California Community Colleges
Institutional Effectiveness

Institutional Effectiveness Partnership Initiative
Partnership Resource Teams
List of Primary Successes and Menu of Options for Institutional Consideration
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Name of Institution: **Foothill College**

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Primary Institutional Successes

Description of Primary Institutional Successes	Notes and Comments
Centering Equity in Integrating Planning • Foothill College has demonstrated a desire to center equity in their planning as is evidenced most notably in their Strategic Vision for Equity (13:55). Through a creative and innovative "grass roots" approach structured on the Collective Impact Model, action teams were mobilized within departments and divisions, ensuring that voices were represented, and the process for infusing equity across the campus was modeled during its creation. • Additionally, Foothill College recently approved a new Mission Statement and is developing a revised Vision. Both emphasize equity as a driving principle at the College. Recent engagement with the Mentor Mindset Initiative, as well as the innovative approach to curriculum committee function and operations have been both highlighted as spaces that embody a sense of equity and inclusion. • Future opportunities to engage and enhance principles of equity lie in the innovative spirit of those who engaged with the visiting team, as well as the desire to creatively embrace Artificial Intelligence as a road to equity, rather than as a barrier. **Aligning Planning with Vision 2030 and District emphasis of equity and economic development** • The District is advancing a Strategic Plan 2024-2031. This plan is intended to parallel the Chancellor's Office Vision 2030. Points of alignment were most evident around Career Education, Dual Enrollment, Artificial Intelligence, and innovative technologies. The College's early adoption of online learning and engagement with the Online Education Initiative and California Virtual College reflect an ongoing culture of innovation. The Dual Enrollment Summit was a highlight amongst highlights. • Connecting with the community stood out relative to both equity and economic development through the numerous places where Foothill is. Relationships with local school districts appear healthy and productive. Through Foothill's efforts in career education, relationships have been built with local employers, and opportunities at work sites and with the building trades have been fostered. Through leveraging non-credit courses as a gateway to credit courses, as well as the delivery of onsite vocational ESL non-credit classes, Foothill is connecting with, and providing opportunities to, a wide variety of populations in the communities it serves. **Enrollment Management Planning** • There appears to be a strong appetite across campus to engage in enrollment management and planning. Employees are proud of the strong transfer rates to four-year colleges on both semester and quarter systems. This was attributed to the commitment and work of the articulation department. Additionally, Enrollment Services has been proactive in efforts to recruit, enroll, and retain students. Particular success was noted with the campus center and dual enrollment. A future/potential second campus center was mentioned. It was obvious that Foothill is employing a comprehensive approach to enrollment that includes targeting older adults, CTE programs, Apprenticeship programs, and fee-based non-credit offerings.	**Centering Equity in Integrating Planning** • Opportunities, inclusion, and recognition for efforts and relevant professional development toward equity would be welcomed and embraced by all constituency groups. With supervisor approval, classified staff would like to engage more. **Aligning Planning with Vision 2030 and District emphasis of equity and economic development** • While Foothill 2030 is under way, with Vision 2030 and the District Strategic Plan 2024-2031 also being implemented, communication, engagement, and aligning multiple broad reaching plans will be crucial. **Enrollment Management Planning** • The College seeks Strategic Enrollment Management metrics that recognize its unique attributes.

Menu of Options for Institutional Consideration for Its Innovation and Effectiveness Plan

Area of Focus	Options for Institutional Consideration: Ideas, Approaches, Solutions, Best Practices	Models, Examples, and Comments

A. Creating a comprehensive educational master plan, centering equity, while not losing momentum on the effective approach used for implementation of the Strategic Vision for Equity	1. Engage a planning consultant to assist in developing the Educational Master Plan and to lead college members in deeper conversations about current data regarding enrollment, student equity outcomes, and future program planning with a focus on career, technology and transfer. Suggestions for engaging with the college with support from a planning expert:
	  a. Solicit input from key stakeholders to define goals for the educational master plan.
	  b. Design a meaningful outline.
	  c. Evaluate and take inventory of current plans (facilities master plan, technology plan, 13-55) and notate how each of these plans aligns with the goals defined in step a.
	  d. Embed equity considerations into all stages of the planning process, from the formulation of the plan to its implementation. This involves recognizing and addressing systemic barriers that affect students' educational experiences and outcomes.
	  e. With a train-the-trainer approach, educate stakeholders, including student workers, classified, faculty and administrators, on the purpose and importance of the educational master plan.
	  f. Celebrate successes.
	2. Participate in the next Strategic Enrollment Management (SEM) Program offered through the CCCCO office to develop an Strategic Enrollment Management Plan, either integrated within the Educational Master Plan or as a next step in college planning efforts.
		1. An integrated educational master planning effort would be more manageable with expert support.
		  a. Consultants can help facilitate gathering and synthesizing data from all constituencies and help the College put together an Educational Master Plan. One example among many available is the Collaborative Brain Trust. Consultant, Nikki Harrington.
		  b. Useful resources available through Society for College and University Planning include:
		    i. Integrated Planning as an Institutional Manifestation
		    ii. A Guide for Planning for Change
		2. Examples of colleges that have integrated Equity, Guided Pathways, Vision for Success Goals, and college strategic goals into master and strategic planning include:
		  a. Norco College EMP
		    i. Alignment with other plans (pg. 55)
		    ii. Specific KPIs detailed (pg. 58)
		  b. Canada College EMP: Strategic Initiatives and Organization (pgs. 23 -27)
		  c. Yuba College EMP: Integration with Other Plans (pgs. 70-74)
		  d. Bakersfield College EMP: Unique with good structural focus on equity
		3. Consider developing a college model for aligning plans and establishing relationships between documents and efforts; here is one example among many models that exist:
		
		Mission Vision Values
		Academic Plan
		Strategic Plan
		Campus Master Plan **Capital Plan**
		Student Services Plan Emergency Plan Housing Plan
		Technology Plan Enrollment Plan **Other Plans**
		
		4. For efforts to integrate dual enrollment into educational master planning: Examples for bridging between high school and college, tracking results, and

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		partnerships to enhance success and completion are found in the Guided Pathways Library of Resources. Specific examples to note include: a. 2.03 Benchmarking & Benchmarks: Effective Practices with Entering Students Community College Survey of Student Engagement (CCSSE) b. 2.05 Roadmap for Tracking Your Student Results c. 5.03 Community College and High School Partnerships Source: Community College Research Center (CCRC) 5. The Accessibility Capability Maturity Model (ACMM) ACMM Overview (cccaccessibility.org) is one approach currently making its way through the CCC system. It resembles the structure of the Foothill 13:55 Strategic Vision for Equity by focusing and integrating accessibility efforts through 7 Goals and 89 Milestones. The process contains effective strategies for moving from plan to action and might provide a template for more comprehensive work across the Foothill Campus. 6. For assistance in focusing on equity in college planning and governance, NAME is an effective resource: Home - National Association for Multicultural Education (nameorg.org) 7. The CCCCO has multiple resources and professional development opportunities offered throughout the academic year, as well as the annual SEM Program, where college teams dive into learning about and developing Strategic Enrollment Management practices (Strategic Enrollment Management Program).

B. Integrating Plans (including Technology Plan, Distance Education Plan, Sustainability Plan, Guided Pathways Plan, and Facilities Master Plan) some of which rely primarily on central services, while others are driven by college priorities	1. Continue to pursue the Fall 2023 planning process.
	2. Establishing a culture of engagement: As you implement the process, it is crucial to establish a culture of engagement and inspire participation to move forward on large, college-wide planning and implementation efforts (which might well require an extension of the planning timeline).
	  a. Common themes in culturally engaged institutions include the following:
	    i. There is reciprocated trust among all the institution's constituents.
	    ii. There are clear, regular communications among those various constituents (e.g., through monthly newsletters).
	    iii. Most information is public knowledge.
	    iv. The institution's goals and expectations are clear.
	    v. The concerns of employees are respected and evaluated fairly.
	    vi. New ideas are encouraged at all levels.
	    vii. Managers seek regular feedback from their teams.
	    viii. The constituents participate in engagement-building and team activities (e.g., bagels on Fridays, lunches, bowling, picnics).
	    ix. The institution offers growth opportunities for employees.
	    x. The institution creates traditions that foster cohesion, reinforce engagement, and build a team mindset.
	  b. Consider engaging the services of an external consultant to help strengthen the College's culture and conduct a climate assessment across the campus.
		1. Example Educational Institutions with a Culture of Engagement:
		  a. UC Berkeley Employee Engagement Model
		
		  b. Employee Engagement at Bates College, Maine
		    Bates College's Engagement Mission Statement

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	c. Provide an opportunity for employees to participate in a campus-wide "retreat," to establish/reinforce a cultural tone of participation and caring.
	d. Create and implement an employee onboarding program to welcome new employees, and familiarize them with the mission, history, and uniqueness of Foothill College. The program could include information about participatory governance committees and how to get involved, how to learn about the College's policies, procedures and common practices (including where to locate them). It also would provide the opportunity for new employees to engage with other employees, etc.
	e. Consider providing professional development to all constituents who are interested in advancement.
	f. Seek a higher degree of engagement from classified staff in professional development and make it easier for them to participate. Ensure that their supervisors encourage and support such engagement and that classified professionals are aware of the excellent Professional Growth Award Program and its processes.
	3. Effective Integrated Planning
	a. Conduct campus-wide/group activities, gatherings, and forums where open discussion without fear of reprisal is encouraged, individual experiences are validated and respected, and dialogue about a vision for the future is initiated.
	b. Develop and implement a Communications Plan that incorporates strategies to ensure that clear and accurate information about the college and its planning efforts is shared freely and regularly with and amongst constituency groups, divisions, departments, and programs.
	c. Using the effective model Foothill deployed during the development of the Strategic Vision for Equity, create learning opportunities that highlight the value of integrated institutional planning for the success of students and deepen campus understanding of the positive impact of short- and long-term planning on overall institutional effectiveness and stability.
		Bates will foster a positive workplace culture where employees develop supportive relationships with campus colleagues, are provided opportunities to enhance their skills in meaningful ways, and are valued for their unique contributions to the college's mission.
		2. External Facilitation and Support
		a. Consulting Options:
		i. Theory of Change Facilitator: Rogeair Purnell, RDP Consulting 510.541.0418
		ii. College-wide initiative facilitation and support: Dr. Al Solano, Continuous Learning Institute
		b. Examples of climate survey instruments:
		i. PACE – Personal Assessment of the College Environment - PACE Climate Survey for Community Colleges (employees)
		ii. Higher Education Data Sharing Consortium (HEDS) - Diversity & Equity Campus Climate Survey (students and employees)
		iii. Modern Think - Higher Education [Employee Perception] Insight Survey
		c. Examples of New Employee Orientation Programs
		i. Santa Rosa Junior College - Orientation Programs
		d. Leadership Opportunities and Professional Development
		i. Classified Leadership Institute
		ii. ASCCC Lead
		iii. Association of California Community College Administrators (ACCCA)
		   o So You Want to be an Administrator?
		   o Nuts and Bolts of Administration
		   o Dive into Administration
		   o Transformational Leadership
		   o Great Deans Program
		   o Foothill DeAnza Professional Growth Program: Application and Guidelines
		3. Effective Integrated Planning
		a. See examples of integrated planning in Area A.
		b. Communications plan models
		i. University of Virginia: https://communications.virginia.edu/sites/communications/files/UC-StrategicPlan-1924.pdf
		ii. Harvard University: https://coache.gse.harvard.edu/files/gse-coache/files/crafting-your-communications-plan.pdf
		iii. SUNY Brockport Communications Strategic Plan