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The Education and Facilities Master Planning Project (EFMPP) began in the spring 2006 after the passage of a second district-wide bond for facilities construction and upgrades the previous fall. The development of the Education Master Plan was facilitated by an education planning consultant who gathered information and received feedback throughout the spring semester using a variety of venues which included: 1) Program planning questionnaires which were completed by all departments across the college, 2) One-on-one and group interviews with each department and unit of the college, 3) Strategy and listening sessions with the EFMPP task force and college community and 4) College-wide town hall forums. The Education Master Plan was completed at the end of the spring semester with the intention of using the plan to help in the facilities master planning process, as well as using the plan to guide the college in planning and making decisions about courses, programs and services over the next five to six years.

In order to make the Education Master Plan a workable document, the Educational and Facilities Master Planning Task Force along with the Institutional Planning Committee (IPC) reviewed the plan and the recommended initiatives in the fall of 2006. The vital few recommendations were then culled out and a list of targeted initiatives was defined. Next, feedback from the various constituency groups (i.e., EFMPP Task Force, IPC, Academic Senate and Classified Senate) was collected to determine the number and quality of existing practices and strategies that had an impact on the recommended initiatives. Once this feedback was collected, the Management Council along with the College Council developed recommendations for additional or enhanced strategies to supplement current practices and strategies.

The next step in the process of implementing the recommended initiatives is for each of the designated leadership groups to develop the enhanced strategies further and to begin implementing and assessing the impact of these strategies.

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EMP Recommended Initiatives and Links	Existing High Impact Strategies and Practices	Strategy Enhancements & Leadership	Progress on Strategy Enhancements to Date
1. Increase Distance Learning Offerings. In response to the growing population of commuter, part-time, techno-savvy students who are generally too busy to attend college more than once or twice a week, the Education Master Plan recommends that Skyline increase the number of classes offered using non-traditional modes of delivery. This includes the development of classes that could be offered via the Internet and hybrid modes. In particular, those courses which fall within general education, the sciences and developmental or pre-requisite courses. **Link to College Goal #1, Strategy 1.1 & 1.2**	1. English 100 & 165 sequence 2. Business, and CAOT courses 3. International Business major 4. General education courses 5. Online orientation & counseling 6. Online tutoring through Reading & Writing Center 7. Evaluation of new course management system 8. Professional development in new course management system	***1. Increase on-line instruction through:** **a. Basic skills course offerings** **b. Full degree program offerings** **c. Additional services offered via on-line** *Technology Cmt., ILT, Academic Senate and DEAC*	• The College reestablished the Technology Advisory Committee in Fall 2006. • Most of GE available on line (PE and AHI not available on line but under consideration • New Math and English courses available on line • Distance Education Pilot projects on moodle and eCollege platform completed • Common platform for district wide implementation recommended to DEAC
2. Collaborate With K-12. Continue to collaborate with K-12 and focus on outreach efforts that will increase enrollments of first-time freshman from Skyline's feeder high schools. This includes, but is not limited to strategies for middle school and bridge programs, as well as conducting classes at the high schools for concurrently enrolled students and administering placement and orientation services. **Link to College Goal #1, Strategy 1.3**	1. Jump Start 2. High school outreach & events 3. Regular meetings with feeder HS 4. Increase number of concurrent enrollment classes 5. Tech prep program 6. Quick Start 7. High school on-site placement testing 8. Hermanos Project 9. EYH 10. WOW high school teacher outreach 11. DSPS summer transition 12. Plug Into College/Making Connection 13. California Partnership Academy 14. GEPP 15. Summer Bridge 16. Int'l Baccalaureate Program	***2. Offer non-traditional concurrent enrollment courses (e.g., music, art and dance).** *Concurrent Enrollment Task Force*	• The College is currently exploring Middle College • Hermanos in 2nd year • GEPP, now PEP (Priority Enrollment Program) • Plug into College/Making the Connection event • Modified concurrent enrollment registration and implementation processes • English, Chinese, Pilipino (Tagalog) and CAHSEE courses being offered at H.S. • Acceptance of IB credits in process. Faculty considering articulation matrix for curriculum committee

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3. Increase Marketing And Outreach. Competition, declining enrollments and limited local growth point to the need for aggressive and continuous promotions of the college programs, services and benefits. This includes marketing and outreach activities that are both targeted at growth population segments in the county (i.e., Hispanics), as well as general activities that reach a broader audience. **Link to College Goal #3, Strategy 3.2**	1. Fresh Look Project 2. Survey of student media preferences 3. Class schedule mailing 4. Web site redesign 5. Super Saturdays 6. High School College Nights/Fairs 7. Respiratory Therapy contacts with hospitals 8. ESL courses in community centers 9. Applied but not registered targeted mailings/calls 10. Outreach to adult schools/centers	***3. Develop and implement a unified Marketing and Outreach Plan with activities for assessing effectiveness of strategies including program-based marketing and target marketing.** *Marketing and Development Office, Outreach Committee, and Office of PRIE*	• Class schedule redesigned & includes targeted program ads • Website vendor selection in process • Skyline Day @ Serramonte Shopping Center 3/31/07 • Fall enrollment campaign includes MySpace & targeted ads • Fall 07 Topical Survey: How students find out about classes, programs & events
4. Support Use of Outcome Data. More and more planning and program decisions are being supported through data and evidence. This trend needs to continue as the college moves forward in its facilities and program planning efforts. The Education Master Plan recommends that the college provide the necessary support to establish readily accessible information and data systems that are available internally as well as externally. **Link to College Goal #2, Strategy 1.1**	1. Program Review data 2. Enrollment management data 3. EOPS, Cal Works, DSPS 4. SLOAC assessments 5. Balanced Scorecard 6. Initiatives, projects and requests based on data 7. Data from external accreditations for programs (auto, cosmetology, surgical tech, RT) 8. Online decision support system-DSS 9. TRIO grant reports 10. Assessment test validation and matriculation reports 11. Campus climate survey briefings	**4. Conduct alumni follow-up research which includes:** **a. Development of alumni database.** **b. Survey of alumni.** *Development, Marketing& Development Office and Office of PRIE*	

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5 .Strengthen Existing Programs. All programs have the opportunity to grow and increase enrollments through space augmentations, curricular enhancements, changes in scheduling, alternative modes of delivery, creation of new classes that are aligned to labor market trends and addition of classes to off-site locations. **Link to College Goal #1, Strategy 1.1**	1. Curriculum development, modification 2. Faculty development 3. ESL curriculum overhaul 4. Facilities changes and modifications 5. First Year Experience 6. Orientation 7. Program review outcomes (requests for facilities, equipment, support staff, sequences, professional development, etc) 8. President's Innovation Fund 9. SLOAC process 10. Interdisciplinary dialogue 11. Industry partnerships	**5. Review recommendations in EMP and identify programs to enhance.** *ILT and Academic Senate*	• 07/08 President's Innovation Fund projects selected May '07 • ESL Program revamped with ~ 300% increase in enrollment for the modified sections • Auto and TCOM program partnering with WIB to increase enrollment • SLOAC process underway ~35% of courses have SLO's • Basic Skills Initiative underway with faculty leadership, budget, and plan development in process • Journalism Program revisions underway • Program review process overhauled to align with budget processes, incorporate SLO and accreditation standards • Enrollment management strategies using waitlists implemented • New interdisciplinary course with ECE and English Departments – Children's Literature • New courses related to Linux-based systems developed in TCOM Department

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6. Develop New Programs. Consider developing and bringing on-line 1-3 new programs each year for the next five years (i.e., Freshman Year Experience, Home Health Aid and Environmental Technology) in response to community and market demands. These programs have been identified as being critical to student success, as having few competitors in the area, are connected to local and regional current labor market demands and have links to existing programs at Skyline. **Link to College Goal #1, Strategy 1.1**	1. Grants (i.e., Logistics Program) 2. Curriculum development 3. First Year Experience 4. President's Innovation Fund 5. Earmarked funds in budget for program development	**6. Develop courses and programs for seniors/life-long learners.** *ILT and Academic Senate* **7. Review recommendations in EMP and identify new career/tech programs to develop.** *ILT and Academic Senate*	• President's Innovation Fund will have a second call for proposals in the Fall '07. Selected projects will plan in the spring for execution Fall '08 • Environmental Science Program under discussion • Solar Panel Installation Program being developed • International Logistics for Customs Brokers and Freight Forwarders program being developed to hold 3 certificates and one degree. • Initial discussions of developing an ESL Institute • Math Academy implemented • Initial discussions of integrating Fitness Across the Curriculum • Teacher Pipeline Program and After-School Worker Training Program under consideration

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7. Increase Courses/Programs for Under-Prepared Students. With the new high school exit exam and an influx of English-as-a-second language speakers in the county, Skyline should witness an increase in basic skills enrollments. The Education Master Plan recommends that the college develop strategies for capturing this segment of the population by partnering with local K-12 districts to address the preparation and graduation concerns as a result of the high school exit exam and by offering additional courses in the basic skills areas. **Link to College Goal #1, Strategy 1.2**	1. Supplemental instruction 2. Developmental Ed course offerings 3. Learning communities 4. ESOL overhaul 5. CAHSEE prep course 6. Student Success courses 7. Super Saturday with ESOL testing 8. Jump Start 9. TRIO 10. Bilingual learning community for Generation 1.5 students 11. Basic Skills Funding and Spending Plan	***7. Connect student success with basic skills instruction.** *ILT, Academic Senate and Basic Skills Steering Committee* **8. Develop and implement a Career Advancement Academy.** *TLC Task Force*	• First Year Experience recommendations drafted for governance process • Math Academy implemented • CAA not funded but components being integrated into Basic Skills Initiative and Automotive Technology/WIB partnership
8. Increase Campus Internationalization. Given the diversity of the Bay Area, the global economy in which knowledge of cross-cultural communications are an asset, and Skyline's existing internationally-focused programs, the college is well-positioned to fully internationalize. This should encompass a linking and expansion of a number of programs, services, activities and centers (e.g., CITD, International Programs and Learning Communities like Puente and MESA) to create powerful synergy for the future. **Link to College Goal #3, Strategy 3.1**	1. International students program 2. CITD 3. Learning communities 4. International studies major 5. Asian studies center 6. SEEED 7. Diversity & disability 8. Faculty teaching abroad 9. Student study abroad 10. Fulbright visiting scholar 11. Ethnic and diversity requirement	***9. Develop and implement a framework for campus internationalization.** *Internationalization Task Force*	• Discussions introduced to develop a formal Faculty Development Program • MOU's with two international universities established • New Study Abroad in China course implemented • New Degree program in Asian Studies: Language, Commerce and Culture

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9. Seek New Revenue Sources. With the current state of funding and increasing costs for managing a college, it has become increasingly difficult to meet financial needs. Particularly the cost of developing and implementing new programs and services. The Education Master Plan recommends that the college look at new ways to generate revenue (i.e., grants, fundraising and creative use of existing property) and to increase support from external sources. **Link to College Goal #4, Strategy 4.1**	1. CCAN 2. Grants 3. WIB, EWD 4. US Dept of Labor 5. President's Council/ President's Breakfast 6. Industry Partnerships 7. Donors (Office of Development) 8. SMCCD Foundation	***10. Develop and implement an infrastructure for planned giving which includes:** a. **planned giving, naming, alumni assoc and database and major donor program** **b. corporate partnerships** **c. training centers at college/corporate ed.** *Marketing and Development Office*	• SMCCD Foundation reorganization to increase capacity for fundraising. • Development, Mktg & PR to develop alumni program • Additional WIB contracts in progress • Additional Economic Development Grants received in area of Logistics and Solar Panel Installation • Contract Education Program developed

***Strategy Enhancements that were rated the highest on the Strategy Worthiness Assessment Inventory by Management Council and College Council in October 2006.**