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**Scope of Work**

Cañada College Educational Master Planning

Facilitator/Consultant 2021-22

**Background**

In the spring of 2021, Cañada College launched an effort to update its 5-year Educational Master Plan (EMP). The College’s EMP defines the education goals of the College as well as the current and future curriculum and services to achieve those goals. The purpose of the Educational Master Plan (EMP) is to offer the essential data and foundation upon which the instructional and support service needs of individuals in the college’s service area can be met in the future. It also will create the planning framework for other important college plans including the college equity, sustainability, technology, and facilities (capital expenditures) plans. The EMP will form the basis of college resource allocation and budgeting.

**Expertise Sought**

*Strategic Planning*

Cañada College is interested in contracting with a consultant or organization with expertise in community college strategic planning in the California context. As community-supported, basic aid colleges, the three colleges of the San Mateo County Community College District face unique pressures to serve our community. Cañada’s new educational master plan will need to address major shifts in higher education and the regional economy after the COVID-19 pandemic. The College seeks a consultant with experience supporting California community colleges with the development of strategic plans.

*Equity and Social Justice Imperative*

As Cañada College and the other SMCCCD colleges, Skyline College and the College of San Mateo, prepare for a post-COVID-19 pandemic recovery, a “[recovery with equity](https://www.capostsecondaryforall.org/wp-content/uploads/2021/02/Recovery-with-Equity_2021Feb15.pdf)” is imperative. Cañada’s mission is to ensure that “all students have equitable opportunities to achieve their transfer, career education, and lifelong learning educational goals.” In the next iteration of its 5-year educational master plan, the College is seeking to facilitate major shifts in policy and practice in order to further its goal of becoming an antiracist institution and keeping the following commitments included in its draft Antiracism Framework:

* Critically examine our behaviors and college practices for the conscious and unconscious ways in which we contribute to systemic racism;
* Uplift stories and data about the impact of anti-Blackness, oppression, poverty, and racism in our communities;
* Re-imagine and build a community of learning and service based in anti-racism, social justice, and liberation.

The strategic planning consultant selected for this opportunity will possess deep knowledge and expertise in helping an institution of higher education identify the critical organizational changes necessary for achieving parity in educational outcomes for all students, regardless of race or ethnicity. This begins with assisting the College to critically assess and change practices that directly and indirectly contribute to systems of racism, oppression and marginalization of our campus community, in particular, our students.

*Changing Landscape for Higher Education*

The College is seeking to understand and seize new opportunities to fulfill its mandate as a community college. In a post-pandemic world, the College will need to:

* Provide quality instruction and programs in a variety of modalities to a broad range of students using online, hybrid, and/or HyFlex instructional technologies and participating effectively in the California Virtual Campus.
* Address the increasing disparity in access to employment, income, and education in the Bay Area. The College seeks to proceed with even more urgency to serve a wide variety of student journeys including (but not limited to):
  + Early college access to students while they are still in high school;
  + On-ramps to college for Adult Education students;
  + Language and career support for adult English language learners;
  + Industry-relevant, stackable, short-term learning opportunities for the skills builders and career changers.
* Ensure access to financial support and resources to students by leveraging all state, federal and community partnerships available.

The consultant selected for this opportunity will be familiar with the shifting landscape in higher education and the new urgency for community colleges to address the changing needs of our students.

*Fulfilling Long-Term Commitments*

The College has made significant strides in recent years with the implementation of structural changes under the auspices of a Guided Pathways college re-design. The launch of a new Constituency Relationship Management (CRM) system, the creation of Success Teams to foster a sense of belonging and support groups of students with similar life and career interests, and the on-going effort to create equitable placement practices in math, English and ESL that align with clearly delineated academic pathways.

The College is seeking to build on this work over the next five years to realize and seeking the support of expert(s) with a working knowledge of the California Community College Chancellor’s *Vision for Success* and related metrics, Student Equity and Achievement, Guided Pathways, Strong Workforce, and other opportunities and challenges unique to the California higher education landscape.

**Deliverables**

Over a 9-month period between May 2021 and January 2022, the consultant will provide general assistance to the College President and her Cabinet, as well as specific expertise and facilitation for the College’s Educational Master Planning Task Force and the Office of Planning, Research, and Institutional Effectiveness (PRIE) who are leading this long-term strategic planning process. Specific deliverables and an estimated number of consultant hours for each include:

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| **June, 2021 Strategic Planning Training for the EMP Task Force: 25 participants (4 hours)** |
| Consultant provides orientation and training in strategic planning to the EMP Task Force (approx. 16 hours) |
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| **August, 2021 Campus Summer Leadership Retreat: 45 participants (6 hours)** |
| Consultant supports and helps facilitate one day during a two-day retreat (approx. 24 hours) |
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| **October 13, 2021 FLEX DAY 2-hour, college-wide session on the college mission, vision, values** |
| Consultant helps prepare and facilitate this session (approx. 8 hours) |
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| **January, 2021 Educational Master Plan Retreat: between 25 – 45 participants (12 hours)** |
| Consultant helps prepare and facilitate a two-day strategic planning retreat during which the EMP Task Force will synthesize the results of external and internal scans, community input, and other information to articulate new goals and strategic initiatives for the college (approx. 36 hours) |
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| **Support the College’s Antiracism efforts (approx. 20 hours)**  **Consultant support to PRIE throughout the process (approx. 20 hours)** |

**Contract Not to Exceed Amount**

Contract not to exceed $50,000

**Duration of Contract for Services**

June 15, 2021 – February 15, 2022 (approximately)

**Proposals**

Interested parties should please send a proposal detailing their response to the opportunity described above. Please include information about each consultant(s) proposed, their background and hourly rate. Please describe the approach the consultant(s) would take to support the College overall and, specifically, to complete each of the Deliverables listed above.

Please contact Dr. Karen Engel, Dean of Planning, Research, Innovation & Effectiveness at [engelk@smccd.edu](mailto:engelk@smccd.edu) with any questions.

**Proposals Due**

Please submit your proposal to Dr. Engel no later than Wednesday, May 12, 2021.

The successful party should be available to begin work on June 1, 2021.

**Contact Information**

Karen Engel, Ph.D.

Dean of Planning, Research and Institutional Effectiveness

Cañada College

[engelk@smccd.edu](mailto:engelk@smccd.edu)