



**What's your dream?**

Oct. 14, 2009

Dear Employee of Del Mar College,

Yesterday, I presented this document, ***Access to Excellence, Del Mar College Strategic Plan for 2009-2014***, to the Board of Regents. It is imperative to me that you receive your own copy of this document immediately so that you can familiarize yourself with the goals and objectives it outlines.

This strategic plan is comprehensive. It represents the combined efforts of hundreds of students, faculty, staff, regents, foundation trustees and community friends who donated thousands of hours to amass the data and produce the ideas incorporated in this document. If you were involved in one of the 60+ meetings to develop this plan, please accept my personal gratitude for your commitment.

This strategic plan is simple, but the successful execution of all it encompasses will be complex. College administrators and other leaders are currently determining who will "own" each of the goals and objectives. Rest assured, before this plan is fully implemented, each of us will own our respective pieces of the plan.

This strategic plan is designed to move Del Mar College through the next few years, building on the successes of the past as we strive for excellence in all functions of the College's future.

Working together over the next few weeks and months, we will set our "collective agenda" for accomplishing this strategic plan. Please join me in pledging your professional dedication to achieving the goals and objectives outlined in ***Access to Excellence, Del Mar College Strategic Plan for 2009-2014***.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark Escamilla'.

Mark Escamilla, Ph.D.  
President

**A LEARNING COLLEGE**

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