



MIRACOSTA COLLEGE LONG-TERM PLANNING FRAMEWORK 2020-2026

(June 2020)

The MiraCosta Community College District has served the coastal North San Diego County area for over 80 years. More than 21,000 credit students per semester in over 70 disciplines enroll in associate degrees, university transfer and workforce readiness certificate programs. The college also serves a wide spectrum of educational needs in the region ranging from programs for adult education, basic skills, and ESL to a California Community College pilot program offering the nation's first baccalaureate degree in biomanufacturing.

MIRACOSTA COLLEGE

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INTRODUCTION

MiraCosta College has a strong history of collaborative planning and decision making. The development of this long-term planning framework demonstrates not only that collaborative nature, but the importance that the College places on the review of quantitative and qualitative data, the adoption of evidence-based practices, and an evaluation of those practices with an eye toward continuous improvement. This long-term planning framework takes the place of the College's Comprehensive Master Plan that expires in 2020 and outlines the basic relationship between the foundational tenets of the College (mission, vision, values and commitment) and the goals and strategies that are developed to make those foundational principles a reality over the next six years.

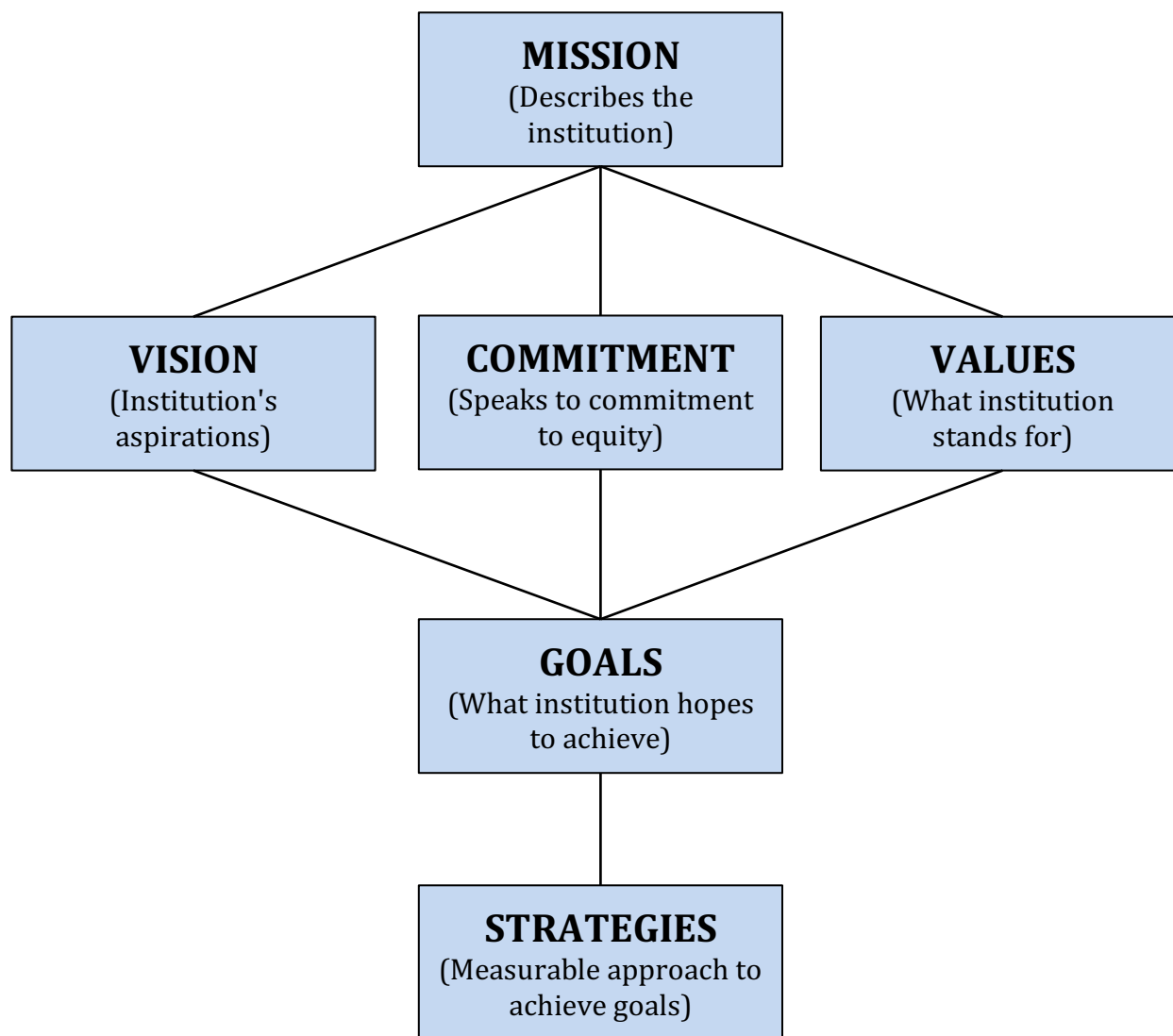
PROCESS FOR FRAMEWORK DEVELOPMENT

In fall 2019, the Budget and Planning Committee (BPC) appointed a long-term planning workgroup composed of members of the College's representative groups. The long-term planning process was composed of a number of steps:

- The workgroup reviewed the current mission statement and produced a revised version, and also crafted the College's first vision statement.
- Based on input from a wide range of faculty, classified professionals, administrators and students, the workgroup also produced a set of values with definitions and a commitment statement that is unique to MiraCosta College.
- In order to develop long-term goals, the long-term planning workgroup reviewed historical data trends related to students, the college and the external community and conducted an analysis of future trends in a variety of topic areas with potential impact on the college. The workgroup also considered the future of work and learning. More information on the background data and trends that were considered are provided in the appendix.
- The workgroup also developed an approach and timeline for updating the College's existing planning documents to reflect the new six-year goals and to develop the strategies that will be deployed to accomplish those goals. Other documents (such as board policies) of the college will also be updated to reflect the new components of this long-term planning framework.
- This framework document and the components within were discussed and adopted by all of the representative governance groups of the College (Academic Senate, Administrators Committee, Associated Student Government, and Classified Senate).

LONG-TERM PLANNING FRAMEWORK

The College's long-term planning framework is anchored by the mission, vision, values and commitment of the institution. The goals represent broad areas of focus that are accomplished via more specific strategies with measurable outcomes. The relationship of the various elements of the long-term framework are illustrated in the following graphic.



MISSION, VISION AND COMMITMENT

Each of the statements below incorporate and reflect the input and perspective from multiple college constituents groups. The following definitions provide context to the statements below:

- **Mission** - Describes the institution's broad educational purposes, its intended student population, the types of degrees and other credentials it offers, and its commitment to student learning and achievement.
- **Vision** - A statement of an organization's overarching aspirations of what it hopes to achieve or to become.
- **Commitment** - A statement that was created from a campus desire for the institution to articulate our commitment to equity, including the populations most impacted.

MiraCosta College Mission

MiraCosta College fosters the academic and holistic success of its diverse learners within a caring and equitable environment to strengthen the educational, economic, cultural, and social well-being of the communities it serves.

MiraCosta College achieves this mission through innovative teaching, learning, and support services, and by offering degree, certificate, career education, adult education, transfer, and life-long learning opportunities.

MiraCosta College Vision

MiraCosta College will be a leader and partner in transforming lives and communities through learning.

MiraCosta College Commitment

MiraCosta College is committed to creating a racially just campus climate. Individuals and their diverse cultures and identities are welcomed, nurtured, and validated. MiraCosta College takes institutional responsibility for closing the equity gap for disproportionately-impacted populations including Latinx and Chicanx communities, Black and African American communities, Native Hawaiian and Pacific Islander communities, Native American communities, lesbian, gay, bisexual, trans, queer/questioning, intersex, and asexual (LGBTQIA) communities, veteran communities, former foster youth, adult students, and students from low socioeconomic statuses. MiraCosta will continue to serve all constituents with values rooted in equity, diversity, inclusion, and community.

INSTITUTIONAL VALUES

The values of an institution are statements of what an organization stands for and what can be expected from it. The values listed below were developed by the long-term planning workgroup with feedback from college employees and students.

Equity:

We are committed to centering equity in all that we do to ensure that every student and employee receives what they need to be successful. We acknowledge that systemic barriers and racial inequities exist that negatively affect historically marginalized and disproportionately-impacted populations and that everyone is responsible for intentional efforts to remove obstacles to employment, learning, participation, and institutional success.

Institutional Accountability & Responsibility:

As a Hispanic Serving Institution (HSI), veteran and military supportive institution, and Achieving the Dream Leader College, we take the responsibility for closing the equity gaps through empowering marginalized voices, nurturing our many identities and social circumstances, fostering cultural responsiveness, and standing against all manifestations of discrimination. We acknowledge that through supporting a culturally sustaining community of practice among academic and educational professionals, we enhance our ability to serve all students.

Diversity and Inclusion:

We are committed to providing a strong, supportive, authentic and accessible environment where difference is valued, respected, encouraged, and honored, and where all employee and student identities and cultural experiences are recognized and valued with opportunities for engagement both across the campus and within the diverse communities the college serves.

Integrity:

We honorably pursue our professional and institutional endeavors with a united commitment to honesty, responsibility, self-awareness, vision, and accountability.

Excellence:

We strive for the highest quality in all our instruction, programs, and services. We engage in continual improvement and innovation to realize the highest potential of students, employees, and the College.

Mutual Respect:

We nurture a culture of mutual respect through open and civil communication, knowledge sharing, and active listening through empathy, diversity, and truth.

Student-Centeredness:

The success of students inside and outside the classroom is the utmost priority by providing student-centered policies, instruction, support, events, and resources with opportunities for growth from student feedback. Learning is designed with students at the center and is personalized to students' unique needs, interests, identities, and aspirations—and designed with their ideas and voices at the table.

Innovation:

We are committed to pursuing new ideas and courageously experiment, explore, and take risks in developing new ways of teaching and serving students and our community.

Community:

We are committed to building a MiraCosta community that affirms racial and cultural identities of all of its members and empowers them to grow, create connections, and transform their lives. We partner with our diverse communities to engage students and their families in collaborative learning and cultural validation for community uplift and success. We are dedicated to preparing students to be positive contributors to the communities we serve and the global community at large.

Sustainability and Stewardship:

We are committed to the maintenance, conservation, preservation, enhancement, and effective utilization of the fiscal, environmental, human, and physical resources entrusted to us. We pursue innovations that enhance the quality of our communities, improve the environment, and strengthen sustainability in the management of our resources.

INSTITUTIONAL GOALS

A goal is a broad statement of what the institution hopes to achieve. Each of the goals below contains such a broad statement in bold, along with intentional action phrases that can be addressed with more specific strategies within college plans. The goals were developed by the long-term planning workgroup with feedback from college employees and students.

GOAL 1: MiraCosta College will provide equitable access, enhance student success and close equity gaps by deploying strategies that meet students where they are; create community; and dismantle systems of inequity.

GOAL 2: MiraCosta College will meet identified external community needs by collaborating with community and industry partners to develop strategies that provide workforce solutions; prepare students to be active global citizens; and provide opportunities for cultural educational enrichment.

GOAL 3: MiraCosta College will foster academic excellence by strategically developing a culturally competent, adaptive, innovative and relevant teaching and learning environment; co-curricular activities that bridge classroom learning and real world experience; and intentional professional development for the college community that is responsive to a changing world.

GOAL 4: MiraCosta College will demonstrate responsible stewardship and sustainability of college and community resources by deploying strategies that invest in our employees to reach their full potential; maintain a sustainable and transparent financial model; and reduce the environmental impact of our physical resources.

STRATEGY DEVELOPMENT AND IMPLEMENTATION

Rather than developing a separate strategic plan to achieve these goals, strategies with measurable outcomes will be developed within each of the College's existing plans. Examples of those current plans include the: Academic Master/Educational Plan, Facilities Master Plan, Technology Plan, Long-range Staffing Plan, Annual Budget Plan, Online Education Plan, and Student Equity Plan. Plans may align with one or more goals of the framework. Additionally, there may be some strategies conceived to address the goals that may not fit in any particular existing plan and may require the development of additional planning documents. The goals can also be addressed with strategies at the department or division level through the College's integrated planning process, which includes program review and the development of action plans that may align with a particular institutional goal.

The long-term planning workgroup recommended an approach and timeline for updating the College's existing planning documents that was presented and endorsed by the College Council. College plans will undergo initial reviews beginning in fall 2020 and be updated to ensure that they include the newly developed elements of the long-term planning framework (mission, vision, values and commitment statement) as well as strategies to address the new institutional goals.

As each plan is brought into alignment with the new long-term planning framework, it will be adopted through the college's governance process. The Budget and Planning Committee is responsible for ensuring the integration of the college plans with the long-term planning framework.

Each plan will be revisited annually over the six years of the long-term planning framework to evaluate progress toward the measurable outcomes of each strategy. The College Council is responsible for overseeing that annual review.

In addition, plans will be individually updated according to their own designated cycle (not to exceed six years) to ensure their currency and relevancy. There is a designated person or group responsible for ensuring that each plan is reviewed and updated.

Other documents (such as board policies and administrative procedures) will also be updated to reflect the new elements of this long-term planning framework.

APPENDIX

KEY FINDINGS ON STUDENTS, COLLEGE AND EXTERNAL COMMUNITY

To develop the various components of the long-term planning framework, the long-term planning workgroup reviewed past and future trend data related to student success and equity, the college, and the community it serves. The workgroup also conducted an analysis of future trends in a variety of topic areas with potential impact on the college:

- Education
- Economy
- Environment
- Political and Legal Issues
- Technology
- Society and Demographics

Some of the key findings in these reviews included:

- By 2050, the MiraCosta service area is expected to be more diverse (with increases in Latinx and Asian/Pacific Islander populations).
- By 2035, there is anticipated to be an increase in populations under the age of 17 and over 50, but a decrease in populations with age ranges of 18 to 19 and 25 to 29.
- Baby boomers aren't retiring, but instead are choosing semi-retirement. This means that job turnover from one generation to the next may be delayed.
- Older students have lower success and course retention rates than younger students.
- A dearth of recession-era births will take a toll on two-year enrollments with expected declines of 4.3% between 2019-2021 and 16% between 2025 and 2029.
- There will be increased competition across higher education to meet student expectations, including: availability of, and access to, online courses amongst community colleges and other higher education institutions; transitions of for-profit institutions to non-profit; increases in online education service providers; and new forms of credentials from non-educational entities (e.g., Google and IBM).
- Greater emphasis will be placed on retraining and lifelong learning as the U.S. workforce tries to stay competitive in the global marketplace and respond to technological changes. Students need to be entrepreneurial and resilient, with the ability reinvent themselves and their careers multiple times in their lives.
- Populations who receive more comprehensive student support (e.g., Puente, RAFFY, Umoja, MANA, UPRISE) show higher rates of retention/success than comparison cohorts.
- There will be an increased demand for technology and data science skills. Education will be impacted by technology trends such as: access to high-speed networks, predictive analytics, virtual 3-D simulations, game theory, augmented reality, blockchain, artificial intelligence, cloud computing, and continued movement toward online educational resources.
- There will be continued pressure on sustainable practices and reducing environmental impacts.

More details on the information reviewed for the development of this framework can be found on the College's planning website.