

District Strategic Plan 2021-2026 Update

Equity, Social Justice, and
Completion

PRESENTED TO THE BOARD OF TRUSTEES
JUNE 9, 2021



SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT

Presentation Agenda



1. Process for the District Strategic Plan Update
2. Environmental Scan
 1. External Context
 2. Internal Context
 1. District Enrollment Trends
3. Strategic Goals and Districtwide Strategies
4. Free Community College Initiative

District Strategic Plan Process



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Strategic Plan Update Timeline



District Strategic Plan Review Cycle							
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<u>SMCCCD Strategic Plan 2015-2020</u>	Plan Completed (Year 1)	Implement (Year 2) — Review — Assess	Implement (Year 3) — Mid-Term Review — Assess	Implement (Year 4) — Review — Assess —	Plan Update (Year 5) — Review — Assess	Plan Update Continued (Year 6)	Comprehensive Plan Update Completed (Year 1)

Timeline of Activity



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

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: District Strategic Plan Progress	Zoom
November	College Planning Council Presentations	Zoom
2021		
January - March	Academic Senate Presentations Classified Senate Presentations	Zoom
March 3 rd	DSPSC #6: Final Review	Zoom
June 9 th	Board Presentation	Zoom
June 23 rd	Board Adoption	TBD

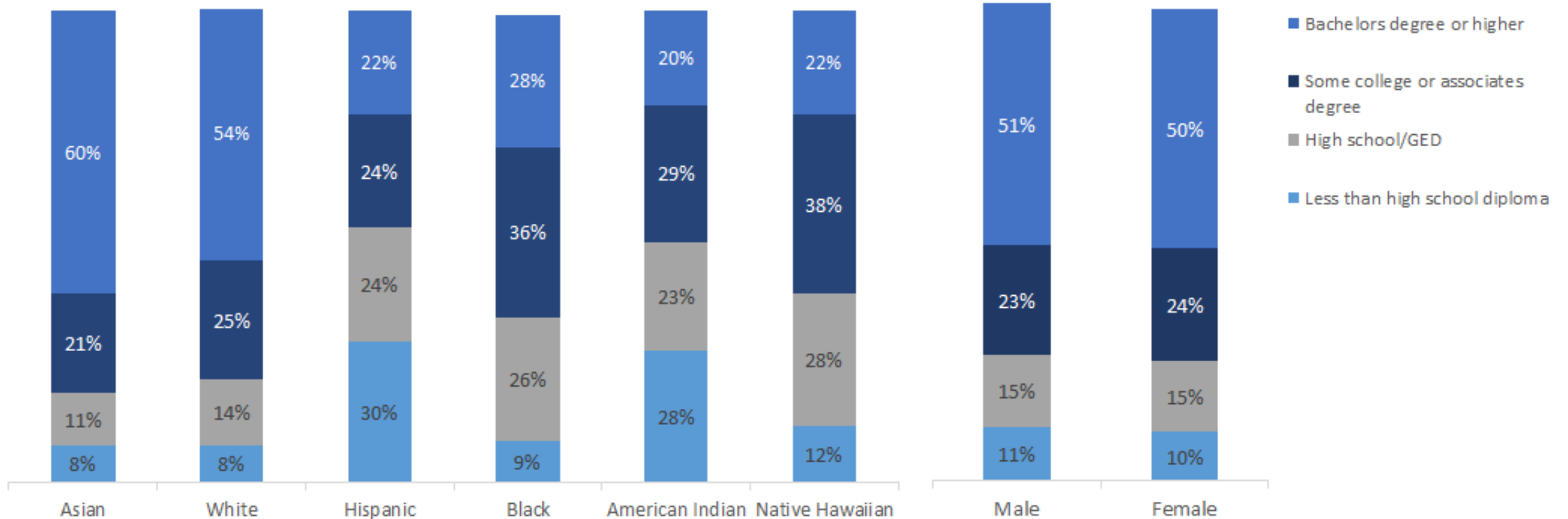
Environmental Scan: External Context



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San Mateo County Educational Attainment

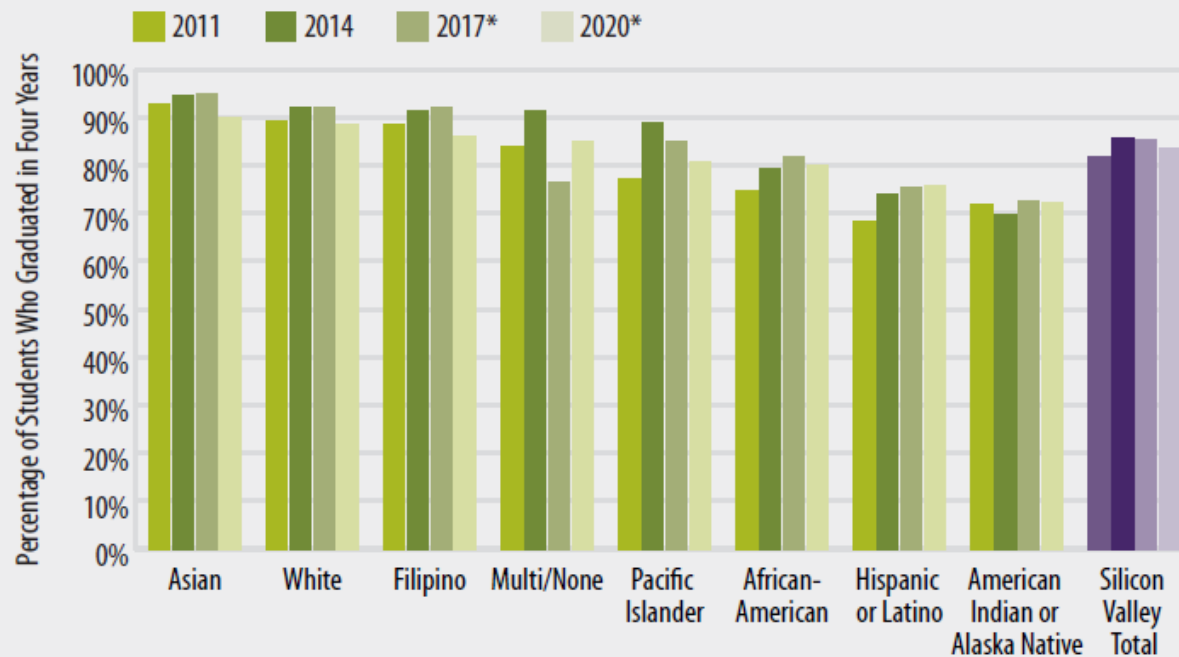


Equity and Completion

GRADUATION AND DROPOUT RATES

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

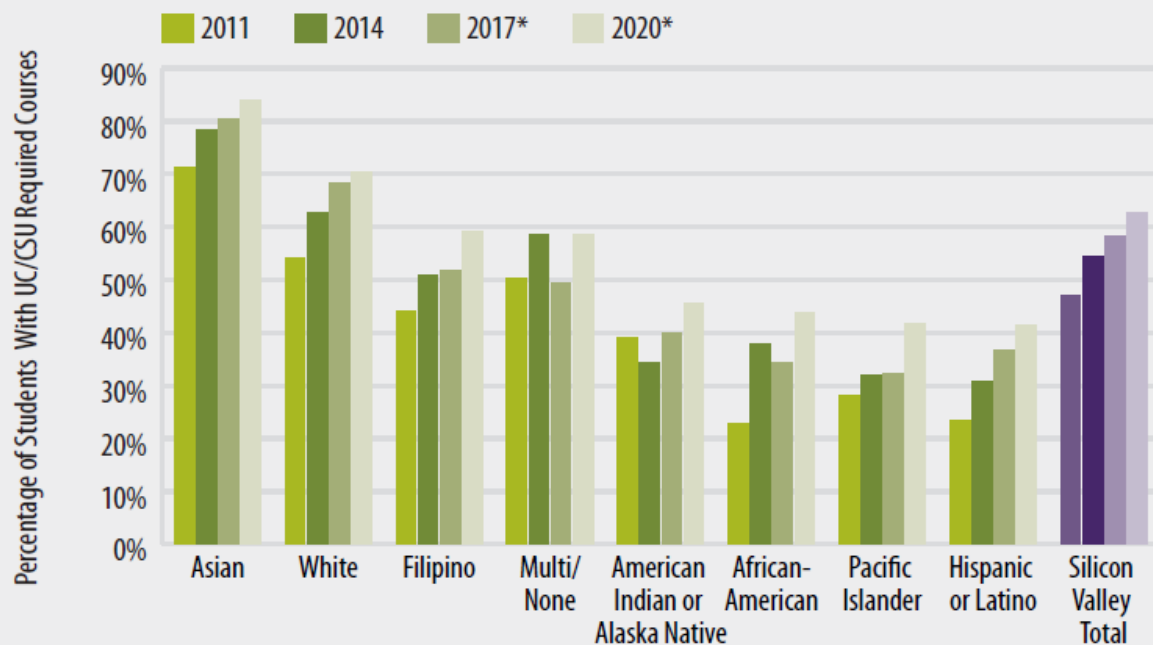
- ▶ Although high overall, disparities exist in high school graduation rates among student groups based on race and ethnicity.
- ▶ Hispanic/Latinx, African American, and AIAN students experience lower graduation rates.

Equity and Completion

COLLEGE PREPARATION

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

Silicon Valley



- ▶ The lowest rates of completion of UC/CSU requirements (“a-g”) are seen in the Hispanic/Latinx, Pacific Islander, African-American, and AIAN student populations.
- ▶ Expansion of Dual Enrollment, as part of Strategic Goal #2 and a key component of the Free Community College initiative, is specifically intended to address this issue.

*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

San Mateo County High School Trends



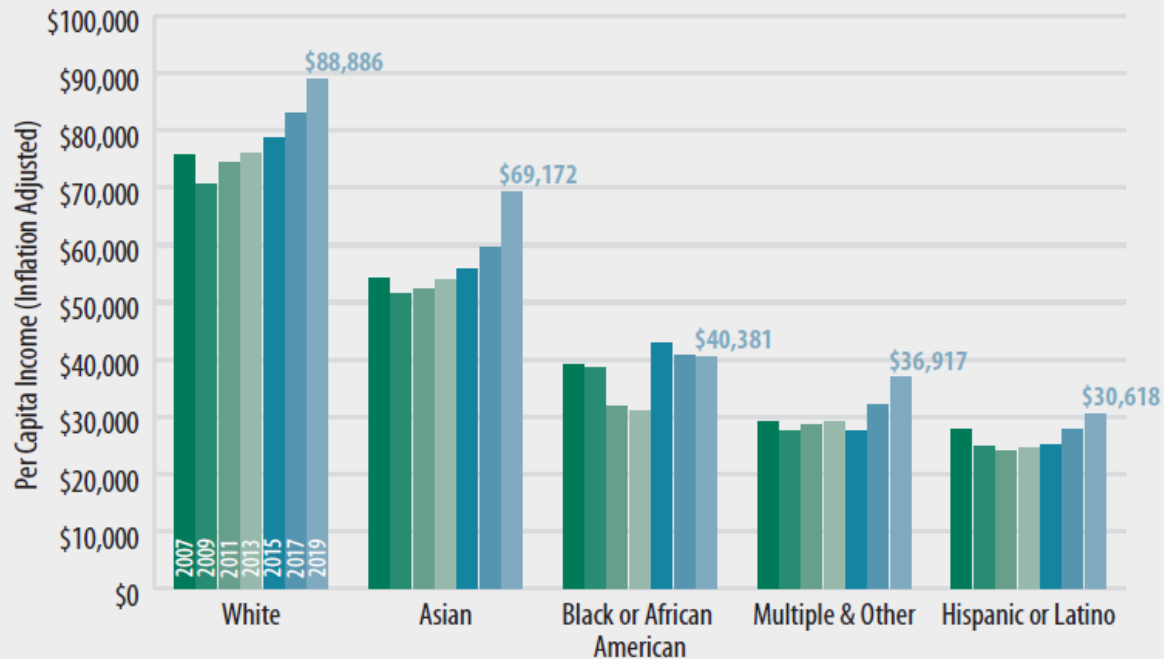
Projected

Equity and Completion

PERSONAL INCOME

Per Capita Income by Race & Ethnicity

Santa Clara & San Mateo Counties



Percent Change in Inflation-Adjusted Per Capita Income, by Race & Ethnicity

Santa Clara & San Mateo Counties, 2009-2019

Asian	+35%
Multiple & Other	+34%
White	+26%
Hispanic or Latino	+23%
Black or African American	+5%
ALL	+25%

- ▶ Disparities persist in per capita income based on race and ethnicity.
- ▶ The robust growth in the Silicon Valley economies has not benefited specific communities of color to the same extent as others.

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

Equity and Completion

Disparity in Median Income between Highest and Lowest Educational Attainment Levels

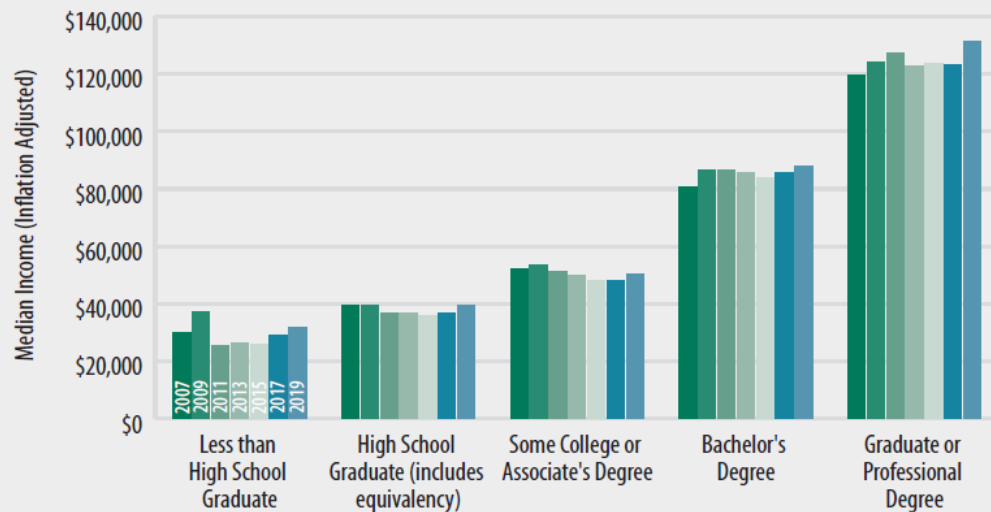
2019

	Silicon Valley	San Francisco	California	United States
Gap	\$99,737	\$96,037	\$66,385	\$49,619
Ratio	4.1	4.8	3.6	2.9

PERSONAL INCOME

Individual Median Income, by Educational Attainment

Santa Clara & San Mateo Counties



The income gap between residents of varying educational attainment levels is much wider in Silicon Valley and San Francisco than in California or the United States as a whole, and has expanded significantly since prior to the Great Recession.

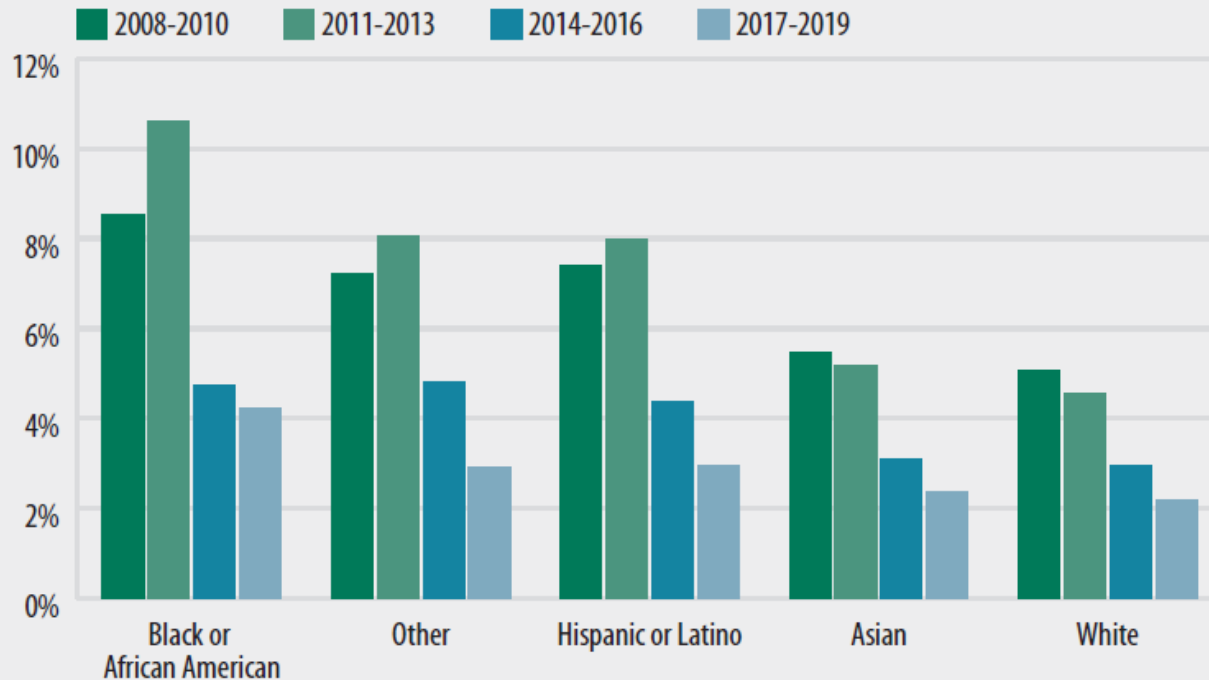
- ▶ The most significant factor that influences income is educational attainment.
- ▶ In San Mateo and Silicon Valley economies, educational attainment has a greater impact on potential income than other areas of the State.

Equity and Completion

UNEMPLOYMENT

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

Santa Clara & San Mateo Counties



Note: Other includes Some Other Race and Two or More Races. Data includes workers ages 16 and over. | Data Sources: United States Census Bureau, American Community Survey; California Employment Development Department | Analysis: Silicon Valley Institute for Regional Studies

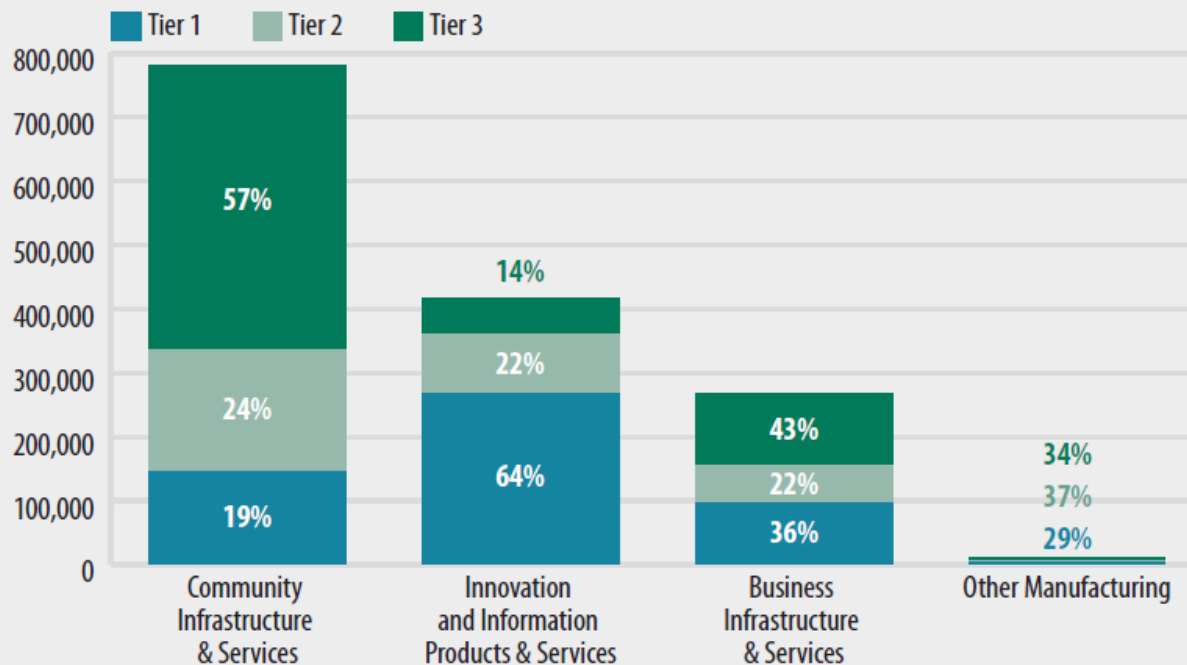
- ▶ When unemployment is high it disproportionately impacts communities of color.
- ▶ Resiliency during economic downturns that result in higher unemployment depends on having higher educational attainment.

Equity and Completion

MAJOR AREAS OF ECONOMIC ACTIVITY

Employment in Major Areas of Economic Activity, by Tier

Silicon Valley | 2020



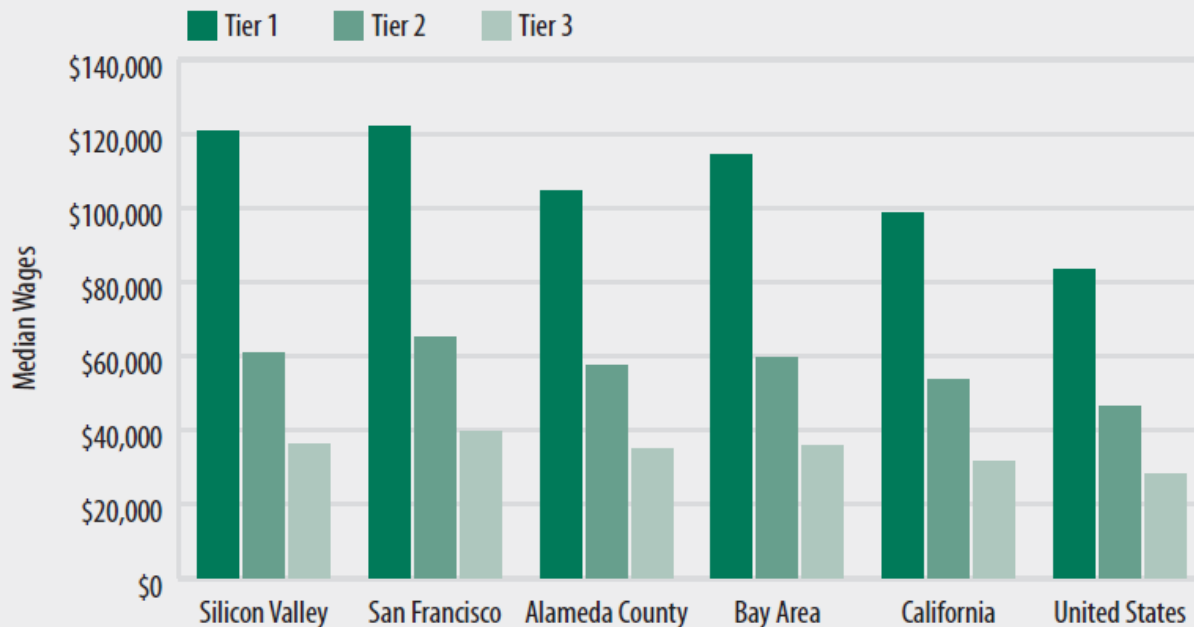
- ▶ A high level perspective on major employment sectors in the region shows that while the largest employment sector is Community Infrastructure and Services, the majority of jobs in that sector are low-skill/low-wage jobs.

Equity and Completion

WAGES

Median Wages by Tier

Silicon Valley, San Francisco, Alameda County, Bay Area, California, and the United States | 2020



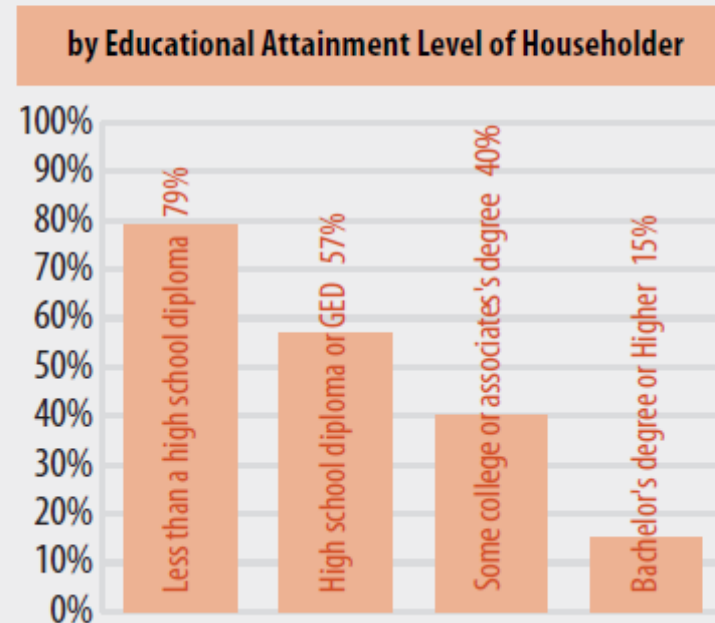
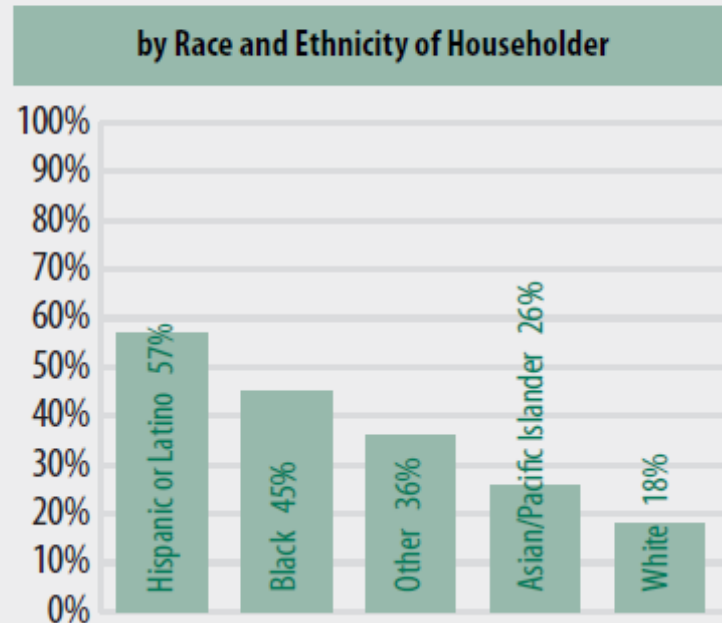
- ▶ Aligning programs with potential for employment in sectors, and positions within sectors, that provide sustainable income is a continued focus for the District Strategic Plan and completion efforts.

Equity and Completion

SELF-SUFFICIENCY

Share of Households Living Below the Self-Sufficiency Standard

Santa Clara & San Mateo Counties | 2018



- ▶ Communities of color, Hispanic/Latinx and African American communities specifically, have the highest proportions of households living below the self-sufficiency standard.
- ▶ Educational attainment is one of the largest factors that determines the ability to achieve self-sufficiency.

Note: The Self-Sufficiency Standard defines the amount of income necessary to meet basic needs without public subsidies or private/informal assistance. Asian/Pacific Islander, Black, White, and Other are non-Hispanic or Latino. | Data Source: Center for Women's Welfare, University of Washington
Analysis: Silicon Valley Institute for Regional Studies

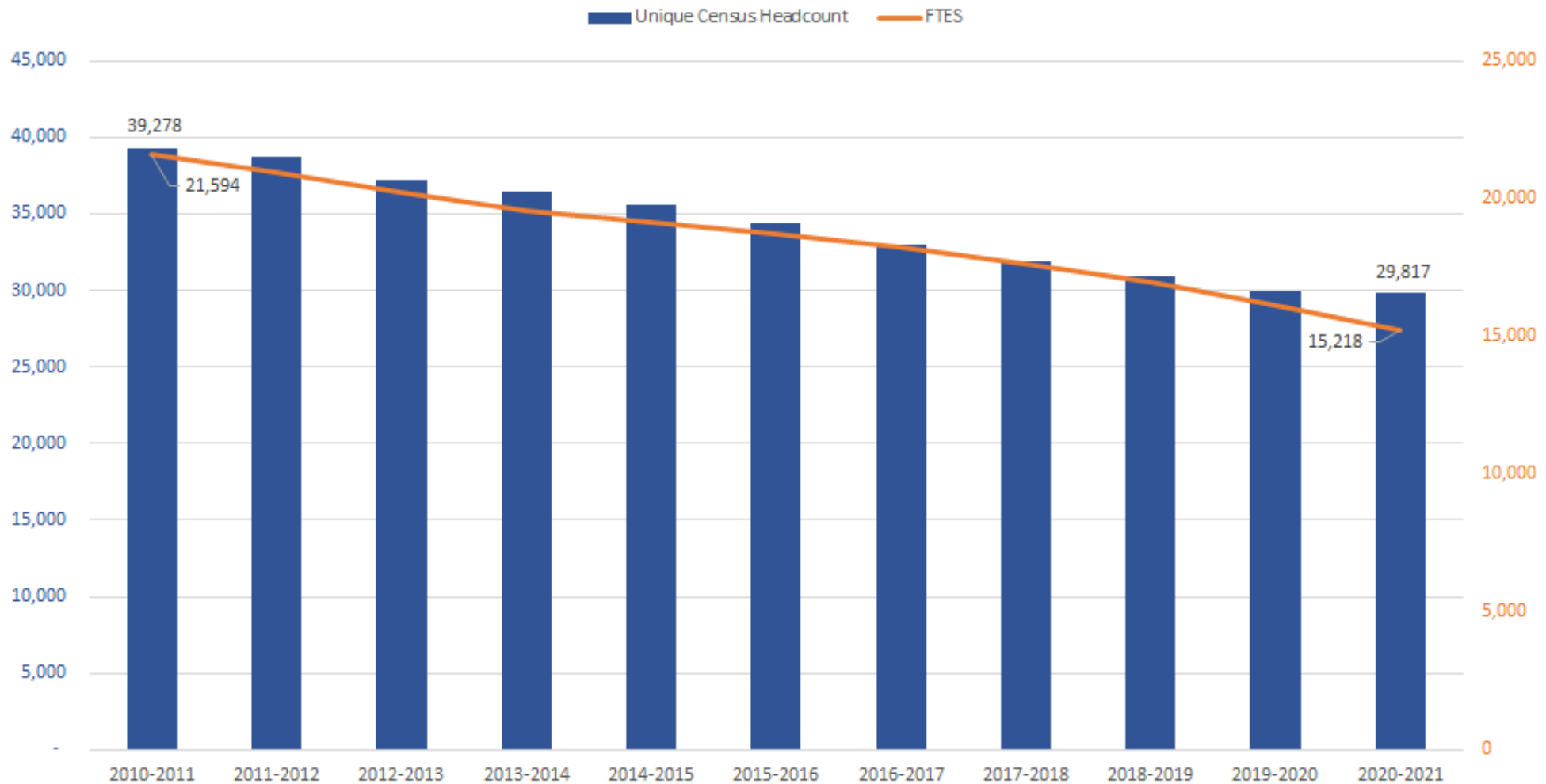
Environmental Scan: Internal Context



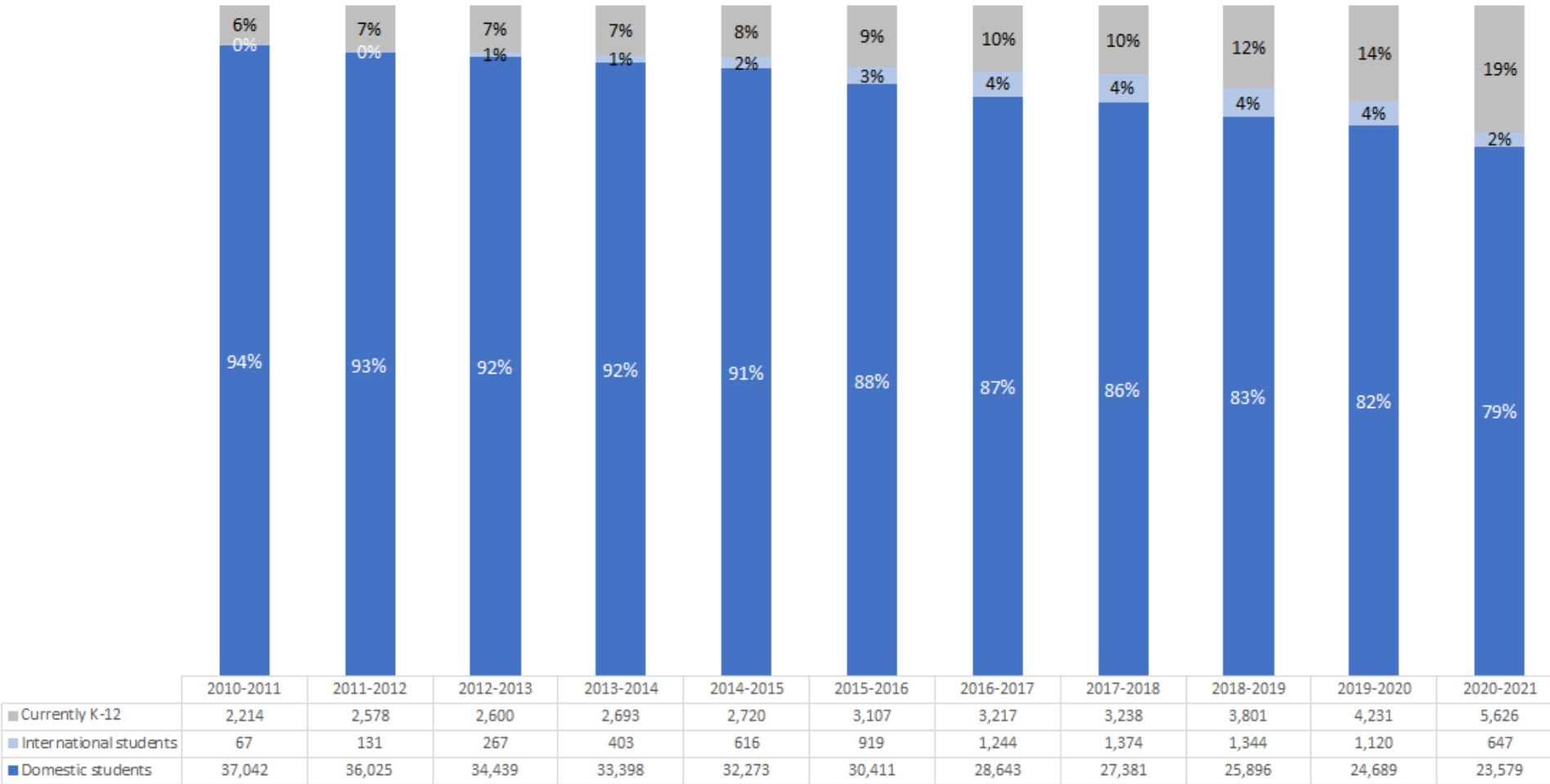
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SMCCCD Enrollment Trends

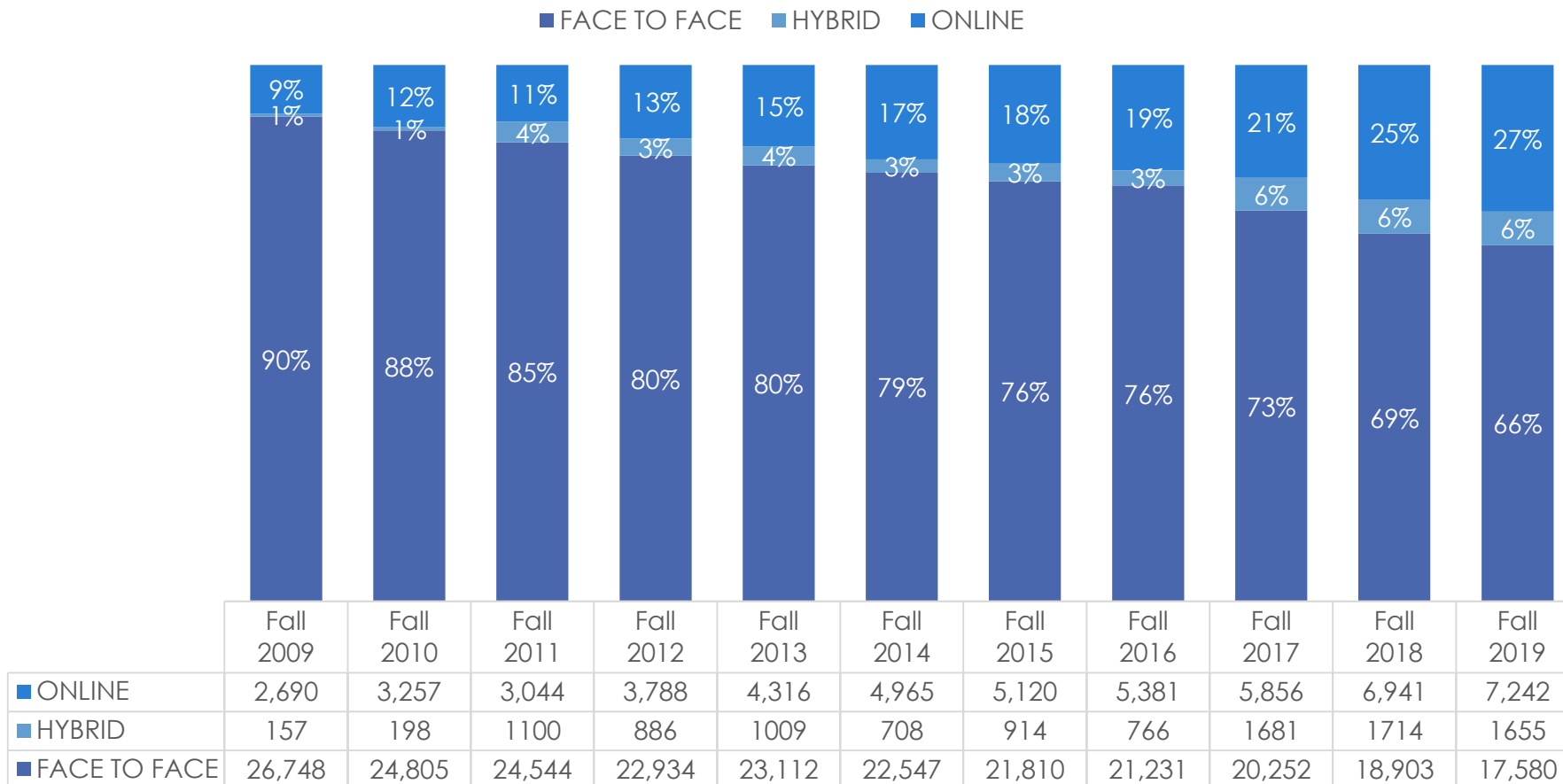


SMCCCD Enrollment Trends



▶ Amidst an overall decline in enrollment, there has been consistent growth in Dual Enrollment of high school students, thanks to efforts primarily at Skyline College.

SMCCCD Enrollment Trends



► Based on April 2021 survey of 3,338 students, post pandemic, 45% of students reported wanting to take a combination of online, in-person, and hybrid learning options, with an additional 27% interested in taking mostly online learning.

Strategic Goals and Districtwide Strategies

EQUITY, SOCIAL JUSTICE, &
COMPLETION



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Strategic Goals and Districtwide Strategies



Districtwide Strategies

- **Continually explore and implement interventions that benefit all students and help them to achieve their specific educational goals.**
- **Measure the impact of new and existing Districtwide efforts to increase access, success, and completion while reducing equity gaps for disproportionately impacted student groups.**
- **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.**
- **Support the work of the District Anti-Racism Council to radically reimagine how we commit to anti-racism and how we can transform the educational experiences for all students, especially hyper-marginalized students.**
- **Expand the Promise Scholars Program to serve all students who are interested and qualify for this completion focused program.**

Strategic Goals and Districtwide Strategies



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.
- Review student placement processes and incorporate multiple measures of assessing the preparedness of new students for college level work with the goal of decreasing time needed to achieve one's goal.
- Use emerging practices to accelerate student progression of ESL sequences into transfer-level courses.
- 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 to support student success.

Strategic Goals and Districtwide Strategies



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.
- Expand dual enrollment opportunities and make processes 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 Goals and Districtwide Strategies



Strategic Goal #2

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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 Goals and Districtwide Strategies



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.

Strategic Goals and Districtwide Strategies



Strategic Goal #3

PROMOTE INNOVATION AND EXCELLENCE IN INSTRUCTION TO SUPPORT STUDENT LEARNING AND SUCCESS

Districtwide Strategies

- 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.
- Support the International Student Programs and expand International Education to provide a global education and campus culture that benefits all students.
- Foster an environment that continues to attract and retain highly qualified and dedicated faculty, staff, and administration that share the District's values of equity and social justice.
- Accelerate the development and adoption of Open Educational Resources (OER) and expand Zero Textbook Cost (ZTC) course offerings for students across all modalities.

Strategic Goals and Districtwide Strategies



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 completion.**
- **Expand the development, management, and grant funding strategy and infrastructure for the District 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 completion.**

Strategic Goals and Districtwide Strategies



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

- 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/not-for-credit hybrid programming.
- Contribute to the economic development of San Mateo County through collaborative partnerships with industry and workforce/economic development agencies.
- Partner with local, regional, and state level governmental and other agencies in order to achieve the strategic goals of the District.
- Review allocations and evaluate the investment of resources in order to align resource allocation with District strategic goals and Districtwide strategies that increase student success, equity, and achievement.

Free Community College Initiative

EQUITY, SOCIAL JUSTICE, AND
COMPLETION



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Free Community College Initiative



- ▶ Key Components
 - ▶ CCAP Dual Enrollment
 - ▶ Promise Scholars Program
 - ▶ OER/ZTC Expansion
 - ▶ Legislative and Policy Changes

Component	Proposed Investment
CCAP Dual Enrollment	\$2.50 million
Promise Scholars Program	\$3.00 million
OER/ZTC Expansion	\$1.25 million
Total Proposed for Tentative Budget	\$6.75 million

Thank you!

QUESTIONS AND COMMENTS?



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