to

California Community Colleges
Institutional Effectiveness

Institutional Effectiveness Partnership Initiative
Partnership Resource Teams
Institutional Innovation and Effectiveness Plan
Date:
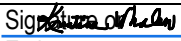
Name of Institution: Foothill College

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
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. Align the EMP with our vision and ensure it is data focused and centered on equity 2. Use the EMP process and implementation to engage faculty and staff and reinforce that their work is a valuable part of Foothill moving forward 3. Leverage the strengths of faculty, staff, and programs in the EMP in a manner that plans for all to feel joy and pride in their role 4. Identify and address policy and process challenges to facilitate the EMP implementation	EMP Tri-leads	Spring 2025	a. Engage a 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. b. Develop a sustainable engagement strategy to ensure faculty and staff are actively engaged in the planning process and remain involved in the implementation. c. Develop a feedback process that ensures the EMP aligns with faculty and staff work (that all can see "their role" in the plan). d. Initiate regular and ongoing assessment of structural constraints that limit EMP implementation; develop an action plan to address issues in a timely manner.	a. Consultant hired b. Engagement strategy developed c. Engagement of faculty and staff is tracked and is high throughout the process	a. b.

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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. Ensure various plans across college and the district align 2. Have clarity of the interconnectedness of the district and college planning documents 3. Increase campus awareness of the plans and their purposes 4. Communicate and celebrate the work of the different implementation groups 5. Operationalize goals identified in college planning documents	Cabinet, with VPI serving as project manager	Spring 25	a. 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. b. Participate in the Strategic Enrollment Management (SEM) Program offered through the CCCCO office to develop a Strategic Enrollment Management Plan that engages faculty and staff and aligns with the EMP. c. Develop and communicate a cross map of planning across college, district, and system (similar to Yuba's). d. Develop and communicate a cross map of the alignment with the existing and emerging planning documents and staff roles. e. Build out with our new Institutional Effectiveness committee a system of ensuring alignment across the different plans. f. Develop a sustainable plan to communicate and celebrate accomplishments in the implementation of the different plans.	a. Communication plan created b. Cross map of plans created c. Cross map with staff roles created d. Celebrations of plan accomplishments are institutionalized	a. b.

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status (for Visit 3) As of Date:
A. 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)	1. Create a culture where employees (faculty, staff, and administrators) feel valued and find joy in their work 2. Create a culture where employees (faculty, staff, and administrators) have a clear connection between their work and the overall mission of the college 3. Create a culture where employees (faculty, staff, and administrators) are continuously growing and learning	Cabinet, with VPI serving as project manager	Spring 25	a. As part of the EMP process, 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. Host campus wide forums to review Berkeley's "Culture of Engagement" norms and develop FH specific ones tied to concrete, sustainable action items. c. Create a plan to grow onboarding programming and develop "re-engagement/ reconnect" programming of all employees. d. Develop a process to increase ability of staff to participate in professional development and governance/committees. e. Work with the District IEPI project to implement a climate survey and build out next steps based on those results. f. Create a sustainable plan to regularly recognize and celebrate the work of FH employees in moving forward Foothill's mission.	a. Campus wide forums are well attended b. Onboarding, re-engagement, and staff professional development plans are created c. A regular celebration of employees is institutionalized	a. b.

Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan

Applicable Area(s) of Focus *(Copy from table above.)*	Applicable Objective(s) *(Copy from table above.)*	Description of Resource Needed *(Refer to Action Steps above as appropriate.)*	Cost of Resource
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	Use the EMP process and implementation to engage faculty and staff and reinforce that their work is a valuable part of Foothill moving forward Leverage the strengths of faculty, staff, and programs in the EMP in a manner that plans for all to feel joy and pride in their role	Engage a 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	$200,000
Total IEPI Resource Request (not to exceed $200,000)			$200,000

Approval	Collegial Consultation with the Academic Senate
Chief Executive Officer	**Academic Senate President** *(As applicable; duplicate if needed for district-level I&EP)*
Name: Kristina Whalen	Name: Voltaire A. Cillanueva
Signature or E-signature: *Kristina Whalen (Jun 3, 2024 14:46 PDT)* Date: 06/03/2024	Signature or E-signature: *[signature]* Date: 06/04/2024

IEPI plan

Final Audit Report   2024-06-04

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