The People's Plan

SKYLINE COLLEGE EDUCATION MASTER PLAN
AY 2023/2024 – 2027/2028

Presented to the

**San Mateo Community College
Board of Trustees**

June 28, 2023

Skyline COLLEGE

Plan Development : Key Players

Strategic Planning and Allocation of Resources Committee (SPARC)

- Constituent committee with ~30 members representing each of the **College's constituent groups** and each **Instructional and Student Services Division**
- **Oversees and coordinates** the planning 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)

- **Generates ideas** via workshops, Town Halls, and Division Meetings
- **Gives input** via their SPARC reps (divisional and/or constituent group)
- **Provides feedback** on EMP drafts posted to the public website

Plan Development: SCUP-Inspired Framework

PLANNING CYCLE
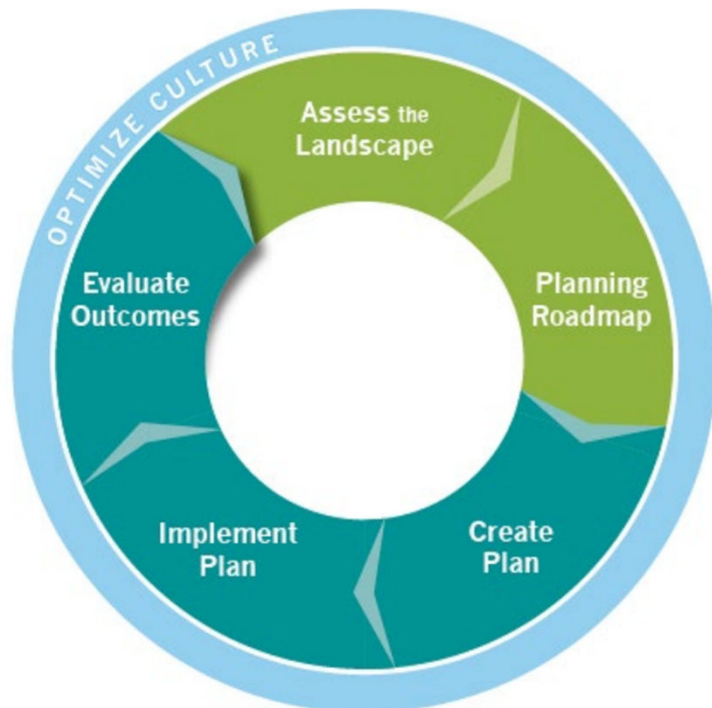
*Source: **Society for College and University Planning***

Preparation for EMP planning began in AY 2021-2022
First step was **2-day SCUP-led training for SPARC members**


Assessed the Landscape

- SKY 2018-2023 EMP priorities and outcomes review
- External Scan of local population and economic trends
- Internal Scan of student enrollment and outcome trends
- SMCCCD Strategic Plan review to ensure alignment

Developed Planning Roadmap

- College community engagement plan
- Communications plan
- EMP Website
- Campus Climate Review (student and employee surveys)

Plan Development : Creating the Plan

Iterative process for collecting ideas, generating drafts, and soliciting feedback

- SPARC
- SPARC Constituents
- SPARC
- Campus Community
- PRIE
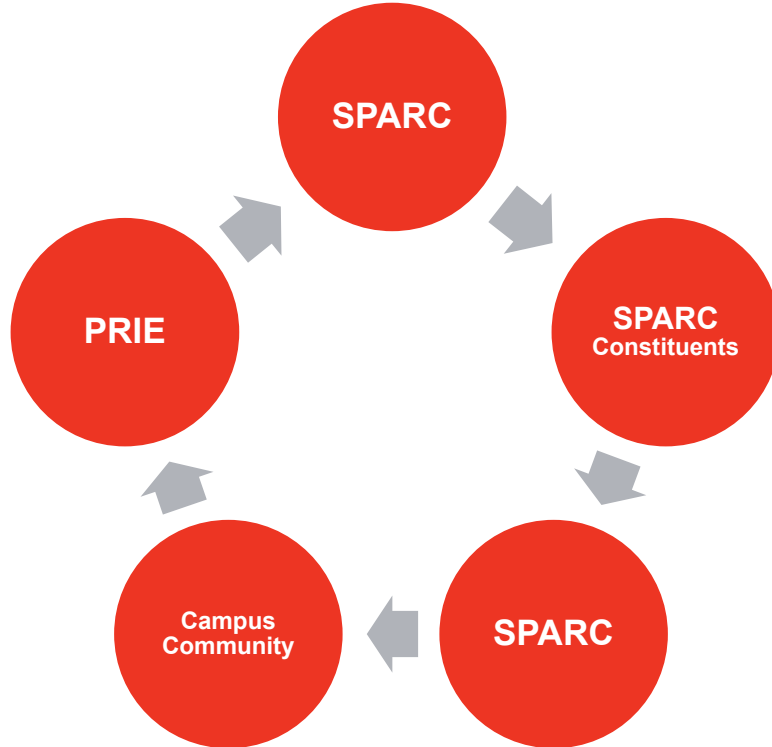
College community input solicited via:

• FLEX Day workshops

• Student focus groups

• Planning Summit

• Town Halls

• Constituent group meetings

• Division meetings

• Online feedback form

The People's Plan: Strategic Goals

*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 AY2023/24-2027/28 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; CGC 5/25/2022

Integrated Planning Summit – Fall 2022

Brought together campus leaders and district representatives for 2 days of workshops and discussion to listen and learn from each other:

- Student Senate

- Faculty Senate

- Classified Senate

- Management Council

- Executive Council

Visioning Exercises | What will Skyline College look & feel like when we have achieved this goal?
What will be different for students, graduates, faculty, & staff?

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

- students & faculty have classroom facilities (including specialized lab spaces) that are up to date and equivalent to sister colleges in district & comparable education institutions
- faculty approach students with the understanding that they are here to learn
- legal advice easily accessible
- needs survey per student - taken at the beginning & at the end of student journey
- students feel comfortable and vulnerable to share what is going on in their lives with every employee
- more support & resources for part-time students
- student housing
- staff need the support & their backs covered by the district and Skyline managers
- A significant number of PT students move to FT status and quickly complete their ed goals.
- helping from financial barriers to educational barriers - succeed in education...
- student housing + resources for rentals, homelessness and any other housing needs
- student housing
- increase availability of in-person drop-in services
- 50% or greater completion of students educational goals
- staff - they need the support & their back covered by the district & managers
- increase in student success and participation
- defeat silo mentality
- free materials, free technology, free support to deal with all materials + technology
- graduates - they will know how to help those that come after them by letting them of resources
- a student education plan that includes relevant and specific resources - financial goal setting, basic needs, tutoring, career, etc...
- part timers needs are served or considered
- student - clear communication so students are aware of available resources
- All students are connected to programs that align with their needs, values and interests.
- accommodate students needs to complete educational pathway
- staff feels engage & enthusiastic & knowledgeable to help students to connect to resources
- offices & resources most utilized by students will be staffed to properly effectively meet student need
- paid internships
- students - they will have less worries as they strive & be successful students
- No student experiences food or housing instability
- A reintroduction of programs and services during a student's second semester and second year. Not just focusing on a student's first semester/year.
- A student body that is more representative of the county population we are serving.
- they will feel like they belong from the moment they set foot on campus
- onboarding is comprehensive + intrusive - welcome
- we clearly communicate and have a communication plan for students
- from scholarships, internships & fellowships, as well as research opportunities for every student
- students will know & utilize resources + also help their peers so that they can focus on their studies + graduate efficiently
- students have access to necessary tech
- value the student learning experience
- technology that helps the college support student needs on individual/granular level
- a pipeline of support for students through their journey. assessment - referral - follow-up - goal setting
- students - proactive individualized support from the time they enroll - outreach
- staff numbers reflect campus needs
- build bridges between education and career pathways
- it's not "hand holding" it's supporting student agency to develop skills to advocate, navigate, and use institutional resources to their advantage
- students are aware of any resources they may need

Plan Development: Components

- **Goal**: Broad, general statement of intended outcomes or results

- **Strategy**: Plan of action created to achieve a goal or a vision

- **Tactic:** A specific **action** an institution takes to carry out a strategy

- **Metric**: A measurement that tracks, monitors, and assesses a specific, outcome an institution intends to accomplish

Goals are **WHAT**
Strategies and Tactics (Activities) are **HOW**
Outcome Metrics track **PROGRESS**

Source: Adapted from the Society for College and University Planning (SCUP)

EMP Strategies for Each Goal

STRATEGIC GOAL 1:
Be an antiracist and equitable institution

Skyline College has long been a leader in demonstrating a commitment to equity. With antiracism and equity as our number one goal, the College is taking this commitment to a new level via an intentional effort of consecutive steps toward specific strategic goals. We are moving from understanding where we are, to defining a common language and shared framework, to building and honing our skills and tools, to implementation of those tools to transform administrative practices and student learning. The College's equity goal incorporates respect and equitable treatment for all gender identities, sexual identities, different abilities, ages, religious beliefs, citizenship status, race/ethnicities and all of the diversity found on campus and in our communities.

Strategies for Goal 1:

A. Conduct iterative Campus Climate reviews to identify strengths and challenges to inform training and professional development

B. Develop common definitions and a shared framework for strengthening our dialogue and vision for antiracism and equity at Skyline College

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

Sample Activities for Goal 1: See Appendix A
Metrics for Goal 1: See Appendix C

EMP Sample Activities for Each Strategy
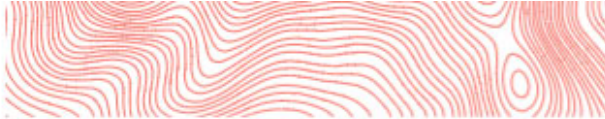
STRATEGIC GOAL 2:
Increase student enrollment by being responsive to the communities we serve

Strategies with *sample* Activities Already Doing and Proposed Activities

Outcome metrics for each strategic goal are detailed in Appendix C

STRATEGY A

Understand the needs and goals of potential students in our surrounding communities

ACTIVITIES ALREADY DOING

- **High School Counselors 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 our local community, including **Adult Education** programs
- **Environmental study** of San Mateo County and our local service area
- **President's Council**
- Strategic Partnerships and Workforce Development's **Industry Leadership Council**

PROPOSED ACTIVITIES

- Deepen our **relationships with community partners** and seek out new connections
- Conduct **local community focus groups** to learn more about unmet needs (PRIE)
- Continue to **investigate and address transportation barriers** to reaching campus
- **Evaluate the Neighborhood Centers pilot program** for feasibility of expanding to serve additional local communities

STRATEGY B

Remove barriers and provide tailored support to facilitate student registration and enrollment

ACTIVITIES ALREADY DOING

- **Free College** for Spring 2023 made possible by SB 893
- **Outreach Office and Student Ambassador Program**
- **Financial Aid** support
- Free **shuttle service** to campus
- **Priority Enrollment Program**
- **ESL Connect** helping non-native English speakers apply to SKY
- **Dream Center** supports to enroll undocumented students
- **Learning Disabilities (LD) Program**
- **Step-by-step registration guidance** though on-demand video

PROPOSED ACTIVITIES

- Draft and Implement a **Strategic Enrollment Management Plan**
- Consider reallocation of resources to **prioritize the work of the Outreach Office**
- **Employ student ambassadors** to help students through the matriculation process, freeing up staff to address questions requiring specialized knowledge
- **Host more open-house events** for surrounding high schools and adult education schools
- Create supports designed to **help register adult students**

STRATEGY C

Create clear pathways to and through Skyline College to support enrollment and retention

ACTIVITIES ALREADY DOING

- **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

PROPOSED ACTIVITIES

- Research and improve transition from **HS Dual Enrollment to College Enrollment**
- Expand relationships with **adult education programs**
- Develop cross-divisional strategies to **engage students in major and career exploration**
- **Commit to student-centric scheduling** in multiple modalities to meet student demand for degree completion within 2-3 yrs
- Work toward offering all **GE courses in both face-to-face and online** modalities
- **Explore the feasibility of offering non-credit courses** to serve more students
- Integrate existing virtual student services with the **CRM/student success link** (e.g. **Chatbots**)

EMP Metrics for Each Strategic Goal

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

Metrics	Baseline 2022-23	Midterm Goal 2025-26	5-Year Goal 2027-28	Ultimate Goal
Student support program (PSP/TRIO/EOPS) participants as % of students enrolled at least half-time (Fall semesters)*	25.0%	27%	30%	All certificate, degree or transfer-seeking students are connected with a student support program.
Enrollment in courses with zero textbook costs (ZTC) as % of total Fall enrollments*	40.0%	44%	46%	All Skyline College courses have zero textbook costs.
Number of unique students borrowing library technology devices as % of total student headcount (Fall semesters)*	7.7%	10%	12%	All students are aware of technology borrowing options and how to access devices.
Number of unique students accessing The Learning Center services as % of total student headcount (Fall semesters)*	6.8%	8%	10%	All students are aware that tutoring and other supports are available and how to access them.
SVQ: "Skyline College demonstrates a commitment to removing barriers to success for all student populations."^	92.1%	94%	96%	All students affirm that Skyline College demonstrates a commitment to removing barriers to success for all student populations.
SVQ: "Skyline College offers the support I need to achieve my educational goals."^	93.2%	95%	97%	All students feel appropriately supported to meet their educational goals.
SVQ: "My Skyline College student educational plan (SEP) supports my personal educational and career goals. Agreement rate by student demographic groups.^	85.0%	90%	95%	All students feel that their SEP is tailored to their personal educational and career goals.
SVQ: "I am confident that I will achieve my educational goal (e.g., certificate, degree, and/or transfer) at Skyline College."^	94.2%	95%	96%	All students feel confident that they will achieve their educational goal.

SVQ = Student Voice Survey Question (1,170 students responded to the 2022 SV survey.)

# Plan Implementation: AY 2023/24 - AY2027/28

Implementation of The People's Plan starts in Fall 2023, with SPARC coordinating, PRIE tracking and reporting progress, and the entire college community working toward our strategic goals.

Thank you to all SPARC members for your leadership on the EMP!

*Kudos to the hundreds of **Skyline College community members** who contribute ideas, time, and passion to developing and implementing the EMP and to fulfilling the Skyline College mission!!*
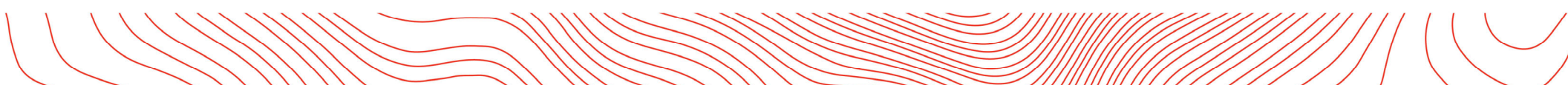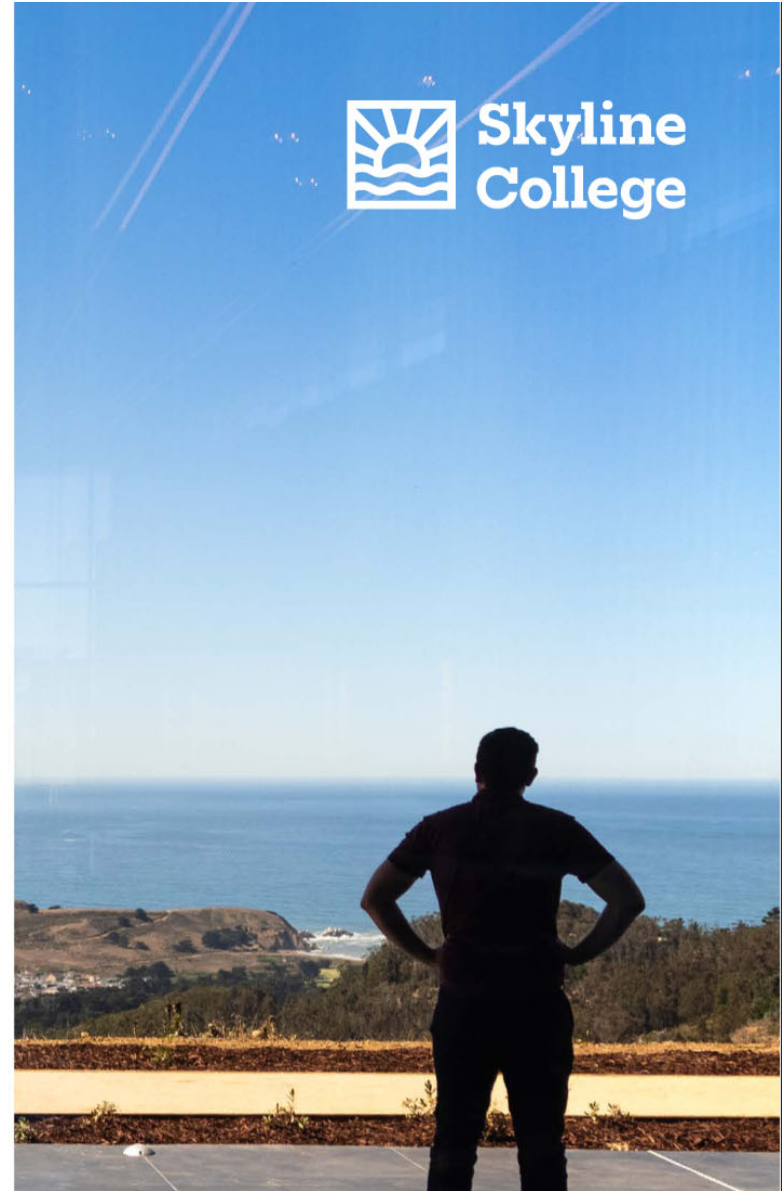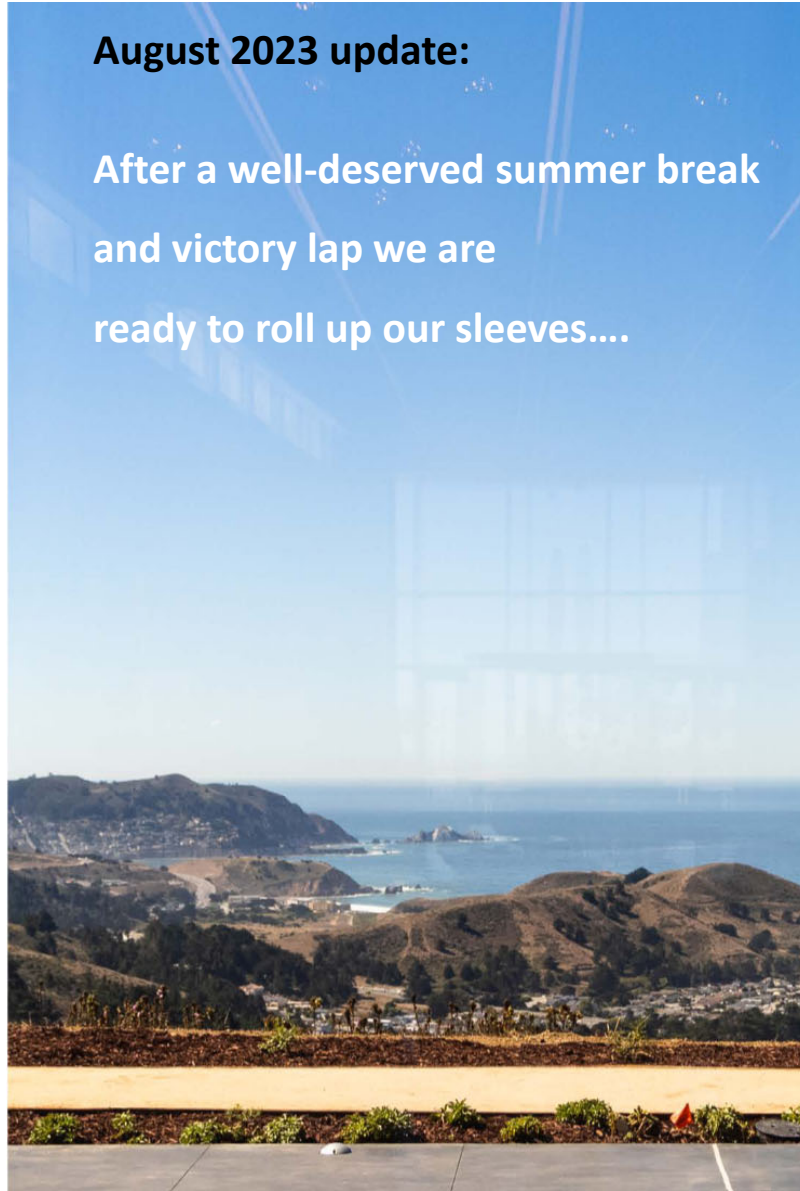
August 2023 update:

After a well-deserved summer break

and victory lap we are

ready to roll up our sleeves....

Skyline College

EMP Implementation - Accountability

Each member of President's Cabinet will be accountable for one of the 6 Strategic Goals

- Answers for progress toward the goal and outcome metrics

- Champions the goal

- Ensures teams are supported

- Keeps Cabinet informed

- Updates SPARC each semester

- Reports annually to College Governance Council

EMP Strategic Goals (Accountable Cabinet Member)

1. Be an **antiracist and equitable** institution. (**College President**)

2. Increase **student enrollment** by being responsive to the communities we serve. (**VPI**)

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

4. Cultivate **civic-mindedness** to empower self and strengthen society. (**MCPR Director**)

5. Foster a thriving **learning and work environment**. (**PRIE Dean**)

6. Ensure **fiscal stability** to support the College mission and maintain public trust (**VPA**)

Next Steps

- Strategy implementation lead assignments

- Resource allocation review

- EMP strategies and activities prioritization

All in consultation with SPARC and College Governance Council