



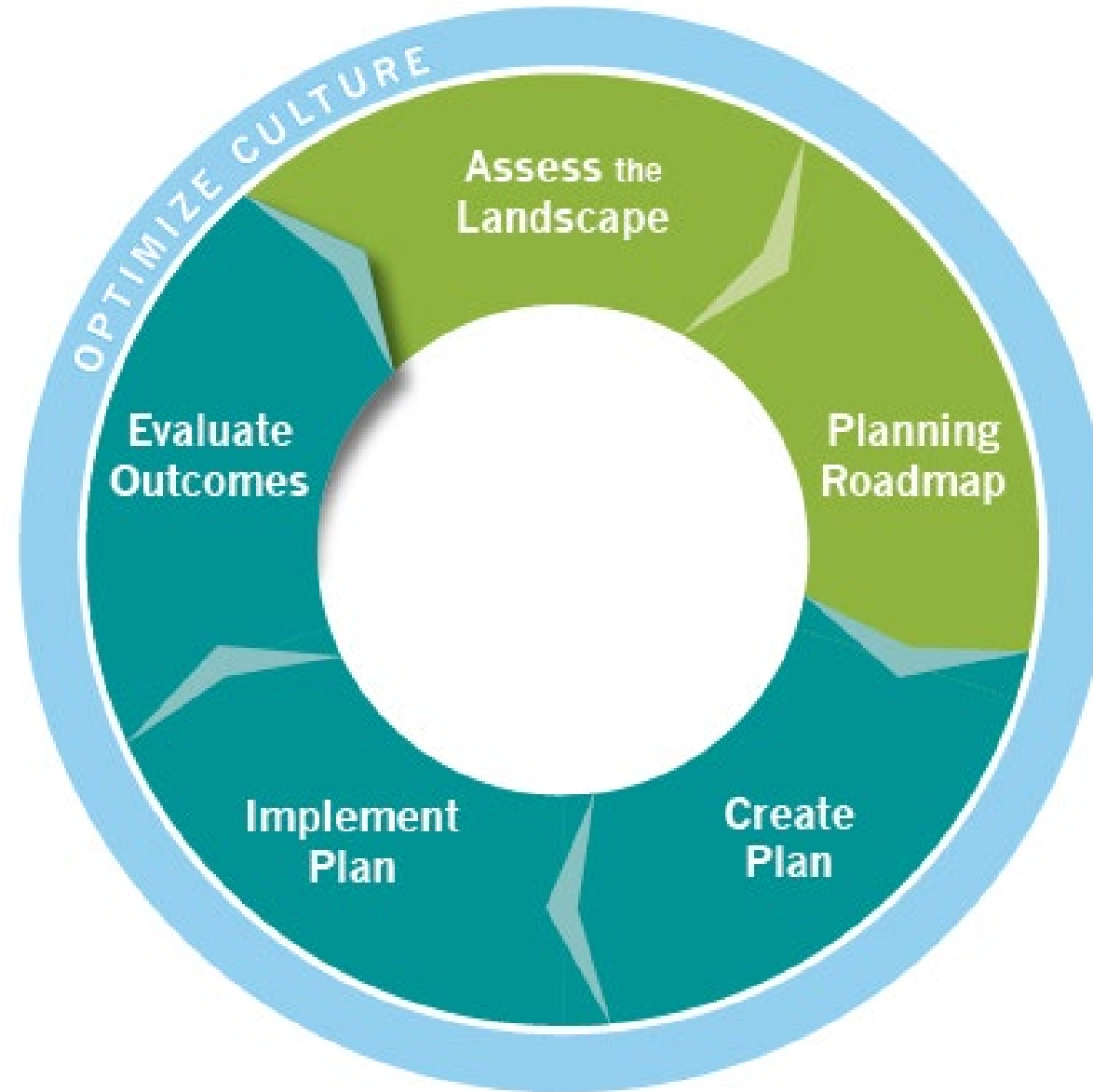
Skyline College

Education Master Plan

AY 2018/19 - 2022/23

Review of Goals and Metrics
SPARC 10.28.21

Strategic Planning Cycle





SKYLINE COLLEGE EDUCATION MASTER PLAN

Academic Years 2018/19 – 2022/23

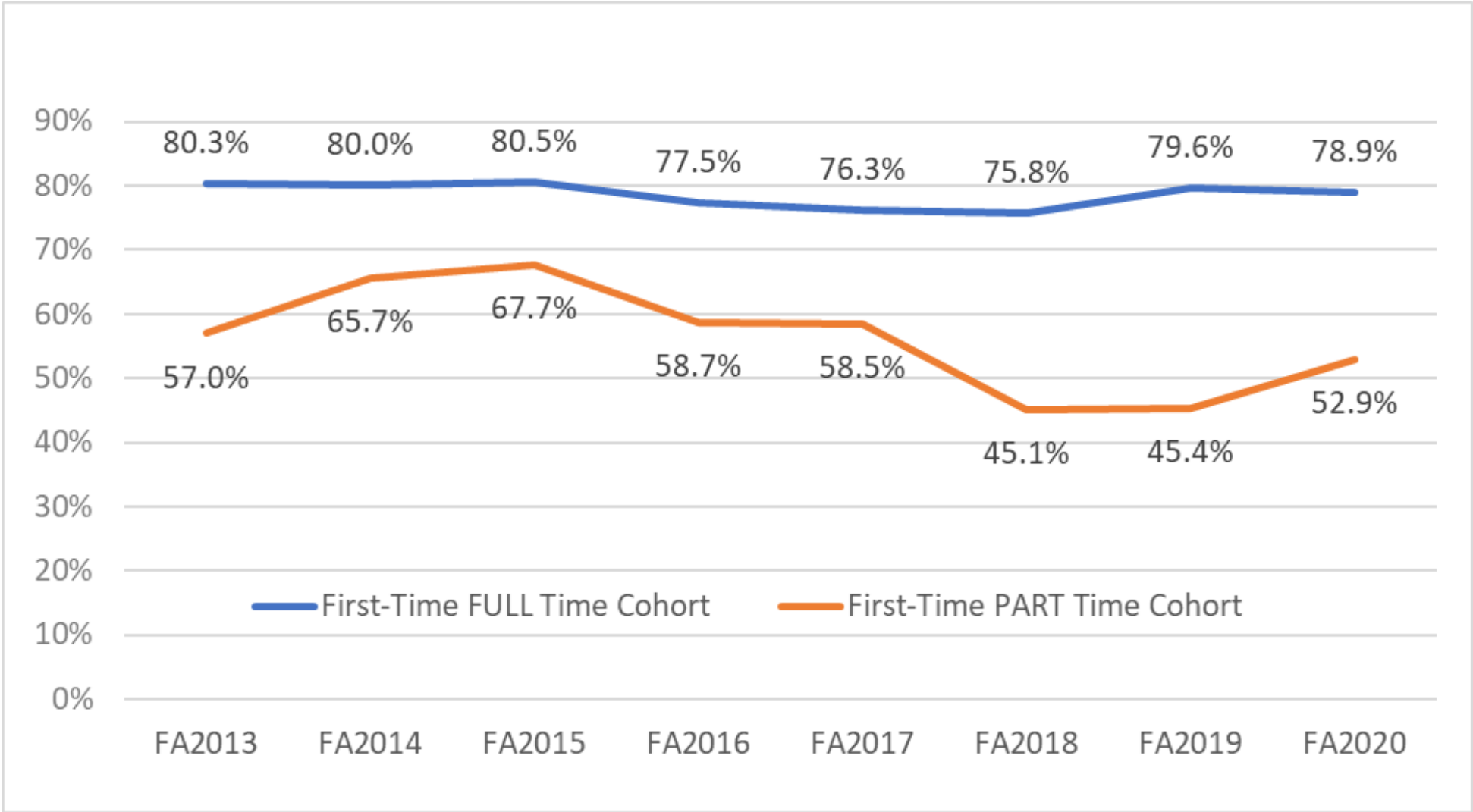
Prepared by:

Office of Planning,
Research and

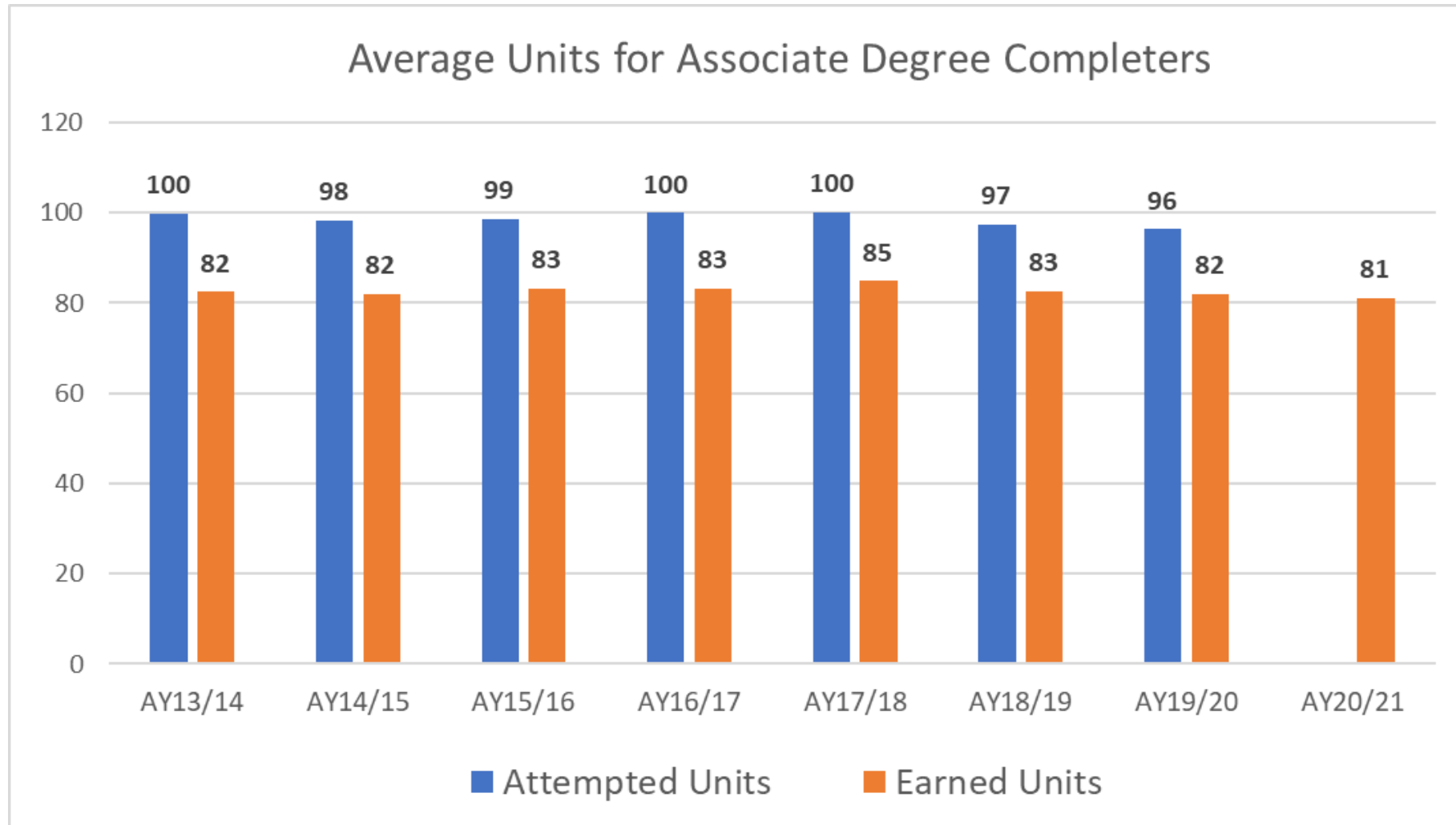
Skyline College Brutal Truths

1. Each academic year, only about 58% of Skyline College part-time first-time students are retained from fall to subsequent fall.
2. On average, Skyline College students attempt 100 units, complete 80 units and only need 60 units to graduate or transfer.
3. After three years, approximately 16% of full-time first-time Skyline College students graduate, an increase over the past few academic years, but still woefully low.

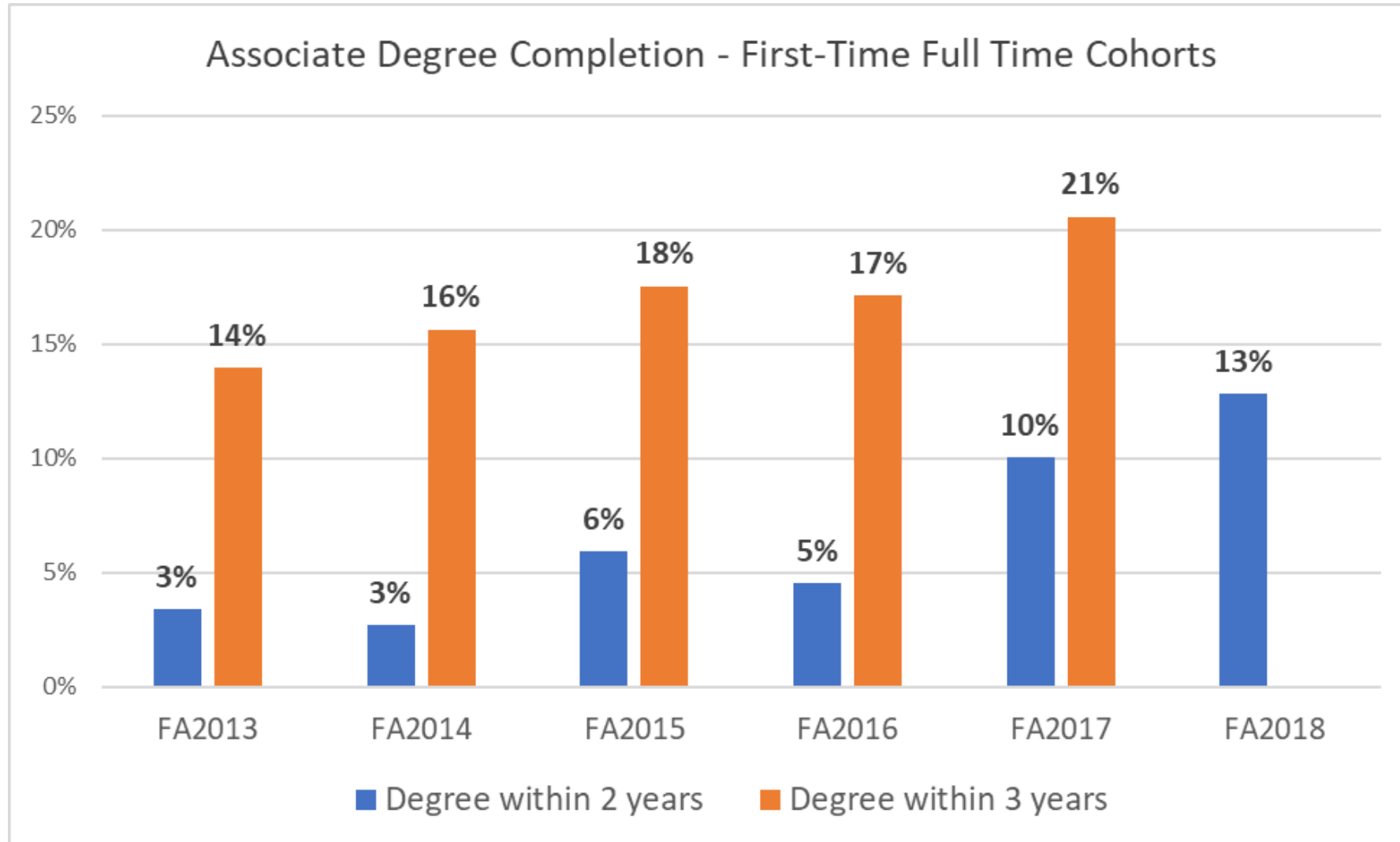
Fall to Fall Retention



Unit Accumulation



Graduation Rate



Seven Strategic Focus Areas

- 1. Student Completion**
- 2. Transformative Teaching and Learning**
- 3. Technology and Facilities**
- 4. Internationalized Campus Community**
- 5. Strong and Effective Community Partnerships**
- 6. Fiscal Stability**
- 7. Professional Recruitment and Retention**

Breakout #1 – 20 minutes

- 7 Groups for 20 minutes
- Group number indicates the Strategic Goal you'll be reviewing
- Discuss these 3 questions:
 - Why do you think this area was chosen to be a focus of the current master plan?
 - What did the College begin to do differently as a result of this plan (starting in 2018) to work toward this goal?
 - Based on your own knowledge and observations, do you think the College has made progress toward this goal? How so?
- Return to large groups for report-outs

Seven Strategic Focus Areas

- 1. Student Completion**
- 2. Transformative Teaching and Learning**
- 3. Technology and Facilities**
- 4. Internationalized Campus Community**
- 5. Strong and Effective Community Partnerships**
- 6. Fiscal Stability**
- 7. Professional Recruitment and Retention**

Strategic Goal 1: Student Completion

Skyline College provides a comprehensive and individualized experience to support students so that at least 75% of students complete their educational goals on time.

Strategies include:

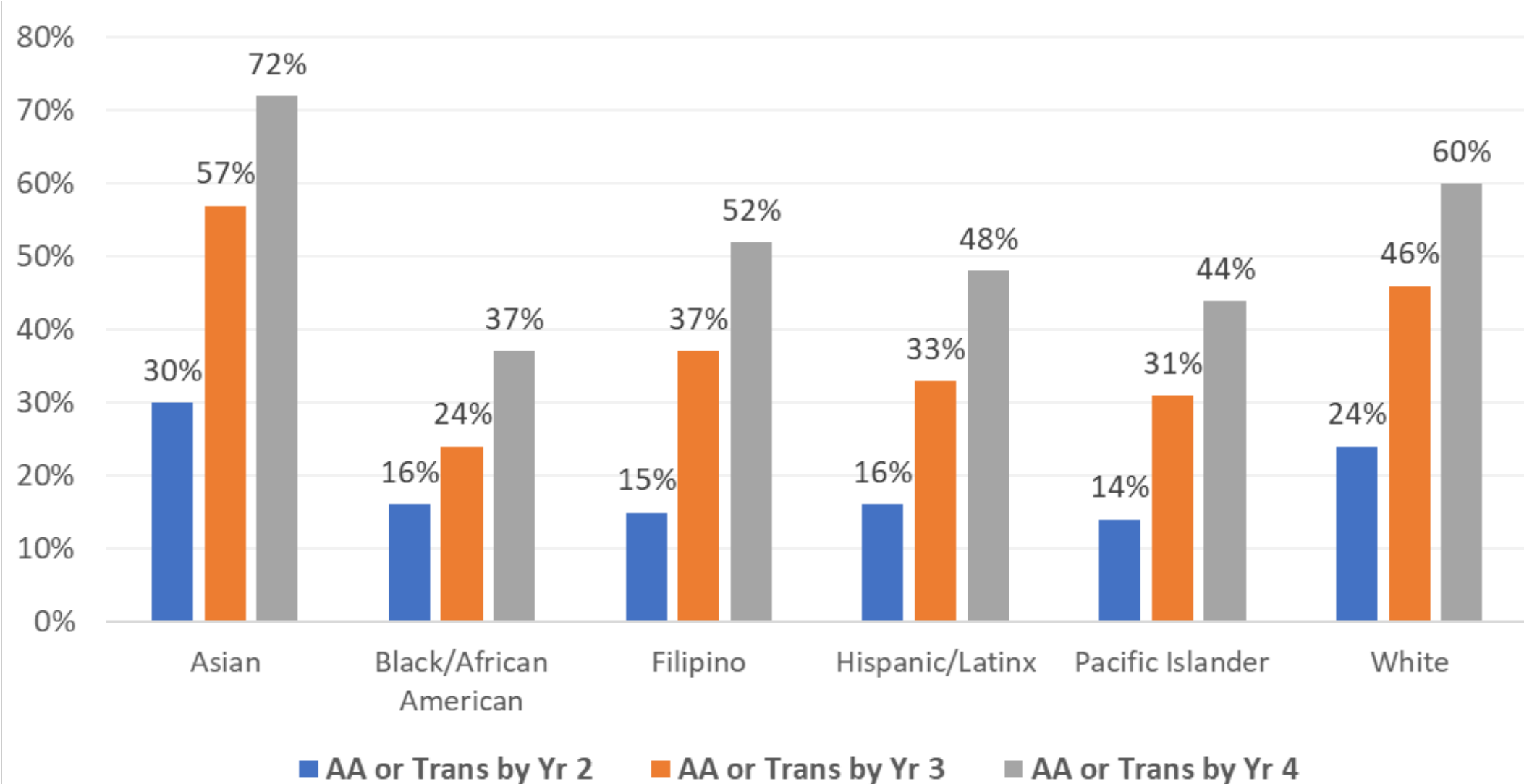
- College Comprehensive Redesign
- Guided pathways and meta majors
- Promise Scholars Program
- Multiple measures placement
- Food and housing insecurity initiatives
- Transportation initiatives

Metrics include:

- Three-year graduation rates
- [UC and CSU Transfers](#)
- Retention rates
- [Course success rates](#)
- [Transfer-level math and English completion in 1st year](#)
- Equity gaps across all metrics

Completion Equity Gaps

Degree or Transfer to 4-Year College for Fall FT FT Students Entered 2013-2019



Strategic Goal 2: Transformative Teaching and Learning

Skyline College's approach to teaching and learning has a transformational impact on students' educational experience and lives.

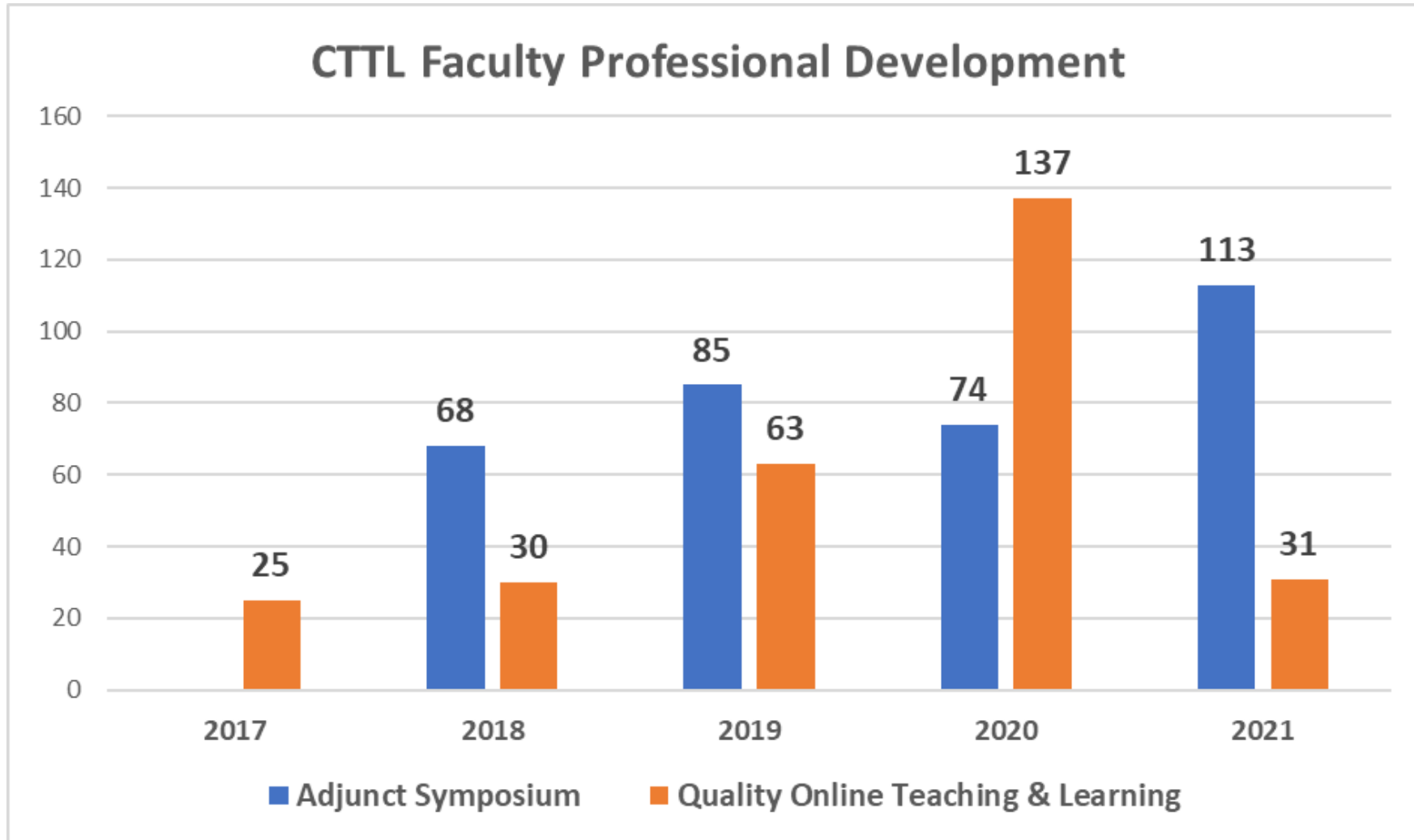
Strategies include:

- Innovative pedagogy
- High impact practices
- Student-centered, culturally relevant curriculum
- Learning communities
- Equity Training Series
- Center for Transformative Teaching and Learning

Metrics include:

- Faculty PD completion
- Course evaluation results
- Student survey results
- Equity gap reduction

Faculty Professional Development



Note: QOTL figures for 2017 and 2018 are approximate

Strategic Goal 3: Technology and Facilities

Skyline College implements comprehensive technological solutions that enable students to have agency over their educational experience and empower faculty and staff with the resources to foster student success.

Strategies include:

- Upgrade to smart classrooms
- Contemporary learning spaces
- Capital improvement projects
- Online tutoring
- Improved accessibility for students with disabilities
- Implementation of a Customer Relationship Management (CRM) System

Metrics include:

- Number of smart classrooms
- Number of accessible classrooms
- Building completion
- Student survey results
- Employee Voice Survey results

Building Completion



Strategic Goal 4: Internationalized Campus Community

Skyline College expands international student programs and develops curriculum that reflects global perspectives to promote a global consciousness.

Strategies include:

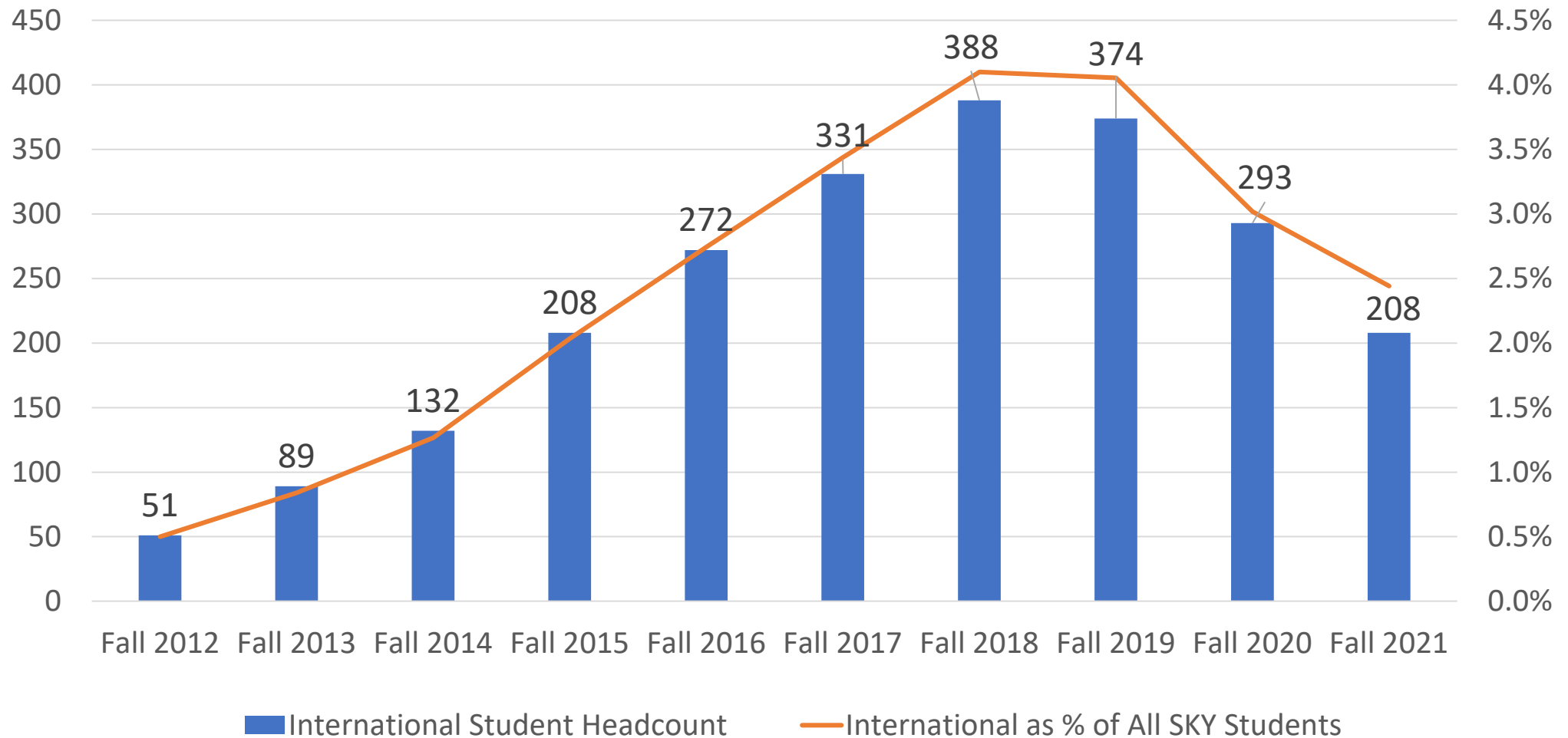
- New Global Learning Programs and Services Division
- Study abroad programs
- International student outreach/recruitment
- International business classes
- Ethnic studies classes

Metrics include:

- Number of participants in study abroad
- Number of International Students
- Curriculum that has integrated global consciousness

International Students

International Students at Skyline College



Strategic Goal 5: Strong and Effective Community Partnerships

Skyline College pursues a comprehensive approach to establishing and strengthening K-12, higher education, and community-based partnerships that increase educational access and equity. Skyline College also plays a central role in the preparation of the region's workforce and expands networks and partnerships with businesses, the community and non-profit organizations.

Strategies include:

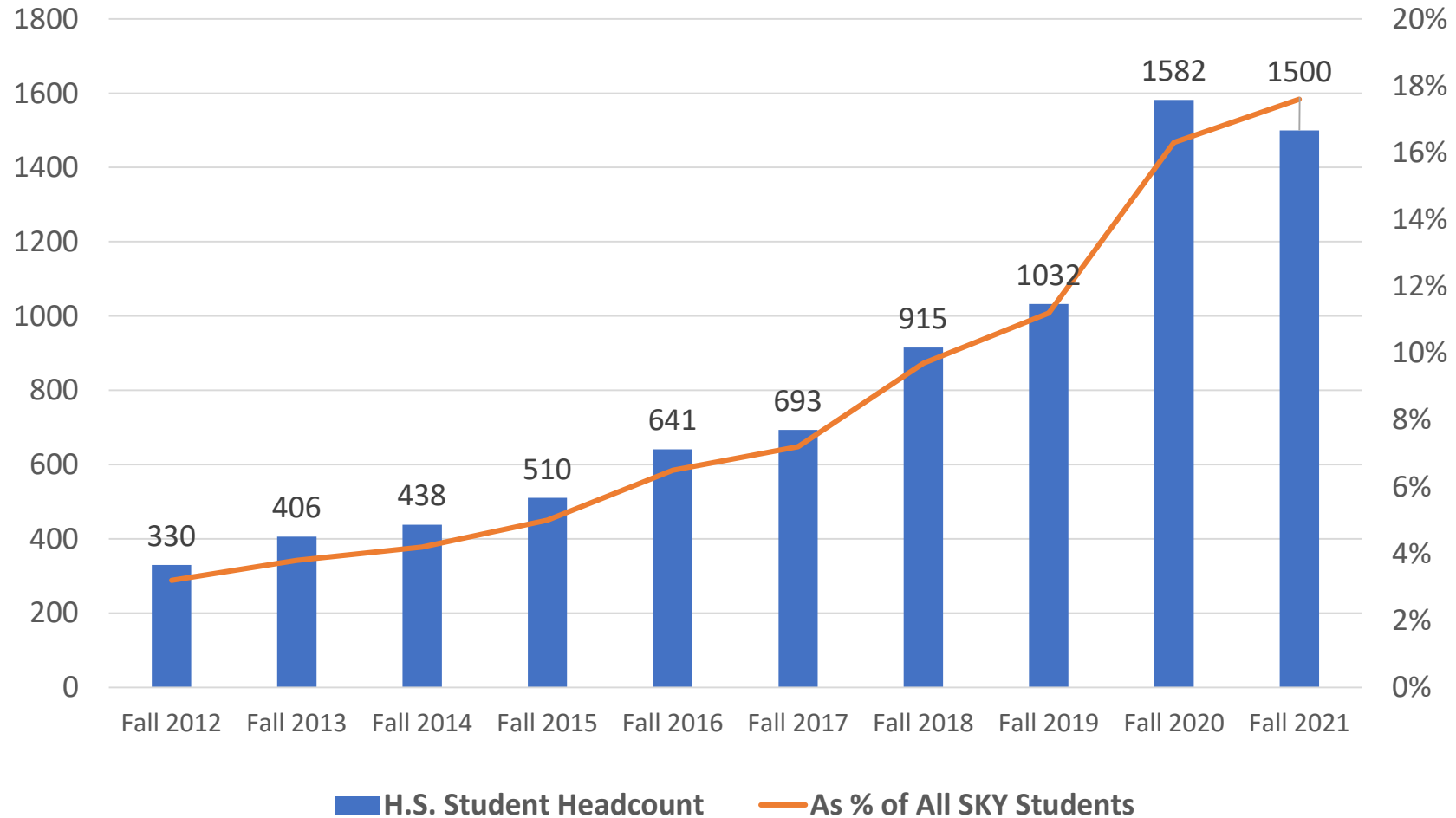
- K-12 and High School Partnerships
- Dual and concurrent enrollment
- Middle College
- Bay Area Entrepreneur Center
- Success Summit

Metrics include:

- MOUs with Local School Districts
- Number of Concurrent, Middle College & Dual Enrollment Students
- Community Partnerships
- Fundraising for scholarships

Concurrent, Middle College & Dual Enrollment

High School Students at Skyline College



Strategic Goal 6: Fiscal Stability

Skyline College maintains sound fiscal stability and strong fiscal reserves.

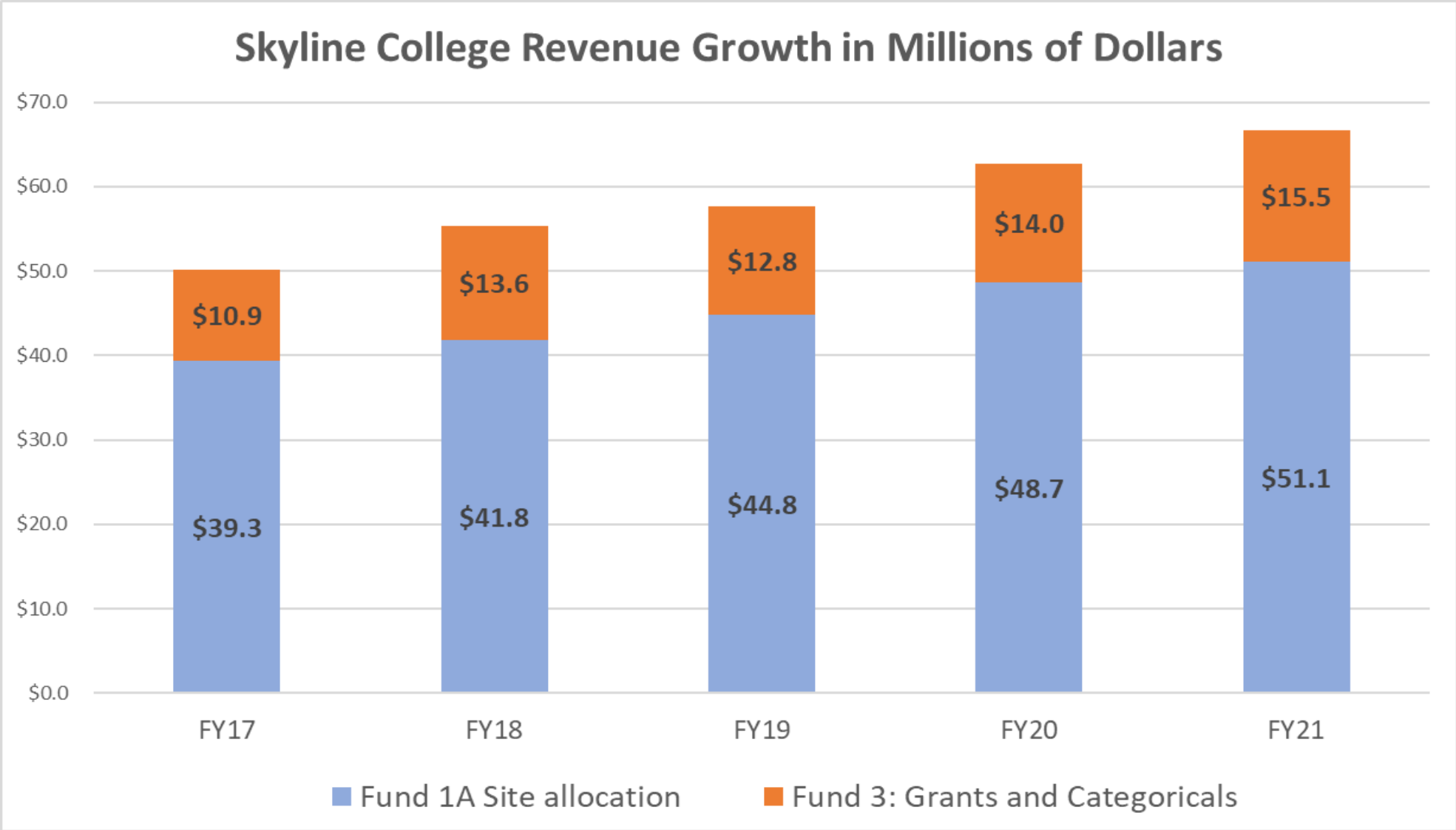
Strategies include:

- Align resource allocation to District Strategic Plan
- Effective and productive enrollment management
- Strategic revenue increasing strategies
- Fiscal management accountability system
- Proactive and strategic budget forecasting and management

Metrics include:

- Balanced Budget
- Stable revenue sources
- Enrollment Management Indicators
- Fundraising for student scholarships

Revenue Sources: Fund 1 and Fund 3



Strategic Goal 7: Professional Recruitment and Retention

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.

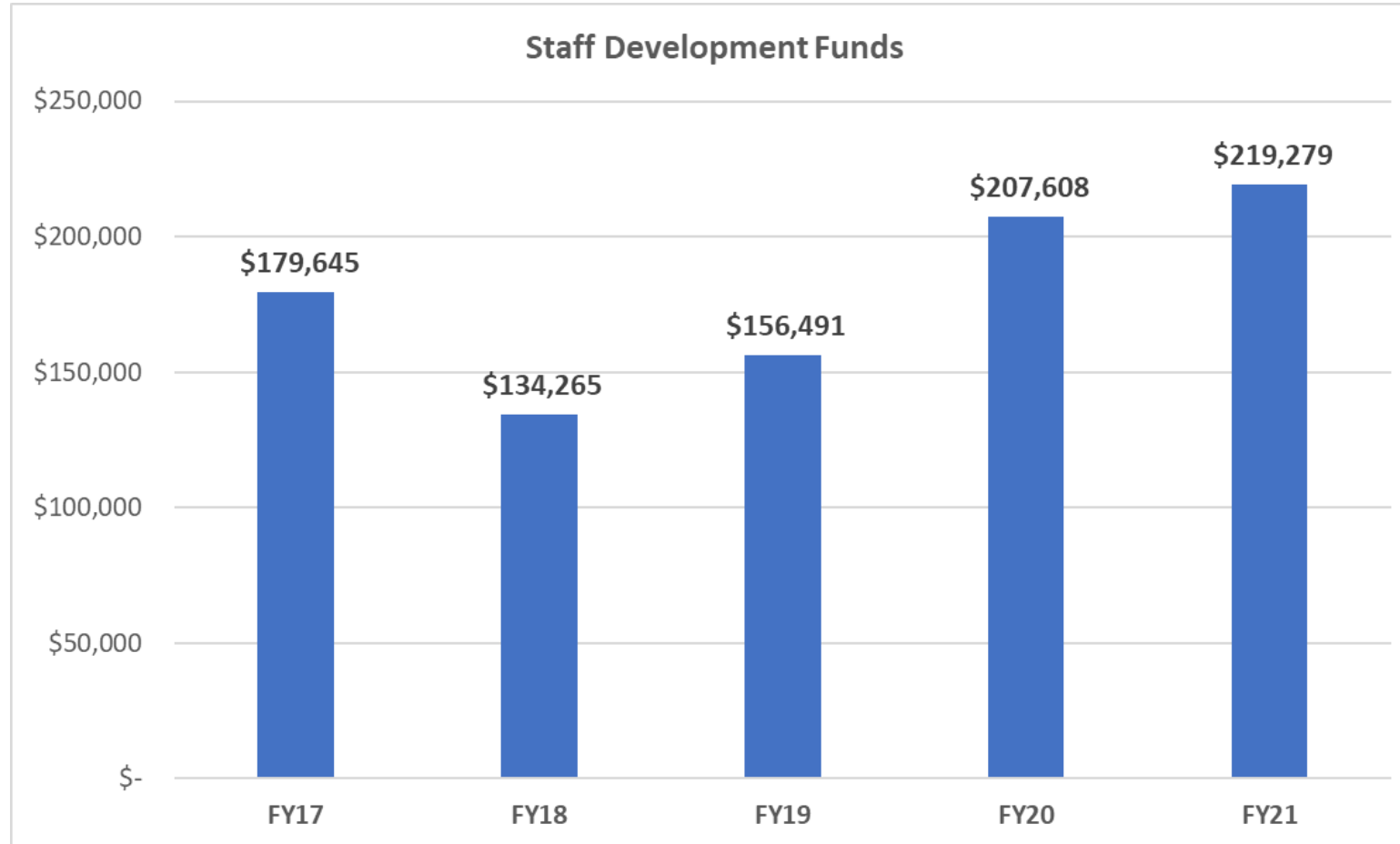
Strategies include:

- Clear and transparent leadership
- Intentional recruitment strategies
- Leadership standards of excellence
- Commitment to social justice and equity
- New Faculty Academy

Metrics include:

- Employee Retention
- Results of recruitment efforts
- Employee voice survey
- Diversity of faculty, staff and administration

Investment in Staff Development



Definition: Includes annual allocation for faculty, management, and classified professional development. Source: Annual Report

Breakout #2 – 10 minutes

- 5 Groups for 10 minutes
- The “brutal truths” the College faced in 2018 were about
 - Poor retention rates
 - High unit accumulation
 - Low graduation rates
- Discuss and answer on Jamboard:
 - Based on your experience and observations,
What might be our “brutal truths” today?
- Return to large groups for report-outs

SPARC **Tentative** EMP Planning Calendar

28 Oct – Review of existing EMP goals and metrics

14 Dec – Presentation and discussion of External Environment Scan

27 Jan – EMP Planning Roadmap for campus communication and participation

Feb-May – Coordination and integration of EMP Planning activities throughout campus

May 2022 – Draft EMP Goals in place

Summer 2022 – SPARC Task Group drafts EMP

August 2022 – SPARC 1st read of draft EMP

September 2022 – Draft EMP Feedback

October 2022 – Vote on sending EMP to GCG

