

2016-17 Annual College Strategic Objectives

The purpose of the college's strategic objectives is to operationalize the Educational Master Plan on an annual basis, thus enabling the college to make progress toward implementing its Educational Master Plan. The strategic objectives serve as a framework to prioritize college resources and workflow for the year, thus providing organizational focus and direction.

The Educational Master Plan has three goals: (Equity, Community, and Improvement and Stewardship of Resources). The four college strategic objectives that will operationalize these 3 EMP goals for academic year 2016-17 are:

- I. **Sunnyvale and Enrollment** Growth – more than 1.5% FTES growth, with successful operation of Sunnyvale Education Center
- II. **Hispanic Serving Institution** (HSI)– 22.3% to 25% Latino students
- III. **Equity** plan – implementation and assessment
- IV. **Accreditation** – College Self-Study & BS dental hygiene

I. Sunnyvale and Enrollment Growth

Objective: To increase Foothill College's total FTES enrollment by more than 1.5% (approximately 200 FTES) from AY 2015-16 while staying within productivity requirements.

Background: Foothill College has made impressive strides in restoring enrollment through proactive enrollment management that has focused on generating growth in new markets (early summer which has a high percentage of UC and CSU general education students), public/private partnerships such as Year Up, and the South Bay regional Consortium (serving at risk students and CTE continuing education in fire science and law enforcement), as well as better serving our existing students and community members through non-credit, and increasing our high school participation rate through dual enrollment. Academic Year 2015-16, Foothill's enrollment grew 1% in total FTES – with a 2.3% increase in resident FTES.

By focusing on enrollment growth and apportionment, Foothill could restore the enrollment lost due to the regulatory restrictions to repeatability, the workload reduction and recession, and the changing demographics.

The Foothill College Sunnyvale Center, opening this fall, is a key component of our enrollment strategy, and will focus on workforce training, continuing education and up-skilling, dual enrollment, as well as destination programs such as biomedical devices and prototyping, in addition to our traditional curriculum.

EMP Goals: Equity & Improvement and Stewardship of Resources

Why is this objective important? As a publicly funded institution, enrollment growth is critical to achieving our mission of access, as well as to receiving sufficient funding to enable us to operate efficiently.

II. HSI

Objective: Increase percentage of Latino students, from 22.3% currently to 25% by June 30, 2017, in order to better position Foothill for possible designation as a Hispanic Serving Institution (HSI)

Background: Hispanic Serving Institutions (HSI) are influential and responsible for improving the educational attainment for Hispanics and other underrepresented minorities to achieve academic and career success. Nearly one out of every three residents of California is Hispanic and you can see this as the faces of Foothill College students are changing. In 2007 the college was 12% Latino, and in 2016 the college is 22.3% Latino.

Currently, Foothill College is identified by HACU as an “emerging HIS”. Hispanic students are choosing Foothill College to further their education and we need to be intentionally responsive in providing opportunities, pathways, special support services and family engagement in our efforts to reinforce positive personal outcomes. When we are working to support Latino students with culturally sensitive programs, our efforts will spread to other underrepresented minorities facilitating student academic achievement and completion, thus narrowing the educational and opportunity gap for these students.

EMP Goals: Equity & Improvement and Stewardship of Resources

Why is this objective important? Once a college meets the criteria of a HSI with 25% of their total enrollment being Latino students and no less than 50% of all its students are eligible for financial aid, the college becomes eligible for federal grants. These grants can provide significant resources to the college to develop additional student support services, professional growth and development opportunities for students and employees and other programs that increase educational success.

III. Equity

Objective: Implementation of the Student Equity Plan & assessment of implementation efforts

Background: The current equity plan supports the College Educational Master plan goal of equity. It outlines several initiatives, including professional development, early alert, and a mentoring program aimed at reducing the achievement gap for our disproportionately impacted students. The Student Success and Retention Team, under the leadership of the Director of Equity Programs will provide coordinated student and instructional services for our students.

EMP Goals: Equity & Improvement and Stewardship of Resources

Why is this objective important? College success rates vary by group, with low income, African American, and Latino student averages below that of other groups. To address this gap the college will need to remove barriers, provide a welcoming environment for all students, and provide additional support to augment the strengths our students bring to the college.

IV. Accreditation

Objective: Board of Trustees approval of Self Study report by June 2017

Background: During the 2016-17 academic year Foothill College will complete its Self-Evaluation in preparation for the ACCJC Evaluation Team visit in fall 2017. The “self-evaluation” report will contain an assessment of college practices as compared to the ACCJC Standards and will be used by the visiting team in their review of our accreditation status.

In addition to the overall college’s accreditation, the Dental Hygiene Baccalaureate Pilot program will have a site visit in October, 2016.

Why is this objective important? This is important as it provides the college an opportunity to identify needed improvements for serving students and ACCJC accreditation is necessary, signaling the quality of our courses and programs, as well as for the ability to grant financial aid. Furthermore, full accreditation affirmative assures our students and community that Foothill continues to provide high quality educational opportunities.

In addition, the accreditation of the DH Baccalaureate is critical to being able to better serve our community, and to providing an affordable public degree in a field that has few such options.

EMP Goal: Community