

2018-2023 EDUCATION MASTER PLAN ACCOMPLISHMENT HIGHLIGHTS

Below are selected highlights of achievements for each of the six strategic goals of the outgoing Education Master Plan. This is just a sample of what Skyline College has accomplished over the past 5 years - despite the COVID-19 pandemic!

Strategic Goal 1: Student Completion

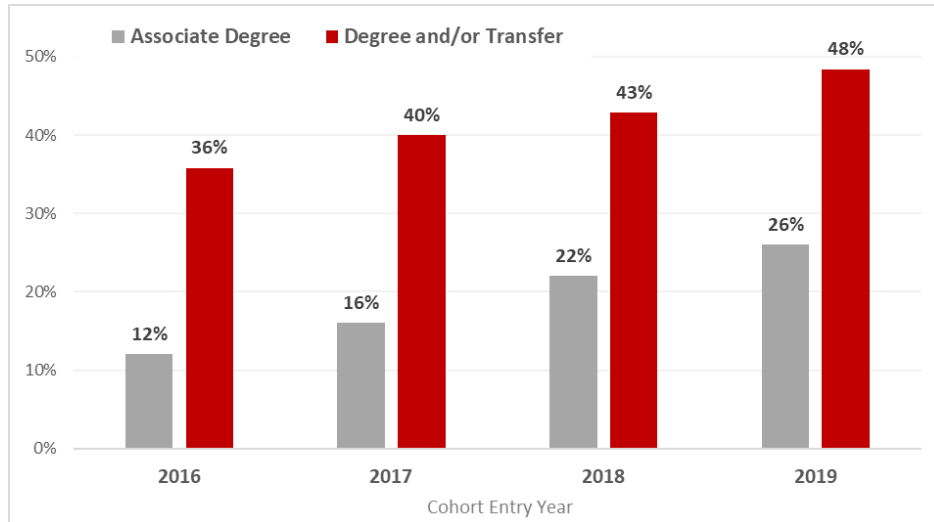
Student completion was the number one goal of the 2018-2023 EMP, and the Skyline College community delivered! Faced with the “brutal truths” of low retention rates, excessive unit accumulation extending time to completion, and just 17% of first-time full-time students completing an associate degree within three years, the College embarked on a Comprehensive Redesign putting “students first.”

Strategies to improve student completion included:

- Promise Scholars Program
- Guided pathways and meta majors
- Multiple measures placement
- Food and housing insecurity initiatives
- Student Support Programs
- Learning Communities

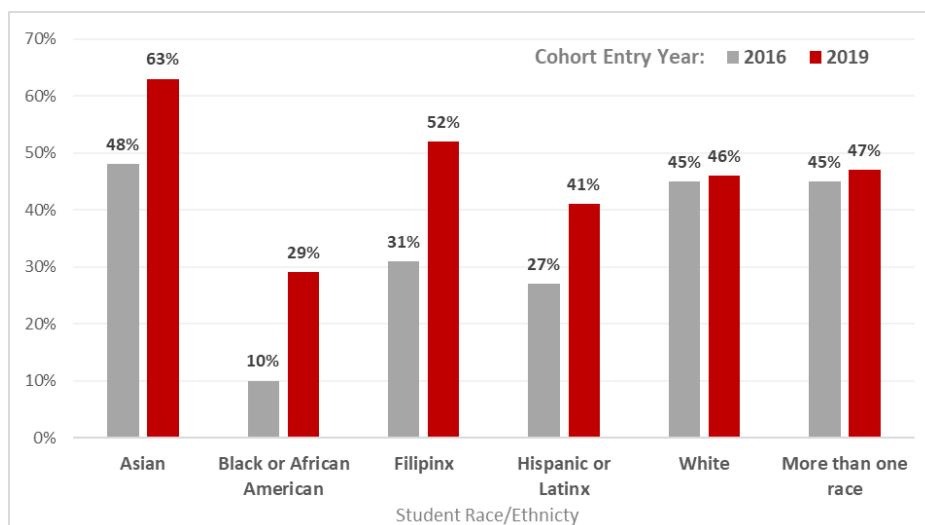
The outcome of these combined efforts has been to nearly double the College’s 3-year graduation rate to 31% (for the Fall 2019 cohort which is the most recent to reach the 3-year milestone). That means nearly one-third of students earn a degree within three years, and when we combine that with successful transfer to a 4-year college, the 3-year completion rate rises to 48%.

Percentage of Full-Time First-Time Cohorts Earning an Associate Degree and/or Transferring to a 4-year College within 3 Years



Part-time students naturally take more time to complete, but we have seen significant improvement there as well, with 19% of the Fall 2019 part-time student cohort completing a degree or transferring to a 4-year college within 3 years, compared with 14% of the Fall 2016 cohort.

Percentage of Full-Time First-Time Cohorts Earning an Associate Degree and/or Transferring to a 4-year College within 3 Years by Race/Ethnicity



EMP Strategies to improve student completion positively impacted all student race and ethnicity groups, with students of color seeing the most dramatic gains. The success of the Comprehensive College Redesign is an enormous achievement that we must continue to build upon. The chart above shows that despite the gains, completion gaps among race/ethnicity groups persist. The work to narrow those gaps is a focus of the 2023-2028 Education Master Plan.

Strategic Goal 2: Transformative Teaching and Learning



Figure 1 Source: Skyline College CTTL Website

Over the last five years, Skyline College's Center for Transformative Teaching and Learning (CTTL) has transformed the landscape of pedagogy and professional development at the College. The CTTL has implemented multiple Flex Days every semester – meticulously planned professional development days that allow faculty and classified professionals to enhance their skills and explore new strategies that enhance student success. They also promote and support professional learning opportunities to enrich equitable teaching and learning all year long.

The CTTL was especially impactful during the COVID-19 pandemic when instruction swiftly switched to a fully online modality. Through the implementation of Quality Online Teaching & Learning courses, instructional designers at the CTTL spearheaded the monumental task of training nearly 100 percent of faculty in the basics of teaching online and transitioning in-person curriculum to remote modalities. That work has continued to shape the way faculty teach and how courses are offered at Skyline College.

Investment in dedicated Instructional Designer, Instructional Technologist, Distance Education Coordinator, and Faculty Services Librarian positions over the last several years has led to increased focus on supporting faculty across the College, not only with online and in-person pedagogy, but also with shifting the way courses are taught. The Zero Textbook Cost initiative led by the CTTL has enabled many faculty members to offer classes with free or reduced-cost course materials, making it easier for students to afford college.

Strategic Goal 3: Technology and Facilities

The COVID-19 pandemic accelerated the College's use of technology, making it critical that laptops, tablets, and Wi-Fi hot spots were available for students to borrow so that they could continue learning online. As a result of the investment in additional technology resources during and prior to the pandemic, the College is now better equipped to meet the technology needs of the students we serve and support the higher number of online courses being offered.

A number of hy-flex classrooms have also been completed, with more planned in the coming years. To date, we have 21 hy-flex classrooms and meeting spaces in Buildings 14, 12, 8, 7, 6, and 1. These spaces will ensure Skyline's ability to deliver hybrid learning that keeps pace with the most up-to-date teaching and learning techniques.



Figure 2 Source: Skyline Shines article "Automotive Technology Beta Tests Lab Cameras and Zoom Rooms"

These new classrooms allow for students to learn both in-person or virtually – on any given class day students can choose to attend class in the classroom or learn remotely online, providing them with increased choice and flexibility when it comes to enrolling in classes. These classrooms are outfitted with cameras, microphones, and other smart technology to facilitate learning in any modality.

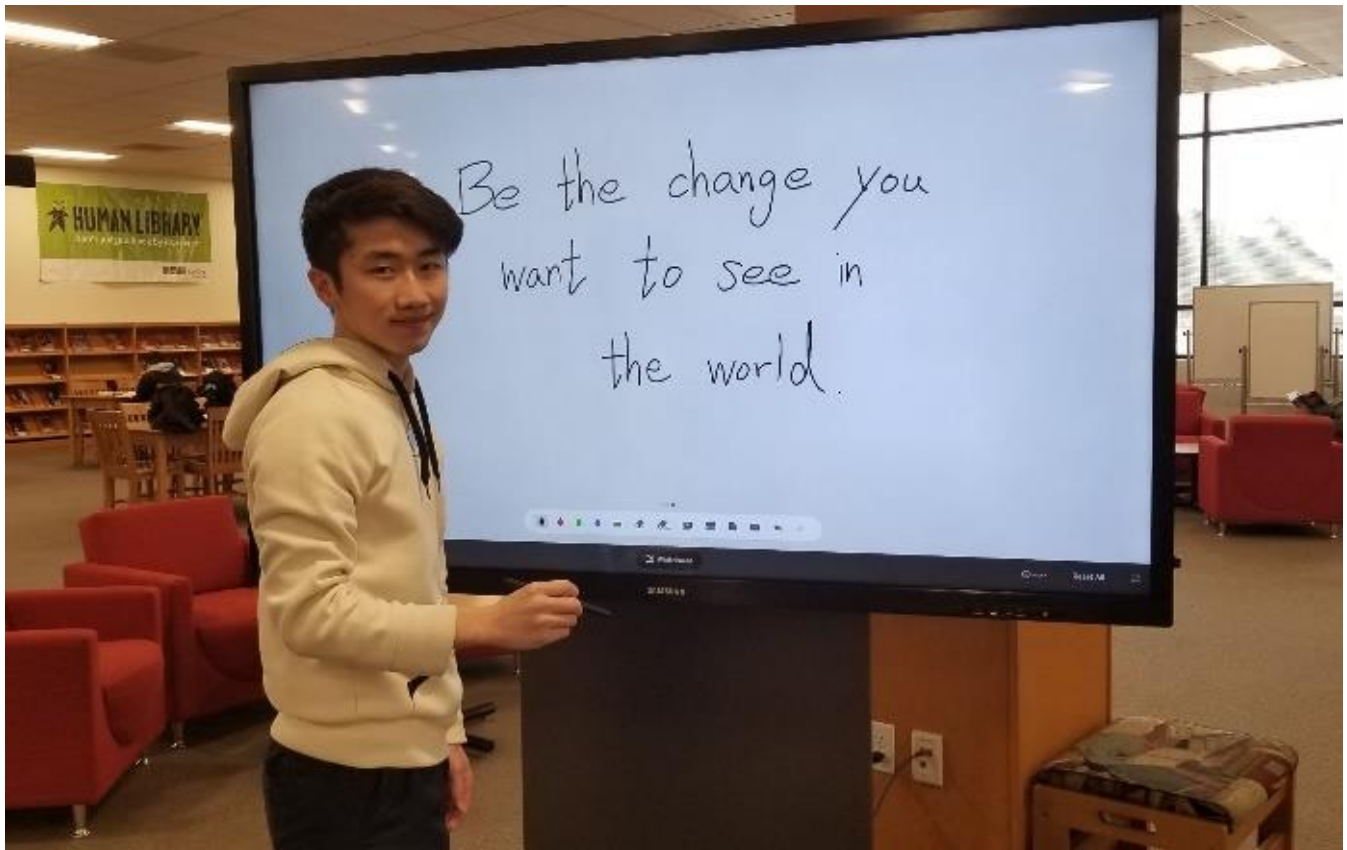


Figure 3 Source: Skyline Shines article "New Library Technology Promises Improved Learning Experiences for Students"

Additionally, Skyline College continues to invest in its physical facilities. One of the College's new cornerstone structures, the Environmental Science Building, was completed in 2019 and now overlooks the Pacific Ocean at the top of campus. It boasts a large, open student common space and reception hall along with faculty offices, four state-of-the-art classrooms, and a full catering kitchen to support college and community events.

Strategic Goal 4: Internationalized Campus Community

Skyline College continues to forge deeper connections to the international community. International students represent such an important and engaged part of this institution, and over the last several years we've seen record numbers of international students join our campus community. Through investment in our International Students Program, and thanks to incredible staff and passionate international students, our campus has been enriched through events like International Education weeks, food fairs, cultural presentations, and incredible creative arts and dance.



Figure 4 Source: Skyline Shines article "International Education Week Food Festival"

The Study Abroad Program, hosted at Skyline College, continues to create amazing learning opportunities for students, and many of them have taken advantage of the Gilman International Scholarship to help make studying abroad a reality regardless of financial need. In 2019, Skyline College was named the Top Gilman Scholarship Producing Community College in California. In 2022, Skyline was named the top Gilman producer in the nation! These accomplishments underscore Skyline's commitment to provide access and equity to international experiences for all students.

Strategic Goal 5: Strong and Effective Community Partnerships

An essential piece of Skyline’s success over the past five years has been its community partnerships. Per the 2018-2023 Education Master Plan, the College has sought comprehensive relationships with K-12, higher education, and community-based partners and in this endeavor has been extremely successful! Some notable and highly successful strategies include the High School Dual Enrollment program, Middle College and the President’s Council. These programs and more like them have played a crucial role in contributing to the region’s workforce and strengthening community bonds.



Figure 5 Middle College Class of 2022

The Skyline College High School Dual Enrollment program focuses on providing high school students with an opportunity to gain college credit and familiarize themselves with the college course experience, at no financial cost to the student. Skyline College dual enrollment students mirror the overall student demographics at their high school, giving students who otherwise may not be college bound the opportunity to earn college units and gain confidence in their ability to succeed in college. Dual enrollment also helps reduce the stress and anxiety associated with transitioning from high school to college. Between

academic years 2018-2019 and 2021-2022, enrollment in the Dual Enrollment program has steadily increased. What began as a cohort of less than 900 has expanded to serve more than 2,700 students!

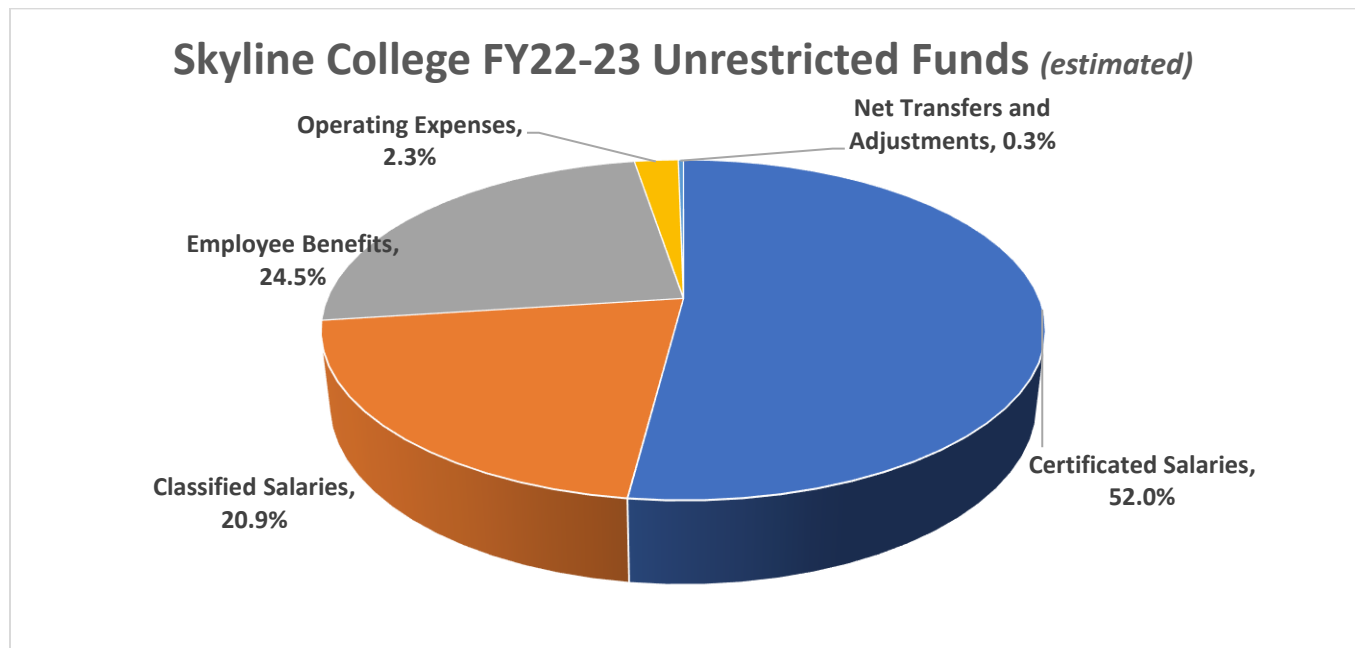
Middle College at Skyline College offers an exciting alternative to traditional high school which has attracted increasing numbers of students to our campus. The Fall 2022 enrollment of 112 Middle College students represents a 23% growth over five years. This alternative education program open to 11th and 12th grade students provides a unique and challenging learning experience for high school completion while earning college credits on the Skyline College campus. Students take control of their educational experience with projects that include delivering a student 'TED Talk' and creating C-Span Documentaries. Middle College students graduate having earned a minimum of 38 college units and as many as 60 units. Approximately 80% of Middle College graduates continue their education at Skyline College, while the rest typically attend 4-year institutions. Currently, 8 Middle College Alumni are attending UC Berkeley!

Another essential pillar in Skyline's community partnerships is our President's Council, made up of community leaders with backgrounds in business, education, healthcare, public service, and more. Charged with providing counsel to the President of Skyline College, the President's Council also plans and executes two key community-focused events—The President's Breakfast and the Success Summit. The President's Breakfast remains the main fundraising event for two vital Skyline College initiatives—the Promise Scholars Program and the President's Innovation Fund. The event brings together members from all segments of the community to raise funds and celebrate and highlight the accomplishments of Skyline College. The Success Summit similarly brings together community partners, but with a focus on challenges and barriers that local business leaders face. These leaders come together to mutually develop solutions to those challenges, developing creative and innovative strategies for the issues that affect our region. The essential work done by the President's Council truly underscores its strong commitment to Skyline College and its students, faculty, and staff.

Strategic Goal 6: Fiscal Stability at Skyline College

Vital support from San Mateo County taxpayers enabled Skyline College to provide access to high quality, affordable collegiate education to tens of thousands of full-time and part-time students over the past 5 years. The College maintained sound fiscal stability and prudently allocated public funds to serve our students.

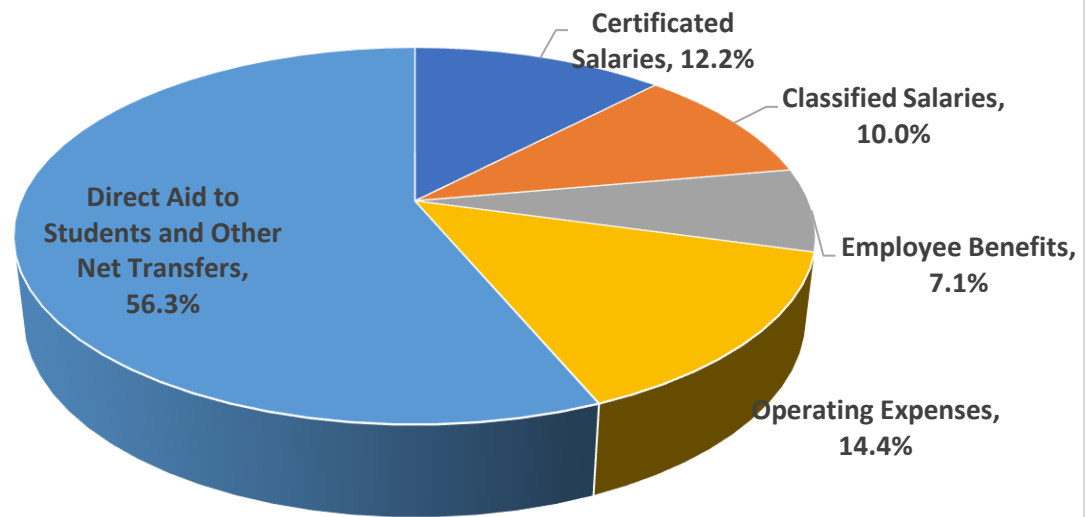
The COVID Pandemic profoundly impacted College operations and finances. Lower expenses from partially reduced physical operations were offset by increased expenses associated with the transition back to campus, as well as substantially lower fee revenue deriving from campus services such as the Child Development and Learning Center (CDLC), facilities rentals, the Passport Office, and the Bay Area Entrepreneurship Center.



One-time federal aid in the form of Higher Education Emergency Relief Funding (HEERF) permitted the campus to expand opportunities and essential services that better equipped students to continue their education during the recovery period. HEERF I funds to Skyline College totaled \$2,491,579, of which \$1,893,701 was redistributed directly to students. HEERF II provided \$1,920,230 to Skyline College of which \$1,419,595 supported direct aid to students. HEERF III provided \$ 8,940,123 of which \$5,576,736 became direct aid to students. HEERF III will continue to facilitate student services and campus operations in FY2022-2023.

Implementation of the 2018-2023 EMP goals received a major financial boost in FY 2021-22, when at the direction of the SMCCCD Board of Trustees, Skyline College received \$2,768,767 to further establish three essential programs that directly benefit students as part of the SMCCCD Free College Initiative: Zero-Textbook Cost (ZTC), Promise Scholars Program, and Dual Enrollment. This transformational support helped the College create new positions serving those programs and which will further remove economic barriers for San Mateo County students, including those from local high schools.

Skyline College FY22-23 Grant, Categorical, Student Aid, and CIP Funds *(estimated)*



Strategic Goal 7: Professional Recruitment and Retention at Skyline College

Skyline College is a first-choice institution for students, faculty, staff and administration who reflect the diversity of California and are committed to academic excellence. The College prides itself on its commitment to recruiting and retaining a diverse workforce committed to social justice, equity, and academic excellence. Strategies to advance this goal have entailed a variety of approaches: from building out onboarding experiences such as the New Faculty Academy and Adjunct Symposium, to expanding leadership opportunities for faculty and classified professionals alike, the College has demonstrated much success in institutionalizing efforts to strengthen its appeal as a great place to thrive professionally, not only regionally, but state-wide and nationally.



Figure 6 Source: SMCCCD's "Skyline College Ridge - Faculty & Staff Housing" Webpage

Among the most significant developments since the 2018-2023 Education Master Plan (EMP) is the substantial accomplishment of building employee housing, from a planned strategy outlined in the previous EMP to an implemented reality in 2022!

In October 2022, a ribbon cutting ceremony was hosted to mark the official completion of the new “College Ridge” housing development for San Mateo County Community College District employees just steps away from the Skyline College campus in San Bruno, CA. As outlined on the Skyline College Ridge – Faculty & Staff Housing webpage, the College Ridge is a three-story complex, 30 units project on a 2-acre site located at Skyline College, offering one, two, and three-bedroom apartments spread across the development’s two 15-unit buildings.¹



Figure 7 Source: The Fog Blog: Week 10, “Ribbon Cutting at College Ridge”

The completion of Skyline College Ridge project not only supports Skyline College employees and colleagues across the District in experiencing an improved quality of life through reduced commute times, but also supports the equity goals of expanding affordable housing, with apartments being assigned at below market rates.²

¹ Projects. Skyline College Ridge - Faculty & Staff Housing | Projects | San Mateo County Community College District. Retrieved January 12, 2023, from <https://smccd.edu/facilities/projects/sky/collegeridge.php>

² Ibid.

Process for Developing the 2023-2028 Education Master Plan (EMP)

The Education Master Planning process involves a great deal of assessing, soul searching, discussion, listening and visioning. The College's Strategic Planning and Allocation of Resources Committee (SPARC), whose members include faculty, classified professionals, students, managers and administrators, began work in summer 2021 with a 2-day workshop led by the Society for College and University Planning (SCUP). In Fall 2021 SPARC reviewed the outcomes of the current Education Master Plan for 2018-2023 and assessed the College's internal and external landscape in preparation to identify the areas the College would need to focus on for the next 5 years. SPARC found that the College had made significant gains through the 2018-2023 EMP, particularly to improving student success via the Comprehensive College Redesign. Institutionalization of Transformative Teaching and Learning and of the Promise Scholars Program have contributed to dramatic improvement in course success rates, degree completion and transfer to a four-year College. This work has transformed from being a College initiative, to becoming part of the Skyline College DNA.

SPARC understood that the work of the next Education Master Plan was to address the College's current challenges in order to build a stronger future. An obvious place to start was to address declining enrollment. The equity gaps that have persisted despite improving outcomes across all student groups emerged as a second priority area. The national rise in racism and all forms of discrimination, combined with the crisis in democracy, focused our attention on the antiracism and equity work still to be done at the College, plus the need to cultivate civic-mindedness in our students and ourselves. Campus climate and participatory governance also rose to the top as areas needing more focused attention. Thus, our conversations progressed in public Zoom meetings, and we began the iterative work of drafting high-level goals, which SPARC members shared with their constituents beginning in March 2022. SPARC also collected community input via focus groups and Flex Day Workshops in April 2022. In May 2022, SPARC consolidated feedback into a set of tentative goals which it brought to the College Governance Council (CGC) for approval by the leaders of the College's constituent groups.

To allow the work to continue throughout summer 2022, SPARC put out a call to the College Community for participation in an EMP Task Group to develop strategies for each of the six goals. The EMP Task Group consisted of 6 faculty members, 5 classified professionals, 1 student and 2 administrators who together drafted strategies for further consideration by SPARC and the College Community.

In Fall 2022, work continued with visioning exercises, and the collection of current and proposed activities for each of the goals at the Integrated Planning Leadership Summit in October and with SPARC and PRIE representatives leading workshops with every College instructional and non-instructional division throughout November and into December. Hundreds of community members have already contributed to developing the goals, strategies and activities included in the draft plan. In January 2023, the first draft of the 2023-2028

Education Master Plan is being posted to the Integrated Planning Website where readers will have the opportunity to provide comments and feedback through February 15, 2023.

In addition to collecting feedback via the Integrated Planning Website, community members and the general public are invited to join the January 26, 2023 SPARC meeting for a town-hall type discussion of the EMP draft. In February, PRIE will be finalizing an evaluation plan with EMP metrics, and SPARC representatives will be collecting feedback from their constituents at both division and constituent group meetings. This last round of feedback will be integrated into a final draft EMP that will be posted to the College website ahead of the SPARC vote on March 9, 2022. From there, the SPARC-approved EMP goes on the College Governance Council and then to the College President for approval. The last stop is the Board of Trustees meeting in April 2022.

Education Master Planning Timeline

Steps in the Education Master Planning Process	Dates
Strategic Planning Training – SCUP workshop for SPARC members	Jun 14-15, 2021
SPARC reviews 2018-2023 EMP Goals and Outcomes	Oct 28, 2021
Environmental Scan in SPARC (external opportunities and threats)	Dec 9, 2021
SPARC reviews SMCCCD Strategic Plan to inform EMP goal alignment	Jan 27, 2022
Internal Scan in SPARC (Skyline College enrollment trends)	Feb 10, 2022
SPARC develops initial draft of EMP Goals	Feb-Mar 2022
SPARC Members solicit constituent feedback on EMP draft goals	Mar-Apr 2022
Student input on EMP goals and strategies – ASSC & Focus Group	Mar-Apr 2022
Flex Day EMP Workshops on draft goals & strategy development	Apr 21, 2022
SPARC reviews and incorporates community input on draft goals	Apr 28, 2022
SPARC Approves tentative EMP goals	May 12, 2022
College Governance Council (CGC) approves EMP goals	May 25, 2022
EMP Task Group drafts strategies for EMP goals	Summer 2022
First read of draft strategies in SPARC	Aug 25 2022
SPARC Members solicit constituent feedback on EMP draft strategies	Sep 2022
Constituent group leaders engage in EMP exercises at Integrated Planning Summit	Oct 18 & 22, 2022
Progress shared out at all-College Integrated Planning Town Hall	Nov 3, 2022
SPARC Reps/PRIE Staff lead EMP exercises at Division Meetings	Nov-Dec 2022

SPARC reviews and revises draft strategies	Dec 8, 2022
PRIE Office consolidates community input into a first EMP draft	Dec 2022-Jan 2023
EMP draft posted to Skyline College website for public comment through Feb 15	Jan 19, 2023
SPARC welcomes community for review and discussion of draft EMP	Jan 26, 2023
SPARC Members collect final input from constituents	Feb 2023
SPARC reviews feedback to finalize EMP draft	Feb 23, 2023
Final EMP draft posted to public website with last call for essential edits	April 3, 2023
SPARC votes to send the draft EMP to CGC for approval	April 13, 2023
Skyline College CGC Approves EMP; Forwards to President for approval	April 26, 2023
Skyline College 2023-2028 EMP presented to SMCCCD Board of Trustees for approval	May 2023

Who develops the Skyline College EMP?

- **Strategic Planning and Allocation of Resources Committee (SPARC)**
 - Constituent committee with representatives from each of the College's constituent groups (Academic Senate, Associated Students, Classified Senate, and Management Council) plus the College's Instructional and Student Services Divisions
 - Oversees and coordinates the EMP process; Votes to recommend to CGC
- **Office of Planning, Research, and Institutional Effectiveness (PRIE)**
 - Carries out research to inform the EMP (External scan, internal scan, surveys)
 - Consolidates community input and develops EMP drafts for SPARC and community review
- **Skyline College Community (students and employees)**
 - Generate ideas via workshops, Town Halls, and Division Meetings
 - Give input via their SPARC reps (divisional and/or constituent group)
 - Provide feedback on EMP drafts posted to the public website

EMP Goals and Draft Strategies as of
1/19/2023

1. Be an antiracist and equitable institution	2. Increase student enrollment by being responsive to the communities we serve	3. Ensure that all students have the support and resources needed to achieve their educational goals	4. Foster a thriving learning and work environment	5. Cultivate civic-mindedness to empower self and strengthen society	6. Ensure fiscal stability to support the College mission and maintain public trust
<p>a. Conduct iterative Campus Climate reviews to identify strengths and challenges to inform training and professional development</p> <p>b. Develop a common language and definitions to strengthen the community dialogue on antiracism and equity issues</p> <p>c. Build skills and tools needed to incorporate antiracism and equity mindedness into our curriculum, programs and practices</p> <p>d. Identify and address inequitable structures and procedures that have disproportionate impacts on students and employees</p> <p>e. Enhance academic curriculum and student programs to strengthen their role in supporting community values of antiracism and equity</p>	<p>a. Understand the needs and goals of potential students in our surrounding communities</p> <p>b. Remove barriers and provide tailored support to facilitate student registration and enrollment</p> <p>c. Create clear pathways to and through Skyline College to support enrollment and retention</p> <p>d. Inspire and motivate prospective and current students to pursue degree attainment and career paths</p> <p>e. Retain Skyline College students through completion and/or transfer to a 4-year college</p>	<p>a. Raise student awareness of and connection to existing Skyline College support services and resources</p> <p>b. Facilitate student access to basic needs including food, shelter, mental health and safety</p> <p>c. Eliminate institutional barriers to equity ensuring that ALL students have the support they need</p> <p>d. Upgrade educational technology and facilities with state-of-the-art tools, equipment and spaces for learning</p> <p>e. Complete and Institutionalize the Comprehensive College Redesign to continue to leverage the combined impact of its components</p>	<p>a. Create a more welcoming campus environment to increase students' and employees' sense of belonging</p> <p>b. Enhance participatory governance to promote broad and robust engagement in College leadership</p> <p>c. Support student and employee wellness including stress reduction and mental health</p> <p>d. Cultivate partnerships and collaboration across programs and services to better serve students</p> <p>e. Empower students and employees to participate in achieving Skyline College's Education Master Plan goals</p>	<p>a. Create democratic engagement opportunities that empower students and employees to create the world they want to live in</p> <p>b. Connect students with real-world, experiential opportunities to promote increased participation and connection with society</p> <p>c. Develop social knowledge and advocacy skills for supporting our local and global communities</p> <p>d. Strengthen the Citizenship ISLO to ensure a sense of social responsibility among Skyline College graduates</p> <p>e. Build a Civic Engagement infrastructure to strategically plan and coordinate the work envisioned under this goal</p>	<p>a. Reinforce prudent stewardship of publicly-funded resources</p> <p>b. Promote community knowledge & understanding of College business practices and financial decision-making.</p> <p>c. Leverage grant and private funding opportunities in alignment with College M-V-V and Educational Master Plan</p> <p>d. Improve budget transparency and communication to promote internal community and public understanding of how funding is allocated</p>

Goal 1: Be an antiracist and equitable institution: Draft Strategies and *sample* Activities Already Doing and Proposed Activities

A. Conduct iterative Campus Climate reviews to identify strengths and challenges to inform training and professional development	B. Develop a common language and definitions to strengthen the community dialogue on antiracism and equity issues	C. Build skills and tools needed to incorporate antiracism and equity mindedness into our curriculum, programs and practices	D. Identify and address inequitable structures and procedures that have disproportionate impacts on students and employees	E. Enhance academic curriculum and student programs to strengthen their role in supporting community values of antiracism and equity
<ul style="list-style-type: none"> ▪ Design student and employee surveys centered on antiracism and equity ▪ Promote climate surveys to maximize participation ▪ Disaggregate and study all survey results by gender, race/ethnicity, age and other relevant factors depending on survey questions ▪ Share survey results broadly and create opportunities for community reflection, discussion and response ▪ Use community feedback to create recommendations for action to CGC ▪ Implement changes informed by participatory governance and approved by CGC ▪ Establish a climate review calendar to repeat these activities on an ongoing cycle 	<ul style="list-style-type: none"> ▪ Intergroup Dialogue training series for students, faculty, staff, managers and administrators ▪ People’s College Initiative (PCI) Anti-Racism and Equity Task Group is developing a set of definitions for the College ▪ Equity Institute (EI) Master Class Series ▪ EI Equity Academy for employees ▪ Learning, Equity & Growth Series (LEGS), formerly known as Equity Training Series ▪ Expand student training opportunities on antiracism and equity ▪ Draft and publish a Skyline College commitment statement on antiracism and equity ▪ Develop common language through Intergroup Dialogue ▪ Support FT and PT faculty and classified professional participation in Equity Institute offerings and Intergroup Dialogue training opportunities 	<ul style="list-style-type: none"> ▪ Curriculum Design /CTTL training on how to incorporate antiracism and equitable design into courses ▪ Skill-building opportunities for students to recognize and address microaggressions ▪ Inventory and evaluate equity and antiracism tools used at other higher education institutions ▪ Create or adapt an antiracism and equity rubric to assess internal structures, practices and procedures ▪ Launch EI Equity Academy Level II for employees ▪ Develop new Equity Institute seminars & workshops on identifying and implementing antiracism skills and tools for enhancing equitable practices ▪ Support FT and PT faculty and classified professional participation in equity focused professional development opportunities 	<ul style="list-style-type: none"> ▪ Student Equity Plan includes a review of how existing structures and practices support or impede student success ▪ Exercise Skyline College voice on District Participatory Governance Committee which informs Board policy ▪ The PCI Anti-Racism and Equity Task Group is identifying best practices among Skyline programs doing equity focused internal reviews ▪ Empower the Stewardship for Equity, Equal Employment and Diversity Committee (SEEED) to regularly review College structures, practices and procedures, and bring recommendations to CGC ▪ Examine and address Academic Standards, Academic Integrity, Code of Conduct, Title V and IX procedures, etc. through an equity lens as part of the ACCJC accreditation review process 	<ul style="list-style-type: none"> ▪ Center for Transformative Teaching and Learning (CTTL) faculty workshops and programs ▪ Summer Curriculum Institute for faculty undergoing CPR ▪ Program Review requires faculty and staff to apply critical inquiry using an equity lens and to establish improvement plans ▪ Develop and implement a College-wide Student Equity Plan on a 3-year cycle ▪ Further Curriculum Committee and faculty training on culturally relevant pedagogy ▪ Examine content and focus of general survey classes and make recommendations on how to de-colonize content through Program Review and the Curriculum Committee ▪ Reexamine prerequisites and course requirements for each academic program to root out inequities, via Program Review and the Curriculum Committee

Goal 2: Increase student enrollment by being responsive to the communities we serve:

Draft Strategies and *sample* Activities Already Doing and Proposed Activities

A. Understand the needs and goals of potential students in our surrounding communities	B. Remove barriers and provide tailored support to facilitate student registration and enrollment	C. Create clear pathways to and through Skyline College to support enrollment and retention	D. Inspire and motivate prospective and current students to pursue degree attainment and career paths	E. Retain Skyline College students through completion and/or transfer to a 4-year college
<ul style="list-style-type: none"> ▪ High School Partners breakfast and lunch events to build and strengthen relationships ▪ Outreach Office and Student Ambassador visits to local high schools ▪ Skyline College Neighborhood Center pilot program in Daly City helps to build connections with and gain understanding of our local community ▪ Environmental study of San Mateo County and our local service area ▪ President’s Council ▪ Strategic Partnerships and Workforce Development’s Industry Leadership Council ▪ Survey Neighborhood Center participants about their higher education needs and interests ▪ Evaluate the Neighborhood Centers pilot program for feasibility of expanding to serve additional local communities ▪ Conduct local community focus groups to learn more about unmet needs (PRIE) ▪ Investigate transportation barriers to reaching campus 	<ul style="list-style-type: none"> ▪ Free College for Spring 2023 made possible by SB 893 ▪ Outreach Office and Student Ambassadors ▪ Financial Aid support ▪ Free shuttle service to campus ▪ Priority Enrollment Program (PEP) one-day event ▪ ESL Connect helping non-native English speakers apply to Skyline College ▪ Learning Disabilities (LD) Program ▪ Step-by-step registration guidance though on-demand video ▪ Draft and Implement a Strategic Enrollment Management Plan ▪ Consider reallocation of resources to prioritize the work of the Outreach Office to enhance recruitment and enrollment services ▪ Employ student ambassadors to help students through the matriculation process during peak registration ▪ Host more open-house events for surrounding high schools and adult education schools 	<ul style="list-style-type: none"> ▪ Guided Pathways ongoing work including Program Mapper tool ▪ Relationships with High School partners through campus events and HS site visits ▪ Skyline College partnership with Adult Education at Jefferson HS ▪ Transfer Center helps students to continue on to a 4-year college ▪ Strengthen partnerships with high school principals and superintendents and establish two-way communication ▪ Establish relationships with additional adult education programs ▪ Research and improve transition from HS Dual Enrollment to College Enrollment ▪ Commit to student-centric scheduling in multiple modalities to meet student demand for degree completion within 2-3 yrs ▪ Explore the feasibility of offering non-credit courses to serve more students ▪ Work toward offering all GE courses in both face-to-face and online modalities 	<ul style="list-style-type: none"> ▪ Discovery Days for high school students to observe Skyline College classes ▪ Professional marketing campaign launched ▪ Program-specific events with panel presentations by Skyline College graduates, faculty and industry professionals ▪ uSOAR Undergraduate Symposium of Academic Research at Skyline College ▪ STEM Center events ▪ Transfer Center events ▪ Student trips to college campuses (HBCUs in Spring 23) ▪ Jump Start summer program ▪ Culturally relevant events sponsored by ASSC and Learning Communities ▪ Share Skyline student and graduate success stories via marketing videos on the College website ▪ Identify and invite graduate speakers to share career paths ▪ Increase profile of successful transfer student panels ▪ Create a motivational student “road-show” to visit local high schools 	<ul style="list-style-type: none"> ▪ Creation of the Enrollment Strategy Committee to developing a Strategic Enrollment Management Plan (SEMP) ▪ Guided Pathways ongoing work ▪ Launch of Program Mapper student-facing tool ▪ Student support programs, including Promise Scholars Program (PSP), TRIO and EOPS ▪ Learning Communities ▪ Support District implementation of CRM ▪ Approve and implement a Strategic Enrollment Management Plan (SEMP) to guide College efforts ▪ Offer program pathways for completing either fully online, fully in-person or hybrid ▪ Commit to using block scheduling to limit overlapping class schedules ▪ Leverage the new CRM capabilities to improve completion and degree audit <p>(See Goal 3 for additional activities to aid retention and completion)</p>

Goal 3: Ensure that all students have the support and resources needed to achieve their educational goals:

Draft Strategies and *sample* Activities Already Doing and Proposed Activities

A. Raise student awareness of and connection to existing Skyline College support services and resources	B. Facilitate student access to basic needs including food, shelter, mental health and safety	C. Eliminate institutional barriers to equity ensuring that ALL students have the support they need	D. Upgrade educational technology and facilities with state-of-the-art tools, equipment and spaces for learning	E. Complete and Institutionalize the Comprehensive College Redesign to continue to leverage the combined impact of its components
<ul style="list-style-type: none">▪ Welcome Week connecting students to peers, learning communities and support programs▪ “I Belong at Skyline” webpage▪ ASSC programming showcasing student resources and services▪ Individual program outreach▪ Use of social media to raise awareness of resources▪ Centrally coordinate student communication using the CRM▪ Increase student touch points throughout semester (First Year Experience/Orientation type)▪ Create one-stop webpage for all student resources and services▪ Employ student ambassadors to spread the word about available resources and encourage use▪ Educate all employees about student resources and services so they can easily direct students▪ Revamp the College website to make it easier to find information and resources	<p>SparkPoint services, including:</p> <ul style="list-style-type: none">▪ On-campus food pantry for students▪ Free drive-thru food distribution for local community including students▪ Emergency housing assistance for students▪ Student Food Grant program▪ Free Immigration Legal Clinic▪ Education and coaching to help achieve financial stability▪ Grove Scholars Program <p>Health & Wellness Services, incl:</p> <ul style="list-style-type: none">▪ Free Personal Counseling Services for students▪ Free Health Services▪ TimelyMD virtual mental health and medical care for students▪ Expand SparkPoint services to reach more students▪ Extend collaboration with local community services▪ Leverage partnership with the District Basic Needs Task Force▪ Explore expansion of shuttle service to campus	<ul style="list-style-type: none">▪ Student Equity Plan developed▪ Educational Access Center (EAC)▪ The Learning Center (TLC) and embedded tutors program▪ STEM Center▪ Zero textbook cost (ZTC) courses▪ Learning Communities, e.g., Umoja-ASTEP, Kababayan, Puente, CIPHER, First Year Experience▪ Student support and enrichment programs, e.g. Project Change, Brothers Achieving Milestones (BAM), Women’s Mentoring and Leadership Academy (WMLA), Guardian Scholars Program (GSP)▪ Create more supports for part-time students and evening students▪ Ensure students are equitably served by counseling and other student support resources▪ Develop ZTC degree pathways with zero or low textbook costs▪ Explore adoption of collegewide equitable grading best practices	<ul style="list-style-type: none">▪ New Environmental Science Building with 4 state of the art classrooms▪ Building 2 remodeling▪ Ongoing creation of hy-flex classrooms (21 so far)▪ laptops and hotspots provided free to students▪ Offer students new lending laptops with updated technology and software▪ Update labs and classroom equipment to match business industry standards▪ Invest in new technology to improve cellphone reception▪ Commission culturally representative murals▪ Equip more classrooms with whiteboards or smart boards on all walls (360°) to encourage students’ creative participation▪ Furnish more classrooms with movable desks to allow for more student interaction▪ Add wayfinding signage throughout campus	<p>Transformative Teaching and Learning</p> <ul style="list-style-type: none">▪ CTTL supports a culture of innovation and continuous pedagogical development▪ Faculty Professional Development▪ Instructional Design & Technology <p>Promise Scholars Program (PSP)</p> <ul style="list-style-type: none">▪ Serving ~770 Promise Scholars▪ Wrap-around supports dramatically improve student completion rates <p>Meta Majors and Guided Pathways</p> <ul style="list-style-type: none">▪ Completing program mapping and launched Program Mapper tool▪ New faculty coordinators to drive completion of Guided Pathways▪ Launch pilot to expand Promise Scholars Program eligibility to part-time students▪ Review the Meta Majors terminology and groupings▪ Refine career and academic benchmarks for each degree program▪ Evaluate and report on the College Redesign impacts by Fall 2023▪ Scale impactful practices and components of the College Redesign to extend the impact

Goal 4: Foster a thriving learning and work environment: Draft Strategies and sample Activities Already Doing and Proposed Activities

A. Create a more welcoming campus environment to increase students' and employees' sense of belonging	B. Enhance participatory governance to promote broad and robust engagement in College leadership	C. Support student and employee wellness including stress reduction and mental health	D. Cultivate partnerships and collaboration across programs and services to better serve students	E. Empower students and employees to participate in achieving Skyline College's Education Master Plan goals
<ul style="list-style-type: none">▪ New Intercultural Center for students▪ "I Belong at Skyline" webpage with links to learning communities, student clubs, affinity groups, and support services▪ New Ethnic Studies Program▪ Beautiful and well-maintained grounds throughout campus▪ Adjunct Symposium and New Faculty Academy▪ Commission culturally representative murals to create a more colorful, vibrant and welcoming campus▪ Improve support for LGBTQIA+ professionals and students▪ Promote attendance at Skyline Athletics events▪ Employ student ambassadors to staff information booths and guide new community members and visitors▪ Launch campaigns to increase participation in Student Clubs and Learning Communities▪ Host a Historically Black Colleges and Universities (HBCU) college fair on campus	<ul style="list-style-type: none">▪ College Governance Council (CGC) voting structure changed to increase power of constituent group votes by eliminating senior administrator votes▪ CGC meetings opened to public participation▪ Peoples' College Initiative (PCI) Participatory Governance Task Group reviewed practices and made recommendations to CGC▪ PCI Participatory Governance TG drafting a new College handbook to clarify processes▪ Integrated Planning Summit▪ Democratize the committee member assignment process to promote broader representation▪ Explore creating term limits for committee leadership and membership▪ Ensure training and onboarding of new committee members▪ Assign committee member mentors to student representatives▪ Regularly create and communicate opportunities for engagement▪ Close College offices to allow all classified professionals to participate in Opening Day plenary	<ul style="list-style-type: none">▪ Public Safety team keeps campus community safe and secure▪ Wellness courses, incl Stress Management Techniques▪ Kinesiology courses, incl Health-related Fitness and Wellness and a range of physical education▪ Dance courses, incl Cardio Dance and numerous dance styles▪ Health & Wellness Services, incl:<ul style="list-style-type: none">▪ Free Personal Counseling Services for students▪ Free Health Services for students▪ TimelyMD virtual mental health and medical care for students▪ Offer series of free drop-in dance and kinesiology workshops open to students and employees▪ Explore options for facilitating student access to childcare▪ Increase awareness of Skyline College personal counseling and external resources available to students▪ Promote team self-care best practices for employees being piloted by Student Services offices	<ul style="list-style-type: none">▪ Comprehensive Program Review campus-wide share-outs help identify potential collaborations▪ EOPS/PSP/TRIO partner to streamline support resources▪ Faculty support each other in developing Zero Textbook Cost (ZTC) materials▪ Faculty collaboration on review and revision of Institutional Student Learning Outcomes▪ Only Fog campaign▪ Formalize partnership between the Learning Center, Math and English departments, Assessment Center and Counseling services to help students complete transfer level Math and English▪ Build a closer relationship between Outreach Office and Dual Enrollment work with high school partners▪ Increase instructional dean collaboration to limit overlapping courses across divisions▪ Support research projects and grant applications across programs and divisions▪ Sponsor college-wide brown-bag lunches for faculty to share research and projects	<ul style="list-style-type: none">▪ Constituent groups guide direction of College through participatory governance▪ President's Innovation Fund▪ Professional Development opportunities for faculty and staff▪ Charge the Strategic Planning and Allocation of Resources Committee (SPARC) with coordinating implementation of the EMP and tracking progress▪ Extend President's Innovation Fund to student proposals supported by faculty mentors▪ Commit to improving work/life balance and addressing the stress of workload demands▪ Review procedures to remove unnecessary steps and maximize efficiency▪ Compensate classified professionals for necessary and approved extra hours▪ Fund hourly faculty compensation to encourage adjunct faculty engagement▪ Encourage leadership development for managers and administrators

Goal 5: Cultivate civic-mindedness to empower self and strengthen society:
Draft Strategies and sample **Activities Already Doing** and **Proposed Activities**

A. Create democratic engagement opportunities that empower students and employees to create the world they want to live in	B. Connect students with real-world, experiential opportunities to promote increased participation and connection with society	C. Develop social knowledge and advocacy skills for supporting our local and global communities	D. Strengthen the Citizenship ISLO to ensure a sense of social responsibility among Skyline College graduates	E. Build a Civic Engagement infrastructure to strategically plan and coordinate the work envisioned under this goal
<ul style="list-style-type: none"> ▪ Voter registration events ▪ Journalism Program ▪ The Skyline View student newspaper ▪ Democracy Series guest lecturers ▪ Debate watch parties ▪ Field trip to Sacramento ▪ Support ASSC role in participatory governance through training and mentorship ▪ Launch community dialogues on the historic foundations and modern understandings of democratic values ▪ Empower students to take a more active role in College decision-making ▪ Build robust relationships with local government, civic partners and nonprofits that engage students and employees in volunteerism and civic participation 	<ul style="list-style-type: none"> ▪ Day of Service ▪ SparkPoint volunteering opportunities ▪ Expanding Your Horizons student conference ▪ Rock the School Bells student conference ▪ La Raza Youth Conference ▪ Empty Bowls Project ▪ COOP 670 course ▪ Expand and diversify service learning opportunities ▪ Create an online service-learning and community service hub for students ▪ Host a community service/civic engagement fair bringing community partners to campus ▪ Engage students with Skyline College Neighborhood Centers ▪ Leverage BAEC to seek local service-learning opportunities 	<ul style="list-style-type: none"> ▪ Social Justice Studies program ▪ Critical Global Citizenship Education project ▪ ASSC Heritage History months ▪ Events and exhibitions (e.g. Stories of Transformation, Banned Books Week, UndocuWeek, SESP speaker series, etc.) ▪ Dream Center events ▪ Sponsoring student and employee participation in NCORE Conference ▪ Alcatraz Sunrise Ceremony for Indigenous People’s Day ▪ Host a social justice student conference at Skyline College where students conduct and present research ▪ Establish a more intentional connection between President’s Council and Skyline College students 	<ul style="list-style-type: none"> ▪ Citizenship ISLO is one of 5 Institutional Student Learning Outcomes expected of all Skyline College graduates ▪ Social Justice Studies ▪ uSOAR Student Conference ▪ Student Ambassador program ▪ Citizenship ISLO scope and rubric undergoing a comprehensive review and update in 2023 ▪ Create and promote a civic-mindedness themed curricular path ▪ Engage CTTL to train faculty on designing assignments that promote engagement ▪ Embed community service activities into courses ▪ Create a service-learning module ▪ Incorporate community engaged research into the curriculum 	<ul style="list-style-type: none"> ▪ Creation of the PCI Civic-Mindset Task Group (CMTG) ▪ Inventory of civic engagement activities on campus by CMTG ▪ Research on best practices in student learning about democracy and civic engagement by CMTG ▪ Identify a point person or office to coordinate a hub for community service opportunities and campus activities ▪ Develop library collection of articles/books about democracy and civic mindset ▪ Explore student-centered models for creating a center for democracy and civic engagement at Skyline College ▪ Explore the potential creation of a center for democracy and civic engagement on campus

Goal 6: Ensure fiscal stability to support the College mission and maintain public trust:

Draft strategies and sample **Activities Already Doing** and **Proposed Activities**

A. Reinforce prudent stewardship of publicly-funded resources	B. Promote community knowledge and understanding of Skyline College business practices and financial decision-making	C. Leverage grant and private funding opportunities in alignment with College M-V-V and Education Master Plan	D. Improve budget transparency and communication to promote internal and public understanding of how funding is allocated
<ul style="list-style-type: none">▪ Continual review and updating of financial controls and accountability practices▪ Include college community in continuous improvement of all functions and processes▪ Realign resources with shifting College needs and priorities to maximize use of available funds▪ Work towards best practices and alignment of procedures between and among the Colleges and the District Office▪ Conduct ROI impact analyses	<ul style="list-style-type: none">▪ Post and update non-technical visual depictions of how financial resources are budgeted and used (in progress)▪ Promote awareness of existing posted information▪ Create and post a finance and accounting glossary that demystifies financial and public accounting terminology used by the College and District.▪ Share out state budget communications more broadly and promote community discussion of implications▪ Further College community understanding of state and federal categorical funding	<ul style="list-style-type: none">▪ Skyline College faculty and staff secure millions of dollars each year in competitive grant funding. Recent grants have funded the STEM Center, innovative models for hands-on learning and workforce training, student scholarships, and more.▪ Created grants webpage detailing the grants process and serving as one-stop shop for all required steps and forms▪ Better leverage the District’s grants professional to help identify and apply for state and federal grant opportunities▪ Work with District Foundation to identify and apply for grants from philanthropic and research foundations▪ Enhance the process for ensuring that the College align funding with our Mission-Vision-Values and with our Education Master Plan goals	<ul style="list-style-type: none">▪ Enhance Program Review software with the ability to submit and track resource requests via online portal▪ “Close the loop” on all resource requests by communicating budget decisions at the end of each cycle▪ Improve codification of Skyline College processes▪ Make available easy-to-use reference material, flow charts, and process matrices that map how to purchase, hire, request additional funds, propose or create a new program