



The District Strategic Plan 2025-2030

Webinar Presentation

April 22, 2025

District Strategic Planning Process

- Process is outlined in [BP 2.75](#) and [AP 2.75.1](#)
- District engaged the CCCCCO Institutional Effectiveness Partnership Initiative (IEPI) Partnership Resource Team (aka., The PaRTy)
 - Held three meetings with all constituent groups.
 - Incorporated feedback into process and plan.
- Engaged Hanover Research to conduct Environmental Scanning
- Monthly Advisory Committee Meetings
- Communicate DSP DRAFT for feedback
- Review with Board of Trustees for Adoption in June 2025.

District Strategic Plan (DSP) Advisory Committee

- Dr. Aaron McVean, Vice Chancellor of Educational Services and Planning (co-chair)
- Dr. David Eck, District Academic Senate President (co-chair)
- Cassidy Ryan-White, Skyline Academic Senate President
- Todd Windisch, CSM Academic Senate President
- Gampi Shankar, Cañada College Academic Senate President
- Dr. Newin Orante, Skyline College President (Interim)
- Dr. Manuel Alejandro Pérez, CSM President
- Kim Lopez, Cañada College President
- Ingrid Vargas, Skyline College Dean of PRIE
- Monique Nakagawa, CSM Dean of PRIE (Interim)
- Dr. Karen Engel, Cañada Dean of PRIE
- Dr. Tracy Huang, Director of Districtwide Research
- Dr. Stacy Nojima Gutierrez, Director of Strategic Initiatives and Planning
- Matthew Parish, Cañada, Classified Staff

DSP Process Guiding Principles

1. Ensure alignment of college Educational Master Plans (EMPs) and Board of Trustees Goals and Strategic Initiatives in order to support current College initiatives.
2. Be explicit about the strategic initiatives of the District.
3. Ensure the Values of the District reflect the Values of the the three Colleges.
4. Utilize recent and accurate Environmental Scan data to inform the District Strategic Plan.
5. Communicate the values, goals, and initiatives widely, and invite feedback from all constituent groups.

DRAFT District Values

- ❖ Academic Excellence
- ❖ Student Success and Equity
- ❖ Community
- ❖ Social Justice
- ❖ Diversity
- ❖ Inclusion and Belonging
- ❖ Empowerment
- ❖ Transparency, Authenticity, and Accountability
- ❖ Innovation and Continuous Improvement
- ❖ Sustainability

DRAFT District Strategic Plan Goals

- I. Meet the needs of the communities we serve by providing equitable access through intentional outreach and recruitment and sustaining the Free College commitment.
- 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.
- 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.
- IV. Ensure financial and physical infrastructure sustainability by maintaining prudent fiscal planning and resource management.
- V. Expand strategic community partnerships, civic engagement, and collaborative initiatives in San Mateo County.
- VI. Strengthen recognition of the District as educational leaders, engaging in countywide awareness-building and trust-building campaigns.
- VII. Ensure continuous improvement, radical transparency, and accountability.

DRAFT Strategic Initiatives

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.

Opportunities for Review, Discussion, and Feedback

- [District Strategic Plan Website](#) Feedback Form
- Discussions at IPC, PBC, and SPARC
- Presentation at DAS April 14, 2025
 - Other requested presentations
- **Districtwide Webinar April 22, 2025**
 - **Will be recorded and posted to website.**
- Board presentation April 30, 2025
- Propose first DRAFT to Board on May 21, 2025
- Propose final DRAFT for Board adoption June 25, 2025.



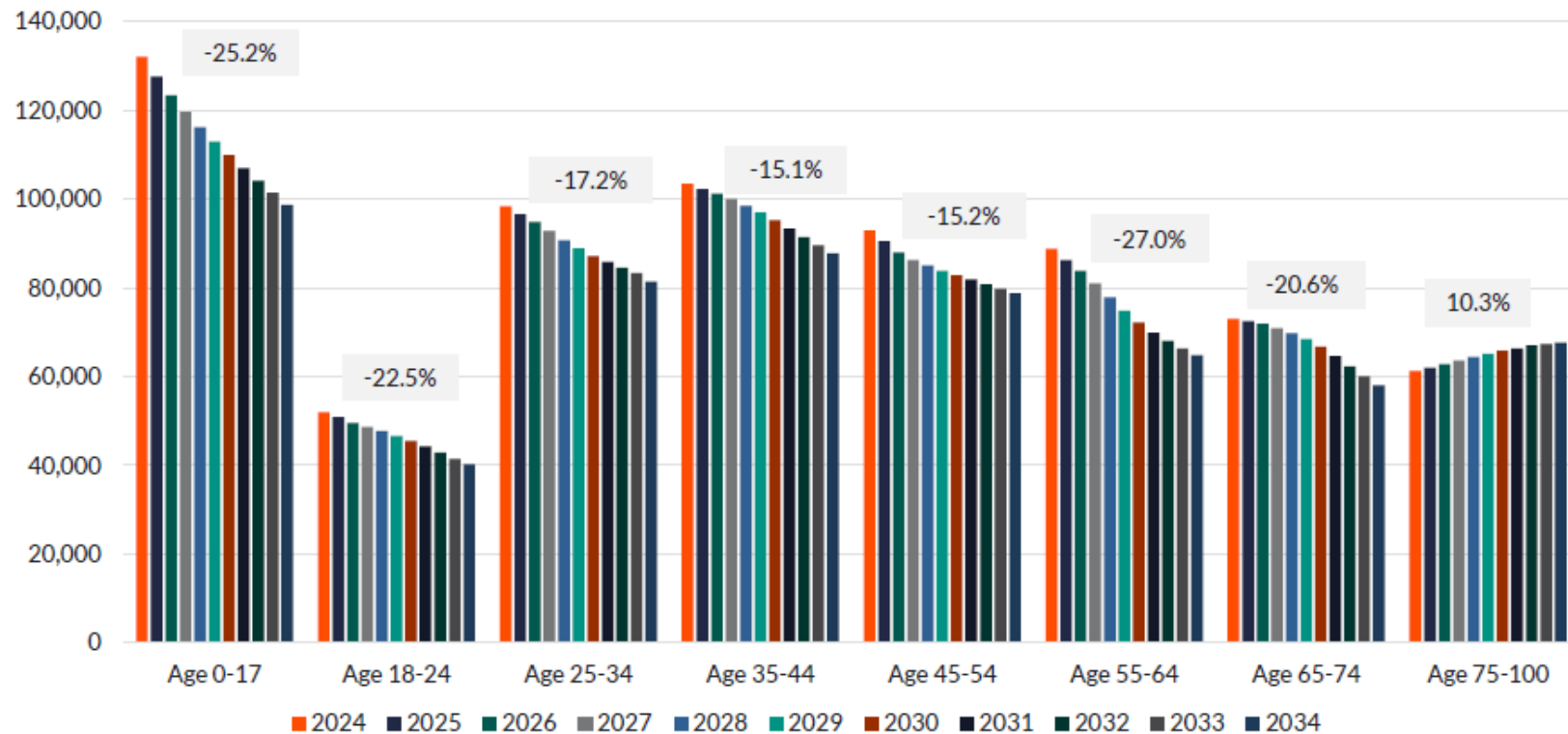
District Environmental Scan

San Mateo County Ten-Year Population Projections

POPULATION PROJECTIONS, BY AGE BRACKET

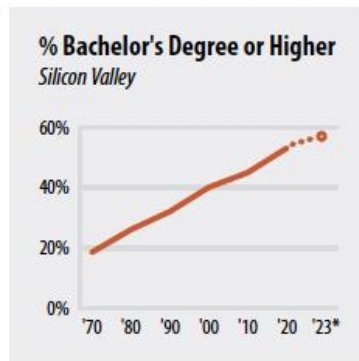
Projected percent change for all populations in San Mateo County, 2024-2034

San Mateo County is projected to decrease in population -17.7 percent through 2034. In the county, senior residents aged 75 to 100 are the only age bracket that is projected to grow through 2034. The strongest declines are projected in the traditional college age population (ages 18-24) and in K-12 age groups (-25.2 percent). This suggests that academic training programs targeting non-traditional college age students may find large applicant pools in coming years.



Educational Attainment in Silicon Valley

Silicon Valley and San Francisco have larger population shares with a bachelor's degree or higher (56% and 61% of adults, respectively) than California overall (38%) or the United States (36%).

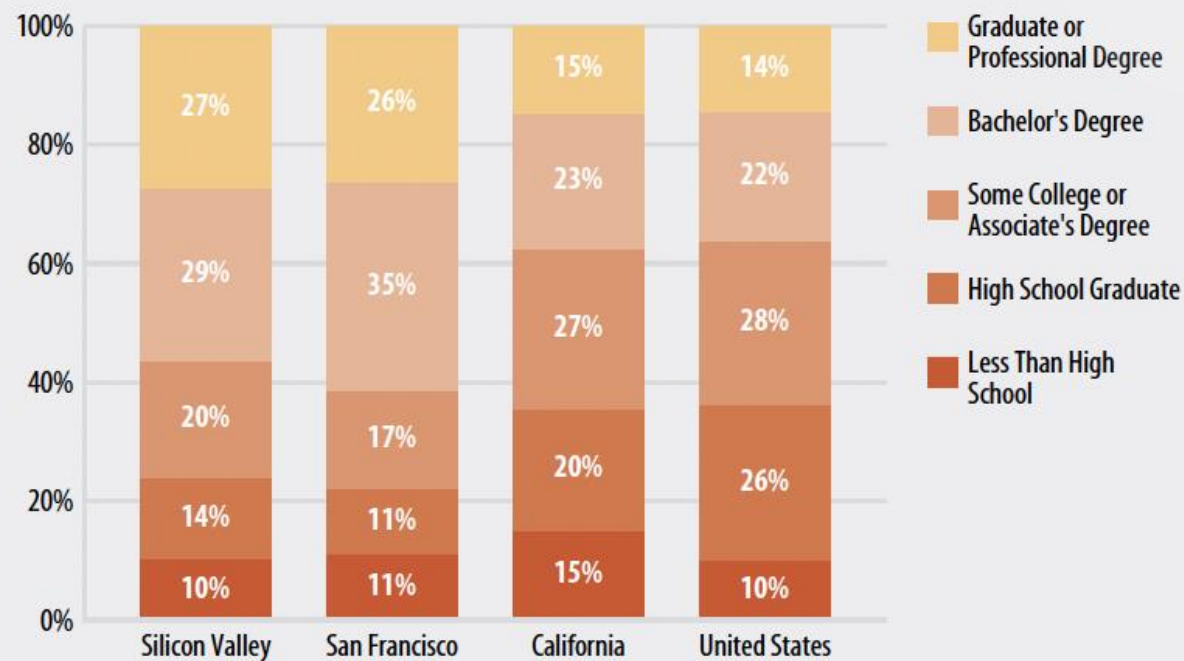


*2023 data are from the United States Census Bureau, American Community Survey 1-Year Estimates.

EDUCATIONAL ATTAINMENT

Percentage of Adults, by Educational Attainment

Santa Clara & San Mateo Counties, San Francisco, California, and the United States | 2023

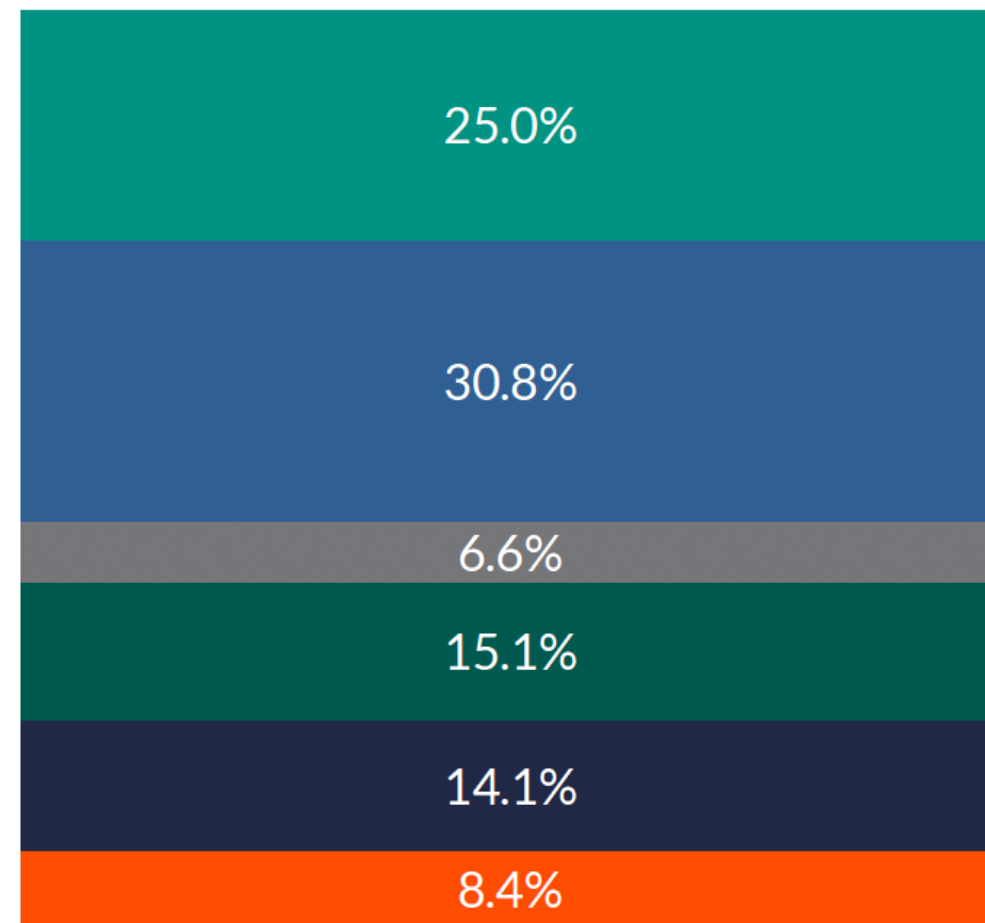


Data Source: United States Census Bureau, Decennial Census and American Community Survey | Analysis: Silicon Valley Institute for Regional Studies

Source: 2025 Silicon Valley Index

San Mateo County Educational Attainment

Educational Attainment in San Mateo County



- No High School Diploma
- High School Graduate
- Some College, No Degree
- Associate's Degree
- Bachelor's Degree
- Postgraduate Degree

Strategic Initiative #2

Technology, Innovation, and the Life Sciences

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

➤ The population of San Mateo County and the Silicon Valley will decline significantly over the next decade, especially among the K-12 and 18-24 age groups.

➤ The overall educational attainment in San Mateo County and the Silicon Valley is relatively high (Baccalaureate and Beyond).

Disparities in Educational Attainment in Silicon Valley

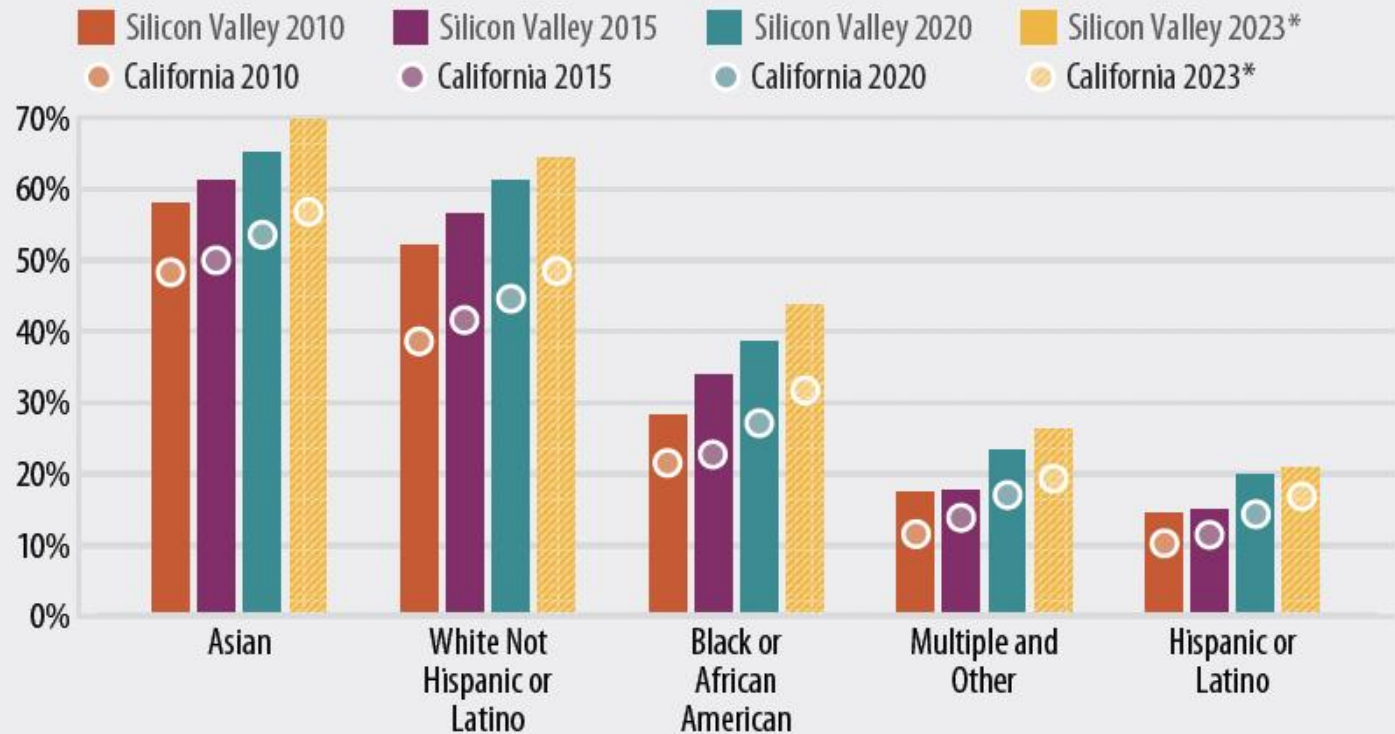


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EDUCATIONAL ATTAINMENT

Percentage of Adults with a Bachelor's Degree or Higher by Race & Ethnicity

Santa Clara & San Mateo Counties, and California



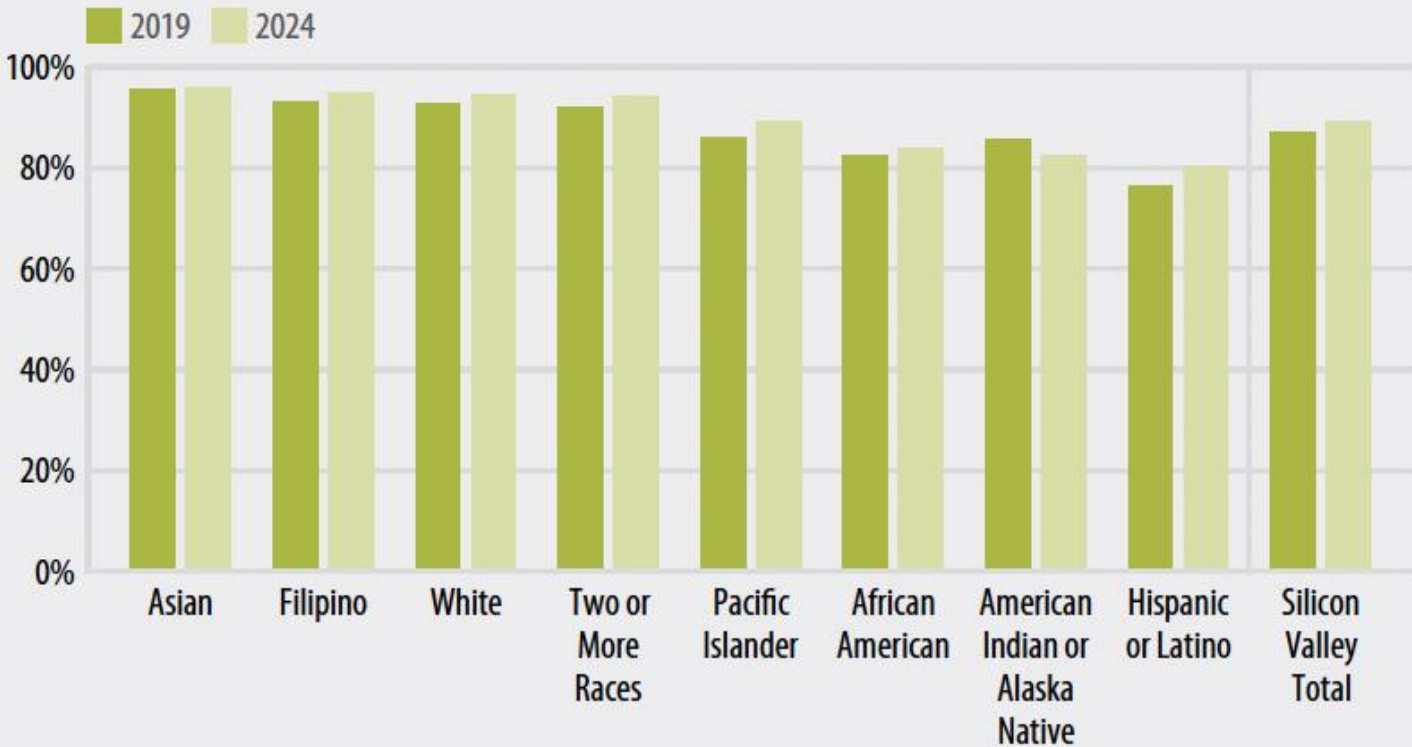
*2023 data are from the American Community Survey 1-Year Estimates. | Note: Multiple and Other includes Alaska Native and American Indian, Native Hawaiian and Other Pacific Islander, Some Other Race and Two or More Races. | Analysis: Silicon Valley Institute for Regional Studies

High School Graduation Rates in Silicon Valley

GRADUATION AND DROPOUT RATES

High School Graduation Rates, by Race and Ethnicity

Silicon Valley



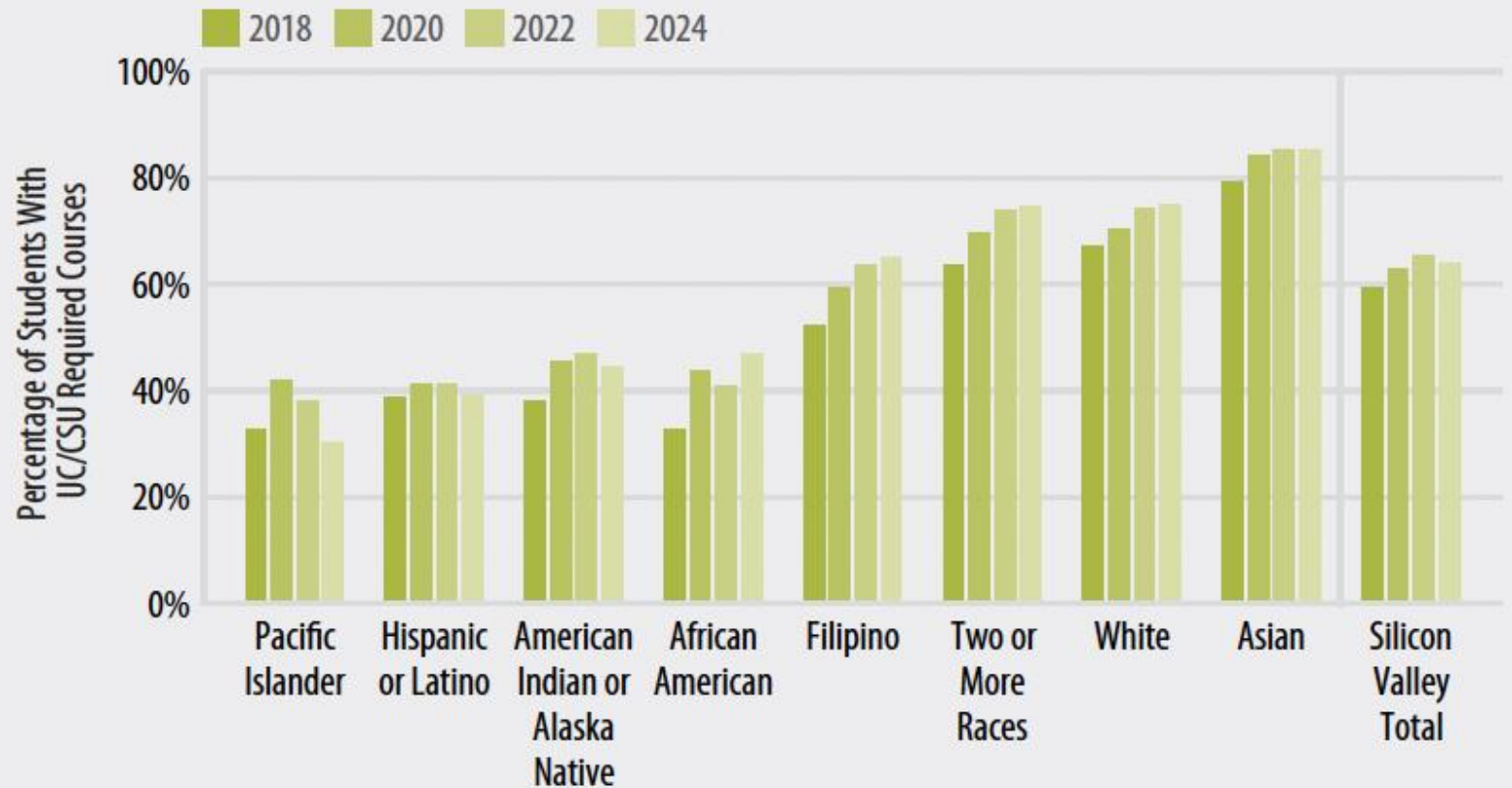
Note: Due to changes in the California Department of Education methodology for 2017 and subsequent years, caution should be used when comparing cohort outcome data to prior years. Graduation rates are four-year derived rates. All racial groups are not Hispanic or Latino. | Data Source: California Department of Education | Analysis: Silicon Valley Institute for Regional Studies

A-G Attainment for High School Graduates by Race & Ethnicity

COLLEGE PREPARATION

Share of Graduates Who Meet UC/CSU Requirements, by Race and Ethnicity

Silicon Valley



Note: All racial groups are not Hispanic or Latino | Data Source: California Department of Education | Analysis: Silicon Valley Institute for Regional Studies

Per Capita Income by Race & Ethnicity

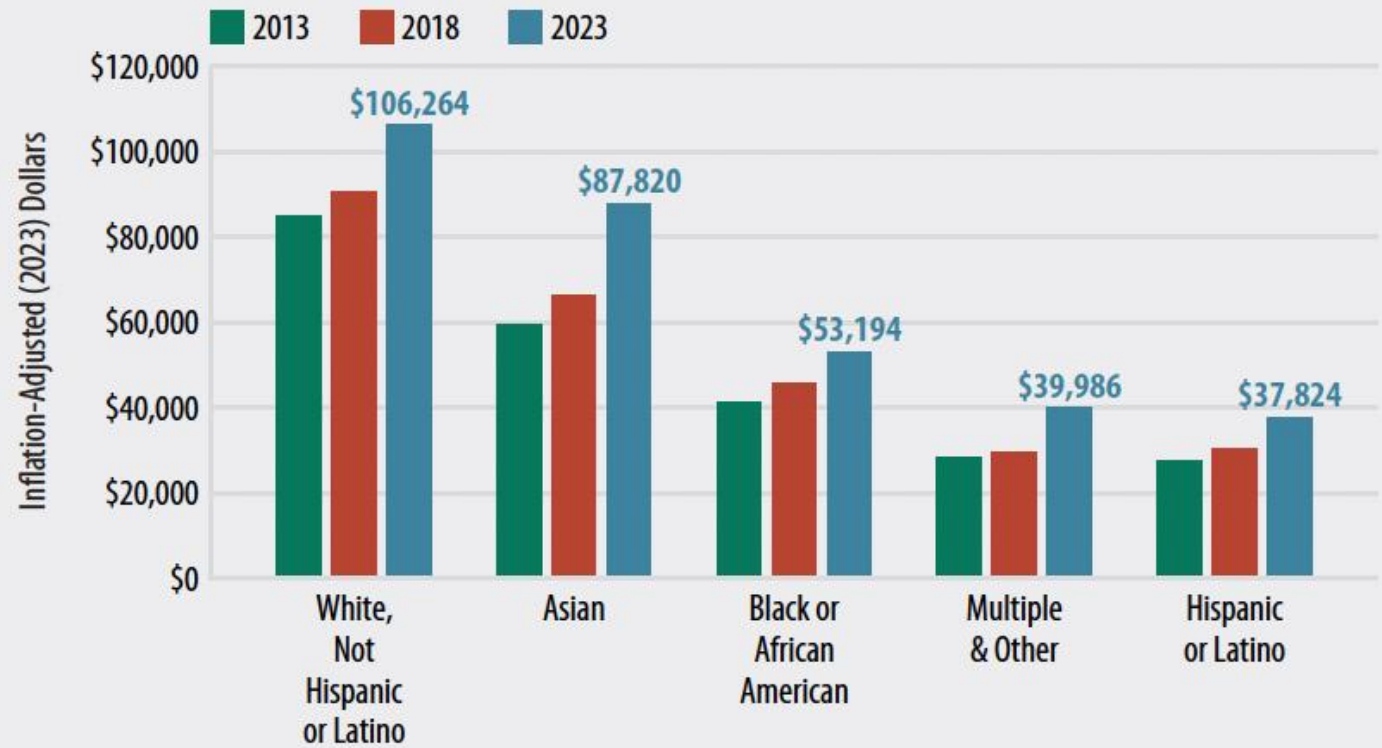


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PERSONAL INCOME

Per Capita Income, by Race & Ethnicity

Santa Clara & San Mateo Counties



Note: Multiple & Other includes Native Hawaiian & Other Pacific Islander Alone, American Indian & Alaska Native Alone, Some Other Race Alone and Two or More Races; White is not Hispanic or Latino. | Data Source: United States Census Bureau, American Community Survey | Analysis: Silicon Valley Institute for Regional Studies

Income by Educational Attainment

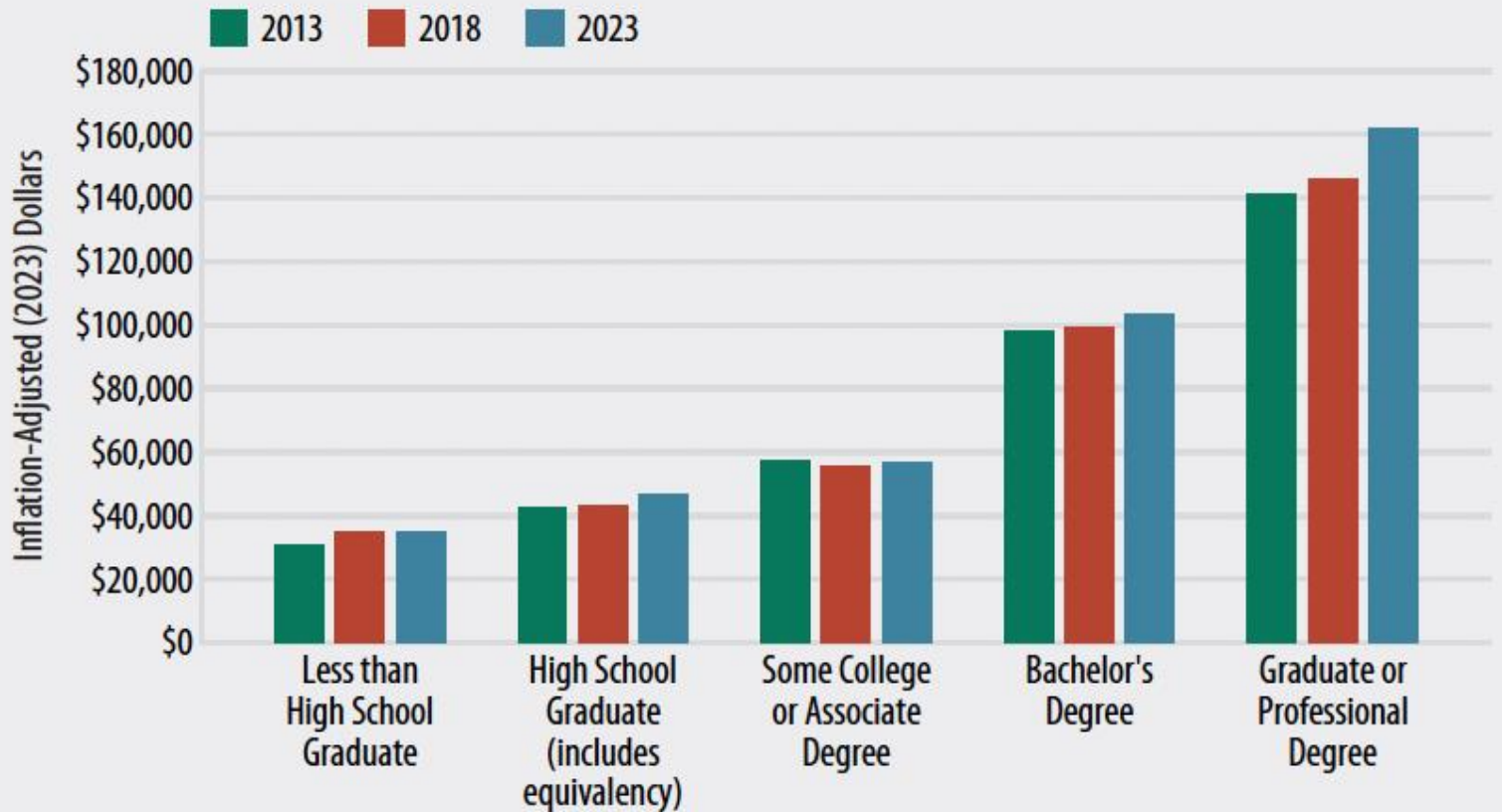


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PERSONAL INCOME

Individual Median Income, by Educational Attainment

Santa Clara & San Mateo Counties



Note: Some College includes less than 1 year of college; 1 or more years, no degree; Professional certification.

Data Source: United States Census Bureau, American Community Survey | Analysis: Silicon Valley Institute for Regional Studies

Strategic Initiative #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.

- Despite relatively high educational attainment, disparities persist within specific communities, based on race/ethnicity.
- Disparities in HS graduation rates, and in particular A-G completion rates, contribute to those persistent differences.
- Educational attainment is still the best predictor of per capita income, and a Bachelor's degree is more important in Silicon Valley than other areas of California or the U.S. to access the economy.

Income Inequality in Silicon Valley

Silicon Valley's household income inequality reached an all-time high in 2022²¹ after more than doubling over the prior three decades. In 2023, income inequality declined slightly (by 1% year-over-year, compared to -3% in California and -1% nationally).

There have been several brief respites in the exponential rise of Silicon Valley's income inequality since 2010 — notably in 2012, 2020, and 2023.

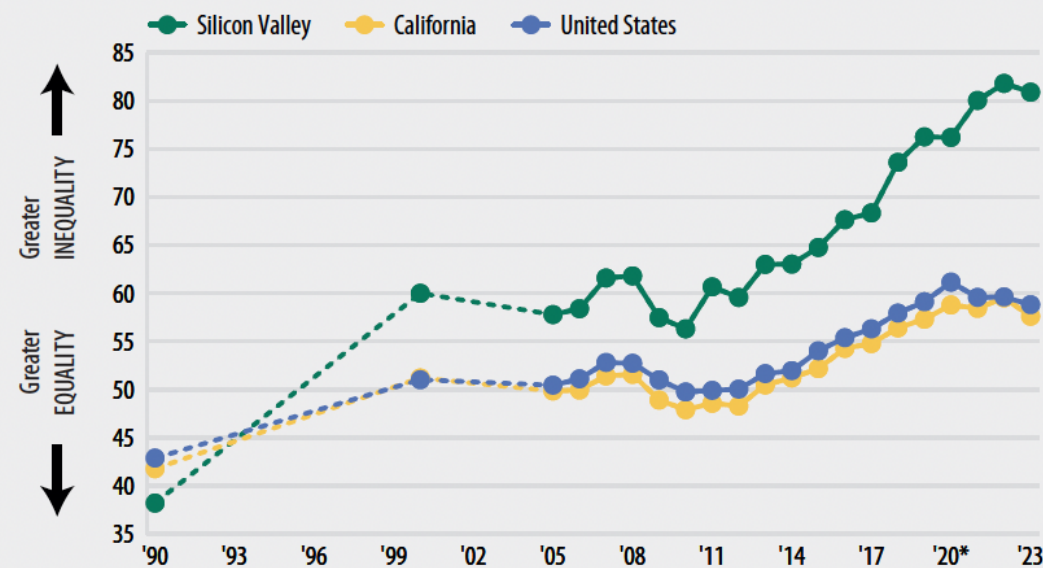


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HOUSEHOLD INCOME

Absolute Gini Coefficients of Income Inequality

Santa Clara & San Mateo Counties, California, and the United States



*2020 estimate from American Community Survey 1-Year microdata with experimental weights. | Note: The Absolute Gini Coefficient is an income-normalized value, determined by the product of the Relative Gini and the inflation-adjusted mean household income; it has been scaled to equal the Relative Gini in 1990. | Data Source: United States Census Bureau, American Community Survey | Analysis: Silicon Valley Institute for Regional Studies; Jon Haveman

Strategic Initiative #3

Not so Basic Needs

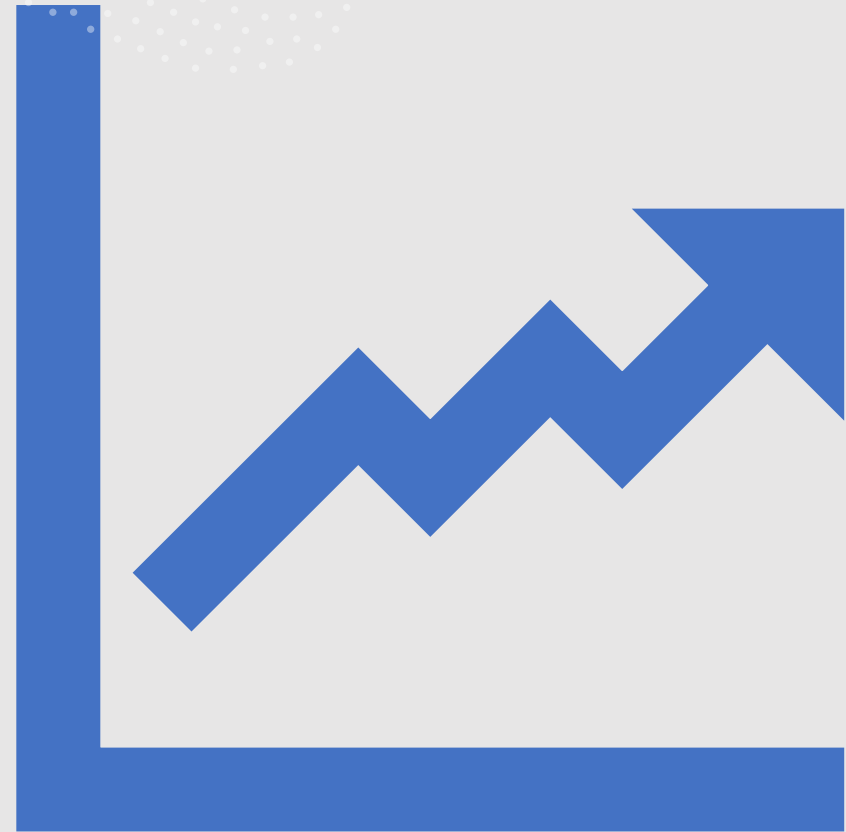
- Expand support for student housing, food insecurity, transportation, and mental health to ensure that students can complete their educational goals.

- The wealth of San Mateo County is not equally distributed, and the result is that income inequality is more severe than in the rest of California, and indeed the U.S. overall.
- Based on a common measure of income inequality, the extent of inequality increased by 44% since 2010 in the Silicon Valley.
- The communities served by the District and its Colleges can not access higher education without support for their (not so) Basic Needs.

The Economy of Silicon Valley and San Mateo



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Venture Capital Investment

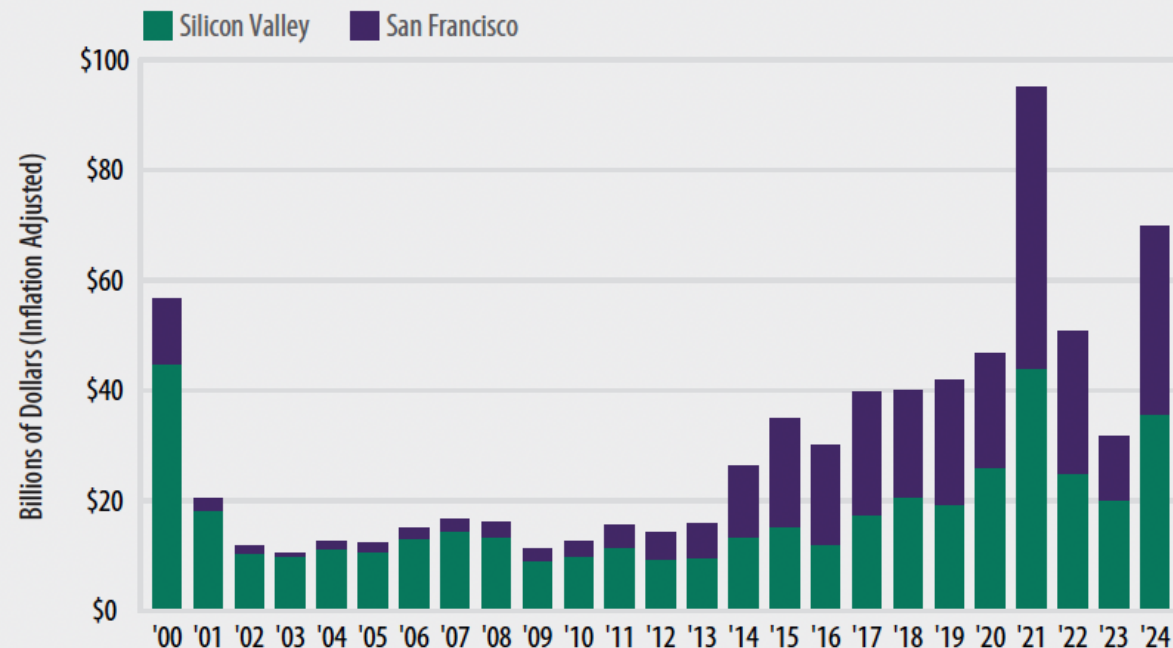


Venture Capital (VC) investments in the region's companies more than doubled in 2024 with a 125% year-over-year increase after inflation adjustment; this compares to a 43% gain nationally.

PRIVATE EQUITY

Venture Capital Investment

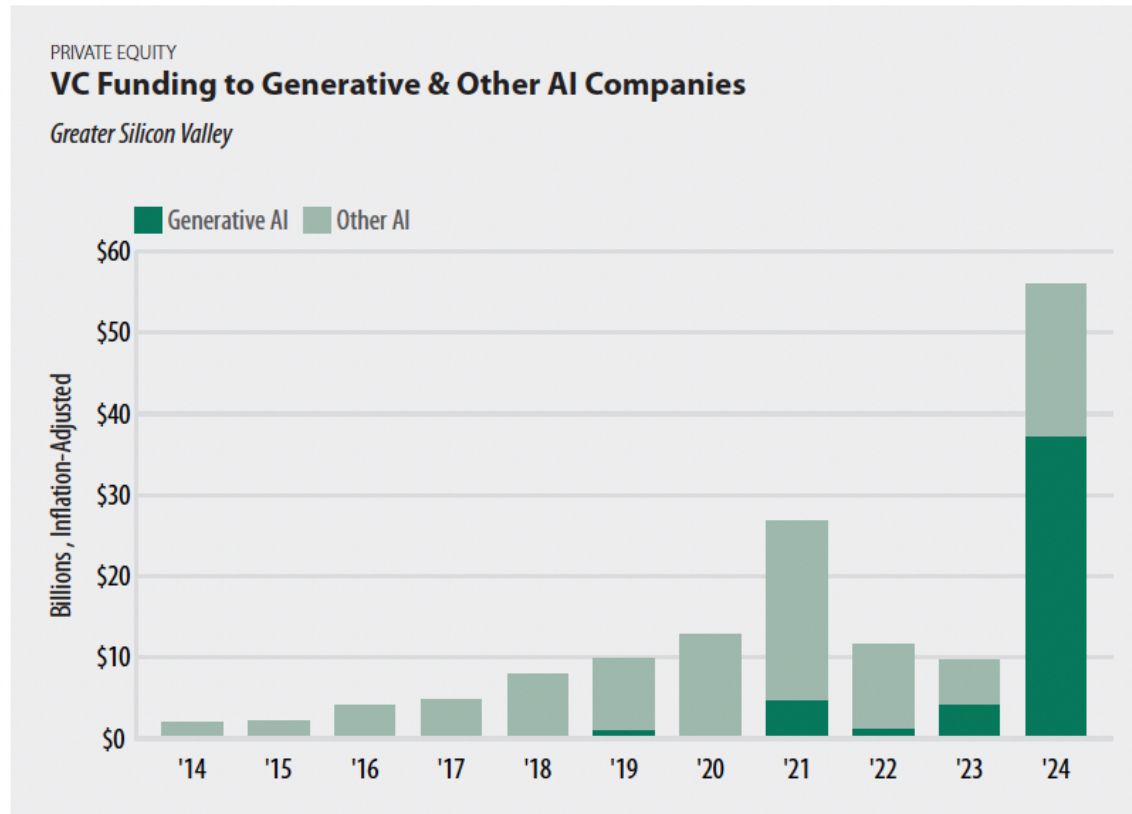
Silicon Valley and San Francisco



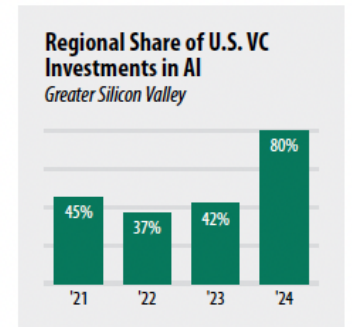
Data Sources: PricewaterhouseCoopers/National Venture Capital Association MoneyTree™ Report, Data: CB Insights (Q4 2015-2016), Thomson Reuters (prior to Q4 2015); CB Insights (2017+) | Analysis: Silicon Valley Institute for Regional Studies

Source: 2025 Silicon Valley Index

Venture Capital Investment by Industry



Data Sources: CB Insights | Analysis: Silicon Valley Institute for Regional Studies



Generative AI represented 67% of all 2024 VC funds to Greater Silicon Valley AI companies (\$37 of \$56 billion); this compares to 52% nationally.

Source: 2025 Silicon Valley Index



Industries of Opportunity

Key Industry Sector: Technology, Life Sciences, and Innovation

Industry	Location Quotient (LQ)	Empl, Q1 2024	Avg Ann Wages
Media Streaming Distribution Services, Social Networks, and Other	42.05	26,160	\$757,228
Scientific Research and Development Services	11.90	30,768	\$256,358
Manufacturing and Reproducing Magnetic and Optical Media	10.95	334	\$231,518
Pharmaceutical and Medicine Manufacturing	9.52	8,898	\$254,234
Software Publishers	7.45	13,107	\$336,373
All Other Telecommunications	5.89	716	\$298,247
Computing Infrastructure Providers, Data Processing, Web Hosting, and Related Services	4.44	6,069	\$429,014
Computer and Peripheral Equipment Manufacturing	4.28	1,856	\$524,312
Web Search Portals, Libraries, Archives, and Other Information Services	4.20	3,641	\$797,512
Computer Systems Design and Related Services	2.84	19,588	\$286,874
Electrical Equipment Manufacturing	1.87	758	\$119,834
Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	1.23	1,422	\$147,948
Management, Scientific, and Technical Consulting Services	1.15	6,648	\$191,726
Other Professional, Scientific, and Technical Services	1.11	3,599	\$122,809
Architectural, Engineering, and Related Services	0.84	4,050	\$186,642
Other Electrical Equipment and Component Manufacturing	0.60	267	\$121,710
Semiconductor and Other Electronic Component Manufacturing	0.43	460	\$258,962
Wired and Wireless Telecommunications (except Satellite)	0.40	650	\$97,108
Aerospace Product and Parts Manufacturing	0.38	548	\$136,784
SMCCD Technology and Innovation	3.64	129,538	\$384,609
Total - All Industries	1.00	442,478	\$172,045

Media Streaming Distribution Services, Social Networks

SAN MATEO COUNTY INDUSTRY STATISTICS

Estimated Employment, 2024	Average Annual Wages	Location Quotient	2024-2034 Total Annual Employment Demand	Forecast Annual Growth to 2034
26,160	\$757,228	42.05	20,196	-0.7%

TOP DETAILED OCCUPATIONS BY 2024 AVERAGE COMPENSATION AND VOLUME



Data derives from Chmura Economics & Analytics, which imputes Census Bureau and Bureau of Labor Statistics data down to the Zip Code Tabulation Area (ZCTA) level.

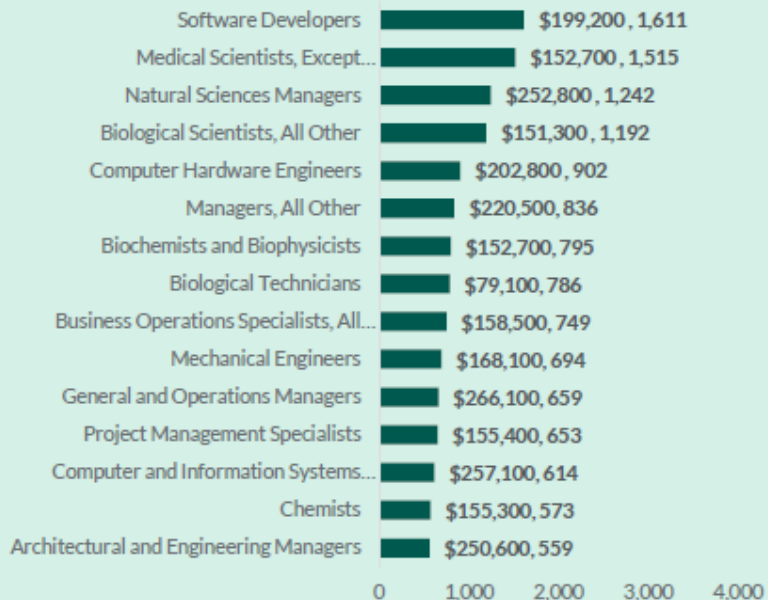
- Largest industry cluster within the Technology and Innovation sector.
- Location Quotient more than 42X the national average, showing dominance Silicon Valley in this cluster.
- Substantial average wage.
- Most jobs require a minimum of Bachelor's degree.

Scientific Research and Development

SAN MATEO COUNTY INDUSTRY STATISTICS

Estimated Employment, 2024	Average Annual Wages	Location Quotient	2024-2034 Total Annual Employment Demand	Forecast Annual Growth to 2034
30,768	\$256,358	11.90	21,077	-0.5%

TOP DETAILED OCCUPATIONS BY 2024 AVERAGE COMPENSATION AND VOLUME



Data derives from Chmura Economics & Analytics, which imputes Census Bureau and Bureau of Labor Statistics data down to the Zip Code Tabulation Area (ZCTA) level.

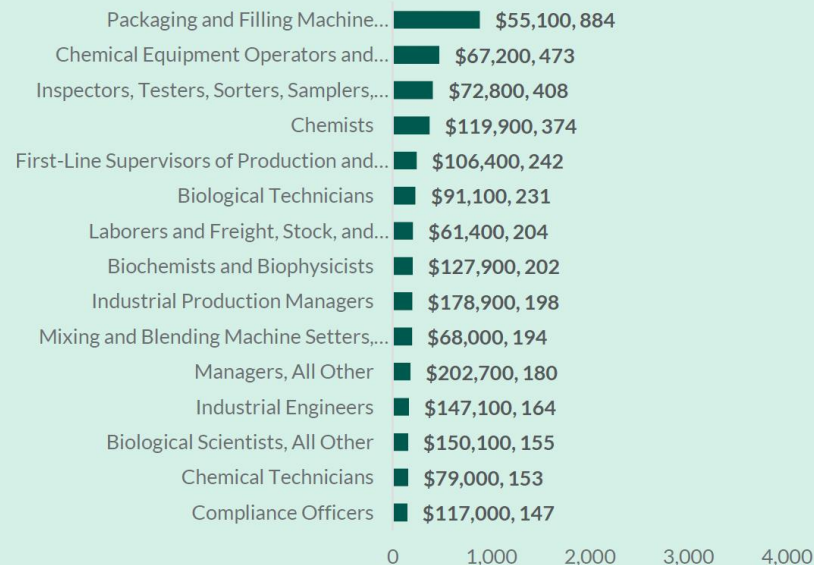
- 2nd largest industry cluster within the Technology and Innovation sector.
- Location Quotient almost 12X the national average, showing significant presence in San Mateo.
- Substantial average wage.
- Most jobs require a minimum of Bachelor's degree.

BioTech and Pharmaceutical Manufacturing

SAN MATEO COUNTY INDUSTRY STATISTICS

Estimated Employment, 2024	Average Annual Wages	Location Quotient	2024-2034 Total Annual Employment Demand	Forecast Annual Growth to 2034
8,898	\$254,234	9.52	7,174	-0.8%

TOP DETAILED OCCUPATIONS BY 2024 AVERAGE COMPENSATION AND VOLUME



Data derives from Chmura Economics & Analytics, which imputes Census Bureau and Bureau of Labor Statistics data down to the Zip Code Tabulation Area (ZCTA) level.

- 3rd largest industry cluster within the Technology and Innovation sector.
- Location Quotient almost 10X the national average, showing significant presence in San Mateo.
- Substantial average wage.
- Most jobs require a minimum of Bachelor's degree, but potential for entry level positions with technical certificates.

Strategic Initiative #2

Technology, Innovation, and the Life Sciences

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

- The largest employers in San Mateo County and the Silicon Valley are concentrated in the Technology, Innovation, and the Life Sciences sector.
- Opportunity exists to develop new programs that lead to employment in these sectors through certificate programs and transfer pathways.

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 District.

Strategic Initiatives for a Community Supported District

Thank You!

- Webinar recording will be posted at: <https://www.smccd.edu/strategicplanning/index.php>
- Provide feedback through the [District Strategic Plan website](#) on the DRAFT Values, Goals, and Initiatives by May 9, 2025.
- The DRAFT District Strategic Plan will be presented to the Board on May 21st and June 25th for adoption.



SAN MATEO COUNTY
COMMUNITY
COLLEGE DISTRICT