

**CHAPTER 2: Administration and General Institution  
ADMINISTRATIVE PROCEDURE NO. 2.75.1 (AP 3250)**

**ADMINISTRATIVE PROCEDURE  
San Mateo County Community College District**

**Subject:** AP 2.75.1 Institutional Planning and Effectiveness  
**Revision Date:** 7/12; 4/15  
**References:** Education Code Sections 78210 et seq. and 84754.6; Title 5 Sections 51008, 51010, 51027, 53003, 54220, 55080, 55190, 55510 and 56270 et seq.; 66030, 66250 et seq., and 72010 et seq.; ACCJC Accreditation Standards I.B.5-9, III.B.4, III.C.2, III.D.2, IV.B.3 and IV.D.5

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1. The Chancellor and College Presidents ensure that District and institutional committee structures are maintained that will facilitate the ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes. They ensure that the college research organizations engage in ongoing institutional effectiveness research by which planning objectives may be developed and measured.
2. Institutional Effectiveness
  - a. Each College in the District shall develop, adopt, and publicly post goals that address all of the following: (1) accreditation status; (2) fiscal viability; (3) student performance and outcomes; and (4) programmatic compliance with state and federal guidelines.
  - b. The goals should be challenging and quantifiable, address achievement gaps for underrepresented populations, and align the educational attainment of California's adult population to the workforce and economic needs of the state.
3. District Strategic Planning
  - a. The District maintains a District Strategic Planning Committee that is advisory to the Chancellor. The committee is responsible for the development and implementation of a district strategic plan. The plan is informed by an environmental scan conducted periodically to coincide with the beginning of the planning cycle. College data on institutional effectiveness are also considered.
  - b. Committee membership includes the vice chancellor of educational services and planning, the three college presidents, the district academic senate president, the academic senate presidents from each college, representatives from classified staff from each college, research directors from each college, and staff representation from the district office. The committee is co-chaired by the vice chancellor of educational services and planning or a college president and the district academic senate president. The committee membership is listed on the committee's website.
  - c. In developing the plan, the committee ensures that the plan is synchronized with the college planning cycles and that its assumptions and recommendations inform the development of the Board of Trustees' yearly goals. It ensures that the plan is vetted through the college committee structures and that the plan is widely disseminated. The committee submits the plan to the chancellor for submission to the Board of Trustees for approval.

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### 4. College Strategic Planning

- a. To ensure the implementation and ongoing assessment of the institutional planning process, each college maintains an institutional planning committee that is advisory to the college council. The committee structure ensures that the planning process is broad-based, offers opportunities for input by appropriate constituencies, allocates necessary resources and leads to improvement of institutional effectiveness. The institutional planning committees maintain websites that document the committees' procedures.
- b. Membership of the institutional planning committees is comprised of administration, faculty, classified staff and students. The Academic Senate, CSEA, Classified Council, and the Associated Students appoint committee members. College administration membership includes but is not limited to the vice president of instruction, instructional deans and directors of research. Specific committee composition is published on the college institutional planning website.
- c. The institutional planning committees develop the college strategic plans. The college strategic plans follow a specific planning cycle and consist of objectives and goals determined and measured by institutional effectiveness research. The plans are also informed by input from college committees that are concerned with specific college needs including but not limited to enrollment management, human resources, budget planning, technology, distance education, basic skills and diversity. The planning cycles are synchronized among the Colleges and with the District Strategic Plan. College plans are approved by the appropriate college constituencies, the College Council, and the College President. College plans are documented on the college planning websites.
- d. The planning committees meet on a regular basis. Committee meetings are open to the public and meeting calendars, agendas and minutes are published on the committee website.
- e. Committees conduct a review of the plans on a regularly scheduled basis during the planning cycle. Periodic reports on the progress of strategic plans are disseminated to the broad college community.

### 5. Facilities Planning

- a. The District updates Facilities Master Plans for each College approximately every five years. The Facilities Master Plans are compiled with input from key constituents and are informed by current and anticipated instructional needs in conjunction with the College's Educational Master Plan. Current Facilities Master Plans are available at:  
<http://www.smccd.edu/facilities/masterplan.php>
- b. Facilities staff submits a certified Space Inventory to the California Community Colleges Chancellor's Office (CCCCO) annually. The certified space inventory is a database of all District facilities, and includes detailed room by room information indicating the type, size and use of each space. This data is used to calculate capacity load ratios, a measure whereby the state determines if facilities are adequate to serve the current and forecasted future space needs for each college as well as capital funding.
- c. If capacity load ratios—calculated using current and forecasted enrollment levels in any given instructional area in comparison with available and planned new space—indicate space is inadequate to serve instructional needs, grant request are submitted in pursuit of funding to insure facilities are adequate to support instructional needs. Grant requests for CCCO Capital Outlay

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Funding are submitted annually as part of the Five Year Construction Plan (5YCP). In addition to requests for state funding to upgrade or expand facilities, the 5YCP also documents planned locally funded facilities construction and renovation projects.

- d. Facilities Staff meet with the President's Cabinet at each College at least once a month to review facilities issues and needs. This is an open forum in which facilities construction, renovation, and maintenance service needs are reviewed and collaboratively prioritized.
6. Categorical Program Planning - the Chancellor and College Presidents ensure that college program staff prepare, implement and monitor program plans for categorical programs including but not limited to EOPS, Matriculation and Transfer Center, according to the processes and procedures prescribed by the State Chancellor's Office.
  7. EEO Planning
    - a. The Human Resources Department assures that every Screening Committee has been oriented in equal employment opportunity, non-discrimination in employment and inclusiveness when considering candidates for positions.
    - b. The Human Resources department tracks all hiring for equal employment opportunity and evaluates the diversity of newly hired employees and reports to administration its findings. The results thus far reflect a wide range of diversity in hiring over the last several years.
  8. Student Equity Planning - the Chancellor and College Presidents ensure that the Colleges comply with California Community College Board of Governors' regulations related to the Student Equity Policy which are intended to ensure that historically underrepresented groups in higher education have an equal opportunity for access, success and transfer. Each College has a student equity plan developed in collaboration with representatives of faculty, staff and administration. The Student Equity Plan addresses the following activities; campus-based research, establishment of goals and implementation schedules, evaluation of progress; and identification of funding sources for the activities of the plan. The Student Equity Plan shall be maintained, and updated under the guidance of each college's participatory governance body.
  9. Instructional Technology Planning
    - a. The Information Technology Services (ITS) department is a centralized service organization providing information technology leadership, support staff, training, policies and procedures related to technology, strategies for the effective deployment and utilization of information technology, and assisting Cañada College, the College of San Mateo, and Skyline College, as directed, with local technology initiatives, projects, and planning for future technologies.
    - b. ITS collaborates with the Colleges to develop college and district wide information technology plans which reflect the roles and responsibilities of each college and ITS. ITS staff participates regularly in various College committees to discuss operational issues and to develop project plans for the deployment of technology in support of teaching and learning, district-wide communications, research, and other operational systems.
    - c. The current Information Technology Strategic Plan can be found at:  
<https://its.smccd.edu/wp-content/uploads/2014/02/its-strategic-plan.pdf>