Educational Master Plan Preliminary Findings

President's Cabinet Retreat

April 15, 2014

Overview of the Educational Master Plan

- Context and Introduction
- Executive Summary
- Review and Update of College Mission, Vision, and Values
- Review and Update of Goals and Objectives
- External Scan
  - Service area population
  - Labor market and economic indicators
- Internal Scan
  - Student demographic and achievement trends
  - Results of college focus groups and interviews
- School, Department, Program, and Service Area Profiles
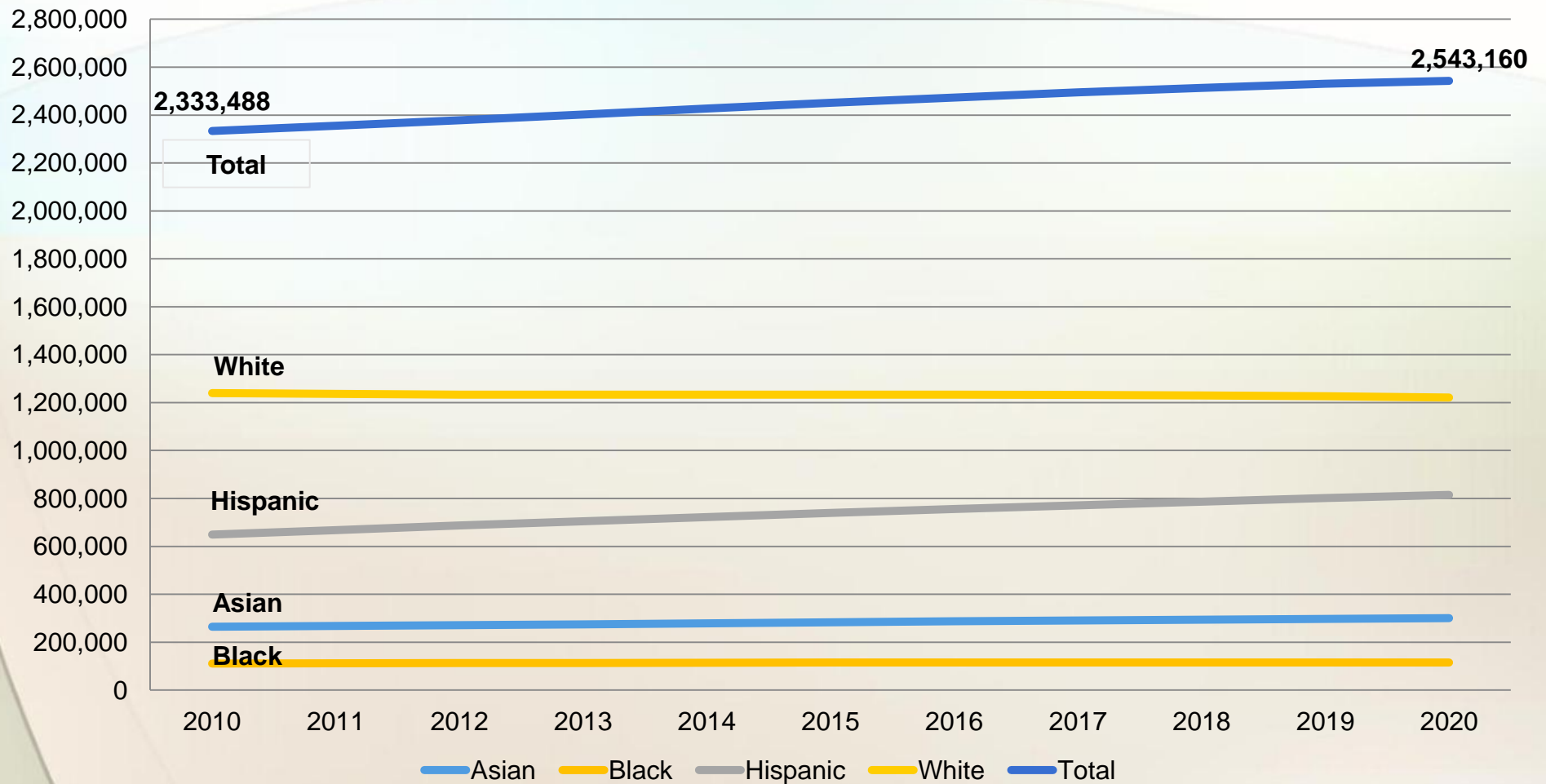
Developing New College Goals and Objectives

Internal Factors

External Factors

Stakeholder Feedback

Analysis
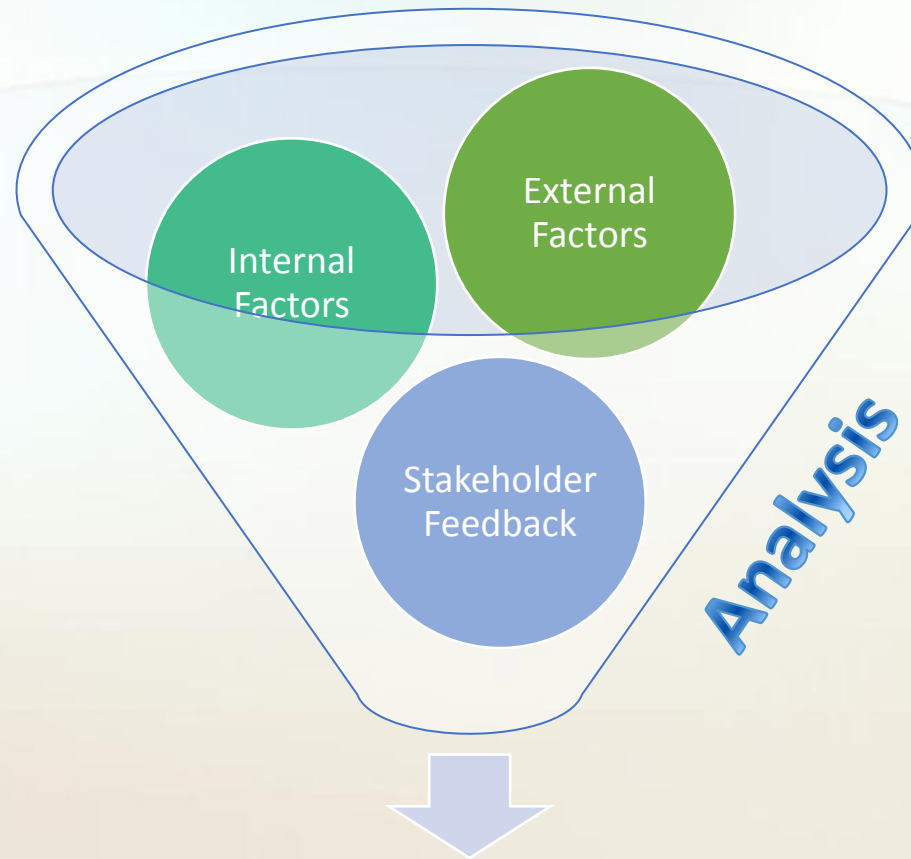
New Goals and Objectives

Key Findings from the External Scan (External Factors)

Changing Demographics of San Diego County

Projected Population:
San Diego County Adults (18 and Over) by Ethnicity

San Diego Mesa College

Additional External Scan Findings

- Substantial increases in the number of older adults

- Flat 12th grade enrollment

- Higher participation rate in Mesa service area, but increasing participation from south and central San Diego and south bay areas

- Slow but steady economic improvement

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Labor Market Indicators

- Overall, jobs expected to grow by 19% in San Diego County

- Fastest growth expected for the following industries:

  - Arts, Entertainment, and Recreation

  - Professional, Technical, and Scientific Services

  - Accommodation and Food Services

- Several in-demand jobs related to Mesa career technical and transfer programs

Fastest Growing Jobs by Industry, 2010-2020

Industry	Avg Annual Employment		Change	
	2010	2020	Number	Percent
Arts, Entertainment, and Recreation	24,100	32,600	8,500	35.3%
Professional, Scientific, and Technical Services	117,500	158,300	40,800	34.7%
Construction	55,300	72,300	17,000	30.7%
Wholesale Trade	40,100	51,700	11,600	28.9%
Accommodation and Food Services	130,700	163,200	32,500	24.9%
Administrative and Support and Waste Management and Remediation Services	73,200	91,300	18,100	24.7%
Educational Services (Private)	25,400	31,500	6,100	24.0%
Retail Trade	130,700	161,000	30,300	23.2%
Health Care and Social Assistance	120,200	145,900	25,700	21.4%
State Government	42,500	51,400	8,900	20.9%

Fastest Growing Jobs in San Diego County Related to Mesa College Programs: 2010-2020

Occupational Title	2010	2020	Percent Change	Median Hourly	Median Annual	Entry Level Education
Biomedical Engineers	470	820	74.5	$43.34	$90,137	BA/BS
*Veterinary Technologists and Technicians	750	1,240	65.3	$17.16	$35,687	AA/AS
Veterinarians	630	1,000	58.7	$35.09	$72,999	Grad/Prof Degree
*Meeting, Convention, and Event Planners	1,060	1,600	50.9	$22.81	$47,431	BA/BS
*Market Research Analysts and Marketing Specialists	4,840	7,250	49.8	$30.21	$62,826	BA/BS
*Medical Scientists, Except Epidemiologists	5,600	7,970	42.3	$37.74	$78,486	Grad/Prof Degree
*Biochemists and Biophysicists	1,840	2,590	40.8	$40.30	$83,826	Grad/Prof Degree
*Software Developers, Systems Software	5,950	8,230	38.3	$49.00	$101,912	BA/BS
Logisticians	1,960	2,700	37.8	$37.93	$78,879	BA/BS
*Fitness Trainers and Aerobics Instructors	2,590	3,560	37.5	$18.41	$38,287	HS or equivalent
Insurance Sales Agents	2,480	3,370	35.9	$31.66	$65,868	HS or equivalent
Loan Officers	2,540	3,430	35.0	$27.77	$57,764	HS or equivalent
*Database Administrators	1,060	1,430	34.9	$36.70	$76,348	BA/BS
Credit Analysts	490	660	34.7	$30.71	$63,865	BA/BS

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High-Earning Jobs Mapped to Mesa College Programs

Program	Regional Job Openings (2011)	Median Hourly Earnings	Growth (2010–2013)
Biological & Physical Sciences	63	$83.68	1%
Mathematics, General	103	$74.58	3%
Information Technology	896	$45.87	4%
Business/Commerce General	2,678	$44.05	5%
Apparel & Textile Marketing Management	246	$43.66	8%
Business Administration & Management, General	2,855	$42.35	5%

Key Findings from the Internal Scan (Internal Factors)

Changing Student Population: Ethnicity

Unduplicated Student Headcount by Ethnicity
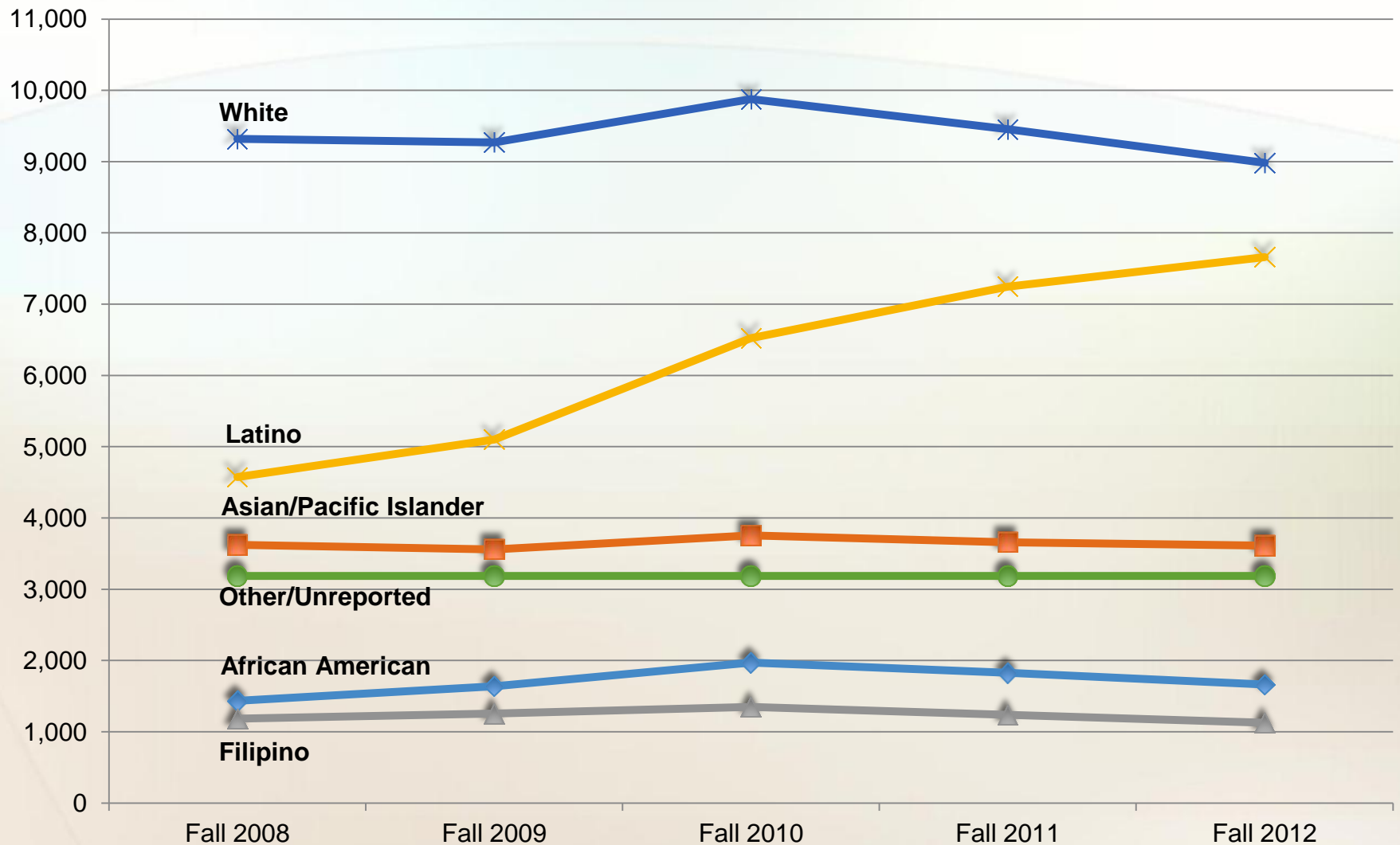
Changing Student Population: Where Our Students Come From

Fall 2012 Service Area of Student Residence

Outside Service Area 32%

SDCCD Service Area 68%

Miramar 14%

City 42%

Mesa 44%

Pacific Ocean

Palomar College

Miracosta College

Miramar College

Mesa College

Grossmont College

Cuyamaca College

Southwestern College

Legend
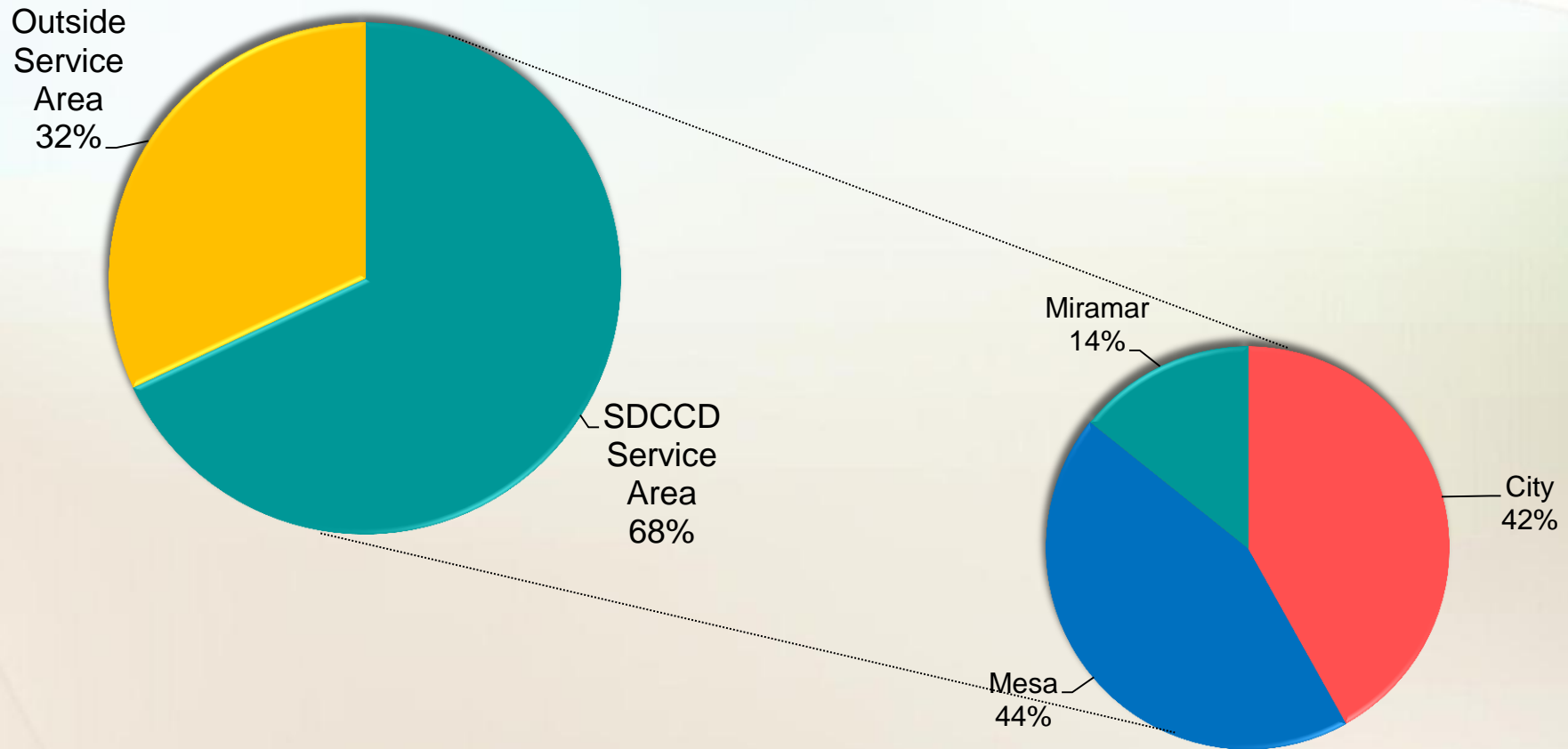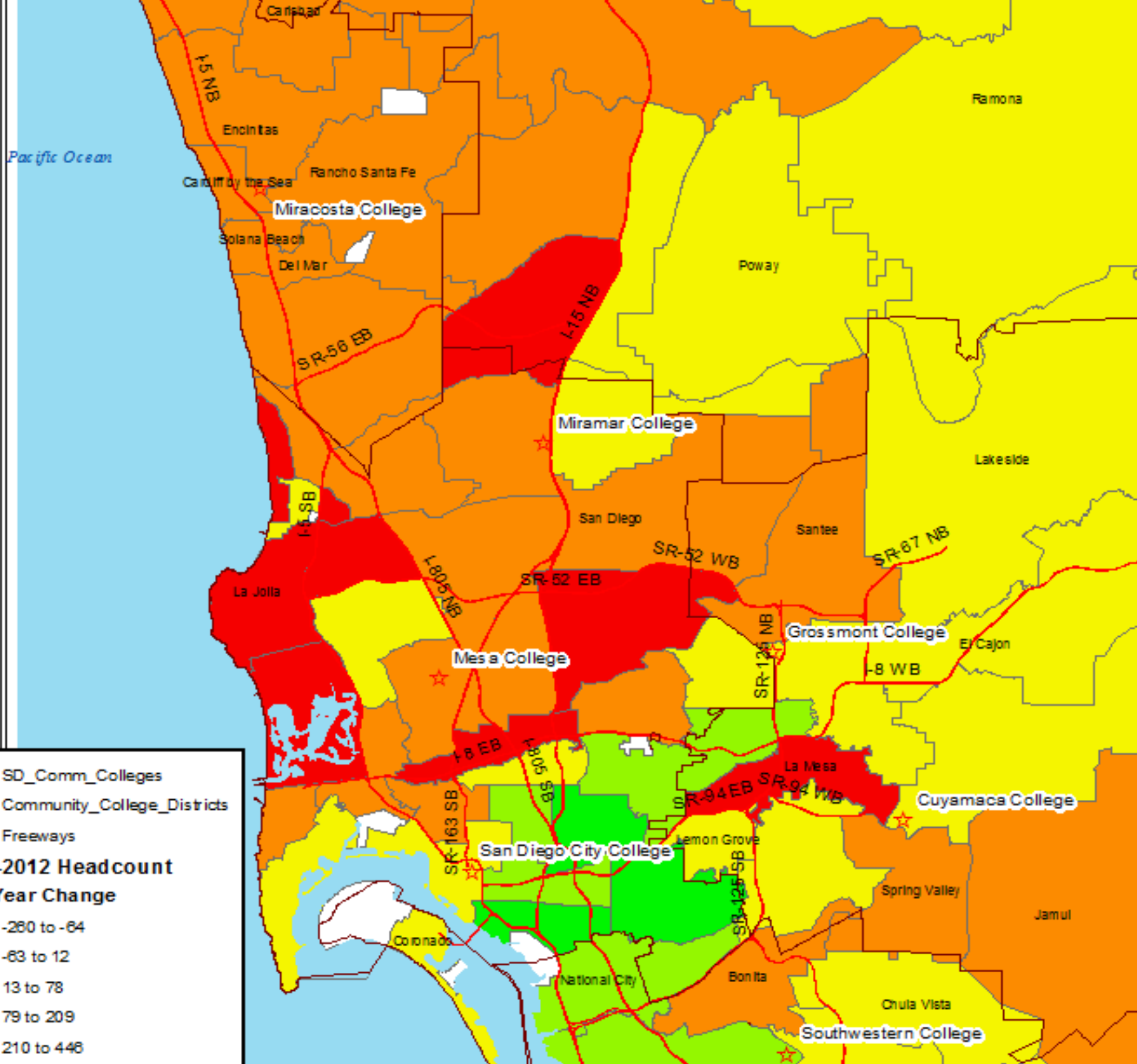
☆ SD_Comm_Colleges

▭ Community_College_Districts

— Freeways

Mesa College

Fall 2012 Head Count

- ☐ 3 to 63
- ☐ 64 to 197
- ☐ 198 to 392
- ☐ 393 to 808
- ☐ 809 to 1789

Additional Internal Scan Findings

- 9% increase in headcount and enrollment over 5 years
- Over half of Mesa students identify transfer as their educational goal
  - But the majority of new students place into basic skills in math or writing
- Notable improvements in student progress and achievement:
  - Success rates
  - Persistence
  - Degrees and certificates conferred
- Programs with highest number of awards: business, social science, allied health, and interior design
- Programs with the highest enrollment: Math and English

Key Findings from Interviews and Focus Groups

Vision for the Future

(Stakeholder Feedback)

Foster Innovation Across the College

- Support new teaching strategies, applied learning experiences, and engagement strategies
- Provide professional development and best practices training
  - Integrate technology into the classroom
  - Leverage technology to increase efficiency and improve business practices

Enhance Partnerships with Community and Industry

- Increase applied learning opportunities by partnering with industry

- Enhance partnerships with 4-year institutions

- Improve relationships with area industry employers
  - Increase opportunities for student internships and potential employment

Cultivate an Inclusive, Learning-Centered Environment

- Expand existing programs and develop new programs for traditionally underserved students
- Enhance cultural sensitivity of instruction and support services

Develop and Implement More Effective Communication Strategies

- Increase communication between college departments, programs and services

- Improve accessibility, organization and content of college web site

- Increase awareness of student support programs, services, events, and activities

Leverage Resources to Provide a Collaborative Learning Environment

- Develop opportunities for cross-discipline collaboration

- Foster cross-division collaboration (instruction and student services)

- Foster faculty-student interaction across the college

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Build a Stronger Internal Sense of Community

- Provide more opportunities for faculty, staff, and students to connect/interact

- Provide common areas and collaborative spaces for faculty

- Designate group study and meeting spaces for students

- Offer teambuilding activities and opportunities for informal interaction across campus

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Advance the College's Strong Reputation in the Community

- Build upon existing positive reputation
- Support efforts to enhance college programs in academic rigor
- Continue to focus on learning outcomes and student success

Maintain a Comprehensive Community College Mission

- Expand access to courses and programs
- Balance course and program offerings across transfer, workforce preparation, and developmental education
- Maintain breadth and depth of course and section offerings
- Restore summer term classes

Streamline the Ways in Which We Do Our Work

- Eliminate redundancies in business processes and operations

- Clarify decision making processes and procedures

- Modernize and integrate college information systems

- Expand the use of online forms and electronic databases

- Support cloud-based computing where appropriate

Envisioning Mesa's New Strategic Directions (Initial Draft)

1. Deliver, advance, and support an inclusive teaching and learning environment that enables all students to achieve their educational goals.

- ***Strategic Goal 1.1:*** Advance and sustain delivery of courses, programs, degrees, and certificates in support of the comprehensive community college mission, including:
  - 1.1.1 Robust transfer curriculum preparing students for transfer to colleges and universities
  - 1.1.2. High quality career technical education in support of community workforce development
  - 1.1.3. Effective basic skills curriculum preparing students for college success
  - 1.1.4. Lifelong learning opportunities to meet the needs of a diverse community
- ***Strategic Goal 1.2:*** Assure access to quality education for all students
  - 1.2.1. Participate in outreach to the community, including K-12 and Continuing Education segments
  - 1.2.2. Schedule courses and provide services in modalities and day/time sequences that accommodate student needs
- ***Strategic Goal 1.3:*** Provide instruction in support of the needs of the College's diverse student population
  - 1.3.1. Implement teaching strategies to advance student retention, success, and persistence
  - 1.3.2. Advance a culture of completion of educational goals
- ***Strategic Goal 1.4:*** Advance practices in support of student success
  - 1.4.1. Assure implementation of Student Success and Support Program practices
    - 1.4.1.a. Facilitate assessment, orientation, and a student education plan for entering students
    - 1.4.1.b. Provide career and transfer education
  - 1.4.2. Provide student services in support of student learning
  - 1.4.3. Provide library services in support of student learning
  - 1.4.3. Provide tutoring services in support of student learning
- ***Strategic Goal 1.5:*** Assess, analyze, and act upon the college-wide, research and data-informed Student Equity Plan to assure access and success for the College's diverse student population
- ***Strategic Goal 1.6:*** Allocate appropriate resources to deliver upon these commitments

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2. Build and sustain a sense of community that extends across campus and constituencies, nurturing collaboration, learning, growth, and diversity.

- *Strategic Goal 2.1:* Provide opportunities for faculty, staff, and students to interact outside of the classroom or workspace

- *Strategic Goal 2.2:* Support opportunities for interdisciplinary collaboration and collaboration between Student Services and Instruction to better serve students

- *Strategic Goal 2.3:* Support opportunities for faculty, staff, and students to grow in their understanding of cultural competency as they build their stronger sense of community

- *Strategic Goal 2.4:* Improve communication across the college, including accessibility, organization, and content of the college website

- *Strategic Goal 2.5:* Assure participatory governance committee structure and transparency in decision making.

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3. Build and sustain pathways in support of the comprehensive community college mission.

- *Strategic Goal 3.1:* Collaborate with Continuing Education, K-12, and area universities to create and sustain a seamless pathway into, through, and beyond San Diego Mesa College

- *Strategic Goal 3.2:* Collaborate with local industries to build relationships and assure consistence with workforce needs

- *Strategic Goal 3.3:* Collaborate with area organizations and businesses to build internship opportunities aligned with student educational goals

4. Support innovation in our practices.

- *Strategic Goal 4.1:* Support new teaching strategies, applied learning experiences, and engagement techniques in support of student-**centered learning**

- *Strategic Goal 4.2:* Advance new technology applications in the classroom and on campus

- *Strategic Goal 4.3:* Modernize and integrate college information systems

- *Strategic Goal 4.4:* Integrate, clarify, and refine processes and decision making existing within the District-College interface to create greater efficiencies and effectiveness

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5. Support personal growth and professional development of our employees.

- *Strategic Goal 5.1:* Build a culture of professional development and personal growth that empowers employees to set and achieve their professional goals
- *Strategic Goal 5.2:* Promote professional development in teaching and learning, using technology to advance student learning, and developing engagement strategies to enhance student learning

6. Serve as stewards of our resources and advance effective practices in support of accountability.

- **Strategic Goal 6.1:** Provide sustainability in terms of our facilities, technology, human resources, and fiscal resources
- **Strategic Goal 6.2:** Advance assessment of student learning at the course, program, service area, and institutional levels
- **Strategic Goal 6.3:** Assure external accountability requirements are met

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