



SAN DIEGO
Community College District

City College · Mesa College · Miramar College
College of Continuing Education

Data-Informed Decision Making, Strategic Planning, & Enrollment Management

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Areas of Responsibility

- Districtwide oversight of Educational Services (Instruction + Student Services).
- Oversight of Promise Program, Basic Needs, Mental Health, and other categorical programs.
- Dual enrollment partnerships (SDUSD, feeder schools).
- Transfer pathways (SDSU, UCSD, ASU pilots).
- Data sharing and accountability for student success metrics.
- Regional and statewide leadership.

Why This Matters

- These areas directly shape how districts earn and sustain revenue.
- Educational Services drive FTES, Supplemental, and Success outcomes.
- Student Services ensure persistence, completion, and equity.
- Instructional Planning + Fiscal Oversight = sustainable pathways for students.

Using Data to Inform Institutional Decision Making

- Data transforms assumptions into actionable insight.
- Use dashboards to monitor enrollment, equity, and student success trends.
- Integrate qualitative context—student voices, faculty feedback—with quantitative data.
- Data transparency builds trust across divisions and with your board.
- The goal isn't more data, it's better questions and faster alignment.

Strategic Planning Framework

- Strategic planning aligns mission, metrics, and money.
- Institutional goals must map to SCFF drivers—FTES, Supplemental, and Success.
- Dashboards track progress on strategic priorities.
- The SDCCD 2023–2030 Strategic Plan integrates fiscal and academic priorities.
- CBOs model how initiatives translate into sustainable funding.

[strategic plan](#))

Enrollment Management as Fiscal Strategy

- Enrollment is both an academic and financial indicator.
- Section scheduling and modality choices directly impact FTES generation.
- Focus on persistence and course success to stabilize funding.
- Predictive analytics inform course offerings and staffing levels.
- Collaboration between VPI, VPSS, and CBO ensures efficient resource use.

Integrating Planning, Finance, and Student Success

- Shared dashboards create a common language for decision-making.
- Budget allocations should follow data, not habit.
- Integrating equity goals with fiscal strategy ensures accountability.
- When planning, enrollment, and budgeting are aligned—students and districts thrive.

Partnership

- The CBO and Instruction are two sides of the same funding coin.
- Instruction and Student Services generate FTES, Supplemental, and Success metrics.
- The Business Office ensures reporting accuracy and fiscal integrity.
- Collaboration ensures planning is strategic and funding is maximized.

Lessons from Collaboration

- Trust and open communication are essential.
- Speak a common language of data.
- Anticipate systemwide shifts together (e.g., new funding models, policy changes).
- Present a unified message to the board and the community.

Key Takeaways for CBO Collaboration

- Data-driven decisions create financial stability and student success.
- Strategic planning aligns mission and metrics with sustainable funding.
- Enrollment management is not separate from finance—it's the foundation.
- Collaboration across divisions ensures equity, access, and fiscal strength.

Closing Reflection

- Funding isn't earned in spreadsheets alone—it's earned in classrooms, advising sessions, and through student success.
- The strongest districts are those where CBOs and academic leaders work together toward a shared vision.



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