

Strategic Priorities 2012-2017

1. **FACILITIES & TECHNOLOGY:** Skyline College will identify and scale technology-enabled approaches and upgraded facilities to improve teaching and learning. This strategic priority will extend our reach and multiply the benefit of interactive digital research and learning support through expanding our technological capacity. We will have the ability to focus on digital and web services and support for students, faculty and staff (eBooks, eAudio, eMagazines, online services for tutoring and supporting learning) shift our focus to web enhanced services across the college. Examples include:
 - Online Learning Center (BG-3, BG-4, DSP-2.3c, SCG-4)
 - Library/Learning Resource Center
 - Technology Enhanced Classrooms
 - Electronic Signboard
 - Building 2
 - Building 1
 - Building 5

2. **STUDENT SERVICES:** Skyline College will expand and enhance Student Services programs through innovation and the seamless delivery of services. This strategic priority includes intentional and systematic approaches that build strong collaborations with K-12 and four-year partners using the cohort model, non-traditional strategies to support veterans, military personnel and their families, and seamless linkages between instructional programs, job placement services and, business and industry. Examples include:
 - Job Placement and Follow up (SCG-6)
 - Transfer (SCG-1)
 - The Skyline College Promise (BG-3, SCG-1)
 - Veterans Resource Center (pathway for vets) (BG-3, SCG-1)
 - Student Success Initiatives (BG-4, SCG-1)

3. **EQUITY & EXCELLENCE:** Skyline College will develop and strengthen relationships both domestic and international to ensure excellence in practice for an increasingly diverse student population. This strategic priority will increase the number of international students through innovative outreach and increased capacity initiatives (e.g. residential agreements). Additionally, there will be a strong focus on improving student outcomes through a dedicated professional development center inquiry center, where research will serve as the foundation for improving institutional practice. Examples include:
 - International Students/Study Abroad (BG-8, DSP-3.1f, SCG-8)
 - Center for Transformative Teaching and Learning (Professional Development) (BG-7, DSP-4.5a, DSP-4.5b)
 - Center for Transformative Inquiry (research) (BG-7, DSP-5.1c, SCG-2)
 - Sustainability Initiative (BG-6, SCG-6)

4. **COMPREHENSIVE COMMUNITY CONNECTION:** Skyline College will engage in a comprehensive initiative to strengthen the community connections. This initiative will include an overarching outreach strategy that includes the development of a middle college

and expanding concurrent enrollment. Finally, we will begin the discussions on the feasibility and benefits of a Vista Creative Arts Complex. Examples include:

- a. Community on Campus (BG-1, SCG-3)
 - b. Comprehensive Outreach (BG-3, DSP-2.1b, SCG-1, SCG-3)
 - c. Concurrent Enrollment (BG-3, DSP-5.2a, SCG-1, SCG-3)
 - d. The Skyline College Promise
 - e. Middle College (DSP-2.2b, DSP-2.2c, SCG-1, SCG-3)
 - f. Workforce/Business & Industry Connections (BG-1, SCG-4, SCG-4)
 - g. Vista Creative Arts Complex (initial conversations) (DSP-12.a, SCG-3)
5. **INSTRUCTION:** Skyline College will build on the strong educational foundations and college goals by enhancing accessibility, leading in workforce programs supporting the region, and providing learning opportunities that prepare students for their future. Skyline College faculty and staff keep abreast of emerging fields of study and engage in connecting academic programming with the needs of our students and community. Examples include:
- College for Working Adults (BG-3, SCG-6)
 - Service Learning (BG-3, SCG-3)
 - Acceleration Project (BG-3, SCG-1, SCG-3)
 - New Programs (BG-1, SCG-1, SCG-3, SCG-4)
 - a. ASL Interpreter Training
 - b. Urban Music Academy
 - c. Anesthesiology Certificate
 - d. Journalism
 - e. Art/Digital Imagery
 - f. Digital Photography
 - g. Teacher Prep Institute
6. **FISCAL STABILITY / RESOURCE DEVELOPMENT:** Skyline College will maintain fiscal stability through strategic integrated planning and resource allocation and development. This strategic priority strives to maintain the sound fiscal health of the institution through a balanced general fund budget with a built-in reserve, ongoing resource development and revenue generation. The college aims to provide stable funding to be able to create permanent classified and administrator positions as well as develop initiatives to meet student and community needs. Examples include:
- Reserve for Contingency (BG-1, SCG-5, SCG-7)
 - Alternative Revenue Streams
 - a. Grants Infrastructure (BG-1, DSP-4.1c, SCG-4)
 - b. Facilities Rental (BG-1, DSP-4.1c, SCG-5)
 - c. International Students Program (BG-1, BG-8, DSP-3.1f, SCG-8)

SMCCD STRATEGIC PLAN
– AREAS OF STRATEGIC FOCUS AND RECOMMENDATIONS

1. Demography

Address shifting demographics while taking into consideration the unique characteristics of each College.

1.1 Population Changes

1.1a Develop and implement an enrollment management plan at each College to address the need for systematic outreach and retention strategies.

1.1b Continue to strengthen the College Connection program (concurrent high school student initiatives) as a way to encourage high school students to attend college.

1.1c Provide a comprehensive and cohesive set of course and program offerings that respond to the needs of the senior population/lifelong learners.

1.2 Different Student Profiles at Each College

1.2a Continue examining the specific needs of the student body and College service areas in order to develop and maintain appropriate programs and services.

1.2b Develop a holistic diversity framework that supports the access and success of diverse student populations, promotes institutional vitality and viability, and serves all students equitably.

2. Education

Provide educational opportunities that simultaneously increase access, success, equity, choice, and convenience.

2.1 Enrollment and Access 2.1a Focus enrollment planning efforts on the key populations needing to be served as determined by research.

2.1b Conduct the necessary research to understand the reason for the outward migration of County residents and declining population participation rate and develop mitigating strategies.

2.1c Continue carefully designed marketing and outreach.

2.2 Student Success and Retention

2.2a Identify gaps in student educational achievement. Develop holistic approaches designed to retain students, including approaches in teaching, intervention, learning styles, financial aid and counseling.

2.2b Build more partnerships and bridges with Pre-K through 16 educational leaders and strengthen the College Connection program as a way to encourage high school students to attend college.

2.2c Offer a third Middle College high school in the District.

2.2d Implement plans to utilize CalPASS (California Partnership for Achieving Student Success) to support inter-segmental faculty dialogue.

2.2e Develop and maintain vibrant student life programs.

2.3 Choice and Convenience

2.3a Streamline processes and practices to allow students seamless access to educational opportunities across the District.

2.3b Examine and coordinate program offerings across the District.

- 2.3c Develop and implement the SMCCCD Distance Education Strategic Plan and the corresponding College plans to respond to the community demand.
- 2.3d Expand the upper division higher education opportunities provided by the University Center.
- 2.3e Based on student needs, investigate the feasibility of an alternative academic calendar, block scheduling, weekend programs, and short courses.
- 2.3f Support all three Colleges in their ability to provide a comprehensive program of instruction.

2.4 Student Achievement

- 2.4a Review the current articulation agreements with 4-year institutions to identify opportunities for increasing the number of transfer students.
- 2.4b Identify ways to further encourage and facilitate degree attainment.
- 2.4c Identify strategies for understanding and addressing the decreasing trend in transfers to CSUs.

3. Employment, Housing, and Income

Work collaboratively with educational and business partners.

3.1 Jobs, Careers, and Global Education

- 3.1a Periodically convene leaders of the business and industry communities, government agencies, and community-based organizations to assess workforce development needs and to support the endeavors of the Colleges to address them.
- 3.1b Identify emerging workforce development opportunities for each of the Colleges and respond to changing job training needs through the Colleges' Career and Technical Education programs and services.
- 3.1c Strengthen course offerings, services and workplace opportunities that prepare students for the demands of the contemporary workforce.
- 3.1d Assess community and contract education needs.
- 3.1e Examine, enhance and expand green course and program offerings.
- 3.1f Expand international education and incorporate successful international student and study abroad programs into campus climate and curriculum.
- 3.2 Socio-Economic Divide 3.2a Create additional partnerships between the Colleges and with business and industry to create and strengthen programs that adequately prepare students for the modern economy.
- 3.2b Increase financial aid awareness through the student outreach and enrollment processes.

4. Fiscal, Human, Physical, and Technology

Provide a professional work environment for our employees while using wisely our limited resources.

4.1 Fiscal Environment

- 4.1a Continue and expand initiatives and services that optimize enrollment.
- 4.1b Implement the SMCCCD Foundation business plan to increase its net asset value and to distribute more scholarships and grants.
- 4.1c Pursue additional state, federal, philanthropic, and corporate funding.
- 4.2 Faculty and Staff 4.2a Continue to provide competitive salary schedules and benefits that attract and retain employees.

4.2b Continue the District's role as a leader in taking effective measures to mitigate the high cost of housing.

4.2c Examine recruitment strategies and develop means to attract more applicants from diverse backgrounds for faculty and staff positions.

4.2d Develop staffing plans that recognize existing staffing resources in all employee categories and project future resource needs.

4.3 New, Modernized, and Sustainable Facilities

4.3a Allocate capital improvement funds in accord with College educational and facilities master plans, which respond to the teaching and learning needs of each College.

4.3b Continue to leverage capital improvement with state and local resources.

4.3c Incorporate consideration for the environment and health and safety in construction and building maintenance plans and strategies.

4.3d Work with regional public transit authorities to improve access to our campuses.

4.4 Changing Technology

4.4a Implement College and District technology plans that support teaching and learning, and streamline the operational and governance processes of the District and the Colleges.

4.4b Review various College and District business processes to make the registration, scheduling, information sharing and other operational activities more efficient.

4.4c Plan for replacement of obsolete equipment.

4.5 Professional Development

4.5a Strengthen professional and academic development opportunities for faculty and staff.

4.5b Strengthen faculty and staff development that supports activities to meet accreditation standards.

4.5c Continue to raise cultural awareness and to provide diversity training.

4.6 Safe Campus

4.6a Demonstrate leadership in every aspect of student, faculty and staff protection through providing a professionally trained security force, developing and maintaining emergency response systems, and complying with all laws and regulations.

5. Policy, Public Opinions, and Community Needs

Respond to community needs while being accountable for our responsibilities as educational institutions.

5.1 Accountability

5.1a Establish policies and planning activities that are coherent, transparent, and available to all stakeholders.

5.1b Include in all plans definitions and demonstration of student success to ensure that communication strategies at the District and College levels prominently showcase student success.

5.1c Provide extensive, integrated and coordinated research and planning efforts and resource allocation framework to support the improvement of teaching and learning.

5.2 Community Needs 5.2a Expand and strengthen partnerships with high schools, 4-year institutions, community agencies, and business and industry.

5.2b Develop and implement systematic processes for soliciting and evaluating the needs of community residents, current students and partners in relation to College programs and services. Communicate feedback to faculty and staff, and develop strategies for improving programs and services.

SKYLINE COLLEGE GOALS

1. Develop the scope, quality, accessibility and accountability of instructional and student service offerings, programs, and services to lead the San Francisco Bay region in transferring students, awarding degrees and certificates and reflecting social and educational equity.
2. Enhance institutional effectiveness in planning and decision-making processes through cooperative leadership, effective communication, and shared governance.
3. Fulfill the college's role as a leading academic and cultural center for the community.
4. Provide human, physical, technological and financial resources to assure excellent educational programs and student services in order to support students in attaining their educational goals and improve institutional effectiveness. (currently listed as #5 – change to #4)
5. Recruit, retain and support a world-class faculty, staff and administration that is committed ongoing improvement through access to opportunities for professional growth and advancement. (currently listed as #7- change to #5)
6. Play a central role in the preparation of the regions workforce and expand networks and partnerships with business, the community, and non-profit organizations. Currently listed as #4- change to #6
7. Establish and maintain fiscal stability and alignment of programs and services to the core mission, vision and values of the college. Currently listed as #6 – change to #7)
8. Internationalize the educational experience by enriching the college with a diverse community of learners representing the collective resources of humanity and engaging in a vibrant dialogue that engenders an understanding of others.

SMCCD BOARD OF TRUSTEES GOALS

1. Maintain fiscal stability; continue to scrutinize programs and services to assure that they are most relevant to and aligned with the District's core mission of transfer, career-technical education and basic skills; develop strategies and actions to manage the effects of the State's budget deficit on our District. Reduce operational costs to the greatest extent possible; continue efforts to build energy efficient infrastructure and facilities; and adopt green/clean and sustainable practices. Expand efforts to create programs and services that provide additional unrestricted income for the District to be used to enhance student instruction and support services.
2. Aggressively protect local control and retention of property taxes by maintaining a presence in Sacramento; good communication with our local legislators; participation in the Oversight Committees overseeing the wind-down of Redevelopment Agencies; and monitoring the District's progression towards becoming a self-supported District.
3. Continue work on managing enrollments and on the consolidation, retooling or reduction of programs to maximize the number of students served even in a time of declining funding. Seek out, implement and expand cost-effective means to improve access and higher education opportunities for our community and students. Use the Board's adopted "Core Values" statement (adopted in December, 2009) as a guide for all program/budget modifications and adjustments. Use Measure G funds to expand instructional opportunities and related student services for students.
4. Evaluate the impact of the State's adoption of the "Student Success" Task Force recommendations on District programs and student services. Define Student Success for our District and Colleges.
5. Conduct a Community Needs Assessment to identify residents' needs for educational programs. Conduct an Environmental Scan of County employers to determine emerging job opportunities that require postsecondary training programs.
6. Through the SMCCCD Accreditation Coordinating Council (ACC), support the accreditation process by providing Districtwide coordination and District level support for the College accreditation teams. Keep apprised of accreditation progress by way of periodic briefings and presentations from the ACC. Through the state chancellor's office, advocate for accreditation policy that ensures due process for all institutions.
7. Develop efficient, financially feasible and collaborative strategies to ensure that faculty and staff are kept current with the pedagogy, technology and other activities that are critical to student success and organizational excellence.

SMCCD BOARD OF TRUSTEES GOALS

8. Broaden global perspective and enrich our cultural and educational diversity by fostering institutional relationships abroad; attracting international students to our campuses; and offering teach/study abroad opportunities for faculty and students. Concentrate outreach and recruitment activities in countries and regions sending the largest number of international students to the U.S. Use revenue from international tuition to provide additional classes and services for students. As international education is defined and continues to grow at the Colleges, leverage the experiences of our international students to globalize our curriculum. Determine other implications of a larger international student population on District programs and services.
9. Explore options to complete the District's Facilities Master Plan. Continue to pursue all available options to replace funds lost by the State's abandonment of approved capital projects due to non-authorization of State education bonds for the past six years.
10. Explore timing and options regarding the possible extension of the District's parcel tax.
11. Support the Foundation's efforts in cultivating alumni to increase the donor base and support.
12. Pursue relief from regulations that unnecessarily impose high costs or inefficiencies for College and District operations, and that don't further our educational mission and values.
13. Increase communication with the community regarding the District's goals, needs and accomplishments.