



**SAN MATEO COUNTY  
COMMUNITY  
COLLEGE DISTRICT**

*Cañada College • College of San Mateo • Skyline College*

# Students First

A Strategic Plan for the San Mateo County  
Community College District

## **Students First: Student Success, Equity and Social Justice**

### DISTRICTWIDE STRATEGIES

- Measure the impact of new and existing College efforts to increase success and equity for all students. Close gaps that result in inequitable outcomes.
- Capture the real education goals that students want to achieve and use these goals to determine their subsequent success.
- Provide clear and distinct pathways for all students, particularly those from underserved populations, so as to accelerate program completion and successful transitions to work or transfer.
- Support colleges through use of resources that provide for teaching and support innovations that are purposefully designed to increase student success
- Revisit student placement assessment to incorporate multiple measures of entering student preparedness with the goal of decreasing time needed to achieve one's goal.
- Engage in innovative course scheduling that provides more student options for course completion.

## STRATEGIC GOAL #1: DEVELOP AND STRENGTHEN NEW EDUCATIONAL OFFERINGS, INTERVENTIONS, AND SUPPORT PROGRAMS THAT INCREASE STUDENT SUCCESS

### METRICS [BENCHMARKS AND TARGETS TO BE DETERMINED]

1. Completion Rate: Increase the proportion by five percent of six-year cohorts (starting with students who entered in 2008-09 and tracked to 2013-14) who completed a degree, certificate or became transfer ready by 2019-2020.
2. Remedial rate: Increase the proportion by five percent of credit students in the same six-year cohorts who started below transfer level and completed a college-level course in the same discipline by 2019/2020.
3. Successful course completion: Increase the proportion by five percent of students who earn a grade of "C" or better or "credit" from 2013-14 to 2019-2020.
4. Decrease the proportion of entering students placed into developmental education by 5% from 2014-15 to 2019-2020.
5. Decrease the Time to Completion for degrees, certificates, or transfer by 10% from 2014-15 to 2019-2020

### DISTRICTWIDE STRATEGIES

- Systematically evaluate the effectiveness of existing programs in all areas and eliminate, strengthen, and develop new programs to support student success.
- Align career and technical programs with projected workforce needs.
- Develop a robust and comprehensive research planning and institutional effectiveness infrastructure Districtwide to produce actionable data for use in Districtwide decision-making.
- Provide resources for faculty, staff, administration, facilities, equipment, and professional development to ensure program development and viability.
- Create new on-line and web-based options for students to access advising and counseling options, interactive scheduling, and educational plans.
- Establish a dedicated budget for program development (including personnel, professional development, and technology) for 2015-2016. Increase the number of students who access benefits that enable them to stay in school and succeed.

**STRATEGIC GOAL #2: ESTABLISH AND EXPAND RELATIONSHIPS WITH SCHOOL DISTRICTS, 4-YEAR COLLEGE PARTNERS, AND COMMUNITY BASED ORGANIZATIONS TO INCREASE HIGHER EDUCATION ATTAINMENT THROUGHOUT SAN MATEO COUNTY**

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**METRICS [BENCHMARKS AND TARGETS TO BE DETERMINED]**

1. Increase overall educational attainment of San Mateo County adults from 71.4 % in the period 2009 to 2013 to 73.4% in the period 2016 to 2020 .
2. Increase the percent of high school graduates who successfully transition to postsecondary education by 5% from 2014-15 to 2019-2020.
3. Increase the enrollment in the District of high school graduates from each high school in San Mateo County from \_\_\_ in 2014-15.
4. Increase the number of certificates awarded by XX% from 2014-15 to 2019-2020.
5. Increase the number of associates degrees awarded by XX% from 2014-15 to 2019-2020.

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**DISTRICTWIDE STRATEGIES**

- Support seamless transitions processes for secondary school students.
- Increase Middle College and Early College opportunities.
- Make concurrent and dual enrollment processes more efficient and accessible for secondary schools and their students.
- Work with feeder high schools to develop better placement processes that result in higher levels of students placed into college credit courses and programs.
- Accelerate student progression through basic skills and ESL sequences.
- Increase and articulate visible pathways for transfer and job placement to help students meet their stated goals.
- Increase/expand partnerships with 4-year universities to increase seamless curriculum alignment and direct program transfer
- Create Districtwide faculty-to-faculty exchanges with secondary discipline counterpart faculty

### STRATEGIC GOAL #3: EXPAND PROGRAM DELIVERY OPTIONS INCLUDING THE EXPANDED USE OF INSTRUCTIONAL TECHNOLOGY TO SUPPORT STUDENT LEARNING AND SCHEDULING OPTIONS

#### METRICS [BENCHMARKS AND TARGETS TO BE DETERMINED]

1. Create new programs or modify existing career and technical or academic programs that are available fully online from \_\_\_% of all programs in 2014-15 to \_\_\_% in 2019-2020.

#### DISTRICTWIDE STRATEGIES

- Develop a strategic distance education plan to increase the development and delivery of quality, fully online and hybrid classes and degree programs.
- Support professional development for faculty and staff to incorporate advances in teaching and learning and effective use of technology inside and outside the classroom.
- Expand delivery options, e.g., College for Working Adults, short-term classes, intersession classes, and continuing, corporate, and community classes.
- Increase technology use in the classroom as well as the overall District technology infrastructure to improve student success.

### STRATEGIC GOAL #4: INCREASE ENTREPRENEURIAL ACTIONS ACROSS THE DISTRICT TO PROVIDE NEW REVENUE SOURCES

#### METRICS [BENCHMARKS AND TARGETS TO BE DETERMINED]

1. Increase revenue from alternative sources through entrepreneurial efforts from a baseline of \$XX in FY2014-15 to \$XX in FY2019-2020 in these categories: grants, contract education, and community education.

#### DISTRICTWIDE STRATEGIES

- Increase Community, Continuing and Corporate Education (CCCE) training and services to San Mateo County residents, families and businesses 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 revenue-generating contract training for public and private sector organizations.
- Develop internationally recognized, revenue-generating Intensive English Programs for students, educators, administrators and executives.
- Contribute to the economic development of San Mateo County through collaborative partnerships with industry and workforce/economic development agencies.
- Increase credit-based enrollments through new credit/non-credit hybrid programming.
- Create or expand revenue-generating programs such as Study Abroad, San Mateo Athletic Club, and Tech Shop.
- Increase grant writing capability throughout the District.
- Link the District's community and international education efforts to create synergies.