

EMP Executive Summary

The Foothill College Educational Master Plan (EMP) identifies the institution's goals and strategies for advancing the college's mission. Both short-term and long-term planning efforts are meant to reflect what the institution does, what it aspires to accomplish and how it plans to approach and attain its EMP goals. These goals help prioritize college resources toward strategies and initiatives that strive to meet student needs in order to promote student equity and success. Throughout this process, emphasis is on a thoughtful, intentional and inclusive approach to further student achievement and attain equitable outcomes. This plan provides a framework guiding the college's initiatives over the next eight years. Hence, the EMP is reflective of the institutional commitment to the stated goals, which are supported by current institutional efforts and will drive future ones.

As the institution is emerging from a five-year period of budget cuts and diminished resources, there is hope for a more stable state budget and continuing public support for the educational opportunities provided by the California Community Colleges system. The development of this plan in this context provides an opportunity for the college to reflect, assess and discuss ideas related to its educational purpose, what it seeks to accomplish and, most importantly, how to approach, document and be accountable to these goals.

Using a grass-roots approach, the evolution of this EMP emerged from input and feedback from faculty, classified staff, students, administrators and community members over the course of a year. These conversations, whether held in the EMP steering committee, governance groups, community meetings or online, sought to document and analyze the perceptions and aspirations among these constituents; ultimately, these discussions aimed to highlight the shared beliefs about Foothill College that should frame its future planning and resource prioritization processes. Additionally, student and labor market data were reviewed to provide institutional and community-level perspectives about the college's efforts within the current economic context. Both the quantitative and qualitative data provide the basis for a broader conversation about identifying the institution's goals while ensuring that these goals reflect the voices of those who study, work and support the college.

For this EMP, three overarching goals were identified:

- *Equity*
Create a culture of equity that promotes student success, particularly for underserved students.
- *Community*
Strengthen a sense of community and commitment to the College's mission; expand participation from all constituents in shared governance.
- *Improvement and Stewardship of Resources*
Recognize and support a campus culture that values ongoing improvement and stewardship of resources.

EMP Introduction

The purpose of the Foothill College Educational Master Plan (EMP) is to provide a document identifying the institution's goals and strategies for advancing the college's mission over the next eight years (2016-2022) (roughly one accreditation cycle). The plan articulates and defines the goals and strategies for strengthening student outcomes while addressing the needs of the institutional service area and the larger state. Given a community college's many educational functions¹, the EMP allows the institution to be responsive to student and community needs, while acknowledging that it is a critical provider of opportunity. The EMP also builds on the previous plan, acknowledges current processes and credits a dedicated and committed community of faculty, classified staff, administrators and students for contributing to a shared perspective that supports student needs and promotes student success. As such, this document reflects Foothill College's collective view of what the institution is doing to fulfill its mission and how it hopes to accomplish it.

This plan is designed to be a living, frequently-used document to inform strategies and initiatives that increase student success, support planning for current and future needs, identify infrastructure needs (facility and technology), and help prioritize resource requests and budget allocations. This purpose does not seek to dictate to the college's programs and units but to provide a framework for these areas to consider how they might support the EMP's goals and strategies. Envisioned as a fluid process, feedback in the form of program review, which also includes assessment of the institutional planning and resource prioritization process, ensures the institution is accountable to its stated goals and makes modifications to its strategies as appropriate. This approach promotes a culture of planning that includes a continuous cycle involving identification of key performance indicators, data review, discussion and plans for improvement. Annual updates to the EMP will reflect the evaluation of progress on its goals and strategies, providing documentation not only of the institution's ongoing efforts but also the process and dialogue involved with these efforts.

¹ Cohen and Brawer (or update?)

About Foothill College

Founded in 1957, Foothill College is one of two accredited institutions in the Foothill-De Anza Community College District. Along with its sister college De Anza, the Foothill-De Anza District serves the Santa Clara County communities of Cupertino, Los Altos, Los Altos Hills, Mountain View, Palo Alto, Sunnyvale and west San Jose, which have a population of approximately 400,000 residents.² Located in the heart of California's Silicon Valley, the college sits on 122 rolling acres in Los Altos Hills and is 40 miles south of San Francisco and 20 miles north of San Jose. Foothill College celebrates its 59th anniversary in Fall 2016 and is locally, nationally and internationally regarded. From the first graduating class of 37 students in 1960, the institution has grown to serve over 28,000 students in 2014-15 and employed over 750 faculty, classified staff and administrators in Fall 2015.³

Foothill College is currently constructing a 50,000-square-foot education facility in Sunnyvale near Moffett Business Park. When completed in Fall 2016, the Sunnyvale Center will house a variety of academic programs and student services and met LEED standards for a green building. Programs and services currently offered at the satellite Middlefield Campus in Palo Alto will be relocated.

As of January 2016, Foothill College offers 20 Associate Degrees for Transfer, 26 Associate of Arts degrees, 27 Associate of Science degrees and 25 Certificates of Achievement programs.⁴ Beginning in Fall 2016, the college will begin offering dental hygiene bachelor's degree courses as part of the state's new baccalaureate degree pilot program. The new program permits 15 community colleges (out of the system's 113 institutions) to develop and offer bachelor's degrees in fields of study not historically available by the California State University or University of California systems. As one of the first California community colleges to offer instruction via the internet, the institution is committed to providing educational opportunities and student support in both face-to-face and online modalities. The college also offers fee-based community education courses geared toward personal development.

² Census Bureau Quick Facts, Population Estimates July 1, 2014 (V2014)
[<http://www.census.gov/quickfacts/table/PST045215/00>]

³ California Community College Chancellor's Office Management Information Systems Data Mart
[<http://datamart.cccco.edu/>]

⁴ Foothill College Course Catalog 2015-16; Degrees, Certificates and Transfer Programs
[<http://www.foothill.edu/programs/programs.php>]