



# 2005/2006 Year-End Report & Scorecard

An annual report on the progress of college-wide indicators, goals and unit objectives.

Office of Planning, Research and Institutional Effectiveness

Fall 2006



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## Overview

The Annual Year-End Report and Scorecard is a report on progress made on college-wide goals, strategies and unit-level objectives over the course of a year. This report includes a narrative summary of the unit-level objectives by college goal and strategy. This summary is a compilation of all of the year-end reports that were submitted by the various departments and divisions throughout the college at the end of the 2005/06 academic year. In addition, this report includes a description of the college-wide indicators of effectiveness and the resulting outcomes. These outcomes are reported via the Balanced Scorecard.

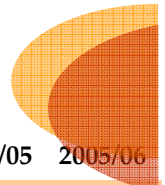
The Balanced Scorecard (BSC) is a strategic management system adopted by the Skyline College Institutional Planning Committee (a shared governance committee) as a way to enhance the existing college-wide planning process. The BSC translates the college vision and mission into meaningful indicators which are directly linked to college goals and strategies. The BSC provides a vehicle for collaborative decision-making by measuring, tracking and communicating performance of goals and strategies.

The Balanced Scorecard makes use of a set of core indicators that define and measure institutional effectiveness. This effectiveness is viewed from four perspectives, each with a balance of financial and non-financial indicators and measures: Internal Stakeholders, External Stakeholders, Financial and Operational Performance, and Growth and Innovation. The BSC incorporates a balance of lead indicators which identify what the college puts into the system to drive performance, and lag indicators which identify outputs or explanations of institutional performance. These outcomes are reported through a Scorecard which tells how well the college is performing.

The Scorecard uses benchmarks which were established through a collaborative process of research, analysis and negotiation among the various constituency groups across the college. These benchmarks provide the means for assessing goals and adjusting strategies for meeting these goals.

It should be noted that while this report contains significant information on many of the major activities and events that have contributed to achieving the college's goals and strategies, it is only a partial representation of all of the outstanding contributions each area and each individual at the college has made throughout the year. These contributions are a vital part of the college's success and help build and sustain Skyline as an institution of excellence.

# Balanced Scorecard



Strategies, Indicators and Outcome Measures	2001/02	2002/03	2003/04	2004/05	2005/06
1.1 Grant Procurement: Amount of Grant Allocations	○	○	○	●	●
1.1 Program & Service Enhancements: Amount of PIF Funding	NA	○	○	○	○
1.1 Program & Service Enhancements: No. of New Courses/Programs Approved	●	●	○	○	●
1.1 Program & Service Enhancements: Prcnt. Technology-Mediated Instruction	○	○	○	●	●
1.2 Access: Counselor to Student Ratio (FA/SP)	●	●	○	○	●
1.2 Access: Financial Aid Recipient Rate	○	○	●	●	●
1.2 Employability: VTEA Core Indicator - Retention	●	●	●	●	NA
1.2 Persistence: Term Persistence Rates	○	○	●	●	●
1.2 Retention: Retention Rates	●	●	○	●	●
1.2 Satisfaction/Perception: Student Satisfaction Overall Ratings	●	NA	NA	NA	○
1.2 Success: All Courses Successful Completion Rate	●	●	○	○	●
1.2 Success: Basic Skills Improvement Rates (PFE)	●	●	●	●	NA
1.2 Success: SRTK Transfer Rate	○	●	○	●	NA
1.2 Success: SRTK Transfer-Prepared Rate (Completion)	○	●	●	●	NA
1.3 Satisfaction/Perception: Community Perception Overall Ratings	NA	NA	NA	NA	NA
1.1 Program & Service Quality: No. of Program Reviews Completed	NA	○	●	●	●
2.2 Employee Satisfaction/Perception: Employee Satisfaction Overall Rating	NA	NA	NA	NA	NA
2.3 Campus Safety: SRTK Crime Statistics (No. of Offenses)	●	○	●	○	NA
2.2 Employee Satisfaction: Employee Perception of Governance Process	NA	NA	NA	NA	NA
3.1 Satisfaction/Perception: Community Perception Overall Ratings	NA	NA	NA	NA	NA
3.2 Marketing & Public Relations: No. of Marketing and PR Events	NA	NA	●	●	●
4.1 Budget Efficiency: Actual Expenditures to Total Budget Ratio	●	○	○	●	●
4.1 Efficiency: Fill Rates	○	●	●	●	○
4.1 Efficiency: Load	●	●	●	●	●
4.1 Productivity: FTES	●	●	○	○	○
4.1 Productivity: WSCH	●	●	○	○	○
4.2 Facilities Planning: Capital Improvement Expenditures	○	○	○	●	●
5.1 Staff Development Opportunities: Amnt Professional Development Funds	●	●	●	●	●
5.1 Staff Development Opportunities: No. of CLT Trainings/Participants	NA	●	●	○	●

Filled Circle = Meets or exceeds benchmark. Half-Filled Circle = Slightly below benchmark. Open Circle = Well below benchmark. NA = Data not available.

## The Skyline College Balanced Scorecard

### Scorecard Perspective: External Stakeholders

*How well do we respond to the needs of our students, the community, business, industry, government and accrediting agencies?*

Strategy	Effectiveness Indicators	Outcome Measures	2001/02	2002/03	2003/04	2004/05	2005/06	Benchmarks
1.2 Student Success & Access	Satisfaction/Perception	<a href="#">Student Satisfaction Overall Ratings</a>	89%	NA	NA	NA	70%	79% (College)
1.2 Student Success & Access	Persistence	<a href="#">Term Persistence Rates</a>	60%	61%	66%	70%	65%	64% (College) 63% (State)
1.2 Student Success & Access	Retention	<a href="#">Retention Rates</a>	84%	84%	83%	85%	84%	84% (College) 83%(State)
1.2 Student Success & Access	Success	<a href="#">All Courses Successful Completion Rates</a>	71%	71%	69%	68%	70%	70% (College) 66% (State)
1.2 Student Success & Access	Success	<a href="#">Basic Skills Improvement Rates (PFE)</a>	36%	36%	37%	36%	NA	36% (College) 27% (State)
1.2 Student Success & Access	Success	<a href="#">SRTK Transfer Rate</a>	24.0%	30.3%	26.3%	30.6%	NA	28% (College) 29.6% (State)
1.2 Student Success & Access	Success	<a href="#">SRTK Transfer-Prepared Rate (Completion)</a>	31.9%	40.3%	44.7%	43.9%	NA	40.2% (College) 36.0% (State)
1.2 Student Success & Access	Access	<a href="#">Counselor to Student Ratio (FA/SP)</a>	1:1,119	1:1,478	1:1,476	1:1,220	1:1,125	1:1,283 (College)
1.2 Student Success & Access	Access	<a href="#">Financial Aid Recipient Rate</a>	36%	34%	53%	45%	54%	44% (College)
1.2 Student Success & Access	Employability	<a href="#">VTEA Core Indicator-Retention</a>	86.86%	89.18%	84.85%	85.71%	NA	82.85% (State)
1.3 Outreach & Responsiveness to Community Needs	Satisfaction/Perception	<a href="#">Community Perception Overall Ratings</a>	NA	NA	NA	NA	NA	NA
3.1 Cultural Center for the Community	Satisfaction/Perception	<a href="#">Community Perception Overall Ratings</a>	NA	NA	NA	NA	NA	NA
3.2 Marketing and Outreach	Marketing & Public Relations	<a href="#">Number of Marketing and PR Events</a>	NA	NA	26	34	52	22 (College)

NA=Data Not Available

Scorecard Perspective: Internal Stakeholders

*How well do we respond to the needs of our college leadership, management, staff, faculty and the Board?*

Strategies	Effectiveness Indicators	Outcome Measures	2001/02	2002/03	2003/04	2004/05	2005/06	Benchmarks
2.1 Integrated Planning and Institutional Performance Measurement	Program and Service Quality	<a href="#">Number of Program Reviews Completed</a>	n/a	3	13	9	12	6 (College)
2.2 Effective Communication	Employee Satisfaction and Perception	<a href="#">Employee Overall Satisfaction Ratings</a>	NA	NA	NA	NA	NA	(College)
2.3 Safe and Secure Campus	Campus Safety	<a href="#">SRTK Crime Statistics (Number of offenses)</a>	5	7	5	9	NA	6.5 (College)
2.2 Effective Communication	Employee Satisfaction and Perception	<a href="#">Employee Perception Ratings on Governance Process</a>	NA	NA	NA	NA	NA	(College)

NA=Data Not Available

*Skyline College Balanced Scorecard 2006*

## The Skyline College Balanced Scorecard

### Scorecard Perspective: Financial and Business Operations

*How well do we manage our productivity, efficiency and fiscal responsibilities?*

Strategies	Effectiveness Indicators	Outcome Measures	2001/02	2002/03	2003/04	2004/05	2005/06	Benchmarks
4.1 Integrated and Evidence-Based Resource Planning System	Productivity	<a href="#">FTES</a>	6,975.44	7,711.14	7,109.29	6,968.46	6,858.45	6,872 (College)
4.1 Integrated and Evidence-Based Resource Planning System	Productivity	<a href="#">WSCH</a>	209,263	231,334	213,278	209,054	205,753	206,160 (College)
4.1 Integrated and Evidence-Based Resource Planning System	Efficiency	<a href="#">Load</a>	542	577	623	590	545	560(College) 525 (State)
4.1 Integrated and Evidence-Based Resource Planning System	Efficiency	<a href="#">Fill Rates</a>	82%	84%	89%	85%	77%	83% (College)
4.1 Integrated and Evidence-Based Resource Planning System	Budget Efficiency	<a href="#">Actual Expenditures to Total Budget Ratio</a>	99%	97%	97%	98%	99%	98% (College)
4.2 Updated Facilities	Facilities Planning	<a href="#">Capital Improvement Expenditures</a>	\$4,160,385	\$1,757,152	\$5,544,683	\$10,809,180	\$18,593,218	\$8,172,924

**Skyline College Balanced Scorecard 2006**

**Scorecard Perspective: Innovation and Growth**

*How well do we improve and continuously create value?*

Strategic Theme	Effectiveness Indicators	Outcome Measures	2001/02	2002/03	2003/04	2004/05	2005/06	Benchmarks
1.1 Innovative Programs and Services	Program and Service Enhancements	<a href="#">Number of New Courses and Programs Approved</a>	49/3	40/5	16/2	14/0	64/1	37/2 (College)
1.1 Innovative Programs and Services	Program and Service Enhancements	<a href="#">Percentage of Technology Mediated Instruction</a>	1%	2%	3%	4%	4%	4% (College)
1. Innovative Programs and Services	Program and Service Enhancements	<a href="#">Amount of PIF Funding</a>	NA	\$23,600	\$47,700	\$47,575	\$43,377.50	\$50,000 (College)
1. Innovative Programs and Services	Grant Procurement	<a href="#">Amount of Grant Allocations</a>	\$3,996,025	\$3,794,632	\$3,762,633	\$4,401,343	\$5,266,034	\$4,244,133 (College)
5.1 Comprehensive Staff Development Program	Staff Development Opportunities	<a href="#">Number of Internal (CTL) Training Opportunities and Number of Participants</a>	NA	25/243	25/164	38/135	55/360	7 PP/T (College)
5.1 Comprehensive Staff Development Program	Staff Development Opportunities	<a href="#">Amount of Professional Development Funds</a>	\$69,260.86	\$74,493.00	\$73,813.00	\$77,118.35	\$82,467.85	1% of Faculty Salaries (College)

NA=Data Not Available

# Goal 1



Develop the scope, quality, accessibility and accountability of instructional and student service offerings, programs, and services.



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### Admissions and Records

1. A link is now available on WebSMART for students to get self-service for enrollment verification and/or degree verification.
2. All incoming transcripts from other colleges and all old permanent records were scanned.

### Assessment

3. A new computerized ESOL test was implemented and thus provided equal access to ESOL students. By working collaboratively with CALT lab staff and expanding testing hours to include evenings and weekends, waiting lines were eliminated and students were able to take placement tests immediately upon arrival.
4. All assessment promotional literature was reviewed and revised to reflect the most current assessment updates and information.
5. Two high schools were selected to participate in the pilot off-site high school testing project, and funding was secured. Effective Fall 2006, concurrent enrollment students and high school seniors will be able to complete placement tests at their high schools.
6. The placement guide was revised to reflect the updated cut scores and prerequisite information.

### Business

7. Plans are in progress to develop additional online courses in International Trade, Business, CAOT, and Accounting programs. Multimedia grant was successful and a library of online modules will be created for high school and community college instructor use.
8. The Marketing program has completed course modifications addressing student needs and emphasizing market deficiencies. Plans are made to create a new certificate in International Trade. Course modifications continue in the ECE program.
9. Plans for a new building for the Child Development Center have been included in the Skyline educational master plan.
10. Regular meetings have been occurring between ECE faculty and the CDC Director to coordinate efforts and strengthen links between the instructional program and CDC.

### Counseling

11. A counseling task force continues to make improvements to the in-person orientation program. A consistent schedule of orientation sessions is provided. The orientation materials have been revised and will be bound in a user friendly document for students.
12. Experimental DSKL courses have proven successful and were established with permanent course numbers in Spring 2006. A pairing of COUN 100 and the Assistive Technology course is being offered in Summer 2006 as a bridge program to provide students with strategies for



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- improving study skills and learning assistive technology before they begin their program of study in the Fall.
13. Accommodations are being provided to students with disabilities. However, space for testing accommodations continues to be inadequate to meet student need. A dedicated testing room is needed.
  14. The Counseling web page will be revised in June 2006. Additional student and faculty resources will be made available via the web. A subcommittee has been formed to revise the "Student and Counselor Resource" page.
  15. A new brochure, flyer and bookmark were developed to provide information to students regarding psychological services and the psychological services counselor has revised all student forms, including intake, release of information and student contract.
  16. Several initial dialogues have taken place to expand the international program at Skyline. A plan for expansion has been developed and shared with senior administration. Specific goals and activities need to be prioritized and timelines for implementation established.

### Center for Workforce Development

17. Programs were funded, contracted, and managed including: 2 semesters of Biomanufacturing and Quality Control, Gateway To Healthcare, Business 153 for Daly City Enterprise Center, 4 CAOT Programs for Prudential Realty, Gateway Program for Dislocated Workers and others, Rapid Response Transition Services, Counseling Services for Spring Biomanufacturing Program (\$366,255). Delivered second year of IDRC (funding = \$407,622). Developed a consortium of three high schools, ROP, three colleges and CBOs to submit funding proposal for Biotechnology Quickstart Project which was funded for two years totalling \$449,993. Total funding for 05-06 + funding generated in 05-06 for upcoming fiscal year to date = (\$1,223,870.00).

### Development, Marketing and Public Relations

18. President's Innovation Fund (PIF) provided funding of \$44,575 for 11 projects in 2005/06 that would not otherwise have had financial support. Secured \$9,000 in sponsorship support for former PIF funded WOW! Conference, in addition to securing many in-kind donations.
19. Participated on the Outreach Committee as well as provided support for President's Innovation Fund projects: "Making the Connection" Conference and Super Saturday, each designed to reach specific audiences. Participated on SRAC and Commencement Committees. Promoted success through the media with press releases.
20. Created a Spring semester promotional blitz that included print advertising in local papers, postcards mailed to Skyline's service area and presence on [www.sfgate](http://www.sfgate)



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### EOPS & CARE

21. Priority has been given to developing an English website. Staff reviewed other EOPS program websites to assess what to include in ours and how to develop it.

### Financial Aid

22. Two Cash for College days were provided in 2005-06. The Fall event had about 75-100 students attend; Spring had about 40 students attend.
23. Staff presented FA workshops at feeder high schools and provided goodies and information to all faculty at the beginning of Spring 2006.
24. Pell grants increased by about 10% in 2005-06.
25. Links have been added on WebSMART to all appropriate financial aid resource sites.

### Health Center

26. Provided classroom presentations, low cost vision exams, flu shots, smoking cessation workshops, world aids awareness, heart health info, breast cancer awareness, blood drive, summer safety and pregnancy testing.
27. Linked with Counseling to provide Psych services for students with serious personal issues.
28. County clinic mobile services were available one time this year.

### Language Arts/Learning Resources

29. Journalism 110 was offered successfully both Fall 2005 and Spring 2006 semesters. Journalism 301, an online component to Journalism 300, will be offered for the first time in the Fall 2006 semester.
30. Speech 140 Small Group Communication won IGETC approval and will be offered for the first time in the Fall 2006 semester.
31. Early evening sections of Spanish 110 and Spanish 120 were offered successfully in the Fall 2005 and Spring 2006 semesters respectively. Spanish 112 and Spanish 122 were offered successfully in the Fall 2005 and Spring 2006 semesters respectively, concurrent with Spanish 110 and 120.
32. ESOL Program Review report, to be delivered in the Fall 2006 semester, will include suggestions for major revision of program curricula and scheduling. ESOL 823 Listening for Writing, Intermediate was reactivated and offered in Spring 2006 semester.
33. A revised literature rotation, day and evening offerings, was in place for 2006--2009. "Literature 151 Shakespeare" has been written and submitted for IGETC approval and will be offered as part of the new literature rotation. One additional literature course will be submitted for IGETC approval in the Fall 2006 semester. Course outlines for Creative Writing were revised.



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34. Draft Student Learning Outcomes were written for all reading and composition courses and will be discussed/revised/approved in Fall 2006 semester.
35. English 104 Applied English Skills for Cultural Production was offered successfully for the first time in the Spring 2006 semester and resulted in the Pilipino Cultural Night production. English 110 AK will be offered for the first time in the Fall 2006 semester. Tagalog has been revised to become Filipino 110 and will be offered as part of the day offerings in connection with the Kababayan Program.
36. A scholar-athlete learning community consisting of English 846 and Career 650 was begun in the Fall 2005 semester and continued successfully into the Spring 2006 semester with English 100, and English 110 in the Summer 2006 session. A Bilingual Student LC (Generation 1.5) was begun successfully in the Fall 2005 semester and continued in the Spring 2006 and Fall 2006 semesters. Counseling 100 College Success--Puente has been added to the Puente Learning Community for the Fall 2006 semester.
37. A statement on student conduct in the classroom was approved by Division faculty for inclusion in course syllabi. Various faculty have worked with counselors in addressing inappropriate student classroom conduct.

### Physical Education

38. Faculty member just received certification through Professional Development funds. Course development completed and will be included in curriculum. Personal Training Certification course for students was complete. Additional certificate programs currently in progress.
39. Scholar-baller program to be implemented in Fall 2006. Additional courses to insert into learning community in progress.
40. Development of Women's Basketball program will enable college to withstand scrutiny pertaining to compliance. Continued emphasis on Title IX compliance.

### Planning, Research and Institutional Effectiveness

41. Enrollment, productivity and success data for twelve programs undergoing program review self-study were provided. A college almanac containing outcome data for college-wide indicators (i.e., success, retention and transfer rates) was posted on-line and distributed to the accreditation writing teams. Two attitudinal studies were completed (i.e., focus group study and student survey). Enrollment data and outcome reports for the Education Master Plan were provided.
42. Ad hoc requests for student outcome data (e.g., success and retention rates, satisfaction surveys and new assessment instruments) from numerous departments college-wide were fulfilled and incorporated into student learning outcomes assessments (i.e., Accounting,



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CAOT, Cosmetology, Counseling, English, ESL, Family and Consumer Science, Health Science, Journalism, Library, Math, Mesa, Music, Safety and Security, Speech and TLC).

43. Continuous discussions with District ITS on rectifying data caveats, improving data integrity and creating an on-line decision support system were established.

### Social Science/Creative Arts

53. Successful learning communities increased in the honors program.

### Security

44. The Parking Regulations Brochure has been updated. This brochure is distributed to all students when they purchase their parking permits. The same information can also be found in the Student's Handbook and the Skyline College catalogue. The level of compliance with existing policy is good.
45. After reviewing statistical data for reportable crimes vs. person, there have only been two crimes vs. person. One of which has questionable circumstances. During the month of March, an Auto Burglary crime pattern presented itself. With the assistance of the San Bruno Police Department, this pattern was successfully resolved.
46. An Incident Report Log and a new case numbering system has been established. This log and the new case numbering system will insure accurate incident report record keeping. The log also brings Skyline College and the Security Department into full compliance with the Clery Act.
47. The Parking Regulations Brochure has been updated. This brochure is distributed to all students when they purchase their parking permits. The same information can also be found in the Student's Handbook and the Skyline College catalogue. .

### Science, Math and Technology

48. Incorporated Oracle on-line class materials with SQL course. Continued membership in Oracle Academy. Database programming certificate delayed due to Oracle course material not yet available
49. Continued success with Biomanufacturing program. Presented Skyline's biotechnology partnership at Biolinks annual conference, a statewide workforce development meeting hosted by Genentech, the League of Innovation workforce strand at their annual meeting and the national association of counties annual meeting. Continued development of certificate program and development of short courses
50. Network Engineering degree approved at the State level. Certificate developed for network security
51. Anecdotal data suggest that success has improved in Math 805/806 with the increase in face to face instructor time. Quantitative data will be measured after an additional two semesters



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- of students. Computer prerequisite checking put in place for Fall 2006 for most math classes. Work will continue to standardize the prerequisites for all classes across the District
52. Increased tutoring and supplemental instruction was offered for Chemistry students. The success rate in Chemistry 210 - first semester general chemistry - was the lowest ever - under 40%.
  53. Course student learning outcomes were initiated at the course level in math, biology and chemistry. Other disciplines have undergone training with plans to begin work in 2006-07.

### The Learning Center

54. MATH 650 further restructured to include initial assessment, benchmark assessments. Proposal for Supplemental Instruction submitted and approved, materials and website developed for Fall 2006 launch. Initial discussions with Dean of SMT and some faculty. Pilot sections of SI were run for ESOL classes and materials developed to run sessions for ENGL 826 sections in 2006-07.

## Goal 2



Enhance institutional effectiveness in the planning and decision-making processes through cooperative leadership, effective communication, and shared governance.



## Skyline College Year End Report 2005/06

### Assessment

1. The Matriculation Coordinator represented the College and served as the President of California Community College Matriculation Professional Association (CCCMPA).
2. The Assessment Coordinator represented the College and was elected as the Secretary of the California Community College Assessment Association (CCCAA) for 2007-2009.

### Business

3. Developed additional department websites and are making plans for division/department meetings to be held using teleconferencing.
4. Created a web page for division faculty to upload course syllabi each semester; plans are being made to develop an instructional video with directions for using the web page. Will discuss the topic of using CCC Confer for future department and division meetings to maintain open communication with full and part time faculty.

### Counseling

5. A new brochure, flyer and bookmark were developed to provide information to students regarding psychological services and the psychological services counselor has revised all student forms, including intake, release of information and student contract.

### EOPS & CARE

6. Files of students considered to be ineligible for services were reviewed to assess whether services may continue and students were notified accordingly.

### Physical Education

7. Building 3 plans being implemented as per faculty input. Final product to be determined upon completion of the building.

### Planning, Research and Institutional Effectiveness

8. Two new information sections on the PRIE website were added including: Education and Facilities Master Planning Project and the IPC.
9. Provided data and information for the completion of the Education Master Plan.
10. Participated in the district-wide task force was formed to begin work on the design and implementation of a data decision support system.
11. A Balanced Scorecard was developed and implemented by the IPC as the college-wide performance measurement system. The balanced scorecard encompasses a reporting on those vital few effectiveness indicators and measurable outcomes from four critical perspectives: 1) Internal Stakeholders, 2) External Stakeholders, 3) Financial and Operational Performance, and 4) Growth and Innovation. Each perspective is aligned to the goals and strategic initiatives with appropriate indicators and outcome measures. The system provides a visual



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scorecard of how the college is doing compared to previous years and includes internal and external benchmarks.

### Security

12. Volume # 1 of the Emergency Operations Binder was prepared by and reviewed and the appropriate recommendations were made and accepted. A review of Volumes 2 & 3 is still pending. A brochure on sheltering in place is being prepared. Policies relative to bomb threats, deaths on campus and evacuation procedures have either been completed and submitted for review or they are near completion.
13. The Chief of Security was present at all safety and security meetings including a meeting with the San Bruno Police Department. Pursuant to this meeting a Memorandum of Understanding was established.

### Science, Math and Technology

14. Department faculty working with the SLO committee continued to discuss cross-discipline concerns and goals
15. Faculty presentations were made on SLO's to the biology, chemistry and math faculty. Fifty percent of those department outlines should be completed by academic year 06/07

### The Learning Center

16. The LA Division was requested to specify appropriate tutorial interventions and did so. Two hour-long special real-time training sessions were held for WRL tutors to implement LA Division guidelines. Faculty resources website was developed for 2006-07 launch.
17. Held meeting with Student Services Dean and director of EOPS to develop guidelines. Used EOPS eligibility list to recruit for TRIO.

## Goal 3



Fulfill the college's role as a leading academic and cultural center for the community through partnerships with business, the community, and non-profit organizations.



## Skyline College Year End Report 2005/06

### Admissions and Records

1. Worked with Campus Ambassadors to provide admissions applications for concurrent enrollments.

### Assessment

2. Both Matriculation and Assessment Coordinators served on the Outreach Committee, planned and organized a host of outreach and matriculation activities, such as High School Counselor Breakfast, ESOL Super Saturday, and GEPP. The Matriculation Coordinator and Assessment Coordinator have attended numerous statewide matriculation/assessment conferences and workshops. The Matriculation Coordinator is the president of the CCCMPA.

### Business

3. Developed partnership with Canada, CSM, Cabrillo, and Diablo Valley college through a multimedia Quickstart grant effort. Provided work force training for Prudential Insurance Company with a number of computer application classes. Automotive Department continues to strengthen partnership with Toyota and Nissan and expand networking efforts with local industry.
4. Internship opportunities have been created for the International Trade Program and working closely with the Workforce Development Department to increase program viability and create connections as well as through Cooperative Education.
5. Several instructors in the Business Division have done volunteer work (FCS, Cosmetology, ECE, etc) to expand outreach and strengthen community and business relationships with the community. Automotive remains active in developing business relationships with local community.

### Center for Workforce Development

6. Partnered to deliver 2 semesters of Biomanufacturing and Quality Control, Gateway To Healthcare, Gateway Program for Dislocated Workers and others, Rapid Response Transition Services, Counseling Services for Spring Biomanufacturing Program.
7. Partnered to commission the implementation of a Price Waterhousecoopers Survey of San Mateo County Biotechnology Companies which contributed significantly to the area's workforce development system understanding of industry needs.
8. Branding identity and related marketing collaterals were developed for the Biotech Workforce Network which was marketed as a part of the California Pavillion at the international BIO 2006 conference (18,000 attendees).



## Skyline College Year End Report 2005/06

### Development, Marketing and Public Relations

9. Recruited 5 new members to the President's Council and created a President's Council Advisory Board to expand outreach into the community.
10. Conducted college tours for President's Council and held North San Mateo County Chambers of Commerce Mixer in Gallery Theatre on April 26, 2006.
11. President's Breakfast held on March 23, 2006. Raised \$50,473 in one-time gifts and 3 year pledges for the President's Innovation Fund.
12. Worked with communications consultant firm Mission-Minded and the Fresh Look Advisory Group (appointed by College Council) to take a close look at all the ways that Skyline College communicates. Worked with PRIE to conduct student focus groups & survey of President's Council. Clarified the college's reputation, selected a tagline, and instituted a creative brief and interim visual identity standards on all written, printed and electronic communications. A new logo for the college was selected in May 2006 using a process that fully engaged the shared governance process.
13. Catalog, class schedules, and promotional materials designed and printed. Reviewed optimal quantities to print for catalog and schedules.
14. Promotional campaigns for Fall and Spring semester conducted. Special campaign for Spring semester included advertising in newspapers, postcard mailing to service area, presence on [www.sfgate.com](http://www.sfgate.com). Regular press releases and good presence in newspapers.
15. Created a web-based college calendar with all major events posted on portal page and with web button information link. "Coming Up" was added to Skyline Shines.

### EOPS & CARE

16. The amount of communication between case workers and the EOPS/CARE office was increased. County staff members have been asked to serve on our advisory committee.
17. Alumni have been contacted and recruited to serve as mentors to current EOPS students.

### Financial Aid

18. Maintained office contacts for FA workshops at high schools and in the community. Worked with Campus Ambassadors to provide information at high school sites.
19. Increased the number of elementary schools with America Counts programs and increased the number of tutors.

### Information Center

20. The Campus Ambassador Program is well established. All feeder high schools have been visited and major recruitment fairs/college days were attended.



## Skyline College Year End Report 2005/06

### Language Arts/Learning Resources

21. In October 2005, the Kababayan Program organized a Filipino Film Festival to celebrate Filipino American Heritage Month. Two films were highlighted, a documentary about the I-Hotel in San Francisco and the comedy of Rex Naverette, a San Mateo County native. The Kababayan Program also organized a display case in The Learning Center with cultural artifacts and literature.
22. Pilipino Cultural Night was presented in the Spring 2006 semester.
23. Fall speaker series was held to stimulate interest in WOW! Conference. Sixty-four students served as WOW! ambassadors and volunteers at the conference and were awarded scholarships for attendance at the conference.

### Library

24. Maintained our membership in the Peninsula Library System, which provides Skyline students and staff with access to nearly two million books, periodicals and non-print materials (with on-campus interlibrary loan deliveries), including major periodical databases available online both on and off campus.

### Physical Education

25. Coaches/faculty continually visiting local feeder high schools to promote athletics/physical education/dance program as well as other college programs and services.
26. Chinese folk dance created and inserted into curriculum. Exploration of more ethnic dance courses taking place.

### Science, Math and Technology

27. Two cohorts of Biomanufacturing students completed training in 2005-06. In addition to industry request - two cohorts of Quality Control classes were offered and completed.
28. Additional section of Human Anatomy and microbiology were offered during the 2005-06 academic year to meet pre-requisite need of healthcare programs. One section of Preparation for healthcare was offered to assist students in planning careers and preparing them for the rigors of healthcare coursework

### The Learning Center

29. America Counts tutors increased from 6 to 13.
30. The number of tutor applicants increased from 29 to 51. Contact with counselors was increased through email distribution lists and new policies. Research on Jump Start students was conducted using the National Student Clearinghouse. Research on success rates was disseminated to high school counselors as part of recruitment.

## Goal 4



Provide adequate human, physical, technological and financial resources to successfully implement educational programs and student services in order to improve student learning outcomes.



## Skyline College Year End Report 2005/06

### Assessment

1. Student access was tremendously enhanced with additional temporary part-time staff and FWS student assistants. A new Ability-to-Benefit test has recently been implemented, and a higher passing rate is expected.

### Business

2. Worked with the consultants on the educational master plan, and made recommendations for upgrades and renovations to the Cosmetology program and the Child Development Center.
3. Worked with Bernard Rottner to provide the Cosmetology program with an expanded facility and improve current conditions for faculty and students.

### Counseling

4. At the present time, the state allocations for DSPS are adequate to provide services to students. The matriculation allocation, however, is not sufficient to cover all matriculation components satisfactorily. Additional general funds are being sought to augment the orientation, counseling and student progress components.

### Center for Workforce Development

5. Programs were funded, contracted, and managed included 2 semesters of Biomanufacturing and Quality Control, Gateway To Healthcare, Business 153 for Daly City Enterprise Center, 4 CAOT Programs for Prudential Realty, Gateway Program for Dislocated Workers and others, Rapid Response Transition Services, Counseling Services for Spring Biomanufacturing Program (Funding = \$366,255). Delivered second year of IDRC (funding = \$407,622). Developed a consortium of three high schools, ROP, three colleges and CBOs to submit funding proposal for Biotechnology Quickstart Project which was funded for two years totaling \$449,993. Total funding for 05-06 + funding generated in 05-06 for upcoming fiscal year to date = \$1,223,870.00

### EOPS & CARE

6. During the Spring 2006 semester a counselor was assigned to provide counseling services to CalWORKs students.

### Language Arts/Learning Resources

7. Secured software for instructional use: Impatica for Powerpoint, Pronunciation Power Point, Writer's Resources, Study Skills Success, Fish Trek 2.0, Creative Suite, Insight Media. Procured laptops for four faculty members.

### Library

8. In addition to implementing a cost-saving, fixed fee program with OCLC (a national bibliographic records database), we stayed up to date with the technical processes of cataloging, both on OCLC and Millennium, the new PLS integrated library system.



## Skyline College Year End Report 2005/06

9. The library website, which is continually revised and updated, includes direct access to the PLS catalog and a wide variety of online research collections. It also includes important information for students, such as how to do research and cite sources, and tips for faculty in designing effective library assignments.

### Physical Education

10. Building 3 smart classroom developed as well as Portable 3A which will be used for Spinning classes.

### Planning, Research and Institutional Effectiveness

11. The IPC revised the planning process in an effort to more closely link the strategic planning activities to the budget planning process. The planning and budget calendar was revised to better reflect the new four year planning cycle (one year strategic planning, three years implementation) and to better link the budget process with planning decisions. In addition, the IPC led an effort to develop strategies that are aligned to each goal so that departments and divisions could develop objectives in response to a concrete set of guideposts. The outcome of these revisions are: 1) A more useful version of the unit plans, 2) An extended cycle of planning (one year development and three year implementation), and 3) An improved process for linking budgetary decisions to planning actions.

### Security

12. The fact that the Security Department is short staffed has been established. It has been recommended that a graveyard shift security officer be hired. Currently this shift is vacant. A Safety Assistant position has also been lost within the last thirty days. An attempt is being made to re-establish the position.

### Science, Math and Technology

13. Swing space meetings started in Spring 06. Initial identification of classrooms and labs has started. Will continue through the Summer/Fall session.

### Social Science/Creative Arts

14. Hired a fulltime instructor in Administration of Justice, a program that had no full-timer recently. This continues our progress in making sure that each program or certificate area has at least one faculty member who can be responsible for program needs such as updating curriculum.

### The Learning Center

15. A plan for soliciting faculty input was developed.
16. Director participated and ran a workshop on alternative assessment.

## Goal 5



Offer faculty and staff opportunities for professional growth and advancement.



## Skyline College Year End Report 2005/06

### Admissions and Records

1. Staff attended workshops on CCCApply, VA, Regional CACCRAO workshop, Degree Audit meetings, and internal Student Services workshops and retreats.

### Assessment

2. Assessment staff participated in proctor training and monthly staff meeting to maintain currency and become knowledgeable about both computerized and paper-pencil testing administration. Communication was greatly improved among assessment staff and faculty/staff from other departments/divisions.

### Business

3. Continued to encourage CAOT faculty to use VTEA and Tech Prep grant monies to upgrade expertise and knowledge in their appropriate areas. A new grant for the International Trade Program has a professional development component which will include faculty from Language Arts and Social Sciences/Create Arts. Accounting faculty continued to increase participation in conferences and professional organizations as do many other Business Division faculty.

### Counseling

4. A new brochure and bookmark describing the scope of service has been established. An "All Skyline Employees" email will be sent at the beginning of each term summarizing the scope and availability of psychological services counseling.

### Center for Workforce Development

5. The Director of CWD presented at national and statewide conferences including: Bio 2006 Chicago Bio-Link National Summer Fellows Program 2006 (Berkeley), League for Innovation in the Community College 2006 (Atlanta), California Partnership Academies State Conference 2006 (San Francisco), CCCAOE SPRING 2006 and CCCAOE FALL 2005, Silicon Valley Leadership Group - Call to Action Summit Fall 2005, Bio 2005 Philadelphia, USDOL Workforce Innovations Conference (Philadelphia), Bay Region Biotech Workshop for Faculty and Administrators, Career Ladders Project Regional Gateway Programs 2006 (Oakland) and Latino Students: Promoting Access and Success 2006 (San Diego).

### Development, Marketing and Public Relations.

6. Donor database conversion in process and to be completed June 2006. The Foundation supplied donor lists for SRAC and listed donors in SRAC Program.
7. Attended a variety of conferences and workshops including: CCPRO, Network of California Community College Foundations, NCMPR Summer Institute, Progress Seminar for San Mateo County.



## Skyline College Year End Report 2005/06

### EOPS & CARE

8. Members of the counseling staff have attended several conferences related to serving EOPS students.
9. By serving, attending and participating in regional and statewide meetings a network of contacts with staff in other EOPS/CARE and CalWORKs programs has developed.

### Financial Aid

10. Financial Aid staff attended state conferences, outreach conferences, internal Banner workshops and training as well as workshops on processing, changing methods of processing and updates on Banner 7.

### Language Arts/Learning Resources

11. Division assistant attended Museum of Tolerance debriefing; organized WOW! Conference logistics and participated in conference activities; and attended District Classified Retreat.
12. Twelve faculty, both full-time and part-time, were awarded professional development funds to attend conferences, such as the CATESOL conference. Adjunct faculty were paired with full-time mentors and encouraged to apply for professional development funds and to attend department meetings/SLO meetings, etc. All LA faculty participated in SLO training and drafting SLOs for their respective departments.

### Library

13. Staff stayed up to date in their fields through conference and workshop participation, and reading professional literature.
14. Library staff served on a variety of College, District, and PLS committees during the 2005-06 year, including tenure review at Cañada, and a librarian screening committee at college of San Mateo.

### Physical Education

15. Dean recently nominated to Management Council to the C.O.A. and all expenses reimbursed from C.O.A.
16. Many faculty engaged in Professional Development workshops/conferences this past year to upgrade skills, receive certification and re-certification, etc.

### Security

17. Previously non-existent Lines of Authority within the department have been established. As there were no established operating procedures, a Security Department Operations Manual is being prepared. Seven policies have been completed and approved by higher authority. These policies have been distributed to security department staff. As there was no established standard for incident report writing, a Security Department Report Writing Manual is also in progress. The incident report form has also been changed to bring it in line with local law



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- enforcement. An effort is also being made to identify a Peace Officer Standards and Training certified trainer to train staff on the use of mace or pepper spray and batons. This training has been requested by staff for self defense purposes.
18. The Chief of Security joined the Community Colleges Police Chief's Association. Numerous flyers relative to training and best practices are now available to the department and as the opportunity arises, this information should be utilized.
  19. Safety and crime alerts have been prepared and distributed. When on-duty, the Chief of Security was present at all necessary meetings with campus staff and faculty. There was substantial improvement in the flow of necessary paperwork. The general lines of communication are now clearly open. This positive change was noted and commented upon by members of staff and faculty.

### Science, Math and Technology

20. SMT faculty attended a number of different conferences and workshops during the year. These included workshops on SLO's, national meetings for Respiratory Therapy and Surgical Technology. Four math faculty attended the state community college conference for math educators and two attended the national AMTYC conference.

### Social Science/Creative Arts

21. Division-based training was provided in SLOs, classroom technology and accommodation for disabled students (including web pages).

### The Learning Center

22. Tutorial Coordinator attended national conference on increasing access for Latino students. TLC Director attended conferences of the National Association of Developmental Educators and Northern California Reading Association, an Instructional Aide in Computers attended a conference on technological advances in education. The director participates in four listservs (Learning Assistance, Retention in Higher Education, TRIO, and Assessment Research Network) and distributes articles and posts to the relevant staff members.

# Appendix A

## Definition of Outcome Measures

**Actual Expenditures to Total Budget Ratio:** The ratio of the college's general unrestricted fund expenditures to total unrestricted fund budget. *Benchmark is based on a recommended ending balance for protecting against unforeseen expenditures in the subsequent year and changes in funding.*

**All Successful Course Completion Rates:** The percentage of students who complete a course with a grade of A,B,C,CR out of total enrollments at first census for both fall and spring semesters. *Benchmark is based on an average from the previous five years.*

**Amount of Grant Allocations:** Amount of local, state and federal grants procured annually. *Benchmark is based on an average from the previous five years.*

**Amount of PIF Funding:** The amount of grant funds generated by the President's Innovation Fund annually. *Benchmark is based on the goal set by the President's Council.*

**Amount of Professional Development Funds:** An academic employee professional development program for maintaining and enhancing educational programs. *Benchmark is a predetermined 1% of faculty salaries budgeted each year.*

**Basic Skills Improvement Rates:** This is a Accountability Reporting for the Community Colleges (ARCC) goal which tracks the percentage of students who enrolled in a basic skills English or math course and then completed a higher level course in the same subject area with a grade of D or better in the subsequent term. *Benchmark is based on an average from the previous five years.*

**Capital Improvement Expenditures:** The amount spent on facilities improvements and upgrades. *Benchmark is based on an average from the previous five years.*

**Community Perception Overall Ratings:**

**Counselor to Student Ratio:** The number of counselors per credit student enrolled in fall and spring. All full and part-time general counseling only no special program faculty such as DSPS and EOPS are included. *Benchmark is based on an average from the previous reported years.*

**Employee Overall Satisfaction Ratings:** The percentage of employees who selected "Very Satisfied", "Satisfied" or "Somewhat Satisfied" on the question(s) from the employee survey which asks about overall satisfaction with the college. *Benchmark is based on an average from the surveys.*

**Employee Perception Ratings on Governance Process:**

**Fill Rates:** The percent a class fills/enrolls based on capacity or enrollment maximum stated in the curriculum (does not include positive attendance or open entry/open exit classes. *Benchmark is based on an average from the previous five years.*

**Financial Aid Recipient Rates:** The percentage of students who received financial aid including: BOG fee waivers, Pell Grants, Scholarships *Benchmark is based on an average from the previous five years.*

**FTEs:** The total number of full time equivalent students enrolled at census. *Benchmark is designed to establish a realistic annual growth target for the college. It is based on quantitative and qualitative techniques including enrollment projections using linear equation modeling and adjusted projections based on the estimated impact of the College Growth Plan (including section and program additions, marketing interventions and completion of capital improvements for specific programs).*

**Load:** The ratio of WSCH to FTEF (Full-Time Equivalent Faculty). *Benchmark is a state standard widely used for measuring efficiency.*

**Number of Internal (CLT) Training Opportunities and Number of Participants:** Number of workshops offered and participants attended annually. *Benchmark is an index of the average number of participants per training session offered.*

**Number of Program Reviews Completed:** The number of completed program reviews in a given year. *Benchmark is set at 75% completion of scheduled program reviews as a minimum threshold for maintaining the quality of programs and services and informing the budget process.*

**Number of New Courses and Programs Approved:** The number of new courses and

programs reviewed and approved annually by the Curriculum Committee and the Board. *Benchmark is an average from the previous five years.*

**Number of Marketing and PR Events:** The number of marketing and public relations events and activities open to the public that serve to promote the college. *Benchmark reflects the minimum number of regularly offered events required to reach a critical mass of community members in a single year.*

**Percentage of Technology-Mediated Instruction:** Percentage of total number of sections offered through technology-mediated instruction. *Benchmark is based on an incremental goal as determined by the Education Master Plan and college-wide planning groups.*

**Retention Rates:** The percentage of students who complete a course with a grade of A,B,C,D,F,CR,NC,or I out of total enrollments at first census for both fall and spring semesters. *Benchmark is based on an average from the most current previous five years.*

**SRTK Crime Statistics:** The Student Right To Know (SRTK) is a federally-mandated public disclosure of a college's total number of reported on-campus, non-campus building and hate crime offenses. crime on campus statistics. The intent of SRTK is to provide to the consumer a statistic of comparable effectiveness that they can use in the determination of college choice. All colleges nationwide have been required to participate in the disclosure of rates by January, 2000. *Benchmark is based on an average from the previous five years.*

**SRTK Transfer-Prepared/Completion Rates:**The Student Right To Know (SRTK) is a federally-mandated public disclosure of a college's transfer and complete rates. The intent of SRTK is to provide to the consumer a statistic of comparable effectiveness that they can use in the determination of college choice. All colleges nationwide have been required to participate in the disclosure of rates since January, 2000. A cohort of all certificate-, degree-, transfer-seeking first-time, full-time students tracked over a three-year period who attained a certificate or degree or became 'transfer prepared' during a three year period. Students who have completed 56 transferable units with a GPA of 2.0 or better are considered 'transfer- prepared'. *Benchmark is based on an average from the previous reported years.*

**SRTK Transfer Rate:** A cohort of all certificate-, degree-, transfer-seeking first-time, full-time students who transferred to another post-secondary institution, prior to attaining a degree, certificate, or becoming 'transfer-prepared' during a five semester period are transfer students. *Benchmark is based on an average from the previous reported years.*

**Student Satisfaction Overall Ratings:** The percentage of students who selected "Very Satisfied", "Satisfied" or "Somewhat Satisfied" on the question(s) from the student climate survey which asks about overall satisfaction with the college. *Benchmark is based on an average from the previous five years.*

**Term Persistence Rate:** The percentage of first-time students who persist from a fall semester to a subsequent spring semester. *Benchmark is based on an average from the previous reported years.*

**VETA Core Indicator-Retention:** This indicator measures Retention as three consecutive quarters in UI covered employment for vocational student "Leavers and Completers" in their first year after college. *Benchmark is based on an average from the previous reported years.*

**WSCH:** Weekly student contact hours generated by census enrollments. *Benchmark is the amount needed to meet FTES benchmark.*