

District Strategic Plan

Success, Equity, and Social Justice

PRESENTED TO THE BOARD OF TRUSTEES
OCTOBER 14TH, 2020



SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT

District Strategic Plan Update



SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT

District Strategic Plan Steering Committee

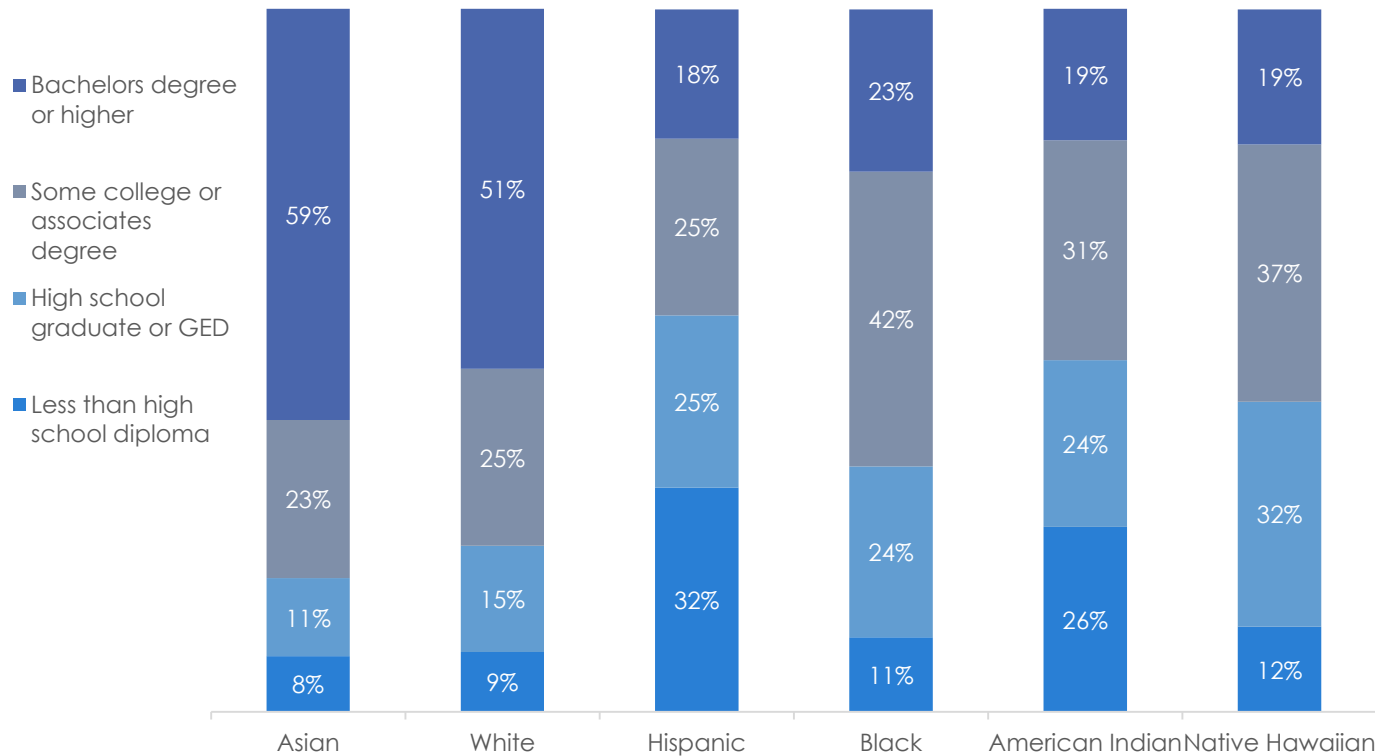
Name	Title
Aaron McVean (Chair)	Vice Chancellor, Educational Services and Planning
Dave Mandelkern Tom Nuris	Trustees
Jamillah Moore	President (Cañada)
Jeremy Wallace	District Academic Senate President (CSM)
Golda Margate	CSEA Representative (Skyline)
Jordan Chavez (2019-20) Jade Shonette (2020-21)	Student Trustees
Karen Engel	Dean of PRIE (Cañada)
Hilary Goodkind	Dean of PRIE (CSM)
Ingrid Vargas	Dean of PRIE (Skyline)

District Strategic Plan Update

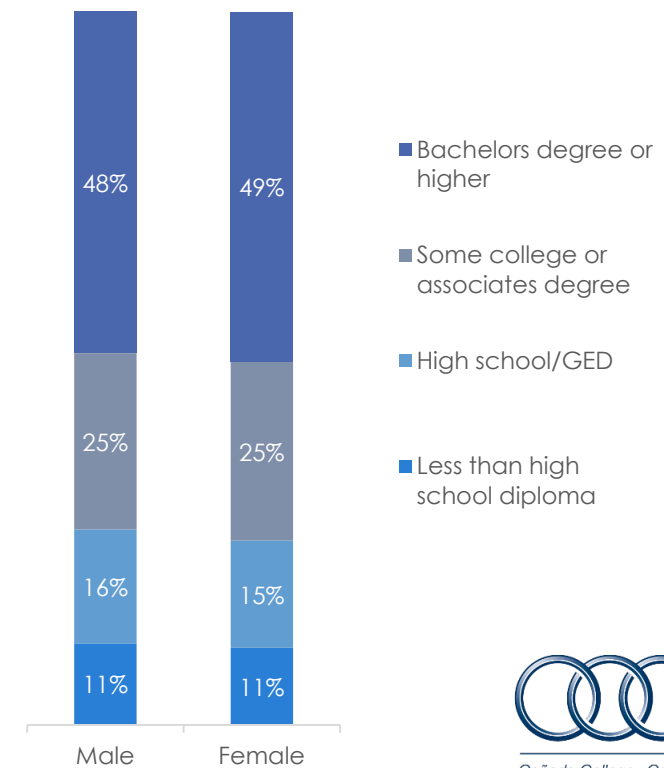
Date	Activity	Location
	2019	
October 15 th	First meeting of the DSP Steering Committee	District
November 13 th	DSPSC #2: District Mission and College Strategic Plans	District
December 9 th	DSPSC #3: Environmental Scan and SWOT Analysis	District
	2020	
January 28 th	DSPSC #4: Strategic Goals and Districtwide Strategies Review	CSM
February 18 th	DSPSC #4.5: Strategic Goals and Districtwide Strategies Review cont.	District
	COVID-19	
October 7 th	DSPSC #5: District Strategic Plan Metrics Review	Zoom
October 14 th	Board Study Session: First Review	Zoom
November	College Planning Council and Senate Presentations	Zoom
December	DSPSC #6: Final Review	Zoom
	2021	
January	Board Adoption	Zoom

San Mateo County Educational Attainment

Educational Attainment by Race/Ethnicity

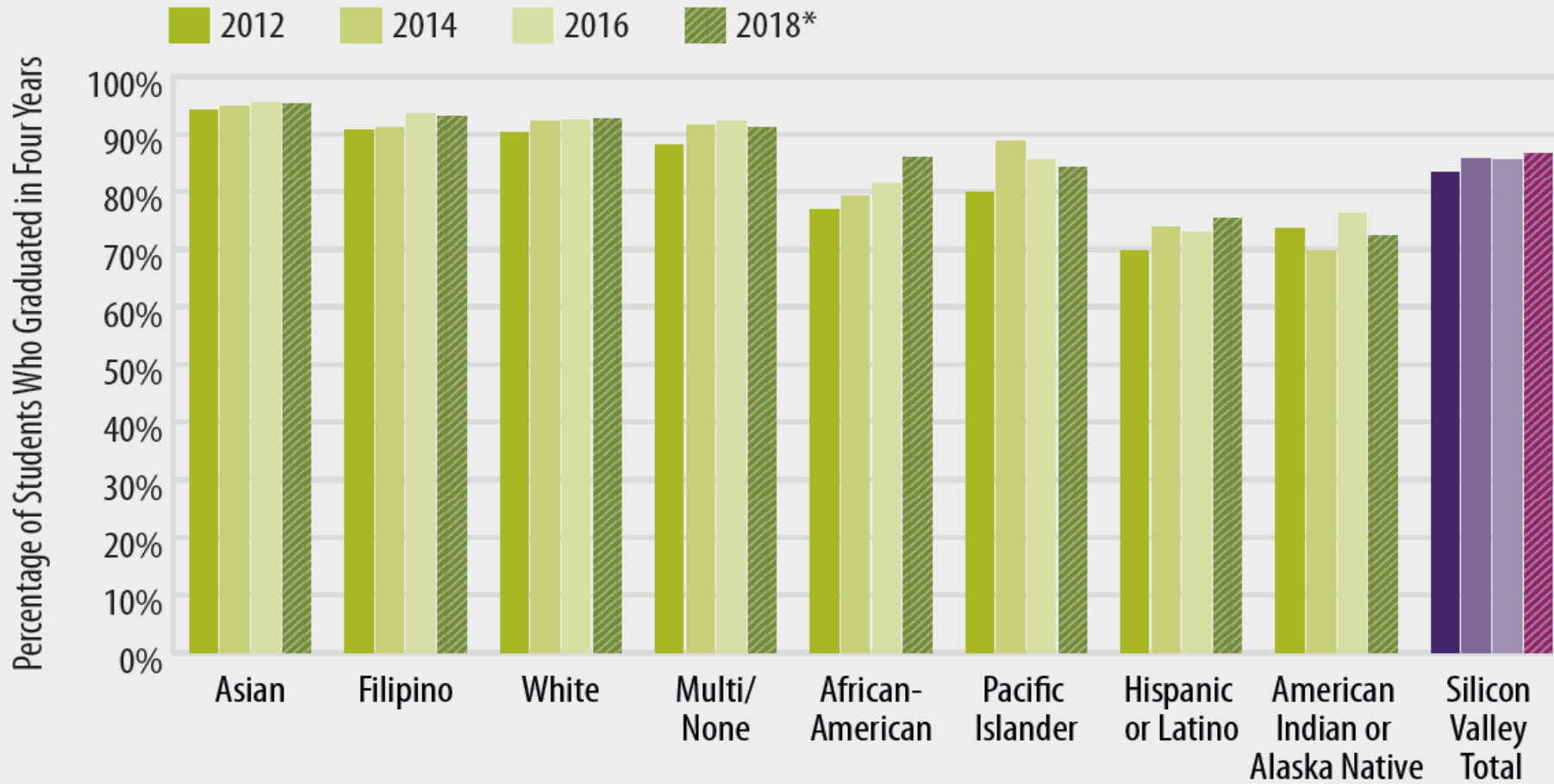


Gender



High School Graduation Rates, by Race and Ethnicity

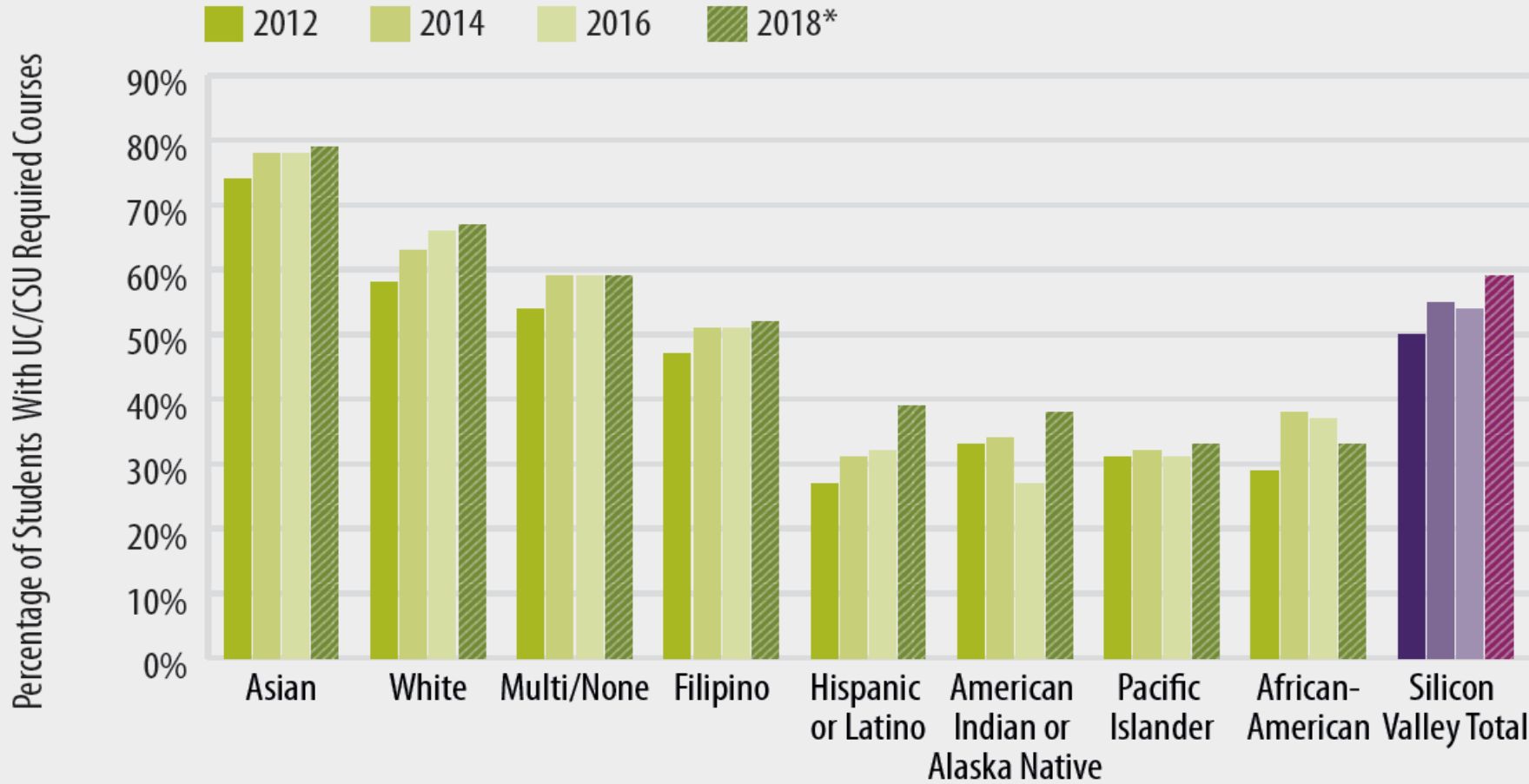
Silicon Valley



*Due to changes in the California Department of Education methodology for 2017 and subsequent years, caution should be used in comparing cohort outcome data to prior years. | Note: Graduation rates are four-year derived rates. Multi/None includes students of two or more races, and those who did not report their race. All racial/ethnic groups aside from Hispanic or Latino are non-Hispanic. | Data Source: California Department of Education | Analysis: Silicon Valley Institute for Regional Studies

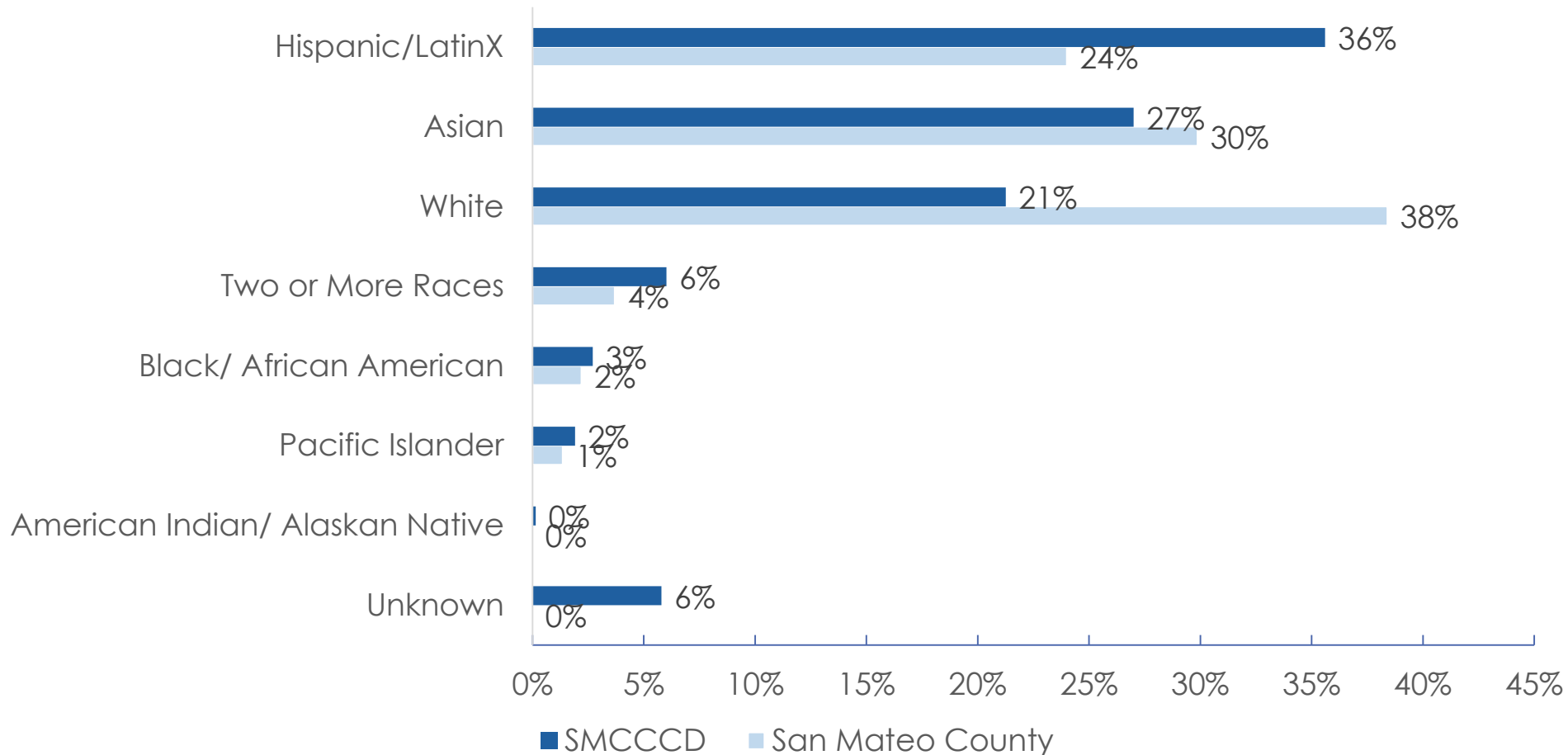
Share of Graduates Who Meet UC/CSU Requirements, by Race and Ethnicity

Silicon Valley



*Due to changes in the California Department of Education methodology for 2017 and subsequent years, caution should be used in comparing cohort outcome data to prior years. | Note: Multi/None includes students of two or more races, and those who did not report their race. All racial/ethnic groups aside from Hispanic or Latino are non-Hispanic. | Data Source: California Department of Education | Analysis: Silicon Valley Institute for Regional Studies

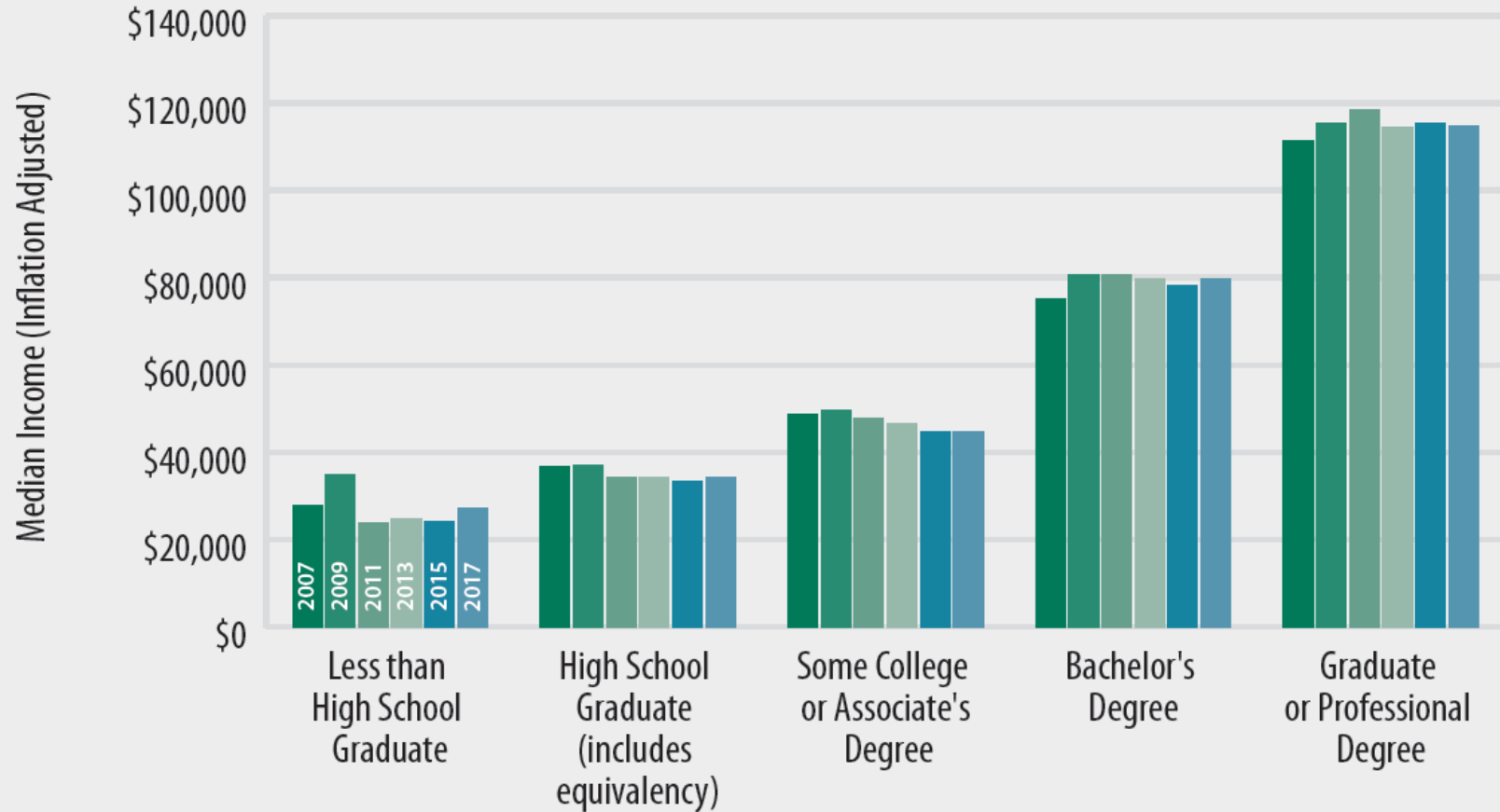
SMCCCD and San Mateo County Race/Ethnicity Distribution



PERSONAL INCOME

Individual Median Income, by Educational Attainment

Santa Clara & San Mateo Counties



Disparity in Median Income between Highest and Lowest Educational Attainment Levels

2017

	Gap	Ratio
Silicon Valley	\$87,767	4.2
San Francisco	\$80,447	4.7
California	\$62,907	3.8
United States	\$48,066	3.1



Cañada College • College of San Mateo • Skyline College

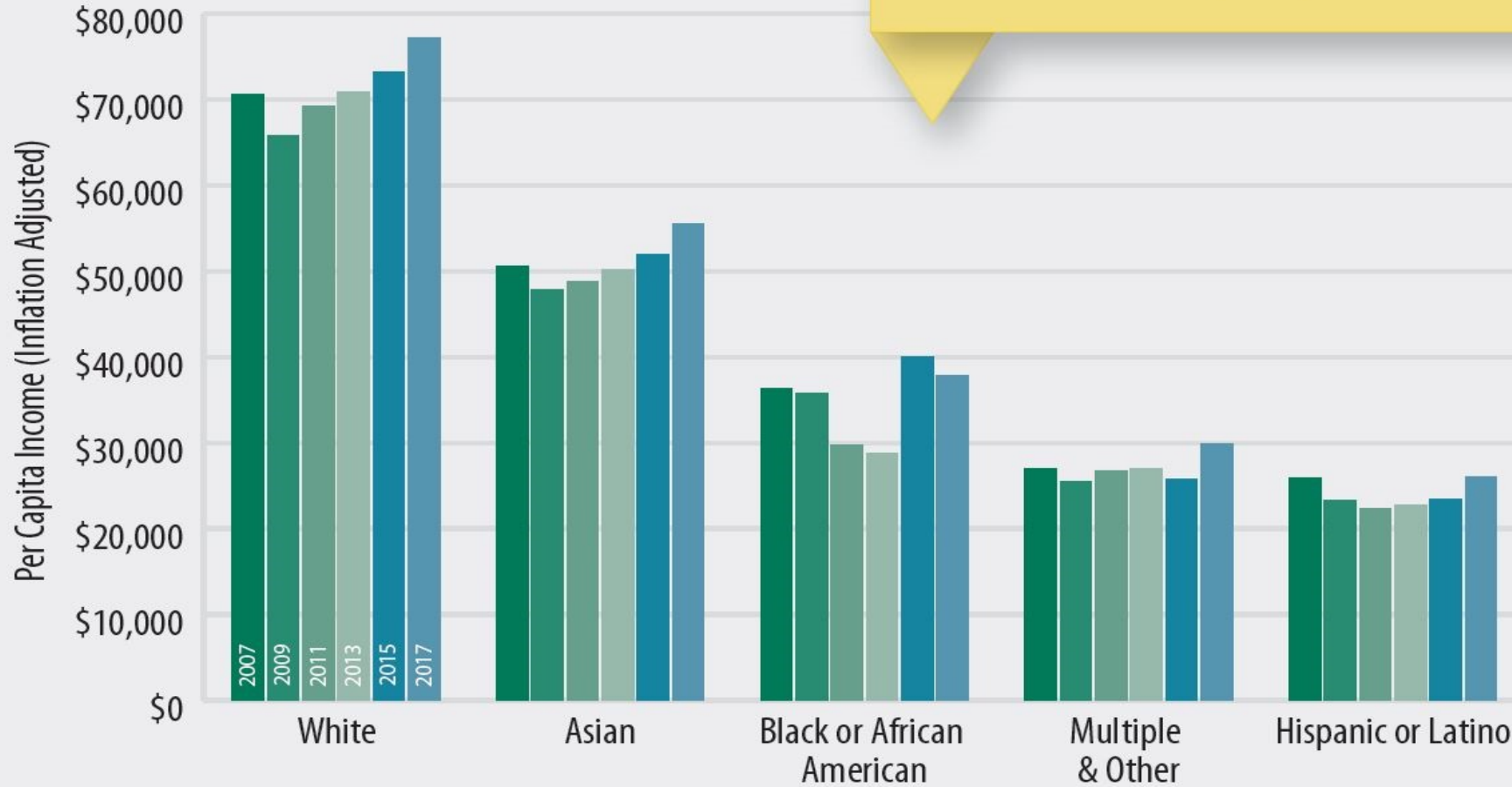
Note: Some College includes Less than 1 year of college; Some college, 1 or more years, no degree; Associate degree; Professional certification.
 Data Source: United States Census Bureau, American Community Survey | Analysis: Silicon Valley Institute for Regional Studies

PERSONAL INCOME

Per Capita Income by Race & Ethnicity

Santa Clara & San Mateo Counties

Between 2016 and 2017, inflation-adjusted per capita income increased for all racial and ethnic groups in Silicon Valley.

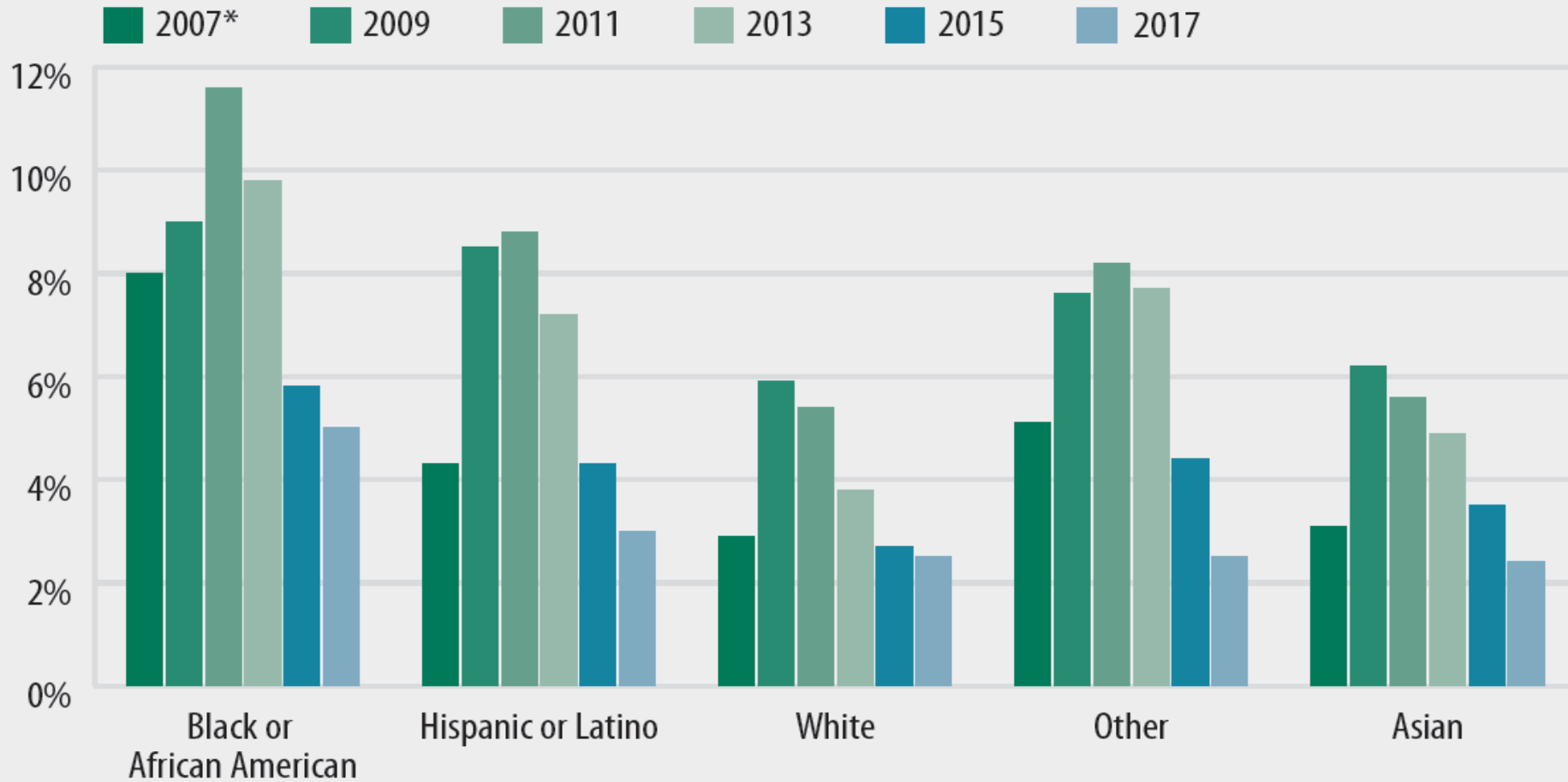


Note: Multiple & Other includes Native Hawaiian & Other Pacific Islander Alone, American Indian & Alaska Native Alone, Some Other Race Alone and Two or More Races; Personal income is defined as the sum of wage or salary income, net self-employment income, interest, dividends, or net rental welfare payments, retirement, survivor or disability pensions; and all other income; White, Asian, Black or African American, Multiple & Other are non-Hispanic. | Data Source: United States Census Bureau, American Community Survey | Analysis: Silicon Valley Institute for Regional Studies

UNEMPLOYMENT

Unemployed Residents' Share of the Working Age Population, by Race & Ethnicity

Santa Clara & San Mateo Counties



Cañada College • College of San Mateo • Skyline College

*Data for Two or More Races were not available for San Mateo County in 2007. | Note: Other includes Some Other Race and Two or More Races. Data includes workers ages 16 and over. | Data Source: United States Census Bureau, American Community Survey | Analysis: Silicon Valley Institute for Regional Studies

District
Strategic Plan
Goals and
Strategies

DRAFT

Strategic Plan Goals and Strategies

Districtwide Strategies

- Measure the impact of new and existing Districtwide efforts to increase success and reduce equity gaps for disproportionately impacted student groups.
- Continually explore and implement interventions that benefit students and help them to achieve their specific educational goals.
- Provide clear and distinct Guided Pathways for all students to accelerate program completion and successful transitions to the workforce or transfer to a University.
- Support the Colleges by providing resources for innovative teaching and learning that is designed to increase student success.
- Fully implement and optimize the Salesforce CRM and associated products in order to integrate technology systems for better communication to students, staff, and faculty.
- Support the implementation of the District's sustainability initiatives to address its program goals as part of the District's response to climate change.

Strategic Goal #1: DEVELOP AND STRENGTHEN EDUCATIONAL OFFERINGS, INTERVENTIONS, AND SUPPORT PROGRAMS THAT INCREASE STUDENT ACCESS, SUCCESS, AND COMPLETION

Districtwide Strategies

- Encourage the development of methodologies that increase the number of students who utilize support services that enable them to stay in school and succeed.
- Create on-line and web-based options for students to access advising and counseling services, interactive scheduling, and educational plans.
- Strengthen the alignment of career education programs with projected workforce needs.
- Provide professional development resources for faculty, staff, and administration to ensure program effectiveness and excellence in teaching and learning.
- Establish a dedicated budget for new program development in order to increase access, success, and completion, and eliminate equity gaps.
- Use emerging practices to accelerate student progression of ESL sequences into transfer-level work.
- Evaluate the implementation of revised placement processes for English, and math, ensuring students are successful in transfer-level coursework.
- Systematically evaluate the effectiveness of academic and student support programs in all areas and develop, strengthen, or eliminate programs based on that evaluation.

Strategic Goal #2: ESTABLISH AND EXPAND RELATIONSHIPS WITH SCHOOL DISTRICTS, 4-YEAR COLLEGE PARTNERS, COMMUNITY-BASED ORGANIZATIONS AND EMPLOYERS TO INCREASE HIGHER EDUCATION ATTAINMENT AND ECONOMIC MOBILITY IN SAN MATEO COUNTY

Districtwide Strategies

- Increase collaboration, interaction, and alignment with high school partners to increase successful transitions from local high schools to ensure higher education is accessible for all San Mateo high school students.
- Continue to expand and support Middle College and Early College opportunities.
- Make concurrent enrollment opportunities and processes more efficient and accessible for secondary schools and their students.
- Expand dual enrollment opportunities and processes that are more efficient and accessible for secondary schools and their students.
- Create faculty-to-faculty collaboration as part of high school partnerships for Dual Enrollment and Guided Pathways to better align curricula and to create seamless transitions from secondary to postsecondary education.

Strategic Goal #2: ESTABLISH AND EXPAND RELATIONSHIPS WITH SCHOOL DISTRICTS, 4-YEAR COLLEGE PARTNERS, COMMUNITY-BASED ORGANIZATIONS AND EMPLOYERS TO INCREASE HIGHER EDUCATION ATTAINMENT AND ECONOMIC MOBILITY IN SAN MATEO COUNTY

Districtwide Strategies

- Work with feeder high schools to streamline processes for sharing transcript information to facilitate placement of more students into the appropriate transfer-level credit courses.
- Create an active campus environment that creates a sense of belonging and engagement for students.
- Increase and articulate Guided Pathways, programs, and services to improve career development and job placement to help students meet their stated goals.
- Increase/expand partnerships with four-year colleges and universities to increase seamless curriculum alignment and direct program transfer, as well as develop opportunities to complete four-year degrees in San Mateo County.
- Share data and information, especially about student success, with community partners.

Strategic Goal #3: PROMOTE INNOVATION AND EXCELLENCE IN INSTRUCTION TO SUPPORT STUDENT LEARNING AND SUCCESS

Districtwide Strategies

- Expand program delivery options, including accelerated completion options, for all students including online students, e.g., College for Working Adults; short-term classes; intersession classes; cohort classes; and continuing, corporate and community education.
- Promote strategic development of online education to increase the development and delivery of quality, fully online certificate and degree programs.
- Support professional development for faculty and staff to incorporate advances in teaching, learning, and effective use of technology.
- Increase technology use in the classroom and develop the overall District technology infrastructure to support innovative practices in teaching and learning.
- Integrate technological systems to ensure a seamless and efficient experience for students, faculty, and staff.
- Ensure student and academic support services are accessible to all students in the online environment.
- Support innovation and excellence by increasing the availability of data and information to inform the effectiveness of programs and interventions designed to increase student success, equity, and achievement.

Strategic Goal #4: ENSURE NECESSARY RESOURCES ARE AVAILABLE TO IMPLEMENT THIS STRATEGIC PLAN THROUGH SOUND FISCAL PLANNING AND MANAGEMENT OF ALLOCATIONS. PROTECT COMMUNITY-SUPPORTED STATUS AND UNDERTAKE THE DEVELOPMENT OF ALTERNATIVE SOURCES OF REVENUE THAT SUPPORT EDUCATIONAL PROGRAMS BEYOND THAT WHICH IS AVAILABLE FROM COMMUNITY AND STATE ALLOCATIONS.

Districtwide Strategies

- **Protect and solidify District funding, predominately in the form of property taxes, through interaction and advocacy with key county and state legislators and the State Chancellor's Office. To ensure this is achieved, build coalitions among other community-supported districts and statewide associations.**
- **Increase actions across the District to provide alternative revenue sources to support programs that increase student success, equity, and achievement.**
- **Expand the development, management, and grant funding strategy and infrastructure for the Districts and its Colleges.**
- **Increase philanthropic development efforts in order to provide resources that can be used to support programs and efforts that increase student success, equity, and achievement.**
- **Increase Community, Continuing and Corporate Education (CCCE) training and services to San Mateo County residents, families and public and private sector organizations through increased lifelong learning and professional certifications for adults, expanded academic and fitness programming for youth, and customized workforce training for public and private-sector organizations.**
- **Increase credit-based enrollments through new credit/non-credit hybrid programming.**
- **Contribute to the economic development of San Mateo County through collaborative partnerships with industry and workforce/economic development agencies.**
- **Review allocations and evaluate the investment of resources in order to align resource allocation with District goals and districtwide strategies that increase student success, equity, and achievement.**

Thank You!



Skyline
COLLEGE