To: Instruction Planning Council, Student Services Planning Council, College Planning Council, Academic Senate, and Classified Senate

From: Educational Master Plan Steering Committee: *Tom Mohr, Sarah Perkins, Byron Ramey, Robin Richards, Eliazer Ayala-Austin, Greg Stoup, Martin Partlan, Roberta Chock*

Date: May 5, 2011

Re: Educational Master Plan

We are continuing to work on the development of the Educational Master Plan and following the timeline established by the College Planning Council in February 2011 (Step 1). This memo is to outline where we are in the process and to let you know where we need input from the campus.

Step	When	Step	Description
1	February 3, 2011	Establish Process	CPC reviews and approved the Educational Master Planning Timeline and Steering Committee. Steering Committee is a subcommittee of CPC to include the President, VPI, VPSS, Academic Senate President, Classified Senate President, Co-Chair IPC, Co-Chair SSPC
2	February 2011	Background Information	Environmental scanning information and college information developed for review
3	March 7-10, 2011	Gather Input	Conduct a "Week of Listening" for the campus community to provide input on the Educational Master Plan. A series of facilitated sessions will be conducted.
4	March 31, 2011	Retreat	The Educational Master Plan Steering Committee will meet to review all of the input and develop draft information.
5	April/May 2011	Circulate Drafts	The drafts developed by the Steering Committee will be circulated throughout campus.
6	Summer 2011	Draft the Final EMP Document	The final Educational Master Plan will be drafted for review by the campus community in the Fall.
7	Fall 2011	Review Final Document	Circulate the final draft document on campus and obtain feedback.

Background Information (Step 2): As background information, the Research Office created a PowerPoint presentation which outlined the trends in 1) Higher Education, 2) San Mateo County, and 3) Cañada College.   This document is posted on our Educational Master Plan website.

Listening Forums (Step 3): There were ten (10) Listening Forums conducted during March 2011. A total of 134 students, faculty and staff participated and six (6) pages of input were obtained for our use in developing the EMP. *(Note: The comments from the "Week of Listening" are included at the end of this document.)*

Develop Drafts (Step 4): A review of all of the input received was made in April and a draft including the Table of Contents, Vision, Mission, Values, GE SLOs, and Strategic Directions for the Educational Master Plan was developed. *Please Note: During this process, the Vision, Mission and Values have been revised from what we had included previously.*

Review Drafts (Step 5): We are circulating this draft to the Planning Councils (SSPC, IPC) and to the Academic and Classified Senates. Once they complete their review and make their comments, these will be forwarded to the College Planning Council for review and approval in late May.

Draft EMP (Step 6): Over the summer and using the input received from the "Listening Forums", we will begin drafting the long and short range objectives and activities to implement our Strategic Directions. These drafts will be reviewed by campus in the fall (Step 7).

The request for the Planning Councils and Senates:

1. Review the Table of Contents, Vision, Mission, Values, SLOs and Strategic Directions
2. Provide feedback on recommended changes to the document
3. The feedback will be incorporated into the document and will be sent to the College Planning Council

Cañada College
EDUCATIONAL MASTER PLAN

Table of Contents

The Guiding Principles

Vision
Cañada College is the college of choice in the Bay Area, renowned for its quality of academic life, its diverse culture and practice of personal support and development, extraordinary student success and completion, and its dynamic, innovative programs that prepare students for the university and the modern workplace.

Mission :
Cañada College is a learning-centered college, providing career and technical, foundational academic and life skills development, and transfer programs which give students the ability to think critically and creatively, communicate effectively, reason quantitatively to make analytical judgments, and understand and appreciate different points of view within a diverse community.

Values
- Inclusive Environment
- Respect Diversity
- High Standards
- Superior Success
- Significant Partnerships
- Meaningful Student Engagement
- Open Communication
- Collaborative Planning
- Evidence-informed Decision-making

DRAFT General Education Student Learning Outcomes:
Not Yet Approved by Curriculum Committee or Academic Senate; Under Review & Discussion

Critical and Creative Thinking
1A. Demonstrate ability to apply creative thinking to problem solving.
1B. Demonstrate ability to select & use information to investigate a point of view or conclusion.

Communication Skills
2A. Demonstrate ability to use language to effectively convey an idea or set of facts.
2B. Demonstrate ability to use source material & other evidence to support the main ideas in a body of work.

Understanding Society & Culture
3A. Demonstrate ability to appreciate & fully understand the different points of view that emerge from a diverse community of people and cultures.
3B. Demonstrate a knowledge of a cultural world view and diverse frameworks.

Scientific & Quantitative Reasoning
4A. Demonstrate ability to make judgments and draw appropriate conclusions based on the quantitative analysis of data, while recognizing the limits of this analysis.
4B. Demonstrate ability to convert relevant information into various mathematical forms (e.g. equations, graphs, diagrams, tables, words)

The Strategic Directions

1. <u>Teaching and Learning</u>
   Equip students with the knowledge and transferable skills so they can become productive citizens in our global community; provide clear pathways for students to achieve educational goals in foundational academic, career and technical, and transfer; invest in opportunities to promote engagement among students, staff and faculty throughout the campus; conduct provocative professional development; and create innovative and flexible learning systems for our students, staff and faculty.

2. <u>Completion</u>
   Demonstrate commitment to student completion of certificates, degrees, and transfer; and create pathways which support the success, retention and persistence of students in their coursework.

3. <u>Community Connections</u>
   Build and strengthen collaborative relationships and partnerships to better serve our community; and support the workforce needs of our area.

4. <u>Global and Green</u>
   Promote social responsibility for our environment and create a diverse and inclusive learning community of global citizens.

Category	Score	Comments
Arts	4	Revitalized Fine and Performing Arts: larger departments, more course offerings, more space, more connected with community
Arts	8	Leader in Performing Arts in the region. This entails not only putting on performances but also training our students to enter the field of Performing Arts (Internships).
Arts	2	Fine/Performing Arts program has been revitalized/expanded more professors more courses connection to community
Campus Climate	1	Students have a strong voice on campus with the decision making process
Collaboration & Partnerships	2	Education opportunities outside the classroom
Community	5	Vibrant community building activities and infrastructure (playground, pool, track, solar energy, fitness center, intramurals)
Community	3	Effective innovative responsive programs to community
Community	2	Cañada is known as an awesome college… "where it's at"
Community	3	Access for whole community
Community	2	Diverse campus community with programs that serve students from all areas of our community
Community	1	Vibrant community education program
Community	2	Commitment to community education as part of the academic curriculum
Community	8	Cañada is accessible to all potential students in the community – maintain open access
Community	1	Cañada offers community based hours / college programs for Latino students to bridge the GPA community gap
Community	2	More general off-campus courses
Community	3	Known for placing students in community jobs
Community		Responsive to community
Community	1	Be pro-active to local community needs; economic, career, course taking trends
Community		Offer "neighborhood classes" down the hill partnerships/needs of community (make accessible)
Community	2	Current Goal 2 - Develop programs to meet community needs
Data-driven Decisions	2	Current Goal 1 - Base decisions on data
Diversity		Commitment to diversity
Entrepreneurial	2	Current Goal 7 - Increase entrepreneurial actions by seeking new revenue sources
Facilities/Technology	1	Innovative use of technology in the classroom
Facilities/Technology	3	Renovations are complete-ALL Buildings are modernized, updated, and fully functional to support needs of students, faculty, and staff. *1, *3, *13
Facilities/Technology	2	State-of-the-art technology

Facilities/Technology	3	Center for community Physical Education/Competitive athletics
Facilities/Technology	5	Bleeding edge technology – online, on mobile device, e-book, cost effective
Facilities/Technology		Greater access to technology
Facilities/Technology	Student	Better state of the art fitness area/athletic program
Facilities/Technology	Student	More trees "shady"
Facilities/Technology	Student	Better air conditioning
Facilities/Technology	Student	Intramural sports!
Facilities/Technology	Student	More girls sports! *softball, dance team, basketball, swimming, polo
Facilities/Technology	Student	Fix floor and table outlets in the Learning Center/MESA
Facilities/Technology	Student	More parking!
Facilities/Technology		Dining area
Facilities/Technology		Be on the edge of technology for all programs and be renowned
Innovation	3	Instructor support for innovative ideas (to be able to carry them out)
Innovation	2	College known for innovation and use of technology
Innovative		Flexible and fast moving to Market and Social changes
International	1	Internationalized curriculum
International	3	Add to diversity on campus (international)
International	9	International students from all over the world!
International	5	Become a leader in global and international studies
International		International / Global Activities
Partnerships & Collaboration	Student	Build more partnerships with local tech companies (google, etc.)
Partnerships & Collaboration	4	Outstanding partnerships with 4 year universities
Partnerships & Collaboration		Renew/increase partnerships with High Schools and University to complement both programs
Partnerships & Collaboration		Partnerships with schools, universities and industry
Partnerships & Collaboration		New vocational courses addressing industry needs/partnering/job training (co-op model)
Partnerships & Collaboration	4	Current Goal 8 - Develop/strengthen external collaborative relationships
Partnerships & Collaboraton		Athletics/club sports – look at growing/partnerships with community
Professional Development	5	Cañada supports its faculty and staff by encouraging personal and professional development
Professional Development	5	Encourage Faculty and Staff to develop to the highest level of personal and professional achievement
Professional Development	6	Current Goal 10 Provide new opportunities for professional development
Recruitment	1	Recruit local high school student to career programs
Recruitment	3	Current Goal 3 - Develop programs and recruit students based on demographic and economic trends
Scheduling	3	Implement a college hour for the college as a whole (day/evening)
Scheduling	13	Known for flexibility with regards to: length of classes, class

		scheduling, hybrid/online
Scheduling	1	Individual attention/small class size
Scheduling	3	High quality and large range of online courses; programs that offer convenient schedules
Scheduling	2	Distance Ed – we're a leader in degreed programs
Scheduling	3	Flexible offerings for varied lengths and instructional formats
Scheduling	1	"Incentivize" more units be taken
Scheduling	Student	More classes
Scheduling	Student	More class sections taught by FT, T, and TT professors
Scheduling	Student	Small class size
Scheduling	Student	No more block schedule
Scheduling	Student	More A.M. English classes
Scheduling	5	Non-standard Academic Calendar
Scheduling		More on-line offerings (stay at home, child care, save gas money, flexibility)
Scheduling		Block scheduling weekend and evening classes/ reduce student fatigue with short-term classes
Scheduling		Restructure academic calendar
STEM	4	Leader in Science, Math, Business, Accounting and Engineering education
STEM	8	Leader in stem and green technology
STEM	1	Be #1 in math and science success rates in California
Student Engagement	1	Bring more programs (e.g. mentorship opportunities for students)
Student Engagement	2	Minimum of one sport (additional) and intramurals
Student Engagement	1	Vibrant student life support programs
Student Engagement	Student	Augment student clubs, activities, and student life on campus
Student Engagement	Student	Cañada scores highest on survey on student life
Student Engagement	Student	Increase in non-academic student clubs
Student Success		Higher success in completion rate
Student Success	3	Known for high completion/success rate
Student Success	2	Rigorous academics
Student Success	1	Cañada students win Presidential Medals of Achievement
Student Success	1	Cañada sends more students to Silicon Valley than any other community college in the area
Student Success	2	Passion for knowledge – flexibility / adaptability found in Cañada graduates
Student Success	2	Diversity of Cañada prepared me for life; new CEO says
Student Success	1	Further expansion / development of Honors Programs
Student Success	6	High academic standards
Student Success	3	Cañada does not passively reflect negative trends in higher education
Student Success	2	High level of completers in terms of degrees, transfer and certificates
Student Success		Be responsible for educational growth of our students, faculty and staff
Student Success	6	Cañada is affordable and your educational goals are achievable; student driven
Student Success	5	Customer services, student friendly, from top-to-bottom, and

		semester long!
Student Success	2	Student success (honor teachers success as well)
Student Success	Student	A college with many opportunities where anyone can achieve success
Student Success	Student	Highest G.P.A. among California community colleges
Student Success	Student	Leading college in the area
Student Success	10	Prepares you for life
Student Success		Increase student success (DRC – physical access and LD assessment), (re-entry with families – child care services)
Student Success	7	Current Goal 4 - Improve success of students in basic skills, including ESL
Student Support	4	Face to face – personal touch, customer service
Student Support	3	Provide more effective student support
Student Support	4	Maintaining access for low-income students
Student Support	8	Providing a multiple supportive services for diverse student population
Student Support	7	Cañada offers comprehensive support services for the modern 21st century student o child care o social series counseling, court, jail o health care o balance work /life/education
Student Support	1	Cañada uses HSI funds to directly serve this population on our campus
Student Support	Student	Cañada's rental program among nations top
Student Support	2	Provide excellent and intensive support services to all students so that they know and understand what is needed to complete their educational goal
Student Support		Establish "Elder-Hostel" program for 50+ aged students (life-long learning)
Student Support	3	Quality services
Student Support		Comprehensive programs and support that promotes student success
Student Support	5	Equitable services and support to all groups; i.e. evening, single parents, athletes, vets, international students, etc.
Student Support		Need to be totally student centered (focus on what they need)
Sustainability	2	Technology and sustainability
Sustainability	2	Green tech-go solar!
Sustainability		Environmental Studies/Interdisciplinary sustainability
Sustainability	2	Environmental awareness support (sustainability)
Sustainability	8	Leader in stem and green technology
Sustainability	1	First green college; in touch with needs, happenings in community
Sustainability	1	Sustainability and environmental literacy awareness and programs to teach this
Sustainability	Student	Beautiful scenery and an emphasis on sustainability
Sustainability	Student	"Green" movement
Sustainability	4	Expand implementation of sustainable/green certificate and transfer

		majors
Sustainability	1	Digital/Green
Sustainability		Create a green college (solar/wind)
Teaching & Learning	5	Be a leader in providing innovative pedagogical approaches without compromising standards
Teaching & Learning	12	75/25 FT/Adjunct ratio – NO LAYOFFS! NO SECTION CUTTING!
Teaching & Learning	4	Rich offerings in diverse academic areas
Teaching & Learning	2	Cañada offers high quality education in diverse fields
Teaching & Learning	9	Strength based teaching disposition (teachers looking for strengths in Students)
Teaching & Learning	1	Rigorous academic standards "consistent and quality" educational equity for all students
Teaching & Learning	2	Learn, learn, learn attitude by everyone (i.e. student, faculty, administration, custodian, grounds keepers, etc.) "You Can Do It" attitude
Teaching & Learning	2	Content knowledge, technology – access, clear communication
Teaching & Learning	Student	Emphasis on well-rounded education, an increase in sections of humanities course
Teaching & Learning	Student	An ethnic studies department
Teaching & Learning	Student	A women's studies department
Teaching & Learning		Quality education
Teaching & Learning		Low cost for quality education
Teaching & Learning		Commitments to mutual teaching, learning, self-reflection
Teaching & Learning		Excellence in teaching and support services (best teachers / friendly staff)
Teaching & Learning	5	Current Goal 9 - Build educational environment to foster passion for education and leadership and personal skills for civic engagement
Transfer/Degree	5	High graduation/transfer
Transfer/Degree	3	Clear pathways for ESL/Basic Skills students with data showing success to transfer and CTE
Transfer/Degree	3	Successful University Center with partnerships in high-demand majors
Transfer/Degree	5	Excellent preparation for transfer to 4-year colleges, universities/ high rates of successful transfer
Transfer/Degree	4	Transfer courses: expand / enhance course in ALL programs college-wide
Transfer/Degree	2	Prepare students for success in 4-year institutions (critical thinking)
Transfer/Degree	1	Increase completion rates – course, certificate, degree
Transfer/Degree	8	Cañada should create policies that intentionally favor full-time students with the goal of increasing transfer rates Ex – priority enrollments
Transfer/Degree	3	Provide clear directions for students to obtain degree/transfer
Transfer/Degree	Student	Cañada sends highest volume of athletes to D-1, D-2, D-3 colleges among California community colleges
Transfer/Degree	1	Provide high quality low cost education and ensure certificate and

		degree completion
Transfer/Degree		Increase success degrees and transfer
Transfer/Degree	8	Bay Area Transfer leader
Transfer/Degree		Amazing graduation and transfer rates
Transfer/Degree	1	Current Goal 5 - Improve transfer rate of students in transfer courses
Transfer/Degree	3	Current Goal 11 Improve the number of degree and certificate awards
Transfer/Degrees	1	Truly, no. 1 transfer rate for the state
Transfer/Degrees	2	Academic excellence / transfer – develop program for foster youth
Transfer/Degrees	10	Leader in transfer, completion and retention rates
Transfer/Degrees	2	Transfer prepared, complete personal goals, certificate prepared for workforce
Transfer/Degrees	5	Increased transfers to Higher Education
Workforce	3	A minimum of two additional work force programs attracting males
Workforce	13	Dynamic interactive/connection with innovative business community tied to internship and jobs
Workforce	4	Workforce partnerships
Workforce	1	Supports women returning to the workforce
Workforce	4	CTE programs in high –demand fields, closely linked with industries; internships
Workforce	1	Cañada sends more students to Silicon Valley than any other community college in the area
Workforce	6	Better prepare students for workforce – prepare for future jobs
Workforce	11	Industry tailored programs
Workforce	7	Offer practical shorter/concise job training programs (online aspect included)
Workforce	1	Tailor programs to current job market (retraining)
Workforce	Student	Cañada's internship program is success
Workforce	10	Cooperative/Experiential Program discipline-based clearing house for internship/service learning
Workforce	10	Workforce Training Leader expanded offerings geared towards technology/industry 1 and 2 year programs (including LEED Training)
Workforce		Given large number of individuals needing different workplace skills, focus on working to increase programs for re-training
Workforce	3	Current Goal 6 - Support and strengthen workforce programs