The 2010 to 2011 Mt. SAC Strategic Plan

November 30, 2010

By Institutional Effectiveness Committee

INTRODUCTION

During the summer of 2010, the Institutional Effectiveness Committee (IEC) evaluated the Planning for Institutional Effectiveness (PIE) process (i.e., the program review process) and gathered information on the status of the College's 2009 to 2010 Strategic Plan[1]. Based on these evaluations and summaries the following report represents the 2010 to 2011 Mt. SAC Strategic Plan.

The contents of this paper include a section on the history of the College, a section on PIE and integrated planning and how both are used to help create an internal and external view of events for the College and used to evaluate the College's mission and goals. The College's vision and core values are also noted and their relationship to the College's mission.

The main section is the specific strategic objectives (SOs) proposed from teams across campus based on their connection with the College goals. During the academic year 2010 to 2011, the teams will complete many activities to accomplish their suggested SOs.

[1] http://inside.mtsac.edu/organization/committees/iec/

MT. SAC'S HISTORY

The Mt. San Antonio Community College District (Mt. SAC) was created in December, 1945 when voters of four local high school districts approved the formation of a community college district. Initially named Eastern Los Angeles County Community College, the institution was later renamed after Mt. San Antonio, the imposing, snow-capped mountain (popularly known as Mt. Baldy), prominently visible in the distance above the campus.

The 421 acre College site was originally part of the 48,000 acre La Puente Rancho. During World War II, the facility was converted into an army hospital and later a Navy hospital.
Mt. SAC opened in the Fall of 1946 with 635 students occupying a few Spanish-tiled buildings and temporary Navy barracks clustered below the San Jose Hills. Walnut, not yet an incorporated city, consisted of very little except dirt roads, cacti, and grasslands covered in the spring with wild mustard grass.

Quite naturally, the growth of Mt. SAC has mirrored that of the local area. From its humble beginnings with an initial enrollment of 635 students, the college now serves in a semester about 40,000 men and women from diverse backgrounds and generations. The College District boundaries encompass the communities of Baldwin Park, Bassett, Charter Oak, Covina, Diamond Bar, the southern portion of Glendora, Hacienda Heights, City of Industry, Irwindale, La Puente, La Verne,

Pomona, Rowland Heights, San Dimas, Valinda, Walnut, and West Covina.

Mt. SAC has emerged as a leader in education not only in the San Gabriel Valley, but in the state. It is the largest, single-campus community college district in California.

PLANNING FOR INSTITUTIONAL EFFECTIVENESS (PIE) AND INTEGRATED PLANNING

PIE is the model used at Mt. SAC to capture and document the planning and program review done at the unit and team levels, and to relate this planning to current and future institutional goals and objectives. This process is conducted annually by each unit of the college, and all unit participation is documented in ePIE, the College's electronic program review system[2].

Evaluation of the PIE process is continuous. Each year, IEC requests and receives feedback via the manager and team summaries on process clarity, utility, ease of use, effectiveness of documents and training, etc. This feedback is included in adjustments for the following year's PIE process. The PIE process clearly exemplifies an evaluative, integrated planning effort (i.e., more than one stakeholder is required to participate in the plan in order to achieve the desired outcome similar to master plans such as the Educational Master Plan, Facilities Master Plan and the Technology Master Plan).

Integration of plans is important. There are many ways that unit planning and integrated planning is occurring across campus, including PIE, student learning outcomes, basic skills, VTEA, administrative systems planning, Banner, reviewing new processes, class schedules and enrollment, hiring, etc. Because it is vital that each team not work in a vacuum, it is important that the teams continue to integrate their planning and plans and provide documentation or evidence of their work. Unit level planning is the first step of the ladder.

PIE and integrated planning are used to help create an internal and external view of events for the College and used to evaluate the College's mission. Based on the unit and college-level plans, data are used to identify and act upon issues and make decisions as needed. The data can be found throughout the PIE document such as in the internal and external conditions, College generated data reports, from other data sources (e.g., licensing examination results) and within the evaluation section based on the research, evaluation and assessment work done by the unit. The information collected through these multiple means provide information to drive the decision-making process. Each unit decides how their plan for that year maybe re-worked to account for these conditions and data points and work with their teams to improve their services.

2

http://www.mtsac.edu/administration/research/pdf/newsletters/2009-04_planning_for_excellence.pdf

http://www.mtsac.edu/administration/research/pdf/newsletters/2009-06_planning_for_excellence.pdf

COLLEGE MISSION, VISION AND CORE VALUES

Mt. SAC is committed to integrity and a process for providing high quality education congruent with the College's mission, created based on the student and community need that is "to welcome all students and to support them in achieving their personal, educational, and career goals in an environment of academic excellence." It is through this mission statement that all work is derived. The College's vision statement and core values are derived from the mission statement and also guide the College's work.

Vision Statement:

- Mt. SAC strives to be regarded as one of the premier community colleges in the nation. We will be viewed as a leader in community college teaching, programs, and services.

- As a premier community college, we will provide access to quality, focusing on student success within a climate of integrity and respect. We will earn this reputation by consistently exceeding the expectations of our students, our staff, and our community.

Core Values

- **Integrity** – We treat each other honestly, ethically, and responsibly in an atmosphere of trust.
- **Diversity** – We respect and welcome all differences, and we foster equal participation throughout the campus community.
- **Community Building** – We work in responsible partnerships through open communication, caring, and a cooperative spirit.
- **Student Focus** – We address the needs of students and the community in our planning and actions.
- **Life-Long Learning** – We promote the continuing pursuit of high educational goals through equal access to excellence in both teaching and support services.
- **Positive Spirit** – We work harmoniously, show compassion, and take pride in our work.

The Flowcharts of College Planning are located in Appendix A. The charts provide a perspective of ongoing planning activities and resource allocation processes.

STRATEGIC OBJECTIVES

This main section represents the specific strategic objectives (SOs) proposed from teams across campus based on their connection with the College goals. All SOs are connected to and support the College's goals which in turn are connected to and support the College's mission statement. Most of these SOs are carried over from the previous year's SOs per the recommendations of each team. A few SOs are new based on the creation of new goals and the need to have a well-rounded perspective of measurable SOs. As the SOs were solicited from Teams across campus, these efforts represent a bottom-up approach to collaborative, integrated planning endeavors. During the 2010 to 2011 fiscal year, the teams will complete many activities to accomplish their suggested SOs.

College Goal 1: *The College will secure funding that supports exemplary programs and services.*
Strategic Objectives:
Secure Foundation funding of $1.8 Million in fiscal year 2010-2011 for scholarships, campus educational projects and capital campaign. (Mt. SAC Foundation)
Maintain an average funding success rate of no less than 80%, defined as number of grants funded divided by number of proposals submitted. (Grants Office)

College Goal 2**:** *The College will prepare students for success through the development of exemplary programs and services.*
Strategic Objectives:
By 2015, the College will improve the average student success rate for distance learning courses by 2% over the 2008 baseline. (Instruction)
65% of students enrolled in the 2010 Summer Bridge Program will complete six or more units in spring of 2011. (Student Services)

College Goal 3**:** *The College will improve career/vocational training opportunities to help students maintain professional currency and achieve individual goals.*
Strategic Objectives:
For 2010-11, the following College programs will achieve a pass rate of 90% or higher for its graduates on the national licensing and certification: Psych Tech, Emergency Medical, and Aircraft Maintenance. Respiratory Therapy, Nursing and Histotechnology). (Instruction)
During the 2010-11 academic year, the College will determine the number of programs with vocational TOP codes meeting a two-year review cycle, develop a plan to ensure all programs with vocational TOP codes are on a two-year review cycle, and based on the plan, phase in a two-year review process for all vocational TOP codes during the 2010-11 review cycle. (Instruction)

College Goal 4: *The College will improve the quality of its partnerships with business and industry, the community, and other educational institutions.*
Strategic Objectives:
The President will meet with all local school superintendents at least once during 2010-2011. (President's Office)
Increase by 25% the number of business and industry supporters and partnerships with the Mt. SAC Foundation in fiscal year 2010-11 (Mt. SAC Foundation)
For 2008-10, the College will increase the number of secondary students requesting units via the Tech Prep Articulation Program for Secondary Schools by 10%. (Instruction) (note: year still valid as 09/10 data comes in late)
High School Outreach will increase the student participation rate in the Connect Four program by 5% (over last year). (Student Services)
High School Outreach will increase by 5% (over last year) the number of Connect Four students who enroll full-time in credit classes in fall. (Student Services)

College Goal 5: *The College will utilize and support appropriate technology to enhance educational programs and services.*
Strategic Objectives:
During 2010 to 2011, IT will expand Banner functionality by working with campus constituents to implement new features like registration waitlist, drop for non-payment, and additional data reports. IT will offer at least 10 training sessions focusing on accessing data and reports via the portal and Argos. (Information Technology)
In conjunction with the Technical Services and Information Technology units, implement standardized Audio Visual systems in all permanent classrooms and laboratories by June 2011. (Facilities)
During 2010 to 2011, IT will improve customer service by implementing Help Desk software that has an easy to fill out web-based ticket system. (Information Technology)
The College will implement a five year plan to attain the goal of equal access to audiovisual media shown on campus for all individuals beginning Academic Year 2009-2010. This includes access for students, faculty, staff and visitors. All audiovisual media purchased, developed, and/or shown on campus will be captioned by the end of Academic Year 2014-15. The responsibility to meet this college-wide objective lies with all teams. (Captioning Task Force) (note – beginning year of 09/10 is fine because start of 5-year plan)

College Goal 6**:** *The College will provide opportunities for increased diversity and equity for all across campus.*

Strategic Objectives:

In 2010 to 2011, HR will increase opportunities for diversity in employment by identifying at least five (5) new recruitment sources targeting underrepresented applicant groups. (Human Resources)

The ASPIRE (African American Student Success Program Inspiring Responsibility for Education) program, designed to enhance the success rates of African American students, will increase the student participation rate by 50% (over last year) by June of 2011. (Student Services)

At least 50% of Aspire program participants will have an achievable educational plan in the MAP system by June 2011. (Student Services)

By June 2011, the Student Equity Committee will provide an informational presentation to increase campus awareness about the barriers and effective strategies to assist AB 540 students in completing their educational goals. (Student Equity Committee)

By June 2011, the Student Equity Committee will present the Equity for all Report to the English and Math Departments to discuss the findings and implications on student success. (Student Equity Committee)

By June 2012, the Campus Equity and Diversity Committee will conduct at least one presentation to increase employee awareness of equity and/or diversity issues. (Campus Equity and Diversity Committee)

College Goal 7**:** *The College will increase access for students by strengthening recruitment and opportunities for full participation in College programs and services***.**

Strategic Objective:

The number of outreach efforts related to financial aid will increase by 5% in 2010 to 2011 from the previous year. (Student Services)

College Goal 8**:** *The College will encourage and support participation in professional development to strengthen programs and services.*

Strategic Objective:

In 2010 to 2011, the College will create jointly with CSEA and implement 3 professional development opportunities to support more effective and valued participation on committees for classified. (Professional and Organizational Development)

Increase the number of general classified workshops offered by POD by 5% in comparison to the previous fiscal year offerings. (Professional and Organizational Development)

College Goal 9**:** *The College will provide facilities and infrastructure that support exemplary programs and consider the health and safety of the campus community.*

Strategic Objectives:

College Goal 9**:** *The College will provide facilities and infrastructure that support exemplary programs and consider the health and safety of the campus community.*

Remove 25% of physical barriers to accessibility on campus currently identified by the 2008 transition plan by June 2011, with focus on restroom accessibility in permanent buildings. (Facilities)

In 2010 to 2011, the College in collaboration with CSEA will develop and conduct at least one new classified employee orientation session. (Professional and Organizational Development)

In 2011 to 2012, the College will provide all new employees with the compliance programs mandatory for their employment and classification. (Risk Management and Human Resources)

By June 2012, the College will develop systematic processes for regularly updating college emergency plans (e.g., building evacuation plans) and for conducting regular emergency procedures discussions with employees. (Risk Management)

College Goal 10**:** *The College will ensure that basic skills development is a major focus in its planning efforts.*

Strategic Objectives:

By June 2011, the College will fund, as money is available, activities identified in the Basic Skills Action Plan using the available BSI funding. (Basic Skills Committee)

In 2010 to 2011, the Board of Trustees will continue their cohort discussions of the CLASS project and its reports and its implications to the College (PAC)

By 2013, all department chairs and IEC will be able to demonstrate competency in the use of the CLASS project SMART tool. (PAC)

In 2010 to 2011, the Board of Trustees will start discussion on a new cohort tracking project from the Learning Communities program. (PAC)

College Goal 11**:** *The College will improve effectiveness and consistency of dialogue between and among departments, committees, teams and employee groups across the campus.*

Strategic Objective:

The next administration of the OSS Employee Survey will allow the College to measure an increase in employee satisfaction with communications by 5% (baseline year of fall 2007=46%, fall 2009=47%). (President's Advisory Council)

The next administration of the OSS Employee Survey will allow the College to measure an increase of 5% in participatory governance communications (average of 42.7% fall 2009 questions 108-109). (President's Advisory Council)

In 2010 to 2011, the College, in collaboration with CSEA, will employ focus groups to solicit feedback via classified employees to identify the most effective strategies for communication. (Research and Institutional Effectiveness)

During the next evaluation of the PIE process, there will be a 10% point increase in classified employees who indicate that they were invited (i.e., asked) to be part of the PIE process (baseline year 2009 to 2010 of 44.1%).

In 2010 to 2011, there will be a 10% point increase in classified employees who indicate receiving a copy of the PIE report (baseline year 2009 to 2010 of 36.9%).

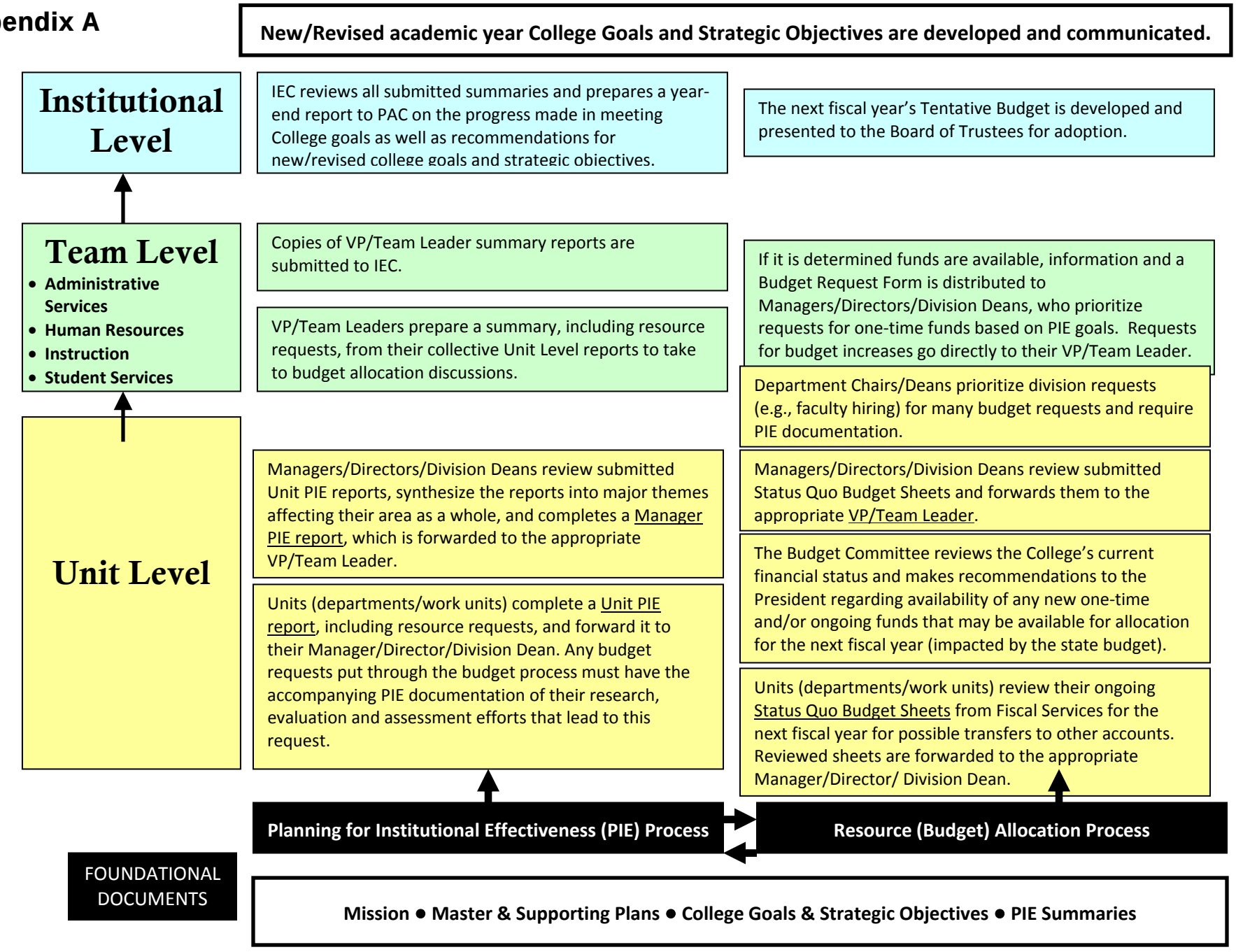
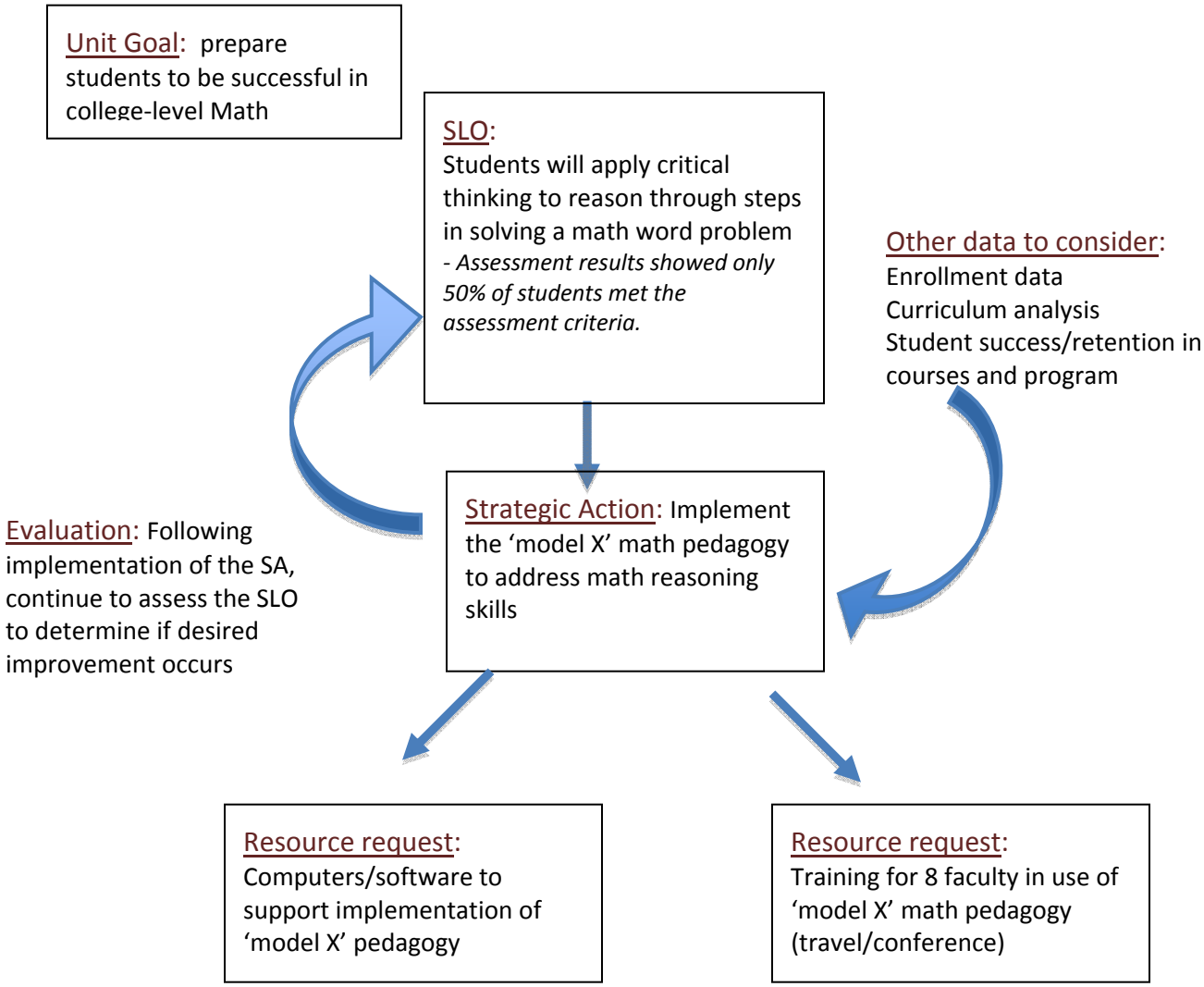
College Goal 12**:** *The College will engage students in activities and programs designed to increase their term-to-term enrollment (i.e. persistence).*
Strategic Objectives:
Student Preparation and Success Council will research and evaluate current campus efforts to address persistence. (Student Preparation and Success Council)
Student Preparation and Success Council will develop a strategic plan to connect students with campus resources and support services. (Student Preparation and Success Council)

College Goal 13**:** *The College will improve integration of campus-wide planning activities.*
Strategic Objectives:
During 2010 to 2011, the College will evaluate the effectiveness of the major planning processes on campus including how managers' support classified employees being included in planning efforts. (PAC)

CONCLUSION

The Research and Institutional Effectiveness department will monitor the Strategic Plan accomplishments and ask IEC to contribute toward the review and evaluation of the results and planning processes. By August 30, 2011 a summary of the status of the SOs will be compiled and presented to IEC for final consideration and then to PAC for review. Based on this evaluation and review process, the next Strategic Plan will be proposed shortly thereafter to both IEC and PAC and the monitoring and evaluation cycle will continue.

Appendix A


New/Revised academic year College Goals and Strategic Objectives are developed and communicated.
Institutional Level
IEC reviews all submitted summaries and prepares a year-end report to PAC on the progress made in meeting College goals as well as recommendations for new/revised college goals and strategic objectives.
The next fiscal year's Tentative Budget is developed and presented to the Board of Trustees for adoption.
Team Level
• Administrative Services
• Human Resources
• Instruction
• Student Services
Copies of VP/Team Leader summary reports are submitted to IEC.
VP/Team Leaders prepare a summary, including resource requests, from their collective Unit Level reports to take to budget allocation discussions.
If it is determined funds are available, information and a Budget Request Form is distributed to Managers/Directors/Division Deans, who prioritize requests for one-time funds based on PIE goals. Requests for budget increases go directly to their VP/Team Leader.
Unit Level
Managers/Directors/Division Deans review submitted Unit PIE reports, synthesize the reports into major themes affecting their area as a whole, and completes a Manager PIE report, which is forwarded to the appropriate VP/Team Leader.
Units (departments/work units) complete a Unit PIE report, including resource requests, and forward it to their Manager/Director/Division Dean. Any budget requests put through the budget process must have the accompanying PIE documentation of their research, evaluation and assessment efforts that lead to this request.
Department Chairs/Deans prioritize division requests (e.g., faculty hiring) for many budget requests and require PIE documentation.
Managers/Directors/Division Deans review submitted Status Quo Budget Sheets and forwards them to the appropriate VP/Team Leader.
The Budget Committee reviews the College's current financial status and makes recommendations to the President regarding availability of any new one-time and/or ongoing funds that may be available for allocation for the next fiscal year (impacted by the state budget).
Units (departments/work units) review their ongoing Status Quo Budget Sheets from Fiscal Services for the next fiscal year for possible transfers to other accounts. Reviewed sheets are forwarded to the appropriate Manager/Director/ Division Dean.
Planning for Institutional Effectiveness (PIE) Process
Resource (Budget) Allocation Process
FOUNDATIONAL DOCUMENTS
Mission ● Master & Supporting Plans ● College Goals & Strategic Objectives ● PIE Summaries

SAMPLE: Connection of goal, SLO, Strategic Action and Resource Requests (Prepared by IEC – see Planning for Excellence, March 2009 newsletter)