

COLLEGE EXECUTIVE COMMITTEE MEETING

Tuesday, May 2, 2017 • 1:30 p.m. – 2:30 p.m. • N-206

Members: Hsieh, Bell (absent), Hopkins, Ramsey, McMahon, Murphy, Hubbard, Allen, & Marin

Attendees: Beitey (absent), Jacobson, Ascione, & Miramontez

Meeting called to order at 1:30 p.m.

- A. Approval of the Agenda:** Hsieh motions to approve agenda, **Allen** seconds. Motion passes.
- B. Approval of Previous Minutes:** Hsieh motions to approve minutes, **Ramsey** seconds. Motion passes.
- C. Guests/Introductions:** Rob Meyers (bookstore)
- D. Updates from the Chancellor’s Cabinet:** Hsieh reports on enrollment numbers ([see attachment](#)). Miramar College is 3.5 FTES above the projected target of 9,337. Per Vice Chancellor Lynne Neault, the public safety courses are being projected too high. The district is -0.3 under target. Hsieh says the College is doing extremely well. Hsieh showed the preliminary FTES targets for '17-'18 ([see attachment](#)). Hsieh notes that June has become a new reporting format/category. Miramar is projected for 9,387 FTES for '17-'18 an increase of only 50 FTES over the current year. The district FTES total will be 44,400. Hsieh wrote a letter to the cabinet reminding the district’s commitment to Miramar’s growth to 10,000 FTES in the '17-'18 fiscal year. In the letter, she expressed the College’s confidence in the ability to grow. This item was brought up at Cabinet and the Chancellor expressed confidence in Miramar’s ability to grow to 10,000, however the district is not willing to exceed funding needed for generating 44,400 FTES meaning that the total will remain the same and FTES will need to be moved from other Colleges and/or CE to Miramar. The question now becomes what strategies will be brought back from **Lynne Neault’s** office to get Miramar College to reach 10,000 FTES. The district’s strategic plan was reviewed ([see attachment](#)). The Chancellor only commented on the finance portion, however, Hsieh asked Miramar’s representatives to update the CEC on this plan. **Miramontez** and **Murphy** weighed in expressing their concerns that Miramar’s strategic plan does not align with the district’s strategic plan. Vice Chancellor Bulger updated this document, but the information is different from Miramar’s understanding. Hsieh wants the CEC to review this document and send feedback to **Miramontez**. **Miramontez** will need to communicate to CEC how the College will show, per district strategic committee’s discussion, its connection between the Miramar College strategic plan and the district strategic plan. Hsieh will then forward to the district lead and express Miramar’s understanding on the matter. Continuing ED is offering a college prep course to their SD Promise students in addition to offering Personal Growth 120. Hsieh states that it was indicated, by CE President, that students will be paid to attend this course. **Ramsey** responds that his understanding is that CE is preparing students for the transition to college. **Ramsey** does not believe that it is legal for these students to be paid to attend. The Chancellor is interested to know if there has been an increase in use of OER among faculty in recent months. The next Board of Trustees meeting is May 11 at the district office. The October 2017 board meeting has been moved to Tuesday, October 24. The Chancellor is looking into hosting a Southern California College Promise event. Miramar College is among the College’s being looked at to host. The July 2017 Pride Parade will be led by City College.
- E. New Business**

#	Item	*Strategic Goals	Accreditation Standard	Initiator
1	GFU Continuous Discretionary Allocation (Action) (attachment) Ramsey reports in place of Bell . \$67,000 was allocated late this semester. There was \$68,078 in requests. The CEC gave consensus to move forward with the allocations.	1	III	Bell
2	Facilities Need List (Action) Ramsey shows the list of projects and needs that have come through the facilities committee. The projects have been prioritized in two ways-safety and institutional impact. See attachment in item 3 below for list of projects. There are two non-proposition S & N items, the parking structure and the MTS transfer center. Hubbard says that the Classified Senate met and had 2 questions. On number 9, the individual working in The PLACe had no idea what the upgrade was. Ramsey responds that it was the upgrade of a technician work station for a tech that was hired to support the Equity Dean position. The second question was on number 24-Space. Bell , through email on 5/3, indicated I-102 & I-103 faculty space will be remodeled.	1	III	Bell

*** San Diego Miramar College 2013 – 2019 Strategic Goals**

Goal 1: Provide educational programs and services that are responsive to change and support student learning and success.

Goal 2: Deliver educational programs and services in formats and at locations that meet student needs.

Goal 3: Enhance the college experience for students and the community by providing student-centered programs, services and activities that celebrate diversity and sustainable practices.

Goal 4: Develop, strengthen and sustain beneficial partnerships with educational institutions, business and industry, and our community.

Please also see <http://www.sdmiramar.edu/institution/plan> for **San Diego Miramar College 2013-2019 Strategic Plan**

3	Facilities Master Plan Update (Information) (attachment) Ramsey , on behalf of Bell , is looking for consensus to place the above mentioned facilities need list into the facilities master plan update and send it forward for review. CEC gave its consensus through email.	1	III	Bell
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F. Old Business

#	Item	*Strategic Goals	Accreditation Standard	Initiator
1	Revised Student Equity Plan: Hsieh states that Classified Senate needs to sign off on this plan. Hubbard responds that they were ok with it.	1 & 3	II	Ramsey
2	Fall 2017 Convocation Program: Miramontez reports that PIEC has formed a work group. That work group will consist of the PIEC co-chairs, 3 VP's and a classified senate rep. <ul style="list-style-type: none"> Culture of Action & Progress Report on Institutional Effectiveness Budget Update 	1	I, II, III, & IV	Miramontez, Murphy, Bell, Ramsey, & Hopkins
3	Delinquent SLOs Outcome Assessment (due 4/27/17) Murphy reports that the College is at 100% for '13-'15. SLO day will be August 18. Hsieh stresses that faculty need to attend to deliver expected outcomes of the event.	1	II	Hopkins & Murphy
4	College-wide Alignment & State 2017-2019 Integrated Plan (Due 12/1/17) Miramontez reports that there is an alignment meeting scheduled for May 8 and there is a work group meeting later today.	1	I, II, & III	Miramontez
5	Progress on 8 Accreditation Recommendations (attachments) Ramsey reports that this document has become a living document. It is a fluid document and they are working on each item. Murphy expresses concerns that she has not seen this document. Hsieh explains that the VP's are taking the lead on this, and they have been asked to involve all the players, and more info will become available in the future. Hopkins states that this is a game plan per the president to hold VP's accountable as the leads. Hopkins will get with Murphy to further discuss.	1	I, II, III, & IV	Miramontez, Bell, Hopkins, Ramsey, McMahon, & Murphy
6	Professional Development Taskforce Update: McMahon reports that the taskforce proposal went to CGC on April 28 and there was great discussion. It is due to go back to CGC on May 9. Progress is being made.	1	I	McMahon

G. Place Holders

#	Item	*Strategic Goals	Accreditation Standard	Initiator
1	Progress On Activities Focused on Increasing Faculty Use of OER: McMahon reports that Stephanie Bulger has requested a report on the progress of OER activities for the semester and McMahon submitted that report. Hopkins states that the bookstore probably can provide the numbers of how many OER are being used for courses. .	1 & 3	II	McMahon
2	Performing Arts Center Capital Campaign – Proposed Instructional Program Plan: No report	1, 2, 3, & 4	II & III	Ascione
3	Report on Implementation of Cultural & Ethnic Diversity Plan (Report in April 2017 & November 2017) Next report set for Nov. 2017	3	I, III, & IV	Hubbard & Arancibia

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H. Reports

(Please limit each following report to two minutes maximum. If you have any handouts, please email them to Briele Warren ahead of time to be included for distribution electronically).

- Academic Senate: **McMahon** reports that the final meeting of the semester is later today. There are several first readings for upcoming resolutions. Nothing needs immediate action.
- Classified Senate: **Hubbard** reports that they meet next week. The Classified Awards ceremony is May 9.
- Associated Student Government: **Marin** reports that the final meeting of the semester was held last Friday and the pools are open now for next year's officers. They are sending 4 students to Invest in Success and 2 students are headed to Student Assembly next week.
- District Governance Council: **McMahon** reports that the next meeting is May 17.
- District Strategic Planning Committee: **McMahon** reports that there are no further meetings this semester.
- Budget Planning and Development Council: **McMahon** reports that the next meeting is tomorrow.
- College Governance Committee: **Murphy** states that there are a couple of deadlines for the evaluation tools to be completed in May and they are hoping to get an updated roster of the committee members.

I. Announcements: **Ramsey** states that Invest in Success tickets are still available. Hubbard said that the Civil Rights film festival was a success. Over 140 attended. Ramsey reminds every one of the May 3 Open House in L-105.

J. Adjourn: 2:29pm

As a courtesy, please let the College and Academic Senate Presidents know if you will be unable to attend the meeting.

* San Diego Miramar College 2013 – 2019 Strategic Goals

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San Diego Community College District
2016/17 Outlook
FTES Compared to Targets (Resident Only)
 As of April 29, 2017

	Summer 2016		Inter-session			Summer 2017			2016-17 Total	2016-17 Target	Difference Projected vs. 2016-17 Target	
	Summer 1 Claim in 2015/16	Summer 2 Claim in 2016/17	Fall 2016	2017	Spring 2017	Summer 1 Claim in 2016/17	Summer 2 Claim in 2016/17	Summer 2 Claim in 2017/18*				
City/ECC												
Credit	1,128.3	111.1	4,684.1	116.7	4,547.8	1,128.3	0.0	111.1	10,588.0	10,866.4		
Non-Credit	0	5.6	31.0	0.0	28.4	0	0.0	5.6	65.0	63.6		
Total	1,128.3	116.6	4,715.2	116.7	4,576.2	1,128.3	0.0	116.6	10,653.0	10,930.0	-277.0	-2.5%
Mesa												
Credit	1,433.1	175.1	6,830.0	293.9	6,528.2	1,870.1	0.0	175.1	15,697.3	15,695.0		
Non-Credit	0	0.0	0	0.0	0	0	0.0	0.0	0.0	0.0		
Total	1,433.1	175.1	6,830.0	293.9	6,528.2	1,870.1	0.0	175.1	15,697.3	15,695.0	2.3	0.0%
Miramar												
Credit	762.8	80.2	3,354.6	159.9	3,466.5	1,036.8	0.0	80.2	8,097.9	7,778.5		
Academy	20.5	79.5	217.6	0.0	361.3	20.5	0.0	79.5	678.9	754.2		
In-Service	248.8	25.0	139.3	5.8	124.8	248.8	0.0	25.0	543.7	783.8		
Non-Credit	0	1.3	9.0	0.0	9.7	0	0.0	1.3	20.1	20.5		
Total	1,032.0	186.0	3,720.4	165.7	3,962.2	1,306.0	0.0	186.0	9,340.5	9,337.0	3.5	0.0%
College Total	3,593.4	477.7	15,265.6	576.3	15,066.7	4,304.4	0.0	477.7	35,690.8	35,962.0	-271.2	-0.8%
College Total w/ F-Factor									35,732.4	35,962.0	-229.5	-0.6%
Continuing Ed												
Regular	110.2	209.6	758.5	0.0	725.2	110.2	0.0	209.6	1,803.5	1,870.1	-66.6	-3.6%
CDCP	380.8	744.4	2,748.6	0.0	2,529.7	380.8	0.0	744.4	6,403.5	6,607.9	-204.4	-3.1%
Total	490.9	953.9	3,507.2	0.0	3,254.9	490.9	0.0	953.9	8,206.9	8,478.0	-271.1	-3.2%
Total w/ F-Factor									8,375.4	8,478.0	-102.6	-1.2%
Credit Total	3,593.4	470.9	15,225.5	576.3	15,028.6	4,304.4	0.0	470.9	35,605.7	35,877.9	-272.2	-0.8%
Non-Credit												
Regular (w/ College NC)	110.2	216.5	798.6	0.0	763.3	110.2	0.0	216.5	1,888.5	1,954.1	-65.6	-3.4%
CDCP	380.8	744.4	2,748.6	0.0	2,529.7	380.8	0.0	744.4	6,403.5	6,607.9	-204.4	-3.1%
Total	490.9	960.8	3,547.2	0.0	3,293.0	490.9	0.0	100.0	8,292.0	8,562.0	-270.0	-3.2%
District Total	4,084.3	1,431.7	18,772.8	576.3	18,321.6	4,795.3	0.0	1,431.7	43,897.7	44,440.0	-542.3	-1.2%
District Total w/ F-Factor									44,107.8	44,440.0	-332.1	-0.7%

Source: SDCCD Information System

Actual Funded Cap **44,241.0** **-133.2** **-0.3%**
Base **43,286.0** **821.8** **1.9%**

1. **Credit Colleges** - Summer 1 Claim in 2015/16 and Summer 2 Claim in 2016/17 are actuals. Fall 2016 are actuals. Intersession 2017 FTES are actuals. Spring 2017 FTES are projections based on Fall 2016 yields and spring sections. Summer 1 Claim in 2016/17, Summer 2 Claim in 2016/17, and Summer 2 Claim in 2017/18 are estimates.

2. **In-Service/Academy** - Summer 1 Claim in 2015/16 and Summer 2 Claim in 2016/17 are actuals. Fall 2016 FTES are actuals. Intersession 2017 FTES are actuals. Spring 2017 FTES are estimates based on Spring 2016 actuals. It is assumed that the year-long in-services classes will end on or before June 30, 2017 and be claimed in Summer 1 Claim 2016/17. 230 In-Service/Academy FTES planned for 2016/17 were claimed in 2015/16. 230 FTES moved from Miramar College's In-Service/Academy target and redistributed to the credit total as of February 18, 2017. F-Factor is included in college targets.

3. **Continuing Education** - Summer 1 Claim in 2015/16 and Summer 2 Claim in 2016/17 are actuals. Fall 2016 are actuals. Spring 2017 FTES are estimates based on Spring 2016. Summer 1 Claim in 2016/17, Summer 2 Claim in 2016/17, and Summer 2 Claim in 2017/18 are estimates.

4. Summer 1 classes end on or before June 30; Summer 2 class census dates fall on or before June 30.

*FTES must be claimed in 2017/18 due to end dates.

5. **Summer Augmentation** - FTES were added to Mesa and Miramar College (305 and 186, respectively) as of March 7, 2017 for Summer 1 Claim in 2016/17. Additional FTES were added to Mesa and Miramar College (132 and 88, respectively) as of April 11, 2017.

6. Funded Cap - Actual funded Cap as of 04/02/17. Initial Estimated Funded Cap was 44,000 FTES.

Targets are as of August 2016 Chancellor's Cabinet

need 132 FTES to reach 44,440



2017 - 2018 Preliminary FTES Targets

DRAFT

Chancellor's Cabinet
May 2, 2017

raid
previous
year (16/17)

	June <i>2017</i>	Fall	Intersession	Spring	July/August <i>2018</i>	Total
City	341	4,815	150	4,650	924	10,880
Mesa	573	6,830	294	6,627	1,471	15,795
Miramar Academy/In-Service	310	3,428	166	3,466	805	8,178 1,209
Miramar Total						9,387
CE*	491	3,507	N/A	3,400	980	8,378
Total	1,715	18,580	610	18,143	4,180	44,400

*Includes f-factor (=150 FTES)



Strategic Plan 2017 – 2021 Goals and Strategies

Pathway to College Completion

Goal 1. Optimize and enhance student access, equity, inclusiveness, learning, and success through exemplary instructional services, support services, and effective practices.

Strategies:

- 1 Implement a San Diego Promise Initiative to increase college access and affordability, and develop student supports and instruction.**
- 2 Actively manage student enrollment through outreach and broad access to programs, courses, and services.**
- 3 Enhance student and academic support services strategies that better serve a more diverse community.**
- 4 Ensure that districtwide enrollment management strategies are equitable and based upon the core priorities of student need, access, and success.**
- 5 Ensure accountability through active and continuous access to and analysis of data on student persistence and success, leading to completion of their educational goals.**

Institutional Effectiveness and Innovation

Goal 2. Strengthen institutional effectiveness through integrated planning, innovation, internal collaboration, professional development, continuous process, and systems improvement.

Strategies:

- 1 Strive to align organizational business and systems processes through integrated planning and collaboration for greater effectiveness and accountability in achieving student learning and administrative outcomes.**
- 2 Improve multi-directional communication and active engagement of all stakeholders in systems improvement and responsiveness to business and community needs.**
- 3 Expand the continuum of professional development opportunities for all faculty, staff, and administrators to integrate equity perspectives and respond to evolving student, business and community needs, as well as measures of student success.**
- 4 Support the development of innovative approaches, leveraging technology as appropriate, to expand learning, teaching, delivery, and student support.**

Community Collaboration

Goal 3. Enhance collaborations with the communities served by the District for increased responsiveness to their needs and for improving San Diego's vibrant economy.

Strategies:

- 1 Advance diversity, inclusiveness, equity, and social justice through internal and external communication, collaboration, and practices.**
- 2 Strengthen and actively develop articulation and pathways between credit, noncredit, K-12, universities, business, and the communities served.**
- 3 Maintain active engagement and partnerships with business and industry to develop solutions for workforce preparation.**
- 4 Broaden and strengthen diversity and equity through outreach efforts and community service.**

Fiscal Stewardship

Goal 4. Ensure fiscal solvency through sound fiscal planning, management, and pursuit of alternate sources of revenue.

Strategies:

- 1 Maintain a balanced districtwide budget that aligns with state and other revenue allocations and that is integrated with planning.**
- 2 Sustain an annual Cash Reserve of a minimum of 5% of general operating funds in addition to maintaining other reserves as appropriate.**
- 3 Continue to strengthen internal controls districtwide to ensure annual audits meet federal and state compliance and mandate requirements.**
- 4 Increase districtwide advocacy efforts for improved state budgets at the state level in support of institutional effectiveness and student success.**
- 5 Evaluate systems districtwide and create best practices to facilitate accessible, effective, and equitable institutional systems and tools related to fiscal matters.**
- 6 Pursue alternative sources of revenue beyond the state revenue allocation to include leasing of surplus property in order to provide a continuous revenue stream for maintenance and operations of District facilities.**

Leader in Sustainability

Goal 5. Lead in Sustainable Policies and Practices.

Strategies:

- 1 Encourage and champion District governance policies and practices, which promote and reinforce principles of sustainability.**
- 2 Support districtwide leadership, advocacy, and stewardship efforts on campus, across the curricula, in the classroom, and in the community.**
- 3 Continue to incorporate consideration of the environment, community welfare, and future impacts on all infrastructure, operations, and maintenance plans.**
- 4 Continue to develop and incorporate sustainability content across the curricula.**

Strategic Plan 2017 – 2021 Goals and Objectives Summary of Changes

The Strategic Planning Committee met on Monday, April 10, 2017 to review the Strategic Plan 2017-2021 Goals and Objectives. The colleges and Continuing Education provided feedback from their constituents to the committee. A summary of the changes is below.

Goal 1

1. Strategy 2:
 - a. Removed "growth" - Actively managing student enrollment is broad enough to include increasing enrollment when able to as well as managing enrollment when growth is not feasible or necessary.
 - b. Added "services" – Accessibility to student services is a necessary component to student success.
2. Strategy 4:
 - a. Rewritten to emphasize that districtwide enrollment management strategies are equitable.
3. Strategy 5:
 - a. Added "access" to data because without access to data there can be no analysis of data.
 - b. Changed "awards of degrees and certificates" to "leading to completion of their educational goals" so that the strategy is broad enough to include degrees, certificates, transfer, workforce readiness, and other educational goals.

Goal 2

1. Strategy 1:
 - a. Added "strive to" because alignment is ongoing and the SDCCD is making progress towards alignment.
 - b. Added "systems" to reflect SD Continuing Education's work towards aligning systems with the colleges and district office.
2. Strategy 2:
 - a. Added "all" to clarify that all stakeholders, including faculty and staff, are included.
3. Strategy 4:
 - a. Added "support" because the development of new approaches must receive support.

Goal 3

1. Goal:
 - a. Added "communities served by the District" because the committee felt "community" was too general.
2. Strategy 2:
 - a. Added "and actively develop" to include the development of new pathways.
 - b. Included K-12 and universities.
3. Strategy 3:
 - a. Added "and partnerships" to include prospective and current business and industry partners.
4. Strategy 4:
 - a. Changed the wording to highlight that the strategy is to strengthen diversity and equity.

Goal 4

1. Strategy 4:
 - a. Added student success.
2. Strategy 5:
 - a. Added accessibility component - SD Continuing Ed is working towards aligning and accessing current systems and tools used by the colleges and district office. Adding accessibility to the strategy was included to reflect that effort.

Goal 5

1. Strategy 1:
 - a. Added "governance" and removed "campus" because the policies and practices for sustainability are throughout the SDCCD.
2. Strategy 2:
 - a. Changed "maintain" to "support" to show the effort is active.
 - b. Added "districtwide" to show support across the SDCCD.

SDCCD Strategic Planning Assumptions - 2016

Labor Market/ Workforce and Competitive Landscape

1. A robust infrastructure (e.g., facilities, human resources, and technology) will be required in order to support both emerging and priority CTE sector training needs.
2. Articulation between credit and non-credit will be needed in order to improve programs and grow enrollments.
3. Instruction will focus on completion and transfer and preparing students for living wage jobs, which includes gaining skills in a short period of time.
4. Work-based learning across the curriculum will be required in order to meet the need for essential skills in the workforce.
5. Partnerships with industry will continue to be a vital part of program development as a way in which to respond to both seasonal and ongoing labor market needs.

Student Success and Technology

6. Students will continue to be diverse in background and needs, and as such the District will need to continuously evolve in ways that will help to close equity gaps in access and completion.
7. As more students enroll, we will have the capacity to help students realize their education goals.
8. As the increased use of technology grows, the District will maintain equitable access and opportunities for student success both face-to-face and at a distance.

Demographic

9. In consideration of the growing population in San Diego County, specifically the Latino and older adult population, it is vital that the District identify effective practices for instruction, course offerings, and student support services to help accommodate these trends.
10. Addressing economic disparity through improved access and focused outreach efforts (M2C3, SD Promise)

Enrollment

11. The post-recession economy continues to improve, contributing to a growing workforce and fewer people enrolling in school. Courses should target specific subpopulations that are likely to enroll (CTE, Skill-builders).
12. Greater demand for online courses as more people go back to work. Flexible schedules in the form of distance education, fast-track, etc.
13. CTE courses are necessary for closing California's skills gaps. It is important to offer courses and programs that meet the market demand by examining labor market trends and growing industries.
14. Identifying potential students with specific programmatic needs and interest and doing focused marketing and outreach will help to increase enrollment.

SDCCD Strategic Planning Assumptions - 2016

Education and Public Policy

- 15. The continual ebb and flow of funding from the state, requires strategies and an infrastructure that can effectively respond to the needs of the learning community in both times of scarcity and abundance.**
- 16. New and changing state and federal legislation will continue to impact funding and accountability measures in both positive and negative ways, that will require strong internal collaboration, as well as support from external partners.**



Strategic Plan Goal 1
Maximize student access, learning, and success through exemplary instruction and support services.

Objectives	Results
1. Develop and implement additional strategies and models to improve student success in Basic Skills, Career Technical Education, and transfer programs.	
2. Revise and develop curricula and programs that are timely, relevant, comprehensive, and pedagogically effective and informed by student needs, assessment outcomes, and education plans.	
3. Ensure accountability through active and continuous data analysis of student persistence, completion, award of certificates and degrees, and other measures.	
4. Focus districtwide enrollment management strategies on student need and student education plans.	



Strategic Plan Goal 2	
Strengthen our institutional effectiveness through innovation, continuous process and systems improvement, staff development, and enhanced internal collaboration.	
Objectives	Results
1. Use technology to enable innovative approaches to learning, teaching, delivery, and student support.	
2. Align organizational and business processes for greater effectiveness and accountability in achieving student learning and administrative outcomes.	
3. Improve internal and external communications which foster prompt and broad feedback and engage in dialogue with stakeholders.	
4. Expand the continuum of professional development opportunities for all faculty, staff, and administrators to be best prepared to respond to the evolving student needs and measures of student success.	



Strategic Plan Goal 3

Enhance collaborations with the community for increased responsiveness to its needs.

Objectives	Results
<p>1. Strengthen collaborations with local 4-year transfer institutions to streamline the transfer pathway.</p>	
<p>2. Partner with K-12 to align curriculum in English and math and other key disciplines to strengthen students' academic preparation.</p>	
<p>3. Maintain active engagement with business and industry to develop solutions for workforce preparation.</p>	
<p>4. Broaden and strengthen outreach efforts and community service which highlight diversity and equity.</p>	



Strategic Plan Goal 4	
Ensure fiscal solvency through sound fiscal planning and management.	
Objectives	Results
1. Maintain a balanced budget that aligns and integrates planning with revenue allocations.	
2. Ensure an annual Cash Reserve of a minimum of 5% of operating funds.	
3. Encourage and champion efforts to identify other sources of revenue to support institutional effectiveness beyond annual state revenue allocations.	
4. Increase through commercial leasing of surplus property a revenue stream to provide for the continuous operating and maintenance costs for Proposition S and N and other District facilities.	
5. Continue to improve upon the fundraising effectiveness of the Foundation for the colleges, Continuing Education, and the District Auxiliary.	



2013-2017
District
Strategic Plan

STRATEGIC PLAN EVALUATION 2015-16
DISTRICT INSTRUCTIONAL SERVICES
ANNUAL SUMMARY WORKSHEET

Strategic Plan Goal 5	
Lead in sustainable policies and practices.	
Objectives	Results
1. Establish District and campus policies which promote and reinforce principles of sustainability.	
2. Expand leadership, advocacy, and stewardship efforts on campus, across the curricula, in the classroom, and in the community.	
3. Incorporate consideration of the environment, community welfare, and future impacts in all infrastructure, operations, and maintenance plans.	
4. Develop and incorporate sustainability content across the curricula.	