

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 incorporates community and public feedback into final EMP draft	Feb 23, 2023
Final EMP draft posted to public website with last call for essential edits	Mar 1, 2023
SPARC votes to send the draft EMP to CGC for approval	Mar 9, 2023
Skyline College CGC Approves EMP; Forwards to President for approval	Mar 22, 2023
Skyline College 2023-2028 EMP presented to SMCCCD Board of Trustees for approval	April 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