The Institutional Effectiveness Committee (IEC) and the Research and Institutional Effectiveness (RIE) Office were honored in April with an Award for Excellence in Planning from The Research and Planning Group for California Community Colleges. This accomplishment provides IEC with a perfect opportunity to share with you the changes that were incorporated into the 2009-2010 PIE process. In addition, violet and underlined "hyperlinks" placed throughout this newsletter allow you to click on referenced web page resources.

Based on the information from the Vice President (VP) summaries, dialogue within IEC meetings, ad hoc feedback from the campus, and the evaluation of the summaries by the IEC, numerous action steps for continuing improvement in the 2009-2010 ePIE cycle are planned. These include:

- incorporating each of the actions identified in the VP [team summary] sections to improve the process,
- identifying several good and diverse examples of unit-level ePIE entry and making these public and transparent, and
- asking units to respond to open-ended questions regarding the process and their experience. [Currently, only Manager and VP team leaders’ feedback is solicited.]

Also, coming in May 2010, all employees will be asked to complete an online survey in order for IEC to understand how PIE is working and how it can be improved.]

Based on IEC’s PIE evaluation, the following modifications to the 2009-2010 college goals were recommended and later approved by PAC:

- The basic skills goal needs to be more reflective of the conceptual nature of the topic rather than focused on the fiscal components.
- Academic Senate (Resolution 2009-07) and Academic Mutual Agreement Council (AMAC) are suggesting a new college goal regarding student persistence.
- Based on findings from this PIE Summary and discussions with Dr. Nixon and the IEC, the following integrated planning goal is proposed.

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- New College Goal #12: The college will engage students in activities and programs designed to increase their term-to-term enrollment (i.e., persistence).
- Based on findings from this PIE Summary and discussions with Dr. Nixon and the IEC, the following integrated planning goal is proposed.

New to PIE in 2009-2010

Throughout the 2008-2009 academic year, the IEC conducted ongoing evaluations of the PIE process as documented by its meeting minutes. As issues were uncovered, the committee members discussed the situations, brainstormed, and identified solutions. Accordingly, the following changes were incorporated into the 2009-2010 PIE process.

- Virginia Burley (Chairperson), Vice President, Instruction
- Jason Chevalier, Professor, Music
- Betsy Lawlor, Professor, Biological Sciences
- Michelle Grimes-Hillman, Professor, Psychology & Education
- Grace Hanson, Director, Disabled Student Programs & Services
- Sheryl Hullings, Director, Enterprise Applications Systems
- Barbara McNeice-Stallard, Director, Research & Institutional Effectiveness
- Odette Richardson, Research Assistant, Research & Institutional Effectiveness
- Joan Sholars, Professor, Mathematics & Computer Sciences

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(Continued on pages 2 and 3.)
During the IEC meetings and in reviewing the VP summaries, it became clear that improving the use of data across the campus needed to be a priority in the program review process. Thus, it was recommended that the college theme and focused activities for 2009-2010 relate to using information and research to better inform plans and practices. A suggested wording for the theme was “The Year of Improving Student Success Through the Use of Data,” with a shortened theme version of “Y I Use Data.”

**Final Comments**

IEC thanks everyone for their 2009-2010 PIE information and is looking forward to reviewing the information submitted and providing an institutional PIE summary report in Fall 2010. An IEC calendar of the group’s 2009-2010 activities is provided on the next page.

Finally, to see what was accomplished by all of you for 2008-2009, click on the following hyperlinked documents:

**IEC 2008-2009 PIE Documents**

- **PIE Summary** — PIE Annual Summary 2008-2009 (with recommendations to PAC). Prepared by IEC.
- **Committee Accomplishments** — 2008 to 2009 College Goals, Committee Goals, and Accommodations Summary.
- **Team Accomplishments Summary** — Vice Presidents were asked to give a representative sample of accomplishments and its alignment to college goals by college goals.

**Glossary Term: Strategic Planning**

“Strategic planning is a systematic process through which an organization agrees on—priorities that are essential to its mission and are responsive to the environment (Allison & Kaye, 2005: Strategic Planning for Nonprofit Organizations: A Practical Guide and Workbook).”

**FAQ: What are Strategic Objectives?**

Strategic objectives serve to clarify the organization’s intentions and work most effectively when communicated with the campus community. In addition, they are:

- **Central:** They are relevant to the current and future needs and align with the college’s goals/mission statement.
- **Measurable:** They identify indicators to determine whether or not the goal is achieved.
- **Feasible:** They are realistic (but a bit challenging) given the internal and external conditions.
- **Specific:** They are clear about what they are measuring.
- **Time-bound:** They identify a timeframe in which the objective will be accomplished.

**FAQ: How do Goals and Strategic Objectives work together?**

Goals (and mission statements) can be broad and overarching. Strategic objectives are developed to operationalize these goals. A strategic objective is a statement that converts a goal into concrete terms that are measurable for the ultimate purpose of determining whether or not the goal was achieved. For example, here is a strategic objective: *Increase the percentage of students enrolled in 6.5 credits or more of block courses and/or cohort group classes to 40% by the end of Spring 2010.*

For more information on Strategic Planning and Objectives, refer to Implementation on Strategic Planning at Mt. SAC located at [http://inside.mtsac.edu/organization/committees/iec/docs/2008-09/strategic_planning.pdf](http://inside.mtsac.edu/organization/committees/iec/docs/2008-09/strategic_planning.pdf).
## Institutional Effectiveness Committee Calendar

### Fall 2009:
- **Sept.-October**: IEC reviews all submitted summaries to prepare a year-end report to PAC on progress made in meeting College goals as well as recommendations for new/revised College goals and strategic objectives for 2009 to 2010.
- **October**: IEC produces *The 2009 to 2010 Mt. SAC Strategic Plan*. The Research and Institutional Effectiveness (RIE) Department will monitor the Plan’s accomplishments.
- **November**: Departments and administrative units receive notification of PIE process; planning at the department level begins or continues.

### Spring 2010:
- **Early April**: Unit-level detailed summary documentation is completed in ePIE; units notify division office or appropriate manager of completion and share with units.
- **End of April**: Deans/Managers prepare a detailed summary of PIE input, and submit to appropriate VP, and share with units.
- **May**: IEC meets jointly with the Budget Committee.
- **Mid-June**: Vice Presidents prepare a detailed summary of PIE input at the team level, submit to IEC, and share with units.
- **June**: IEC conducts an annual evaluation of PIE (process, reports, training, etc.) using survey feedback from VPs, Managers/Deans, and at the Department-level (new for 2009-2010).

### Summer 2010:
- Meets only if necessary. Ongoing synthesis of sub-reports commences.

### Fall 2010:
- **Sept.-October**: A *2009 to 2010 Strategic Plan* objectives status summary is compiled by the RIE Department (by end of August); presented to IEC for review and evaluation of the results and planning processes; and forwarded to PAC for review. Based on this evaluation and review process, a new/revised *2010 to 2011 Mt. SAC Strategic Plan* is proposed to both IEC and PAC and the monitoring and evaluation cycle continues.
- **Sept.-Nov.**: IEC reviews all submitted summaries to prepare a year-end report to PAC on progress made in meeting College goals as well as recommendations for new/revised College goals and strategic objectives, and communication is given to the campus that the relevant documents are placed on the web and the next cycle is to begin.