

## 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 placed 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 and approached in a way that exemplifies Foothill College's culture of innovation and problem solving with emphasis on eliminating disproportionate impact among student groups:

- **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.