

SKYLINE COLLEGE
PLANNING ASSUMPTIONS

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Planning assumptions use the information from the environmental scan to establish a foundation for the Education Plan. The assumptions developed below will help guide the Skyline College's efforts to respond to changes in its internal and external environments.

- Skyline College's share of current, key markets are tenuous. The college's share of the high school market appears to be eroding and the demographic projections predict a declining pool of adult learners. The college will need to develop partnerships and new market niches to maintain current levels of enrollment. Student recruitment and retention will continue to grow in importance.
- Although San Mateo County is affluent and well-educated, there are places within its borders where the opposite is true. The divide between "haves" and "have-nots" within San Mateo and San Francisco Counties will continue to challenge Skyline College.
- Planning is a necessity for the college to approach its future. All planning will place the needs of students and potential learners first.
- Planning documents should be clear, concise, coherent, and available to all major stakeholder groups. All plans should contain "success factors" for strategies that are developed so that stakeholders can measure progress.
- Although California community colleges recently received an increase in state appropriations, future allocations are not guaranteed and it is likely that competition for these dollars will be intense.
- Skyline College will need to become increasingly entrepreneurial to meet the demands that will be placed on the institution. The college will need to raise resources from traditional streams as well as to develop new partnerships.
- Skyline College will need to continue to document and share outcomes measurements in the format that is required by the state, but will also need to demonstrate its contributions in new and creative ways.
- To meet local needs, the college's mission will be comprehensive and will include the transfer and general education function as well as the career and technical education function.
- New students will want course choice and convenience. When alternative providers are clearly available, they will make their choices about institutions based on these factors.
- Younger, incoming students will be "digital natives." They will be computer literate and expect more from technology at Skyline College.

- Learners must be prepared to meet the rigors of a highly competitive global marketplace. The college will seek to establish multiple pathways to prepare students to meet this challenge.
- Growth in the use of technology and its rapid obsolescence will result in increasing challenges in the areas of cost while not shortchanging other critical campus areas.
- Students of color will represent a higher proportion of the college's population in the future, and their needs and interests must be considered fully and addressed appropriately.
- The proportion of disabled learners seeking services from the college will grow.
- The college will continue its commitment to reach under-served populations and to respond with appropriate services and programs.
- Skyline College will want to maintain a "culture of evidence" while building a "culture of inquiry" in which data move out of the limelight and practitioners move to center stage.
- The need for job training programs, skills certificates, and other programs with fewer general education requirements will increase. Those who have obtained these skills may seek opportunities for career development, general education and lifelong learning that can lead to higher levels of degree attainment.
- The need is increasing for community colleges to form partnerships with local industry, service providers, including health providers, and governmental organizations.
- Short-term (occupational/certificate/licensure) students and part-time students will place the same demand on student services as full-time students.
- New facilities will need to be constructed and existing facilities renovated to accommodate student need. However, maximizing present facilities with creative scheduling and course content should be the first order of business. When new facilities are constructed they will need to be scalable to meet the needs of learner population and the teaching styles utilized at Skyline College. They should be well-equipped to parallel technological advances, and to match a variety of learning activities and modes.