

CHAPTER 2: Administration and General Institution
BOARD POLICY NO. 2.75 (BP 3225 and 3250)

BOARD POLICY
San Mateo County Community College District

Subject: BP 2.75 Institutional Planning and Effectiveness
Revision Date: 5/09; 6/15
Policy References: Education Code Sections 78210 et seq. (Seymour-Campbell Student Success Act of 2012) and 84754.6; Title 5 Sections 51008, 51010, 51027, 53003, 54220, 55080, 55190, 55250, 55510 and 56270 et seq.; ACCJC Accreditation Standards I.B.5-9, III.B.4, III.C.2, III.D.2, IV.B.3 and IV.D.5

1. The Board is committed to developing goals that measure the ongoing condition of the District's operational environment. The Board regularly assesses the District's institutional effectiveness.
2. The Chancellor shall ensure that the District has and implements a broad-based comprehensive, systematic and integrated system of planning that involves appropriate segments of the College community and is supported by institutional effectiveness research.
3. The planning system shall include plans required by law, including, but not limited to:
 - a. Long range educational or academic master plans, which shall be updated periodically as deemed necessary by the governing board
 - b. Facilities plan
 - c. Equal Employment Opportunity Plan
 - d. Student equity plan
 - e. Student Success and Support Program Plan
 - f. Cooperative Work Experience
 - g. EOPS
4. The Chancellor shall submit those plans for which Board approval is required by Title 5 to the Board.
5. The Chancellor shall periodically inform the Board about the status of planning and the various plans.
6. The Chancellor shall ensure the Board has an opportunity to assist in developing the general institutional mission and goals for the comprehensive plans.
7. Each College of the District has developed, adopted and publicly posted a goals framework pursuant to the requirements of Education Code Section 84754.6.

**CHAPTER 2: Administration and General Institution
ADMINISTRATIVE PROCEDURE NO. 2.75.1 (AP 3250)**

**ADMINISTRATIVE PROCEDURE
San Mateo County Community College District**

Subject: AP 2.75.1 Institutional Planning and Effectiveness
Revision Date: 7/12; 4/15
References: Education Code Sections 78210 et seq. and 84754.6; Title 5 Sections 51008, 51010, 51027, 53003, 54220, 55080, 55190, 55510 and 56270 et seq.; 66030, 66250 et seq., and 72010 et seq.; ACCJC Accreditation Standards I.B.5-9, III.B.4, III.C.2, III.D.2, IV.B.3 and IV.D.5

1. The Chancellor and College Presidents ensure that District and institutional committee structures are maintained that will facilitate the ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes. They ensure that the college research organizations engage in ongoing institutional effectiveness research by which planning objectives may be developed and measured.
2. Institutional Effectiveness
 - a. Each College in the District shall develop, adopt, and publicly post goals that address all of the following: (1) accreditation status; (2) fiscal viability; (3) student performance and outcomes; and (4) programmatic compliance with state and federal guidelines.
 - b. The goals should be challenging and quantifiable, address achievement gaps for underrepresented populations, and align the educational attainment of California's adult population to the workforce and economic needs of the state.
3. District Strategic Planning
 - a. The District maintains a District Strategic Planning Committee that is advisory to the Chancellor. The committee is responsible for the development and implementation of a district strategic plan. The plan is informed by an environmental scan conducted periodically to coincide with the beginning of the planning cycle. College data on institutional effectiveness are also considered.
 - b. Committee membership includes the vice chancellor of educational services and planning, the three college presidents, the district academic senate president, the academic senate presidents from each college, representatives from classified staff from each college, research directors from each college, and staff representation from the district office. The committee is co-chaired by the vice chancellor of educational services and planning or a college president and the district academic senate president. The committee membership is listed on the committee's website.
 - c. In developing the plan, the committee ensures that the plan is synchronized with the college planning cycles and that its assumptions and recommendations inform the development of the Board of Trustees' yearly goals. It ensures that the plan is vetted through the college committee structures and that the plan is widely disseminated. The committee submits the plan to the chancellor for submission to the Board of Trustees for approval.

AP 2.75.1 Institutional Planning and Effectiveness (continued)

4. College Strategic Planning

- a. To ensure the implementation and ongoing assessment of the institutional planning process, each college maintains an institutional planning committee that is advisory to the college council. The committee structure ensures that the planning process is broad-based, offers opportunities for input by appropriate constituencies, allocates necessary resources and leads to improvement of institutional effectiveness. The institutional planning committees maintain websites that document the committees' procedures.
- b. Membership of the institutional planning committees is comprised of administration, faculty, classified staff and students. The Academic Senate, CSEA, Classified Council, and the Associated Students appoint committee members. College administration membership includes but is not limited to the vice president of instruction, instructional deans and directors of research. Specific committee composition is published on the college institutional planning website.
- c. The institutional planning committees develop the college strategic plans. The college strategic plans follow a specific planning cycle and consist of objectives and goals determined and measured by institutional effectiveness research. The plans are also informed by input from college committees that are concerned with specific college needs including but not limited to enrollment management, human resources, budget planning, technology, distance education, basic skills and diversity. The planning cycles are synchronized among the Colleges and with the District Strategic Plan. College plans are approved by the appropriate college constituencies, the College Council, and the College President. College plans are documented on the college planning websites.
- d. The planning committees meet on a regular basis. Committee meetings are open to the public and meeting calendars, agendas and minutes are published on the committee website.
- e. Committees conduct a review of the plans on a regularly scheduled basis during the planning cycle. Periodic reports on the progress of strategic plans are disseminated to the broad college community.

5. Facilities Planning

- a. The District updates Facilities Master Plans for each College approximately every five years. The Facilities Master Plans are compiled with input from key constituents and are informed by current and anticipated instructional needs in conjunction with the College's Educational Master Plan. Current Facilities Master Plans are available at:
<http://www.smccd.edu/facilities/masterplan.php>
- b. Facilities staff submits a certified Space Inventory to the California Community Colleges Chancellor's Office (CCCCO) annually. The certified space inventory is a database of all District facilities, and includes detailed room by room information indicating the type, size and use of each space. This data is used to calculate capacity load ratios, a measure whereby the state determines if facilities are adequate to serve the current and forecasted future space needs for each college as well as capital funding.
- c. If capacity load ratios—calculated using current and forecasted enrollment levels in any given instructional area in comparison with available and planned new space—indicate space is inadequate to serve instructional needs, grant request are submitted in pursuit of funding to insure facilities are adequate to support instructional needs. Grant requests for CCCO Capital Outlay

AP 2.75.1 Institutional Planning and Effectiveness (continued)

Funding are submitted annually as part of the Five Year Construction Plan (5YCP). In addition to requests for state funding to upgrade or expand facilities, the 5YCP also documents planned locally funded facilities construction and renovation projects.

- d. Facilities Staff meet with the President's Cabinet at each College at least once a month to review facilities issues and needs. This is an open forum in which facilities construction, renovation, and maintenance service needs are reviewed and collaboratively prioritized.
6. Categorical Program Planning - the Chancellor and College Presidents ensure that college program staff prepare, implement and monitor program plans for categorical programs including but not limited to EOPS, Matriculation and Transfer Center, according to the processes and procedures prescribed by the State Chancellor's Office.
 7. EEO Planning
 - a. The Human Resources Department assures that every Screening Committee has been oriented in equal employment opportunity, non-discrimination in employment and inclusiveness when considering candidates for positions.
 - b. The Human Resources department tracks all hiring for equal employment opportunity and evaluates the diversity of newly hired employees and reports to administration its findings. The results thus far reflect a wide range of diversity in hiring over the last several years.
 8. Student Equity Planning - the Chancellor and College Presidents ensure that the Colleges comply with California Community College Board of Governors' regulations related to the Student Equity Policy which are intended to ensure that historically underrepresented groups in higher education have an equal opportunity for access, success and transfer. Each College has a student equity plan developed in collaboration with representatives of faculty, staff and administration. The Student Equity Plan addresses the following activities; campus-based research, establishment of goals and implementation schedules, evaluation of progress; and identification of funding sources for the activities of the plan. The Student Equity Plan shall be maintained, and updated under the guidance of each college's participatory governance body.
 9. Instructional Technology Planning
 - a. The Information Technology Services (ITS) department is a centralized service organization providing information technology leadership, support staff, training, policies and procedures related to technology, strategies for the effective deployment and utilization of information technology, and assisting Cañada College, the College of San Mateo, and Skyline College, as directed, with local technology initiatives, projects, and planning for future technologies.
 - b. ITS collaborates with the Colleges to develop college and district wide information technology plans which reflect the roles and responsibilities of each college and ITS. ITS staff participates regularly in various College committees to discuss operational issues and to develop project plans for the deployment of technology in support of teaching and learning, district-wide communications, research, and other operational systems.
 - c. The current Information Technology Strategic Plan can be found at:
<https://its.smccd.edu/wp-content/uploads/2014/02/its-strategic-plan.pdf>

Agenda Item Details

Meeting	May 22, 2024 - REGULAR BOARD MEETING OF THE BOARD OF TRUSTEES
Category	16. DISCUSSION ITEMS
Subject	16.1 Discussion of Mission Statement and Values (15 Mins.)
Access	Public
Type	Discussion

Public Content

TO: Members of the Board of Trustees
FROM: Melissa Moreno, J.D., Chancellor

DISCUSSION OF MISSION STATEMENT AND VALUES

The Accrediting Commission for Junior and Community Colleges (ACCJC) and Board Policy 1200 requires a regular review of the District's mission statement. At the Board's retreat in July, 2023, the Board directed the Chancellor to bring forth a review of the mission statement, and set this as a goal in the adopted board goals.

At its Regular Meeting on March 27, 2024, the board voted to create an Ad Hoc Committee on Mission and Values. After thorough and thoughtful consideration, the Ad Hoc committee returns it recommended mission statement:

San Mateo County Community College District's mission is to transform futures in the communities it serves by putting students first with a focus on equity.

The Ad Hoc Committee asks this board to direct that this mission statement be forwarded for review through participatory governance process.

In addition, the Ad Hoc committee considered the board members' feedback on values and presents its recommended list:

- Equity
- Diversity
- Empowering employees
- Community
- Excellence through Equity
- Student Success and Completion
- Transparency and Accountability
- Creativity through Re-imagination
- Continuous Improvement

The Ad Hoc committee will work on brief definitions of these values and bring back for adoption at its next regular meeting.

Agenda Item Details

Meeting	Jun 26, 2024 - REGULAR BOARD MEETING OF THE BOARD OF TRUSTEES
Category	12. OTHER RECOMMENDATIONS
Subject	12.13 Second Read and Adoption of Values (15 Mins.)
Access	Public
Type	Action

Public Content

TO: Members of the Board of Trustees
FROM: Melissa Moreno, J.D., Chancellor

SECOND READ AND ADOPTION OF VALUES

At its Regular Meeting on March 27, 2024, the board voted to create an Ad Hoc Committee on Mission and Values. At its regular meeting on May 22, 2024, the Ad Hoc Committee received guidance on the list of values from the Board and now returns with its recommended list of nine (9) values with definitions based on the feedback received.

1. Diversity

Understand and celebrate unique and humanistic differences.

2. Inclusion

Create a sense of belonging where everyone is valued and respected.

3. Empower Employees

Provide a welcoming and positive work environment for employees by providing the resources needed to innovate and achieve success in the workplace.

4. Community

Offer educational opportunities that are responsive to our community's needs, with a specific focus on the economic and social mobility of our most underserved students.

5. Educational Equity

Embrace students where they are, so that they are empowered, encouraged, and equipped to succeed academically by providing rigorous and rich educational opportunities to help realize their goals.

6. Student Success

Support a holistic approach to student success that is designed with completion in mind and cultivates community stewardship and a sustainable living-wage.

7. Transparency and Accountability

Model a culture of transparency and accountability as responsible stewards of the public trust.

8. Innovative Programs

Encourage thought partnership in the development of degrees, programs, and pathways that lead to careers in Silicon Valley, a global center of creativity, technology and innovation.

9. Continuous Improvement

Reimagine business practices to support a culture of continuous learning.

RECOMMENDATION

The Ad Hoc Committee recommends adoption of these values as defined.

Administrative Content**Executive Content**

BOARD GOALS 2024-2025

I. Ensure continuous improvement, radical transparency, and accountability in effecting the regular duties of the Board of Trustees.

Board Priorities 2024-2025	Chancellor Support 2024-2025
<ol style="list-style-type: none"> 1. Continue transparency and integrity of the District performance by supporting the work of the performance auditor. <ol style="list-style-type: none"> a. Board ad-hoc Performance Audit committee. 2. Engage in regular and continuous professional development for trustee accountability and board effectiveness. 3. Review and approve regular duties: <ol style="list-style-type: none"> a. New District Strategic Plan b. Review EEO plan and hiring practices to ensure compliance with new laws. c. Board Policies update and implementation of regular review cycle. 4. Complete Board annual self-evaluations and complete annual and mid-year Board Goals review and update. 5. Complete annual Chancellor evaluation. 	<ol style="list-style-type: none"> 1. Chancellor supports the performance auditor and creates implementation plans from the recommendations of the performance auditor. Chancellor implements the auditor recommendations. <ol style="list-style-type: none"> a. Chancellor to create Board ad-hoc committee to review audit drafts. 2. Under the direction of the Chancellor, Clerk of the Board to continue organizing conference attendance for members of the Board. 3. Chancellor works with Board President to schedule review and update of regular duties. <ol style="list-style-type: none"> a. Chancellor to create ad-hoc Strategic Plan committee. b. Chancellor to ensure EEO Plan implementation in collaboration with HR. c. Chancellor continues the Board Policies update project in 24-25. 4. Chancellor to continue to support board completion of evaluation and goal setting cycles. 5. Chancellor to continue to cooperate and collaborate with the board on the Chancellor's evaluation.

II. Reinforce a thriving and positive-oriented workplace where employees feel supported in professional growth and innovation.

Board Priorities 2024-2025	Chancellor Support 2024-2025
<ol style="list-style-type: none"> 1. Review and update HR policies. 2. Support an organizational study on staffing capacity. 3. Ensure exit interview process is implemented and the data is utilized for improvement. 4. Support new employee onboarding process that aligns with values statement. 5. Support professional development opportunities for employees. 	<ol style="list-style-type: none"> 1. Prioritize Board policy review to include Chapter 7. 2. Analyze comprehensive employee staffing data to determine areas that may need restructuring to maximize capacity. 3. Work with HR to create exit data reports and a plan for improvement. 4. Improve onboarding and retention plans. 5. Work with HR and CFO to ensure appropriate allocation of professional development funds.

BOARD GOALS 2024-2025

III. As stewards of the public trust, ensure prudent fiscal planning for the priorities of the District.

Board Priorities 2024-2025	Chancellor Support 2024-2025
<ol style="list-style-type: none"> 1. Capital Improvements. 2. Facilities repair and maintenance. 3. Make "Free College" permanent. 4. Support student basic needs. 5. Continue exploration of public financing for a potential new Capital Improvement Program in 2026. <ol style="list-style-type: none"> a. Create ad-hoc committee. 6. Trustees' Prioritize New Facilities toward amending the Facilities Master Plan (FMP) thus far to include: <ol style="list-style-type: none"> a. Student Housing for Three Campuses b. Athletic Center at Skyline College 	<ol style="list-style-type: none"> 1. Chancellor to conduct regular review of capital improvement needs and seek fiscal guidance from the board. 2. Chancellor to conduct regular review of repair and maintenance needs and seek fiscal guidance from the board. 3. Chancellor to work with the Board, ED of the Foundation and ED of Government and Community Relations to find permanent funding for Free College. 4. Chancellor to provide regular updates to the board on students' basic need programs, to include reports from the district lobbyist on advocacy efforts and legislative priorities and seek fiscal guidance from the board. 5. Support the exploration of public financing by researching strategies, interviewing financing consultants, and making recommendations to the Board on next steps for a possible new Capital Improvement Program. 6. Ensure board discussion regarding FMP. Seek board approval for a new Capital Improvement Program and with an amendment to the Facilities Master Plan that reflects both the Board's priorities and the Chancellor's team priorities.

IV. Encourage and support innovations in outreach, recruitment, retention, and enrollment growth.

Board Priorities 2024-2025	Chancellor Support 2024-2025
<ol style="list-style-type: none"> 1. Review and monitor reports on outreach, recruitment, and enrollment strategies. 2. Review and monitor College and District data towards reasonable increases in enrollment. 3. Increase dual enrollment. 4. Review student success goals and measurement of progress towards goals. 	<ol style="list-style-type: none"> 1. Chancellor will continue to report on marketing campaigns, outreach efforts, and enrollment. <ol style="list-style-type: none"> a. Enrollment reports due two times a year: Fall and Spring after census. b. Strategic plan metric review and update (annually Spring) (RETAIN) 2. Chancellor and staff serve as thought partners by creating opportunities for ample board discussions on direction of district through ad-hoc committees and study sessions 4. Chancellor will provide recommendation regarding a dual enrollment goal 5. Chancellor will provide recommendation of student success goals and measurement 6. Chancellor will implement longitudinal data dashboards for enrollment, completion, graduation including impacted populations.

BOARD GOALS 2024-2025

V. Provide students with clear pathways to completion and support innovative approaches to delivery methods and industry engagement.

Board Priorities 2024-2025	Chancellor Support 2024-2025
<ol style="list-style-type: none"> 1. Sustain increased focus on part-time completion and strengthen PSP program. 2. Support review of program viability and the development of innovative career education programs to meet industry needs. 3. Focus on monitoring and increasing completion outcomes for disproportionately impacted populations. 4. Support a study of alternative methods to reach students through innovative educational models. 5. Support innovative pathways with industry partners. 6. To have ample opportunity for discussion during study sessions and ad hoc committee involvement on educational programs, campus and District programs. Review and understand existing educational programming in the District and receive regular reports. 7. Expand Nursing Program. 	<ol style="list-style-type: none"> 1. Chancellor and staff to provide reports on completion metrics and work as thought partners on growth and expansion of completion programs. Innovation for part-time student completion. 2. Ensure all course offerings lead to a completion of a degree or certificate. <ol style="list-style-type: none"> a. Staff review of program viability; b. Staff review of current career programs and survey industry needs in the local area; c. Present data on enrollment and completion in current career programs; d. Design career pathway clusters which align with local industry needs; e. Reallocation of resources to support high demand areas, and ensuring innovation to meet the surrounding employer needs; f. Ensuring fiscal support for completion programs such as PSP/EOPS/TRiO, Guided Pathways; g. Convey to the board the fiscal and resource needs in order to reach goals; 3. Chancellor to ensure colleges' equity plans centered around data to improve service to disproportionately impacted student populations. Ensure that outcomes are available publicly on data dashboards. 4. Explore alternative and innovative scheduling and delivery options and review and present baseline data on historical trends on late start, night, and weekend classes. 5. Explore and strengthen innovative pathways with industry partners. Current examples include: <ol style="list-style-type: none"> a. Oracle University Pathways b. Auto-mechanic training for county service providers c. Pre-apprenticeships 6. Bring regular reports of educational programs (e.g., International Programs, KCSM, etc.). Chancellor tracks study session topic suggestions and works with the board to create meaningful study sessions. 7. Explore costs and feasibility of expanding nursing program to meet industry needs.

BOARD GOALS 2024-2025

VI. Inspire stronger and more meaningful community partnerships that lead to seamless pathways from cradle to college.

Board Priorities 2024-2025	Chancellor Support 2024-2025
<ol style="list-style-type: none"> 1. Secure MOUs at Skyline and CSM, based on Cañada's Living the Promise Model. 2. Explore legislative opportunities for seamless articulation to four-year public universities. 3. Explore innovative four-year degree program development at each of the campuses. 	<ol style="list-style-type: none"> 1. Create and align MOUs across all three campuses in support of CAN's K-14 Model Initiative: Living the Promise. 2. Work with lobbyist on legislative opportunities (ONGOING) 3. Research and implement baccalaureate option for nursing program at CSM. Explore baccalaureate options at CAN. Explore feasibility of a second baccalaureate at SKY.

VII. Establish the SMCCC Foundation as a high-performing fundraising agent for the District.

Board Priorities 2024-2025	Chancellor Support 2024-2025
<ol style="list-style-type: none"> 1. Monitor and support improvement of SMCCCD Foundation performance through service on the Foundation Board. 2. Ensure compliance with District policies and the new operating agreement. 3. Receive regular updates from the Chancellor and ED. 4. Support increasing donations, moving towards \$100M endowment. 	<ol style="list-style-type: none"> 1. Ensure Board-required participation on Foundation Board and encourage participation in Foundation activities. 2. Implement new operating agreement and engage in new collaborative goal setting and strategic planning under the direction of new Foundation ED in concert with the Foundation Board. 3. Quarterly updates to the Board in collaboration with the Foundation ED. 4. Work with new Executive Director to support the Board's Foundation goals.

BOARD GOALS 2024-2025

VIII. As educational leaders in San Mateo County and the State of California, enrich District’s reputation in the community through deeper engagement with stakeholders and comprehensive Countywide awareness-building campaigns.

Board Priorities 2024-2025	Chancellor Support 2024-2025
<ol style="list-style-type: none">1. Increase statewide and national presence at conferences.2. Improve and expand internal and external community and campus engagement.3. Cultivate new and strengthen existing political relations with external stakeholders.4. Improve outreach and presence in targeted communities through partnership and sponsorship of established community groups.5. Broadly share a unified message about the District to communities and stakeholders. Communicate and encourage increased enrollment and community impact by graduates.	<ol style="list-style-type: none">1. Board Clerk organizes regular conference attendance by Board members.2. Chancellor to ensure community forums and education.<ol style="list-style-type: none">a. SMCCD + CCCCCO Collab: Spring 2025 Conference.b. “State of the District” chancellor events.c. Work with ED of Foundation to bring donors to campus experiences.3. Create opportunities for the community and political leaders/business partners to see campuses during “Academic Showcase Series”.4. Cultivate partnerships through educational programs in target communities. Examples include:<ol style="list-style-type: none">a. Samaritan Houseb. SamTransc. San Mateo County Sheriff Jail Facilitiesd. NorCal Carpenters Union5. Comprehensive district marketing and storytelling with targets and customized messaging to reach impacted populations.

April 3, 2024

Dr. Dianne Van Hook, Chancellor
College of the Canyons
26455 Rockwell Canyon Road
Santa Clarita, CA 91355

Re: California Community Colleges Institutional Effectiveness Partnership Initiative (IEPI) Letter of Interest

Dear Dr. Dianne Van Hook:

1. Institution name.

San Mateo County Community College District

2. Description of areas that your institution is doing well.

a. Introduction

The San Mateo County Community College District (SMCCCD) was established in 1922, and operates three colleges: Cañada College, College of San Mateo and Skyline College. Located between San Francisco and Silicon Valley, the District colleges provide community college educational services to residents of the County of San Mateo, California. Combined, the District's three colleges serve nearly 30,000 students annually and offer the first two years of college-level instruction in a wide variety of transfer programs as well as career-technical programs. The District offers a robust services for Middle College High Schools at each campus, as well as dual enrollment and concurrent enrollment high school students.

Each of the District's colleges is fully accredited by the [Accrediting Commission for Community and Junior Colleges](#) (ACCJC), Western Association of Schools and Colleges (WASC), an institutional accrediting body recognized by the [Council for Higher Education Accreditation](#) and the [U.S. Department of Education](#). The last accreditation occurred in 2019.

The District is governed by a six-member Board of Trustees, with five voting members elected by voters from designated areas of the County for four-year terms and one nonvoting student member elected by students for a one-year term. The day-to-day operations of the District are managed by the Board-appointed Chancellor, and the day-to-day operations of the three District colleges are managed by the Chancellor-appointed College Presidents.

b. Hispanic Serving Institutions

SMCCCD is renowned as one of the best two-year college districts in California. All three colleges are designated as Hispanic Serving Institutions and has a diverse student population that is a reflection of the communities that it serves.

SMCCCD is committed to achieving educational equity for all students. As outlined in the District's Strategic Plan, "success, equity, and social justice for our students are longstanding goals." We provide students with a rich and dynamic learning experience that embraces differences—emphasizing

collaboration and engaging students in and out of the classroom, encouraging them to realize their goals and become global citizens and socially responsible leaders.

c. Free College

Senate Bill B 893 was passed in 2022 and provides accessible higher education opportunities to students through fee waivers for students with the greatest financial need. It allows for the San Mateo County Community College District to operate a program that will pay the tuition and enrollment fees for students from underrepresented and marginalized communities.

SMCCCD's Board of Trustees invested \$6.75 million into developing their initial *Free Community College Initiative*, and an additional \$6 million was allocated in the District's 2022-23 budget to implement SB893, and now another \$10 million for the 2023-2024 budget. Through this investment, SMCCCD has been able to significantly increase enrollments, support the District's dual enrollment program with local high schools, offer textbook vouchers, and assist students with basic needs, including technology, food, and transportation.

The Free College program at SMCCCD removes the historical view of college being unattainable. The district is opening doors to opportunities for students to pursue their dreams without financial constraints.

d. Impact of Free College: Enrollments Up 12%

Enrollment at San Mateo County Community College District has returned to pre-pandemic levels after the district experienced a decline. The boost in enrollment is thanks to the Free College initiative of Senate Bill No. 893.

Thanks to SMCCCD's Free College program, coupled with a robust 10-month-long districtwide digital advertising campaign and the dedicated efforts of college staff and faculty, domestic student headcount was up 16% in Fall 2023 and 8% in Spring 2024, resulting in a total year-over-year academic year increase of 12%, or 2,533 students.

These results are even more impressive when compared to the most recent national and statewide community college enrollment reports for Fall 2023. Nationally, (according to the [National Student Clearinghouse Research Center](#)) fall enrollment at community colleges rose by 2.3% nationwide. The [State Chancellor's Office recently announced](#) that fall enrollments were up 8% statewide. Additionally, over 90 of the community colleges in the state saw a more modest 5-6% fall increase. Please read the Spring 2024 [SMCCCD Enrollment Report](#) shared at the February 28 Board Meeting for more details.

3. Description of your institution's areas of focus for PRT or Mini-PRT assistance that will help advance your institutional effectiveness even more. Previous visits to institutions have addressed diverse topics such as enrollment management, student learning outcomes assessment, integrated planning, fiscal strategy, technology applications, and professional development.

As Interim Chancellor, I have worked hard to improve efficiency in doing the business of the District. Now, the Board has adopted a new set of goals, and as we transition to a Permanent Chancellor, we need assistance in the development of a new strategic plan reflective of the Board's new goals, with measurable outcomes. The Board's newly adopted goals are:

- I. Ensure continuous improvement, radical transparency, and accountability in effecting the regular duties of the Board of Trustees.*
- II. Reinforce a thriving and positive-oriented workplace where employees feel supported in professional growth and innovation.*
- III. As stewards of the public trust, ensure prudent fiscal planning for the priorities of the District.*
- IV. Encourage and support innovations in outreach, recruitment, retention, and enrollment growth.*
- V. Empower students with pathways to completion that are innovative and responsive to their individual needs and industry demands.*
- VI. Inspire stronger educational and community partnerships that enable students to excel in their academic, career, and lifelong learning goals and contribute to the economic vitality in San Mateo County.*
- VII. Partner with the SMCCC Foundation to become a premier philanthropic organization that multiplies its reach and impact and catalyzes community support to optimize student access to programs and services.*
- VIII. As educational leaders, partner with stakeholders to emphasize the value of the community college experience, and the transformative impacts on students and the community.*

A detailed version of the Board goals is attached.

4. Description of the rationale for these areas of focus.

The District would like to hire a consultant with expertise in strategic planning and participatory governance to assist with the Strategic Plan development. We have a rare opportunity to invite District wide participation in the development of the new Strategic Plan, and at the same time, create opportunities for the permanent Chancellor to engage in meaningful dialogue with the community and constituent groups across all three campuses. In addition, the Board expressed a strong desire for a Strategic Plan to include clear and measurable outcomes to make it easy to gauge success of the District.

We believe the PRT team could assist us in achieving the outcomes to create a strategic plan for the District reflective of the Board goals and desires for measurable outcomes, and work with us to achieve deep engagement in the participatory governance process.

5. Description of how these areas of focus relate to the Core Commitments in the Vision for Success and help advance Vision 2030.

The California Community College Chancellor's Offices offers salient strategic directions and goals and outcomes for its Vision 2030 that align with our Board Goals and our focus on strategic in the following manner:

- a. Vision 2030 Strategic Direction: Equitable Baccalaureate Attainment
 - i. Aligns with Board Goal VI where the Board wishes to explore legislative opportunities for seamless articulation to four-year public universities; and to explore innovative four-year degree program development at each of the campuses.
- b. Vision 2030 Strategic Direction: Equitable Workforce and Economic Development
 - i. Aligns with Board Goal V where the board desires to support review of program viability and the development of innovative career education programs to meet industry needs.
- c. Vision 2030 Goal #1: Equity in Success
 - i. Aligns with Board Goal V with a desire to focus on monitoring and increasing completion outcomes for disproportionately impacted populations.

- d. Vision 2030 Outcome #1: Completion
 - i. Aligns with Board Goal V with the desire to sustain increased focus on part-time completion and focus on monitoring and increasing completion outcomes for disproportionately impacted populations.
- e. Vision 2030 Outcome #2: Baccalaureate Attainment
 - i. Aligns with Board Goal VI with a desire to explore legislative opportunities for seamless articulation to four-year public universities; and to explore innovative four-year degree program development at each of the campuses.
- f. Vision 2030 Outcome #3: Workforce Outcome
 - i. Aligns with Board Goal V to support review of program viability and the development of innovative career education programs to meet industry needs.
- g. Vision 2030 Outcome #4: Student Participation
 - i. Aligns with Board Goal IV with a desire to review and monitor reports on outreach, recruitment and enrollment strategies; and to review and monitor College and District data towards reasonable increases in enrollment.
- h. Vision 2030 Outcome #5: Maximizing Financial Aid
 - i. Aligns with Board Goal III to implement and grow its Free College program.
- i. Vision 2030 Outcome #6: Reduce Units to Completion
 - i. Aligns with Board Goal V with a desire to sustain increased focus on part-time completion.

6. Indication of what would be the ideal time for the first visit.

The ideal time for the PRT team's first visit would be Fall semester 2024.

7. Signature of institution's CEO.



Melissa Moreno, J.D.
Interim Chancellor

CC:
Vanessa Cordero, College of the Canyons
Matthew C. Lee, Project Director, Institutional Effectiveness Partnership Initiative

BOARD GOALS 2023-2024

I. Ensure continuous improvement, radical transparency, and accountability in effecting the regular duties of the Board of Trustees.

Board Priorities 2023-2024	Chancellor Support 2023-2024
<ol style="list-style-type: none"> 1. Hire a permanent chancellor that is in alignment with the Boards goals, values, and mission 2. Ensure transparency and integrity of the District performance through the successful hiring of a performance auditor 3. Engage in regular and continuous professional development for trustee accountability and board effectiveness 4. Direct Chancellor to implement a new trustee orientation program 5. Review and approve regular duties: <ol style="list-style-type: none"> a. New mission statement b. Review EEO pan and hiring practices to ensure compliance with new laws c. Ensures emergency response and safety plans are in place d. Board Policies update and implementation of regular review cycle - in progress 6. Complete Board annual self-evaluations and complete annual and mid-year Board Goals review and update 7. Complete Chancellor evaluation 	<ol style="list-style-type: none"> 1. Chancellor supports the hiring process through Human Resources and reporting structure to both the Chancellor and the Board 2. Chancellor supports the hiring process through Human Resources and reporting structure to both the Chancellor and the Board 3. Clerk of the Board to organize CCLC/ ACCT attendance 4. Chancellor to create new trustee orientation program 5. Chancellor works with Board President to schedule review and update of regular duties 6. Chancellor to support board completion of evaluation and goal setting cycles 7. Chancellor to cooperate and collaborate with the board on its own evaluation

II. Reinforce a thriving and positive-oriented workplace where employees feel supported in professional growth and innovation.

Board Priorities 2023-2024	Chancellor Support 2023-2024
<ol style="list-style-type: none"> 1. Create a values statement that articulates this goal 2. Review and update HR policies 3. Ensure exit interview process is implemented and the data is utilized for improvement 4. Support new employee onboarding process that aligns with values statement 5. Support professional development opportunities for employees 	<ol style="list-style-type: none"> 1. Support framework needed to create a values statement (<i>in progress</i>) 2. Prioritize Board policy review to include Chapter 7 3. Work with HR to create exit data reports and a plan for improvement 4. Improve onboarding and retention plans 5. Work with HR and CFO to ensure appropriate allocation of professional development funds

BOARD GOALS 2023-2024

III. As stewards of the public trust, ensure prudent fiscal planning for the priorities of the District.

Board Priorities 2023-2024	Chancellor Support 2023-2024
<ol style="list-style-type: none"> 1. Capital Improvements 2. Facilities repair and maintenance 3. Free college 4. Student basic needs 	<ol style="list-style-type: none"> 1. CIP Presentation <ol style="list-style-type: none"> a. Review of facilities project priorities and request fiscal guidance from the board 2. Facilities Repair and Maintenance Presentation <ol style="list-style-type: none"> a. Review of repair and maintenance projects and request fiscal guidance from the board 3. Report from district lobbyist on advocacy efforts and legislative priorities 4. Board Presentations with data <ol style="list-style-type: none"> a. delineating costs for cafeteria/food, transportation, child care b. longitudinal data on enrollment, persistence, completion c. observe and share connections between support and enrollment, persistence, completion

IV. Encourage and support innovations in outreach, recruitment, retention, and enrollment growth.

Board Priorities 2023-2024	Chancellor Support 2023-2024
<ol style="list-style-type: none"> 1. Review and monitor reports on outreach, recruitment and enrollment strategies 2. Review and monitor College and District data towards reasonable increases in enrollment 3. Engage ad-hoc committee in detailed conversations on outreach, recruitment, retention, enrollment, and completion <ol style="list-style-type: none"> a. ad-hoc committee works with staff to present findings to the board 	<ol style="list-style-type: none"> 1. Chancellor will provide a recommendation regarding an enrollment goal <ol style="list-style-type: none"> a. Report on revised marketing campaign and enrollment figures b. Enrollment reports two times a year (<i>Fall and Spring after census</i>) c. Other data-based reports (e.g., impact of SB893) d. Strategic plan metric review and update (<i>annually Spring</i>) 2. Chancellor and staff serve as thought partners 3. Staff attends Ad Hoc committee discussions and prepared reports to support those discussion <ol style="list-style-type: none"> a. "Bring College to the People" b. Organizations, local communities, Half-Moon Bay facility, East Palo Alto training (Job Train site) c. High school outreach d. Other data-based reports as requested

BOARD GOALS 2023-2024

V. Empower students with pathways to completion that are innovative and responsive to their individual needs and industry demands.

Board Priorities 2023-2024	Chancellor Support 2023-2024
<ol style="list-style-type: none"> 1. Sustain increased focus on part-time completion 2. Strengthen PSP program 3. Support review of program viability and the development of innovative career education programs to meet industry needs 4. Focus on monitoring and increasing completion outcomes for disproportionately impacted populations 5. Support a study of alternative methods to reach students 	<ol style="list-style-type: none"> 1. Chancellor and staff to provide reports on completion metrics and work as thought partners on growth and expansion of completion programs 2. Innovation for part-time student completion 3. Ensure all course offerings lead to a completion of a degree or certificate <ol style="list-style-type: none"> a. Staff review of program viability b. Staff review of current career programs and survey industry needs in the local area c. Present data on enrollment and completion in current career programs d. Design career pathway clusters which align with local industry needs e. Reallocation of resources to support high demand areas, and ensuring innovation to meet the surrounding employer needs f. Ensuring fiscal support for completion programs such as PSP/EOPS/TRiO, Guided Pathways g. Convey to the board the fiscal and resource needs in order to reach goals 4. Implement colleges' equity plans centered around data to improve service to disproportionately impacted student populations 5. Explore alternative scheduling options and review and present baseline data on historical trends on late start, night, and weekend classes

BOARD GOALS 2023-2024

VI. Inspire stronger educational and community partnerships that enable students to excel in their academic, career, and lifelong learning goals and contribute to the economic vitality in San Mateo County.

Board Priorities 2023-2024	Chancellor Support 2023-2024
<ol style="list-style-type: none"> 1. Secure MOUs at Skyline and CSM, following Cañada's Living the Promise Model 2. Explore legislative opportunities for seamless articulation to four-year public universities. 3. Explore innovative four-year degree program development at each of the campuses. 4. Provide guidance for improvement in lifelong learning opportunities. 	<ol style="list-style-type: none"> 1. Create and align MOUs across all three campuses in support of the K-14 Model Initiative: Living the Promise (created by President Lopez, Cañada College) 2. Work with lobbyist on legislative opportunities 3. Research baccalaureate options for the campuses 4. Evaluate Community Education programs and take direction from the Board of Trustees for improvement

VII. Partner with the SMCCC Foundation to become a premier philanthropic organization that multiplies its reach and impact, and catalyzes community support to optimize student access to programs and services.

Board Priorities 2023-2024	Chancellor Support 2023-2024
<ol style="list-style-type: none"> 1. Support hiring of a new Executive Director aligned with the values of the District 2. Monitor and support improvement of SMCCCD Foundation performance through service on the Foundation Board 3. Ensure compliance with District policies and the new operating agreement 4. Receive regular updates from the Chancellor and Foundation Executive Director 	<ol style="list-style-type: none"> 1. Hire a new Executive Director (ED) 2. Implement new operating agreement and engage in new collaborative goal setting and strategic planning under the direction of new ED Quarterly updates to the Board 3. Chancellor to onboard ED with an orientation on District policy and procedure, expectations, and operating agreement 4. Chancellor and ED prepare regular updates for Board review

BOARD GOALS 2023-2024

VIII. As educational leaders, partner with stakeholders to emphasize the value of the community college experience, and the transformative impacts on students and the community.

Board Priorities 2023-2024	Chancellor Support 2023-2024
<ol style="list-style-type: none"> 1. Increase statewide and national presence at conferences 2. Improve and expand internal and external community and campus engagement 3. Cultivate new and strengthen existing political relations with external stakeholders 4. Broadly share a unified message about the District to communities and stakeholders 	<ol style="list-style-type: none"> 1. Board Clerk to organize CCLC, ACCT, etc., Regular attendance 2. Community forums <ol style="list-style-type: none"> a. "State of the District" chancellor events 3. Create opportunities for the community and political leaders/business partners to see campuses during "Academic Showcase Series" 4. Comprehensive district marketing and storytelling

August 23, 2024

Peggy Lomas
College of the Canyons

Re: Area of Focus Commentary

Dear Peggy:

I. Introduction/Process

We are excited to submit to you the Area of Focus Commentary regarding San Mateo County Community College District's (SMCCCD) IEPI Letter of Interest regarding development of a new Strategic Plan for our District, that includes intentional engagement with our campus and external communities. On July 31, 2024, Vice Chancellor McVean and I met with both our outgoing District Academic Senate (DAS) President, Lindsey Ayotte, and our incoming DAS President, David Eck. In addition, that same day, I sent them both an email regarding the process and expectations for this "Commentary". During that meeting, we had a discussion and divided up the duties for drafting. We collaborated through a shared online document during drafting, and met again on August 19, 2024, to finalize the document. We also collectively reviewed our Administrative Procedure 2.75.1 regarding the District's process strategic planning.

II. Commentary

The primary Area of Focus that the SMCCCD is seeking support from the PRT is in the Development of a new District Strategic Plan for 2025-2030. As an institution, we spent the better part of 2023-2024 improving efficiency in doing the business of the District. Last year, the Board adopted a new set of multi-year goals that identify specific priorities for the District to achieve. Of the 2023-24 priorities, several have been achieved, including the hiring of a new permanent Chancellor, the hiring of an internal performance auditor, and the development of a new District Mission, Vision, and Values statements that are under review and will be completed in 2024-25. We expect our need for assistance to be focused on the development of a new District Strategic Plan reflective of the Board's multi-year goals and new Mission, Vision, Values, and to include a set of measurable outcomes.

Below we have outlined measurable outcomes connected to each of the Board's eight goals, as the basis for the development of the District's strategic plan. Additionally, the measurable outcomes for Goal # 6 encompass the vision of the Chancellor shared on District Opening Day

on August 12, 2024: To consider an intentional focus on three areas over the next three to five years: Technology, Innovation & AI, Sustainability & Cleantech, and Democracy & Academic Freedom.

Board Goal # I. Ensure continuous improvement, radical transparency, and accountability in affecting the regular duties of the Board of Trustees.

Potential Measurable Outcomes:

- a. The board conducts an annual review of its goals and priorities.
- b. The board conducts its annual self-evaluation.
- c. The board ensures that new trustees (including student trustee) and new board presidents receive orientation. The Student Trustee receives an orientation in June and the new trustees and new board president receive their orientation in January to follow a November election and December presidential appointment.
- d. Completion and adoption of Mission, Vision, and Values statements and adoption of a cycle for regular review of such, as required by accreditation.

Board Goal # II. Reinforce a thriving and positive-oriented workplace where employees feel supported in professional growth and innovation.

Potential Measurable Outcomes:

- a. Review and update board policy chapter 7P: Human Resources.
- b. Review employee onboarding and exit process and determine metrics for improvement.
- c. Hire a consultant to do a qualitative racial equity audit to determine gaps in the complaint process to improve workplace environments for BIPOC employees.
- d. Assess the needs of employees for professional development. Review allocation of PD funds for MOT and NCORE and align funding to the needs.

Board Goal # III. As stewards of the public trust, ensure prudent fiscal planning for the priorities of the District.

Potential Measurable Outcomes:

- a. Possible 2026 Public Financing Program
- b. Performance Auditor

Board Goal # IV. Encourage and support innovations in outreach, recruitment, retention, and enrollment growth.

Potential Measurable Outcomes:

- a. Annual and Term-to-Term (Fall to Fall, Spring to Spring, Fall to Spring to Fall, etc.) enrollment and student headcount growth.
- b. Term to term retention, disaggregated by student demographics, and program participation (SB 893, Promise Scholars Program, etc.).

Board Goal # V. Empower students with pathways to completion that are innovative and responsive to their individual needs and industry demands.

Potential Measurable Outcomes:

- a. Timely certificate completion, disaggregated by student demographics and program participation.
- b. Timely degree completion, disaggregated by student demographics and program participation.

Board Goal # VI. Inspire stronger educational and community partnerships that enable students to excel in their academic, career, and lifelong learning goals and contribute to the economic vitality in San Mateo County.

Potential Measurable Outcomes:

- a. Explore support for existing or new academic programs relevant to urgent topics, for example:
 - a. Technology, Innovation and AI
 - b. Sustainability and Cleantech
 - c. Democracy and Academic Freedom
- b. New certificate and degree pathway development in strategic growth sectors aligned with the economy of San Mateo, Silicon Valley, and the broader Bay Area (NVIDIA AI, Oracle, San Mateo County Sheriff's Department, SamTrans, Samaritan House, etc.).
- c. Expand opportunities for paid internship and apprenticeship opportunities with community and business partners
- d. Strategic marketing of existing programming

Board Goal # VII. Partner with the SMCCC Foundation to become a premier philanthropic organization that multiplies its reach and impact and catalyzes community support to optimize student access to programs and services.

Potential Measurable Outcomes:

- a. Reorganize the SMCC Foundation as an Auxiliary Service (Completed)
- b. Hire new Executive Director (Completed)

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- c. Implement new operating agreement and engage in new collaborative goal setting and strategic planning under the direction of the new ED
 - d. Work with ED to strategically build board membership
 - e. Chancellor and ED prepare regular updates for Board review

Board Goal # VIII. As educational leaders, partner with stakeholders to emphasize the value of the community college experience, and the transformative impacts on students and the community.

Potential Measurable Outcomes:

- a. Board of Trustees' regular attendance at Statewide PD (CCLC, ACCT)

III. Conclusion

To conclude, the Board of Trustees is currently working on their 2024-2025 Board priorities which may add some measurable outcomes for the Strategic Plan. It is our goal to complete the process of engagement with our community in Spring, 2025 and have a completed plan draft before the end of the Summer, 2025 for further review by participatory governance groups and finalization in Fall, 2025.

Regards,



Melissa Moreno, J.D.
Chancellor

SMCCD PRT members

Client Institution	Last	First	Primary Role	Home Institution
San Mateo CCD	Beach	Randy	Faculty Curriculum Chair / English Professor	Southwestern College
San Mateo CCD	Chow	Karen	Academic Senate President	DeAnza College
San Mateo CCD	De La Torre	Aziza	Manager, Office of Vice Chancellor, Student Affairs	City College of San Francisco
San Mateo CCD	Mehdizadeh	Mojdeh	Chancellor	Contra Costa CCD
San Mateo CCD	Mueller	Kate	Vice President of Student Services	Coastline Community College
San Mateo CCD	Nakamoto	Robert (Bobby)	Dean, Social Sciences	Chabot College
San Mateo CCD	Parker	Sara	Vice President, Business and Administrative Services	Diablo Valley College
San Mateo CCD	Stanco	Gabrielle	District Director, Research, Planning, and Data Management	North Orange County CCD