

II. Introduction

During the academic year 2016-2017 the Cambridge West Partnership, LLC (CWP) was invited to assist the College in developing a new Educational Master Plan (EMP). The purpose of the EMP is to explore the ways in which the College's curriculum options might be optimized to match labor market needs, increase transfer opportunities, and align with community educational needs/interests. A second purpose of the EMP is to provide a projection of future attendance that can be used in the Facilities Master Plan to determine the amount and type of space that will be needed to accommodate the future academic program of instruction and support services. The Facilities Master Plan will cast the projected space need into a sequenced building and facility program that addresses the primary elements of site development and facilities planning through the year 2030.

Deliverables of the Plan

This Plan will deliver the following:

- Describe environmental factors that impact the future of the College.
- Provide a description and projection of economy and demographics of individuals living in the District service area.
- Identify occupations with projected openings into the future.
- Describe faculty visions for future curriculum and student services visions for anticipated future services.
- Identify general opportunities for instructional program development.
- Evaluate the mix of programs vs. labor market and transfer opportunities.
- Provide a projection of future weekly student contact hours by discipline.

Framework for the Plan

The planning process principally relied on: (1) an analysis of the external and internal environment of the College including the demographic profile/characteristics; (2) the current and historical performance of the College relative to the areas of academic and support services; (3) the wisdom of those professional educators and administrators who are responsible for delivering the program of instruction and support services; and, (4) input from the CWP consulting team.

Underpinnings

The process for generating the EMP relied heavily on the analysis of the existing program of instruction, the dynamics of the service area, and the vision of future directions articulated by faculty, staff and administrators. It offers a discipline-specific set of recommendations and a broader assessment of the instructional mix of programs.

The 2015 fall semester was used as a "snapshot" in time from which a planning baseline was constructed. Although the College has experienced a downturn in enrollments from the high point of fall 2009, the 2015 fall term was selected as the benchmark because it

was the last complete term of data available to reflect the scope and breadth of the program of instruction and support services.

Analysis was also conducted relative to the demographic and income capacity of the "effective service area" of the College. This was defined as a geographic area with a sufficient and appropriate population base from which students of the future could be drawn. Additionally, a detailed look at the College was provided via an analysis of its external and internal conditions, its past characteristics and trends over a five-year period of fall terms from 2011 to 2015, its current productivity and efficiency, and its future needs for space.

At the present time the College offers a comprehensive curriculum at the approximately 170-acre main campus in Gilroy and an array of offerings at smaller Centers located in the City of Hollister and Morgan Hill. A regional public safety training center program of instruction and a limited number of other college courses are scheduled to open in spring 2017. The District has purchased land in Hollister to eventually build a permanent center there.

Forecasting the future program of instruction was based on determining weekly student contact hours (WSCH) in fall 2015, while the future space needs were largely predicted after defining a future program of instruction.

Activities

The development of the Plan included the following activities:

- Referencing and use of the College data files for student basic demographics and enrollment information.
- A review of the history and evolution of the College.
- An environmental assessment (environmental scan) to consider the present and anticipated impacts both within and outside the College's service area.
- The development of a "vision for the future of instructional programs and delivery of student services" derived from qualitative analyses.
- The development of growth and enrollment estimates extending to the year 2030.
- A review to assure that access and overall success of underprepared and underrepresented groups within the community were considered in the planning process.

The EMP is presented with the intent that it will serve as an educational programming blueprint for the College over the next six to ten years and support a facilities blueprint out to the year 2030.