



EMP Update

SPARC

November 10, 2022

What is the Education ~~Master~~ Plan?

- The College comes together to determine what we need to focus on to live up to our **Mission-Vision-Values**
- The EMP documents the **College's priorities** for the next 5 years, and lays out a **plan for the work ahead**
- The EMP is the **“North Star” for the College**; It informs all other planning and resource allocation
 - College-Wide Planning: e.g. Technology Plan, Enrollment Management Plan align with EMP
 - Program level planning: Comprehensive Program Review Goals reference EMP
 - Allocation of resources: Prioritization is done in alignment with the EMP

Who develops the EMP?

Strategic Planning and Allocation of Resources Committee (SPARC)

- Constituent Committee with representatives from the College's Constituent Groups plus the Academic 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 review

Skyline College Community (students and employees)

- Generate ideas via workshops, Town Halls, Division Meetings
- Give input via their SPARC reps (divisional and/or constituent group)
- Provide feedback on final draft to be posted to the public website

Steps in the EMP Process	Dates	Status
Strategic Planning Training – SCUP workshop for SPARC members	Jul 2021	done
SPARC reviews current EMP Goals and Outcomes	Oct 28, 2021	done
Environmental Scan in SPARC (external opportunities and threats)	Dec 9, 2021	done
SPARC reviews SMCCCD Strategic Plan to inform EMP goal alignment	Jan 27, 2022	done
Internal Scan in SPARC (Skyline College enrollment trends)	Feb 10, 2022	done
SPARC develops first draft of EMP Goals	Feb-Mar 2022	done
SPARC Members solicit constituent feedback on EMP draft goals	Mar-Apr 2022	done
Student input on EMP goals and strategies – ASSC & Focus Group	Mar-Apr 2022	done
Flex Day EMP Workshops on draft goals & strategy development	Apr 21, 2022	done
SPARC reviews and incorporates community input on draft goals	Apr 28, 2022	done
SPARC Approves tentative goals /Creates and charges EMP Summer Task Group	May 12, 2022	done
CGC approves EMP goals	May 25, 2022	done
EMP Task Group drafts strategies for EMP goals	Summer 2022	done
First read of draft strategies in SPARC	Aug 25 2022	done
Skyline Community input (Town Hall, workshops, EMP survey, etc.)	Oct 2022-Feb 2023	In progress

Remaining Steps in the EMP Process	Dates
Skyline Community input	Oct 2022-Feb 2023
Integrated Planning Leadership Summit (1.5 days)	Oct 18 & 22, 2022
Integrated Planning Town Hall – All College (1.5 hours)	Nov 3, 2022
SPARC Reps/PRIE Staff lead EMP discussions at Division Meetings	Nov-Dec 2022
SPARC Reviews Draft EMP in preparation for posting to website	8 Dec 2022
Post EMP Draft to SPARC website for public comment	Mid-Dec 2022
Presentation of Draft EMP plus Community Q&A	Opening Day Jan 2023
SPARC Reps/PRIE Staff visit constituent group meetings	Jan-Feb 2023
SPARC Members collect final feedback from constituents	Feb 2023
SPARC Members incorporate final feedback and finalize EMP draft	Feb 23, 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
SMCCCD Board of Trustees Approves Skyline EMP for 2023-2028	April 2023

CGC-Approved Goals for the 2023-2028 Education Master Plan:

*Skyline College is committed to exploring, innovating, and reimagining our College, in alignment with District priorities, to meet the ever-evolving needs of the communities we serve. With this intention, our **Education Master Plan for 2023-2028 is focused on the following goals:***

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.

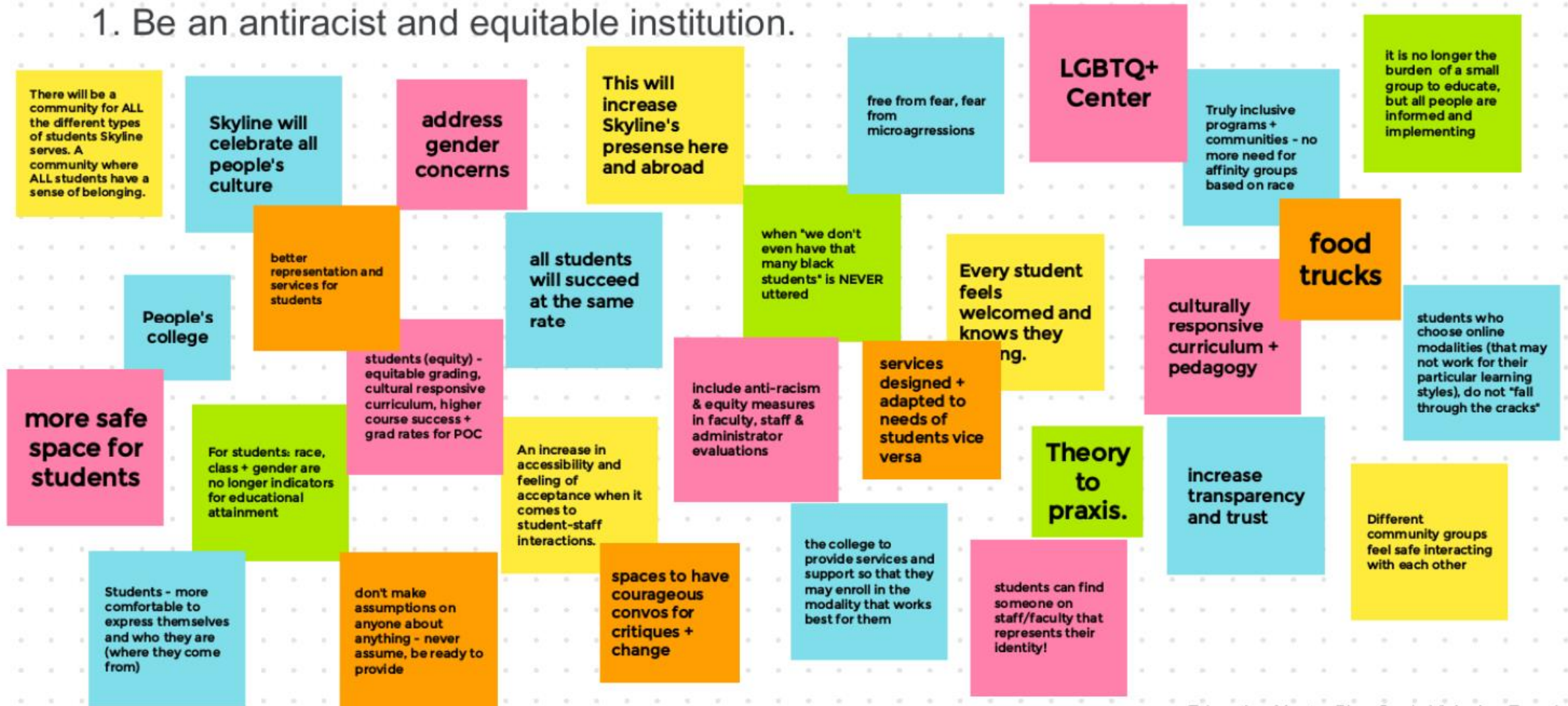
SPARC 5/12/2022; GCG 5/25/2022

1: Be an antiracist and equitable institution

Strategy (How)	Objective (Why)	Sample activity (Actions)
Conduct iterative Campus Climate reviews	Understand the state of our community and introduce continual improvements	Design student survey & employee survey instrument centered on antiracism & equity
Create opportunities to engage in community dialogues	Develop a common language and definitions; build knowledge needed to effect change	Intergroup Dialogue – Continue to train students, faculty and staff
Design professional development opportunities informed by climate review and dialogues	Address knowledge and skills gaps through education and training; build tools needed to effect change	Inventory/assess equity and antiracism tools and identify gaps to inform PD development
Review College procedures and practices, and propose changes	Identify inequitable procedures and propose alternative equitable practices	Create a review cycle for institutional policies and procedures (e.g. Academic Standards, Academic Integrity, Code of Conduct, etc.)
Review College programs and curriculum	Ensure that student programs and educational curriculum are anti-racist and equitable	Continue to develop the Summer Curriculum Institute for faculty undergoing CPR

What will Skyline College look & feel like in 5-10 years when we have achieved this goal?
What will be different for students, graduates, faculty, & staff?

1. Be an antiracist and equitable institution.



How does my team/program/department already support Skyline College's new Educational Plan, Goal 1 – Be an antiracist and equitable institution?

We redesigned our classrooms to be more welcoming. We took away the barriers of scantrons in most of our classes

Supported or provided equity education to TRIO program staff and faculty through multiple forms of PD

Bringing PCI to the college

ASSC student life receives training on anti-racism & equitable pedagogy

Modeling my humanity as a professor, admitting that I'm wrong when I misspeak, inviting student corrections, content selection and feedback. Get Peers to do this as well

bring in cultures in our community into course content

student employee trainings: microaggressions - everyone went to ETS, encourage staff to attend equity events

connecting students to college support resources during my office hours (Mental Health, Food bank, etc.)

80% of new hires are BIPOC in 2022

anti-racist thematic curriculum that allows students to explore matters of the day

equity mindful of what students need to be successful, connect students to resources that might help them

applicable and accessible to all CTE

Examining the CONTENT and focus of our "100" classes (general survey) and de-colonizing the content.

BLOCK SCHEDULING - our classes overlap and we should rip the bandaid off and fix this scheduling issue

shifting all lectures to ZCT

support students with transportation allowing them to commute from other counties

curriculum institute for faculty undergoing CPR to engage in intentional equity questions & data analysis & a goal w/ recommendations

education + sharing respective on anti-racist practices in and outside of the classroom

supporting my faculty in integrating anti-racism principles in their classrooms

By providing services that address food, housing, and financial insecurity that disproportionately affect people of color and other marginalized groups.

At least one section of all of our classes is either ZTC or low cost text

decreased coursework for AA that did not transfer well to transfer programs (e.g. stuff that students had to re-take because they were considered "upper division")

providing support to faculty that's individualized + meets their needs

implement zero textbook cost classes

By lowering access barriers for our services as much as possible.

we make sure fair job opportunity

Seeking faculty who authentically teach forms of our subject that are more diverse

reviewing curriculum to make sure students were represented

Understanding That I do not have all of the answers. I consistently check the power dynamic in the class and let students know their experiences and knowledge are just as powerful and valuable

Leading BAM students through a series to develop their critical consciousness and cultural wealth.

faculty + staff engage in equity academy, SEED, + meetings focused on equity/students

teach course content from an anti-racist point of view

\$ support dedicated counseling academic supports for 1st time F/T students

providing disaggregated student data/raising awareness

engaging in discussions/work on integrating the DEI framework into the curriculum review process

facilitating gender equity group

work with students to ensure we can celebrate their cultures

If you could, how would you repurpose your time and College resources to focus on the Education Plan Goal 1 – Be an antiracist and equitable institution?

research how we can get more scholarships for our international students

develop a hyflex model that is available to all instructors/classes

create opportunities to build authentic relationships w/ faculty & staff

center anti-racism in our work. Host space/session for dialogue + sharing practices

with smaller class sizes, I would integrate more active learning in the classroom

incorporate trainings on anti-racism & equity to division meetings to capitalize on the captive audience

complete the equity academy and have my team do it

find possible equity gaps for students with learning disabilities as a result of AB705/893

focus more on communication with hyper marginalized groups strategically

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

Strategy (How)	Objective (Why)	Sample activity (Actions)
Understand the needs and goals of our potential students	Offer responsive courses/ programs and develop tailored messaging	Conduct surveys and focus groups with neighbors in surrounding communities
Create pathways from educational partners to SKY	Maximize transfer from partners (HS, Adult ED) to Skyline	Learn about Dual Enrollment > College Enrollment best practices from other CCCs
Facilitate enrollment process	Eliminate barriers to enrollment	Provide step-by-step enrollment guidance through webinars
Inspire prospective students	Students can visualize degree attainment and career paths	Offer program-specific events with panel presentations highlighting possible career paths
Develop and carry out a Strategic Enrollment Management Plan	Improve enrollment, retention and completion	Commit to scheduling all courses needed for program completion in a 2 to 3 year period

What will Skyline College look & feel like in 5-10 years when we have achieved this goal?
What will be different for students, graduates, faculty, & staff?

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



How does my team/program/department already support Skyline College's new Educational Plan, Goal 2 – Increase student enrollment by being responsive to the communities we serve?



If you could, how would you repurpose your time and College resources to focus on the Education Plan, Goal 2 – Increase student enrollment by being responsive to the communities we serve?

Have release time to attend high school class project events & recruit for our program

**expand
ZTC/OER
work**

employ student ambassadors to be available to help students through matric. process during peak registration: 1-on-1, workshops, guides, assist in-person + virtual

**connect w/
local student
gov't to speak
about college
student gov't**

**more outreach
with campus +
adult schools**

outreach to out of county students and allow other district to do the same - we all have unique services - we should not be competing

Someone else - PRIE? Should have support to meet with each program before review time and explain TO US where the weak points in our data are, rather than us interpreting data

conduct research on what prospective students want from enrollment campaign

Provide work for instructors of diverse styles of dance by hosting dance festival/ workshops for the community. Provides work experience for students, as well.

**collaboration
with
instructional
faculty**

**promote &
market ZTC
awareness &
offerings in
collaboration
with MCPR**

**go into local
communities
to research
prospective
student needs**

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

Strategy (How)	Objective (Why)	Sample activity (Actions)
Raise student awareness/connection of resources	Students know what is available and how to access resources	Employ student ‘ambassadors’ to spread the word about available resources and encourage use
Address basic needs	Students’ food, shelter, health and safety needs are met	Expand on-campus and online health and wellness services (with emphasis on mental health)
Eliminate barriers to equity	ALL students are able to access the supports they need	Create supports for part-time population who may not be eligible for current programs
Institutionalize the College Redesign	Increase rates of successful education goal completion	Launch Student Success Teams

What will Skyline College look & feel like in 5-10 years when we have achieved this goal?
What will be different for students, graduates, faculty, & staff?

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



How does my team/program/department already support Skyline College's new Educational Plan, Goal 3 – Ensure that all students have the support and resources needed to achieve their educational goals?



If you could, how would you repurpose your time and College resources to focus on the Education Plan, Goal 3 – Increase student enrollment by being responsive to the communities we serve?

survey
students to
identify needs
gaps

consistent
counseling
throughout
college
experience

focus more on
communication to
ensure student
success with
resources, etc.

partner w/
book store to
give out
discount
school
supplies

research best
practices +
new
technology

get program
mapper up
and commit to
maintaining

4: Foster a thriving learning and work environment

Strategy (How)	Objective (Why)	Sample activity (Actions)
Create a more welcoming campus environment	Increase students' and employees' sense of belonging	Employ student ambassadors to staff information booths and guide new community members and visitors
Democratize the campus giving Skyline College community members greater voice	Students and employees have agency and feel empowered	Make processes more open to community feedback beyond the committee structure
Facilitate participation in campus life and participatory governance	Students and employees have the knowledge, tools and support to actively engage	Ensure training and onboarding of new committee members
Create opportunities for employee/student driven innovation	Employees and students lead innovation that accelerates the achievement of EMP goals	Enhance the President's Innovation Fund
Expand employee appreciation and growth opportunities	Faculty and staff understand how they contribute to the College mission and feel valued	Support career pathways and professional advancement/ Offer coaching and career planning tools

What will Skyline College look & feel like in 5-10 years when we have achieved this goal?
What will be different for students, graduates, faculty, & staff?

4. Foster a thriving learning and work environment.



How does my team/program/department already support Skyline College's new Educational Plan, Goal 4 – Foster a thriving learning and work environment?

By offering services to our faculty and staff (as well as students) without judgement.

bringing PCI to the college

CTE classes that accommodate working students - in addition, students that are parents

encourage faculty constant reflection developing meaningful learning exp. for students

publicize ASSC events that foster a thriving learning environment

foster thriving learning environment - create, maintain a safe classroom, professional development to ensure safe space is throughout program

TRiO has professional conversation time during staff meetings to discuss contemporary and relevant issues & topics

facilitating participatory governance group

removed entry requirements for honors transfer program, encouraging all students to engage in research

climate review surveys

TRiO offers group tutoring by subject to allow students to learn from one another as well as their tutor

support + promote college events through design

By looking at our students holistically as human beings and offering services to the families and communities that our students are a part of.

participating in PCI task groups

work w/ my faculty and staff on improving work/life balance

TRiO provides community learning spaces online for students

practice what we preach! "students first" every decision should be rooted in how it benefits the student

By remaining optimistic and positive about what we can accomplish together

By supporting student-led/designed peer activities

PD for student employees is student driven, encourage growth + collegial atmosphere, very team driven - we support each other

We do a tremendous amount of collaboration with other programs, divisions, departments

thriving learning environment co-curricular activities exhibits, curated resources, presentations, workshops, etc. @ the library

support faculty w/ enhancing pedagogy + practices as well as reflecting on serving students

If you could, how would you repurpose your time and College resources to focus on the Education Plan, Goal 4 – Foster a thriving learning and work environment?

I'm not able to EFFICIENTLY FIND COLLABORATORS. We need a centralized person to reach out and track all of the silo'd projects, and to facilitate connections for collaborations.

communicate to students in the manner in which they want to be communicated

I could revise my courses more quickly if I had more time

stress management workshop for student / faculty / staff

do more 1:1 consultations with adjunct faculty = F/T faculty

share updates asynchronously; use meetings to get work done

allow time for team to attend more PD opportunities

not let fear prevent my voice to be heard when contributing to a thriving, learning and work environment

get buy-in for our initiatives; link goals to personal & professional growth

holding a community day all on-campus services & resources mingling w/ community members prospective students

be more visionary than reactionary

design course templates for faculty to use and graphics

Reconsider our 18-week semester. It's the longest in the state. Why don't we have a "reading week" and maybe even a separate time for institutional collaboration?

work more on in-depth course design - signature assessments and equitable grading strategies

I could create more online quiz questions to deter students from cheating + increase learning

promote, support + networking for faculty

collab w/ faculty more on initiatives, lending my office skills

more full timers would bring in diversity of perspectives to subject matter

not waste time w/ outdated systems & processes - will have more time to implement new initiatives and have a futuristic vision instead of putting out fires on a daily basis

5: Cultivate civic-mindedness to empower self and strengthen society

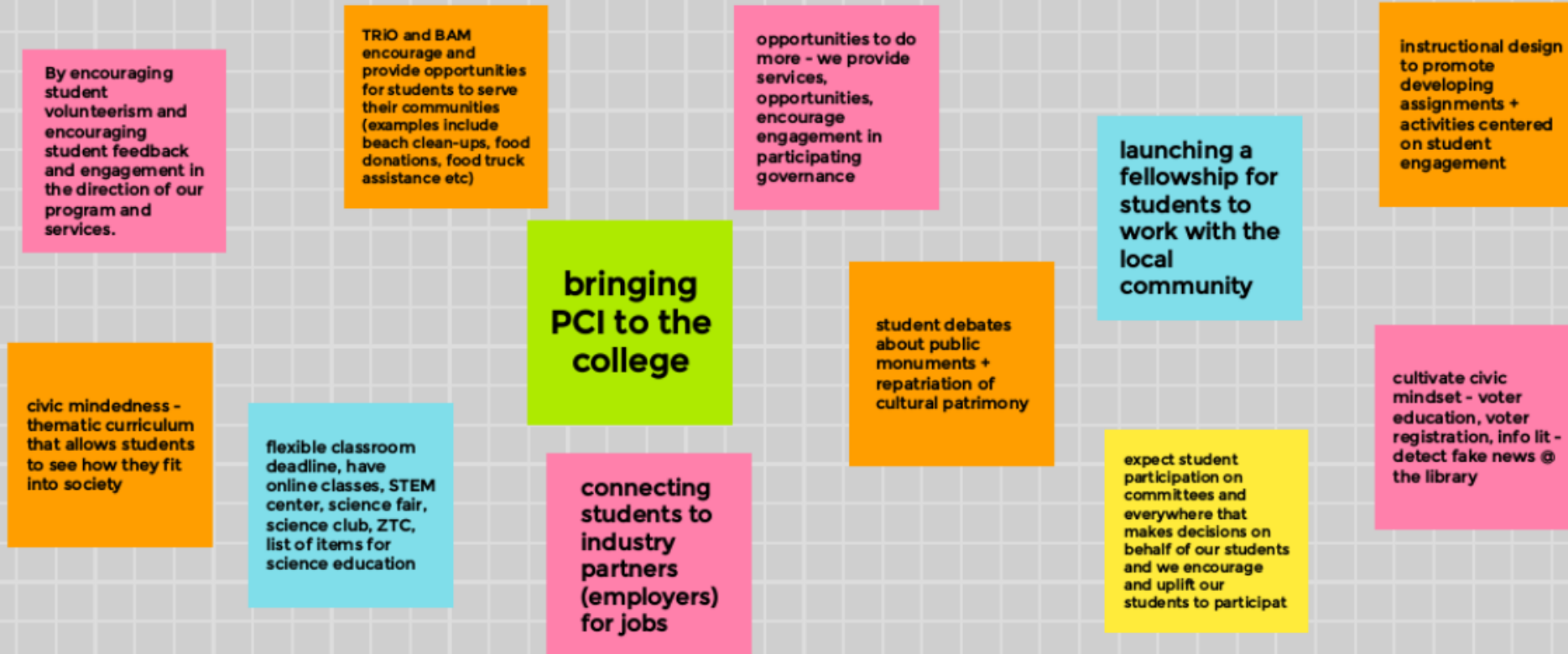
Strategy (How)	Objective (Why)	Sample activity (Actions)
Create democratic engagement opportunities	Empower students and employees to exercise agency	Call to Action Day – One day/semester with collective action
Create community service opportunities	Promote service mindset/ connection to larger society	Engage Student Life and ASSC to support and facilitate community service
Strengthen society through advocacy	Develop knowledge and skills to support advocacy in our local and global communities	Develop partnerships with community agencies to facilitate student engagement
Strengthen Citizenship ISLO in Curriculum	Cultivate a sense of social responsibility among Skyline College graduates	Create thematic assignments around big global issues

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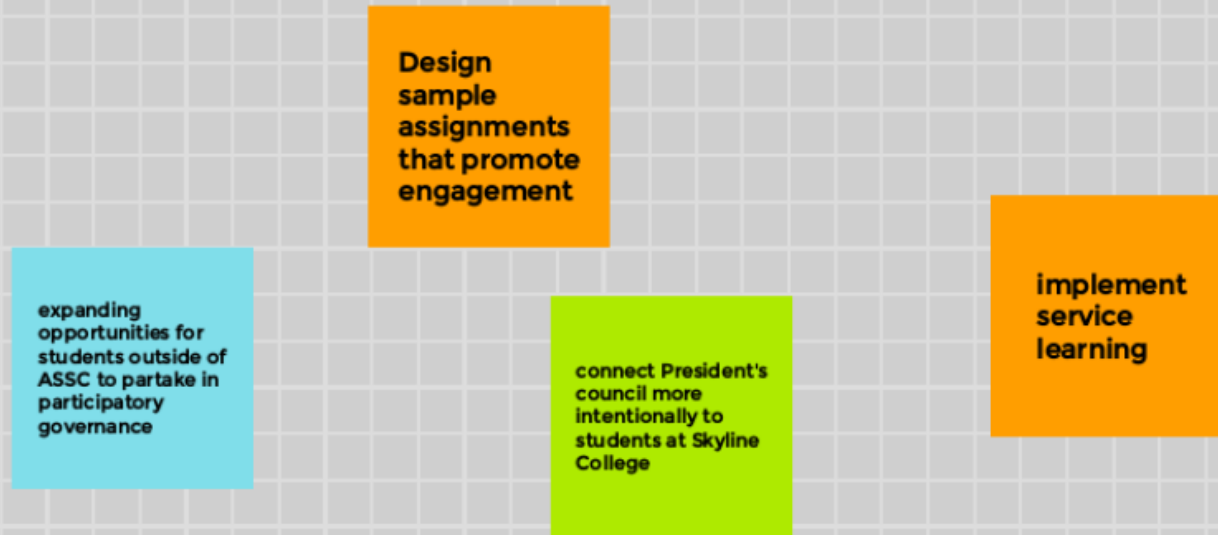
5. Cultivate civic-mindedness to empower self and strengthen society.



How does my team/program/department already support Skyline College's new Educational Plan, Goal 5 – Cultivate civic-mindedness to empower self and strengthen society?



If you could, how would you repurpose your time and College resources to focus on the Education Plan, Goal 5 – Cultivate civic-mindedness to empower self and strengthen society?



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

Strategy (How)	Objective (Why)	Sample activity (Actions)
Foster greater transparency and more effective communication	College community knows how funding is allocated	Post and update helpful non-technical visual depiction of how financial resources are budgeted and used
Advance knowledge and understanding of College business practices, budgets, and financial decision-making	College community understands the fund types and budget processes	Create 'Budget 101' type videos
Ensure accountability and prudent stewardship of publicly-funded resources	Members of College community use public resources wisely and responsibly	Engage the college community in the continuous improvement of all functions and processes
Enhance effective financial controls that improve compliance	District assets are protected from erroneous, erratic, or fraudulent financial and/or business activity	Create alignment of procedures between and among the Colleges and the District Office

What will Skyline College look & feel like in 5-10 years when we have achieved this goal?
What will be different for students, graduates, faculty, & staff?

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

All FT students are fully funded (gives incentive for PT students to matriculate FT)

Industry partners with related majors to provide students with funding, internships and career development.

diversified income streams

we see every dollar as an equity dollar and work to ensure that every dollar spent connects to or MWV

Better ability to plan for the future.

staff/faculty - reevaluate use of spaces to help inform more flexible/hybrid or full-time work from home schedules based on role, duties, etc.

support & encourage revenue generating + innovative programs such as the passport office

a grant writing department taking the burden off some programs

process to look critically + honestly at use of resources w/out fear of losing or competition

return on investment impact analysis

staff/faculty - climate duplication of efforts, overlapping programs, eliminate silos - pockets

graduates/students - when out in the world, the reaction to working or going to school or having graduated from Skyline College elicits positive & enthusiastic reactions

emergency relief fund for students + employees

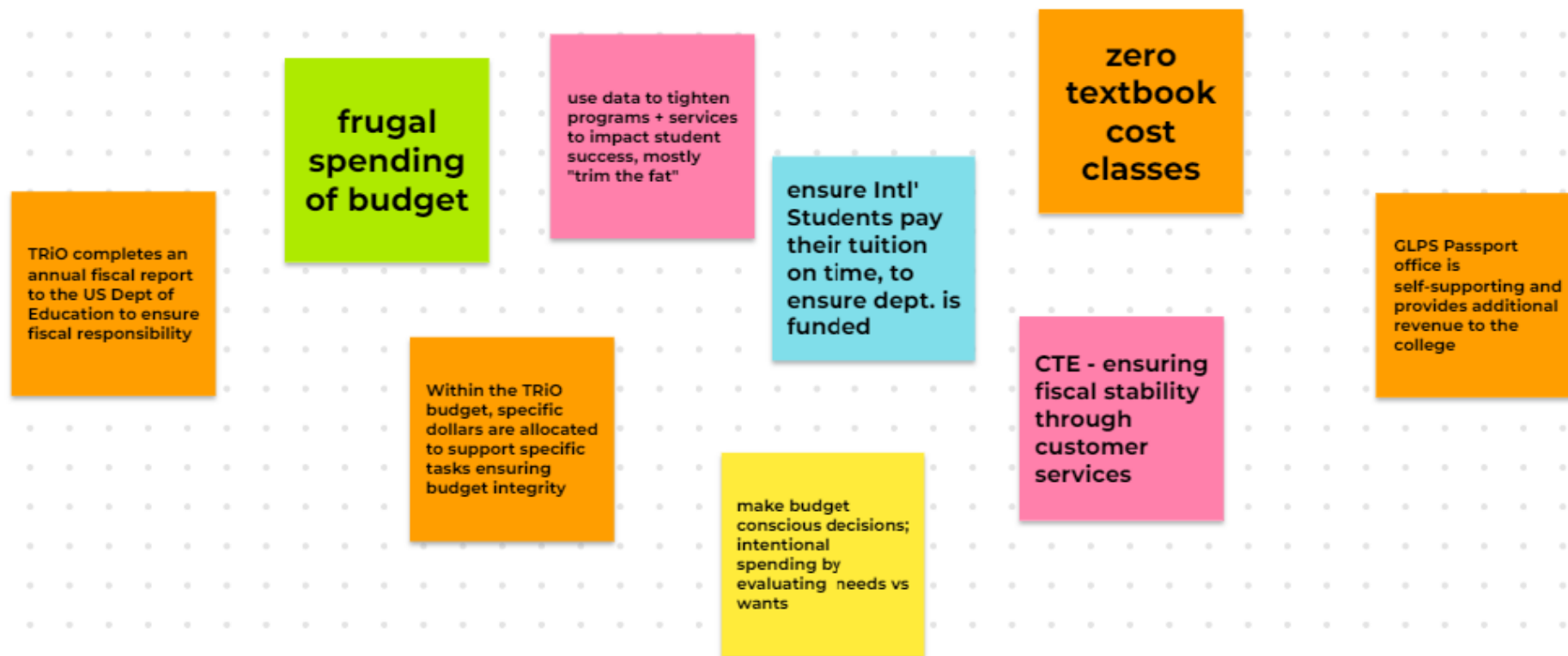
value - funding + support for the ARTS

improved + equitable building spaces on campus

five or six year technology device cycle

food trucks

How does my team/program/department already support Skyline College's new Educational Plan, Goal 6 – Ensure fiscal stability to support the College mission and maintain public trust?



If you could, how would you repurpose your time and College resources to focus on the Education Plan, Goal 6 – Ensure fiscal stability to support the College mission and maintain public trust?

ensure databases
(tech, software,
curriculum, etc.) are
up to date and
readily available

a day with no emails
being sent (or after
a certain time) to
give time to catch
up on work

outreach to
local K-12
school every
semester

focus on the roles
and responsibilities
on my job
description

dedicate on entire
mandatory Flex Day
to working /
collaborating on the
EMP

have
someone
in charge
of events