



California Community Colleges

Institutional Effectiveness

Institutional Effectiveness Partnership Initiative Partnership Resource Teams

List of Primary Successes and Menu of Options for Institutional Consideration

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Primary Institutional Successes

Description of Primary Institutional Successes	Notes and Comments
<p>STRATEGIC PLANNING</p> <ul style="list-style-type: none"> The District has taken significant steps towards the creation of a District Strategic Plan including forming a District Strategic Plan Advisory Group and engaging in initial dialog and stakeholder consultation. The colleges in the SMCCCD have developed strong Educational Master Plans utilizing participatory governance processes that will inform a District strategic planning process. The District Board has developed a set of eight robust goals focused on supporting San Mateo County's educational needs. College stakeholders share a strong sense of optimism to develop an inclusive process for the collective Strategic Planning effort soon to be underway across the District. 	<ul style="list-style-type: none"> Each college's Educational Master Plan focuses on access and completion and reflects the unique culture of its college. There is a desire to unify efforts across colleges to collaborate and be strategic about planning with timelines, goals, participation expectations, and measurable outcomes. The district is relatively new to District Strategic Planning and hopes to involve stakeholders in the Strategic Planning process extensively and with transparency. The District seeks to understand the different needs each stakeholder group has to feel supported in the strategic planning process. Social media has been an effective tool for gathering input from students so far.
<p>ENGAGEMENT IN PARTICIPATORY GOVERNANCE</p> <ul style="list-style-type: none"> The District has completed a comprehensive process to adopt the CCLC policy and procedure numbering system and process to ensure Board Policies and Administrative Procedures are up-to-date, clear, and meaningful. The Board has successfully improved its understanding of participatory governance. The District Participatory Governance Council has had a successful year, with strong districtwide representation, including student voices. Student leaders at each college and at the District plan and organize inclusive, successful events intended to support students and engage their voices in discussions. College senate leaders and district senate leaders have developed effective communication mechanisms that support participatory governance and foster a shared vision across senates. Faculty across the District have engaged in dialog to develop teaching and learning messaging that is standard across three colleges. Part-time faculty are regularly involved in the Academic Senate to ensure diverse perspectives inform the participatory governance process. 	<ul style="list-style-type: none"> The District Planning and Budgeting Council has been holding regular town halls at Flex Days and subsequent meetings to share data and encourage broader engagement in participatory governance, including involvement in the strategic plan. The District includes student leadership in the participatory governance process. After engaging with a consultant, the Board understands more clearly the distinctions between the Board's responsibilities and those of the Chancellor. Meetings are more efficient and collegial and support a more transparent governance process. In the rapid move to online instruction during the COVID-19 response, the District successfully implemented districtwide distance education (DE) training using a grassroots approach that can inform overall participatory governance practices.

Menu of Options for Institutional Consideration for Its Innovation and Effectiveness Plan

Area of Focus	Options for Institutional Consideration: Ideas, Approaches, Solutions, Best Practices	Models, Examples, and Comments
<p>Creating a strategic plan for the District reflective of the Boards goals and desires for measurable outcomes. Achieve deep engagement in the participatory governance process</p> <p>STRATEGIC PLANNING</p>	<ol style="list-style-type: none"> 1. Determine a common baseline of services and supports that are consistent across the colleges to help equitize the student experience. This can be supported through a gap analysis of current programs and services offered at each college. 2. Utilize a crosswalk to align college Educational Master Planning goals with the Board's strategic goals. 3. Ensure college-level plans currently underway, are supported by the broader goals and action steps of the soon-to-be-developed District Strategic Plan. 4. Formally integrate the planning process, starting with defining the purpose and goals for each plan, clarifying how various college and district plans inter-relate/integrate, and creating a districtwide planning calendar that includes regular update/refresh cycles for each plan/activity. 5. Establish a districtwide funding mechanism to resource strategic initiatives. 6. Develop a mechanism for documenting progress on the strategic plan goals on an annual (or other incremental) cycle. 7. Develop consistent messaging for managers to support classified professionals engagement in Strategic Plan Development. The goal is to ensure that resources are allocated to support robust participation but also to communicate and instill a sense of value and weighting. 8. Develop and implement a robust communication plan that reaches all stakeholders through multiple modalities. This plan could include regular, calendared stakeholder engagement events for listening sessions as part of a feedback loop for internal and external audiences. 9. Articulate a plan for incorporating qualitative data such as interviews, focus groups, and surveys in the Strategic Plan Development process. This should capture the perspectives of non-traditional students and faculty and students who teach and attend evening classes. Consider examining the Student Satisfactory Survey for questions that can inform the development of the District Strategic Plan. 10. Create a functional map that connects the College EMPs, Facility Master Plans, Enrollment Management Plans, Technology Master Plans to a strategic plan outline, etc. to ensure alignment and opportunities for re-alignment. 11. Conduct a review of the former plan and provide an update on progress made on goals and objectives. Take the feedback collected and integrate into the new strategic planning process 12. Hold a retreat for the District Strategic Plan Advisory Group to set goals and normalize language, build teamwork, and create a shared vision statement for strategic planning. 	<p>Society for College and University Planning provides strategic planning approaches in the academic sector.</p> <p>Also from SCUP, "A Practical Guide to Strategic Planning in Higher Education" provides a comprehensive guide to planning. The following book is also helpful A Guide for Planning for Change.</p> <p>Education Market Essentials "From Strategic Plan to Master Plan" to support planning to plan.</p> <p>International Association of Strategy Professionals Planning Basics gives the basics on developing a strategic plan.</p> <p>Example progress report: 2021-2022 Progress Report on Institutional Strategic Plan.pdf (napavalley.edu)</p> <p>Sample multi-district Strategic Planning website: Districtwide Strategic Plan San Diego Community College District (sdccd.edu)</p> <p>For an example of college plans informing district goals, see "process" section District Strategic Plan 2024-2031 Approved.pdf (fhda.edu)</p> <p>Additional resources regarding Strategic Planning: Strategic Planning Resource Center for Community Colleges</p> <p>San Bernardino Community College Strategic Planning</p> <p>Clovis Community College (CCC) Strategic Plan</p> <p>Barton Community College Strategic Planning</p> <p>Example of a District-wide Planning & Decision-making MANUAL: South Orange County Community College District.</p> <p>Relevant information can be found on the following pages:</p> <ul style="list-style-type: none"> • Planning & Decision-making, page 2 • District-wide Decision Making, page 4 • The Governing Board, page 7 • District-wide Strategic Planning, page 10 • Budget Development, page 12

		<ul style="list-style-type: none"> • Resource Allocation Process, page 15 • Planning & Budget Model, page 17 • District-wide Planning Development Timelines, page 20 • Planning & Committee Structures, page 21
<p>ENGAGEMENT IN PARTICIPATORY GOVERNANCE</p>	<ol style="list-style-type: none"> 1. Partner with the Student Senate of California Community Colleges (SSCCC) to develop operating procedures for student leadership onboarding, transition planning from one student leadership administration to another, and effective practices for providing mentorship for incoming student leadership. 2. Develop a Student Trustee Handbook to guide student trustees during transitions, ensuring continuity and consistency in roles. 3. Consider establishing a practice in which the President of the Board of Trustees mentors the Student Trustee. 4. Develop and implement a districtwide communication plan that keeps the district community regularly informed and updated about strategic planning matters ensuring transparency and engagement. 5. Develop and implement a single website where all strategic planning decisions and recommendations (such as those made by various constituency groups) can be accessible. 6. Develop a framework outlining how the Strategic Planning Process will be rolled out. This should include timelines and mechanisms for input from the internal community, along with external stakeholders such as business and industry, K-12 partners, etc. 7. Ensure that the voices of all constituency groups across the District are respected through inclusion in governance and decision-making processes and equitable representation on committees. 8. Assess the participation and engagement of the Classified Professionals in the Participatory Governance process and use the findings to ensure inclusive participation of Classified Professionals as well as all other constituencies. 9. Ensure that students' input and participation are also included in the strategic planning process and that this includes more engaged student populations (on-campus daytime students) in addition to less engaged student populations (evening and fully online students), as well as student populations that have equity student success gaps. 10. Develop a structured onboarding and training process for the student trustee, and consider opening two additional student trustee positions, one from each of the district's colleges. 	<ol style="list-style-type: none"> 1. The Student Senate of California Community Colleges can provide resources to help new student leaders. 2. The Coast Community College District BP 2015 Student Member, Board of Trustees establishes a mentoring responsibility to support student leadership. 3. The Los Rios Community College District Student Trustee Handbook 2024-2025 is an example of a handbook to support administration transitions. 4. David Grossman's Employee Engagement Plan: 6-Step Strategy and Template is useful for developing engagement and communication approaches to enhance participatory governance. This brief provides concrete strategies for engaging students in institutional directions especially using technology, Seven Practices for Building Community and Student Belonging Virtually 5. Association of Public & Land Grant Universities Council on Engagement and Outreach 2015 paper "The Centrality of Engagement IN HIGHER EDUCATION" provides insight into the importance of engagement by all stakeholders especially when transformational change is the goal.