



California Community Colleges

Institutional Effectiveness

**Institutional Effectiveness Partnership Initiative
Partnership Resource Teams (PaRTy)
Institutional Innovation and Effectiveness Plan**
Date: November 18, 2024

Name of Institution: San Mateo County Community College District (SMCCCD)

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
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<p>1. Strategic Planning</p>	<p>1. Conducting a comprehensive environmental scan to include local and regional economic and social indicators, demographic information, and options for interviews, focus groups, and surveys.</p> <p>2. Utilize a crosswalk to align college Educational Master Planning goals with the Board’s strategic goals.</p> <p>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.</p> <p>4. Establish a districtwide funding mechanism to resource strategic initiatives.</p> <p>5. Develop a mechanism for documenting progress on the strategic plan goals on an annual (or other incremental) cycle.</p> <p>6. Develop consistent messaging for managers to support classified professionals’ engagement in Strategic Plan Development.</p> <p>The goal is to ensure that resources are allocated to</p>	<p>Aaron McVean</p>	<p>March 1, 2025</p>	<p>a. Identify research consultant firm.</p> <p>b. Secure contract and establish SOW for desired information to inform District Strategic Plan.</p> <p>c. Develop crosswalks to ensure alignment and incorporation of college EMPs and other plans goals and values.</p> <p>d. Review resource allocation model and suggest modifications to fund strategic initiatives.</p> <p>e. Communicate, communicate, communicate. Establish District Strategic Plan website with updates on activities and progress.</p> <p>f. Incorporate multiple sources of information into formulation of final goals, initiatives, and objectives.</p>	<p>a. Environmental Scan completed.</p> <p>b. Primary research (focus groups, surveys, etc.) conducted.</p> <p>c. Information disseminated.</p> <p>d. Information incorporated into District Strategic Plan to inform strategic goals and initiatives.</p>	<p>a.</p> <p>b.</p>
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	<p>support robust participation but also to communicate and instill a sense of value and weighting.</p> <p>7. 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.</p> <p>8. 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.</p> <p>9. Consider examining the Student Satisfactory Survey for questions that can inform the development of the District Strategic Plan.</p> <p>10. Create a functional map that connects the College</p>					
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	EMPs, Facility Master Plans, Enrollment Management Plans, Technology Master Plans to a strategic plan outline, etc. to ensure alignment and opportunities for re-alignment.					

<p>3. Participatory Governance</p>	<p>1. Broadly communicate process and information related to the District Strategic Plan to District and college constituencies and community members and representatives.</p> <p>2. Provide opportunities for input on the final strategic goals and initiatives of the District Strategic Plan</p> <p>3. Develop a Student Trustee Handbook to guide student trustees during transitions, ensuring continuity and consistency in roles.</p> <p>4. Consider establishing a practice in which the President of the Board of Trustees mentors the Student Trustee.</p> <p>5. Develop and implement a districtwide communication plan that keeps the district community regularly informed and updated about strategic planning matters ensuring transparency and engagement.</p> <p>6. Develop and implement a single website where all strategic planning decisions and recommendations (such as those made by various constituency groups) can be accessible.</p> <p>7. Develop a framework outlining how the Strategic Planning Process will be rolled out. This should</p>	<p>Melissa Moreno, Aaron McVean, Dave McLain, District Strategic Plan Advisory Committee</p>	<p>September 1, 2025</p>	<p>a. Establish mechanisms for regular communications to the District community.</p> <p>b. Provide opportunities for input from the District community.</p> <p>c. Provide engagement opportunities to share final District Strategic Plan Goals and Initiatives with the District community.</p>	<p>a. Communications established and... well... communicated.</p> <p>b. Opportunities for engagement executed</p> <p>c. Publications... well... published</p>	<p>a.</p> <p>b.</p>
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	<p>include timelines and mechanisms for input from the internal community, along with external stakeholders such as business and industry, K-12 partners, etc.</p> <p>8. 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.</p> <p>9. 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.</p> <p>10. 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.</p> <p>11. Develop a structured onboarding and training process for the student</p>					
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Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
	trustee, and consider opening two additional student trustee positions, one from each of the district's colleges.					

Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan

Applicable Area(s) of Focus <i>(Copy from table above.)</i>	Applicable Objective(s) <i>(Copy from table above.)</i>	Description of Resource Needed <i>(Refer to Action Steps above as appropriate.)</i>	Cost of Resource
Strategic Planning	1. Conducting a comprehensive environmental scan to include local and regional economic and social indicators, demographic information, and options for interviews, focus groups, and surveys. 2. 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.	1. Resources to support identifying and contracting with a research consulting firm to conduct environmental scanning, surveys, and focus groups. 2. Incentives to support participation in primary research activities.	\$125,000

Applicable Area(s) of Focus (Copy from table above.)	Applicable Objective(s) (Copy from table above.)	Description of Resource Needed (Refer to Action Steps above as appropriate.)	Cost of Resource
Participatory Governance	1. Develop and implement a districtwide communication plan that keeps the district community regularly informed and updated about strategic planning matters ensuring transparency and engagement. 2. Develop and implement a single website where all strategic planning decisions and recommendations (such as those made by various constituency groups) can be accessible. 3. 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.	1. Resources to support website development. 2. Resources to support engagement activities for broad participation and communication. 3. Resources to support publication and distribution of District Strategic Plan in multiple formats and modalities.	\$75,000
Total IEPI Resource Request (not to exceed \$200,000)			\$200,000

Approval	
Chief Executive Officer	
Name:	
Signature or E-signature:  <small>Melissa Moreno (Dec 12, 2024 09:23 PST)</small>	Date: 12/12/2024

Collegial Consultation with the Academic Senate	
Academic Senate President <i>(As applicable; duplicate if needed for district-level I&EP)</i>	
Name: David Eck	
Signature or E-signature: Eck, David <small>Digitally signed by Eck, David Date: 2024.12.11 20:27:23 -08'00'</small>	Date: 12/11/24