

San Diego Miramar College

2007-2013 Strategic Plan Evaluation

Executive Summary

3/8/13

The San Diego Miramar College 2007-2013 strategic plan was evaluated by a task force of the Planning and Institutional Effectiveness Committee (PIEC) from February through March 2013. The attached document represents application of quantitative and qualitative data used to evaluate the college's progress towards implementation of strategic goals, strategies and objectives. Student achievement data from the college's annual Scorecard, as well as employee and student satisfaction survey data were utilized to triangulate goal accomplishments. The attached Strategic Plan Scorecard provides a comparison of data from 2009 and 2012, showing a longitudinal comparison of information acquired during implementation of the plan. The scorecard indicators for each component of the strategic plan have been color coded for ease of interpretation:

Color Coding:

Green	Statistically significant increase
Yellow	Maintaining: No statically significant changes
Red	Statistically significant decrease

Survey results cited in this document were scored based upon the following rubric:

Scoring Scale:

1 = Strongly Disagree
2 = Disagree
3 = Neutral
4 = Agree
5 = Strongly Agree

Also included for your review is a 2010-2013 midterm status report addressing achievement of strategic plan objectives and actions, demonstrating progress towards achieving each strategic goal.

Strategic Plan Scorecard

Goal 1 Focus college efforts on student learning and student success through quality education that is responsive to change

1.1 Strengthen the academic program review process with an integrated emphasis on Student Learning Outcomes, core institutional competencies, and alternative instructional delivery systems and methods at the course, program and college level.

	2009	2012
Student Achievement	N/A	N/A
Student Satisfaction	3.46	3.15
Employee Satisfaction	3.70	3.79

1.2 Enhance student success in basic skills for successful transition into degree applicable and career coursework.

	2009	2012
Student Achievement	N/A	Yes
Student Satisfaction	4.11	4.12
Employee Satisfaction	3.83	3.93

1.3 Implement curricula and program improvement strategies necessary to ensure students receive the highest quality education.

Student Achievement	N/A	N/A
Student Satisfaction	3.46	3.15
Employee Satisfaction	3.88	4.00

1.4 Provide faculty development in instructional and assessment techniques to enhance high quality, successful student learning.

Student Achievement	N/A	N/A
Student Satisfaction	N/A	N/A
Employee Satisfaction	3.63	3.63

1.5 Improve the effectiveness of institutional operational structures and student support/services.

	2009	2012
Student Achievement	N/A	Yes
Student Satisfaction	N/A	N/A
Employee Satisfaction	2.97	2.81

1.6 Adopt and support culturally relevant, cutting-edge instructional pedagogies, methods and approaches.

Student Achievement	N/A	N/A
Student Satisfaction	N/A	N/A
Employee Satisfaction	3.95	3.98

1.7 Develop new instructional programs and opportunities for students to expand student learning and preparation for emerging workplace needs by developing service learning and internship opportunities and expanding work experience programs.

Student Achievement	N/A	N/A
Student Satisfaction	N/A	N/A
Employee Satisfaction	3.80	4.04

Goal 2 Deliver instruction and services in formats and at sites that best meet student needs.

2.1 Offer instruction and support services through non-traditional scheduling, delivery methods and locations.

2.2 Embrace and utilize emerging information technology in delivering instruction and student services.

2.3 Maintain and upgrade technology for campus administrative and instructional computing functions through college technology planning and training.

2.4 Maintain core instructional course offerings and delivery of services while addressing applicable training standards and adhering to responsible enrollment management.

2.5 Maintain quality of campus services to meet student needs by providing professional development opportunities and training for the college's staff.

2.6 Foster both internal and external marketing and outreach activities that promote the college's instructional programs and student services.

	2009	2012
Student Achievement	N/A	N/A
Student Satisfaction	3.87	3.42
Employee Satisfaction	2.97	2.81
Student Achievement	N/A	N/A
Student Satisfaction	4.03	4.06
Employee Satisfaction	3.49	3.75
Student Achievement	N/A	N/A
Student Satisfaction	N/A	N/A
Employee Satisfaction	3.48	3.58
	2009	2012
Student Achievement	N/A	Yes
Student Satisfaction	N/A	N/A
Employee Satisfaction	3.85	3.96
	2009	2012
Student Achievement	N/A	N/A
Student Satisfaction	N/A	N/A
Employee Satisfaction	N/A	N/A
Student Achievement	N/A	N/A
Student Satisfaction	3.63	3.70
Employee Satisfaction	3.63	3.72

Goal 3 Enhance the college experience for students and the community by providing campus facilities, programs and student-centered co-curricular activities that celebrate diversity and sustainable practices

3.1 Develop and implement programs and approaches to improve global awareness and student

	2009	2012
Student Achievement	N/A	No
Student Satisfaction	3.87	3.83
Employee Satisfaction	N/A	N/A

3.2 Focus student and staff recruiting efforts on populations that reflect the diversity of the college's service area.

	2009	2012
Student Achievement	N/A	Yes
Student Satisfaction	N/A	N/A
Employee Satisfaction	3.80	4.04

3.3 Showcase the college in the community and build external recognition for its location, programming, accessibility diversity, quality teaching, programs, student centeredness and sustainability awareness.

Student Achievement	N/A	N/A
Student Satisfaction	N/A	N/A
Employee Satisfaction	3.66	3.85

3.4 Improve, expand and strengthen the college's web-based presence and information processing systems.

Student Achievement	N/A	N/A
Student Satisfaction	3.73	3.6
Employee Satisfaction	3.49	3.75

3.5 Expand college outreach, recruitment, marketing and advertising efforts and promotional activities

	2009	2012
Student Achievement	N/A	Yes
Student Satisfaction	N/A	N/A
Employee Satisfaction	N/A	N/A

3.6 Facilitate new college wide construction while maintaining ongoing needs for safety, improvement, quality and sustainable practices; Continue to work with project architect and campus facilities committee to provide a seamless and smooth transition into the new buildings and other facilities.

Student Achievement	N/A	N/A
Student Satisfaction	3.94	4.07
Employee Satisfaction	3.66	3.85

Goal 4 Initiate and strengthen beneficial partnerships with business and industry, other educational institutions, and the community.

- 4.1 Partner with academic, business, military and community organizations to explore alternative resources and/or learning opportunities for students, faculty and staff.
- 4.2 Increase the involvement and input of business and industry, educational institutions and community in the college's educational activities.
- 4.4 Establish a college process to evaluate and respond to partnership proposals from business, industry and education.

4.1, 4.2 & 4.4

Data Currently Not Centralized	ACTION PLAN: Centralize Data for Measurement and Assessment
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- 4.3 Develop systemic outreach to increase the college's visibility within its service area and develop stronger linkages for K-16 student learning and career pathways.

	2009	2012
Student Achievement	N/A	N/A
Student Satisfaction	N/A	N/A
Employee Satisfaction	2.97	2.81

Goal 5 Refine the college's integrated planning process

- 5.1 Improve and strengthen the integrated college planning process driven by the college's Strategic Plan. This efficient and accountable process facilitates transparent college wide planning, budgeting and resource allocation.
- 5.2 Develop a process for evaluating and responding to alternate sources of funding.
- 5.3 Strengthen coordination with the District to maintain equitable, courteous and quality service delivery to students, especially during state and local budget crises, and preparedness for unexpected catastrophic events.
- 5.4 Continue to refine the college participatory governance structure processes and activities to align with the formalized integrated college planning process.

	2009	2012
Map Major Participatory Gov Structure %	N/A	Yes
Student Satisfaction	N/A	N/A
Employee Satisfaction	3.85	3.96
Map Major Participatory Gov Structure %	N/A	Yes
Student Satisfaction	N/A	N/A
Employee Satisfaction	3.43	3.55
Map Major Participatory Gov Structure %	N/A	Yes
Student Satisfaction	N/A	N/A
Employee Satisfaction	3.21	3.52
Map Major Participatory Gov Structure %	N/A	Yes
Student Satisfaction	3.34	3.35
Employee Satisfaction	3.64	3.70