California Community Colleges
Institutional Effectiveness

Institutional Effectiveness Partnership Initiative
Partnership Resource Teams
Institutional Innovation and Effectiveness Plan
Date: 12/2/2021

Name of Institution: Skyline College

Area of Focus	Objective	Responsible Parties	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
A. Antiracism & Equity	1. Ensure that the work of the People's College Initiative (PCI) is carried out in an inclusive, democratic and equity-minded manner with active participation of the College's constituent groups 2. Develop campus antiracism goals and outcome metrics. (Define what it means for Skyline to be an antiracist institution. What does that look like?) 3. Engage the wider Campus Community in antiracism work by creating an open communication plan for our campus about our antiracism and equity efforts; inviting renowned speakers to campus; and promoting antiracism dialogue among all community members 4. Identify siloed areas and gaps in cohesion in the antiracism and equity efforts currently occurring at Skyline College 5. Issue recommendations on how we can offer clear, cohesive, connected, and purposeful equity and antiracism programming	PCI Anti-Racism & Equity Task Force, coordinated by Equity Institute Executive Director O'KenZoe Selassie-Okpe and the Vice President of Student Services Newin Orante	1. March 2022 and ongoing 2. Spring 2022 3. Spring 2022 4. Summer 2022 5. Fall 2022	1a. Build a Task Group of Constituent Group representatives that will meet regularly throughout the AY 1b. Secure funding to compensate students, PT faculty and any overtime staff work for PCI meeting time 1c. Maintain zoom modality for meetings to facilitate participation 2a. Discuss the College's recent equity initiatives, stated goals and available outcome metrics 2b. Identify models from various institutions to create analytical tools and ideas for measuring change/progress in this area 2c. Consult with PRIE on establishing measurable outcomes 2d. Recommend a set of goals and metrics to CGC 3a. Work with MCPR to determine what needs to be communicated to the campus community and when 3b. Draft a campus statement about the Task Groups efforts and goals 3c. Create Equity and Antiracism speaker series 3d. Extend the Intergroup Dialogue work to all areas of the College 4a. Review and inventory the equity work and initiatives at the College 4b. Map the work to identify gaps and opportunities for greater cohesion 5a. Engage with all antiracism and equity providers and stakeholders at the College to get their perspectives on equity and antiracism programming 5b. Recommend a framework for our equity and antiracism programming work to CGC	1a. TG meeting at least monthly with representatives for each constituent group attending 1b. Funding secured and compensation approved 1c. Zoom adopted for all applicable meetings 2a. Discussions completed 2b. Models and tools identified and examined 2c. Measurable outcomes established 2d. CGC approves the recommended goals and metrics 3a. Campus communication content and schedule for Equity and Antiracism established 3b. Statement drafted and disseminated 3c. Speaker series created 3d. Double the number of community members trained in Intergroup Dialogue 4a. Inventory completed 4b. Report to CGC on siloed areas and gaps in cohesion completed 5a. Perspectives gathered and summarized 5b. Recommended framework approved by CGC by end of Fall 2022 semester	

Area of Focus	Objective	Responsible Parties	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
B. Participatory Governance	1. Ensure that the work of the PCI is carried out in an inclusive, democratic and equity-minded manner with active participation of the College's constituent groups 2. Gain an understanding of the work we have done already and ensure transfer of knowledge 3. Create a Participatory Governance Website that clearly explains our structure and processes and highlights opportunities for engagement to help ensure broad understanding of our participatory governance structure and decision-making across campus 4. Provide college-wide training in participatory governance, committee organization, and member and leader responsibilities to help ensure broad understanding of our participatory governance structure and decision-making across campus	PCI Participatory Governance Task Force, coordinated by College President Melissa Moreno & and MCPR Director Cherie Colin	1. March 2022 and ongoing 2. Spring 2022 3. Spring 2022 4. Fall 2022	1a. Build a Task Group of Constituent Group representatives that will meet regularly throughout the AY 1b. Secure funding to compensate students, PT faculty and any overtime staff work for PCI meeting time. 1c. Maintain zoom modality for meetings to facilitate participation 2a. Schedule a meeting for a "warm handoff" from prior contributors in this work 2b. Determine how our work as a college aligns with the goals of the institution and identify the connections/overlap/gaps that need to be addressed 2c. Identify a timeline, benchmarks, milestones 2d. Document processes and procedures to gain a clear understanding 3a. Using the services of a contract web developer/web master, create the PG website and design committee web pages, and train College staff to maintain the site 3b. Ensure that each constituent committee maintains a complete web page template, has open meetings and posts agendas and minutes 3c. Using the services of a marketing firm, create engaging marketing/training collateral including videos 4a. Develop Participatory Governance Modules for CTTL Training 4b. Schedule Flex-Day trainings and ensure campus closure so everyone has access 4c. Support each Constituent Committee to Develop PG Onboarding Materials 4d. Provide PG training/orientation for students and employees	1a. TG meeting at least monthly with representatives for each constituent group attending 1b. Funding secured and compensation approved 1c. Zoom adopted for all applicable meetings 2a. Meeting held 2b. Alignments determined; connections/overlap/gaps identified 2c. Timeline, benchmarks, milestones established 2d. Web page includes clear descriptions of the major processes and procedures 3a. Contractor secured; website created; training completed 3b. Constituent Committee web pages are populated and up-to-date by end of Spring 2022 3c. Participatory Governance Hub including engaging videos and/or interactive content implemented by Summer 2022 4a. Participatory Governance Training Modules offered on August 2022 Flex Day 4b. Constituent Committee on-boarding sessions piloted on Flex Day at start of Fall semester 4c. Onboarding materials completed for each committee 4d. Training completed; Constituent Committee member surveys in Spring 2023 show improved participation (baseline established by 2019 survey)	
C. Climate Review	1. Ensure that the work of the PCI is carried out in an inclusive, democratic and equity-minded manner with active participation of the College's constituent groups 2. Study prior climate reviews to understand and communicate our baseline 3. With understanding of the work already completed, implement the 2019 McPhail Climate Review/CRTF recommendations through participatory governance	PCI Climate Review Task Force, coordinated by PRIE Dean Ingrid Vargas	1. March 2022 and ongoing 2. March 2022 3. Spring 2022 4. Summer-Early Fall 2022 5. Fall 2022 6. Spring 2023	1a. Build a Task Group of Constituent Group representatives that will meet regularly throughout the AY 1b. Secure funding to compensate students, PT faculty and any overtime staff work for PCI meeting time. 1c. Maintain zoom modality for meetings to facilitate participation 2a. Analyze existing data from prior years, disaggregating for multiple forms of diversity (race, gender, age, constituent group, etc.) 2b. Post accessible presentations of findings from prior surveys; establish baseline 3a. Bring CRTF recommendations to College Governance Council for action on January 26, 2022 3b. For CGC-approved recommendations, follow up with prioritization of recommendations and timeline for implementation	1a. TG meeting at least monthly with representatives for each constituent group attending 1b. Funding secured and compensation approved 1c. Zoom adopted for all applicable meetings 2a. New analyses of past surveys reported to CGC and posted to PRIE website 2b. Baseline metrics reported to CGC and posted to PCI website by end of March 2022 3a. CGC approves CRTF recommendations for implementation 3b. CRTF recommendations prioritized, and timeline for implementation recommended to CGC; recommendations and timeline approved	C.

Area of Focus	Objective	Responsible Parties	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
	4. Develop an equity-focused climate review framework and survey instruments that are inclusive of all aspects of diversity 5. Launch new Climate Review (survey and focus groups) and continue to engage in regular climate review to understand our trajectory as a campus 6. Create a strategic approach to improving our culture and climate based on results of climate reviews			4a. Using the services of an external consulting firm, develop an equity-focused climate review including separate surveys for students and employees, plus focus group protocols 4b. Engage PCI TG in finalizing and vetting the climate review survey instruments 5. Using the services of an external consulting firm, implement and analyze climate review surveys and conduct focus groups of students and employees 6. Review results of Fall 2022 Climate Review in collaboration with other PCI TGs, identify actionable results and recommend changes to CGC	4a. Contractor secured; surveys and focus group protocols drafted 4b. Instruments for surveying students and college employees vetted by PCI TGs/Participatory Governance and approved by CGC 5. Contractor secured; Campus Climate Review results published 6. CGC acts on Climate Review Task Group recommendations by end of Spring 2023	
D. Civic Mindset	1. Ensure that the work of the PCI is carried out in an inclusive, democratic and equity-minded manner with active participation of the College's constituent groups 2. Define a Civic Mindset for Skyline College – What does it mean for our students and our college community? 3. Explore what Skyline College and other institutions are doing to enhance student learning about democracy and civic engagement 4. Engage with and learn from the national conversation about the role of Community Colleges in supporting democracy 5. Identify the gaps between the College's vision for a civic mindset, and where we are today 6. Create a plan for a cohesive approach to developing a Civic Mindset among our students that is connected with the broader community	PCI Civic Mindset Task Force, coordinated by Interim Vice President of Instruction Danni Redding Lapuz	1. March 2022 and ongoing 2. Spring 2022 3. Spring/Fall 2022 4. Spring/Fall 2022 5. Fall 2022 6. Spring 2023	1a. Build a Task Group of Constituent Group representatives that will meet regularly throughout the AY 1b. Secure funding to compensate students, PT faculty and any overtime staff work for PCI meeting time 1c. Maintain zoom modality for meetings to facilitate participation 2a. Bring campus voices together to explore our definition of Civic Mindset and identify our primary objective through ideation workshops 2b. Host student event and/or focus groups to bring student voices into our work to guide the development of our primary goals 2c. Develop outcome metrics, ensure alignment of the Civic Mindset work with the College ISLO on "Citizenship" 3a. Identify College's current activities that support our objective 3b. Identify models from other institutions and organizations 4a. Conduct a literature review to identify leading research and ideas about the role of community colleges in promoting civic engagement 4b. Invite speakers to inspire the campus conversation 4c. Offer workshops to educate students, faculty and staff about the current national conversation 5a. Complete a needs assessment 5b. Identify potential funding sources to support fulfilling need gaps 6a. Create action plan for development of Civic Mindset Model 6b. Develop a budget for implementing the model 6c. Develop an assessment plan for measuring the impact of the model	1a. TG meeting at least monthly with representatives for each constituent group attending 1b. Funding secured and compensation approved 1c. Zoom adopted for all applicable meetings 2a, Ideation workshops hosted during FLEX Day 2b. Collected student feedback and interest/ideas 2c. Finalized definition of Civic Mindset with clear objectives and metrics, aligned with ISLO 3a. Created document consolidating information about Civic related activities, classes, and community partnerships 3b. Civic Mindset Work Group reviewed external models and resources to inform its work 4a. Information and resources identified and added to the PCI Civic Mindset webpage 4b. Speakers invited to campus 4c. Faculty, staff and students attended Civic Mindset workshops 5a. Identified resource needs for meeting Civic Mindset goals 5b. Identified a funding source for proposal submission 6. Develop a proposal for funding a Civic Mindset project or Center at Skyline College, to include: 5a. Action plan 5b. Budget 5c. Assessment plan	