

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)

- 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