



2006/2007 Year-End Report & Scorecard

An annual report on the progress of college
goals, strategies and objectives.

Office of Planning, Research and Institutional Effectiveness



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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. The 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 2006/07 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	2002/03	2003/04	2004/05	2005/06	2006/07
1.2 Retention: Retention Rates	●	●	●	●	○
1.2 Persistence: Term Persistence Rates	○	●	●	●	●
1.2 Success: All Successful Course Completion Rate	●	○	○	○	○
1.2 Success: Basic Skills Successful Course Completion Rates	●	●	●	●	○
1.2 Success: Student Progress and Achievement Rate (ARCC)	NA	●	●	●	NA
1.2 Success: SRTK Transfer Rate	●	○	●	○	NA
1.2 Access: Student to Counselor Ratio	○	○	●	●	●
1.2 Access: Financial Aid Recipient Rate	○	●	●	●	○
1.2 Satisfaction/Perception: Student Satisfaction Overall Ratings	NA	NA	NA	○	NA
1.3 Satisfaction/Perception: Community Perception Overall Ratings	NA	NA	NA	NA	NA
3.1 Satisfaction/Perception: Community Perception Overall Ratings	NA	NA	NA	NA	NA
1.2 Employability: VTEA Core Indicator - Retention	●	●	●	●	●
3.2 Marketing & Public Relations: No. of Marketing and PR Events	NA	○	○	●	●
2.1 Program & Service Quality: No. of Program Reviews Completed	○	●	●	●	●
2.2 Employee Satisfaction/Perception: Employee Satisfaction Overall Rating	NA	NA	NA	NA	●
2.3 Campus Safety: SRTK Crime Statistics (No. of Offenses)	○	●	○	○	NA
4.1 Productivity: FTES-All Courses	●	○	○	○	○
4.1 Productivity: FTES-Technology-Mediated Courses	○	○	○	○	●
4.1 Efficiency: Load	●	●	●	●	●
4.1 Efficiency: Fill Rates	●	●	●	○	○
4.1 Budget Efficiency: Ratio of Actual Expenditures to Total Budget	●	●	○	○	○
4.2 Facilities Planning: Capital Improvement Expenditures	○	○	●	●	●
1.1 Program & Service Enhancements: No. of New Courses/Programs Approved	●	○	○	●	●
1.1 Program & Service Enhancements: Prcnt. Technology-Mediated Instruction	○	○	●	●	●
1.1 Program & Service Enhancements: Amount of PIF Funding	○	○	○	○	●
1.1 Grant Procurement: Amount of Grant Allocations	○	○	●	●	●
5.1 Staff Development Opportunities: Amnt Professional Development Funds	●	●	●	●	●

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

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	2002/03	2003/04	2004/05	2005/06	2006/07	Benchmarks
1.2 Student Success & Access	Retention	Retention Rates	84%	84%	84%	84%	83%	84% (College)
1.2 Student Success & Access	Persistence	Term Persistence Rates	61%	66%	70%	65%	70%	64% (College)
1.2 Student Success & Access	Success	All Successful Course Completion Rates	71%	69%	69%	68%	68%	70% (College)
1.2 Student Success & Access	Success	Basic Skills Successful Course Completion Rates	60%	63%	62%	63%	54%	59% (College)
1.2 Student Success & Access	Success	Student Progress and Achievement Rate (ARCC)	NA	57.0%	56.6%	56.3%	N/A	56.6% (College)
1.2 Student Success & Access	Success	SRTK Transfer-Rate	30.3%	26.3%	30.6%	19.2%	N/A	29.6% (State)
1.2 Student Success & Access	Access	Student to Counselor Ratio	1,478:1	1,476:1	1,220:1	1,125:1	1,244:1	1,283:1 (College)
1.2 Student Success & Access	Access	Financial Aid Recipient Rate	22%	24%	27%	23%	21%	23% (College)
1.2 Student Success & Access	Satisfaction/Perception	Student Satisfaction Overall Rating	NA	NA	NA	70%	N/A	79% (College)
1.3 Outreach & Responsiveness to Community Needs	Satisfaction/Perception	Community Perception Overall Rating	NA	NA	NA	NA	N/A	NA
3.1 Cultural Center for the Community	Satisfaction/Perception	Community Perception Overall Rating	NA	NA	NA	NA	N/A	NA
1.2 Student Success & Access	Employability	VTEA Core Indicator: Retention	89.2%	84.9%	85.7%	85.5%	87.3%	82.7% (State)
3.2 Marketing and Outreach	Marketing & Public Relations	Number of Marketing and PR Events	NA	26	34	52	60	37 (College) ³

NA=Data Not Available

Perspective: Internal Stakeholders

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

Strategy	Strategic Theme	Effectiveness Indicators	Outcome Measures	2002/03	2003/04	2004/05	2005/06	2006/07	Benchmarks
2.1	Integrated Planning and Institutional Performance Measurement	Program and Service Quality	Number of Program Reviews Completed	3	13	9	12	9	6 (College)
2.2	Effective Communication	Employee Satisfaction	Employee Overall Satisfaction Rating	NA	NA	NA	NA	74%	70%(College)
2.3	Safe and Secure Campus	Campus Safety	SRTK Crime Statistics (Number of offenses)	7	5	9	10	NA	6.5 (College)

NA=Data Not Available

Skyline College Balanced Scorecard 2007

The Skyline College Balanced Scorecard

Perspective: Financial and Business Operations

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

Strategy	Strategic Theme	Effectiveness Indicators	Outcome Measures	2002/03	2003/04	2004/05	2005/06	2006/07	Benchmarks
4.1	Integrated and Evidence-Based Resource Planning System	Productivity	FTES-All Courses	7,711	7,109	6,968	6,858	6,801	6,954 (College)
4.1	Integrated and Evidence-Based Resource Planning System	Productivity	FTES-Technology Mediated	91	121	154	177	191	190 (College)
4.1	Integrated and Evidence-Based Resource Planning System	Efficiency	Load	577	623	590	545	534	525 (State)
4.1	Integrated and Evidence-Based Resource Planning System	Efficiency	Fill Rates	84%	89%	85%	77%	77%	83% (College)
4.1	Integrated and Evidence-Based Resource Planning System	Budget Efficiency	Actual Expenditures to Total Budget Ratio	97%	97%	98%	99%	100%	98% (College)
4.2	Updated Facilities	Facilities Planning	Capital Improvement Expenditures	\$1,757,152	\$5,544,683	\$10,809,180	\$18,593,218	\$23,821,949	\$8,172,924

NA=Data Not Available

Skyline College Balanced Scorecard 2007

The Skyline College Balanced Scorecard

Perspective: Innovation and Growth

How well do we continuously improve and create value?

Strategy	Strategic Theme	Effectiveness Indicators	Outcome Measures	2002/03	2003/04	2004/05	2005/06	2006/07	Benchmarks
1.1	Innovative Programs and Services	Program and Service Enhancements	Number of new courses and programs approved	40/5	16/2	14/0	64/1	92/2	37/2 (College)
1.1	Innovative Programs and Services	Program and Service Enhancements	Percentage of Technology-mediated Instruction	2%	3%	4%	4%	4%	4% (College)
1.1	Innovative Programs and Services	Program and Service Enhancements	Amount of PIF Funding	\$23,600	\$47,700	\$47,575	\$43,377.50	\$77,775.00	\$50,000 (College)
1.1	Innovative Programs and Services	Grant Procurement	Amount of Grant Allocations	\$3,794,632	\$3,762,633	\$4,401,343	\$5,266,034	\$5,329,066	\$4,244,133 (College)
5.1	Comprehensive Staff Development Program	Staff Development Opportunities	Amount of Professional Development Funds	\$74,493.00	\$73,813.00	\$77,118.35	\$82,467.85	\$76,053.00	1% of Faculty Salaries (College)

NA=Data Not Available

Skyline College Balanced Scorecard 2007



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Highlights

Student Services

- Approximately 8,100 web-based transcripts were produced and made available to students.
- Participated in at least 6 off campus admissions/registration workshops at high schools, malls and a community center.
- Fee-based test proctoring services was approved and will be provided to students beginning summer 2007.
- The challenge test packet was revised and the process was streamlined by eliminating the English challenge test, adopting a new ATB test for non-ESOL students. This increased the student pass rate from 36% to nearly 90%.
- An Assessment Handbook was developed and distributed to faculty, staff, and students.
- Immunizations were added to services provided by the Health Center. A total of 279 immunizations have been given since the inception of our program with participation from EMT, RT, Surgical Tech, and Cosmetology students, as well as students transferring to upper division education and any student requiring immunization for their own personal health or for a job requirement.
- The Emergency Flip Charts were revised and posted throughout the campus on classroom bulletin boards, and in division offices.
- Set up services with Planned Parenthood of San Mateo to do Physical exams for allied Health Programs and the Cosmetology program.
- Training was made available to all Financial Aid staff on specific programs, customer service and program funding.
- The Parking Regulations Brochure was updated. The same information can also be found in the Student's Handbook and the Skyline College catalogue. As a result, the level of compliance with existing policy is good.
- New student access software was installed to support accurate record keeping in The Learning Center.
- A larger room for TRIO tutoring and workshops were designated in the Learning Center.
- The Student Activities Office worked with the ASSC to develop a Cultural Program Calendar and the SEEED Committee.
- Counseling faculty and staff were active participants in the First Year Experience Self-Study process, and will continue to be a part of the leadership team that develops and implements recommendations.



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Highlights

- The International Student Program Coordinator and the Director of CITD collaborated in the development of an International Education Plan and are working more closely to support each other's program goals.
- On-going professional development was provided by utilizing one of the regularly scheduled counseling meetings as a professional development time. Additional plans are underway to expand professional development activities for counselors, including on campus and off campus activities. In the spring 2007, counselors also participated in a whole-day district wide counselor conference.

Instructional Programs

- New business classes featuring special topics in automotive, accounting and computer applications were offered. A new business ethics class will be offered in the future.
- Partnered on a multimedia grant with 5 other community colleges working to align community college courses, articulation agreements, and career pathways for CTE students. Worked closely with CITD and Workforce Development to address the needs of business and industry.
- The Center for Workforce Development maintained two cohorts of the Biomanufacturing Certificate Program with 36 students completing programs with an average placement rate of 86%. Total funding raised during 06-07 was \$1,050,293.
- Implemented BIOMAPS; A \$398k project funded by CC System Office which supports a consortium of 3 High Schools 1 Regional Occupation Program 3 Community Colleges and CBOs to align curriculum and develop biotechnology articulation agreements.
- Cultivated placement opportunities for students at 9 additional biotechnology companies during 06-07. The number of companies through 05-06 was 34. During 06-07 we added nine additional companies for a new total of 43 biotechnology companies that have placed our bio-manufacturing certificate program grads.
- ECE conceptually based courses were created and taught at Cañada College. Skyline ECE will work to create similar Skyline courses in the future.
- New courses in medical transcription and computer application have been developed and are being offered with additional plans to bring new courses to an online format.
- Re-established a learning community for Bilingual Students (English 846 and LSKL 801), added Spanish class to Puente learning community, and established a learning community between ECE and English Dept with Children's Literature class
- English faculty established the following new courses to address deficiencies in basic writing skills, which are offered through the Learning Center: The Sentence, Editing and Proofreading, Sentence Combining, Multi-Intelligent Strategies for Reading and Writing; increased number of sections of

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Highlights

integrated reading/composition course (English 846) from 17 sections in 2005 to 21 sections in 2007.

- Library collections increased by approximately 5% during the 2006-07 fiscal year.
- Student Learning Outcomes completed in all Biology course and the majority of math classes.
- ASTEP has new counselors and a math academy project that are expected to increase success and retention.
- Division faculty participated in Accreditation, First Year Experience; chaired and were members of Steering Committee of Women on Writing Conference; chaired or were members of all Academic Senate committees, including Executive Committee: Ed Policy, Curriculum, Professional Personnel, Research; member of Professional Development Committee; member of Student Recognition and Awards Committee; member Student Services Assessment Committee; members of MOT Alumni group--Division Assistant leads MOT debriefing at District Office; one faculty member served as Regional Coordinator of CalPASS.
- The Library website, which is continually revised and updated, included direct access via search boxes to the Peninsula Library System (PLS) catalog and a wide variety of online research collections (mostly subscription databases). It also included important information for students, such as how to do research and cite sources, and tips for faculty in designing effective library assignments.
- Cosmetology and ECE staff and faculty continued to perform charitable services for nonprofit and community organizations and provided information to local community on their services.
- The Library staff served on a variety of PLS committees during the 2006-07 year, and attended several training and informational workshops. In addition, Skyline often took the lead by serving as an unofficial liaison to PLS on behalf of the CSM and Canada Libraries.
- Skyline was awarded an incumbent worker grant with Kaiser and SEIU-UHW to train sterile processing technicians and a Human Anatomy class was contracted with SEIU-UHW
- Journalism lab became fully operational. Hardware and software were installed and the student newspaper was produced.
- Building 7A was completed and moved into.
- Twenty-two new student computers were installed in the library during Spring 2007.
- The Speech Lab was partially completed.
- All departments SMT Division under-went training in the development of SLO's and assessments including all full-time faculty members.



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Highlights

- Each of the monthly SS/CA division meetings had a staff development section that covered all areas in the measurement criteria including: use of instructional technology, SLOs, college services and accreditation.
- A Speakers series with Pacific Library was completed and an event scheduled for Fall 2007 was made.

Administration

- Approximately 3% of all courses have assessment plans and projects. Approximately 30% of all student services have assessment plans and projects.
- A Balanced Scorecard system with 16 indicators and 28 measures was developed, widely shared and implemented using 2006/07 as the Beta year.
- The Decision Support System Work and Advisory Group (DSSWAG) completed phase I of the Hyperion portal with the help and feedback of deans, managers and executive staff.
- A comprehensive media preferences survey was conducted targeting all current students. The results will be used to improve marketing and outreach efforts.
- The institutional planning cycle was revised so that it was more closely aligned to the budget planning process.
- The President's Breakfast attendance increased from 235 in 2006 to 275 in 2007. The number of first-time guests also increased in 06/07. We exceeded 2007 President's Breakfast goal of \$60,000 by raising \$77,775, an increase of \$28,302 from 2006.
- The new college logo & logo usage guidelines was completed, as well as a Primary Publication Review of Class Schedule resulting in redesign of Summer & Fall Schedule. In addition, a college stationery system was designed using the new logo and on-line ordering capability.
- The Fresh Look Website Advisory Group for college website redesign was initiated.
- An all employee survey was administered in Fall 2007. 518 employees, approx. 43% responded to the survey. Campus-wide briefings and reports of the results were shared and incorporated into various planning documents including the accreditation self-study.

Goal & Strategies




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

Strategy 1.1. Innovative Programs, Services and Modes of Delivery: An innovative and comprehensive balance of programs, courses, services and modes of delivery that meet student and community needs.

Strategy 1.2. Student Access and Success: Student access and success through availability, quality and assessment of support services and student learning outcomes.

Strategy 1.3. Outreach and Responsiveness to Community Needs: Broad outreach efforts that build partnerships and respond to educational community needs.



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Highlights – Goal 1

Strategy 1.1 Innovative Programs, Services and Modes of Delivery


- New special topics classes in automotive, accounting and computer applications were offered.
- New courses in medical transcription and computer application were developed and are being offered with additional plans to bring new courses to an online format.
- Immunizations were added to services provided by the Health Center totaling 279 immunizations since the inception of the program.
- ESOL offerings were overhauled to include both 2-unit and 3-unit courses to better meet the needs of that population.
- Industry specific short courses were offered in Spring 2007 and certificate development got underway which included articulating the course with local high schools.

Strategy 1.2 Student Access and Success

- Thirteen concurrent enrollment classes were offered off-campus, up from zero.
- Waiting lines in the Assessment Center were eliminated due to extending testing hours.
- Counseling faculty and staff were active participants in the First Year Experience Self-Study process, and will continue to develop and implement recommendations.
- Re-established the Learning Community for Bilingual students, added Spanish class to Puente and established a learning community between ECE and English Dept. with Children's Literature class.
- English faculty established new courses to address deficiencies in basic writing skills.
- Approximately 3% of all courses have assessment plans and projects and 30% of all student services have assessment plans and projects.
- Online tutoring assistance was provided for reading/writing in the Fall & Spring semesters.

Strategy 1.3 Outreach and Responsiveness to Community Needs

- Added nine additional companies for a new total of 43 biotechnology companies that have placed our bio-manufacturing certificate program grads.
- Partnered on a multimedia grant with 5 other community colleges working to align community college courses, articulation agreements, and career pathways for CTE students.
- The President's Breakfast attendance increased from 235 in 2006 to 275 in 2007.
- Formed partnerships with South San Francisco Adult Education administration to offer a "bridge" course to take students leaving the most advanced Adult Ed ESL course to a transition course at Skyline.



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Admissions and Records


1. Approximately 8,100 web-based transcripts were produced and made available to students.
2. Provided staff support for all off-campus registration activities.

Assessment

3. A Proctor Services Program proposal was approved by the Dean of Counseling and VPSS in September, 2006. The fee-based proctor services will be provided to students immediately.
4. Revised challenge test packet and streamlined challenge process, eliminated English challenge test, adopted a new ATB test for non-ESOL students and increased student pass rate from 36% to nearly 90%.
5. Waiting lines were eliminated due to extending testing hours to 12 hours per week (M-Th), four evenings a week, and working with CALT lab staff to provide testing in larger computer labs. Students are now able to receive their test reports immediately upon completion, including Saturday testing sessions.
6. The Assessment Office conducted test validation research to evaluate the validity and effectiveness of placement tests. Content validity, consequential validity, and disproportionate impact studies were conducted to evaluate the validity of the new ESOL (Accuplacer LOEP) placement test. Content validity and consequential validity studies were conducted to evaluate the validity of English placement test.
7. The Assessment Center introduced the idea of computerized college placement testing at the high schools to all feeder high schools. A few high schools expressed interest. All testing software and documentations have been developed. A \$5,000 testing budget was approved by the budget committee to implement this testing program. However, due to high school staffing and schedule, the high schools are not ready to fully implement this program at this point. However, once a high school is ready, the program can be implemented immediately.
8. Adopted the Wonderlic ATB test for non-ESOL students and continued to use CELSA for ESOL students. Using the Wonderlic ATB test, the Assessment Center has successfully increased the ATB test pass rate for non-ESOL students from 36% to nearly 90%. The pass rate for ESOL students remains high at nearly 96%. However, testing is not currently available at the high schools due to high school staffing and schedule.

Business

9. Offered additional sections of FCS 310 - Nutrition as well as a Children's Nutrition class (FCS 311) during the fall 2007 semester. Discussions have taken place regarding the creation of a kitchen facility for the Family Consumer Science Department in a new or renovated facility during the next construction phase.




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10. Offered new business classes featuring special topics in automotive, accounting, and computer applications. A new business ethics class will be offered in the future.
11. ECE conceptually based courses were created and taught at Cañada College - will work to create similar Skyline courses in the future.
12. Courses are in the discussion and design stages by CAOT faculty to be offered in an online format by fall 2008.
13. New courses in medical transcription and computer application have been developed and are being offered with additional plans to bring new courses in an online format.
14. Two new part-time faculty have been hired to work on course development which will expand curriculum and attract minority populations with workshops/courses offered spring and fall 2008.
15. Course outlines are being updated and revised through program review (CAOT and Business are progressing through Program Review in fall 2007). Accounting completed revisions Spring 2007.
16. Business Department is currently undergoing program review and working on course revisions and updates on course outlines to address literacy problems.
17. Software updates have been done in CAOT labs and in Accounting labs plus new software has been acquired for MAC lab. Ongoing process.
18. Three new online courses are being offered in the summer 2007 and spring 2007 schedules.
19. Approximately 40 percent of faculty became aware of computer prerequisite checking - will begin with accounting and business courses and continue to work with all faculty.
20. Tech Prep coordinator worked with local high schools on an ongoing basis to create and revise articulation agreements as needed.
21. Partnered on a multimedia grant with 5 other community colleges working to align CC courses, articulation agreements, and career pathways for CTE students. Working closely with CITD and Workforce Development to address the needs of business and industry.
22. Offering a greater number of ECE and FCS courses to provide students with increased access - evening classes remain strong.
23. Have partnered with Prudential Insurance Company through Workforce Development to offer a variety of computer application classes to real estate professionals; continue to offer accounting, real estate, and other business classes to working professionals often in an online format.

Counseling

24. The Counseling Department developed student learning outcomes for CRER 135 and 137 and is in the process of developing student learning outcomes for other counseling classes. SLOs for services were developed and preliminary assessment plans will be completed and reviewed by SLO Coordinator and Director of PRIE by end of September.



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25. Counseling 100 was revised. Additional classes will be developed as needed.
26. Counseling faculty and staff were active participants in the First Year Experience Self-Study process, and will continue to be a part of the leadership team that develops and implements recommendations.
27. The Counseling faculty and staff participated in the development of the Welcome Event program, but have not yet implemented it. It is anticipated to be implemented in collaboration with instruction and as part of the First Year Experience Program.
28. The International Student Program Coordinator and the Director of CITD collaborated in the development of an International Education Plan and are working more closely to support each other's program goals.
29. An expanded job placement/internship program was included in the expansion of the Student Services One Stop Center, Bldg 2.

Center for Workforce Development

30. The Center for Workforce Development maintained two cohorts of the Biomanufacturing Certificate Program with 36 students completing programs with an average placement rate of 86%. Total funding raised for or during 06-07 was \$1,050,293.
31. Implemented BIOMAPS: A \$398k project funded by CC System Office which supports a consortium of 3 High Schools 1 Regional Occupation Program 3 Community Colleges and CBOs to align curriculum and develop biotechnology articulation agreements
32. Initial meetings occurred to collaborate on College Response to SMC Workforce Development Unit Request to Provide "Rapid Response" services to laid off workers. Materials were produced and marketed.
33. Supported spring 2006 Gateway Students' Transition to College and Careers.
34. Delivered Rapid Response Resume Writing and Interview Skills Workshops for workers being dislocated from employment.
35. Cultivated placement opportunities for students at 9 additional biotechnology companies during 06-07. The number of companies through 05-06 was 34. During 06-07 we added nine additional companies for a new total of 43 biotechnology companies that have placed our bio-manufacturing certificate program grads.
36. Supported Hermanos Task Force and provided technical assistance.

Development, Marketing and Public Relations

37. The President's Breakfast attendance increased from 235 in 2006 to 275 in 2007. The number of first-time guests also increased in 06/07. We exceeded 2007 President's Breakfast goal of \$60,000 by raising \$77,775, an increase of \$28,302 from 2006.



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38. Launched new college logo & logo usage guidelines, as well as a Primary Publication Review of Class Schedule resulting in redesign of Summer & Fall Schedule. A college stationery system was designed with the new logo and on-line ordering capability.
39. Initiated Fresh Look Website Advisory Group for website redesign.
40. Recruited new members to President's Council utilizing skill matrix.

EOPS & CARE


41. Address list of former EOPS students is being developed for mailing.

Financial Aid

42. Financial Aid awareness materials were provided to all faculty college-wide. The website is in the process of being updated, but waiting for forward action of the new webmaster. Handbook is annually updated but working toward a more professional image with the PIO.
43. Provided survey response via the website.
44. 2-3 Campus Ambassadors visited high school campuses in 2006-07.
45. Attempted to maintain status quo on number of recipients
46. Accomplished minor updates to website. Provided at least one Financial Aid workshop in Spanish.

Health Center


47. Immunizations were added to services provided by the Health Center. A total of 279 immunizations were given since the inception of our program. Participation by EMT, RT, Surgical Tech, Cosmetology Students, students transferring to upper division education and any student requiring immunization for their own personal health or for a job requirement.
48. Students were contacted by Health Center staff to determine need for further assistance. In addition students were instructed to return to the Health Center for rechecks by the nurse.
49. Secured samples and products from four companies (Banana Boat, BioFlim, Playtex (tampax) and Trojan Condom Company) and two non-profits (Planned Parenthood of San Mateo and San Francisco AIDS Coalition and one county: San Mateo County).
50. The Health Center presented a CPR class which had learning outcomes.
51. Students participating in the visions exams at UC Berkeley were surveyed for patient experience and learning outcomes.
52. All events and services were advertised on the 6 Health Center bulletin boards around campus. Posters were made for all services, events and promotions and posted on all public bulletin boards in all buildings. Increased the number of students who used the Health Center services by 1,486 over previous year.
53. The Health Center is in the process of writing learning outcomes for other programs such as the Great American Smokeout.



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Language Arts/Learning Resources

54. Offered 4 online classes in Fall 2007 semester, up from one, a 400% increase in enrollment.
55. Re-established LC for Bilingual Students (English 846 and LSKL 801); added Spanish class to Puente LC; established LC between ECE and English Dept with Children's Literature class
56. Chinese 121 and 122 written, and approved by Curriculum Committee; about 50% of all foreign language courses revised to include SLOs; expanded after-school program to include Filipino classes at Oceana High School, and Chinese and Tagalog classes at Westmoor High School; Filipino 110 offered for the first time as a day class; outreach activities to Community Learning Center to capture enrollment in Spanish classes.
57. Speech curriculum was reviewed and revised, with addition of Speech 130 and 140.
58. English faculty established the following new courses to address deficiencies in basic writing skills, which are offered through the Learning Center: The Sentence, Editing and Proofreading, Sentence Combining, Multi-Intelligent Strategies for Reading and Writing; increased number of sections of integrated reading/composition course (English 846) from 17 sections in 2005 to 21 sections in 2007.
59. The Speech program review was completed. The English program review is in progress. SLO assessment criteria is in process.
60. Worked with Matriculation/ Assessment Office to examine and validate English placement instrument; purchased challenge exam for Spanish from Brigham Young University.
61. ESOL offerings were overhauled to include both 2-unit and 3-unit courses to better meet the needs of that population. New courses are ESOL 801--Basic Conversational English, ESOL 802--Pre-Intermediate Conversational English, ESOL 851--High-Beginning ESL Listening and Speaking, ESOL 861-- High Beginning ESL Reading and Writing, ESOL 871-- High-Beginning ESL Grammar. ESOL 890--Reading and Composition Practice for ESL has been created to offer more practice to ESL students to prepare for transfer-level mainstream English courses.
62. Thirteen concurrent enrollment classes were offered off-campus, up from zero. New course--Lit 151--Shakespeare written and approved to satisfy English major; revived other courses to satisfy English major: Introduction to World Literature and Latin American Literature in Translation.
63. Formed partnerships with South San Francisco Adult Education administration to offer a "bridge" course to take students leaving the most advanced Adult Ed ESL course to a transition course at Skyline. ESL 800, to be offered for first time in Fall 2007, at the Community Learning Center; formed partnership with CLC to offer a series of ESL classes to lead students to enroll in ESL classes on campus.
64. ESL faculty member served on Outreach Committee and participated in off-campus outreach events throughout the year. ESL and FL faculty connected with community organizations, such



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as the Community Learning Center and the SSF Adult Ed program, and others, to promote their programs. Learning Community faculty participated in activities to recruit students to their program, e.g. Kababayan, Puente.

Library

65. Library collections increased by approximately 5% during the 2006-07 fiscal year.

Physical Education

66. PE 105 was introduced as part of this program and work on a sports psychology course is under way.

67. Team was added in 06-07 with 12 participants. The team had the highest GPA of any fall sport and was 14-14.

Planning, Research and Institutional Effectiveness

68. A research log was developed and used to track projects on campus and link these projects to college-wide goals, strategies and initiatives.

69. Approximately 3% of all courses have assessment plans and projects. Approximately 30% of all student services have assessment plans and projects.

70. A work group was formed through the District Research Council to begin the review of data integrity.

Security

71. The Parking Regulations Brochure was 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.

72. 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.


73. 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.

Science, Math and Technology

74. Industry specific short courses were offered in Spring 2007. Certificate development got underway. Development has included articulating the course with local high schools.

Biotechnology faculty position was not filled. Temporary lab tech position was continued

75. Associate degree math requirement level changed by the State. Committee to be formed to implement the required change into the Skyline curriculum



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76. Gateway course still offered, but the level of support was not available as previously
77. Basic math was modified to increase the number of instructor contact hours. Faculty created materials that more closely align to application based learning
78. Student Learning Outcomes were completed in all Biology courses and the majority of a math classes.
79. A Sterile Processing grant was written and funded with Kaiser and SEIU - UHW and an agreement to offer EMT training to security personnel at Genentech was secured.
80. Course development with Biotech High School/District faculty was undertaken through monthly meetings used to develop course and materials.

Social Science/Creative Arts

81. ASTEP has new counselors and a math academy project that are expected to increase success and retention.
82. Offerings increased in Humanities and underway in Social Science and AH&I.
83. All departments are on target to update SLOs for all courses in 3 years.

Student Activities Office

84. Began purchasing materials for the resource library.

The Learning Center

85. All peer tutors enrolled in LSKL 810, a tutor training course, and each one was observed and evaluated by the Tutor Coordinator. Student evaluations of the TLC showed a high level of satisfaction with tutoring assistance.
86. Course outlines were revised, draft SLO's were partially completed.
87. Online tutoring assistance was provided for reading/ writing in the Fall & Spring semesters. Online math tutoring was limited to email communication. Whiteboard technology not utilized.
88. Students were referred to the TLC for tutoring assistance, but designated tutors were not assigned to serve specific learning communities exclusively.
89. Eight America Counts tutors were trained and placed in eight schools and the Community Learning Ctr. Thirty high school students from six schools were accepted for 2007 Jump Start program.

Goal & Strategies




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

Strategy 2.1. Integrated Planning and Institutional Performance Measurement: An integrated planning system that responds to all stakeholders and tracks and measures college-wide performance indicators.

Strategy 2.2 Effective Communication: Widespread, continuous and reliable communication that informs decision-making processes and ensures institutional effectiveness.

Strategy 2.3 Safe and Secure Campus: A safe and secure environment that includes staff trained in emergency procedures.



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Highlights – Goal 2

Strategy 2.1 Integrated Planning and Performance Measurement


- An annual review was conducted and a matriculation plan was submitted as required by Title 5 regulations.
- A Balanced Scorecard system with 16 indicators and 28 measures was developed, widely shared and implemented using 2006/07 as the Beta year.
- The Decision Support System Work and Advisory Group (DSSWAG) completed phase I of the Hyperion portal with the help and feedback of deans, managers and executive staff.

Strategy 2.2 Effective Communications

- The all Skyline email was used to distribute periodic lists of new book acquisitions (then posted on the web site). It was also used to announce National Library Week activities in the Library.
- Cross-departmental collaborations continued which increased awareness of CWD programs and services (SMT, Bus Div, Learning Language Arts, Learning Center, Counseling Div.).
- Launched new college logo & logo usage guidelines, as well as a Primary Publication Review of Class Schedule resulting in redesign of Summer & Fall Schedule. A college stationery system was designed with the new logo and on-line ordering capability.
- Part-time faculty regularly attended meetings and participated in Division business and campus activities.
- An all employee survey was administered in Fall 2007. 518 employees (approx. 43%) responded to the survey. Campus-wide briefings and reports of the results were shared and incorporated into various planning documents including the accreditation self-study.

Strategy 2.3 Safe and Secure Campus

- Revised and updated Emergency Flip Charts and the Health Center, with the help of the Security Office posted the flip charts throughout the campus on classroom bulletin boards, and in division offices.
- Began preparing new Policies and Procedures for the Security Department. Two were completed; 1) Parking Citations, 2) Racial Profiling.
- Began the process of assisting in the completion of a Chemical Hygiene Plan and Hazardous Waste Communication plan.



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Admissions and Records

1. Staff training in CPR was provided at one workshop during 2006-07.

Assessment

2. Weekly and monthly test reports were generated to assist special programs in their recruitment efforts; statistical reports were distributed to faculty, staff, and administrators every academic year
3. All assessment promotional literature, such as brochures, flyers, sample questions, and challenge petition packets, were updated. Assessment brochures are now available in four different languages and accessible on the testing website. A new Assessment Handbook was developed for faculty/staff/student and includes current assessment guidelines and services.
4. The Assessment Coordinator represented the Assessment Center and participates in various statewide, district-wide and college-wide committees, including the California Community College Assessment Association (CCCCAA), Matriculation Committee, Student Services Council, Student Learning Outcomes Steering Committee (SLOAC), and Outreach Committee.
5. Monthly staff meetings and daily check-in/check-out were held to maintain open communication and update staff's professional knowledge. Training workshops were provided at least twice per semester to train new and veteran proctors.

Business


6. Attended meetings for grant work, professional meetings, and Bay Area Deans meeting using CCC Confer; used Wiki pages to share information with grant partners; used Share-Point to provide, edit, and review program review documents with faculty.
7. Website was created and materials were uploaded as they became available.

Counseling

8. An expanded Ed Policy Committee was formed and served as the Matriculation Advisory.
9. An annual review was conducted and a matriculation plan was submitted as required by Title 5 regulations.

Center for Workforce Development

10. 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).



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11. Staff completed Dreamweaver class and web updates are ongoing.
12. Continued cross-departmental collaborations that increased awareness of CWD programs and services (SMT, Bus Div, Learning Language Arts, Learning Center, Counseling Div.).

Development, Marketing and Public Relations


13. Launched new college logo & logo usage guidelines, as well as a Primary Publication Review of Class Schedule resulting in redesign of Summer & Fall Schedule. A college stationery system was designed with the new logo and on-line ordering capability.
14. Initiated Fresh Look Website Advisory Group for website redesign.
15. College calendar was maintained and usage encouraged.

Health Center

16. The Health Center staff gave classroom presentations to the classes of 7 professors. Several instructors assigned students to visit the Health Center for information or consultations with the nurse. The Health Center designed forms with each instructor that were completed by the student and the nurse at the time of their visit.
17. Revised and updated Emergency Flip Charts and the Health Center, with the help of the Security Office posted the flip charts throughout the campus on classroom bulletin boards, and in division offices

Language Arts/Learning Resources

18. Division faculty participated in IPC, CBC, and SEED committees, with one faculty member assuming the position of SEED Faculty Coordinator in Fall 2007; chaired SLOAC Committee; served as Faculty/Staff Development Coordinator
19. Division faculty participated in Accreditation, First Year Experience; chaired and were members of Steering Committee of Women on Writing Conference; chaired or were members of all Academic Senate committees, including Executive Committee: Ed Policy, Curriculum, Professional Personnel, Research; member of Professional Development Committee; member of Student Recognition and Awards Committee; member Student Services Assessment Committee; members of MOT Alumni group--Division Assistant leads MOT debriefing at District Office; one faculty member serves as Regional Coordinator of CalPASS.
20. Dean sent email newsletters regularly, as well as periodic messages alerting faculty to special events and other matters of which they should be aware; dean facilitated Division meetings once/month; dean solicited input on all shared governance matters, including instructional equipment requests, policy changes, and other matters; dean maintained open door policy.
21. Part-time faculty regularly attended meetings and participated in Division business and campus activities.



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Library

22. The all Skyline email was used to distribute periodic lists of new book acquisitions (then posted on the web site). It was also used to announce National Library Week activities in the Library.
23. The Library website, which is continually revised and updated, included direct access via search boxes to the PLS catalog and a wide variety of online research collections (mostly subscription databases). It also included important information for students, such as how to do research and cite sources, and tips for faculty in designing effective library assignments.

Physical Education

24. Meetings and communication systems were established.
25. Certification training was funded and scheduled.

Planning, Research and Institutional Effectiveness

26. A Balanced Scorecard system with 16 indicators and 28 measures was developed, widely shared and implemented using 2006/07 as the Beta year.
27. The PRIE website was revamped and many new sections added (i.e., Student Outcomes, Program Data and Balanced Scorecard).
28. The Decision Support System Work and Advisory Group (DSSWAG) completed phase I of the Hyperion portal with the help and feedback of deans, managers and executive staff.
29. An all employee survey was administered in Fall 2007. 518 employees, approx. 43% responded to the survey. Campus-wide briefings and reports of the results were shared and incorporated into various planning documents including the accreditation self-study.

Security

30. Began preparing new Policies and Procedures for the Security Department. Two were completed; 1) Parking Citations, 2) Racial Profiling.

Science, Math and Technology

31. Four faculty were trained on Web-access and created websites.
32. Began the process of assisting in the completion of a Chemical Hygiene Plan and Hazardous Waste Communication plan.

Social Science/Creative Arts



33. Significant work was done toward getting appropriate facilities for hazmat materials. Training in this area is still spotty.

Student Activities Office

34. Current website was updated to include downloads of certain materials.

The Learning Center

35. Program Review was delayed until the Fall 07 semester. Data are currently being analyzed for the new review date.



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36. The TLC website was updated and enhanced each semester. A TRIO newsletter is to be reinstated in Fall 2007.
37. Student records were reviewed and updated each semester. New student access software was installed to support accurate record keeping; a larger room for TRIO tutoring and workshops was designated in the LC. (5102B)
38. New director was hired in October 2006. No training was provided during 06/07 school year.


Goal & Strategies



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.

Strategy 3.1 Cultural Center in the Community: A position and presence in the community as a major cultural center.

Strategy 3.2 Marketing, Outreach and Connections to Academic and Business Communities: Broad outreach and marketing efforts that incorporate continuous evaluation of community needs for comprehensive planning to build public awareness.



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Highlights – Goal 3

Strategy 3.1 Cultural Center for the Community

- Worked with the ASSC to develop Cultural Program Calendar and SEED committee.
- A Speakers series with Pacific Library was completed and an event scheduled for Fall 2007 was made.
- Both full-time and part-time faculty members participated in outreach and cultural events on campus.
- A facilities plan for the multicultural center was developed which included ASTEP, Puente, Kababayan, Honors Transfer Program, and other learning communities.

Strategy 3.2 Marketing, Outreach and Connections to Academic and Business Communities

- Participated in at least 6 off campus admissions/registration workshops at high schools, malls and a community center.
- Cosmetology made concerted efforts to increase its evening program by recruiting local high school students and marketing its program to high school counselors.
- Prepared and distributed program information via web, print, radio, and direct contact with targeted community organizations and industry associations.
- Promoted and added Public Relations value to multiple college-wide events, including Ribbon Cuttings for new buildings as well as Sneak Preview of Student and Community Center for the community. Initiated Skyline College Day at Serramonte Center on March 31st.
- A Student Media Preference Survey was completed and results incorporated into targeted marketing.
- Some work was done with providing materials and workshops in Spanish.
- Implemented BIOMAPS - \$398k project funded by CC System Office - a consortium of 3 High Schools 1 Regional Occupation Program 3 Community Colleges and CBOs to align curriculum and develop biotechnology articulation agreements.



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Admissions and Records

1. Participated in at least 6 off campus admissions/registration workshops at high schools, malls and a community center.

Assessment

2. Hosted a variety of conferences and training workshops on-campus including Assessment Coordinator Breakfast and Accuplacer Training Workshop.
3. Planned and organized a variety of outreach activities; coordinated with Hermanos Program and Gateway Program to provide testing to students.

Business

4. Advisory meetings, partnerships through VTEA and Tech Prep were very active and occurred on an annual and ongoing basis.
5. Cosmetology made concerted efforts to increase its evening program by recruiting local high school students and marketing its program to high school counselors.
6. Cosmetology and ECE staff and faculty continued to perform charitable services for nonprofit and community organizations and provided information to local community on their services.

Counseling


7. A facilities plan for the multicultural center was developed which included ASTEP, Puente, Kababayan, Honors Transfer Program, and other learning communities.
8. The Counseling Department worked collaboratively with Workforce Development and provided counseling for all workforce development initiatives.

Center for Workforce Development

9. Hosted community-based organizations to promote Gateway recruitment.
10. Prepared and distributed program information via web, print, radio, and direct contact with targeted community organizations and industry associations. Presented at multiple state and national conferences.
11. Supported Hermanos Task Force and provided technical assistance.
12. Implemented BIOMAPS - \$398k project funded by CC System Office - a consortium of 3 High Schools 1 Regional Occupation Program 3 Community Colleges and CBOs to align curriculum and develop biotechnology articulation agreements.
13. A district-wide project that engages the contract education processes was planned for implementation in Summer 2007.

Development, Marketing and Public Relations

14. Promoted and added Public Relations value to multiple college-wide events, including Ribbon Cuttings for new buildings as well as Sneak Preview of Student and Community Center for the community. Initiated Skyline College Day at Serramonte Center on March 31st.



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15. Student Media Preference Survey was completed and results incorporated into targeted marketing.
16. Worked closely with Outreach Committee and faculty members to promote programs and events.

Financial Aid

17. Some work was done with providing materials and workshops in Spanish, but no other language materials were developed.

Health Center

18. Increased the reputation of follow-through and professionalism. The outside agencies and non-profits that the college worked in partnership with were: The San Mateo Immunization Program, UC Berkeley School of Optometry, Planned Parenthood in San Mateo and the San Mateo West Nile Virus Prevention program.

Language Arts/Learning Resources

19. Both full-time and part-time faculty members participated in outreach and cultural events on campus including: Organized Americano as Apple Pie; presented on panel discussion, "Sound and Fury," of the deaf culture; organized Cinco de Mayo celebration, with entertainment by part-time faculty member; chaired WOW! Conference committee, with assistance from many full- and part-time Division faculty members as well as significant participation from Division Assistant; organized Dia de los Muertos celebration; organized MOT film festival; MOT debriefing at District Office conducted by Division Assistant; co-chair SEED Committee in 2007--2008; organized and presented Pilipino Cultural Night with Kababayan students.
20. Two faculty members served on Outreach Committee to increase enrollment in ESOL Program and attended Serramonte Saturday event.

Library


21. The Library staff served on a variety of PLS committees during the 2006-07 year, and attended several training and informational workshops. In addition, Skyline often took the lead by serving as an unofficial liaison to PLS on behalf of the CSM and Canada Libraries.

Physical Education

22. Explored opportunities with C.I.T.D through dance, soccer or other activities and continued to look for the right opportunity.
23. Assistant coaches fully trained and funded to participate in recruiting and outreach efforts.

Planning, Research and Institutional Effectiveness

24. A comprehensive media preferences survey was conducted targeting all current students. The results will be used to improve marketing and outreach efforts.



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Science, Math and Technology

25. Respiratory Therapy, Surgical Technology and TCOM advisory committees all met in 2006-07. Biotechnology committee still under development.
26. Skyline was awarded an incumbent worker grant with Kaiser and SEIU-UHW to train sterile processing technicians and a Human Anatomy class contracted with SEIU-UHW.
27. Course development with Biotech High School/District faculty. Monthly meeting was established to develop course and materials.


Social Science/Creative Arts

28. A Speakers series with Pacific Library was completed and an event scheduled for Fall 2007 was made.
29. More mailers for individual events went out, but we do not have a systematic general notification of events mailer.

Student Activities Office

30. Worked with the ASSC to develop Cultural Program Calendar and SEEED committee.
31. Began developing resource library. ASSC donated funds for purchase of materials.


Goal & Strategies



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

Strategy 4.1 Integrated and Evidenced-based Resource Planning System: A comprehensive, integrated and evidence-based resource planning system that responds to all stakeholders and is tied to budget, program and services decisions.

Strategy 4.2 Updated Facilities: Updated facilities that include timely replacement of equipment.



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Highlights - Goal 4

Strategy 4.1 Integrated & Evidence-based Resource Planning System

- The CWD developed \$1,050,293 in grant-funded programs during 06-07.
- The institutional planning cycle was revised so that it was more closely aligned to budget planning process.
- EOPS evaluated program budgets to assess manner in which staff could be increased and pursued funding through the budget allocation process, as needed.
- Created and hired a full-time, permanent Instructional Aide I position and hired and trained additional FWS student test technicians in the Assessment Center.
- A supervisory position was approved for 07-08. The Financial Aid Assistant position was upgraded to Financial Aid Technician.

Strategy 4.2 Updated Facilities

- Renovation of Loma Chica School for use by the CDC got underway.
- Plans progressed on a new Transmission building for Auto with faculty and staff providing input and direction to the Planning & Construction team and architects.
- The Speech Lab was partially completed.
- The Language Arts Building move was completed and all Division faculty were situated comfortably in their new or newly renovated offices.
- All Division SMART classrooms in Building 8 became fully operational.
- Building 7A completed and was moved into.
- The Assessment Center provided computerized placement tests in larger computer labs to eliminate waiting lines and purchased new computers and printers to replace outdated equipment.
- Hardware and software were installed in the Journalism Lab and the student newspaper was produced.
- Twenty-two new student computers were installed in the Library during Spring 2007.
- Counseling faculty computers were upgraded, as well as computer monitors in the Career Center.



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Assessment

1. Created and hired a full-time, permanent Instructional Aide I position and hired and trained additional FWS student test technicians.
2. Coordinated with CALT lab staff and provided computerized placement tests in larger computer labs to eliminate waiting lines. A proposal of requesting larger and permanent assessment facility was submitted and the plan was included in the Master Facility Plan.
3. Purchased new computers and printers to replace outdated equipment.

Business

4. Renovation of Loma Chica School for use by the CDC got underway and discussions continued on how to provide the CDC with expanded space for their program.
5. Plans progressed on a new facility for the Cosmetology Department in the upcoming Wellness Building with faculty and staff providing input and direction to the Planning & Construction Team and architects.
6. Plans progressed on a new Transmission building for Auto with faculty and staff providing input and direction to the Planning & Construction team and architects.

Counseling

7. Counseling faculty computers were upgraded, as well as computer monitors in the Career Center.

Center for Workforce Development

8. Developed \$1,050,293 in grant-funded programs during 06-07.

EOPS & CARE

9. Evaluated program budgets to assess manner in which staff could be increased. Pursued funding through the budget allocation process, as needed.
10. Additional office space was secured and staff members moved in to new office space.

Financial Aid

11. A supervisory position was approved for 07-08. The Financial Aid Assistant position was upgraded to Financial Aid Technician.
12. Computers were upgraded as needed.

Health Center

13. Set up services with Planned Parenthood of San Mateo to do Physical exams for allied Health Programs and the Cosmetology program.
14. Expanded Health Center services by partnership with outside agencies including immunizations, vision exams at Berkeley, Physicals at Planned Parenthood.



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Language Arts/Learning Resources

15. Journalism lab became fully operational. Hardware and software were installed and the student newspaper was produced.
16. The Speech Lab was partially completed.
17. Building move was completed. All Division faculty who had offices in Building 8 were situated comfortably in their new or newly renovated offices. All Division SMART classrooms in Building 8 became fully operational.

Library

18. Twenty-two new student computers were installed during Spring 2007. While planning for the research workshop, the room got underway in the spring of 2007 but construction has yet to begin.

Physical Education

19. Division goals were not formally established but were discussed.
20. An equipment inventory list was established but a realistic life span matrix has not been developed.

Planning, Research and Institutional Effectiveness

21. The institutional planning cycle was revised so that it was more closely aligned to budget planning process.

Science, Math and Technology

22. Building 7A completed and was moved into.
23. All faculty, staff and equipment relocated to swing space.
24. All unneeded hazardous waste removed and disposed from Science building 7.
25. Inventory completed for computers in SMT and CAL.

Social Science/Creative Arts

26. Good progress in facilities planning was made but we are in the middle of the process.
27. Some planning for music in conjunction with facilities planning was made.

The Learning Center

28. Student evaluations and Annual Performance Report were completed and submitted to the college President and VPI for review and approval. Ongoing TRiO staff meetings were held to discuss program services, but no staff retreat was held due to lack of funds
29. Media Services staff kept an inventory of instructional equipment, repairs and replacements on an as-needed basis, and a review of equipment viability was conducted each semester.

Goal & Strategy



5. Offer faculty and staff opportunities for professional growth and advancement.

Strategy 5.1 Comprehensive Staff Development: Unified and coordinated staff development programs that are dynamic, comprehensive and rich.

Highlights – Goal 5

Strategy 5.1 Comprehensive Staff Development Program

- Each of the monthly SS/CA Division meetings had a staff development section that covered the use of instructional technology, SLOs, college services and accreditation
- The Library staff stayed up-to-date in their fields through conference and workshop participation, and reading professional literature.
- Training was made available to all financial aid staff on specific programs, customer service and program funding.
- Staff attended the annual EOPS conference, as well as UC and CSU counselor conferences.
- Rolled out campaign for new college logo and logo usage guidelines which included presentations to all constituency groups. Aided a variety of campus groups and programs with public relations training and assistance.
- On-going professional development was provided by utilizing one of the regularly scheduled counseling meetings as a professional development time.
- Business Division faculty attended workshops, seminars, and training to update skills and knowledge as well as relevant professional conferences & meetings using college funds.
- An Assessment Handbook was developed and distributed to faculty, staff, and students.



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Assessment

1. The Assessment Coordinator was elected to serve on the California Community College Assessment Association executive board and planned and facilitated a variety of conferences and training sessions.
2. An Assessment Handbook was developed and distributed to faculty, staff, and students.
3. Administrators and student workers were invited to attend Student Services end-of-year celebration and recognition.

Business

4. Business Division faculty attended workshops, seminars, and training to update skills and knowledge as well as relevant professional conferences & meetings using college funds.

Counseling

5. New full time and/or adjunct counselors were assigned to a senior full-time counselor for mentoring and support.
6. On-going professional development was provided by utilizing one of the regularly scheduled counseling meetings as a professional development time. Additional plans are underway to expand professional development activities for counselors, including on campus and off campus activities. In the spring '07, counselors also participated in a whole-day district wide counselor conference.

Center for Workforce Development

7. Facilitated web training, leadership studies, and career exploration for pursuing Master's Degree.

Development, Marketing and Public Relations

8. Rolled out campaign for new college logo and logo usage guidelines which included presentations to all constituency groups. Aided a variety of campus groups and programs with public relations training and assistance.
9. Gathered information from multiple constituency groups and the Fresh Look Advisory Group for Primary Publication Review.

EOPS & CARE

10. Staff attended the annual EOPS conference, as well as UC and CSU counselor conferences. Had three guest speakers at staff meetings and attended regional meetings.
11. Some outcome data was collected through the exit survey students complete each semester.

Financial Aid

12. Training was made available to all financial aid staff on specific programs.
13. Staff training was done on customer service and program funds.



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Health Center

14. Two nurses attended the immunization update given by the California Department of Health Services.

Language Arts/Learning Resources

15. Full-time faculty attended 13 conferences, part-time faculty attended.

Library

16. The Library staff stayed up-to-date in their fields through conference and workshop participation, and reading professional literature. They also served on a variety of PLS committees and participated in system-wide training.

Physical Education

17. A number of faculty qualified through professional development for training.

Security

18. The Parking Regulations Brochure was 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.
19. After reviewing statistical data for reportable crimes vs. person, there were only two crimes vs. person. One of which had 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.
20. An Incident Report Log and a new case numbering system were 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.

Science, Math and Technology

21. All full-time faculty and many adjunct participated in Flex-day activities
22. All departments under-went training in the development of SLO's and assessments including all full-time faculty members.

Social Science/Creative Arts

23. Each of the monthly division meetings had a staff development section that covered all areas in the measurement criteria including: use of instructional technology, SLOs, college services and accreditation

Student Activities Office

24. Semester Advisor roundtable meetings were held.

Appendix A

Definition of Outcome Measures

Actual Expenditures to Total Budget Ratio: The Actual Expenditures to Total Budget Ratio measures the ratio of the college's end of year general unrestricted fund expenditures to total unrestricted fund budget (ending balance). *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 Allocation: 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 funds raised by the President's Council at the President's Breakfast annually. Funds are raised for the President's Innovation Fund which is used to support faculty and staff projects in their effort to promote student success and to meet college goals. *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 Successful Course Completion Rates: The percentage of students who were enrolled in a pre-collegiate basic skills English or Math class at census date and received a grade of A,B,C, or CR. *Benchmark is based on an average from the previous five years.*

Capital Improvement Expenditures: The amount spent on facilities improvements and upgrades including energy efficiency upgrades, athletics facilities upgrades, fire alarm system upgrades, Teledata upgrades, construction management and master planning fees and legal consultation. Major funding sources are general obligation bond funds from the passage of Measure C in 2001 and Measure A in 2005, as well as Stat Chancellor's Office facilities funding programs, grants from San Mateo County community College Foundation, redevelopment funds and other grants and donations. *Benchmark is based on an average from the previous five years.*

Community Perception Overall Rating:

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.*

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 designed to provide another measure of efficiency. It should be viewed along with the Load figure and considered one aspect of the capacity filling equation.*

Financial Aid Recipient Rates: The percentage of students who received financial aid including: BOG fee waivers, Pell Grants, Scholarships *Benchmark provides a preliminary gauge to help determine how well the college is meeting the student needs in this area. Future benchmarking may tie enrollment trends (including demographic segments) to recipient rate to better identify expected outcome and stretch goal.*

FTES All Courses: 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).*

FTES Technology-mediated Courses: The total number of full time equivalent students (FTES) enrolled at final census in distance education courses in a given year. Distance education courses are defined as purely distance learning (no face-to-face contact) and hybrid (the majority on-line with some face-to-face contact). *Benchmark. The FTES 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 (i.e., section and program additions, marketing 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 Program Reviews Completed: The number of completed program reviews in a given year. The program reviews are scheduled on a six year cycle.

Benchmark. The benchmark is set 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 the average which provides for normalizing data over a period of five years. Adjustments may be made annually depending on new initiatives, resources and strategic direction.*

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: The 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: In compliance with Federal Public Law 101-542, the Student Right-to-Know and Campus Security Act of 1990, Skyline College publicly reports campus crime statistics to students and staff. Pursuant to reporting guidelines, crime statistics are updated and posted between August and October for the three previous years. *Benchmark is the average which provides for normalizing data over a period of five years. Adjustments may be made annually depending on new initiatives, resources and strategic direction set by the college.*

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 Progress and Achievement Rate (ARCC): The percentage of a cohort of first-time students with minimum of 12 units earned who attempted a degree/certificate/transfer threshold course within six years and who are shown to have achieve any of the following outcomes within six year of entry: Earned an AA/AS or Certificate (18 units or more); actual transfer to four-year institution; achieved "Transfer-directed" (student successfully completed both transfer-level Math and English courses); or achieved "Transfer Prepared" (student successfully completed 60 UC/CSU transferable units with a GPA ≥ 2.0). *Benchmark is the average which provides for normalizing data over a period of five years. Adjustments may be made annually depending on new initiatives, resources and strategic direction.*

Student to Counselor 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 the average student to counselor ratio over five years with considerations given to low budget and staffing years and adjustments to the baseline made to reflect optimum service.*

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: 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.*