SAN DIEGO
CITY COLLEGE

Strategic Plan
2017-2020

Strategic Plan
2017-2020

Message From The President
Ricky Shabazz, Ed.D.

San Diego City College is committed to continuous quality improvement to ensure we meet the highest standards of educational excellence. With the energy and innovation of our dedicated faculty and staff, our college is continually moving forward to meet the needs of our students, community, and regional employers.

With broad participation through our Master Planning, Assessment, and Resource Oversight Council (MPAROC), multiple work groups came together to refine institutional goal statements and to develop objectives for the college. This year-long collective effort from administration, faculty, and staff is outlined in this 2017–2020 San Diego City College Strategic Plan. The Plan incorporates City College's values, our institutional priorities, and our learning outcomes, all with an eye on student equity and social justice.

This Strategic Plan provides a pathway to help us meet our institutional priorities of student success, innovative approaches, equity, inclusiveness and diversity, collaborative and outreach ventures, environmental stewardship, and institutional accountability. City College is committed to institutional effectiveness. The college underwent a reflective process to examine factors that impacted our mission and vision. The college is working collaboratively to achieve our strategic goals and to ensure continuous quality improvement.

With this Strategic Plan complete, we continue to transform the lives of City College students every day by expanding the opportunities for our students to excel.

Sincerely,

Ricky Shabazz

Ricky Shabazz, Ed.D
President, San Diego City College

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Overview

San Diego City College completed a 10-year Educational Master Plan in fall 2015 to provide the foundation for all college planning efforts and to provide general direction for short-term planning. In fall 2016, the college embarked upon a year-long collaborative process to develop a three-year strategic plan. Work on the Strategic Plan began with a day-long visioning session where over 40 participants from a variety of constituency groups identified the college's strengths, weaknesses, opportunities, and threats to develop working assumptions as a framework for the plan. The strategic plan incorporates the college's values, the institution's priorities, and institutional learning outcomes, all with an eye on student equity. The 2017-2020 Strategic Plan consists of five strategic goals:

1. Develop channels through which employees can advocate for resources that foster growth, contribute to social justice, and ensure student development and success.
2. Develop data-informed comprehensive enrollment strategies and policies that meet the college's mission.
3. Enhance the organizational effectiveness and employee engagement at San Diego City College by strengthening the college's communication and collaboration efforts toward the aim of collectively improving student success.
4. Increase and improve engagement between the college community and the local community and the campus service area to improve training and education opportunities for students within the community as a result of improved partnerships.
5. Advance a comprehensive culture of equity, inclusion, and learning support that enriches the college's learning environment and promotes student success.

Process

Planning assumptions considered during the visioning process included observations on funding and governance, student demographics, current programs and services, staffing and professional development, and the environment for student success. Participants used the planning assumptions and environmental scan data to identify strengths, weaknesses, opportunities, and threats (SWOT Analysis) that will influence City College's capacity to fulfill its mission over the coming years.

STRENGTHS
- Institutional culture with a social justice perspective and a strong ethic of caring for students
- Resourcefulness, resilience, and ability to face and meet challenges
- External funding resources that prioritize City's student profile and characteristics
- Exceptional commitment to students
- Culture of advocacy and critical reflection
- Campus facilities and completion of construction and remodeling projects

CHALLENGES
- Consistent and sufficient resources to meet the diverse needs of a diverse student population
- Completion rates and the gap between student behaviors/characteristics and their stated goals
- Coordination and communication across multiple initiatives and processes at the campus and district levels
- High proportion of part-time students; lack of resources to support students' ability to enroll full-time
- Stable and consistent funding that levels out cycles of reductions and increases and supports long-term planning
- Coordinating data, tools, and processes for comprehensive enrollment planning and management

This process led to the identification of five areas for strategic goal development:
1. Fiscal Stability and Sustainable Funding
2. Strategic Enrollment Management
3. Communication and Collaboration

4. Community Connections
5. Equity, Inclusion, and Learning Support

At the start of the fall 2016 semester, the Master Planning, Assessment, and Resource Oversight Council (MPAROC) created workgroups for each area to create goal statements, objectives, and strategies. Each workgroup was convened by an MPAROC member and included participants from both within and outside the Council to ensure broad representation and the involvement of closely-related departments and programs. The workgroups made regular reports to MPAROC to share progress and engage in discussion. Drafts were published on the college website in January 2017 and an open forum for the campus was held during Spring Flex week. The product of the workgroups and input provided by the forum were shared with constituency groups for additional input and the plan was further refined. The Strategic Plan was approved by MPAROC and by President's Council in May 2017.

Mission Statement

San Diego City College has as its highest priority student learning and achievement. The College provides lower division and general education courses that lead to certificates, associate degrees or transfer to a four-year college or university; career technical education programs that meet specific industry needs, upgrade the employment skills of students and fulfill licensing requirements of the state of California as well as contribute to the economic development of the region; basic skills instruction to assist all students in meeting their educational goals; and essential student support services for all students.

Values

- The development of informed, active individuals who will be engaged in the global community, lifelong learners, social justice advocates, and literate in information technology;
- Institutional community involvement, community development and community service;
- Equity, inclusiveness and diversity in all of its manifestations;
- High quality instructional programs emphasizing creative and critical thinking;
- Essential student support services, including co-curricular and cultural activities;
- Environmental sustainability and a campus culture of conservation; and
- A continuous campus-wide cycle of assessment and program review with integrated planning and resource allocation.

Institutional Priorities

STUDENT SUCCESS — Support improved student learning, achievement of student learning outcomes, course completion, certificate and degree completion, transfer rates, and workforce competencies.

INNOVATIVE APPROACHES — Provide state of-the-art general education, transfer, and career technical programs by utilizing current technologies, innovative teaching and learning approaches, and delivery systems, and academic and student support services which include essential student support services, including co-curricular and cultural activities.

EQUITY, INCLUSIVENESS, AND DIVERSITY — Strengthen and support an inclusive and diverse campus culture which enhances student, faculty, and staff success and closes equity gaps. City College promotes lifelong learning, social justice advocacy, and information technology literacy.

COLLABORATIVE AND OUTREACH VENTURES — Develop collaborative and outreach ventures that enhance student learning within the College, district and community, public and private agencies, businesses, and industry — locally, nationally, and globally.

ENVIRONMENTAL STEWARDSHIP — Strengthen a measurable environmental stewardship effort that implements sustainable practices and educates the campus community.

INSTITUTIONAL ACCOUNTABILITY — Demonstrate accountability through the integrated process of assessment, program review, planning, resource allocation, accreditation, and ongoing evaluation.

STRATEGIC PLANNING — Link campus planning to district planning efforts.

Institutional Student Learning Outcomes/Core Competencies

- Communication/Interpersonal Skills
- Critical Thinking
- Analysis/Computation
- Cultural Sensitivity/Global Awareness
- Information Management/Literacy
- Personal Responsibility
- Civic and Environmental Responsibilities

MPAROC and Visioning Session Participants

Acedo, Christopher	Asst. Professor, RTVF
Akers, Justin	Professor, Chicano Studies
Anzures, Marco	Coach, Exercise Science
Aubrey, Roxann	Supervisor, Business Services
Awan, Seher	Vice President, Administrative Services
Ayala, Clemente	Classified Staff, Price Scholarship
Barnes, Randy	Dean, Health, Exercise Science, and Athletics
Bunkowske, Heidi	Public Information Officer
Cressy, June	Classified Staff, Digital Print
Deaton, Salley	Professor, Business Studies
Detty, Aaron	Asst. Professor, Exercise Science
Einstein, Ken	Supervisor, Network and PC Services
Enright, Gwyn	Professor, English and Professor Evaluator
Erreca, Lori	Dean, Behavioral and Social Sciences and Consumer and Family Studies
Ewell, Robbi	Dean, Information and Learning Technology
Fredericks, Nancy	Asst. Professor, Business Studies
Gerald, Trudy	Dean, Arts, Humanities, and Communications
Godbout, Christopher	Asst. Professor, Math
Harris, Berta	Professor, Child Development
Harvey, Marilyn	Supervisor, Transfer and Career Center
Hiel, Edwin	Professor, Counseling
Jarrell, Jan	Professor, English and Chair of Chairs
Kennedy, Brianne	Director/Coordinator, DSPS
Kilmer, Renee	Interim Vice President, Instruction
LaMuraglia, Rose	Dean, Business, Information Technology, and Cosmetology
Lorenzo, Bernice	Acting Dean, Student Development
Mesa, Dora	Classified Staff, Admissions
Morton, Cassie	Apprenticeship and CTE, Counseling
Murray, Susan	Dean, Institutional Effectiveness
Perez, Marciano	Dean, Student Affairs
Ring, Barbara	Professor, Librarian
Rivera, Alan	Instructor, Exercise Science
Rodda, Katherine	Professor, Drama
Rogers, Anna	Asst. Professor, English
Salinas, Elva	Professor, English and Coordinator, Professional Development
Savage, Nesha	Chair, Counseling
Soto, Megan	Supervisor, Admissions and Records
Soukhaseum, Lance	Supervisor, Tutoring
Spradley, Minou	Dean, Engineering & Technologies, Mathematics, Sciences, and Nursing
Tyler, Jeanie	Director, Off-Campus Programs and Acting Dean, Equity
Vargas, Elizabeth	Coordinator, Outreach
Warren, Beverly	Director, EOPS
Whisenhunt, Denise	Interim President
Withers, Carol	Professor, Librarian

Area 1: Fiscal Stability and Sustainable Funding

GOAL: Develop channels through which employees can advocate for resources that foster growth, contribute to social justice, and ensure student development and success.

Primary Responsible Person(s): Vice President of Administrative Services

OBJECTIVE 1.1: Review, streamline and document processes and procedures on campus to strengthen and improve the distribution of resources.
Strategy 1.1.1: Create process and procedure manual for campus processes.
Strategy 1.1.2: Provide training on processes, procedures, and handbook.

OBJECTIVE 1.2: Develop processes integrated with program review to address college resource needs.
Strategy 1.2.1: Institutionalize Classified Hiring Prioritization Process within the Program Review Process.
Strategy 1.2.2: Refine Faculty Hiring Prioritization Process.
Strategy 1.2.3: Implement the revised Program Review Process.

OBJECTIVE 1.3: Improve knowledge and awareness of college budget processes.
Strategy 1.3.1: Create a Budget Book that can be distributed annually to inform and educate the campus community.
Strategy 1.3.2: Institute a Budget Forum occurring in the fall semester of each year to inform the campus of the budget climate.
Strategy 1.3.3: Review end-of-year evaluations and modify the Resource Allocation Committee to improve campus integrated planning.

OBJECTIVE 1.4: Increase external support for college needs and priorities.
Strategy 1.4.1: Create a structured and centralized grant process.
Strategy 1.4.2: Form a grant writing team to allow for involvement of all relevant parties and timely response to opportunities.
Strategy 1.4.3: Ensure college representation on the district Budget Development and Planning Committee.

Area 2: Strategic Enrollment Management

GOAL: **Develop data-informed comprehensive enrollment strategies and policies that meet the college's mission.**

Primary Responsible Person(s): Vice President of Instruction

OBJECTIVE 2.1: Develop a comprehensive Enrollment Management Plan.
Strategy 2.1.1: Increase recruitment and outreach in the college's K-12 feeder high schools.
Strategy 2.1.2: Increase outreach to Continuing Ed and industry partners.
Strategy 2.1.3: Create an enrollment marketing plan.
Strategy 2.1.4: Enhance the onboarding process for students from orientation to class registration.
Strategy 2.1.5: Explore and develop Guided Pathways for Associate Degree for Transfer (ADT) programs.
Strategy 2.1.6: Develop one-year to three-year plans for course offerings.
Strategy 2.1.7: Review and modify Institution-Set Standards annually to update success and persistence goals.
Strategy 2.1.8: Develop Career Pathways at feeder high schools and charter schools.
Strategy 2.1.9: Develop college preparedness and transfer pathways at feeder high schools and charter schools.
Strategy 2.1.10: Review existing enrollment plans and documents to inform decision making.

OBJECTIVE 2.2: Improve access to reliable data for enrollment decision-making.
Strategy 2.2.1: Elicit stakeholders' involvement in the design and configuration of reliable data tools.
Strategy 2.2.2: Obtain early access to waitlists to maximize program enrollment strategies.
Strategy 2.2.3: Develop class scheduling tools to meet student needs.
Strategy 2.2.4: Create a framework for utilizing Student Ed Plan data in developing class schedules.

Area 3: Communication and Collaboration

GOAL: Enhance the organizational effectiveness and employee engagement at San Diego City College by strengthening communication and collaboration efforts to collectively improve student success.

Primary Responsible Person(s): Dean of Institutional Effectiveness

OBJECTIVE 3.1: Promote consistent and clear communication across diverse and secure college media platforms in order to exchange updated information, maintain transparency, inspire campus cohesiveness, and stimulate engagement.

Strategy 3.1.1: Publicize and update College reports online and in print.

Strategy 3.1.2: Enhance directory assistance with an increase in directory aids to reflect the updated organizational structure and infrastructure.

OBJECTIVE 3.2: Encourage active representation on committees and promote effective participation in planning and decision-making.

Strategy 3.2.1: Communicate the charge depth and scope of all college committees to inform the employees of the responsibilities and benefits of serving on committees.

Strategy 3.2.2: Annually review committee charge and membership and evaluate the committees' work.

Strategy 3.2.3: Utilize student survey data and other feedback in planning and decision-making.

OBJECTIVE 3.3: Inclusively develop and disseminate an institutional administrative, faculty, and classified staffing plan.

Strategy 3.3.1: Integrate staffing requests into comprehensive program reviews.

Strategy 3.3.2: Provide all San Diego City College employees with an onboarding orientation program specific to their role, as well as the functions of the college and district.

Strategy 3.3.3: Provide staff, faculty, and administration with collaborative opportunities for continued professional advancement based on identified teaching, learning, and operational needs that are consistent with the college mission.

Area 4: Community Connections

GOAL: Increase and improve engagement between the college community, the local community, and the campus service area to improve training and education opportunities for students within the community as a result of improved partnerships.

Primary Responsible Person(s): Vice President of Student Services

OBJECTIVE 4.1: Cultivate a campus-wide culture of service and career exploration within the community.

Strategy 4.1.1: Conduct assessment of current institutional resources for student community service and career development to create action plan for optimizing existing program resources.

Strategy 4.1.2: Explore methods for integrating service learning and career building skills into curriculum.

Strategy 4.1.3: Develop tools to connect students with employment, internships, and volunteer opportunities in the community.

OBJECTIVE 4.2: Promote community awareness of and articulation with San Diego City College programs and events.

Strategy 4.2.1: Promote community member attendance at City College events.

Strategy 4.2.2: Evaluate existing programs for alignment with community needs.

Strategy 4.2.3: Identify underserved groups and create programming aligned with their needs.

Strategy 4.2.4: Cultivate a public presence that reflects the cultures and linguistic focus of the student population.

Strategy 4.2.5: Improve communication with the external community through the college website and other promotional tools.

Strategy 4.2.6: Implement internal and external signage plan.

OBJECTIVE 4.3: Increase mutually beneficial engagement between the college and the local community.

Strategy 4.3.1: Research and address safety concerns related to an urban campus.

Area 5: Equity, Inclusion and Learning Support

GOAL: Advance a comprehensive culture of equity, inclusion, and learning support that enriches the college's learning environment and promotes student success.

Primary Responsible Person(s): Vice President of Student Services, Dean of Information and Learning Technology

OBJECTIVE 5.1: Provide learning support services that are aligned with the diverse learning needs of students.

Strategy 5.1.1: Improve access to on-campus academic computing resources to support students without personal computers.

Strategy 5.1.2: Increase tutoring support levels for SI Tutoring in all disciplines.

Strategy 5.1.3: Identify and implement best practices for advancing Information Literacy among students.

Strategy 5.1.4: Align faculty and support personnel to meet student demand.

Strategy 5.1.5: Identify a DSPS support strategy for all classrooms and learning centers on campus.

OBJECTIVE 5.2: Undergo campus-wide continuous quality improvement of institutional processes with an emphasis on equity and inclusion.

Strategy 5.2.1: Encourage the incorporation of equity priorities into program review and program plans.

Strategy 5.2.2: Advance equity and inclusion by implementing the recommendations of the Equity, Student Success, and Basic Skills committees.

Strategy 5.2.3: Consider recommendations from SDCCD and City College Diversity Committees in the selection, preparation, and presentation of educational and promotional content.

OBJECTIVE 5.3: Develop learning environments that embrace equity and inclusion to advance learning and personal growth.

Strategy 5.3.1: Create informal spaces and opportunities for campus personnel and students to discuss the college's campus-wide culture of inclusion and related topics.

Strategy 5.3.2: Develop programming for emerging Cultural Competency Centers (Learning Commons) to provide opportunities for cultural and intellectual exchange.

OBJECTIVE 5.4: Increase access and success for disproportionately impacted students with schedule conflicts and financial challenges.

Strategy 5.4.1: Increase hours of operations of learning and student support services to serve both day and evening students.

Strategy 5.4.2: Identify student funding challenges and define viable funding pathways for underserved segments of the student population.

Strategy 5.4.3: Identify and implement best practices for assisting students who lack college preparedness.

Appendix

Appendix

Area 1: Fiscal Stability and Sustainable Funding

GOAL: Develop channels through which employees can advocate for resources that foster growth, contribute to social justice, and ensure student development and success.

Primary Responsible Person(s): Vice President of Administrative Services

Objectives and Strategies	Measures and Outcomes	Responsible Person(s)	Preliminary Work Groups
OBJECTIVE 1.1: Review, streamline and document processes and procedures on campus to strengthen and improve the distribution of resources. *Strategy 1.1.1:* Create process and procedure manual for campus processes. *Strategy 1.1.2:* Provide training on processes, procedures, and handbook.	Process and procedure manual; training schedule; record of training session participants	Vice President of Administrative Services	-Research Analyst -Prof Dev Coordinator -MPAROC: Co-Chairs
OBJECTIVE 1.2: Develop processes integrated with program review to address college resource needs. *Strategy 1.2.1:* Institutionalize Classified Hiring Prioritization Process within the Program Review Process. *Strategy 1.2.2:* Refine Faculty Hiring Prioritization Process. *Strategy 1.2.3:* Implement the revised Program Review Process.	Program Review manual; resource request forms; hiring prioritization criteria	Vice President of Instruction	-Class Senate Pres -Chair of Chairs -Ac Senate Pres. -SLO/Assessment Coordinator
OBJECTIVE 1.3: Improve knowledge and awareness of college budget processes. *Strategy 1.3.1:* Create a Budget Book that can be distributed annually to inform and educate the campus community. *Strategy 1.3.2:* Institute a Budget Forum occurring in the fall semester of each year to inform the campus of the budget climate. *Strategy 1.3.3:* Review end-of-year evaluations and modify the Resource Allocation Committee to improve campus integrated planning.	Budget book; budget forum calendar and attendance log	Accounting Supervisor	-RAC Co-Chairs
OBJECTIVE 1.4: Increase external support for college needs and priorities. *Strategy 1.4.1:* Create a structured and centralized grant process. *Strategy 1.4.2:* Form a grant writing team to allow for involvement of all relevant parties and timely response to opportunities. *Strategy 1.4.3:* Ensure college representation on the district Budget Development and Planning Committee.	Grant handbook, grant team membership; training schedule; point of contact list for grant managers and departments, archive of submitted grant proposals, grant management, budget reporting calendar	Dean, Institutional Effectiveness	-VPAS -Accounting Supervisor -Prof Dev Coordinator

Area 2: Strategic Enrollment Management

GOAL: Develop data-informed comprehensive enrollment strategies and policies that meet the college's mission.

Primary Responsible Person(s): Vice President of Instruction

Objectives and Strategies	Measures and Outcomes	Responsible Person(s)	Preliminary Work Groups
OBJECTIVE 2.1: Develop a comprehensive Enrollment Management Plan. *Strategy 2.1.1:* Increase recruitment and outreach in the college's K-12 feeder high schools. *Strategy 2.1.2:* Increase outreach to Continuing Ed and industry partners. *Strategy 2.1.3:* Create an enrollment marketing plan. *Strategy 2.1.4:* Enhance the onboarding process for students from orientation to class registration. *Strategy 2.1.5:* Explore and develop Guided Pathways for Associate Degree for Transfer (ADT) programs. *Strategy 2.1.6:* Develop one-year to three-year plans for course offerings. *Strategy 2.1.7:* Review and modify Institution-Set Standards annually to update success and persistence goals. *Strategy 2.1.8:* Develop Career Pathways at feeder high schools and charter schools. *Strategy 2.*1.9: Develop college preparedness and transfer pathways at feeder high schools and charter schools. *Strategy 2.1.10*: Review existing enrollment plans and documents to inform decision making.	Enrollment Management Plan; Enrollment Marketing Plan; Student Survey feedback; Enrollment Planning Framework an inventory of resource documents	Vice President of Instruction	-Vice Pres, Student Services -Instructional Deans -Student Services Deans -Dean of IE -Chair of Chairs -PIO
OBJECTIVE 2.2: Improve access to reliable data for enrollment decision-making. *Strategy 2.2.1*: Elicit stakeholders' involvement in the design and configuration of reliable data tools. *Strategy 2.2.2:* Obtain early access to waitlists to maximize program enrollment strategies. *Strategy 2.2.3:* Develop class scheduling tools to meet student needs. *Strategy 2.2.4*: Create a framework for utilizing Student Ed Plan data in developing class schedules.	Enrollment Management Plan, including qualitative and quantitative data; student educational plans; longitudinal studies of student enrollment; retention and success	Dean, Institutional Effectiveness	

Area 3: Communication and Collaboration

GOAL: Enhance the organizational effectiveness and employee engagement at San Diego City College by strengthening communication and collaboration efforts to collectively improve student success.

Primary Responsible Person(s): Dean of Institutional Effectiveness

Objectives and Strategies	Measures and Outcomes	Responsible Person(s)	Preliminary Work Groups
OBJECTIVE 3.1: Promote consistent and clear communication across diverse and secure college media platforms in order to exchange updated information, maintain transparency, inspire campus cohesiveness, and stimulate engagement. *Strategy 3.1.1:* Publicize and update College reports online and in print. *Strategy 3.1.2:* Enhance directory assistance with an increase in directory aids to reflect the updated organizational structure and infrastructure.	Webpages, college directory	Dean, Institutional Eff.	-MPAROC: Co-Chairs -VPAS -Website task team
OBJECTIVE 3.2: Encourage active representation on committees and promote effective participation in planning and decision-making. *Strategy 3.2.1:* Communicate the charge depth and scope of all college committees to inform the employees of the responsibilities and benefits of serving on committees. *Strategy 3.2.2:* Annually review committee charge and membership and evaluate the committee's work. *Strategy 3.2.3:* Utilize student survey data and other feedback in planning and decision-making.	Committee membership rosters; meeting minutes, student satisfaction surveys, employee satisfaction surveys	VPAS	-Dean of Institutional Effectiveness -MPAROC: Co-Chairs -Committee Chairs
OBJECTIVE 3.3: Inclusively develop and disseminate an institutional administrative, faculty, and classified staffing plan. *Strategy 3.3.1:* Integrate staffing requests into comprehensive program reviews. *Strategy 3.3.2:* Provide all San Diego City College employees with an onboarding orientation program specific to their role, as well as the functions of the college and district. *Strategy 3.3.3:* Provide staff, faculty, and administration with collaborative opportunities for continued professional advancement based on identified teaching, learning, and operational needs that are consistent with the college mission.	Measures and outcomes: program reviews, employee on-boarding manual, list of professional development activities leading to professional advancement	VPAS	-Deans and Managers -Chairs -Professional Development Coordinator -Professional Development Coordinator

Area 4: Community Connections

GOAL: Increase and improve engagement between the college community, the local community, and the campus service area to improve training and education opportunities for students within the community as a result of improved partnerships.

Primary Responsible Person(s): Vice President of Student Services

Objectives and Strategies	Measures and Outcomes	Responsible Person(s)	Preliminary Work Groups
OBJECTIVE 4.1: Cultivate a campus-wide culture of service and career exploration within the community. *Strategy 4.1.1:* Conduct assessment of current institutional resources for student community service and career development to create action plan for optimizing existing program resources. *Strategy 4.1.2:* Explore methods for integrating service learning and career building skills into curriculum. *Strategy 4.1.3:* Develop tools to connect students with employment, internships, and volunteer opportunities in the community.	Measures and outcomes: list of resources for community service and career development, syllabi embedded service learning and skills building, instrument for tracking students vis-à-vis employment, internships and volunteerism	Dean, Student Development; Director of Transfer and Career Center	-PIO -Curriculum Chairs -CTE Deans -Director of Transfer and Career Center
OBJECTIVE 4.2: Promote community awareness of and articulation with San Diego City College programs and events. *Strategy 4.2.1:* Promote community member attendance at City College events. *Strategy 4.2.2:* Evaluate existing programs for alignment with community needs. *Strategy 4.2.3:* Identify underserved groups and create programming aligned with their needs. *Strategy 4.2.4:* Cultivate a public presence that reflects the cultures and linguistic focus of the student population. *Strategy 4.2.5:* Improve communication with the external community through the college website and other promotional tools. *Strategy 4.2.6:* Implement internal and external signage plan.	Measures and outcomes: Multi posters and flyers, event announcements, webpage displays, community surveys	Dean, Student Affairs	-VPI -VPAS -PIO -Diversity Program Leaders -Diversity Committee Chair -World Culture's program leader -Social Justice Program leader
OBJECTIVE 4.3: Increase mutually beneficial engagement between the college and the local community. *Strategy 4.3.1:* Research and address safety concerns related to an urban campus.	Measures and outcomes: research data on safety, college safety plan	VPAS	

Area 5: Equity, Inclusion and Learning Support

GOAL: Advance a comprehensive culture of equity, inclusion, and learning support that enriches the college's learning environment and promotes student success.

Primary Responsible Person(s): Vice President of Student Services, Dean of Information and Learning Technology

Objectives and Strategies	Measures and Outcomes	Responsible Person(s)	Preliminary Work Groups
OBJECTIVE 5.1: Provide learning support services that are aligned with the diverse learning needs of students. *Strategy 5.1.1:* Improve access to on-campus academic computing resources to support students without personal computers. *Strategy 5.1.2:* Increase tutoring support levels for SI Tutoring in all disciplines. *Strategy 5.1.3:* Identify and implement best practices for advancing Information Literacy among students. *Strategy 5.1.4:* Align faculty and support personnel to meet student demand. *Strategy 5.1.5:* Identify a DSPS support strategy for all classrooms and learning centers on campus.	Tracking computing and tutoring resources, information literacy plan, DSPS support strategy	Dean, ILT; Director, DSPS	-Supervisor Tutorial -DSPS Coordinator -Managers -Professional Development Coordinator -Dean of Equity -President -PIO
OBJECTIVE 5.2: Undergo campus-wide continuous quality improvement of institutional processes with an emphasis on equity and inclusion. *Strategy 5.2.1:* Encourage the incorporation of equity priorities into program review and program plans. *Strategy 5.2.2:* Advance equity and inclusion by implementing the recommendations of the Equity, Student Success, and Basic Skills committees. *Strategy 5.2.3:* Consider recommendations from SDCCD and City College Diversity Committees in the selection, preparation, and presentation of educational and promotional content.	Alignment of department plans with equity and student success priorities, progress on SSSP/Equity/BSI plan goals	VPSS	-Instructional Deans -Stud Services Deans -Chair of Chairs -SLO/Assessment Coordinator -BSI Coordinator
OBJECTIVE 5.3: Develop learning environments that embrace equity and inclusion to advance learning and personal growth. *Strategy 5.3.1:* Create informal spaces and opportunities for campus personnel and students to discuss the college's campus-wide culture of inclusion and related topics. *Strategy 5.3.2:* Develop programming for emerging Cultural Competency Centers (Learning Commons) to provide opportunities for cultural and intellectual exchange.	Learning Commons creation and feedback from students and employees, campus culture assessments	Dean, ILT	-Instructional Deans -Student Services Deans -Prof Dev Coordinator

OBJECTIVE 5.4: Increase access and success for disproportionately impacted students with schedule conflicts and financial challenges. *Strategy 5.4.1:* Increase hours of operations of learning and student support services to serve both day and evening students. *Strategy 5.4.2:* Identify student funding challenges and define viable funding pathways for underserved segments of the student population. *Strategy 5.4.3:* Identify and implement best practices for assisting students who lack college preparedness.	Changes in hours of operation, new funding sources for students, evaluation of new practices and innovations	VPSS; Dean, ILT	-Tutorial Supervisor -English Center Coordinator -Math Center Coordinator -BSI Coordinator -Fin Aid Director

San Diego City College

2017/2018 Administration

Ricky Shabazz, Ed.D.	President
Seher Awan, Ed.D.	Vice President, Administrative Services
Minou Djawdan Spradley, Ph.D.	Acting Vice President, Instruction
Denise Whisenhunt, J.D.	Vice President, Student Services
Trudy Gerald, Ed.D.	Dean, Arts, Humanities, and Communications
Lori Erreca	Dean, Behavioral & Social Sciences and Consumer & Family Studies
Rose LaMuraglia	Dean, Business, Information Technology, and Cosmetology
Minou Djawdan Spradley, Ph.D.	Dean, Engineering & Technologies, Mathematics, Sciences, and Nursing
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Rob Ewell	Dean, Information and Learning Technology
Susan Murray, Ph.D.	Dean, Institutional Effectiveness
Marciano Perez, Jr.	Dean, Student Affairs
Christopher Barker	Dean, Student Equity
Nesha Savage, Ed.D.	Acting Dean, Student Development & Matriculation
Raelene Brooks	Associate Dean/Director, Nursing Education
Jeanie Tyler	Acting Associate Dean, Strong Workforce

2016/2017 Administration

Denise Whisenhunt, J.D.	Interim President
Seher Awan, Ed.D.	Vice President, Administrative Services
Renee M. Kilmer, Ph.D.	Interim Vice President, Instruction
Susan Topham, Ed.D.	Interim Vice President, Student Services
Trudy Gerald, Ed.D.	Dean, Arts, Humanities, and Communications
Lori Erreca	Dean, Behavioral & Social Sciences and Consumer & Family Studies
Rose LaMuraglia	Dean, Business, Information Technology, and Cosmetology
Minou Djawdan Spradley, Ph.D.	Dean, Engineering & Technologies, Mathematics, Sciences, and Nursing
Randy Barnes, Ed.D.	Dean, Health, Exercise Science, and Athletics
Rob Ewell	Dean, Information and Learning Technology
Susan Murray, Ph.D.	Dean, Institutional Effectiveness
Marciano Perez, Jr.	Dean, Student Affairs
Christopher Barker	Dean, Student Equity
Nesha Savage, Ed.D.	Acting Dean, Student Development & Matriculation
Raelene Brooks	Associate Dean/Director, Nursing Education
Jeanie Tyler	Acting Associate Dean, Strong Workforce

San Diego Community College District

Board of Trustees

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Constance M. Carroll, Ph.D.	Chancellor

SAN DIEGO CITY COLLEGE

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Ricky Shabazz, Ed.D., President

SAN DIEGO CITY COLLEGE
MISSION STATEMENT

San Diego City College has as its highest priority student learning and achievement. The college provides lower division and general education courses that lead to certificates, associate degrees or transfer to a four-year college or university; career technical education programs that meet specific industry needs, upgrade the employment skills of students and fulfill licensing requirements of the state of California as well as contribute to the economic development of our region; basic skills instruction to assist all students in meeting their educational goals; and essential student support services for all students.

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