Educational Master Plan
Strategic Initiatives for which the Planning & Budgeting Council shares responsibility

Planning & Budgeting Council

February 1, 2023

Cañada College

PBC's EMP responsibilities

Cañada Collaborates Website

EMP Objective: Create and sustain an inclusive, antiracist, and equity-minded campus culture

2.10 Transform college participatory governance processes

EMP Objective: Strengthen the college culture of continuous assessment and improvement in order to ensure all programs effectively serve students and close equity gaps

2.13 Evaluate student support programs and practices

2.14 Evaluate academic support programs and practices

2.15 Evaluate Guided Pathways practices & dual enrollment

EMP Objective: Manage resources effectively

4.14 Invest in equity and antiracism

Implementing Equity Report Recommendations (Áse, Spring 2023)

- How do you see your work contributing to ([insert Áse recommendation](#))?

- Is there more you feel your group could be doing to address [[related recommendations](#)]?

- If so, what additional resources (training, personnel, etc…) would you need?

- Are there any questions or concerns that the workgroup has with the recommendation and/or trying to implement the recommendation?

2.10 Transform college participatory governance processes

- Classified Senate is preparing a proposal for addressing issues related to the participation of classified staff in participatory governance

- PBC authorized a pilot of a new Planning Council: The Equity and Antiracism Planning Council (EAPC - draft bylaws) which will launch soon

- PBC will work with EAPC and PRIE to evaluate the EAPC pilot at the end of the spring term

- PBC will work with PRIE to conduct an evaluation of the college's participatory governance processes this term

2.10 Transform college participatory governance processes - Áse Recommendations that align

Recommendation 4-White Accountability:

Prioritize investment in sustained training for disrupting dominant group cultural practices on campus. Invest in the development of White Accountability Cohorts. Develop dedicated spaces that help white identified employees learn how to practice individual and collective accountability in dismantling white supremacy systems and practices.

Recommendation 13-Re-imagine Participatory Governance:

Develop a steering committee dedicated to examining the efficacy of the participatory governance system. Continue to gather research on significant issues impacting employees with the participatory governance process. Develop think tanks composed of employees from different classifications to begin brainstorming ideas on making the process more streamlined and accessible. Identify suggestions most supported by employees as tactics to streamline the participatory process and experiment with implementing recommendations through consistent prototyping, testing, and evaluation.

Recommendation 16-Power Redressing:

Dedicate time and resources to identifying and redressing power imbalances across college systems. Publicly claim accountability for any implicit or explicit biased system impacting underrepresented minority groups and communicate the plan to redress that harm. Publicly report goals and progress.

2.13 Evaluate student support programs and practices

- The Student Services Planning Council is supporting all student services programs in reviewing and updating – as needed – their service area outcomes (SAO) assessment statements and methods during the spring of 2023.

- This includes:
  - Building SAOs for all Student Services Programs from Transformational Antiracism Leadership Framework
  - Revisiting existing SAOs to align with existing and new programs, offices, and services
  - Retraining on the new, updated Nuventive platform in light of regular and comprehensive Student Services assessments

- SSPC recently hosted an SAO Workshop and Training with PRIE.

2.13 Evaluate student support programs and practices - Áse Recommendations that align

Recommendation 7-Champion Equitable Work Commitments:

Commit to disrupting the normalization of unpaid work and overtime specifically for part-time employees. Explore how the administration and employees can align on a strategy for developing a more equitable workload, specifically for classified staff. Consider offering flexible work schedules and encourage flexible deadlines for departments impacted by staff shortages.

Recommendation 9-Financial Aid and Student Services:

Identify opportunities for collaboration with Financial Aid and Student Services. Schedule frequent strategizing sessions with employees and student leadership connected to student services. Determine the best strategy for correcting ineffective methods for helping students and employees access resources on campus. Consider the following actions: (1) examine the efficacy of access points on the College's website; troubleshoot office hours availability as it relates to registration, (2) invest in a marketing campaign that communicates a clear path to services for individuals in need of social service support such as housing security resources and immigration support, (3) invest in building relationships with community programs and organizations committed to providing resources to historically marginalized groups, leverage resources of these groups to compensate for services the College does not currently have the infrastructure to support, (4) provide employees with introductory trainings on integrating asset-based language, that prioritizes the strengths of historically marginalized groups.

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Recommendation 18-Employee Equity:

Develop a plan to draft a policy that pays employees for their intellectual and emotional labor, time, and effort spent on equity, access, diversity, and inclusion work in addition to their positions at the College.

Recommendation 19-Review, Revisit and Re-implement:

Racial and cultural institutional change takes time. Commit to constantly assessing the efficacy of new initiatives, programs, and policies through qualitative and quantitative metrics. If projected goals are not achieved, celebrate the efforts of those who worked towards achieving the goal and include them in assessing what elements need re-imagining. Don't be afraid to re-implement a plan that isn't working; it is more important to revise a DEI integration or strategy instead of completely abandoning it.

2.14 Evaluate academic support programs and practices

- The Library and Learning Center (inclusive of the STEM and Writing Centers) are working actively with the College's SLO Coordinator, Professor Jessica Kaven, as well as the PRIE Office, to update their Student Learning Outcomes assessment plan and methods.

- During the pandemic, the STEM Center merged with the Learning Center, requiring a revised approach to evaluating:
  - Tutoring
  - Mentoring
  - Writing Center Services
  - STEM Center Services

2.14 Evaluate academic support programs and practices - Áse Recommendations that align

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2.15 Evaluate Guided Pathways practices & dual enrollment

- The PRIE Office has recently conducted two evaluations of our Guided Pathways college redesign efforts:
  - A Guided Pathways Implementation Assessment in April, 2022
  - A Progress Update for the Guided Pathways Advisory Committee in November, 2022

- The Office of High School Transitions and Dual Enrollment conducted a comprehensive program review, with the assistance of the PRIE Office, in fall 2022.

- Both of these efforts will continue to monitor progress and evaluate the need for modifications or other adjustment to achieve the strategic objectives detailed in the College's Education Master Plan.

2.15 Evaluate Guided Pathways practices & dual enrollment

Recommendation 11-Early Access Opportunities:

Develop a plan to investigate potential inequities within early access programs. Create a student and employee advisory committee dedicated to addressing identified issues and creating policies and protocols that redress power imbalances.

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4.14 Invest in equity and antiracism

- The 2022-23 Program Review and Resource Request process is nearly complete. PBC will monitor the prioritization of requests by Divisions based on the equity criteria specified by the College's Resource Prioritization Process.

- VPAS Prisecar will be discussing the 2023-24 state budget as well as the status of the College's draft budget in May. PBC plays a critical role in monitoring the College's investment in equity and antiracism as part of that process.

- PBC could request that a report on the College's investments in equity and antiracism in 2022-23 and beyond be prepared.

4.14 Invest in equity and antiracism

Recommendation 1-Restorative Practice

Recommendation 4-White Accountability

Recommendation 5-Racial/Cultural Bias Incident

Recommendation 7-Champion Equitable Work Commitments

Recommendation 10-Centralize Anti-Racism and Cultural Equity Task

Recommendation 12-Hire a Diversity, Equity, and Inclusion Director

Recommendation 14-Cultural Competency-Anti-Racism Training

Recommendation 17-Bias Reporting

Recommendation 15-Champion DEI Funding Campaigns

Recommendation 18-Employee Equity