

# Final Report - Mt. SAC Strategic Plan --Strategic Objectives 2009 to 2010

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Early in fall 2009, the Institutional Effectiveness Committee (IEC) reviewed the college goals, the 2008 to 2009 results of the Strategic Plan and suggested to different areas across campus that they might be able to create some targeted strategic objectives (SOs) for 2009 to 2010. Many SOs were submitted and IEC reviewed them and decided which SOs would be best to document. During the academic year 2009 to 2010, the teams completed many activities to accomplish the suggested SOs. Below is a summary of their accomplishments as well as recommendations for next year's SOs.

Overall, most of the SOs were achieved. There were circumstances outside of the college's control that negatively impacted some team's ability to achieve the SO (e.g., California Budget Crisis, etc.). Based on the information received, it appears that the teams took their SOs seriously and put a lot of effort into achieving them using integrated planning and dialogue.

The following pages of this document contain detailed status reports for the SOs for 2009 to 2010 followed by an evaluation of the process and conclusions.

## Status Report for SOs

<b>College Goal 1:</b> <i>The College will secure funding that support exemplary programs and services.</i>	
<b>Strategic Objectives:</b>	<b>Status</b>
Secure Foundation funding of \$1.1 Million in fiscal year 2009-2010 for scholarships, campus educational projects and capital campaign. (Mt. SAC Foundation)	Objective not met. Given the economy, the college did well to raise \$ 972,000 in fiscal year 2009-2010  Recommendation for 2009 to 2010: Keep the same SO, but change the dollar amount to \$1.8 Million.
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)	Objective met. During FY 2008-09, of the 19 new proposals submitted, only one (1) was not funded, for a funding success rate of 95%. These funded grants totaled \$2,247,888.  During FY 2009-10, of the 16 new proposals submitted, only two (2) were not funded. However, since two (2) are still pending, it is not yet possible to determine the funding success rate for the fiscal year. Disregarding those proposals that are still pending, the funding success rate is currently 86%. These funded grants totaled \$3,409,674.  Recommendation for next year: Keep the same SO.

<b>College Goal 2:</b> <i>The College will prepare students for success through the development of exemplary programs and services.</i>	
<b>Strategic Objectives:</b>	<b>Status</b>
By June 2010, a minimum of 90% of courses will have at least two Student Learning Outcomes (SLOs) identified and two means for assessment. (Instruction)	Objective met. By August 2010, 95% of the active courses had two SLOs and two means of assessment.  Recommendation for next year: As this SO has been met, remove it.
By 2015, the College will improve the average student success rate for distance learning courses by 2% over the 2008 baseline. (Instruction)	Objective ongoing. In 2009-10, the distance learning committee and Online Learning Support Center improved communication with students about expectations of academic rigor in distance learning courses in schedule of classes and on web pages; included prerequisites information in schedule matrix on the Distance Learning homepage; encouraged students to use the online readiness survey through the web page; worked with IT to display more readily any on-campus requirements; piloted online tutoring for two sections.  Recommendation for next year: Keep the same SO.
65% of students enrolled in the 2009 Summer Bridge Program will complete six or more units in spring of 2010. (Student Services)	Objective met. Based on the number of students who participated in the 2009 Summer Bridge program and were enrolled in Spring 2010 (215 students), 77% of the students successfully completed 6 or more units in spring 2010.  Recommendation for next year: Keep the same SO.

**College Goal 3: *The College will improve career/vocational training opportunities to help students maintain professional currency and achieve individual goals.***

<b>Strategic Objectives:</b>	<b>Status</b>														
<p>For 2009-10, 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, Aircraft Maintenance, Respiratory Therapy, Nursing, and Histotechnology). (Instruction)</p>	<p>Objective Met. The following table indicates the pass rate for six programs. Five out of the six had pass rates above 90%. Due to the nature of the data collected and the different methods used, it is not possible to create an average pass rate across the college.</p> <table border="1" data-bbox="784 558 1328 989"> <thead> <tr> <th data-bbox="784 558 1092 653">Name of Program</th> <th data-bbox="1092 558 1328 653">Licensure Exam Pass Rate</th> </tr> </thead> <tbody> <tr> <td data-bbox="784 653 1092 705">Psychiatric Technician</td> <td data-bbox="1092 653 1328 705">83%</td> </tr> <tr> <td data-bbox="784 705 1092 785">Emergency Medical Services</td> <td data-bbox="1092 705 1328 785">100%</td> </tr> <tr> <td data-bbox="784 785 1092 837">Aircraft Maintenance</td> <td data-bbox="1092 785 1328 837">100%</td> </tr> <tr> <td data-bbox="784 837 1092 890">Respiratory Therapy</td> <td data-bbox="1092 837 1328 890">100%</td> </tr> <tr> <td data-bbox="784 890 1092 942">Nursing</td> <td data-bbox="1092 890 1328 942">95.83%</td> </tr> <tr> <td data-bbox="784 942 1092 989">Histotechnology</td> <td data-bbox="1092 942 1328 989">93%</td> </tr> </tbody> </table> <p>Recommended for next year is: Keep same SO.</p>	Name of Program	Licensure Exam Pass Rate	Psychiatric Technician	83%	Emergency Medical Services	100%	Aircraft Maintenance	100%	Respiratory Therapy	100%	Nursing	95.83%	Histotechnology	93%
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<p>During the 2009-10 academic year, the College will determine the number of courses in vocational TOP codes meeting a two-year review cycle, develop a plan to ensure all courses in vocational TOP codes are on a two-year review cycle, and based on the plan, phase-in a two-year review process for all courses in a vocational TOP codes during the 2010-11 review cycle. (Instruction)</p>	<p>A proposal for a two year review process for CTE courses was presented and reviewed by the Curriculum and Instruction Council (C&amp;I). The Council recommended that the proposal be placed on hold pending the gathering of additional information about Ed Code mandates for CTE courses at the ASCCC Curriculum Institute held in July 2010. A revised proposal, incorporating Ed Code requirements for CTE course review, will be presented to C&amp;I early in the fall 2010 semester.</p> <p>Recommendation for next year: Keep the same SO, but with edits as needed based on the final outcome from fall 2010.</p>														

**College Goal 4: *The College will improve the quality of its partnerships with business and industry, the community, and other educational institutions.***

<b>Strategic Objectives:</b>	<b>Status</b>
<p>The President will meet with all local school superintendents at least once during 2009-2010. (President's Office)</p>	<p>Objective not met. The President met with the K-12 superintendents of Walnut Valley Unified, Rowland Unified, Hacienda-La Puente Unified, Pomona Unified, Bonita Unified, and Covina Unified.</p> <p>Recommendation for 2009 to 2010: Keep the same SO.</p>

<b>College Goal 4: The College will improve the quality of its partnerships with business and industry, the community, and other educational institutions.</b>																	
<b>Strategic Objectives:</b>	<b>Status</b>																
Increase by 20% the number of business and industry supporters and partnerships with the Mt. SAC Foundation in fiscal year 2009-2010 (Mt. SAC Foundation)	Objective met. The Foundation increased the number of business and industry supporters by 42% in 2009-2010.  Recommendation for 2009 to 2010: Change the SO to read  <b><i>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)</i></b>																
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)	Objective ongoing. The majority of the student requests arrive during summer 2010, so it is too early to determine if this goal was met. Based on the current information available, as of July, 2010, the data indicates a 22% increase from the 2007/08 baseline year to 2008/09. It is possible Tech Prep will not meet the goal for 2009/10. A significant change to the process, brought about by the transition to BANNER, is the need for high school students to apply to the college before requesting units. A change such as this can take some time to implement with the many districts, secondary instructors and students served by the Tech Prep grant.  Recommendation for next year: Keep the same SO.  <b>Tech Prep data collected in Excel (non-duplicated)</b>  <table border="1"> <thead> <tr> <th></th> <th>YEAR</th> <th># Student Forms</th> </tr> </thead> <tbody> <tr> <td><b>Baseline</b></td> <td>2007-08</td> <td>1080</td> </tr> <tr> <td></td> <td>2008-09</td> <td>1323</td> </tr> <tr> <td></td> <td>2009-10</td> <td>459</td> </tr> </tbody> </table> <table> <tr> <td></td> <td style="text-align: center;"><b>% Change</b></td> </tr> <tr> <td>07/08 to 08/09</td> <td style="text-align: right;">22.5%</td> </tr> </table>		YEAR	# Student Forms	<b>Baseline</b>	2007-08	1080		2008-09	1323		2009-10	459		<b>% Change</b>	07/08 to 08/09	22.5%
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In 2009 to 2010, High School Outreach will increase the participation rate of counselors attending the High School Counselors Conference by 10% compared to 2008-09. (Student Services)	Objective not met. Based on the number of HS counselors who attended the 2009 HS counselors conference (108), compared to the number of HS counselors who attended the conference the previous year in 2008 (115), there is a 6% decrease in the participation rate. This decrease could be attributed to significant cuts in budget for feeder high schools, where either they may not have had the staff (due to lay-offs) to attend and/or the time and resources available to allow staff to attend.  Recommendation for next year: Remove this strategic objective for 2010 to 2011 because the number of high school counselors who attend does not provide relevant, qualitative data regarding the conference itself or the counselors' experiences while at the conference.																
High School Outreach will increase the	This objective was met. Based on the number of students who attended the 2010 Connect Four program this year																

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<b>Strategic Objectives:</b>	<b>Status</b>
student participation rate in the Connect Four program by 5% (over last year); with a 5% increase (over last year) in the number of students who enroll full-time in credit classes in fall 2010.	<p>(1639), compared to the number of students who attended Connect Four the previous year in 2009 (1018), there is a 61% increase in the participation rate. This increase could be attributed to the earlier registration date that students receive only by participating in the program, which was not an incentive the previous year. In addition, 1091 students (69%) of students from the 2010 Connect Four program enrolled full-time in credit classes in fall 2010, compared to 621 students (61%) in the previous year; there is an 8% increase in full-time enrollment.</p> <p>Recommendation for next year. The College should continue this SO for 2010 to 2011 as is, however, it should separate this objective into two SOs, one which compares participation rates and the other which compares full-time enrollment. Suggested re-write is:</p> <p><b><i>High School Outreach will increase the student participation rate in the Connect Four program by 5% (over last year).</i></b></p> <p><b><i>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.</i></b></p>

<b>College Goal 5: <i>The College will utilize and support appropriate technology to enhance educational programs and services.</i></b>	
<b>Strategic Objectives:</b>	<b>Status</b>
Information Technology will expand use of Luminis and Banner Web Self Service by June 2010. Information Technology will conduct 25 more training sessions, including Phase II which focuses on Course Studio for Faculty. (Information Technology)	<p>Objective met. Information Technology has expanded the use of Luminis and Banner Web Self Service to the entire campus community and added new functionality. Campus announcements and information is now posted in the portal on a role basis is targeted to those that need it. New functionality, like the ability to do surveys, has been implemented. IT assisted the Associated Students by conducting their student elections via the Banner Web Self Service survey tool inside the portal.</p> <p>Information Technology in coordination with Professional Development offered more than 25 training sessions including managing the portal environment and course studio. IT also conducted a special Web Self-Service training class for Instructional managers that focused on using the budget reporting tool.</p> <p>Recommendation for next year: As the SO is complete, it may be removed. The suggested new SO for next year would be:</p> <p><b><i>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</i></b></p>

<b>College Goal 5: The College will utilize and support appropriate technology to enhance educational programs and services.</b>	
<b>Strategic Objectives:</b>	<b>Status</b>
	<b><i>training sessions focusing on accessing data and reports via the portal and Argos.</i></b>
In 2009 to 2010, the Information Technology unit will work with Human Resources and Fiscal Services to implement Web Self Service for Finance and Employee modules. (Information Technology)	Objective met. The Web Self Service modules for Finance and Employee are now available in the Luminis portal. Employees can access the information 24 hours a day, 7 days a week from on campus or from anywhere in the world.  Employees can view their pay stubs, check their vacation and sick leave balances, and review their W-2 forms. Employees can also update their contact information via the portal. Employees who are budget managers can review and approve requisitions and perform real-time budget queries.  Recommendation for 2009 to 2010: As the SO is complete, it may be removed.
In conjunction with the Technical Services and Information Technology units, implement standardized Audio Visual systems in all permanent classrooms and laboratories by December 2010. (Facilities)	Objective ongoing. All permanent classrooms except those in the language center/ health careers buildings have been upgraded to current standards. Work in the remaining classrooms was not completed on schedule due to delays in obtaining measure RR funds. The necessary funds were received in June 2010 and the work is in the planning phase with completion expected by spring or summer 2011.  Recommendation for 2009 to 2010: Keep the same SO.
In conjunction with the Information Technology unit, install telephones in all permanent classrooms by December 2009. (Facilities)	Objective met. Installing phones in new and remodeled classrooms has been part of our campus standard for a number of years. Since much of our classroom space has been updated during this time, most of the classrooms have received phones. However, that didn't address classrooms which had been in existence prior to the campus standard or those overlooked in the early days of the standard. With the assistance of faculty, who identified those classrooms without phones, we have subsequently installed phones in all classrooms identified as lacking one.  Occasionally a previously unidentified classroom is brought to our attention. In those cases phones are installed as soon as possible.  Recommendation for 2009 to 2010: As the SO is complete, it may be removed. New SLO for next year is:  <b><i>IT will improve customer service by implementing Help Desk software that has an easy to fill out web-based ticket system.</i></b>
The College will implement a five year plan to attain the goal of equal access for all students to audiovisual media shown on campus beginning Academic Year 2009-10. All audiovisual media purchased, developed, and/or shown on campus will be closed-captioned by the end of	Objective is ongoing. Breaking down barriers to access is not only the right thing to do, it is also mandated by multiple state and federal laws, as well as the Mt. SAC Mission Statement. This Strategic Objective has been developed to welcome and support all who wish to be part of our college community. For the Academic Year 2009-2010, the plan has focused on educating the campus community regarding our

<b>College Goal 5:</b> <i>The College will utilize and support appropriate technology to enhance educational programs and services.</i>	
<b>Strategic Objectives:</b>	<b>Status</b>
Academic Year 2014-15. (Student Services)	responsibility for captioning of all media.  Recommended for next year: Keep this SO, but re-write as noted below:  <b><i>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)</i></b>

<b>College Goal 6:</b> <i>The College will provide opportunities for increased diversity and equity for all across campus.</i>	
<b>Strategic Objectives:</b>	<b>Status</b>
In 2009 to 2010, HR will increase opportunities for diversity in employment by identifying at least five (5) new recruitment sources targeting underrepresented applicant groups. (Human Resources)	Objective met. Human Resources used thirteen (13) new recruitment sources, targeting underrepresented applicant groups, during the 2009/10 year. Human Resources will continue to strive to identify diverse recruitment sources targeting underrepresented applicant groups.  Recommendation for next year: Keep the same SO, but update the year.
The ASPIRE (African American Student Success Program Inspiring Responsibility for Education) program will increase the student participation rate by 50% (over last year) by June 2010. (Student Services)	Objective met. Based on the number of students who participated in the ASPIRE program this year (175), compared to the number of students who participated in the ASPIRE program in the previous year in 2009 (79), there is a 121% increase in the participation rate.  Recommendation for next year: Keep the same SO, but update the year.
The ASPIRE program will increase the number of students who have an achievable educational plan on file by 50% (over last year) by June 2010. (Student Services)	Objective is ongoing. With the college moving away from paper educational plans to an electronic educational plan system (DegreeWorks called the Mountie Academic Plan - MAP), we have put this objective on hold until the 2010-11 academic year in which we would be able to accurately capture the number of educational plans that ASPIRE students currently have on file. The previous process did not lend itself well to capturing accurate data.  Recommendation for next year: Continue this strategic objective, however, the objective should read:  <b><i>At least 50% of Aspire program participants will have an achievable educational plan in the MAP system by June 2011.</i></b>
By June 2010, the Student Equity Committee will provide an informational presentation to increase campus awareness	Objective ongoing. The Student Equity Committee did not present the AB540 presentation to the Faculty Flex Day in February. The Student Equity Committee presented a

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

<b>Strategic Objectives:</b>	<b>Status</b>
about the barriers and effective strategies to assist AB 540 students in completing their educational goals.	workshop at the Statewide Academic Senate's Equity and Diversity Institute which was held on the same day. The committee received many positive reviews and was asked to share our Student Equity Plan as well as make recommendations to other campuses on how they can strengthen their committees.  Recommendation for 2009 to 2010: Keep same SO.
By June 2010, 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.	Objective ongoing. The Student Equity Committee decided to postpone the presentation of the Equity for All Report for both departments until the Fall semester.  Recommendation for 2009 to 2010: Keep same SO, but update year.

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

<b>Strategic Objectives:</b>	<b>Status</b>
The number of students participating in the "Cash for College" and the "It's Not Too Late" financial aid and recruitment events will increase by 20% and will be expanded to include an on-campus program effort of similar design during the spring of 2010. (Student Services)	Objective not met. Although the college offered the two workshops, the number of attendees was diluted because more people chose to attend the high school presentations that the college offered based on numerous requests for these general overview workshops as well as hands-on sessions. Overall, the college offered more outreach efforts to the constituents than it would have done with the originally envisioned "Cash for College" and "It's Not Too Late" workshops.  Recommendation for 2009 to 2010: Re-write the objective to read:  <b><i>The number of outreach efforts related to financial aid will increase by 5% in 2010-11 from the previous year.</i></b>

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

<b>Strategic Objectives:</b>	<b>Status</b>
Increase the number of workshops, offered via POD/PDC, by 5% in comparison to the previous fiscal year offerings. (Instruction)	Objective met. Data from July 2009 to March 2010 and percent increase from (2008-2009)  Workshops: 167 - Increase of 56% Enrolled: 2318 – Increase of 125% Attendees: 1584 – Increase of 86%  2010 Classified Conference attendance – Increase of 120%



<b>College Goal 8:</b> <i>The College will encourage and support participation in professional development to strengthen programs and services.</i>	
<b>Strategic Objectives:</b>	<b>Status</b>
	(from 2007 conference)  Recommendation for next year: As the SO is complete, it may be removed.

<b>College Goal 9:</b> <i>The College will provide facilities and infrastructure that support exemplary programs and consider the health and safety of the campus community.</i>	
<b>Strategic Objectives:</b>	<b>Status</b>
Increase the capacity of the Mt. SAC on-site computer network by upgrading main connection (backbone) speed and capacity by January 30, 2010. (Information Technology)	Objective met. The external backbone part of this project was completed. We had a single fractional DS3 line which allowed the college a maximum of 45 Mbps (Megabits per second) which was maxed out daily by 8:00 a.m. and stayed there until about 9:00 p.m. We now have two lines providing up to Gigabit (1000 Mbps.) each. Current usage is about four times our previous maximum capacity so we still have plenty of room to grow.  In addition to providing much more speed and overall bandwidth, the new lines provide something we never had before, redundancy. Each line is provided by a different carrier and via a different pathway onto campus. If either line is damaged or fails, the other line can absorb the load of the entire campus. Additionally we have increased the on campus network backbone.  Previously our maximum on campus bandwidth was 1 Gbps. The users only experienced this kind of speed between the three major buildings which acted as distribution points to the rest of the campus. Actual speed to the desktop was, at best, Fast Ethernet (100 Mbps), and in many cases standard Ethernet (10 Mbps). As the college constructed new buildings and remodeled old ones we have upgraded the speed between major buildings to 10 Gbps and expanded the number of major buildings from three to seven. In about 30% of the campus we now have the capability to provide 1 Gbps to the desktop.  Recommendation for 2009 to 2010: As the SO is complete, it may be removed.
Remove 25% of physical barriers to accessibility on campus as identified by the 2008 transition plan by June 2010, with focus on restroom accessibility in permanent buildings. (Facilities)	Objective ongoing. A campus wide study of barriers to accessibility has been completed. Work to remove the barriers was not completed on schedule due to delays in obtaining measure RR funds. The necessary funds were received in June 2010. Planning and design is in the early phase and the work is expected to be complete by summer 2011.  Recommendation for 2009 to 2010: Keep the same SO.

<p><b>College Goal 10:</b> <i>The College will ensure that basic skills development is a major focus in its planning efforts.</i></p>	
<p><b>Strategic Objectives:</b></p>	<p><b>Status</b></p>
<p>By August 30, 2009, the College will document the successful achievement of at least 80% of the project goals identified by departments/unit that receive 2008-09 Basic Skills funding in accordance with the Basic Skills Action Plan. (Basic Skills Committee)</p>	<p>Objective met. As of August 2009, the final total was that 77% (75/98) of projects had successful achievement of project goals identified by departments/units that received 2008-2009 Basic Skills funding.</p> <p>Although the target of 80% success was not met, the outcome of 77% success indicates promise in both meeting and exceeding the 80% criteria in future years. Looking more closely at the data, it appears that some project goals were not met due to setting criteria too high while others were not met because the project goals changed. In addition, many projects were just shy of meeting their intended goals by a very small fraction. In 2009 to 2010, the project managers evaluated the feasibility of meeting certain expectations (e.g., 90% success rate for students in a special program) and sought the assistance of the Research and Institutional Effectiveness office as soon as possible when project goals change or become difficult to measure. The Basic Skills Coordinating Committee had dialogue about the quality of projects and unmet goals. From understanding the common thread between projects with unmet goals, the Committee can make future recommendations to build a supporting structure to ensure the completion of all projects.</p> <p>Recommendation for next year: As the SO is complete, it may be removed.</p>
<p>By June 2010, the College will fund, as money is available, activities identified in the Basic Skills Action Plan using the available BSI funding. (Basic Skills Committee)</p>	<p>Objective met. Allocations to support activities of the Basic Skills Action plan were done, but not all project proposals could be supported. Substantial carryover supported these proposals even though the overall funding for Basic Skills was reduced in 2009-10.</p> <p>Recommendation for next year: Keep the same SO, but update to June 2011.</p>
<p>By June 2010, the Board of Trustees will have received and discussed three reports on the performance of the CLASS project cohort of students. (President's Advisory Council)</p>	<p>Objective met. The President and one Board Member attended CLASS project meetings with other Colleges. They shared their reports and discussed implications with the Board of Trustees.</p> <p>Recommendation for next year: Keep SO, but edit as noted below:</p> <p><b><i>The Board of Trustees will continue their discussion of the CLASS project and its reports and its implications to the College.</i></b></p>
<p>By 2013, all department chairs and IEC will be able to demonstrate competency in the use of the CLASS project SMART tool. (President's Advisory Council)</p>	<p>Objective ongoing. The Math and English Department Chairs were asked to sign onto and demonstrate the usefulness of the Cal-PASS Smart Tool software that contains the colleges MIS data on success, retention, and awards. They were also asked to demonstrate the usefulness of the CLASS project. The Math Department did this work, while the English Department postponed its work on this Tool until 2010 to</p>

<b>College Goal 10:</b> <i>The College will ensure that basic skills development is a major focus in its planning efforts.</i>	
<b>Strategic Objectives:</b>	<b>Status</b>
	2011 to compliment its continued work on student learning outcomes.  Recommendation for next year: Continue this SO.

<b>College Goal 11:</b> <i>The College will improve effectiveness and consistency of dialogue between and among departments, committees, teams and employee groups across the campus.</i>	
<b>Strategic Objectives:</b>	<b>Status</b>
By the end of fall 2009, the College will be able to measure an increase in employee satisfaction with communications by 5% from both the OSS Employee Survey (fall 2007=46%) as well as the Participatory Governance Survey (averages 58.9% for spring 2008). (President's Advisory Council)	Objective not met. The OSS Employee Survey results for fall 2007 indicated that 46% of the employees felt communications was going well at the college. For these same questions in fall 2009, the results indicated that satisfaction with communications only increased by 1% to 47%.  In fall 2009, most of the governance questions were added to the OSS Employee Survey (See Employee Survey 2009). This process allowed more employees to complete the governance questions, as this survey tends to have over 700 respondents; however, merging the two surveys meant that some of the governance questions needed to be re-worded and some of the response choices changed. Thus, comparing the 2008 to the 2009 results is not always valid.  Recommendation for next year: Split into two SOs as indicated below:  <b><i>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%).</i></b>  <b><i>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)</i></b>

**College Goal 12:** *The College will engage students in activities and programs designed to increase their term-to-term enrollment (i.e. persistence).he College will engage students in activities and programs designed to increase their term-to-term enrollment (i.e. persistence).*

<b>Strategic Objectives:</b>	<b>Status</b>
<p>Student Preparation and Success Council will research and evaluate current campus efforts to address persistence. (Student Preparation and Success Council)</p>	<p>Objective ongoing. Student Preparation and Success (SP&amp;S) Council took on this SO. Several discussions were held and published articles addressed related to student persistence. The following policies and procedures were reviewed and acted upon, all of which have an impact on improving student persistence: special registration consideration, catalog rights, Adult Diploma Progress Policy, Counseling Intervention Plan, course withdrawal, multiple measures, Universal Design. Plans are to continue the discussions and planning related to persistence by understanding the CLASS project data, Student Equity Plan and the Equity for All Report and the implications for improving student persistence.</p> <p>Recommendation for next year: Keep same SO.</p>
<p>Student Preparation and Success Council will develop a strategic plan to connect students with campus resources and support services. (Student Preparation and Success Council)</p>	<p>SP&amp;S Council will develop a strategic plan to connect students with campus resources and support services. Ongoing. The Council held discussions on several efforts and plans designed to provide more direct services to students including: Counseling Intervention Plan, Universal Design, Roadmap to Student Services. Plans are to have presentations on understanding the CLASS project data and how to address findings from the CLASS project data and the Student Equity Plan to further develop a strategic plan related to connecting students with resources and services.</p> <p>Recommendation for next year: Keep same SO.</p>

**College Goal 13:** *The College will improve integration of campus-wide planning activities.*

<b>Strategic Objectives:</b>	<b>Status</b>
<p>During 2009 to 2010, the College will evaluate the effectiveness of the major planning processes on campus. (President's Advisory Council)</p>	<p>Objective met. During the year, the College's Institutional Effectiveness Committee (IEC) asked employees to evaluate its planning and program review process known as Planning for Institutional Effectiveness (PIE). Deans provided evaluations of PIE to their Vice Presidents. The Vice Presidents provided the summary evaluation to IEC. IEC also asked all employees to complete an online survey to evaluate PIE.</p> <p>A second Integrated Planning Summit was held in fall 2009 to learn about integrated planning, the relationship between department/unit student learning outcomes, administrative unit objectives and Planning for Institutional Effectiveness and the master plans. Based on the day, the group indicated in their evaluation that they had learned more about planning and how what they do relates to the plans and they called for more such meetings.</p> <p>At least two convening's were held with employees across the campus to discuss how best to use the Educational Master</p>

	<p>Plan (EMP). The events provided an opportunity for employees to evaluate the EMP and determine how best to use it in their departments given the current downturn in the economy.</p> <p>Drafts of the Facilities Master Plan were vetted with various employees using a realistic model of application of the current situation to extrapolation to the future. The FMP was also drafted to align with the EMP and the Technology Master Plan (TMP).</p> <p>The Basic Skills Coordinating Committee evaluated its previous year's process for allocating funding to projects. In 2009 to 2010, it revised the processes and rubric to allow for improvements based on feedback from project managers and the committee members.</p>
<p>During 2009 to 2010, the College will provide documentation for how resources (monetary and other) requested in PIE are used for resource allocation purposes. (Budget Committee, PAC, Teams)</p>	<p>Objective met. In March 2010, the Budget Committee finalized its <i>Mt. SAC Budget Review And Development Process Guide</i>. The Guide provides the College employees with both a narrative and flowchart perspective of how resources requested in PIE are used for resource allocation purposes in the budget process.</p> <p><a href="http://inside.mtsac.edu/organization/committees/budget/documents.html">http://inside.mtsac.edu/organization/committees/budget/documents.html</a></p> <p><a href="http://www.mtsac.edu/administration/research/pdf/newsletters/2010-03_planning_for_excellence.pdf">http://www.mtsac.edu/administration/research/pdf/newsletters/2010-03_planning_for_excellence.pdf</a></p> <p>Recommendation for next year: Remove SO. Create new SO such as:</p> <p><b><i>The College will provide at least one communications to the employees to demonstrate how PIE resources are used in the resource allocation process. (PAC)</i></b></p>

## EVALUATION

An evaluation of the Strategic Plan and its outcomes and the processes used to achieve the plan indicated the following:

- Some SOs are becoming yearly as recommended by the departments
- Some SOs are complete.
- Most SOs have been met.
- Departments are still valuing the process of recommending SOs and tracking the actions throughout the year
- Having tangible, measurable SOs provide a clear direction for whether the college is achieve its goals although the PIE data indicates overall projects/data by college goal, it is not always as easily measured.

## CONCLUSION

These SOs represent only a few examples of the efforts the college has undertaken over the past year in order to achieve the college's goals. It is recommended that the 2010 to 2011 document be updated to include the new and/or revised SOs and be similar to the 2009 to 2010 *Mt. SAC's Strategic Plan*.

Based on IEC's PIE summary review, the committee may recommend edits to the College Goals and additional goals.

This document should be placed on IEC's website as evidence of SOs being achieved in the past year. It is hoped that the document could be used in different settings to allow for dialogue about the processes that occurred and allow for informed decision-making in areas.