Education Master Planning
2022 Summer Task Group

Report to SPARC
Aug 25, 2022

Summer 2022 EMP Task Group

Task Group Members

- Lindsey Ayotte – FT Faculty
- Theresa Cunniff – PT Faculty
- Stephen Fredricks – FT Faculty
- Jessica Hurless – FT Faculty
- Wendy Lee – Classified Professional
- Martin Marquez – Classified Professional
- Zahra Mojtahedi – Classified Professional
- Jesse Raskin – FT Faculty
- Danni-Redding Lapuz – Administration
- Kenya Ruiz - Classified Professional
- Winn Shwe Yee – ASSC President
- Jessica Threewit – Classified Professional
- Ingrid Vargas – Administration
- Karen Wong – FT Faculty Coordinator

Task Group Guests

- Jeremy Evangelista
- Allen Ocampo
- Newin Orante
- O'KenZoe Selassie-Okpe

May 2022, SPARC created an Education Master Plan Task Group

- Charged with developing draft strategies for each of the tentative EMP goals for discussion with the Campus Community by September 2022

- The EMP Task Group will complete its work between June 1 – August 12, and is expected to meet at least 3 times

- The EMP Task Group will include at least 2 representatives of the following groups: students, full-time and part-time faculty members, classified professionals and administrators.

- The EMP Task Group will have a budget for compensating members for meeting time, as needed

- The EMP Task Group will be supported by the PRIE Office

- The EMP Task Group will present its work to SPARC at the first meeting of the Fall 2022 semester

Steps in the EMP Process	Date Needed	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 tentative 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	today
Skyline Community input on draft EMP (Town Hall, workshops, EMP survey, etc.)	Sep-Oct 2022	
SPARC Members collect and incorporate final feedback from constituents	Nov 2022	
SPARC Approves EMP > CGC approves the EMP	Dec 2022	

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

Framework: Goals, Strategies, Objectives and Activities

Goal: Broad primary outcome (**What**)

Strategy: Approach you take to achieve a goal (**How**)

Objective: Measurable outcome giving purpose to a strategy (**Why**)

Activity: Specific action taken in pursuit of an objective (**Action**)

Goal 1: Be an antiracist and equitable institution

Strategy	Climate Review	Community Dialogues	Professional Development informed by climate review and dialogues	Review Skyline Procedures/Practices and Propose Changes	Review Programs and Curriculum
Objective	Understand the current state of our community and establish a baseline	Acknowledge/recognize the racism and inequities that exist and develop a common language and definitions	Address knowledge and skills gaps through education and training; build tools needed to effect change	Identify inequitable procedures and propose alternative equitable policies	Ensure that student programs and educational curriculum are anti-racist and equitable
Activity 1	Design student survey & employee survey instrument centered on antiracism & equity	Intergroup Dialogue – Continue to train students, faculty and staff	Inventory/assess equity and antiracism tools and identify gaps to inform PD development	Student policies incl international	Continue to develop the Summer Curriculum Institute for faculty undergoing CPR
Activity 2	Promote survey participation and Conduct focus groups	EI Master Class Participation	Curriculum design – CTTL - Create communities for thought partnership	Exercise Skyline College voice on district-wide committee that informs board policy	Incorporate the IDEAA grid into technical review and program review
Activity 3	Analyze survey results and disseminate results to campus community	Equity Institute sessions for students and staff (knowledge building)	Promote skill-building webinars for students	Create a review cycle for institutional policies and procedures (ie. Academic Standards, Academic Integrity, Code of Conduct, Discrimination, etc.)	Further Curriculum Committee and faculty originators' training on culturally relevant pedagogy

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

Strategy	Understand the needs and goals of our potential students	Create pathways from educational partners to SKY	Facilitate enrollment process	Inspire prospective students	Develop and Carry Out a Strategic Enrollment Management Plan
Objective	**More strategic/tailored offerings and messaging**	**Maximize transfer from partners (HS, Adult ED) to Skyline**	**Eliminate barriers to enrollment**	**Students can visualize degree attainment and career paths**	**Improve enrollment, retention and completion**
Activity 1	Inquiry on best practices in matriculation steps to better hear our students needs	Better engage with partners to learn what we can do better	Provide step-by-step enrollment guidance though webinars	Program-specific events with panel presentations highlighting possible career paths	Engage the Enrollment Strategy Committee (ESC) to complete an Strategic Enrollment Management Plan (SEMP)
Activity 2	Analyze MyMajor data about student interests	"Community Nights"	Increase resources and staff for Outreach Office	Promote role models	Implement SEMP
Activity 3	Exit surveys to understand why students leave	Understand and improve HS Dual Enrollment > Skyline Enrollment	Support District implementation of CRM	Allocate resources to make this possible. Video to make accessible online	Commit to scheduling all courses needed for program completion in a 2 to 3 year period
Activity 4	Improve cultural understanding of			Advertise / Raise awareness	Offer pathways for completing either fully

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

Strategy	Raise student awareness/connection of resources	Address basic needs	Eliminate barriers to equity	Institutionalize the College Redesign
Objective	Students know what is available and how to access resources	Students' food, shelter, health and safety needs are met	ALL students are able to access the supports they need	Increase rates of successful educ goal completion
Activity 1	Create one-stop website page for all student resources	Support the District Basic Needs Task Force	Strengthen how counseling services are provided to better allocate limited resources	Hire a faculty coordinator to facilitate completion of the College Redesign in AY22-23
Activity 2	Employ student 'ambassadors' to spread the word about available resources and encourage use	Expand SparkPoint services into local communities	Affordability: Reduce or eliminate fees; Open Education Resources	Launch Student Success Teams
Activity 3	(timely) Advertising of services throughout the semester – not just at orientation	Expand on-campus and online health and wellness services (with emphasis on mental health)	Creation of supports for part-time population who aren't eligible for current programs	Update program maps and make them easily accessible to students
Activity 4	Use social media (Tik Tok)	Improve access to childcare	Support undocumented	Create supports specific to

Goal 4: Foster a thriving learning and work environment.

Strategy	Create a more welcoming campus environment	Transform the physical campus into a more engaging landscape	Democratize the campus giving Skyline College community members greater voice	Facilitate participation in campus life and participatory governance	Create opportunities for employee/student driven innovation	Expand employee appreciation and growth opportunities
Objective	Increase students' and employees' sense of belonging	Students and employees are stimulated and inspired	Students and employees have agency and feel empowered	Students and employees have the knowledge, tools and support to actively engage	Employees and students lead innovation that accelerates the achievement of EMP goals	Faculty and staff understand how they contribute to the College mission and feel valued
Activity 1	Employ student ambassadors to staff information booths and guide new community members and visitors	Invest in culturally responsive murals and art projects	Make processes more open to community feedback beyond the committee structure	Improve participatory governance structures and operations	President's Innovation Fund	Support development of additional professional development programming
Activity 2	Increase participation in Student Learning Communities/mentoring programs	Provide venues for deep discussion on important topics incorporating intergroup dialogue	Regularly create and communicate opportunities for engagement	Ensure training and onboarding of new committee members	Support grant seeking and offer resources	Support career pathways and professional advancement/ Offer coaching and career

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

Strategy	Create democratic engagement opportunities	Create community service opportunities	Strengthen society through advocacy	Strengthen Citizenship ISLO in Curriculum
Objective	Empower students and employees to exercise agency	Promote service mindset/ connection to larger society	Develop knowledge and skills to support advocacy in our local and global communities	Cultivate a sense of social responsibility among Skyline College graduates
Activity 1	Voter registration events/ College Hour engagement events	Develop the "Community Nights" program	Sponsor conference attendance for students and employees (e.g. NCORE)	Thematic assignments around big global issues
Activity 2	Educate community on how to engage (e.g. SF People Power)	Utilize SPARKpoint to create new student opportunities	Social justice speaker series (e.g. college lecture series)	Create common assignments in canvas
Activity 3	Call to Action Day – One day/semester with collective action	Engage Student Life and ASSC to support and facilitate community service	Develop partnerships with community agencies to facilitate student engagement	Develop Interdisciplinary approach
Activity 4	Partner with outside organizations (e.g. Rock the Vote)	Engage students to work with undocumented community members/Dreamers	Create opportunities to build students' and employees' communication, debating and facilitation skills (using	Embed community service activities into courses (feasibility for all type of students)

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

Strategy	Continue to foster transparency and communicate effectively (improve communication)	Advance knowledge and understanding of College business practices, budgets, and financial decision-making. (improve understanding)	Continue to evaluate and implement practices that ensure accountability and prudent stewardship of publicly-funded resources. (improve processes)	Enhance effective financial controls that ensure transactional integrity, and compliant revenue and expense activities. (improve compliance)	
Objective	College community knows how funding is allocated	College community understands the fund types and budget processes	Members of College community use public resources wisely and responsibly	Protect District assets (including cash and reputation) and mission from erroneous, erratic, or fraudulent financial and/or business activity.	
Activity 1	Post and update helpful non-technical visual depiction of how financial resources are budgeted and used.	Create 'Budget 101' type videos	Include college community, in the continuous improvement of all functions and processes, such as purchasing, hiring, grant MGT, and the delivery of instruction and student support services.	Work towards best practices and alignment of procedures between and among the Colleges and the District Office.	
Activity 2	Promote awareness of existing posted information (DCBF, annual reports, for district)	Make available easy-to-use reference material, flow charts, and process matrices that map how to purchase, hire, request additional $, propose or create a new program, or apply for a grant.			
Activity 3	Identify and close gaps between				