San Diego College of Continuing Education
2022/23 - 2028/29 Institutional Strategic Plan

Goal 1. Grow enrollment to support our community and meet district targets

Measurable Goals: Increase Targeted Enrollment and Retention Rates

Student Experience: Connection and Entry

Objective 1.1: Develop and implement an equity-minded Strategic Enrollment Management Plan with institution-wide collaboration

1.1.1: Complete Strategic Enrollment Management Plan for academic programs and support services

1.1.2: Establish a process for ongoing assessment and evaluation of activities within the Strategic Enrollment Management Plan

1.1.3: Implement Strategic Enrollment Management Plan

Objective 1.2: Develop online and in-person student services protocols and technology to improve the enrollment process to support student access, retention and success

1.2.1: Complete an assessment of the SDCCE student experience to determine areas of improvement

1.2.2: Streamline access and information availability for students entering SDCCE

1.2.3: Enhance services that promote student success and retention

Objective 1.3: Develop and implement marketing and promotional campaigns that support enrollment and increase program awareness

1.3.1. Identify our target markets by demographics and develop differentiated marketing strategies

1.3.2: Develop a marketing plan and supporting content that encapsulates the mission of SDCCE and student success

1.3.3: Create and implement a promotional campaign towards our local community and industries

Objective 1.4: Schedule instructional modalities that increase access and are informed by data and student demand

1.4.1: Establish student centered scheduling to match student demand and where students are

1.4.2: Invest in resources and technology to improve access to education

Objective 1.5: Develop varied modalities to improve communication between students and student services to enhance accessibility

1.5.1: Create, review, and regularly update digital information and student communication methods through a structured student services process involving key stakeholders

Objective 1.6: Expand outreach to prospective student communities using culturally-sensitive recruitment strategies

1.6.1: Develop and implement outreach strategies to increase targeted enrollment and engagement in SDCCE programs

Objective 1.7: Implement programs and services that support transitions from SDUSD to SDCCE

1.7.1: Identify how SDCCE can support students' transitions and implement programs/services and collaborations with local partners

Goal 2. Enhance the student experience and clarify student pathways

Measurable Goals: Success Rates and Persistence Rates, Program Completion, Transition to CTE/College/Career

Student Experience: Progress, Completion, Transition

Objective 2.1: Clarify and communicate academic and career pathways

2.1.1: Develop academic pathways and supports that clarify academic and career pathways

2.1.2: Clearly communicate, and market academic and career pathways across digital and print media

2.1.3: Implement support programs to enhance student engagement with pathway options

Objective 2.2: Maintain, update and create curriculum and work-based learning programs that align with technology, industry and community needs

2.2.1: Engage internal and external partners to strengthen academic programs

2.2.2: Integrate community and work force future needs into curriculum and programming

Objective 2.3: Expand supports that increase student transition to career and college within five years (internships, Promise scholarship, credit by exam, events, communication, etc.)

2.3.1: Engage industry and local partners to expedite successful transitions to college or career

2.3.2: Create interdisciplinary curriculum and programs that enhance student success by removing silos across SDCCE

Objective 2.4: Provide spaces and opportunities for student engagement, leadership, and social interactions

2.4.1: Create a first-class student experience to support our students

2.4.2: Maintain/improve equitable and accessible facilities for student engagement and learning

Goal 3. Cultivate a culture of diversity, equity, inclusion, anti-racism and accessibility (DEIAA)

Measurable Goals: Increase Targeted Enrollment and Retention Rates, Success Rates and Persistence Rates, Program Completion, Transition to CTE/College/Career

Student Experience: Connection and Entry, Progress, Completion, Transition

Objective 3.1: Cultivate a culture of inquiry through the use of data to determine any disproportionate impact current programs have and correct the impact

3.1.1: Determine how to support San Diego community and students post impacts of Covid-19

3.1.2: Engage, continually evaluate effectiveness and act upon it

Objective 3.2: Create student services protocols that support differentiated populations equitably

3.2.1: Determine and address gaps in equity and access amongst the diverse SDCCE community

Objective 3.3: Develop curriculum, instruction, and student services programs/systems with a DEIAA lens

3.3.1: Integrate diversity, equity, inclusion, anti-racism, and accessibility throughout SDCCE's trainings

3.3.2: Identify objectives and opportunities within SDCCE programs to reduce gaps in equity and implement

3.3.3: Utilize direct aid to students, facilities and technology to assist in equitable access to education and student completion

Goal 4. Strengthen our commitment to students and employees by promoting internal communication and using data to inform decisions and professional development

Measurable Goals: Increase Targeted Enrollment and Retention Rates, Success Rates and Persistence Rates, Program Completion, Transition to CTE/College/Career

Student Experience: Connection and Entry, Progress, Completion, Transition

Objective 4.1: Develop an infrastructure for internal communication including assessment, plan development, and execution

4.1.1: Reassess the modes and media through which the campus communicates and provide regular, structured communication to the SDCCE community

4.1.2: Create user friendly interfaces and displays to enhance communication

4.1.3: Engage with units to support effective communication

Objective 4.2: Expand infrastructure and increase use and sharing of student outcomes data for planning and resource allocation, including information to support enrollment, equity, retention, completion, and transition

4.2.1: Establish metrics for student outcomes and research that addresses institutional priorities for a clear understanding of needs, gaps, and success

4.2.2: Create opportunities to engage with data so the SDCCE community can jointly understand impacts and create strategies to address them

4.2.3: Enhance resources and staff support to effectively gather, analyze, and act upon data

Objective 4.3: Support planning and research through student and employee input (e.g., surveys, focus groups)

4.3.1: Create and implement research focused on student and employee and experiences during the next five years

Objective 4.4: Provide professional development opportunities that focus on customer service, DEIAA, fiscal processes, leadership, and technology

4.4.1: Provide and support professional development opportunities for all employees of SDCCE

Objective 4.5: Provide faculty professional development that supports teaching and assessment in all modalities and the development of online instruction

4.5.1: Provide and support faculty professional development opportunities

Goal 5. Enhance internal and external partnerships

Measurable Goals: Increase Targeted Enrollment and Retention Rates, Program Completion, Transition to CTE/College/Career

Student Experience: Connection and Entry, Progress, Completion, Transition

Objective 5.1: Develop collaboration between disciplines and departments that increase student success

5.1.1: Create content associated with interdisciplinary learning

5.1.2: Engage in shared initiatives and collaborations that create student success

Objective 5.2: Increase the number of employers participating in industry advisory boards to partner in programming and facilities that support living wage careers

5.2.1: Partner with employers to drive academic and program offerings and increase employment outcomes

5.2.2: Utilize industry advisory boards to evaluate current and future program needs

Objective 5.3: Increase campus awareness by holding more on- and off-campus community events at all seven campuses

> 5.3.1: Market SDCCE campuses and programs through on- and off-campus events

> 5.3.2: Directly engage with communities across San Diego County

Objective 5.4: Encourage entrepreneurship in creating external partnerships to support enrollment, employment opportunities, student resources, and new fiscal opportunities

> 5.4.1: Create environments that stimulate entrepreneurial thought for SDCCE students, faculty, and staff

6: Develop sustainable, efficient, and transparent organizational and fiscal practices

Measurable Goals: Increase Targeted Enrollment and Retention Rates, Program Completion, Transition to CTE/College/Career

Student Experience: Connection and Entry, Progress, Completion, Transition

Objective 6.1: Develop and implement processes that streamline planning and resource allocation within two years

> 6.1.1: Create/refine a reflective and streamlined process for the self-study, accreditation action plan development and monitoring within two years

> 6.1.2: Refine the SLO repository/data dashboard system for efficient and effective outcomes reporting within two years

> 6.1.3: Streamine integrated planning and resource allocation forms/process and clarify alignment between integrated planning and resource allocation within two years

Objective 6.2: Develop and maintain a human resource process based upon short- and long-term priorities and a balanced budget

> 6.2.1: Strategically recruit, develop and retain an outstanding, diverse, and innovative workforce across all classifications that supports the institution's mission, goals, and a balanced budget

Objective 6.3: Develop a technology plan within two years that supports annual resource allocation, infrastructure maintenance, instructional classroom support, and training to support use of technology

> 6.3.1: Determine the technology needs of students, faculty, staff, and administrators and incorporate the data into technology planning and the SDCCE Technology Plan

> 6.3.2: Educate the campus community on the latest information and trends in emerging technologies and available technology resources

Objective 6.4: Implement a facilities master plan that focuses on upgraded technology, how space on campus is used, and that prioritizes sustainability, DEIAA, health and safety

> 6.4.1: Evaluate the capabilities and opportunities of SDCCE spaces and implement the SDCCE Facilities Master Plan as funding is available

> 6.4.2: Add and upgrade existing SDCCE spaces for flexibility, for multi-purpose use, and with integrated smart-technology

> 6.4.3: Plan and coordinate the renovation of the Educational Cultural Complex Common Ground Theater.