

# SMCCCD Strategic Planning Goals, Strategies and Metrics

March 12, 2015 DRAFT

The development of this document follows strategy sessions convened at each college, quantitative and qualitative research, extensive discussions at the SMCCCD Board Retreat, and input from the District's Strategic Planning Taskforce. The draft goals below as well as the strategies that support them and accompanying metrics are *works in progress*. They are captured here for purposes of discussion and refinement. District faculty, staff, students, administrators, Board Members, and other stakeholders are invited to offer feedback as the District's new strategic plan is developed. A draft of that plan will be posted to the District's strategic planning webpage in mid-April and an additional comment period will follow.

In addition to preparing the District to meet the future, a primary focus of the new plan is on accountability to stakeholders, taxpayers, and students. For example, active and continuous data analysis of student persistence, completion, award of certificates and degrees, transfers and measures of other factors attributed to affecting student performance and outcomes underlie accountability for the overarching goal District goal, student success. Other examples of metrics, when adopted, will provide visibility for the achievement of other District goals found below. The final plan will be referred to the Board of Trustees for action in early June.

## Overarching Goal: Student Success

### *Examples of Proposed Districtwide Strategies*

1. Boost college efforts to increase student success. Student success occurs when students accomplish their goals.
2. Provide clear pathways for all District students, particularly those from underserved populations, to accelerate program completion and successful transitions to work or transfer.

### *Examples of Metrics [benchmarks and targets to be determined by each college, end of June 2015]*

1. Completion Rate (Scorecard): Percentage of degree, certificate and/or transfer-seeking students starting first time in 2008-09 tracked for six years through 2013-14 who completed a degree, certificate or transfer-related outcomes.
  - o ·College-Prepared: Student's lowest course attempted in Math and/or English was college level
  - o ·Unprepared for College Student's lowest course attempted in Math and/or English was pre-collegiate level
  - o ·Overall Student attempted any level of Math or English in the first three years
2. Remedial rate (Scorecard): Percentage of credit students tracked for six years through 2013-14 who started first time in 2008-09 below transfer level and completed a college-level course in the same discipline
  - o English
  - o mathematics
  - o ESL

3. Career Technical Education Rate (Scorecard): Percentage of students tracked for six years through 2013-14 who started first time in 2008-09 and completed more than eight units in courses classified as career technical education in a single discipline and completed a degree, certificate or transferred
4. Successful course completion (Datamart): Percentage of students who earn a grade of "C" or better or "credit" in 2013-14.
5. Completion of degrees (Datamart): Number of associate degrees completed in 2013-14
6. Completion of certificates (Datamart): Number of Chancellor's Office-approved certificates completed in 2013-14
7. Number of students who transfer to 4- year institutions (Datamart): Number of students who transfer to a four-year institution, including CSU, UC, or private university in 2013-14

Note: metrics will be disaggregated where available by race/ethnicity, gender, and socioeconomic status (Pell Recipients) to identify and address gaps in student success.

**Supporting Goal #1:  
Develop new academic, career and technical, and accompanying support programs  
while strengthening existing programs**

***Examples of Proposed Districtwide Strategies***

1. Develop new programs and strengthen existing programs.
2. Ensure alignment of career and technical programs with projected workforce needs.
3. Increase the number of students succeeding in programs (degrees, certificates, transfers, etc.).
4. Develop a robust and comprehensive research planning and institutional effectiveness infrastructure Districtwide to produce actionable data.
5. Provide appropriate resources for faculty, staff, administration, facilities, equipment, and professional development to ensure program development and viability.

***Examples of Metrics [benchmarks and targets to be developed]***

1. Increase the number of new or modified programs Districtwide by \_\_\_ % annually. Review each program with stakeholders annually (business, industry, and university partners).
2. Improve the graduation rates (degrees and certificates) for all programs by 5% annually as a proportion of overall enrollment over the planning period.
3. Shorten average student time to degree or certificate attainment by 10% from 2014-15 to 2016-2017.
4. Increase total staff assigned to institutional research, planning, and effectiveness from \_\_\_ in 2014-15 to \_\_\_ by 2016-2017.
5. Establish a dedicated budget for program development (including personnel, professional development, and technology) for 2015-2016. Increase by 5% annually over the planning period.

**Supporting Goal #2:  
Build on relationships with school districts and 4-year college partners  
to create a seamless education experience for county residents**

***Examples of Proposed Districtwide Strategies***

1. Expand Middle Colleges throughout the District.
2. Create more efficient and accessible concurrent enrollment processes for secondary students.
3. Re-calibrate placement testing and assessments to ensure that to the extent possible entering students will improve their retention and time to a degree or certificate.
4. Increase and publicize curricular pathways for transfer and job placement.
5. Create a systematic meeting schedule with college faculty and their discipline counterparts to identify and improve seamless pathways for secondary students.

***Examples of Metrics [benchmarks and targets to be developed]***

1. Increase the number of Middle College students enrolling in the District from 30 juniors and 30 seniors in 2014-15 to 150 juniors and 150 seniors by 2017-18.
2. Increase the number of concurrent secondary students enrolled in the District by 5% annually from \_\_\_ in 2014-15.
3. Increase the enrollment in the District of high school graduates from each high school in San Mateo County from \_\_\_ in 2014-15.
4. Identify career pathway programs. Increase the total number available from \_\_\_ in 2014-15 to \_\_\_ in 2016-17.
5. Create Districtwide faculty-to-faculty exchanges with secondary discipline counterpart faculty. Ensure that one-third of all disciplines complete exchanges on a rolling three-year cycle commencing in 2016-17.

**Supporting Goal #3: Expand program delivery options, including the use of  
instructional technology to support student learning and scheduling  
options to accommodate adult learners**

***Examples of Proposed Districtwide Strategies***

1. Expand options delivery options, e.g., College for Working Adults.
2. Increase the number of short-term classes.
3. Expand online classes and programs. Integrate Quality Matters across all online offerings.
4. Expand technology in the classroom and make appropriate faculty training available.

***Examples of Metrics [benchmarks and targets to be developed]***

1. Increase the number of working-aged adults (24 to 55 year-olds) 5% annually from \_\_\_ in 2014-2015.
2. Increase the number of new short-term classes 5% annually from \_\_\_ in 2014-15.

3. Expand online classes 5% annually from \_\_\_ in 2014-15.
4. Create \_\_\_ career and technical or academic programs that are available fully-online by 2016-2017.
5. Increase the proportion of technology-embedded classes from \_\_\_ in 2014-15 to \_\_\_ by 2016-17.

**Supporting Goal #4: Increase entrepreneurial actions across the District  
to provide new revenue sources**

***Examples of Proposed Districtwide Strategies***

1. Revamp Community, Corporate and Continuing Education to increase services to the community as well as businesses and professionals.
2. Recruit and serve additional international education students.
3. Create or expand revenue-generating programs such as Study Abroad, San Mateo Athletic Club, and Tech Shop.
4. Increase grant writing capability.
5. Position the District to receive more gifts from private parties and individuals.
6. Increase partnerships with other organizations.

***Examples of Metrics [benchmarks and targets to be developed]***

1. Increase engagement with professional and business groups 5% annually from a baseline of \_\_\_ in 2014-2015.
2. Create and implement \_\_\_ programs related to entrepreneurship.
3. Create and \_\_\_ classes and other learning experiences to businesses in San Mateo County by 2016-2017.
4. Add \_\_\_ new revenue producing program(s) for the District annually from 2014-15 through 2019-20.
5. Increase the number of international students enrolled in District colleges 5% annually from \_\_\_ in 2014-15.
6. Increase the number of grant proposals submitted for funding to external agencies 10% annually from \_\_\_ in 2014-2015.
7. Increase funds donated from private groups and/or individuals annually by 5% over the \$\_\_\_ in 2014-2015.
8. Increase partnerships with community groups 5% annually from a baseline of \_\_\_ in 2014-15 annually.