



Educational Master Plan Task Force Meeting #2

April 28, 2021

Prepared by PBC Co-Chairs and the Office of Planning, Research & Institutional Effectiveness

Agenda

AGENDA ITEM	DISCUSSION LEADER	TYPE OF ITEM	TIME
Welcome & Introductions <ul style="list-style-type: none"> Verify meeting notes from previous meeting 	Diana Tedone-Goldstone		10 minutes
Qualitative & Quantitative Feedback on the 2017-22 EMP	PRIE Team followed by group discussion (polling)	Presentation from PRIE Group Discussion	30 minutes
Topics for the External and Internal Scans	PRIE Team	Review of input received to date, including District-wide alignment with SKY and CSM	20 minutes
Plan for Involving Stakeholders in the Scans	Karen – present Diana & Jeanne lead discussion	Presentation of Stakeholder Engagement in Scans Discussion	20 minutes
Summer Homework <ul style="list-style-type: none"> Read and Review Summer Retreat Dates 	Jeanne Stalker	Review	10 minutes
Meeting Closure			

Qualitative & Quantitative Feedback on the 2017-22 EMP:

EMP Feedback Response Rates:

- *4-5 (out of 12) Task Force members provided numeric responses per the scale below*
- *1-2 (out of 12) Task Force members provided written comments*

SCALE USED TO EVALUATE THE STATUS OF EACH GOAL & STRATEGIC INITIATIVE:

Design or Planning			Early Implementation			Late Implementation		Completed		
0	1	2	3	4	5	6	7	8	9	10

EMP Goal #1:

Student Completion/Success

To provide educational and student services programs that help students meet their unique academic goals; minimize logistical and financial barriers to success; and highlight inclusivity, diversity and equity.

Average Score from Evaluation:

5

EVALUATION COMMENTS:

- The college continues to provide services and programs to support student goals and reduce barriers, but there is more work to do!

Strategic Initiative 1.1

Develop academic pathways and provide integrated support services that begin in high school, transition to college and complete with a certificate, degree and/or transfer.

Average Score from Evaluation:

4.4

EVALUATION COMMENTS:

- The college through our GP efforts has worked to improve the academic pathway from high school to completion, but there is more work to do!
- Our dual enrollment program is just getting started and will be great!

POLL: Task Force opinion about carrying this strategic initiative forward:

- Bring forward as is
- Bring forward and revise/refine
- Do not bring forward

Strategic Initiative 1.2

Improve completion by developing and implementing a comprehensive college-wide approach to enrollment management, student retention, and course scheduling.

Average Score from Evaluation:

3.8

EVALUATION COMMENTS:

- The college developed and enrollment management plan, more pieces including course scheduling practices need to be implemented.
- We completed a Strategic Enrollment Management Plan. COVID interrupted our work on it.

Completion Metric	5 Year Change	2019-20†	2015-16
# of unduplicated students who earn a credit certificate over 12 units or associate degree	-41	476	517
% of unduplicated students who earn an associate degree within 2 years (100% of normal time)	+1%	2%	1%
% of unduplicated students who earn an associate degree within 3 years (150% of normal time)	+5%	9%	4%
% of unduplicated students who earn an associate degree within 4 years (200% of normal time)	+7%	14%	7%

POLL: Task Force opinion about carrying this strategic initiative forward:

- Bring forward as is
- Bring forward and revise/refine
- Do not bring forward

Strategic Initiative 1.3

Develop and implement a 2-pronged Promise Program to address 'scholarship and academic support' in addition to 'personal student financial support' to minimize the barriers caused by enrollment fees, cost of textbooks, parking fees, transportation, child care, food and housing insecurity.

Average Score from Evaluation:

7.4

EVALUATION COMMENTS:

- Promise has grown and is still growing, there is more to do!

POLL: Task Force opinion about carrying this strategic initiative forward:

- Bring forward as is
- Bring forward and revise/refine
- Do not bring forward

Strategic Initiative 1.4

Expand and extend cohort bridge programs to students beyond their first year of study.

Average Score from Evaluation:

3.8

EVALUATION COMMENTS:

- We are still working towards developing FYE through GP, work to do to build out programming beyond a first year.

POLL: Task Force opinion about carrying this strategic initiative forward:

- Bring forward as is
- Bring forward and revise/refine
- Do not bring forward

EMP Goal #2:

Community Connections

To build and strengthen collaborative relationships and partnerships that support the needs of, reflect and enrich our diverse and vibrant local community.

Average Score from Evaluation:

5.7

EVALUATION COMMENTS:

- I'm not sure of all the community relationships that we have, but I know work is being done! Thinking about our annual Presidents lunch as a community connection/fundraising event/opportunity.

Strategic Initiative 2.1

Collaborate with Pre-K to Adult School partners to promote relationships, seamless transitions, and alignment of pathways.

Average Score from Evaluation:

4.7

EVALUATION COMMENTS:

- I don't know all the work we've done in this regard, but I know lots of intentional pieces towards this goal. The development of the Director of Dual Enrollment and High School Partnerships, the intentional relationship with Redwood High etc.
- Great partnerships exist. More could be done on SB 554 implementation.

Enrollment Management Metric	5 Year Change	2019-20†	2015-16
# of SUHSD high school graduates who enroll at CAN within one year of graduation	-96	365	461
% of Middle College students who continue at CAN after receiving their HS degree	+38%	93%	55%
# Enrolled in Middle College	-15	112	127
# of SUHSD high school graduates who enroll at CAN within one year of graduation	-96	365	461

POLL: Task Force opinion about carrying this strategic initiative forward:

- Bring forward as is
- Bring forward and revise/refine
- Do not bring forward

Strategic Initiative 2.2

Develop and support student internships, service learning opportunities, mentorships to improve connection of students to local organizations and employers.

Average Score from Evaluation:

4

EVALUATION COMMENTS:

- I don't know all the work in this area, but I know that expanded internships have been developed with the DRC and are continuing with the PCC.
- This is a critical part of Guided Pathways we have yet to realize.

POLL: Task Force opinion about carrying this strategic initiative forward:

- Bring forward as is
- Bring forward and revise/refine
- Do not bring forward

Strategic Initiative 2.3

Attract the community to the campus through high profile signature events.

Average Score from Evaluation:

3.3

EVALUATION COMMENTS:

- Thinking of our President's Lunch, I don't know what other high profile events we have. Also this goal has been impacted by the pandemic, new opportunities when we return to campus with building 1 and 18. Our dual enrollment program is just getting started and will be great!

POLL: Task Force opinion about carrying this strategic initiative forward:

- Bring forward as is
- Bring forward and revise/refine
- Do not bring forward

Strategic Initiative 2.4

Create a Cañada College alumni organization to promote success stories, to engage successful community members, and to explore development opportunities.

Average Score from Evaluation:

1.5

EVALUATION COMMENTS:

- I don't know if work has been done in this area or not, I know there will be opportunities through the CRM.

POLL: Task Force opinion about carrying this strategic initiative forward:

- Bring forward as is
- Bring forward and revise/refine
- Do not bring forward

Strategic Initiative 2.5

Establish structures and resources to initiate and build relationships with local businesses and industries for developing institutional partnerships.

Average Score from Evaluation:

2.5

EVALUATION COMMENTS:

- I don't know about this item.

POLL: Task Force opinion about carrying this strategic initiative forward:

- Bring forward as is
- Bring forward and revise/refine
- Do not bring forward

Strategic Initiative 2.6

Expand and enhance marketing of transfer and career technical education (CTE) opportunities.

Average Score from Evaluation:

2.3

EVALUATION COMMENTS:

- I don't know about this item.

POLL: Task Force opinion about carrying this strategic initiative forward:

- Bring forward as is
- Bring forward and revise/refine
- Do not bring forward

Strategic Initiative 2.7

Enhance and invest in 2+2 relationships with 4-year universities.

Average Score from Evaluation:

4

EVALUATION COMMENTS:

- We continue to have a strong relationship with SFSU and are working to develop a transfer plan and expand on our university relationships. University Center has not grown however.
- The new Transfer Plan will help.

Completion Metric	5 Year Change	2019-20†	2015-16
# of students who transferred to a four-year institution who took at least 12 units at CAN in the year prior to transfer	+40	354	314
# of students who transferred to a four-year institution who took at least 3 units at CAN in the year prior to transfer	+125	876	751
# of students who enrolled at a UC	+17	67	50
# of students who enrolled at a CSU	+31	176	145
# of students who transferred to any 4-year institution who attended CAN within the last 5 years	+461	1486	1025

POLL: Task Force opinion about carrying this strategic initiative forward:

- Bring forward as is
- Bring forward and revise/refine
- Do not bring forward

EMP Goal #3:

Organizational Development

To invest institutional resources on the structures, processes and practices that focus on a diverse student and staff population, promote excellence, equity, inclusion and transformative learning.

Average Score from Evaluation:

3.3

EVALUATION COMMENTS:

- We are moving towards more intentionally updating our Equity Plan, we have a long way to go to increase the diversity of our employees, particularly faculty.

Strategic Initiative 3.1

Implement the Professional Learning Plan and establish a robust college-wide professional learning program that engages campus constituents while creating opportunities for innovative practices that support student success and promote equity.

Average Score from Evaluation:

3

EVALUATION COMMENTS:

- I don't know what work has been done in this area (I probably should :))
- This is critically important but has not been realized.

POLL: Task Force opinion about carrying this strategic initiative forward:

- Bring forward as is
- Bring forward and revise/refine
- Do not bring forward

Strategic Initiative 3.2

Implement Guided Pathways-like design principles to help address equity gaps.

Average Score from Evaluation:

5.6

EVALUATION COMMENTS:

- We have continued to move forward with our GP implementation, but more work needs to be done!
- Our Guided Pathways efforts have made a lot of progress - but more is needed!

Enrollment Management Metric	5 Year Change	2019-20†	2015-16
Median # of units earned among students who earned their first associate degree in the selected year and had completed at least 60 units	-71	71	83
# of SSSP non-exempt students completing a COMP SEP in the first year	+44	324	280
% of enrolled students who successfully completed various thresholds for degree- applicable credit units in the fall term, up to 15+ Canada Primary campus	0%	2%	2%
% of enrolled students who successfully completed various thresholds for degree- applicable credit units in the selected year, up to 30+ Canada Primary campus	0%	3%	3%

POLL: Task Force opinion about carrying this strategic initiative forward:

- Bring forward as is
- Bring forward and revise/refine
- Do not bring forward

Strategic Initiative 3.3

Create robust processes and support for developing new academic programs/curricula including innovations that address geographic and logistic barriers to access.

Average Score from Evaluation:

4.8

EVALUATION COMMENTS:

- This seems like an ongoing practice, but the work we've done moving to remote during the pandemic seems to have addressed many logistical barriers due to geography!
- COVID propelled us to remove geographic barriers to teaching, learning and accessing services.

POLL: Task Force opinion about carrying this strategic initiative forward:

- Bring forward as is
- Bring forward and revise/refine
- Do not bring forward

Strategic Initiative 3.4

Identify and implement enrollment strategies and integrated planning and resource allocation processes to meet institutional and student success outcomes.

Average Score from Evaluation:

5

EVALUATION COMMENTS:

- We developed a strategic enrollment plan! But more work to do.
- Our SEM is a good start. We need to keep refining what's needed, especially post-pandemic.

POLL: Task Force opinion about carrying this strategic initiative forward:

- Bring forward as is
- Bring forward and revise/refine
- Do not bring forward

Strategic Initiative 3.5

Promote a campus culture that fosters a climate of inclusivity.

Average Score from Evaluation:

4.2

EVALUATION COMMENTS:

- Lots of work with the development of our Anti Racism taskforce, campus community read, but more work to do!

POLL: Task Force opinion about carrying this strategic initiative forward:

- Bring forward as is
- Bring forward and revise/refine
- Do not bring forward

Strategic Initiative 3.6

Institutionalize effective structures and best practices of HSI (Hispanic-Serving Institutions) and AANAPISI (Asian American and Native American Pacific Islander-Serving Institutions) in order to reduce the achievement gap.

Average Score from Evaluation:

5.4

EVALUATION COMMENTS:

- Lots of work done through our HSI grants, some practices have moved towards institutionalization through GP and AB 705 implementation. Many gaps continue to exist and more work to do!
- This question should be separated to two questions, one for HSI and one for AANAPISI.

POLL: Task Force opinion about carrying this strategic initiative forward:

- Bring forward as is
- Bring forward and revise/refine
- Do not bring forward

Strategic Initiative 3.7

Revise the college's component of the Facilities Master Plan to identify and address space and facilities needs that arise out of implementing this 2017-2022 EMP.

Average Score from Evaluation:

6

EVALUATION COMMENTS:

- Facilities remain an ongoing issue, particularly with the pandemic and plan/needs to return to campus. Development of building 1 and building 18 are huge!
- The District will update the Facilities Master Plan in 2022.

POLL: Task Force opinion about carrying this strategic initiative forward:

- Bring forward as is
- Bring forward and revise/refine
- Do not bring forward

Topics for the External Scan

I. Socio-Economic & Demographic Trends

a. Economic Trends

i. Life in Silicon Valley

1. Cost of Living (now and projections)
2. Transportation challenges as we emerge from a pandemic
3. Housing crisis (SV Index data + other)

ii. Livable wage for the region

1. Poverty indicators

iii. Income gaps by education level

1. Educational attainment and income (SV Index)

iv. Evidence that low and moderate income families and individuals continue to be displaced from our service area

b. Demographic Changes (as a result of socio-economic changes)

i. Aging population (SV Index)

ii. High school Projections (US Dept of finance)

iii. Socioeconomic status

1. Per Capita Income by Race/Ethnicity (SV Index)
2. Median Income by Educational Attainment (SV Index)

c. Regional Industry and Workforce Trends

i. Unemployment

1. By Industry (SV Index)
2. Disaggregated by ethnicity (SV Index)

ii. Industries with employment gains (SV Index + other?) -This will take analysis by us and there are many unknowns- leave off for now? Do we want to consider remote work trends?

1. Fastest Growing Occupations Prioritized by livable wage along a career path
2. Programs at each College that address the fastest growing occupations

Topics for the External Scan

II. Changes in student preferences for higher education

- a. Traditional v. non-traditional students
- b. More flexible options for working adults
 - i. Online teaching and learning options
 - ii. Demand and supply for short-term, stackable certificates (non-credit, not for credit, and for credit)
- c. SB 554 (dual enrollment) – new legislation that supports adult education students with transition support for enrolling in community college
- d. Do students prefer to be served by the District as a whole – so think about how the colleges complement each other better? Do we really need to each offer everything?

Topics for the External Scan

III. Changes in higher education

- a. Technology - (define and describe asynchronous v. synchronous v. HyFlex v. hybrid); what is in the literature re trends, student and faculty preferences (our own survey data)
- b. Private, 4-year college closures – opportunity?
- c. CVC and 100% online degree and certificate programs. Characterize
- d. 4-year trends – especially CSU and UC (San Diego starting a 100% online degree program)
- e. Policy changes – what if feds or state re-instate free college? Other policy changes?

Topics for the External Scan

IV. Changes in K-12 education

- a. High School student changing demographics
- b. College going rates published by the high schools (by type of college)
- c. Trends in A-G preparation (SV Index) of high school students in our region and how it might affect our role
- d. Projected demand or interest in dual enrollment, early college experiences – state mandates around more CTE in high school and clear pathways to college.

V. Community Partnerships (list and describe)

- i. Community-based Organizations (eg, Upward Scholars, JobTrain)
- ii. Regional Workforce Investment Board (NOVA)
- iii. Redwood City Together
- iv. SAMCEDA
- v. Chambers of Commerce
- vi. Others

Topics for Internal Scan

- College Scorecard metrics: Enrollment, Momentum, Completion
- Students – who are we serving now? Who might we not be serving?
- Understanding inequity – disproportionately impacted groups across a variety of metrics (access, success, throughput, persistence, momentum, completion)
- How are we serving special populations now?
- Survey results: NACCC (racial climate); Campus Climate (2019); Participatory Governance (2021); Graduation Survey (2021);
- Review existing College mission, vision and values
- District update of mission to address antiracism values
- Preparation for College Forum on Flex Day in October to update mission, vision, values

External Scan Topic	Cañada Experts	Outside Experts	Type of Engagement on the Topic	Timeframe
The Cost of Living in Silicon Valley and its impact on our students				
Housing and Transportation				
Changes in student preferences for higher education				
Students: online formats, schedules				
Students/Employers re short-term, stackable certificates				
Student perspectives on the District (as a whole)				
Changes in Higher Education				
Instructional Technology	Nick Demello, John Perez, Allison Hughes, etc			
4-year U. changes: UC, CSU, Private colleges closing (impacts on us)				
The California Virtual Campus				
Potential impact of free college for all				
Changes in K-12 Education				
High School demographic shifts and declining enrollment		HS Counselors		
A-G readiness of our local high school students		HS Counselors		
CTE pathways for high school students		HS Instructors		
Community Partnerships				
Community -based Organizations				
Employers				

Summer Homework

- Training – Date TBD
- Read and Review
- Save the Dates: August 11 & 12 (likely one or the other)