2018/19 ANNUAL INSTITUTIONAL STRATEGIC PLAN & ACCREDITATION PLAN UPDATE

Prepared by:
SDCE Office of Planning, Research, and Institutional Effectiveness

May 2019

PLANNING, RESEARCH, & INSTITUTIONAL EFFECTIVENESS
4343 OCEAN VIEW BOULEVARD, SAN DIEGO, CA 92113

OFFICE OF PLANNING, RESEARCH, & INSTITUTIONAL EFFECTIVENESS

SAN DIEGO CONTINUING EDUCATION

CONTENTS

Data Retrieved from SDCE Campus Labs System April 19, 2019

INTRODUCTION

At SDCE, strategic planning and action planning are integrated so that the Institutional Strategic Plan informs the Accreditation Action Plan. Unit-level strategic plans (instructional, administrative, and committee plans) inform both the Institutional Strategic Plan and the Institution's Accreditation Action Plan. Further, Action Plan Objectives match Institutional Strategic Objectives, and Action Plan Growth Areas align with Institutional Strategic Goals.

Figure 1. Relationship between Unit Strategic Planning, Institutional Strategic Planning, and Institutional Accreditation Action Plan
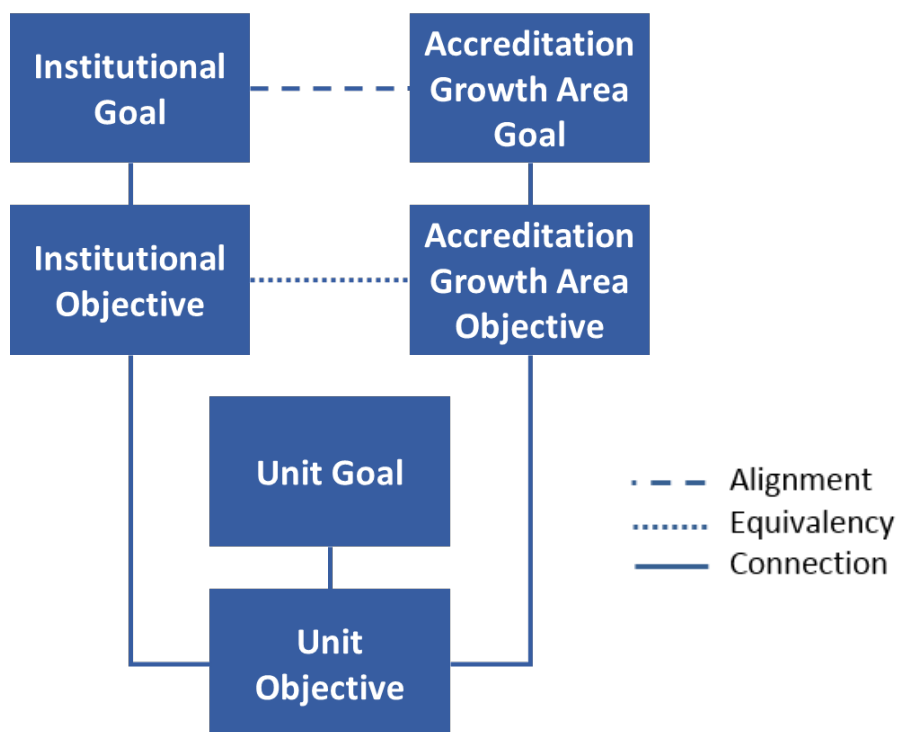
Given that unit-level progress supports progress with institutional-level plans, and progress with the Institutional Plan is progress with the Accreditation Action Plan (see Figure 1), this year's combined annual update will focus on unit level objectives.

For this year's update, report data were retrieved from SDCE Campus Labs system in April, 2019. Data were examined overall, with 2018/19 highlights where possible. Overall data comprise activities that either started or ended between 2016 and 2021. **Note that with each subsequent year of planning, the content and number of activities change as activities are created and concluded. Therefore, results in this year's report are not directly comparable to the 2018 Update Report.**

2018/19 PLANNING ACTIVITIES

The 2018/19 academic year built on the 2017/18 achievement of building a planning infrastructure, systems, and processes to support documentation and assessment of the institution's progress with key institutional strategic goals and Accreditation Action Plan growth areas. Fall 2018 saw full implementation and documentation of strategic plans within the Campus Labs planning system. Forty-four participants, including faculty, classified professionals and administrators attended training at two SDCE sites and many engaged in additional one-on-one support. Utilization of this system supports the ability of programs and departments to build and update plans year-round from a central source and facilitates analysis of progress with institutional-level plans based on strategic planning across the institution.

Activities related to the Institutional Effectiveness Partnership Initiative (IEPI) Innovation and Effectiveness Plan began this year, with progress on the use and documentation of student learning outcomes (SLO's) through faculty trainings and development of supporting materials. This progress will be systematized within Campus Labs Outcomes module beginning in summer 2019 and continuing through fall and spring.

Work toward designing and implementing a system of integrated planning with a transparent resource allocation model that is aligned with strategic planning and program review presented both successes and challenges. Resource request submissions by programs and departments occurred in fall 2018, with prioritization of resources by committees and budgeting occurring in spring. Lessons learned during the year will inform changes for next year.

The Accreditation Sub-Committee (formed in the previous academic year) met several times during the year to oversee Action Plan progress and begin implementing processes and systems that will prepare SDCE for its mid-cycle review and ultimately the next self-study. Accreditation systems were assessed and the Campus Labs Accreditation module was purchased. System development began this past spring and will continue into summer 2019. The committee continued the distribution of bi-annual newsletters for institution-wide communication related to accreditation activities.

Data Retrieved from SDCE Campus Labs System April 19, 2019

OVERALL PROGRESS

The Planning and Institutional Effectiveness (PIE) Committee and Accreditation Sub-Committee examined progress within unit-level strategic plans and evidenced the following high-level highlights of activities:

- 84% of the unit level objectives that are related to Accreditation Growth Areas (AGA) are In Progress or Complete (see Appendix A)

- 77% of the unit level objectives that are related to Institutional Goals are In Progress or Complete

Figure 2. Action Plan Overall Progress by Level (2016-2021)

Group	Completed & Ongoing	In Progress	Deferred	Canceled	Unreported
Accreditation Growth Areas					
Accreditation Growth Areas *(based on progress for Unit Objectives related to Accreditation Growth Area)*	36%	49%	11%	3%	2%
Institutional Level					
Institutional Goals *(based on progress for Unit Objectives)*	41%	36%	10%	5%	8%

Note. Due to rounding percentages may not total 100%.

Data Retrieved from SDCE Campus Labs System April 19, 2019

Accreditation Growth Areas (AGA)

- Among all growth areas, eighty-three unit objectives are complete or ongoing (ongoing objectives are completed annually). The AGA with the greatest number of complete/ongoing objectives is AGA #1 - *Growth in Enrollment and Student* Success (52 unit objectives), which is not surprising given that it also contains the greatest quantity of institutional objectives and unit objectives (eight and 145, respectively).

- Among AGAs #1, #2, and #3, a total of 26 unit objectives are deferred (18, six, and two, respectively).

- Among AGAs #1 and #2 *(Increased Communication and Community Collaboration to Support Student Success)*, six unit objectives are canceled (five and one respectively).

Figure 3. Action Plan Progress by Accreditation Growth Area (2016-2021)
(Absolute numbers according to progress with related Unit Objectives – UO)

Growth Areas	Related I. Objectives	Related Program Objectives					
		Total #	Complete & Ongoing	In Progress	Deferred	Canceled	Unreported
Growth in Enrollment and Student Success	8	145	52	67	18	5	3
Increased Communication / Community Collaboration	3	41	13	21	6	1	0
Professional Development	1	21	9	10	2	0	0
Maintaining / Securing Technology in support of instruction & student services	2	10	2	7	0	0	1
Integrated Planning	2	15	7	8	0	0	0

Note. Due to rounding percentages may not total 100%.

Data Retrieved from SDCE Campus Labs System April 19, 2019

- Greater activity completion is displayed in AGAs #5 and #3, with 47% and 43% of these activities completed/ongoing. Conversely, AGA #4 contains the lowest activity completion with 20% of its related unit objectives complete/ongoing.

- Within each AGA, between 46% and 53% of unit objectives are in progress (excluding AGA #4) with 70% of unit activities in progress. Many of these activities are related to increases in equipment and technology.

- AGAs #1, #2, and #3 contained the greatest proportions of deferred and canceled unit activities (16%, 17%, and 10% respectively), while AGA #4 contained the greatest proportion of unreported unit activities (10%).

Figure 4. Action Plan Progress by Accreditation Growth Area (2016-2021)
(Percentage numbers according to progress with related Unit Objectives – UO)

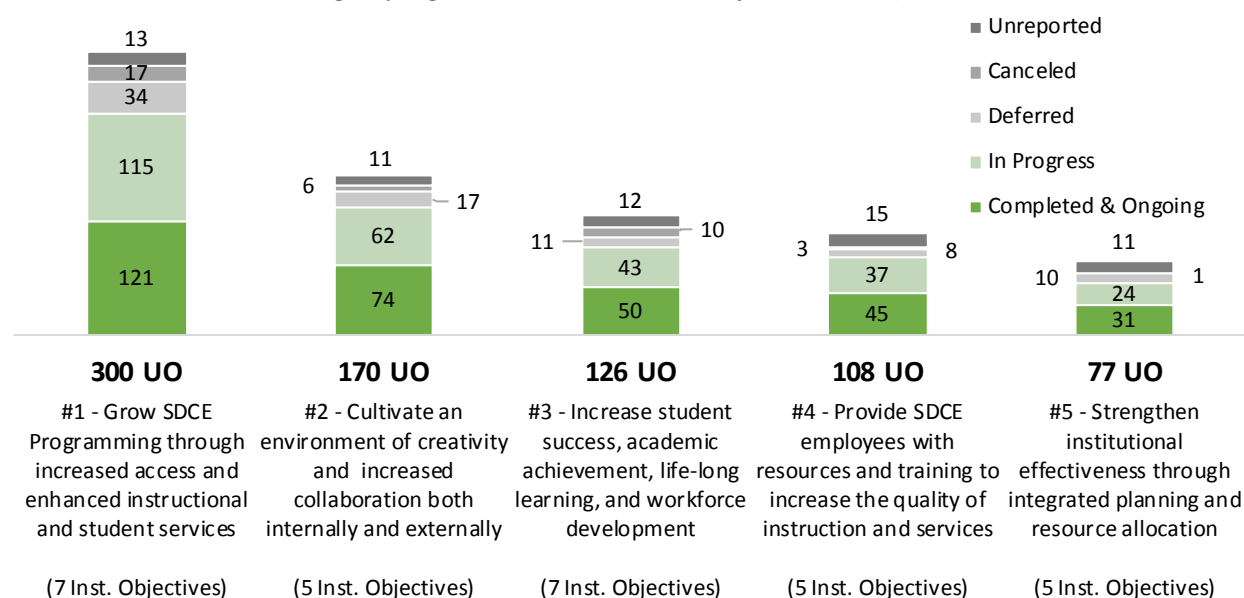| Growth Areas	Related I. Objectives	Related Program Objectives					
		Total #	Complete & Ongoing	In Progress	Deferred	Canceled	Unreported
Growth in Enrollment and Student Success	8	145	36%	46%	12%	3%	2%
Increased Communication / Community Collaboration	3	41	32%	51%	15%	2%	0%
Professional Development	1	21	43%	48%	10%	0%	0%
Maintaining / Securing Technology in support of instruction & student services	2	10	20%	70%	0%	0%	10%
Integrated Planning	2	15	47%	53%	0%	0%	0%

Note. Due to rounding percentages may not total 100%.

Data Retrieved from SDCE Campus Labs System April 19, 2019

Institutional Goals

- Overall, 321 of 781 unit objectives related to the five Institutional Goals are complete/ongoing, which represents 41% overall completion. Institutional Goal #1 - *Grow SDCE Programming through increased access and enhanced instructional and student services*, represents the goal with the greatest number of unit objectives, both related and completed/ongoing. Out of 300 unit objectives, 121 are complete.

- Almost three hundred unit objectives are *in progress* (281), with 115 activities related to IG #1. Each of the remaining four IG's have fewer than 70 items in progress.

- Overall, 78 unit objectives are *Deferred* across all IG's and 37 unit objectives are *Canceled (*17 in IG #1, 10 in IG#3, six in IG #2, three in IG #4, and one in IG #5). Sixty-two unit objectives lack progress information, with IG #4 containing the greatest number of unreported objectives at 15 objectives.

Figure 5. Action Plan Progress by Institutional Goal (2016-2021)
(Absolute numbers according to progress with related Unit Objectives – UO)

Institutional Goals	Related I. Objectives	Related Program Objectives					
		Total #	Complete & Ongoing	In Progress	Deferred	Canceled	Unreported
Grow SDCE Programming	7	300	121	115	34	17	13
Cultivate environment of creativity and increased collaboration	5	170	74	62	17	6	11
Increase student success, academic achievement, life-long learning, and workforce development	7	126	50	43	11	10	12
Provide SDCE employees with resources and training	5	108	45	37	8	3	15
Strengthen institutional effectiveness	5	77	31	24	10	1	11

Note. Due to rounding percentages may not total 100%.

Data Retrieved from SDCE Campus Labs System April 19, 2019

- While the number of unit objectives varies (see previous figure), the proportion of objectives that are complete/ongoing are comparable (range: 40% - 44%). Activities noted as in progress represent between 31% and 38% of total activities.

- Deferred activities range between 10% and 13% by goal. Canceled activities range between 1% (IG #5) and 8% (IG #3).

- The greatest percentage of unit goals with unreported progress are contained in institutional goals four and five, at 14% each.

Figure 6. Action Plan Progress by Institutional Goal (2016-2021)
(Percentage numbers according to progress with related Unit Objectives – UO)

Institutional Goals	Related I. Objectives	Related Program Objectives					
		Total #	Complete & Ongoing	In Progress	Deferred	Canceled	Unreported
Grow SDCE Programming	7	300	40%	38%	11%	6%	4%
Cultivate environment of creativity and increased collaboration	5	170	44%	36%	10%	4%	6%
Increase student success, academic achievement, life-long learning, and workforce development	7	126	40%	34%	9%	8%	10%
Provide SDCE employees with resources and training	5	108	42%	34%	7%	3%	14%
Strengthen institutional effectiveness	5	77	40%	31%	13%	1%	14%

Note. Due to rounding percentages may not total 100%.

Data Retrieved from SDCE Campus Labs System April 19, 2019

STRATEGIC GOAL #1

## Grow SDCE Programming through increased access and enhanced instructional and student services.

- Seventy-nine percent of the unit objectives related to Strategic Goal #1 are in progress or complete/ongoing, while 17% are deferred or canceled. Four percent do not have progress information.

Figure 7. Progress with Institutional Goal #1 (2016-2021)
(According to progress with related Unit Objectives – UO)
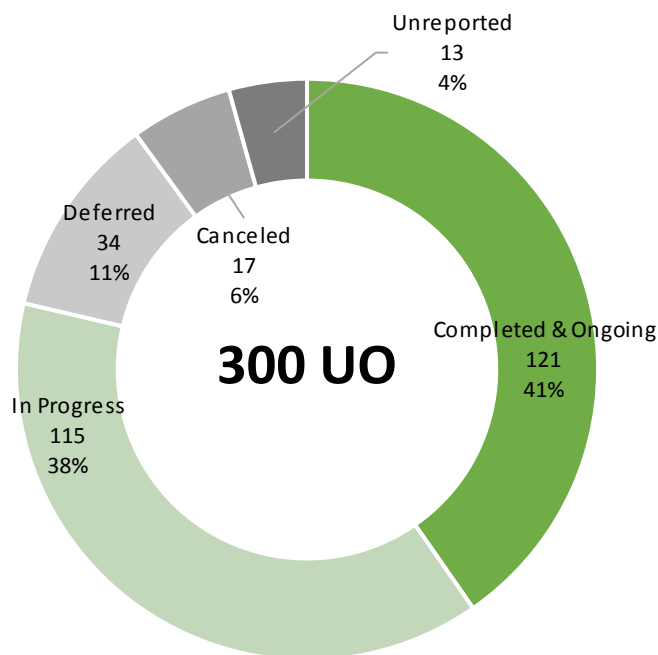
Progress by Strategic Objective

- IG #1 contains seven Institutional Objectives (IO). IO 1.*7 (Increase the number of courses implementing open education resource –OER- material)* is the only institutional objective with 100% complete/ongoing unit activities.

- Most unit objectives related to IG #1 are not linked to any of its seven institutional objectives. Out of 384 unit objectives, 211 are attributed to *1.0-Other* (55% of all IG #1 unit objectives).

- Twenty percent of IO 1.*6 (Increase attendance and completion rates in targeted Career Development and College Preparation -CDCP- programs by 2% annually)* unit objectives are deferred or canceled.

Table 1. Institutional Goal #1 Overall Progress by Institutional Objective (2016-2021)

Institutional Objective	Total number	Completed & Ongoing	In Progress	Deferred	Canceled	Unreported
1.1 - Grow SDCE Distance Education classes through the integration of hybrid and online course development by 10% annually. Baseline = 2015/16 data: 121 **(Acc. Plan 1.1)**	38	32%	53%	13%	3%	0%
1.2 - Increase the number of offsite facilities to compensate for current lack of classroom space on SDCE campuses locations by 5% in 5 years and maximize the use of campus space - Baseline = 107 sites from 2015/16 data **(Acc. Plan 1.2)**	24	33%	50%	13%	0%	4%
1.3 - Recruit to increase the faculty pool of adjunct substitutes (and immediate hires) in each program by 25% in five years	20	40%	45%	10%	5%	0%
1.4 - Maintain CTE curriculum to current industry standards while making accessible to a larger population of students and increasing CTE enrollment annually by the district's growth percentage (year 1 = 2%) **(Acc. Plan 1.3)**	33	36%	55%	9%	0%	0%
1.5 - Develop systematized and standardized student recruitment and orientation processes with online marketing and informational materials for all certificate programs within 5 years	18	50%	33%	11%	6%	0%
1.6 - Increase attendance and completion rates in targeted Career Development and College Preparation (CDCP) programs by 2% annually	36	44%	36%	14%	6%	0%
1.7 - Increase number of courses implementing open education resource (OER) materials **(Acc. Plan 1.8)**	4	100%	0%	0%	0%	0%
1.0 Other - Other activities related to Institutional Goal #1	211	44%	33%	11%	6%	6%

Note 1. Due to rounding percentages may not total 100%.

Note 2. Data are unduplicated by institutional objective. The total count will not match the overall count, which is unduplicated overall.

Data Retrieved from SDCE Campus Labs System April 19, 2019

Focus on Completed Activities

- All of IO 1.7's activities (100%) are complete/ongoing, while half (50%) of IO 1.5 activities are complete/ongoing.

Figure 8. Institutional Goal #1's Objectives (2016-2021)
(Percentage of <u>completed activities</u> according to progress with related Unit Objectives)

1.7	Increase number of courses implementing open education resource (OER) materials	**100%**
1.5	Develop systematized and standardized student recruitment and orientation processes with online marketing and informational materials for all certificate programs within 5 years	**50%**
1.0 Other	Other activities related to Institutional Goal #1	**44%**
1.6	Increase attendance and completion rates in targeted Career Development and College Preparation (CDCP) programs by 2% annually	**44%**
1.3	Recruit to increase the faculty pool of adjunct substitutes (and immediate hires) in each program by 25% in five years	**40%**
1.2	Increase the number of offsite facilities to compensate for current lack of classroom space on SDCE campuses locations by 5% in 5 years and maximize the use of campus space - Baseline = 107 sites from 2015/16 data	**33%**
1.4	Maintain CTE curriculum to current industry standards while making accessible to a larger population of students and increasing CTE enrollment annually by the district's growth percentage (year 1 = 2%)	**36%**
1.1	Grow SDCE Distance Education classes through the integration of hybrid and online course development by 10% annually. Baseline = 2015/16 data: 121	**32%**

- Objectives noted as complete/ongoing in 2018/19[1] support the focus on growth of SDCE programming. *Develop* is the most frequently used verb and appears in 17% of unit objectives related to Institutional Goal #1. The word is used by instructional programs in the context of developing programs, curriculum, and courses, whereas administrative units use it in the context of developing administrative plans, budgets, and procedures. *Provide*, *identify*, and *include* are also verbs frequently used.

Figure 9. Verbs used in Goal #1's Objectives (2018/19)

Note. Verbs are sized larger or smaller according to the frequency of occurrence in unit objective phrases.

---

[1] July 1th, 2018 to June 30th, 2019.
Data Retrieved from SDCE Campus Labs System April 19, 2019

- Units frequently use the words *online*, *deliver*, *students*, *program* and *course* together, which relates to the intent of IG #1 (increase SDCE offerings). Some examples of completed/ongoing activities related to these nodes are students' needs assessments, curriculum development, and evaluation of current courses and programs. With less frequency, the following are used together: *college*, *fair*, and *transition*; *improve* and *website*; *find* and *classroom*; and *provide* and *faculty*.

Figure 10. Co-occurrence of universal parts of speech in Goal #1's Objectives (2018/19)
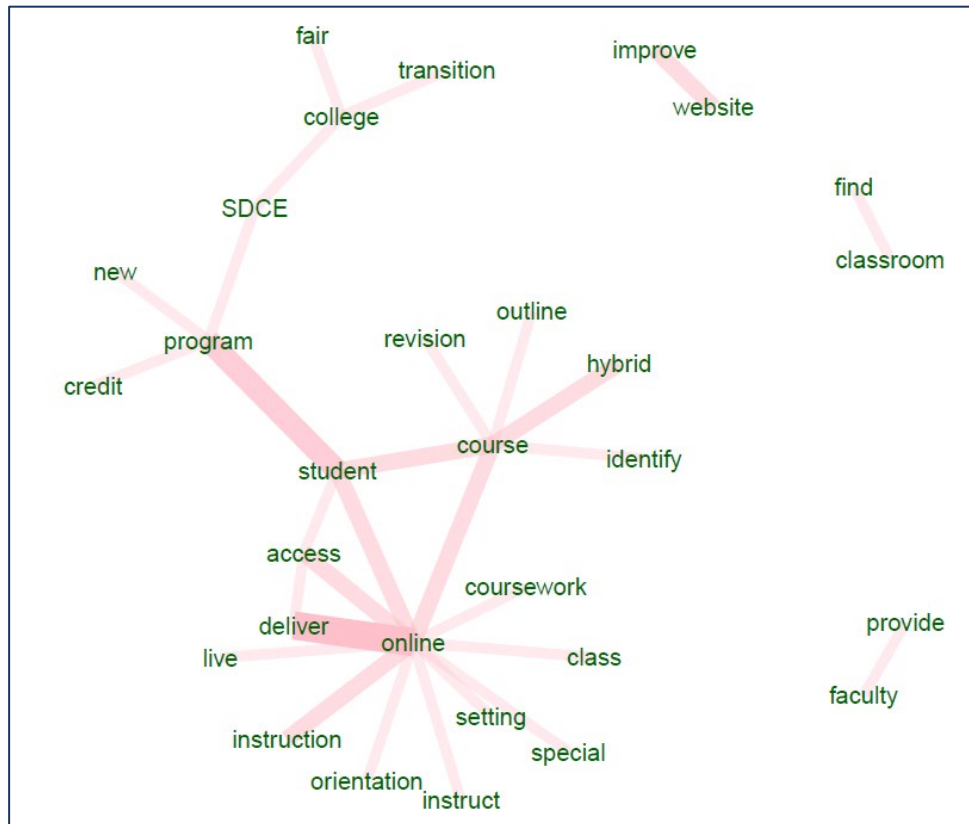
Note. Connections within universal parts of speech (verbs, nouns, adjectives, etc.) differ according to frequency of co-occurrence in unit objectives. The thicker the connection or the closer the distance between two words, the more often they occur together.

Focus on Deferred/Canceled Activities

- Fifteen percent or more of the unit objectives related to Institutional Objectives 1.6, 1.0-Other, 1.5, 1.1 and 1.3 are deferred or canceled, while objective 1.7 contains no deferred or canceled activities.

Figure 11. Institutional Goal #1's Objectives (2016-2021)

(Percentage of <u>deferred & canceled</u> activities according to progress with related Unit Objectives)

1.6	Increase attendance and completion rates in targeted Career Development and College Preparation (CDCP) programs by 2% annually	**19%**
1.0 Other	Other activities related to Institutional Goal #1	**18%**
1.5	Develop systematized and standardized student recruitment and orientation processes with online marketing and informational materials for all certificate programs within 5 years	**17%**
1.1	Grow SDCE Distance Education classes through the integration of hybrid and online course development by 10% annually. Baseline = 2015/16 data: 121	**16%**
1.3	Recruit to increase the faculty pool of adjunct substitutes (and immediate hires) in each program by 25% in five years	**15%**
1.2	Increase the number of offsite facilities to compensate for current lack of classroom space on SDCE campuses locations by 5% in 5 years and maximize the use of campus space - Baseline = 107 sites from 2015/16 data	**13%**
1.4	Maintain CTE curriculum to current industry standards while making accessible to a larger population of students and increasing CTE enrollment annually by the district's growth percentage (year 1 = 2%)	**9%**
1.7	Increase number of courses implementing open education resource (OER) materials	**0%**

Note. Narratives that explained why objectives were deferred or canceled were not sufficient to allow detailed analyses.

STRATEGIC GOAL #2

Cultivate an environment of creativity and increased collaboration both internally and externally.

- Overall, 170 unit objectives are related to Institutional Goal #2. Among these activities, 44% of are complete/ongoing, 36% are in progress, 10% are deferred, 4% are canceled, and 6% are unreported.

Figure 12. Progress with Institutional Goal #2 (2016-2021)
(According to progress with related Unit Objectives – UO)
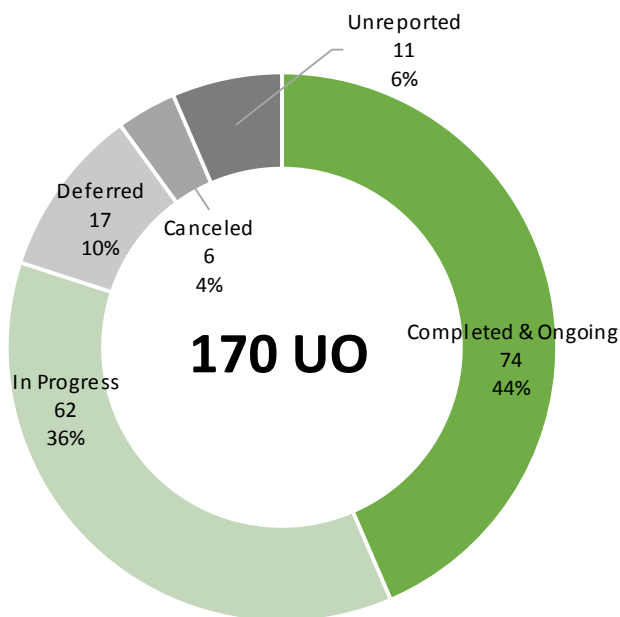
Progress by Strategic Objective

- Among IG #2 Institutional Objectives, IO 2.5 demonstrates the greatest progress, with 75% of activities categorized as complete/ongoing and 13% in progress. Conversely, 20% of IO 2.2 activities and 22% of IO 2.3 activities are complete/ongoing.

- Overall, more than half of the unit objectives related to IG #2 are not linked to any of its five institutional objectives (52%).

- Objectives 2.2, 2.3, and 2.0-Other contain the highest percentage of activities that are deferred or canceled among all institutional objectives for IG #2 (with 20%, 17%, and 17%, respectively).

Table 2. Institutional Goal #2 Overall Progress by Institutional Objective (2016-2021)

Institutional Objective	Total number	Completed & Ongoing	In Progress	Deferred	Canceled	Unreported
2.1 - Increase professional development activities that seek to enhance employees talents and interests, and increase collaboration and effective communication	36	44%	50%	6%	0%	0%
2.2 - Increase Interdisciplinary collaboration for student enrollments in multiple disciplines by at least one per program within five years **(Acc. Plan 2.1)**	10	20%	60%	10%	10%	0%
2.3 - Increase and strengthen community partnerships by 5% annually through increased opportunities to collaborate - Baseline Data = 225 **(Acc. Plan 2.2)**	23	22%	61%	17%	0%	0%
2.4 - Create a plan for program specific marketing and branding in coordination with the restructuring of the marketing committee to respond and support the creation of a SDCE brand and marketing	15	53%	33%	7%	0%	7%
2.5 - Create an infrastructure and process for informing internal staff & faculty of new programs and services including the utilization of the new ERP student Dashboard as a point of reference to provide information to students **(Acc. Plan 2.3)**	8	75%	13%	13%	0%	0%
2.0 Other - Other activities related to Institutional Goal #2	101	47%	27%	12%	5%	10%

Note 1. Due to rounding percentages may not total 100%.

Note 2. Data are unduplicated by institutional objective. The total count will not match the overall count, which is unduplicated overall.

Data Retrieved from SDCE Campus Labs System April 19, 2019

Focus on Completed Activities

- Among all IG #2's institutional objectives, IOs 2.5, 2.4, and 2.0-Other displayed the greatest proportions of activities noted as complete/ongoing (IO 2.5, 75%; IO 2.4, 53%; IO 2.0-Other, 47%).

Figure 13. Institutional Goal #2's Objectives (2016-2021)
(Percentage of <u>completed activities</u> according to progress with related Unit Objectives)

2.5	Create an infrastructure and process for informing internal staff & faculty of new programs and services including the utilization of the new ERP student Dashboard as a point of reference to provide information to students	**75%**
2.4	Create a plan for program specific marketing and branding in coordination with the restructuring of the marketing committee to respond and support the creation of a SDCE brand and marketing	**53%**
2.0 Other	Other activities related to Institutional Goal #2	**47%**
2.1	Increase professional development activities that seek to enhance employees talents and interests, and increase collaboration and effective communication	**44%**
2.3	Increase and strengthen community partnerships by 5% annually through increased opportunities to collaborate - Baseline Data = 225	**22%**
2.2	Increase Interdisciplinary collaboration for student enrollments in multiple disciplines by at least one per program within five years	**20%**

- Objectives noted as complete/ongoing in 2018/19[2] support the development of an environment of creativity and increased collaboration. *Identify* is the most commonly mentioned verb and appears in 12% of unit objectives related to Institutional Goal #2. The word is used in the context of identifying needs such as professional development, funding, and counseling. *Provide* and *develop* are also verbs frequently used by units.

Figure 14. Verbs used in Goal #2's Objectives (2018/19)

Note. Verbs are sized larger or smaller according to the frequency of occurrence in unit objective phrases.

---

[2] July 1th, 2018 to June 30th, 2019.
Data Retrieved from SDCE Campus Labs System April 19, 2019

- Units frequently use the words *need*, *identify*, *professional*, and *development* together, which aligns with the intent of IG #2 - *cultivate an environment of creativity and collaboration*. Examples of completed activities related to these goals are the identification of professional development needs and the delivery of professional development opportunities. With less frequency, objectives also combine the words *program*, *community*, *create*, and *review*; *determine* and *procedure*.

Figure 15. Co-occurrence of universal parts of speech in Goal #2's Objectives (2018/19)
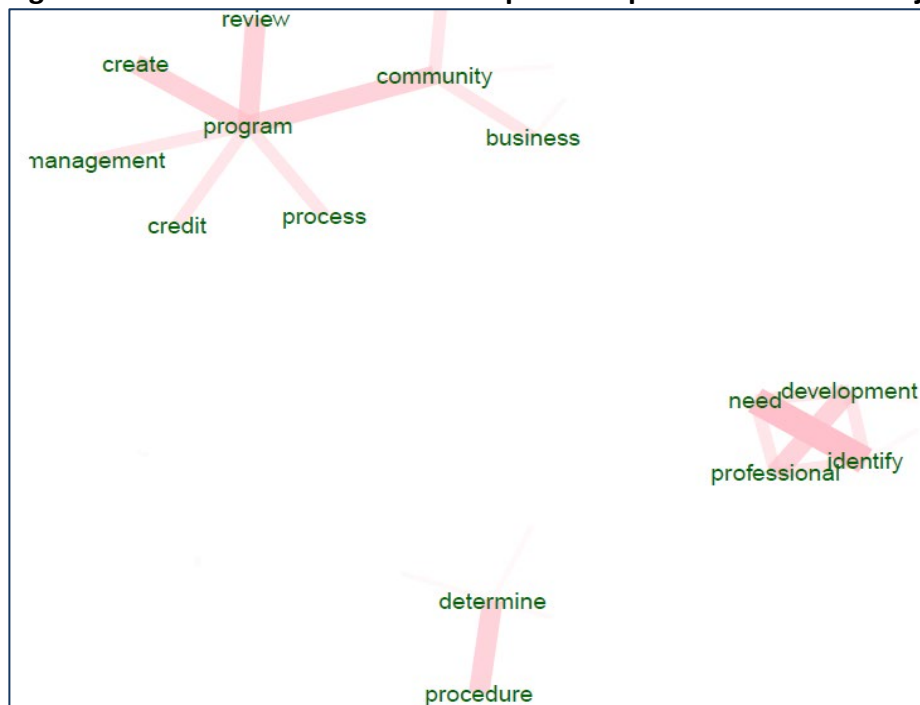
Note. Connections within universal parts of speech (verbs, nouns, adjectives, etc.) differ according to frequency of co-occurrence in unit objectives. The thicker the connection or the closer the distance between two words, the more often they occur together.

Focus on Deferred/Canceled Activities

- Twenty percent of Institutional Objective 2.2 activities are canceled or deferred, followed by 17% each of IO 2.3 and 2.0-Other activities.

Figure 16. Institutional Goal #2's Objectives (2016-2021)
(Percentage of <u>deferred & canceled</u> activities according to progress with related Unit Objectives)

2.2	Increase Interdisciplinary collaboration for student enrollments in multiple disciplines by at least one per program within five years	20%
2.3	Increase and strengthen community partnerships by 5% annually through increased opportunities to collaborate - Baseline Data = 225	17%
2.0 Other	Other activities related to Institutional Goal #2	17%
2.5	Create an infrastructure and process for informing internal staff & faculty of new programs and services including the utilization of the new ERP student Dashboard as a point of reference to provide information to students	13%
2.4	Create a plan for program specific marketing and branding in coordination with the restructuring of the marketing committee to respond and support the creation of a SDCE brand and marketing	7
2.1	Increase professional development activities that seek to enhance employees talents and interests, and increase collaboration and effective communication	6

Note. Narratives that explained why objectives were deferred or canceled were not sufficient to allow detailed analyses.

Data Retrieved from SDCE Campus Labs System April 19, 2019

STRATEGIC GOAL #3

Increase student success, academic achievement, life-long learning, and workforce development.

- Seventy-four percent of the 126 unit objectives that are related to Institutional Goal #3 are in progress or complete/ongoing. Nine percent of the activities are deferred, 8% are canceled, and 9% lack progress information.

Figure 17. Progress with Institutional Goal #3 (2016-2021)
(According to progress with related Unit Objectives – UO)
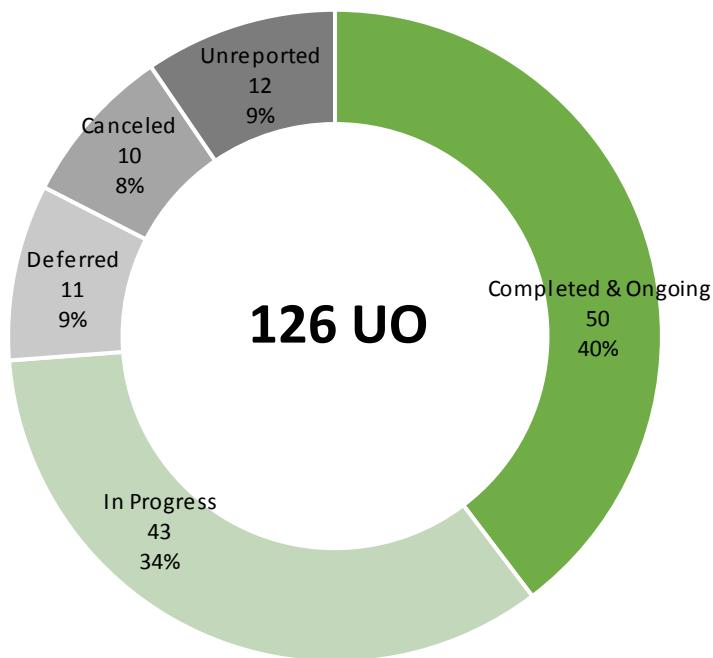
Progress by Strategic Objective

- More than half of the IG #3 activities are not related with any of its seven institutional objectives (55%).

- Combined, 47% of Institutional objectives 3.2 and 3.0-Other unit objectives are complete/ongoing. Conversely, 43% of IO 3.4 activities and 30% of IO 3.3 activities are deferred or canceled.

Table 3. Institutional Goal #3 Overall Progress by Institutional Objective (2016-2021)

Institutional Objective	Total number	Completed & Ongoing	In Progress	Deferred	Canceled	Unreported
3.1 - Increase students transitioning from SDCE to the colleges by 5% annually	12	25%	58%	8%	0%	8%
3.2 - Identify and implement effective strategies, activities, and interventions using data (from new ERP system) and analysis to improve access and persistence (course and program completion) for all SDCE diversity groups by 5% (overall)annually **(Acc. Plan 1.4)**	17	47%	35%	18%	0%	0%
3.3 - Increase student support services and access to those services and resources by 5% within 5 years where needed Baseline = 2016/17 data (note: orientations based on face-to-face) **(Acc. Plan 1.5)**	10	20%	40%	0%	30%	10%
3.4 - Increase workforce development resources and services by 10% over 5 years. Baseline = 2016/17 data **(Acc. Plan 1.6)**	7	29%	29%	29%	14%	0%
3.5 - Upgrade all campus classrooms with smart technology to enhance student learning and active engagement in the learning process **(Acc. Plan 1.7)**	11	36%	36%	18%	0%	9%
3.6 - Use the Faculty Priority Hiring Committee (FPH) and the Classified Hiring Priority Committee (CHP), and associated processes and rubrics when replacing any vacating faculty and classified positions	4	25%	75%	0%	0%	0%
3.7 - Increase number of courses implementing open education resource (OER) materials	1	0%	100%	0%	0%	0%
3.0 Other - Other activities related to Institutional Goal #3	77	47%	23%	9%	9%	12%

Note 1. Due to rounding percentages may not total 100%.

Note 2. Data are unduplicated by institutional objective. The total count will not match the overall count, which is unduplicated overall.
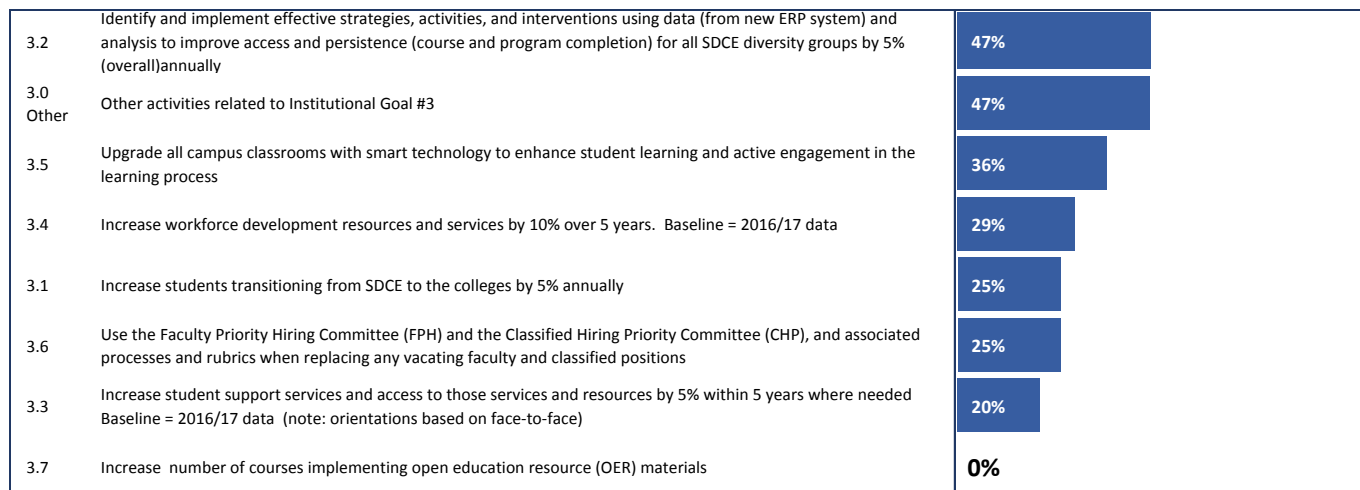
Data Retrieved from SDCE Campus Labs System April 19, 2019

Focus on Completed Activities

- Nearly half (47% each) of activities within Institutional Objectives 3.2 and 3.0 are complete/ongoing.

Figure 18. Institutional Goal #3's Objectives (2016-2021)

(Percentage of <u>completed activities</u> according to progress with related Unit Objectives)

3.2	Identify and implement effective strategies, activities, and interventions using data (from new ERP system) and analysis to improve access and persistence (course and program completion) for all SDCE diversity groups by 5% (overall)annually	47%
3.0 Other	Other activities related to Institutional Goal #3	47%
3.5	Upgrade all campus classrooms with smart technology to enhance student learning and active engagement in the learning process	36%
3.4	Increase workforce development resources and services by 10% over 5 years. Baseline = 2016/17 data	29%
3.1	Increase students transitioning from SDCE to the colleges by 5% annually	25%
3.6	Use the Faculty Priority Hiring Committee (FPH) and the Classified Hiring Priority Committee (CHP), and associated processes and rubrics when replacing any vacating faculty and classified positions	25%
3.3	Increase student support services and access to those services and resources by 5% within 5 years where needed Baseline = 2016/17 data (note: orientations based on face-to-face)	20%
3.7	Increase number of courses implementing open education resource (OER) materials	0%

Note. Data were not sufficient to extract detailed information related to completed objectives.

Focus on Deferred/Canceled Activities

- Institutional objectives 3.4 and 3.3 contain the greatest proportions of unit objectives that are deferred or canceled (43% and 30%, respectively).

Figure 19. Institutional Goal #3's Objectives (2016-2021)

(Percentage of <u>deferred & canceled</u> activities according to progress with related Unit Objectives)

3.4	Increase workforce development resources and services by 10% over 5 years. Baseline = 2016/17 data	43%
3.3	Increase student support services and access to those services and resources by 5% within 5 years where needed Baseline = 2016/17 data (note: orientations based on face-to-face)	30%
3.5	Upgrade all campus classrooms with smart technology to enhance student learning and active engagement in the learning process	18%
3.0 Other	Other activities related to Institutional Goal #3	18%
3.2	Identify and implement effective strategies, activities, and interventions using data (from new ERP system) and analysis to improve access and persistence (course and program completion) for all SDCE diversity groups by 5% (overall)annually	18%
3.1	Increase students transitioning from SDCE to the colleges by 5% annually	8%
3.6	Use the Faculty Priority Hiring Committee (FPH) and the Classified Hiring Priority Committee (CHP), and associated processes and rubrics when replacing any vacating faculty and classified positions	0%
3.7	Increase number of courses implementing open education resource (OER) materials	0%

Note. Narratives that explained why objectives were deferred or canceled were not sufficient to allow detailed analyses.

STRATEGIC GOAL #4

Provide SDCE employees with resources and training to increase the quality of instruction and services.

- Strategic Goal # 4 is focused on providing SDCE employees with resources and training. Among the 108 related activities, 42% are complete/ongoing, 34% are in progress, 10% are deferred or canceled, and 14% lack of progress information.

Figure 20. Progress with Institutional Goal #4 (2016-2021)
(According to progress with related Unit Objectives – UO)
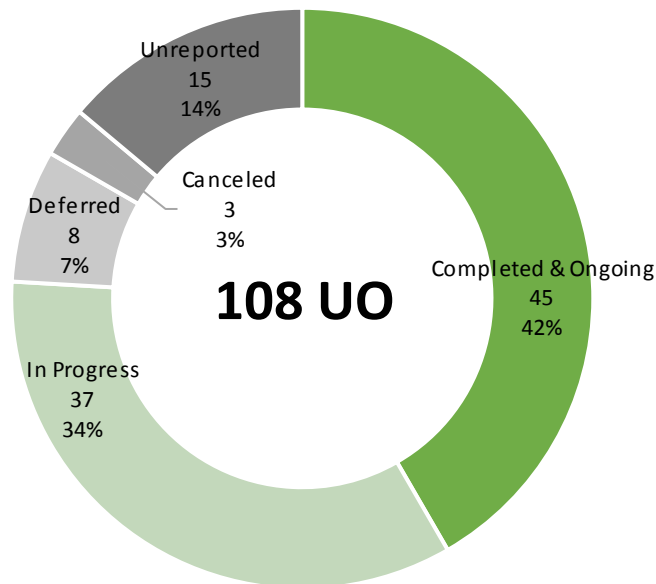
Progress by Strategic Objective

- More than three quarters of activities related to Institutional Objectives 4.4, 4.2, and 4.3 are in progress or complete/ongoing (IO 4.4, 100%; IO 4.2, 91%; and IO 4.3, 88%).

- Half of the IO 4.5 activities are deferred, and 18% of the activities related to IO 4.0-Other- contain no progress information.

Table 4. Institutional Goal #4 Overall Progress by Institutional Objective (2016-2021)

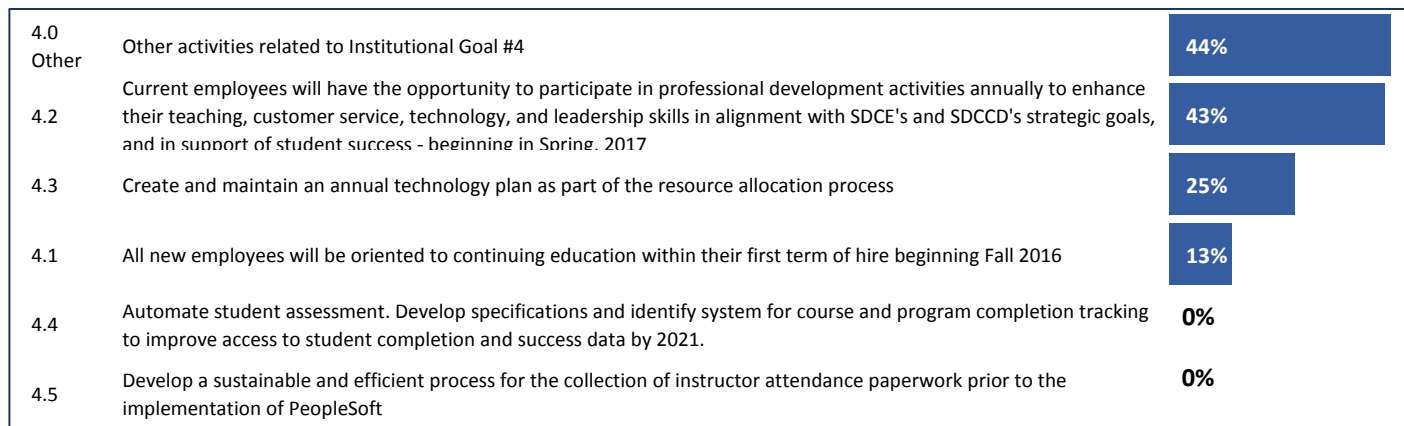| Institutional Objective	Total number	Completed & Ongoing	In Progress	Deferred	Canceled	Unreported
4.1 - All new employees will be oriented to continuing education within their first term of hire beginning Fall 2016	8	13%	50%	25%	0%	13%
4.2 - Current employees will have the opportunity to participate in professional development activities annually to enhance their teaching, customer service, technology, and leadership skills in alignment with SDCE's and SDCCD's strategic goals, and in support of student success - beginning in Spring, 2017 **(Acc. Plan 3.1)**	21	43%	48%	10%	0%	0%
4.3 - Create and maintain an annual technology plan as part of the resource allocation process **(Acc. Plan 4.1)**	8	25%	63%	0%	0%	13%
4.4 - Automate student assessment. Develop specifications and identify system for course and program completion tracking to improve access to student completion and success data by 2021. **(Acc. Plan 4.2)**	2	0%	100%	0%	0%	0%
4.5 - Develop a sustainable and efficient process for the collection of instructor attendance paperwork prior to the implementation of PeopleSoft	2	0%	50%	50%	0%	0%
4.0 Other - Other activities related to Institutional Goal #4	77	44%	26%	8%	4%	18%

Note 1. Due to rounding percentages may not total 100%.

Note 2. Data are unduplicated by institutional objective. The total count will not match the overall count, which is unduplicated overall.

Data Retrieved from SDCE Campus Labs System April 19, 2019

Focus on Completed Activities

- More than 40% of the activities related to IOs 4.0-Other and 4.2 are complete/ongoing (44% and 43%, respectively).

Figure 21. Institutional Goal #4's Objectives (2016-2021)
(Percentage of <u>completed activities</u> according to progress with related Unit Objectives)

4.0 Other	Other activities related to Institutional Goal #4	**44%**
4.2	Current employees will have the opportunity to participate in professional development activities annually to enhance their teaching, customer service, technology, and leadership skills in alignment with SDCE's and SDCCD's strategic goals, and in support of student success - beginning in Spring, 2017	**43%**
4.3	Create and maintain an annual technology plan as part of the resource allocation process	**25%**
4.1	All new employees will be oriented to continuing education within their first term of hire beginning Fall 2016	**13%**
4.4	Automate student assessment. Develop specifications and identify system for course and program completion tracking to improve access to student completion and success data by 2021.	**0%**
4.5	Develop a sustainable and efficient process for the collection of instructor attendance paperwork prior to the implementation of PeopleSoft	**0%**

- Objectives noted as complete/ongoing in 2018/19[3] support the provision of SDCE employees with resources and training. *Identify* is the most commonly mentioned verb and appears in 24% of unit objectives related to Institutional Goal 4. The word is used in the context of identifying professional development and funding needs. *Create*, *provide*, and *include* are also verbs frequently used by units.

Figure 22. Verbs used in Goal #4's Objectives (2018/19)

Note. Verbs are sized larger or smaller according to the frequency of occurrence in unit objective phrases.

---

[3] July 1th, 2018 to June 30th, 2019.
Data Retrieved from SDCE Campus Labs System April 19, 2019

- Units frequently use the words *identify*, *professional*, *development*, *need*, *staff*, and *faculty* together, which supports IG #4 - *Provide SDCE employees with resources and training to increase the quality of instruction and services*. Examples of completed activities related to these words are the identification of faculty professional development needs and the creation of a webpage with training materials for program review. With less frequency, the words *form*, *use*, *implement*, *revise*, and *review* co-occur.

Figure 23. Co-occurrence of universal parts of speech in Goal #4's Objectives (2018/19)
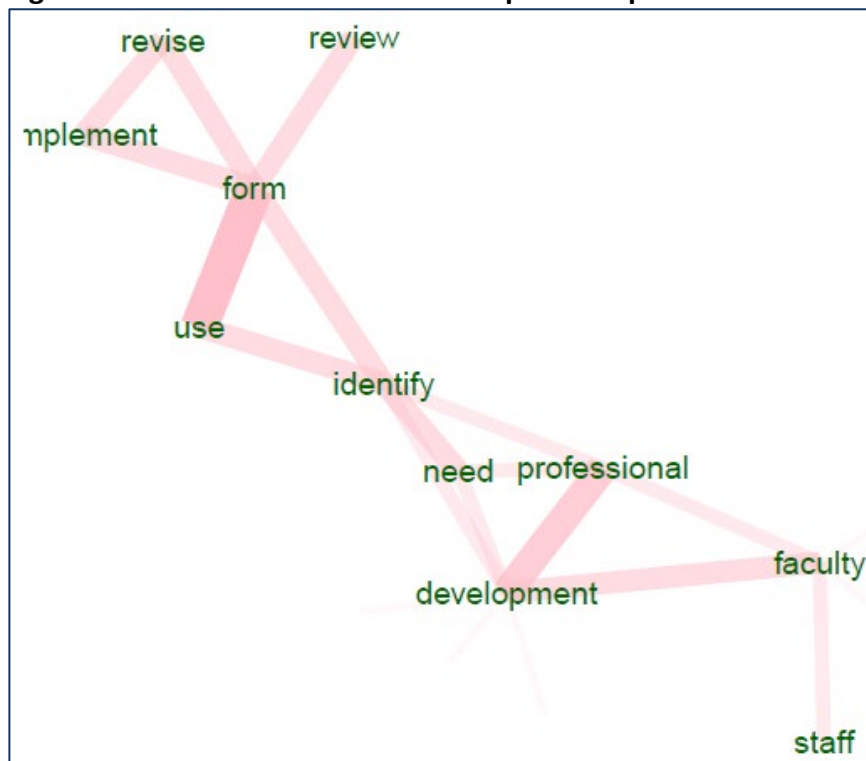
Note. Connections within universal parts of speech (verbs, nouns, adjectives, etc.) differ according to frequency of co-occurrence in unit objectives. The thicker the connection or the closer the distance between two words, the more often they occur together.

Focus on Deferred/Canceled Activities

- Half (50%) of the activities related to Institutional Objective 4.5 are deferred or canceled. Conversely, there are no activities related to IOs 4.3 and 4.4 that are deferred or canceled.

Figure 24. Institutional Goal #4's Objectives (2016-2021)
(Percentage of <u>deferred & canceled</u> activities according to progress with related Unit Objectives)

4.5	Develop a sustainable and efficient process for the collection of instructor attendance paperwork prior to the implementation of PeopleSoft	50%
4.1	All new employees will be oriented to continuing education within their first term of hire beginning Fall 2016	25%
4.0 Other	Other activities related to Institutional Goal #4	12%
4.2	Current employees will have the opportunity to participate in professional development activities annually to enhance their teaching, customer service, technology, and leadership skills in alignment with SDCE's and SDCCD's strategic goals, and in support of student success - beginning in Spring, 2017	10%
4.3	Create and maintain an annual technology plan as part of the resource allocation process	0%
4.4	Automate student assessment. Develop specifications and identify system for course and program completion tracking to improve access to student completion and success data by 2021.	0%

Note. Narratives that explained why objectives were deferred or canceled were not sufficient to allow detailed analyses.

Data Retrieved from SDCE Campus Labs System April 19, 2019

STRATEGIC GOAL #5

Strengthen institutional effectiveness through integrated planning and resource allocation.

- Institutional Goal #5 comprises 77 activities; 40% are complete/ongoing and 31% are in progress. Deferred and canceled activities represent 15% of the total activities, while 14% of activities are unreported with no progress information provided.

Figure 25. Progress with Institutional Goal #5 (2016-2021)
(According to progress with related Unit Objectives – UO)
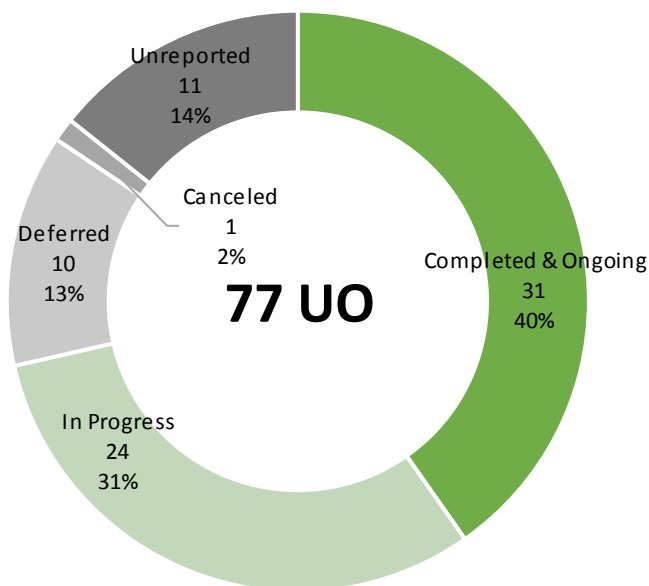
Progress by Strategic Objective

- Sixty-six percent or more of the objectives in each of the institutional objectives related to AGA #5 are in progress or complete/ongoing. Approximately two out of three activities (67%) related to IO 5.3 are complete/ongoing.

- IO 5.0-Other contains 14% deferred activities and IO 5.5 contains 11% deferred activities. One third (33%) of IO 5.2 activities are canceled.

- All activities lacking progress information for AGA #4 are related to IO 5.0-Other.

Table 5. Institutional Goal #5 Overall Progress by Institutional Objective (2016-2021)

Institutional Objective	Total number	Completed & Ongoing	In Progress	Deferred	Canceled	Unreported
5.1 - Develop and implement an integrated planning model, aligning and building relationships between initiatives, and strategic goals and objectives within 5 years **(Acc. Plan 5.1)**	6	50%	50%	0%	0%	0%
5.2 - Systematically and annually assess the effectiveness of integrated planning and resource allocation beginning spring 2017	3	33%	33%	0%	33%	0%
5.3 - Assess institutional processes and procedures for efficiency and effectiveness within 3 years.	3	67%	33%	0%	0%	0%
5.4 - Increase the use of data in decision making through data access and the integrated planning processes beginning spring 2017, and with the 2018 ERP Implementation. **(Acc. Plan 5.2)**	9	44%	56%	0%	0%	0%
5.5 - Create an integrated SDCE brand and marketing campaign in support of the SDCE institutional goals within three years	9	33%	56%	11%	0%	0%
5.0 Other - Other activities related to Institutional Goal #5	56	43%	23%	14%	0%	20%

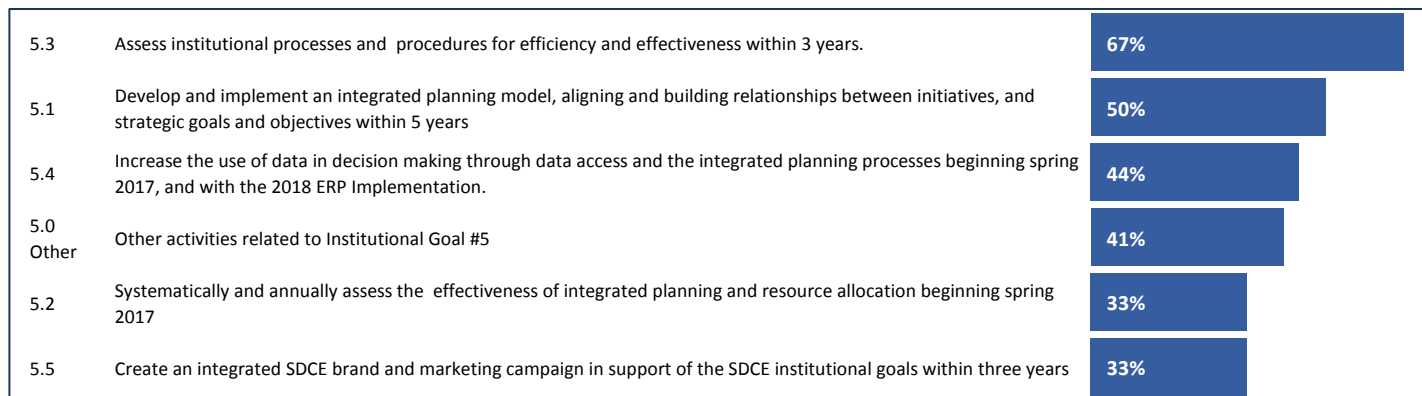*Note 1. Due to rounding percentages may not total 100%.*

Note 2. Data are unduplicated by institutional objective. The total count will not match the overall count, which is unduplicated overall.

Focus on Completed Activities

- More than two-thirds (67%) of activities related to IO 5.3 and half (50%) of activities related to IO 5.1 are complete/ongoing.

Figure 26. Institutional Goal #5's Objectives (2016-2021)
(Percentage of <u>completed activities</u> according to progress with related Unit Objectives)

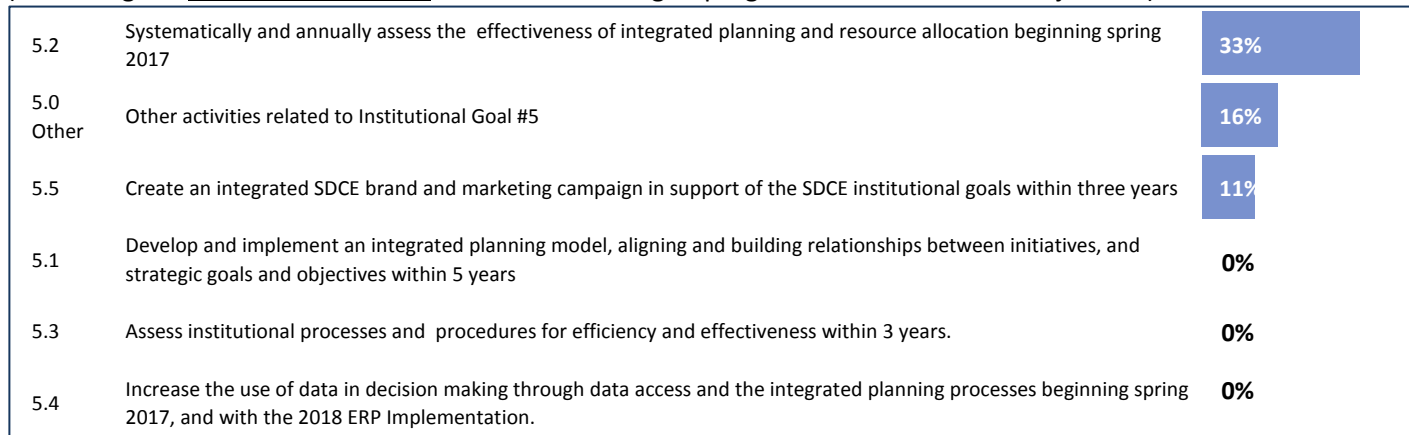|		
5.3	Assess institutional processes and procedures for efficiency and effectiveness within 3 years.	**67%**
5.1	Develop and implement an integrated planning model, aligning and building relationships between initiatives, and strategic goals and objectives within 5 years	**50%**
5.4	Increase the use of data in decision making through data access and the integrated planning processes beginning spring 2017, and with the 2018 ERP Implementation.	**44%**
5.0 Other	Other activities related to Institutional Goal #5	**41%**
5.2	Systematically and annually assess the effectiveness of integrated planning and resource allocation beginning spring 2017	**33%**
5.5	Create an integrated SDCE brand and marketing campaign in support of the SDCE institutional goals within three years	**33%**

Note. Data were not sufficient to extract detailed information related to completed objectives.

Focus on Deferred/Canceled Activities

- One third (33%) of IO 5.2 activities and 16% of IO 5.0-Other activities are deferred or canceled

Figure 27. Institutional Goal #5's Objectives (2016-2021)
(Percentage of <u>deferred & canceled</u> activities according to progress with related Unit Objectives)

5.2	Systematically and annually assess the effectiveness of integrated planning and resource allocation beginning spring 2017	**33%**
5.0 Other	Other activities related to Institutional Goal #5	**16%**
5.5	Create an integrated SDCE brand and marketing campaign in support of the SDCE institutional goals within three years	**11%**
5.1	Develop and implement an integrated planning model, aligning and building relationships between initiatives, and strategic goals and objectives within 5 years	**0%**
5.3	Assess institutional processes and procedures for efficiency and effectiveness within 3 years.	**0%**
5.4	Increase the use of data in decision making through data access and the integrated planning processes beginning spring 2017, and with the 2018 ERP Implementation.	**0%**

Note. Narratives that explained why objectives were deferred or canceled were not sufficient to allow detailed analyses.

Data Retrieved from SDCE Campus Labs System April 19, 2019

NEXT STEPS

Several areas of focus will be important in the coming year. The Implementation of Campus Labs as a platform for collection of evidence and progress tracking will continue with the addition of an Accreditation module, an Outcomes module for SLO tracking, and the development of a resource request template within the Planning module.

The Planning and Institutional Effectiveness (PIE) Committee and the Planning, Research and Institutional Effectiveness (PRIE) Office will continue to provide leadership in the development of a culture of continuous improvement and collective understanding of the strategic planning process. Trainings with emphasis on strategic planning, data analysis, and Campus Labs will be key to supporting this mission.

A shift is expected to occur from building institution-wide information capacity to reporting and progress oversight on the Accreditation Action Plan and the 2017 visiting committee's Key Recommendations. The Accreditation Sub-Committee will take a deeper dive into advancing the progress of action plan objectives in fall 2019.

Data Retrieved from SDCE Campus Labs System April 19, 2019

APPENDIX A. 2018/19 ACCREDITATION ACTION PLAN PROGRESS

Growth Area 1: Growth in Enrollment and Student Success

SDCE Institutional Goal 1: Grow SDCE Programming through increased access and enhanced instructional and student services and Goal 3: Increase student academic success and workforce development.

Growth Area Objective	Total number	Completed & Ongoing	In Progress	Deferred	Canceled	Unreported
1.1 - Grow SDCE Distance Education classes through the integration of hybrid and online course development by 10% annually. Baseline = 2015/16 data: 121	38	32%	53%	13%	3%	0%
1.2 - Increase the number of offsite facilities to compensate for current lack of classroom space on SDCE campuses locations by 5% in 5 years and maximize the use of campus space - Baseline = 107 sites from 2015/16 data	24	33%	50%	13%	0%	4%
1.3 - Maintain CTE curriculum to current industry standards while making accessible to a larger population of students and increasing CTE enrollment annually by the district's growth percentage (year 1 = 2%)	33	36%	55%	9%	0%	0%
1.4 - Identify and implement effective strategies, activities, and interventions using data (from new ERP system) and analysis to improve access and persistence (course and program completion) for all SDCE diversity groups by 5% (overall) annually	17	47%	35%	18%	0%	0%
1.5 - Increase student support services and access to those services and resources by 5% within 5 years where needed Baseline = 2016/17 data (note: orientations based on face-to-face)	10	20%	40%	0%	30%	10%
1.6 - Increase workforce development resources and services by 10% over 5 years. Baseline = 2016/17 data	7	29%	29%	29%	14%	0%
1.7 - Upgrade all campus classrooms with smart technology to enhance student learning and active engagement in the learning process	11	36%	36%	18%	0%	9%
1.8 - Increase number of courses implementing open education resource (OER) materials	1	0%	100%	0%	0%	0%

Note. Due to rounding percentages may not total 100%.

Data Retrieved from SDCE Campus Labs System April 19, 2019

Growth Area 2: Increased Communication and Community Collaboration

SDCE Institutional Goal 2: Cultivate an environment of creativity and increased collaboration both internally and externally.

Growth Area Objective	Total number	Completed & Ongoing	In Progress	Deferred	Canceled	Unreported
2.1 - Increase Interdisciplinary collaboration for student enrollments in multiple disciplines by at least one per program within five years	10	20%	60%	10%	10%	0%
2.2 - Increase and strengthen community partnerships by 5% annually through increased opportunities to collaborate - Baseline Data = 225	23	22%	61%	17%	0%	0%
2.3 - Create an infrastructure and process for informing internal staff & faculty of new programs and services including the utilization of the new ERP student Dashboard as a point of reference to provide information to students	8	75%	13%	13%	0%	0%

Note. Due to rounding percentages may not total 100%.

Growth Area 3: Professional Development

SDCE Institutional Goal 4: Provide SDCE employees with resources and training to increase the quality of instruction and services.

Growth Area Objective	Total number	Completed & Ongoing	In Progress	Deferred	Canceled	Unreported
3.1 - Current employees will have the opportunity to participate in professional development activities annually to enhance their teaching, customer service, technology, and leadership skills in alignment with SDCE's and SDCCD's strategic goals, and in support of student success - beginning in Spring, 2017	21	43%	48%	10%	0%	0%

Note. Due to rounding percentages may not total 100%.

Data Retrieved from SDCE Campus Labs System April 19, 2019

Growth Area 4: Maintaining and Securing Technology in support of instruction and student services

SDCE Institutional Goal 4: Provide SDCE employees with resources and training to increase the quality of instruction and services.

Growth Area Objective	Total number	Completed & Ongoing	In Progress	Deferred	Canceled	Unreported
4.1 - Create and maintain an annual technology plan as part of the resource allocation process	8	25%	63%	0%	0%	13%
4.2 - Automate student assessment. Develop specifications and identify system for course and program completion tracking to improve access to student completion and success data by 2021.	2	0%	100%	0%	0%	0%

Note. Due to rounding percentages may not total 100%.

Growth Area 5: Integrated Planning

SDCE Institutional Goal 5: Strengthen institutional effectiveness through integrated planning and resource allocation.

Growth Area Objective	Total number	Completed & Ongoing	In Progress	Deferred	Canceled	Unreported
5.1 - Develop and implement an integrated planning model, aligning and building relationships between initiatives, and strategic goals and objectives within 5 years	6	50%	50%	0%	0%	0%
5.2 - Increase the use of data in decision making through data access and the integrated planning processes beginning spring 2017, and with the 2018 ERP Implementation.	9	44%	56%	0%	0%	0%

Note. Due to rounding percentages may not total 100%.

Data Retrieved from SDCE Campus Labs System April 19, 2019