Office to deliver a participant satisfaction survey for the annual year-end Flex Report to the President’s Office. (Evidence: Faculty Flex Coordinator report, Dean report)
- **Program Highlight:** SDCE has increased classified professional PD activities over the past few years. In 2018/2019, led by the Vice President, Administrative Services and a committee of classified professionals, SDCE hosted a week of activities for Classified Staff, including the S.T.A.R. (Staff Training and Retention Conference), which included a full day of workshops and a keynote address as well as recognition events at several campuses. Events were attended by over 200 classified professionals over the course of the week. (Evidence: Faculty Flex Coordinator report, VPA report)
- **Program Highlight:** Five-day Experiential Learning Institute (FELI) is a 40-hour intensive experience that creates community building along with self-reflection enhanced communication skills; a deeper understanding and appreciation of one's own working styles as well as the working styles those that are different from one's own. FELI also helps teach the value of teamwork and working in one's strengths to support one's team. Directed by ABE/ASE faculty member Veleka Iwuaba, FELI has to date had more than 100 Contract/Adjunct faculty, administrators, and classified professional staff attendees, where they have learned in the workshop to improve classroom management, student retention, and perseverance in their students. Participants also gain experience in building social capital in their workplace, improve communication and understanding between staff and our potential and current students, and be able to promote within and without departments as participants develop better listening and communication skills in their work and personal lives. This experience mirrors the ‘Career & College Readiness’ Course which is delivered to SDCE students, also directed by Veleka Iwuaba, and offered throughout the year. In 2018/2019 a total of 34 faculty, classified professionals, and administrators completed FELI. (Evidence: Faculty Flex Coordinator report)
- **Program Highlight:** Through the President’s Innovation Grant, Counselors Joyce Almario-Greno and Francisco Manzano offered a Trauma Informed Practices in Schools (TIPS) training to classified professionals, faculty, and administrators. (Evidence: Dean report)

## Maintain and secure technology in support of data-driven instruction, decision making, and student services

- On May 20, 2019, SDCE implemented Campus Solutions Student Portal. The Campus Solutions system is considered a “fluid” system which means it gives students around the clock access to their personal and academic information from any electronic device that is internet-accessible. Campus Solutions provides

students their own portal via the CE Student Dashboard and Student Quick Links, including access to the Electronic Education Plan, Electronic Unofficial Transcripts for both CE and CE High School, and Academic and Event calendars. (Evidence: Student Services Supervisor report)

- On November 15, 2018, the SDAERC sent six representatives to the “CAEP Adult Education Data Unlocked: A Day with Your Data” training with WestEd to better utilize the Launchboard Adult Education Pipeline tool as well as other data tools that have supported the SDAERC strategic planning. This training included hands-on experiences with planning tools focused on: community needs and customer segmentation data; labor-market data and supply and demand tools; and student enrollment and outcome data. (Evidence: Special Projects Manager report)
- Strong Workforce Plan (SWP) funds were invested in 2018/19 to support the use of Burning Glass, a labor market information (LMI) software, which assists in developing an understanding of the dynamics of the San Diego-Imperial County labor market and the key skills required by employers. Burning Glass has been used to also understand area employers who are hiring to drive work on the job development team. In addition, there have been significant efforts to adopt a project management framework on SWP and Perkins to enhance data driven decision making. (Evidence: Grant Lead report)
- The Planning, Research, and Institutional Effectiveness (PRIE) Office supported re-development and testing of the SDCCD Researcher Datamart due to SDCCD’s conversion to Campus Solutions to ensure accurate and accessible data. This Datamart securely connects to Campus Solutions and allows researchers trained in data security and FERPA to report summary-level student access, retention, and success data for program improvement and enrollment management. PRIE is preparing to re-build all associated Hyperion-based template reports to ensure accuracy of data in 2019/20. (Evidence: Dean report)
- **Program Highlight:** SDCE continues to use SDCE’s Institutional Effectiveness Partnership Initiative (IEPI) Innovation and Effectiveness Plan (I&EP) grant support to develop, utilize, and train writers of strategic plans via Campus Labs Planning and for management and storage of accreditation-related evidence via Campus Labs Compliance Assist. This past year PRIE held eight Campus Labs trainings over two days to learn how to develop and input department/program-level strategic plans. The trainings attracting a total of 71 enrollments and 45 attendees. PRIE and pertinent committees also evaluated SLO and program review systems, purchased additional modules of Campus Labs, and are currently building Outcomes and Program Review in Campus Labs to better improve electronic data collection and alignment of integrated planning. (Evidence: I&EP, SDCE Annual Update - Institutional Strategic & Action Plans, Executive Summary)

## Use integrated planning to support institutional and student success

- In 2018/19, SDCE revised the Integrated Education and Training (IET) Plan as part of the WIOA II Adult Education and Family Literacy Act (AEFLA) Grant. The plan was updated with new requirements, including submission of learning objectives for each of the eight career pathways. (Evidence: Grant Lead report)
- This year, PRIE and the Planning and Institutional Effectiveness (PIE) Committee continued to implement the Innovation and Effectiveness Plan (I&EP) to support institutional effectiveness efforts, with a focus on technology to support integrated planning and integration of program review, planning, and resource allocation. This year PRIE, the PIE Committee, the Program Review Committee, Resource Allocation committees, the management group, and Administrative Services all participated in efforts to drive a more integrated planning, program review, and resource allocation process. PRIE provided five presentations/workshops to inform faculty, classified professionals, and administrators about integrated

planning changes, labor market analysis, and administrative/instructional program review. (Evidence: Dean report)

- ***Program Highlight on CAEP Strategic Planning:*** As part of California Adult Education Program (CAEP), formerly Adult Education Block Grant (AEBG), a three-year strategic plan was required by San Diego Regional Adult Education Consortium (SDAERC) members SDCE and SDUSD. The three-year planning process was designed to provide a chance to collectively assess the impact of services provided over the previous period and to identify new approaches to meeting the educational and workforce needs of adult learners in a diverse and ever-changing economic landscape. The planning process began in the fall of 2018 and concluded in spring 2019. The changing landscape of the community college system called for the SDAERC to take a broader view of the collaborative partnerships and planning efforts between member agencies. This included integrating goals and plans from other initiatives such as WIOA Title II, Strong Workforce Program, and Guided Pathways including the Student Equity and Achievement Program. Collaborative opportunities will continue to grow that are focused on seamless transitions and the guided pathways pillars to support adult learners in their workforce preparation and post-secondary learning. (Evidence: Special Projects Manager report)