The second chapter presents and analyzes internal and external scans data to identify the challenges that are likely to arise in the next decade and to assess the District's effectiveness in fulfilling its mission. The service area population is projected to grow modestly by 2.6% over the next ten years. A little over half (54%) of the population resides in the northern portion of the service area with the population in this portion of the district projected to grow at a higher rate (3.4%) than the southern portion (1.7%). Although the distribution of the population is almost equal across the northern and southern portions of the service area, the District's enrollment draws unequally from the two portions, with 45% of the credit students residing in the northern portion of the District, 26% residing in the southern portion, and 29% residing outside of the District. The District's credit enrollment increased 41% between fall 2004 and fall 2009. Between fall 2007 and fall 2009, online course enrollment accounted for 43% of the growth in credit enrollment.

The enrollment growth target for this **Educational Plan** is projected to be 2% per year for each of the next ten years. Given the modest growth in population, two potential sources of enrollment growth for the District are to attract a greater number of high school graduates within its service area and to attract college-going residents in its service area who might otherwise attend college in adjacent community college districts. Credit students are racially/ethnically diverse in patterns that largely reflect the racial/ethnic diversity of the service area population. These students generally fit the typical college student profile: they are relatively youthful, with 75% below 30 years of age; the majority express a traditional educational goal of achieving an associate degree; 56% attend during the day or during the day and evening; and approximately a third of the students attend full-time. The multiple measures of student success indicate significant student achievement. Both District leaders and community members ranked preparation for university transfer and career-entry as the most important among the District's services.

The District's Institutional Goals are presented in the third chapter and are intended to focus the District's decision-making and use of resources for the next ten years. The five Institutional Goals for the term of this Educational Plan are:

I. MiraCosta Community College District will become a vanguard educational institution committed to innovation and researched best practices, broad access to higher education, and environmental sustainability.

II. MiraCosta Community College District will become the institution where each student has a high probability of achieving academic success.

III. MiraCosta Community College District will institutionalize effective planning processes through the systematic use of data to make decisions.

IV. MiraCosta Community College District will demonstrate high standards of stewardship and fiscal prudence.

V. MiraCosta Community College District will be a conscientious community partner.