

SMCCCD: FUTURE FOCUSED

DISTRICT STRATEGIC PLAN | 2025 - 2030





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Message from the Chancellor

As we embark on the next chapter of our shared journey, I am proud to present the San Mateo County Community College District's 2025–2030 Strategic Plan—an ambitious, values-driven roadmap that reflects the voices, aspirations, and commitments of our entire District community.

This plan is more than a document; it is a declaration of purpose. It affirms our unwavering dedication to equity, excellence, and innovation, and it charts a course toward a future where every student, regardless of background, has the opportunity to thrive. Grounded in our District Values and shaped by inclusive dialogue, this plan reflects our belief that transformative education must be accessible, intentional, and responsive to the communities we serve.

We are building on the momentum of our Free College initiative, expanding pathways to academic and career success, and investing in the well-being of our students and employees. Our strategic goals and initiatives are bold by design because the challenges we face demand bold solutions. From strengthening transfer pathways and career education to deepening community partnerships and ensuring long-term sustainability, this plan positions SMCCCD as a convener of opportunity and a catalyst for regional progress.

I am deeply grateful to the students, faculty, staff, and community members who contributed to this plan. Your insights and commitment have shaped a vision that is both aspirational and actionable. Together, we will continue to lead with compassion, transparency, and impact—ensuring that our District remains a beacon of hope, learning, and transformation for San Mateo County and beyond.

Let us move forward with confidence, united by purpose and inspired by possibility.

Sincerely,

Melissa Moreno, J.D.

Chancellor

San Mateo County

Community College District



Message from the Board President



The 2025–2030 Strategic Plan marks a defining moment for the San Mateo County Community College District. As Board President, I am honored to support a plan that reflects our shared commitment to equity, innovation, community-centered progress, and measurable goals.

This plan is the product of deep collaboration between our Colleges, our District leadership, and the communities we serve. It is rooted in the belief that education is not only a pathway to opportunity but a cornerstone of a thriving, just society. The Board of Trustees is proud to champion a vision that expands access through Free College, strengthens student success through intentional pathways, and fosters a culture of belonging for all.

We recognize that our District’s strength lies in its people—our students, faculty, staff, and partners. This plan invests in their growth, well-being, and leadership. It also affirms our responsibility to steward public resources wisely, ensuring long-term sustainability and transparency in all that we do.

As we look ahead, we do so with confidence in our values and clarity in our purpose. The Board remains steadfast in its support of this plan and the transformative work it will enable. Together, we will continue to build a District that is future-focused, community-rooted, and driven by excellence.

Mike Guingona

President

Board of Trustees

San Mateo County

Community College District

Message from the District Academic Senate President



In developing the 2025-2030 District Strategic Plan, there were multi-level discussions of the future of our Colleges and the District as a whole. The Institutional Effectiveness Partnership served as an expansive starting point, enabling us to more carefully examine the Districtwide processes that coordinate our efforts. Our Strategic Plan benefited from the comprehensive starting point, as shown by its emphasis on aligning our Districtwide goals and initiatives with our College plans. The Plan's seven goals prioritize the Districtwide efforts that will best improve how we serve our students and our broader community as well as improve what it means to be an employee in the District. Achieving these goals will ensure that our Districtwide efforts have tangible and positive impacts across all of our students and employees.

Dr. David Eck
District Academic
Senate President





Executive Summary



The San Mateo County Community College District (SMCCCD) stands at a pivotal moment in its ongoing journey to provide transformative education, foster equity, and serve as a pillar of innovation and community engagement throughout San Mateo County and the Bay Area. With a deep-rooted commitment to academic excellence, student success, and social justice, this strategic plan articulates a bold vision for the future of the District—one that is both grounded in its core values and responsive to the evolving needs of its students and the communities it serves.

At the heart of this plan lies an unwavering dedication to access, success, and completion. SMCCCD recognizes that meaningful, life-changing education must be inclusive and attainable for all. Building on the success of its Free College initiative, the District seeks to eliminate financial barriers that prevent students from pursuing higher education, while expanding intentional outreach and recruitment strategies to reach underrepresented populations. These efforts will ensure that every member of San Mateo County—regardless of background—has the opportunity to learn, grow, and thrive.

Student success is more than a measure of academic completion; it is the foundation of a just and thriving community. SMCCCD is committed to providing clearly defined academic and career pathways that align with students' goals and the region's workforce needs. Through flexible course delivery, innovative pedagogies, and a holistic system of support, the District will guide students toward timely graduation, seamless transfer to four-year institutions, and meaningful career placement. Signature programs such as Dual Enrollment and the Promise Scholars Program will continue to be expanded to close achievement gaps and support first-generation college students in reaching their potential.

A central tenet of this plan is the creation of an inclusive and thriving learning and work environment. The District will promote a culture of belonging where every student, staff, and faculty member feels seen, valued, and empowered. Initiatives focused on employee well-being, professional growth, and shared leadership will foster institutional excellence and continuous improvement. SMCCCD understands that its people are its greatest asset and is committed to cultivating an environment that attracts and retains diverse talent while promoting innovation at all levels.





The future of the District also depends on its ability to maintain long-term fiscal health and environmental sustainability. Prudent financial planning, coupled with the establishment of a self-sustaining capital improvement fund, will ensure that the District can meet infrastructure needs and modernize facilities to support high-quality instruction and student services. Sustainability practices will be embedded into operations, aligning with the District's responsibility to model environmental stewardship and prepare students for a greener future.

Community engagement is not peripheral to SMCCCD's mission—it is integral. The District will deepen its relationships with local partners, businesses, and civic organizations to address community needs and foster economic development. Through a hyper-local, student- and community-centered approach, the District will serve as a convener of opportunity and a responsive partner in regional progress.

In alignment with its identity as a forward-thinking, community-responsive institution, SMCCCD will continue to expand its career education offerings, particularly in high-demand fields such as technology and the life sciences.

By designing programs that serve adult learners, returning students, and those with prior degrees, the District will help San Mateo County adapt to a rapidly changing economy and secure sustainable employment.

Recognizing the critical role of philanthropy, the District will support the SMCCC Foundation in becoming a bold and high-performing fundraising organization, capable of investing deeply in student success and educational innovation. Strengthening public trust and enhancing the visibility of the District as a leader in education will be achieved through targeted awareness-building initiatives and transparency in all communication.

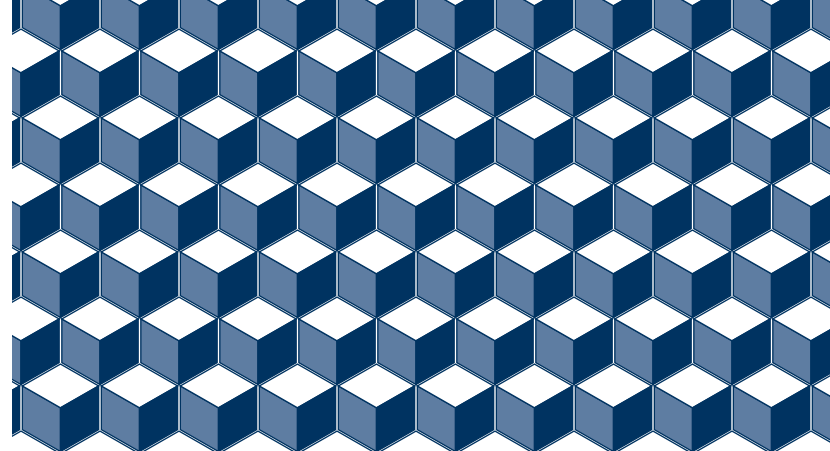
This strategic plan positions SMCCCD to lead with purpose, compassion, and impact. By embracing continuous improvement and radical transparency, the District reaffirms its commitment to equity, excellence, and service. Guided by its values and inspired by the aspirations of its students and communities, SMCCCD is poised to shape a future defined not only by success, but by shared progress and lasting transformation.



College of San Mateo



Overview of the Strategic Planning Process



The San Mateo County Community College District (SMCCCD) developed a new District Strategic Plan during the 2024-25 academic year that will guide the efforts of the District and its three Colleges from 2025-2030. The District followed the process outlined in AP 3250 (2.75.1) that includes establishing an Advisory Committee to the Chancellor, conducting a comprehensive environmental scan, and ensuring that the plan is vetted through the college committee structures and is widely disseminated. Beginning in Spring 2024, the District secured the support of the CCCCO's Institutional Effectiveness Partnership Initiative (IEPI) and was assigned a dedicated Partnership Resource Team (aka The PaRTy) to help inform the development of the next District Strategic Plan. The PaRTy consisted of colleagues from around the CCC system who met with all constituent groups in the Fall 2024 semester, including students, staff, faculty, and administration.

The input from those constituent groups was incorporated into an Institutional Effectiveness Plan that was used to inform the strategic planning process. Additionally, the IEPI provided a grant of \$200K to support the District's environmental

scanning efforts and plan development process. As outlined in AP 2.75, the District formed a Strategic Plan Advisory Committee made up of specified representatives, which was co-chaired by the District Academic Senate President, Dr. David Eck, and the Vice Chancellor of Educational Services and Planning, Dr. Aaron McVean. The committee met monthly to ensure alignment of the college's Educational Master Plan goals and initiatives, and the Board's goals and priorities. The result of this work has culminated in a set of District Strategic Plan Goals and Strategic Initiatives, and a set of District Values that were presented for comment and feedback to the District community.

District Values

The values of the SMCCCD guide the implementation of this strategic plan, as goals and initiatives move forward to become tangible products, programs, and services. The District and its Colleges recognize the importance explicitly stating these values and ensuring that they inform all efforts moving forward. The following District Values emerged from the alignment of the values of the Board of Trustees and the respective college mission, vision, and values statements.



ACADEMIC EXCELLENCE

A commitment to delivering high-quality, rigorous, and transformative learning experiences that encourage intellectual growth, curiosity, and lifelong learning. It involves cultivating self-directed learners through meaningful and evolving academic programs.

STUDENT SUCCESS AND EQUITY

Ensuring that all students—regardless of background—have equitable access to the resources, support, and opportunities needed to achieve their educational and career goals. It means actively removing barriers to success and closing equity gaps.

COMMUNITY

Fostering strong, supportive relationships within and beyond the institution. This includes collaboration with local partners and being an engaged, responsive member of the broader community to promote shared growth and well-being.

SOCIAL JUSTICE

Promoting fairness, equity, and respect for all individuals by addressing systemic inequities and advocating for inclusive practices. It involves challenging discriminatory structures and advancing policies that support historically marginalized groups.





DIVERSITY

Embracing and celebrating a wide range of identities, perspectives, and experiences. Diversity is recognized as a strength that enriches the educational environment and prepares individuals to thrive in a multicultural world.

INCLUSION AND BELONGING

Creating a campus climate where every individual feels welcomed, respected, and valued. Inclusion ensures that all voices are heard, while belonging fosters a sense of community and shared purpose.

EMPOWERMENT

Supporting individuals to take ownership of their goals and growth. Empowerment involves providing tools, encouragement, and opportunities that build confidence and promote personal and academic agency.

TRANSPARENCY, AUTHENTICITY, AND ACCOUNTABILITY

Upholding open, honest communication and integrity in decision-making and actions. These principles promote trust, foster ethical behavior, and ensure that responsibilities are met with clarity and respect.



INNOVATION AND CONTINUOUS IMPROVEMENT

Encouraging creativity, adaptability, and forward-thinking practices to improve educational quality and institutional effectiveness. This involves being responsive to change and committed to ongoing learning and enhancement.

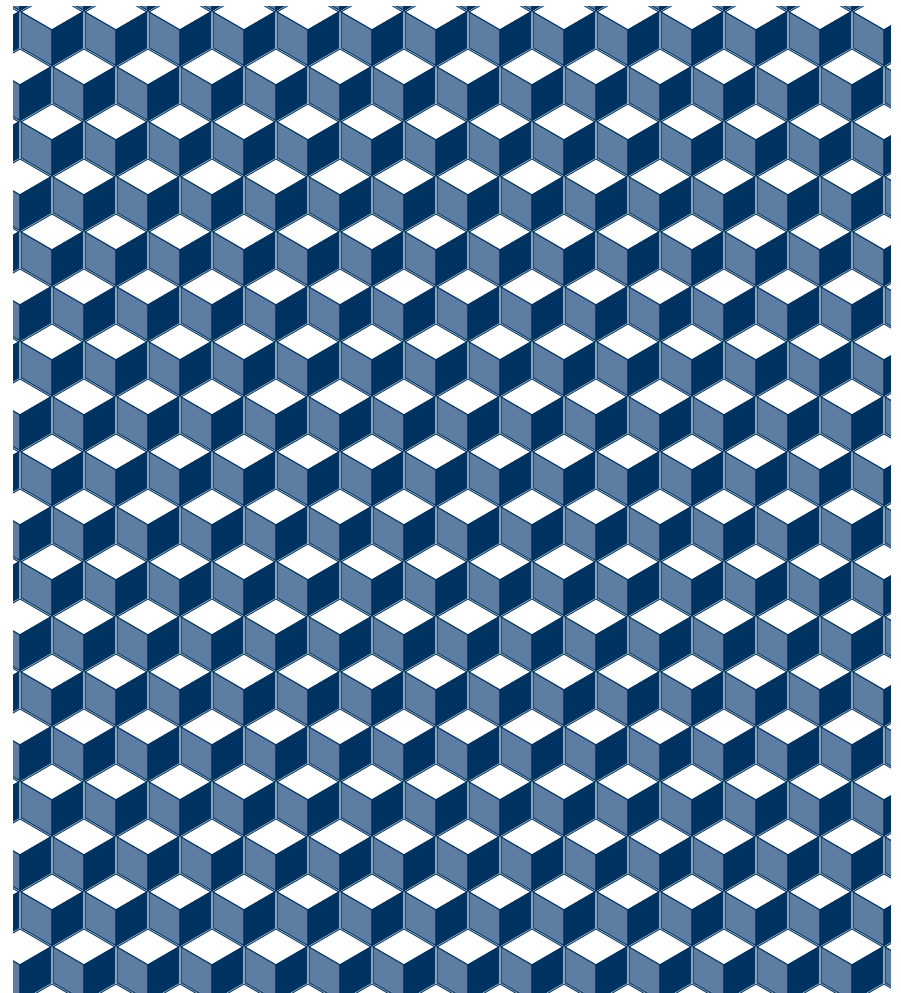
SUSTAINABILITY

Acting responsibly to preserve environmental, social, and economic resources for current and future generations. Sustainability supports long-term well-being through mindful practices and systemic change.





District Strategic Goals





Seven strategic goals provide overarching areas of focus for this District Strategic Plan. Goals I and II address the areas of student access, success, and completion, while Goal III focuses on supporting the employees of the District. Goal IV is concerned with the sustainability of the District from facilities to finances. The final three Goals V, VI, and VII address the need to further efforts to develop and strengthen partnerships with agencies, organizations, and individuals in San Mateo County as a community funded District.

District Strategic Goals I-VII

Goal I. Meet the needs of the communities we serve by providing equitable access through intentional outreach and recruitment and sustaining the Free College commitment.

Goal II. Strengthen student success and completion by creating clear pathways to academic and career achievement, leveraging innovative teaching methods, flexible course delivery, and providing robust student support and resources.

Goal III. Create an inclusive and thriving learning and work environment by promoting a culture of belonging while fostering professional growth, innovation, and employee well-being.

Goal IV. Ensure financial and physical infrastructure sustainability by maintaining prudent fiscal planning and resource management.

Goal V. Expand strategic community partnerships, civic engagement, and collaborative initiatives in San Mateo County.

Goal VI. Strengthen recognition of the District as educational leaders, engaging in countywide awareness-building and trust-building campaigns.

Goal VII. Ensure continuous improvement, radical transparency, and accountability.



District Strategic Initiatives

Over the next five years, the SMCCCD will focus its efforts and resources on the following six strategic initiatives. These initiatives are the result of extensive study of the people, economy, and place that is San Mateo County and the Silicon Valley. Following the overarching strategic goals, the strategic initiatives include more specific and targeted language that also address student access, success, and completion, the employees of the District, and the sustainability of the SMCCCD.

1. TRANSFER FOCUSED

Ensure the SMCCCD has the most successful Transfer Pathways by making Free College permanent, providing robust Basic Needs support, and continuing to ensure completion through expansion of Dual Enrollment and the Promise Scholars Program.

2. TECHNOLOGY, INNOVATION, AND THE LIFE SCIENCES

Develop new career education programs that align with key employment sectors and hold relevance for returning students and adult learners, including those who already possess a Bachelor's Degree.

3. NOT SO BASIC NEEDS

Expand support for student housing, food insecurity, transportation, and mental health to ensure that students can complete their educational goals.

4. #COMMUNITY

Promote civic engagement with a hyper-local focus on the needs of the communities of San Mateo County through education, economic development, and community partnerships.

5. LONG-TERM FISCAL HEALTH

Secure public and private financing to fully address Capital Improvement needs and establish an ongoing self-funded Capital Improvement fund.

6. A BOLD AND PROSPEROUS FOUNDATION

Support the SMCCC Foundation in becoming a high-performing fundraiser for the students of the District.



Strategic Plan Metrics & Targets



A set of metrics and targets have been developed in order to evaluate the progress of this District Strategic Plan over the next five years. These metrics include those related to student access, success, and completion, as well as others that are specific to the sustainability of the District. Although these metrics are essential and important, they are not the only measures of success of the implementation of this strategic plan. Intentional efforts, such as making Free College permanent following SB 893, are also an objective measure of the implementation and execution of this strategic plan.

STRATEGIC INITIATIVES 1 & 2

NON-COHORT BASED METRICS (ALL STUDENTS)

INSTITUTIONAL METRICS (NON-COHORT) (ALL STUDENTS)	19-20	20-21	21-22	22-23	23-24	24-25	2030 Goal
Annual Headcount ¹	29,769	28,483	26,897	28,363	31,217	32,533	39,040
Associate Degree Completers ¹	1,823	1,991	1,813	1,625	1,769	--	2,123
Baccalaureate Degree Completers ¹	10	16	20	9	6	--	40
Certificate Completers ¹	930	991	778	841	978	--	1,125
CSU transfers ²	1,255	1,216	1,069	946	915	--	1,098
UC transfers ³	481	488	505	446	516	--	619
Percent of students who earn a living wage (CCCCO Vision 2030) ⁴	39%	38%	38%	37%	--	--	47%
Course success in-person courses	74%	74%	83%	79%	78%	77%	80%
Course success hybrid courses	75%	78%	75%	71%	74%	75%	75%
Course success on-line courses	70%	74%	70%	70%	71%	73%	75%

Notes: 1. Academic year terms included are: summer, fall and spring; 2. Data sources: California State University Reports and Analytics; 3. University of California Admissions by source school; 4. California Community College Chancellor's Office Vision 2030 Metrics.

NON-COHORT BASED METRICS (DOMESTIC STUDENTS)

INSTITUTIONAL METRICS	19-20	20-21	21-22	22-23	23-24	24-25	2030 Goal
Annual Headcount (Domestic, Non-K12)	24,445	22,354	20,116	21,488	24,110	25,501	28,051
Annual Headcount Promise Scholars ¹	1,966	1,800	1,756	2,247	2,483	2,688	4,032
Annual Headcount Dual Enrollment Students ²	--	2,409	3,272	3,273	3,496	3,455	5,183
Associate Degree Completers	1,684	1,868	1,733	1,569	1,686	--	2,025
Baccalaureate Degree Completers	10	16	20	9	6	--	40
Certificate Completers	858	899	749	803	931	--	1,071
San Mateo County annual high school graduate take rate	--	39%	33%	36%	42%	--	47%
San Mateo County annual high school graduate take rate count	--	2,532	2,186	2,468	2,652	--	2,774

Notes: 1. Includes Promise Scholars Program full-time students in fall and spring terms; 2. Dual Enrollment refers to students enrolled in SMCCCD's CCAP sections.

COHORT BASED METRICS

FALL FULL TIME FIRST-TIME STUDENTS (ALL STUDENTS)	FA '20	FA '21	FA '22	FA '23	FA '24	5-year Goal
Cohort size (number of students)	1,799	1,732	1,776	1,985	1,969	2,166
% of students completing a degree within 2 years	16%	16%	17%	-	-	25%
% of students transferring, with or without a degree, to a 4-year university within 2 years	24%	24%	23%	-	-	25%
% of students completing a degree and/or transferring to a 4-year university within 2 years	28%	27%	27%	-	-	30%
% of students completing a degree within 3 years	31%	36%	-	-	-	50%
% of students transferring, with or without a degree, to a 4-year university within 3 years	24%	42%	-	-	-	50%
% of students completing a degree and/or transferring to a 4-year university within 3 years	43%	51%	-	-	-	60%

FALL PART TIME FIRST-TIME STUDENTS (ALL STUDENTS)	FA '20	FA '21	FA '22	FA '23	FA '24	5-year Goal
Cohort size (number of students)	724	658	617	791	873	1,048
% of students completing a degree within 3 years	12%	17%	-	-	-	20%
% of students transferring, with or without a degree, to a 4-year university within 3 years	12%	17%	-	-	-	20%
% of students completing a degree and/or transferring to a 4-year university within 3 years	22%	19%	-	-	-	25%
% of students completing a degree within 4 years	16%	-	-	-	-	25%
% of students transferring, with or without a degree, to a 4-year university within 4 years	12%	-	-	-	-	25%
% of students completing a degree and/or transferring to a 4-year university within 4 years	27%	-	-	-	-	30%



Review, Evaluation, and Assessment

The regular review, evaluation, and assessment of the District Strategic Plan will include periodic updates to the Board of Trustees on progress made toward achievement of the stated Strategic Initiatives. At minimum, the Board will receive and annual update each Fall semester that will include a review of the District Strategic Plan metrics and progress toward the established 5-year goals.

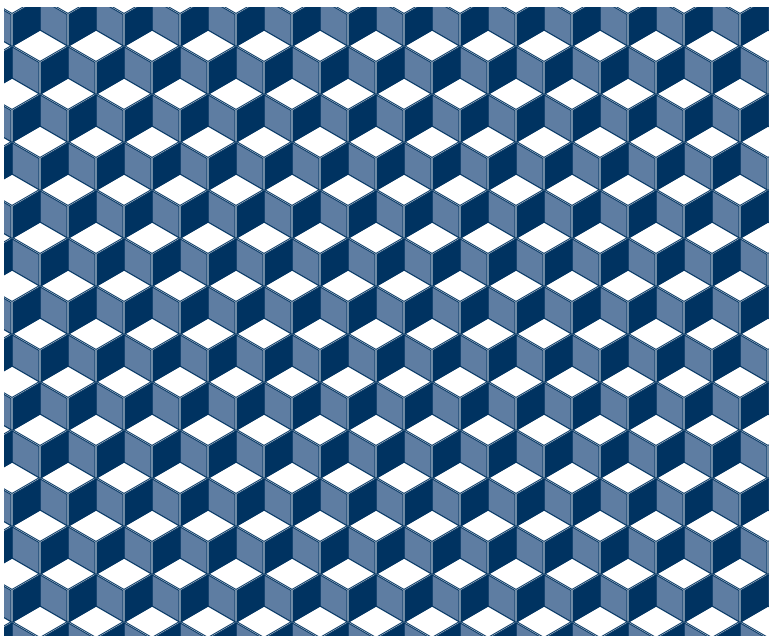
Conclusion

This strategic plan, SMCCCD: FUTURE FOCUSED, will guide the strategic direction, efforts, and investments of the District over the next five years from 2025 to 2030. Through a commitment to shared District Values and alignment of the Strategic Plan Goals and Initiatives with investment of effort and resources, this strategic plan will ensure that the SMCCCD remains an essential asset to the communities of San Mateo County.

Contact

For questions related to the District Strategic Plan, please contact Dr. Aaron McVean, Vice Chancellor of Educational Services and Planning, mcveana@smccd.edu.

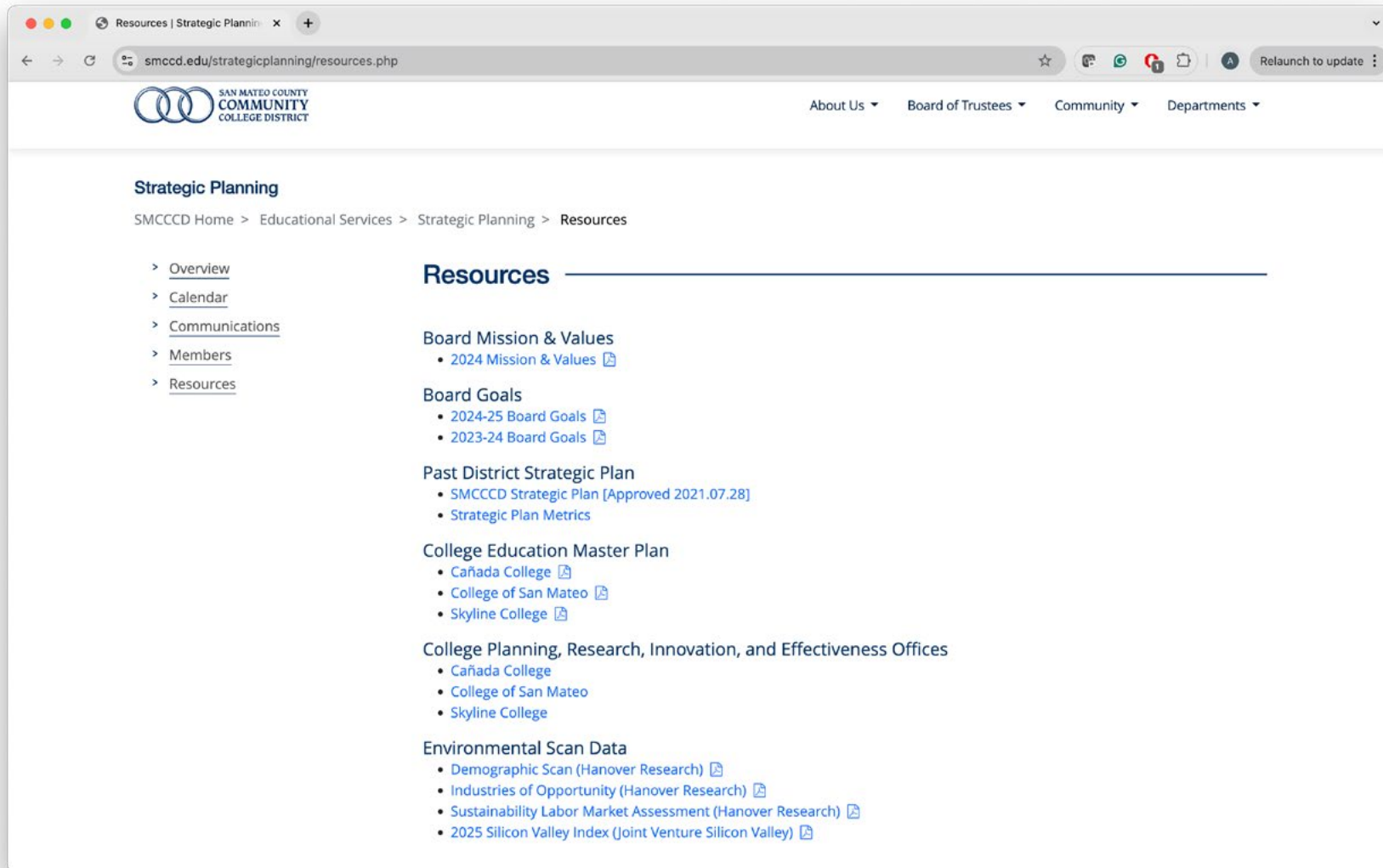
APPENDICES



APPENDIX A

District Strategic Plan Resources

<https://www.smccd.edu/strategicplanning/resources.php>



APPENDIX B

Strategic Plan Metrics: Trends and Targets

NON-COHORT BASED METRICS (ALL STUDENTS)

INSTITUTIONAL METRICS (NON-COHORT) (All STUDENTS)	19-20	20-21	21-22	22-23	23-24	24-25	2030 Goal
Annual Headcount ¹	29,769	28,483	26,897	28,363	31,217	32,533	39,040
Associate Degree Completers ¹	1,823	1,991	1,813	1,625	1,769	--	2,123
Baccalaureate Degree Completers ¹	10	16	20	9	6	--	40
Certificate Completers ¹	930	991	778	841	978	--	1,125
CSU transfers ²	1,255	1,216	1,069	946	915	--	1,098
UC transfers ³	495	507	505	446	390	--	468
Percent of students who earn a living wage (CCCCO Vision 2030) ⁴	39%	38%	38%	37%	--	--	47%
Course success in-person courses	74%	74%	83%	79%	78%	77%	80%
Course success hybrid courses	75%	78%	75%	71%	74%	75%	75%
Course success on-line courses	70%	74%	70%	70%	71%	73%	75%

Notes: 1. Academic year terms included are: summer, fall and spring; Excludes local certificates. 2. Data sources: California State University Reports and Analytics; 3. University of California Admissions by source school; 4. California Community College Chancellor's Office Vision 2030 Metrics.

NON-COHORT BASED METRICS (DOMESTIC STUDENTS)

INSTITUTIONAL METRICS	19-20	20-21	21-22	22-23	23-24	24-25	2030 Goal
Annual Headcount (Domestic, Non-K12)	24,445	22,354	20,116	21,488	24,110	25,501	28,051
Annual Headcount Promise Scholars ¹	1,966	1,800	1,756	2,247	2,483	2,688	4,032
Associate Degree Completers	1,684	1,868	1,733	1,569	1,686	--	2,025
Baccalaureate Degree Completers	10	16	20	9	6	--	40
Certificate Completers	858	899	749	803	931	--	1,071
CSU transfers ²	1,100	1,082	959	906	899	--	1,079
UC transfers ³	348	378	413	380	351	--	421
Course success in-person courses	72%	72%	80%	76%	75%	75%	80%
Course success hybrid courses	74%	78%	74%	70%	73%	73%	75%
Course success on-line courses	69%	72%	68%	68%	69%	72%	75%

Notes: 1. Includes Promise Scholars Program full-time students in fall and spring terms; 2. Data sources: California State University Reports and Analytics; 3. University of California Admissions by source school.

NON-COHORT BASED METRICS (DUAL ENROLLMENT RELATED)

INSTITUTIONAL METRICS	19-20	20-21	21-22	22-23	23-24	24-25	2030 Goal
Annual Headcount Dual Enrollment Students ¹	--	2,409	3,272	3,273	3,496	3,455	5,183
San Mateo County annual high school graduate take rate	--	39%	33%	36%	42%	--	47%
San Mateo County annual high school graduate take rate count	--	2,532	2,186	2,468	2,652	--	2,774

Dual Enrollment refers to students enrolled in SMCCCD's CCAP sections.

COHORT BASED METRICS

FALL FULL TIME FIRST-TIME STUDENTS (ALL STUDENTS)	FA '20	FA '21	FA '22	FA '23	FA '24	5-year Goal
Cohort size (number of students)	1,799	1,732	1,776	1,985	1,969	
Fall to Spring Persistence	91%	89%	91%	89%	91%	
Fall to Fall Persistence	77%	76%	78%	75%	-	
% of students completing a degree within 2 years	16%	16%	17%	-	-	25%
% of students transferring, with or without a degree, to a 4-year university within 2 years	24%	24%	23%	-	-	25%
% of students completing a degree and/or transferring to a 4-year university within 2 years	28%	27%	27%	-	-	30%
% of students completing a degree within 3 years	31%	36%	-	-	-	50%
% of students transferring, with or without a degree, to a 4-year university within 3 years	24%	42%	-	-	-	50%
% of students completing a degree and/or transferring to a 4-year university within 3 years	43%	51%	-	-	-	60%



FALL PART TIME FIRST-TIME STUDENTS (ALL STUDENTS)	FA '20	FA '21	FA '22	FA '23	FA '24	5-year Goal
Cohort size (number of students)	724	658	617	791	873	
Fall to Spring Persistence	67%	63%	70%	67%	74%	
Fall to Fall Persistence	49%	46%	52%	52%		
% of students completing a degree within 3 years	12%	17%	-	-	-	20%
% of students transferring, with or without a degree, to a 4-year university within 3 years	12%	17%	-	-	-	20%
% of students completing a degree and/or transferring to a 4-year university within 3 years	22%	19%	-	-	-	25%
% of students completing a degree within 4 years	16%	-	-	-	-	25%
% of students transferring, with or without a degree, to a 4-year university within 4 years	12%	-	-	-	-	25%
% of students completing a degree and/or transferring to a 4-year university within 4 years	27%	-	-	-	-	30%

APPENDIX C

Data Definitions

Definition	Goal Setting	Data Source
Unique headcount of any student enrolled at census in at least one term (summer, fall or spring) in the academic year. [Vision 2030 Goal #4 Student Participation]	First set goal with dual and PSP students, then add domestic students, then round to whole number.	SAP Productivity and Efficiency Report
Unique headcount of any student completing a degree (AA, AS, ADT) in at least one term (summer, fall or spring) in the academic year. [Vision 2030 Goal #1 Completion]	Vision 2030's number (of 30% increase) by 2030. Goal set by combining count of degree and certificate completers.	SAP Degree Completion report
Unique headcount of any student completing the bachelor's degree in at least one term (summer, fall or spring) in the academic year. [Vision 2030 Goal #2 Baccalaureate Attainment]	Vision 2030's number (of 30% increase) by 2030. Goal set by combining count of degree and certificate completers.	SAP Degree Completion report
Unique headcount of any student completing a certificate (excluding a few local degrees) in at least one term (summer, fall or spring) in the academic year.	Vision 2030's number (of 30% increase) by 2030. Goal set by combining count of degree and certificate completers.	SAP Degree Completion report
Number reported by California State University Reports and Analytics on the total number of students enrolled at any CSU in the academic year. [Vision 2030 Goal #2 Baccalaureate Attainment]	Vision 2030's number (of 20% increase) by 2030	CSU website
Number reported by University of California Admissions on number enrolled at UC from Skyline College, CSM, or Canada College. [Vision 2030 Goal #2 Baccalaureate Attainment]	Vision 2030's number (of 20% increase) by 2030	UC website
Data from CCCC Vision 2030. Living wage is from Unemployment Insurance data file. [Vision 2030 Goal #2 Workforce Outcome]	Vision 2030's number by 2030	Vision 2030 data for SMCCCD
Same as headcount for all students with exclusion of K12 and ISP students)	Based on likely Free College increase	SAP Productivity and Efficiency Report



Definition	Goal Setting	Data Source
Unique headcount of any student with active PROM cohort code and enrolled at census in at least one term (fall or spring) in the academic year. PTPROM not included.	SMCCCD Goal for Program	SAP Promise Annual count report
Unique headcount of any student enrolled at census in at least one CCAP course in any one term (summer, fall or spring) in the academic year	SMCCCD Goal for Program	SAP Dual Enrollment count report
Same as Completers for all students, with exclusion of K12 and ISP students.	Same as Completers for all students, with exclusion of K12 and ISP students.	SAP Degree Completion report
Same as Baccalaureate for all students, with exclusion of K12 and ISP students.	Same as Baccalaureate for all students, with exclusion of K12 and ISP students.	SAP Degree Completion report
Same as Certificate for all students, with exclusion of K12 and ISP students.	Same as Certificate for all students, with exclusion of K12 and ISP students.	SAP Degree Completion report
Number of first time students with a self-reported high school in San Mateo County in any one term (summer, fall or spring) in the academic year.	Average last 3 years and added increase	SAP report
Total San Mateo County high school graduates reported by California Department of Education statistics.	Average last 3 years and added increase	Data source is loaded in SAP. Source: https://www.cde.ca.gov/ds/ad/files/oygrads.asp . Including only those records where Reporting Category = TA (Total) and Aggregate Level = S (School).
	Use Promise as benchmark 25% for 2 year and 50% for 3 year	SAP District Strategic Metrics
	Adjusted from Promise full-time benchmark for 3 and for 4 years	SAP District Strategic Metrics
% of students in the cohort completing a degree within 2 full academic years (summer, fall and spring)	Promise benchmark	SAP District Strategic Metrics Completion report with data from National Clearinghouse manually loaded to WARE



Definition	Goal Setting	Data Source
<p>% of students in the cohort transferring to a 4-year university (as reported by National Clearinghouse) by fall term after 2 full academic years (summer, fall and spring)</p>	<p>Promise benchmark</p>	<p>SAP District Strategic Metrics Completion report with data from National Clearinghouse manually loaded to WARE</p>
<p>% of students in the cohort completing a degree or transferring to a 4-year university (as reported by National Clearinghouse) by fall term after 2 full academic years (summer, fall and spring)</p>	<p>Promise benchmark</p>	<p>SAP District Strategic Metrics Completion report with data from National Clearinghouse manually loaded to WARE</p>
<p>% of students in the cohort completing a degree within 3 full academic years (summer, fall and spring)</p>	<p>Promise benchmark</p>	<p>SAP District Strategic Metrics Completion report with data from National Clearinghouse manually loaded to WARE</p>
<p>% of students in the cohort transferring to a 4-year university (as reported by National Clearinghouse) by fall term after 3 full academic years (summer, fall and spring)</p>	<p>Promise benchmark</p>	<p>SAP District Strategic Metrics Completion report with data from National Clearinghouse manually loaded to WARE</p>
<p>% of students in the cohort completing a degree or transferring to a 4-year university (as reported by National Clearinghouse) by fall term after 3 full academic years (summer, fall and spring)</p>	<p>Promise benchmark</p>	<p>SAP District Strategic Metrics Completion report with data from National Clearinghouse manually loaded to WARE</p>



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Gampi Shankar, Cañada College Academic Senate President

Dr. Newin Orante, Skyline College President (Interim)

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Ingrid Vargas, Skyline College Dean of PRIE

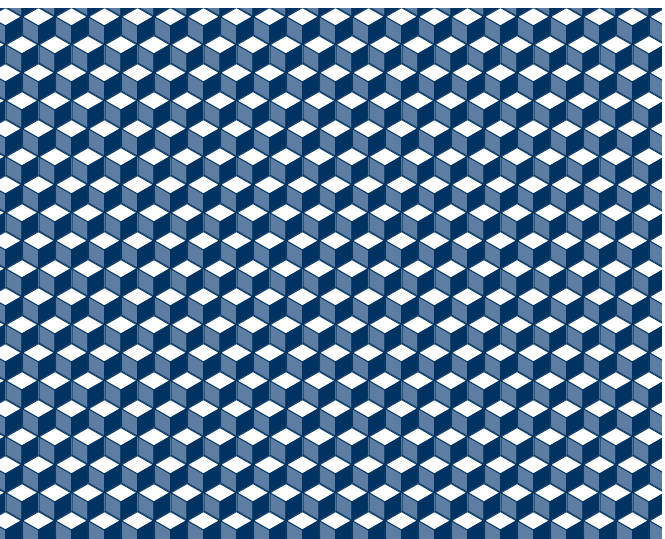
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Dr. Karen Engel, Cañada Dean of PRIE

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