INTRODUCTION

The purpose of this document is to summarize the College’s annual institutional planning processes and to document progress toward achieving College goals. While planning occurs in a variety of contexts at the level of individual programs and initiatives, the Planning for Institutional Effectiveness (PIE) process represents the mechanism by which local efforts are aligned with College goals and institutional processes for resource allocation. Moreover, it provides a tool by which departments and units can systematically examine their functions and outcomes over time in order to improve capacity and effectiveness at the local level. As efforts are documented annually by the individual units through the PIE process, summaries of their goals and results are compiled by Deans, Directors, and Vice-Presidents. These collective efforts and outcomes are ultimately reported in one of four Team Summaries (Administrative Services, Human Resources, Instruction, Student Services.) In addition to the Team Summaries, goals and accomplishments are solicited from various campus committees and governance structures. Information from the four Team Summaries plus the committee reports constitutes the input used by the Institutional Effectiveness Committee (IEC) in preparing this annual summary report.

All four Teams completed PIE summaries this year, and their resulting documents clearly demonstrate significant effort and authentic engagement with the PIE process. The level of accomplishments reported attains greater significance given that the campus is involved in a tremendous variety of major changes occurring simultaneously (e.g. implementation of Banner, multiple major construction projects, preparing for a future bond campaign, etc.) Most departments/units took advantage of ePIE as a vehicle for structuring their planning and evaluation, and the campus appears ready for a move to the exclusive use of ePIE for unit-level planning in the next PIE cycle. For the next cycle, IEC will further align the paper summary report with ePIE to assist in connecting the unit-level reports with the information requested in the Team summaries, and the ePIE task force will address the creation of improved summary reports that can be extracted from ePIE. Team goals generated in this year’s PIE process will also be used as the basis for resource allocation processes in 2008-09.

The following sections of this document summarize:

1. Reported alignment of unit, committee and team goals with College goals, and accomplishments related to each of the College goals
2. Other goals reported at the unit level which were not identified as being aligned with College goals
3. Common conditions reported by units and teams which may have influenced planning and evaluation
4. Team goals that emerged based on priorities expressed by the units. These goals will be pivotal in connecting planning to resource allocation requests.
5. IEC’s analysis and recommendations to PAC for additions or modifications to College goals for the next cycle, as well as recommended changes for the PIE process.

1. **Breakdown of Department Goals Connected to College Goals**

**Goal 1:** The College will secure funding that supports exemplary programs and services.

A. **Instruction**
   1. Instruction benefited significantly from various sources of grant monies, including Perkins VTEA, Basic Skills, Noncredit matriculation, Title V grant, Federal WIA Title II grant, Allied Health grants, Nursing Program grants, etc.
   2. Instructional divisions accessed nearly $11 million in grant funding.
   3. Divisions/departments also secured funding to support student scholarships and student competitions.
   4. The Grants Office coordinated submission of 21 new applications (four to federal sources, ten to state sources, seven to other funding sources). To date, 15 were funded and 6 are pending. Newly funded proposals total $1,446,269 out of $3,019,592 requested.

B. **Student Services**
   1. EOPS/CARE/CalWORKs applied for VTEA funding.

C. **Human Resources**
   1. POD: Increased resources provided additional opportunities for internal and external professional development growth for the campus community, including SkillPath onsite training, increased conference attendance, off campus speakers, Developmental Ed Conference and Faculty Certificate Program, Classified Conference, basic skills projects and mini-grants, and additional workstations to support People Admin system and job applicants

D. **Administrative Services**
   1. Fiscal Services: 8 unit goals related to College Goal #1, including work to obtain Fiscal Accountability Status, examine/evaluate processes and functions for efficiency, cross-train staff, develop documentation for procedures, assure staffing and preparation for Banner implementation, assure outstanding staff knowledge and customer service.
   2. Purchasing goal: identify/implemen programs to provide cost savings, promote efficiency and reflect best business practices.
3. Technical Services: 2 goals related to College Goal #1, including customer satisfaction with services and upgrading existing sub-systems in Broadcasting, Event Services and Performing Arts. Funds were secured for one major project and funding has been requested for other projects.

**Goal 2:** The College will prepare students for success through the development of exemplary programs.

A. **Instruction**

Development of exemplary programs focused on 3 kinds of activities:

1. Development/revision of courses and programs
   a. In collaboration with the Academic Senate, the Instruction Team created 11 new Associate of Arts degrees, 2 new Certificates of Achievement for CSU and UC transfer, 62 new courses, and various other program and course revisions.
   b. Academic Senate voted to raise the Math requirement for the Associate's Degree to Intermediate Algebra.

2. Program efforts to gain accreditation, reaccreditation, or industry certification
   a. Four program were reviewed for accreditation or certification: WASC accreditation for the entire Adult education unit for high school programs–preparing for accreditation; Histotechnician program reaccreditation– notification status is pending; Registered Veterinary Technician program–addressing recommendations in hopes of full accreditation status in 2008; Interior Design program– received certification from the National Kitchen and Bath Association.

3. Assessment of student learning outcomes at the program and course level
   a. 68 total disciplines reported work on outcomes assessment through PIE
   b. SLO assessment work was reported on 164 courses at the course level
   c. SLO assessment work was reported on 28 academic programs
   d. PIE reports show 66 complete cycles of assessment.
   e. Changes made to programs include development of recruitment activities, curriculum modification, changes in course delivery and test review strategies

In addition, accomplishments of the Academic Senate and its governance committees associated with College Goal #2 include:

1. Formed a new SLO committee that developed a purpose and function, a timeline, and plan to help guide faculty in the creation of course level SLOs; and established criteria to evaluate the assessment of SLOs on campus.

2. Approved a General Education Outcomes Committee purpose and function, reviewed proposed areas for General Education Outcomes

3. Approved 15 equivalencies to minimum qualifications in academic disciplines

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B. **Student Services**

1. Bridge goals: students enrolled in Summer Bridge 2008 will feel connected to the college; 60% of Summer Bridge completers will enroll in a Learning Community in the Fall; 85% of Summer Bridge completers will express satisfaction with the program; 85% will express feeling prepared for the Fall 2008 term.

2. Transfer Services goals: 75% of students who participate in presentations will be able to successfully identify specific transfer information.

3. Counseling goals: As a result of counseling services, 80% of undecided students will feel more confident about deciding on a major/career. 80% will be able to evaluate their progress toward goal completion and will be able to construct an educational plan.

4. DSPS goals: Offer services for students in mainstream classes, upgrade equipment/software; services for deaf/hard of hearing will be of good quality, cost effective and organized.

5. EOPS/CARE/CalWORKs goals: Students will receive satisfactory services. CalWORKs will provide informative orientations and need assessment sessions. Students who participate in the probation pilot project will improve their grade point averages. Students who receive EOPS tutoring will successfully complete the tutored class.

6. Financial Aid goals: Students attending scholarship workshops will identify steps in the application process and list methods used for constructing personal statements/essays.

7. Student Life goals: 80% of students who earn a LEAD certificate will increase their leadership knowledge.

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

A. **Instruction**

1. Departments provided greater opportunity for student participation in discipline-related competitions and organizations (Aeronautics, Engineering Design Technology, Architecture, Psych Tech, Respiratory Therapy, and others)

2. Increased opportunities for work experience with industry partners (Agriculture, Air Conditioning, Architecture, Aeronautics)

3. Expansion of curriculum to include emerging dimensions within disciplines (Accounting & Management, Sign Language, Physical Education, Aircraft Maintenance, Electronics, Engineering Design Technology & Manufacturing)

4. Establishment of industry networks (The Center for Excellence, Consumer Sciences, Chemistry)

5. Significant efforts to increase student awareness of career training opportunities (Fine Arts, Consumer Sciences, Community Education)
B. **Student Services**
   1. Career Placement goal: 75% of students who meet with a job developer will have completed resumes that are judged as being acceptable on four out of five categories. Results: 73% of resumes were initially deemed “needed improvement”. After meeting with a job developer and incorporating suggested changes, 97% were deemed professional.

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

A. **Instruction**
   1. New industry partnerships established or strengthened this year, including air traffic control work experience partnership with the FAA, Air Conditioning program partnership with Carrier Corporation to provide equipment, Fire Technology partnership with the City of La Verne, and two new clinical partnerships for the Radiologic Technology program.
   2. An academic partnership with Citrus College will result in the offering of a jointly-awarded certificate (Public Works/Landscape Design).
   3. Continued support of partnerships with many area high school districts and numerous agencies to offer courses through Community Education
   4. Various partnerships on grant proposals and projects (11 school districts, 16 community college districts, 4 universities, 26 industry partners and 12 community/professional organizations).

B. **Human Resources**
   1. HR: maintained quality relationships through participation in events/programs: CCC Registry and annual job fair, Association of Chief Human resource Officers, Online Collective Bargaining, Southern 30 Information Exchange Consortium
   2. HR is also attempting to form networks with other local community colleges using People Admin and/or Banner. Visits were made to other community colleges to establish this relationship.
   3. HR expanded their advertising for employment recruitments
   4. HR is developing a management intern program.
   5. POD: maintains quality relationships via its offerings, including Developmental Education Conference (advertised to/attend by community colleges throughout California), SkillPath Seminars, Accommodating Students with Disabilities in the Classroom.
C. Administrative Services

1. Public Safety: maintains close relationships with City of Walnut, LA County Sheriff’s, LA County Fire, and Cal Poly University Police Department. Public Safety staff train alongside emergency responders from LA County. The Public Safety Department has established real-time radio community with Cal Poly Police Department to assist in exchange of information between the campuses.

2. Purchasing: 12 unit goals related to College Goal #4, including assuring campus satisfaction with Purchasing, Switchboard and Mail Services, providing current information to the campus regarding Purchasing, Switchboard, and Mail Services, assuring sufficient staffing levels in these areas, providing an adequate and safe work environment, providing training to the campus on Banner purchasing implementation, implementing programs to provide cost savings/efficiency, and ensuring adequate Switchboard equipment to support normal, planned and emergency services.

3. Technical Services: 2 unit goals related to College Goal #4, including increase and maintain patron and user satisfaction with Performing Arts Center Operations. Surveys have been conducted and the issues to address have been determined.

Goal 5: The College will utilize and support appropriate technology to enhance educational programs and services.

A. Instruction

1. Academic departments across campus implemented state-of-the-art technology from various grant- and district-funded sources, including allocations for Instructional Equipment (examples: Animation, Graphic Design, traditional and digital arts, Radio/TV, Chemistry, Aircraft Maintenance, Welding, Architecture, Electronics).

2. Thirty-seven additional smart classrooms were provided in the newly-remodeled Humanities and Social Sciences classroom building.

3. Computer labs were upgraded or newly equipped (Architecture CAD labs, Building 6 Learning Lab, MARC lab, and Animation labs).

4. Software was upgraded in a variety of programs

5. Administrative applications of technology were enhanced (Business Division online syllabi submission, WC Online for web-based appointment making in Tutorial Services).

6. The Distance Learning Committee negotiated a new Blackboard contract, conducted focus groups on academic support, and assisted with online orientation and probation workshops. The Institutional Effectiveness Committee sponsored the offering of TracDat (ePIE) training workshops to faculty and managers for effective use of technology-supported Planning for Institutional Effectiveness.

B. Student Services

1. Admissions & Records: 1.) improve the campus-wide use of technology in Admissions & Records functions - the number of students who apply online has risen to 90%, 2.) decrease the amount of time students have to wait to determine the final disposition of their academic position, 3.) improve timeliness of response to students via CCC Apply; objective met-- switched to automatic downloads.
2. Assessment goals: 1.) With implementation of SARS Call, more students will attend initial test appointment (decreased no-show rate), 2.) expand implementation of computerized testing during the 2008-09 academic year.

3. Financial Aid goal: 10% of students applying for a BOG waiver, Method B, will utilize the online application.

C. Human Resources
1. HR is implementing/supporting People Admin, Banner, and LiveScan
2. POD hosts the Online Support Center (Blackboard). POD also supported Purchasing to deliver Banner requisition training.

D. Administrative Services
1. Facilities Planning/Mgmt: 4 units goals related to College Goal #5, including developing a Facilities Management IT plan and department website, restructuring campus energy management system, linking building fire alarms.
2. Information Technology: 10 unit goals related to College Goal #5, including implement Phase 1 of Banner within 24 months, provide reliable enterprise systems, improve user reporting, require login on campus computers, expand the college’s wireless network infrastructure, extend Help Desk operating hours, include multiple redundancies for campus network, increase internet bandwidth/capacity, increase web submission of print requests and use of color copier in Printing Services. Analysis shows enterprise systems maintained greater than 99% up-time; web submissions for print jobs increased 9% over previous year.
3. Purchasing: 12 unit goals related to College Goal #5, including assuring campus satisfaction with Purchasing, Switchboard and Mail Services, providing current information to the campus regarding Purchasing, Switchboard, and Mail Services, providing an adequate and safe work environment, continued implementation of Banner software modules for Purchasing, providing training to the campus on Banner purchasing implementation, implementing programs to provide cost savings/efficiency, and ensuring adequate Switchboard equipment to support normal, planned and emergency services.
4. Technical Services: 1 related unit goal -- to advocate for appropriate technology applications to advance services provided by the department, and to maintain internal technology to current instructional and industry standards.
5. Fiscal Services and Purchasing: The Banner Finance module and Purchasing modules have been successfully implemented. Work is continuing toward implementation of the Banner HR/Payroll module.

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

A. Instruction
1. Increased access to services and programs, including increased hours in the Library, Learning Lab, Skills Lab, Testing Services, and Tutorial Services.
2. Implemented a hybrid distance learning GED program.
3. Enhanced efforts to increase awareness of available services, educational offerings, cultural/social activities, and career pathways (Art Gallery, Child Development, Nutrition/Foods, PE, Library & Learning Resources).

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4. Emphasis on hiring and selection processes that encourage diversity and equity for all (Natural Sciences, Math).
5. Expanded activities to acquire information on needs of special populations (Agriculture).

The Academic Senate supported ASPIRE /Umoja programs and created a minors task force to make recommendations regarding academic and professional issues involving minors. The first non-credit faculty member was elected to the Senate Executive Board. The Senate also approved the purpose/function of a new Professional Relations Committee. The Student Preparation and Success Committee reviewed disproportionate impact studies for Math and English placement, and recommended AMLA placement for international students.

B. Student Services
1. DSPS goal: develop campuswide awareness of the needs of students with disabilities. Promote universal design concepts/strategies. Students with disabilities will demonstrate an increased level of personal responsibility and self-advocacy.
2. ASPIRE: newly recruited ASPIRE students will participate in a learning community by Fall 2008.

C. Human Resources
1. Based on AUO assessment results, HR expanded efforts to increase the diversity of its applicant pools by advertising in sources such as Hispanic Outlook Magazine, Diverse Issues in Higher Education, Women in Higher Education, and Hispanic Hotline Publication.

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

A. Instruction
1. Development of recruitment materials for career pathways (Arts, Child Development, Consumer Sciences, Agriculture) and for expanded programs/services (Library/Learning Resources, ESL)
   a. The Learning Lab increased student hours from 35,152 (Fall 2006) to 41,254 (Fall 2007)
   b. Testing Services administered 1,000 more tests in Fall 2007 than in Fall 2006
2. Expansion of online course offerings
3. Continuation and expansion of community outreach activities (PE Division)
The Academic Senate passed resolutions recommending policy and procedural changes for course repetition. The Student Preparation and Success Committee created a Persistence Statement that was distributed campuswide to request that committees consider goals and activities focused on increasing student persistence in their ongoing work.

B. **Student Services**

1. Career Placement/Transfer Services goal: Increase student, faculty and staff awareness of Career Placement and Transfer activities, events, services.
2. DSPS goals: 1.) Systematically serve returning members of the armed forces who have disabilities. 2.) revise, update and develop publications to promote awareness and acceptance. 3.) evaluate the effectiveness of integrating Transition Seminar with Seniors’ Day.
3. EOPS/CARE/CalWORKs goal: EOPS students will understand program requirements after completion of New Student EOPS Orientation.
4. Health Center goal: Students, part-time faculty and the general campus will have knowledge of available health services.
5. High School Outreach goals: 1.) Yearly enrollment yield will be at least 90% for students who participate in Connect 4, 2.) Seniors’ Day participation rate will be at least 80% of the anticipated number with an eventual 60% enrollment yield for the Fall semester, 3.) At least 80% of counselors who attend the High School Counselor's Conference will demonstrate satisfaction with the program, 4.) 80% of students who participate in the New Student Welcome program will convey satisfaction with the event.
6. Student Life goal: 50% of students surveyed at the end of the semester will be aware of student life programs and activities.
7. Upward Bound: in 2007, 75% of Upward Bound students demonstrated an improvement in the reading, language arts and math portions of the CST (California Standards Tests). Upon completion of the summer program, 85% of students demonstrated an improvement in their math scores on a pre/post simulation of the CAHSEE.

C. **Administrative Services**

1. Information Technology: 4 unit goals related to College Goal #7, including improve user reporting functionality, expanding the College’s wireless network infrastructure, expand web presence and services, build campus community through the use of centralized web portal services.

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

A. **Instruction**

1. Supported broad participation in training for Banner implementation (all divisions)
2. Supported Department Chair and other faculty training in e-PIE
3. Supported department-specific professional development (Chemistry/Biology lab safety, Physics, Respiratory Therapy, Architecture, support of continuing education units/recertification in Allied Health programs, department-based adjunct faculty development), as well as campuswide professional development activities (Blackboard, On Course, Developmental Education Faculty Certificate program, grant writing seminar).

4. The PE Division notes an inadequate conference budget to cover necessary professional development requested by its employees.

One of the Academic Senate's annual goals was to strengthen professional development opportunities. This body supported creation of a Faculty Professional Development Coordinator position, supported professional development efforts of the Developmental Education Team, sponsored workshops on committee participation and participatory governance, and conducted Flex Day presentations. Local Senate designees attended State Academic Senate Plenary Sessions. The Educational Design Committee conducted mandatory standalone course approval training for all committee members.

B. Student Services

1. Counseling goal: As a result of professional development, 100% of counselors will have a clear understanding of probation-related counseling interventions to be prescribed.

2. Financial Aid goal: Staff development training will be conducted to maintain quality customer service, and keep abreast of regulatory and technology changes.

3. Health Center goal: Staff will be up to date on technology, professional knowledge, and skills by attending educational programs appropriate to their discipline.

4. Dean of Student Services goal: Staff will become proficient in new campus technology that supports the function and activities of the Dean of Student Services.

5. Student Life goal: Associated Students officers will increase their leadership knowledge and skills confidence by 70% after completing the one-day mandatory officer training.

C. Human Resources

1. Based on AUO assessment results, HR began utilizing People Admin to streamline recruitment processes. This involved conducting training presentations for hiring committee members, overview of instruction manuals, and training for hiring committee managers.

2. Applicants who experienced difficulty with submissions were assisted by HR personnel to ensure that all applicants wanting to apply were included in the pool. Additional feedback from users and the Academic Senate was conveyed to the Vice-President. Modifications were requested from the vendor, who has been cooperative in making the suggested changes.

3. HR/POD supported the new faculty seminar.

D. Administrative Services

1. Facilities Planning & Mgmt: 2 unit goals related to College Goal #8, including providing appropriate training to improve customer service skills, and improving effectiveness of Custodial staff by implementing OS1 or similar cleaning program.

2. Information Technology: provide education or training for department employees. Results: Two staff members are on track for full Oracle certification, others are receiving training throughout the Banner implementation process.
3. Purchasing: 3 unit goals related to College Goal #8, including providing training in implementation of Banner purchasing modules, and continued implementation of additional Banner software modules.

4. Safety, Health Benefits & Risk Mgmt: 3 unit goals related to College Goal #8, including provide safe, risk-free campus environment where employee involvement in safety is encouraged, provide cost-effective loss control programs, modify agreement with Safety Consultant to increase support to two days/week.

5. Technical Services: 2 unit goals related to College Goal #8, including expand Performing Arts staff knowledge through training, etc., focused training for Broadcast Services / Event Services staff on specific topics (e.g. theatrical lighting, sound and video technology, event planning, etc). Training needs have been evaluated through patron and user surveys.

6. Fiscal Services implemented 100% of Payroll staff cross-trained on full-time faculty payroll, work study and classified payrolls

7. Purchasing Department successfully developed and delivered campuswide training on Banner Purchasing to over 300 staff this year.

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

A. Instruction

1. Completion of remodeled, expanded and upgraded facilities, including
   a. Arts: Radio production studios, lab space for Animation, new instrumental rehearsal facility, remodeled spaces for Photographics Department
   b. Humanities & Social Sciences: Complete remodel of classrooms and faculty offices in 26A/B, significantly expanded the Writing Center
   c. Natural Sciences: Newly remodeled science facilities (classrooms, labs, offices) in Bldg. 7
   d. Business: Remodeled Business Division computer laboratory
   e. Technology & Health: Renovation to Health Careers Resource Center

2. Supported widespread faculty involvement with continued planning for future facilities projects: Agricultural Sciences, Aeronautics and Aircraft Maintenance, PE Division facilities, Hospitality and Restaurant Management, general planning for Bldg. 28A/B renovation, etc.

3. Strengthened planning for emergency preparedness/evacuations

4. Limitations of existing facilities and needs for improvement were identified:
   a. Space planning needed for Older Adults Program, Basic Skills, ESL after loss of Community Education building
   b. Expansion space needed for the Library
   c. Repair and replacement of structures/systems in the Wildlife Sanctuary
   d. PE needs include new gym, renovation to Bldg. 45, new tennis courts; renovation of 50G, stadium, track, and a variety of other areas
   e. Renovation of donated hangar to Bracket Airport; renovation of existing space to support an Aircraft Maintenance computer lab; additional space for new program in Air Conditioning; restructuring of EDT & M space to support new Industrial Design program
B. **Student Services**
   1. **DSPS goal:** to work with campus administration to secure additional permanent space for DSPS students, staff and instruction.

C. **Administrative Services**
   1. **Facilities Planning & Mgmt:** 18 specific unit goals related to this college goal. These include:
      a. **Budgeting:** Improve FM budget process, and Capital Outlay accounting and budget tracking
      b. **Staffing:** Implement staffing plan in each department, conduct regular reviews of staff attendance and administer actions as warranted, restructure front office operations, develop employee orientation package
      c. **Efficiency:** improve work order response time, reduce reactive vs. preventative maintenance, adjust custodial service levels in buildings with weekend activities, reduce number of late work orders in custodial department
      d. **Maintenance:** improve general appearance of grounds through use of decorative trash receptacles, implement turf care program for athletic fields, implement graffiti removal program
      e. **Equipment:** implement equipment replacement plans in various departments, add labor-saving equipment in Custodial department
      f. **Safety:** implement guidelines for hazmat removal
      g. **Communication:** Improve communication between Facilities staff, construction management, and the campus community
   2. **Information Technology:** 8 specific unit goals related to this college goal, including provide reliable enterprise systems, improve user reporting, expand the college’s wireless network infrastructure, extend Help Desk operating hours, include multiple redundancies for campus network, increase SPAM/Virus blocking (goal achieved by installing redundant SPAM filters), provide extensive technical support for college construction projects (successfully supported moves of more than 15 departments across campus in 2007-08), implement a comprehensive data backup strategy for networked resources (network storage space was created with automatic back up for all users.)
   3. **Public Safety:** engaged in planning and implementing Emergency Evacuation Plans for the college, purchased a specially equipped Mobile Command Post to be used for emergencies, instituted aggressive in-house training for personnel in regards to “active shooter” scenario, completed use of force policy and procedures, installed additional Blue Emergency Telephones in various areas, installed 19 new coin-operated parking meters, completed full automation of Pay Lot A, will continue to install Day-Use Parking Permit machines throughout campus parking lots, worked with Marketing & Communications to publish a Public Safety Department brochure to increase campus awareness of services.
   4. **Purchasing:** 8 unit goals related to College Goal #9, including assuring campus satisfaction with Purchasing, Switchboard and Mail Services, providing an adequate and safe work environment, continued implementation of Banner software modules for Purchasing, and ensuring adequate Switchboard equipment to support normal, planned and emergency services.
   5. **Safety, Health benefits & Risk Mgmt:** 4 unit goals related to College Goal #9, including provide safe, risk-free campus environment where employee involvement in safety is encouraged, provide cost-effective loss control programs, investigate installation of a mass communication system for the campus, continue development of policies/procedures for installation of surveillance system.
   6. **Technical Services:** Expand front-of-house operations area, remodel concessions area of Performing Arts Center.
Goal 10: The College will ensure that basic skills development is a major focus and an adequately funded activity.

A. Instruction
   1. Basic Skills Initiative funding was distributed for a total of $3.1 million ($1.8 million one-time, and $1.3 million ongoing funds). As of June 30, 2008, approximately $2.3 million was expended, with carry over of about $800,000 to be spent in 2008-09.
   2. Fifty-three proposals across Instruction and Student Services areas were funded/implemented under the Basic Skills Initiative. This effort not only brings a “major focus” to basic skills, but also resulted in significant collaboration among departments and teams across campus to enhance delivery of instruction and services to basic skills students.
   3. The Basic Skills Steering Committee completed a comprehensive basic skills assessment and used this device to create a Basic Skills Action Plan that will inform the allocation of ongoing resources annually. The Academic Senate approved the Basic Skills Action Plan.

B. Human Resources
   1. POD: supported conference and travel and the awarding of mini-grants for projects relating to basic skills.

2. Categorization of Department/ Unit Goals That Do Not Align With College Goals

Very few department goals were identified as unaligned with College goals. Those that were reported in the Team summaries are listed below:

1. Support/ increase student retention
   A. Student Services: The Bridge Program has goals related to higher retention rates for English Bridge participants relative to stand alone English courses.

2. Support/ increase student knowledge acquisition
   A. Student Services: Health Center has a goal for students to make healthy lifestyle choices. High School Outreach will evaluate students’ knowledge about Connect 4 following orientation.
3. Enhance efficiency
   A. Student Services: Admissions & Records seeks to improve timeliness and usability of hardcopy materials, and to improve turnaround time for graduation evaluations.

4. Improve student tracking
   A. Student Services: DSPS seeks to develop structures for tracking DSPS student transfer rate.

5. Assess satisfaction of students/ faculty with programs/services
   A. Student Services: Assessment determined that faculty's satisfaction with student placement levels for LERN and Math was adequate, but students' satisfaction with Math placement was below the standard; math cut scores are being amended as a result. Students were generally satisfied with testing conditions. Counseling and DSPS also have goals to measure student satisfaction with various aspects of their services.

6. Increase effectiveness and consistency of communication
   A. Facilities Planning & Mgmt: Increase effectiveness and consistency of communication between Facilities units, construction management, and the campus community.
   B. Technical Services: Increase awareness of programs and support services
   C. Academic Senate: Strengthen communication across campus.

3. Common Conditions
   The following were identified as common conditions currently affecting unit planning and progress toward goals:

   Internal:
   Construction and disruptions due to relocation of offices, services, and classrooms
   Training for implementation of new technology and development of associated business practices (Banner, SARS, PeopleAdmin, Fingerprinting)
   Limited staffing to complete required work
   Insufficiency and physical limitations of campus space
   Added capital assets/new buildings require additional cost/labor to maintain
   Lack of infrastructure to support technology upgrades

   External:
   Title 5 and other regulatory changes (e.g. Title 5, Ed Code 88003 relating to hiring of temporary staff, legislation regarding data security, etc.)
State budget crisis and national economy – proposed budget cuts, depressed job market, etc. had affects such as increased applicant pool for financial aid, made contract negotiations more difficult, etc.
Increased costs of supplies, equipment and outside services
Influx of Basic Skills funds
Advances in technology influence vendor availability of items
Publicized incidence of violence in educational institutions nationwide
Changing student demographics and increases in college enrollments/participation

4. Team Goals

New in the PIE process this year, each team was asked to provide Team goals based on the planning processes being done at the unit level. Since current budget processes place the major responsibility for new resource allocation at the Team level, the creation of team goals will strengthen alignment of planning and resource allocation. Goals set by the teams this year should be referenced in the upcoming cycle for new resource requests (including budget, staffing, facilities, etc.)

Administrative Services

1. Ensure that Facilities staff has the necessary leadership, direction, supplies and equipment to perform effectively.

2. Ensure that Facilities Planning and Management Department appropriately increases staffing levels to address the growth of College facilities and maintainable grounds.

3. Increase effectiveness and consistency of communication between Facilities units, construction management design and inspection teams and the Campus Community.

4. Increase the use of information technology to improve Facilities Planning & Mgmt Department effectiveness.

5. Further develop and implement campuswide recycling and hazardous materials handling procedures.

6. Expand overall professional and organizational development in the Facilities Planning and Management Department.

7. Develop and fund a staffing plan that meets the needs of the College.
8. Implement a new enterprise application system.


10. Provide state-of-the-art facilities and equipment.

11. Support our FTES growth plan

12. Maintain customer satisfaction with services offered by the Technical Services Department; increase patron and user satisfaction; upgrade and replace existing technical subsystems; expand spaces and staffing for Performing Arts; make campus community aware of services; continue staff education/training for the Performing Arts facility; transition to a Campus Center Box Office for all campus ticketing needs.

Human Resources

1. Expand recruitment efforts to increase the diversity of applicant pools.

2. Utilize PeopleAdmin to streamline the recruitment process.

3. Evaluate and update all Human Resources internal procedures.

4. Through research, explore the viability of bringing on an additional online fingerprinting system.

5. Procure document imaging services for personnel files.

6. Assess POD department staff customer service performance and needs.

7. Identify technology-based training needs across campus and recruit presenter(s) to conduct training.

8. Convert the POD Coordinator’s position into a Supervisory position.

9. Secure an additional full-time individual to provide clerical support for POD.

10. Further address the needs of faculty (such as Department Chair training) through the utilization of the new Faculty Coordinator.
Instruction

1. **Enhance communication among and between internal and external stakeholders**, including students, faculty, advisory committee members, industry representatives, and the general public.

2. **Provide and maintain state-of-the-art instructional technology, equipment, facilities, and infrastructure** for safety, currency, and effectiveness and to accommodate growth.

3. **Address staffing needs** to maintain and enhance delivery of instruction and instructional services (including replacement, growth, and contribution to technical or disciplinary currency.)

4. **Encourage and support participation of instructional personnel in ongoing professional development** to improve instruction and service to students.

5. **Update curriculum and expand successful modes of delivery** for currency and to improve effectiveness.

6. **Support and expand opportunities for academic enrichment**, including provision of guest lecturers, visiting artists, etc., as well as student participation in regional, state and national competitions and events.

7. **Secure funding to support ongoing operational needs of programs** (supplies, accreditation, transportation, travel, etc.)

8. **Encourage and support unit-level participation in planning and evaluation processes** including PIE, SLOs, GEOs and accreditation self-study (to establish a culture of meaningful assessment and documentation for both internal and accreditation purposes).

9. **Expand opportunities for external funding and acquisition of other supporting resources** through pursuit of grants and partnerships.

10. **Increase support for basic skills** activities that benefit an increasing number of students across the college.
Student Services

Access + (Participation + Progress + Persistence) = Success

1. Ensure that pathways are available and well-defined for students to pursue their educational goals.

2. Provide avenues through which students can be involved in the life of the college.

3. Provide support for students to move toward reaching their goals.

4. Enable students to complete each term of student and continue enrollment in subsequent terms.

5. Empower students to attain their educational goals by gaining new skills, knowledge, and experiences in order to graduate, transfer and obtain employment.

5. Recommendations for Modifications to College Goals

The members of the Institutional Effectiveness Committee have analyzed the information provided in the Team summaries and committee goal reports to determine key elements of local planning and progress that may inform the setting of college goals and priorities. As a result of this analysis, the IEC makes the following recommendations to improve planning and institutional effectiveness:

Recommendation #1:

- Modify College Goal #2 to read “The College will prepare students for success through the development of exemplary programs and services.”
- Add one new goal (focus for 2008-09): College Goal #11: “The College will increase effectiveness and consistency of communication between and among departments, committees, teams and employee groups across the campus.”

Based on input from the Team summaries, there were few instances in which department/unit goals were unable to align with one of the existing college goals #1 – 10. Various Student Service Departments did identify a few unit goals that were not aligned, but in fact most of these could be well-represented under College Goal #2 if it were modified to read as per the above (“… and services”).
Another non-aligned unit goal was offered from the Academic Senate and two areas in Administrative Services. This goal concerned strengthening effective communication. Since this particular issue was also identified in the 2007 employee survey (and managers have been asked to formulate local plans to respond to the issue), it seems appropriate to consider this additional new goal for 2008-09.

**Recommendation #2:**
- The Institutional Effectiveness Committee shall create measurable strategic objectives (SOs) for each college goal, and will assign responsibility for monitoring and reporting of progress on each. Overall institutional progress will be reported as measurable data with the final PIE Summary for 2008-09.

The Institutional Effectiveness Committee discussed the need to enhance the measurability of progress on the college goals. While the current PIE process is an excellent tool for aligning departmental and institutional planning, the reporting of outcomes is often descriptive. In order to document institutional progress more effectively, the IEC recommends the creation of additional Strategic Objectives (SOs) for each college goal. The IEC will request input from various units whose key functions most closely relate to specific college goals, and will then select specific, measurable parameters that will represent target outcomes within a specified timeframe. Each Strategic Objective would be assigned to an individual or group with responsibility for collecting data to determine the extent to which the SO is met. We recommend that the Strategic Objectives be communicated in the next PIE cycle, and that the individuals or groups who are assigned responsibility for each SO report on these concurrent with the annual PIE report for 2008-09.

IEC shall implement any approved changes as recommended above for the 2008-09 PIE cycle, and will make corresponding additions and clarifications in e-PIE to advise the units of these new and revised features.

### 6. Recommendations for Modifications to the Process for Planning for Institutional Effectiveness

**Recommendation #3:**
- A standing list of major governance committees that have responsibility for goal/accomplishment reporting shall be established by IEC. At the beginning of each academic year, these bodies shall receive a standard format requesting the committee’s annual goals and their connection, where appropriate, to college goals. The initial committee goals set shall be returned to IEC according to a deadline preceding the announcement of the annual PIE cycle. At the conclusion of the academic year, each committee shall
resubmit the same form with a column completed to describe their accomplishments for the year relative to the initial goals set. The recommended format for the committee submissions shall mirror that used this past year by the Academic Senate for their year-end report (a sample of this format is available upon request.)

**Recommendation #4:**

- Beginning in 2008-09, the newly-constituted Student Learning Outcomes Committee should prepare an annual report which summarizes department/unit progress on the creation and measurement of SLOs at the course and program levels. At the conclusion of each PIE cycle, this annual summary should be forwarded to IEC along with the Team Summaries and Committee Reports so that this important information can be included in the annual PIE summary.

**Recommendation #5:**

- Committees or teams that have responsibility for various resource allocation processes should strengthen their expectation that unit-level requests be consistently tied to evidence of planning. Further, all resource requests should include documentation of how the request relates to unit, team and/or college goals and/or to implementation of SLOs/AUOs/Strategic Actions. IEC recommends that PAC should clearly communicate this expectation to those with responsibility for recommending or reviewing resource allocations, including the college Budget Committee, AMAC, Deans, Directors, and Vice-Presidents.

**Recommendation #6:**

Inconsistencies observed in the Team summaries for the 2007-08 PIE process demonstrate a need for clarification regarding the intended purpose of the Team summary documents. In some cases, accomplishments were reported without a clear sense of how many unit goals were aligned with College goals. In other cases, the summaries contained good evidence of unit/College goal alignment, but failed to document the actual progress made by the team's units. This creates a serious gap for reporting our overall institutional work toward achieving college goals. IEC will address this issue with improved directions in the Summary document in future cycles, but additionally recommends the following:

- IEC recommends that President's Cabinet clarify that Team-level summaries are intended to document **all** of the following:

  1. **The extent to which unit and team goals align with College goals.** Team leaders need to estimate or quantify the relative amount of alignment between unit and college goals, perhaps by stating how many department/units expressed goals relating to each of the individual college goals. In addition, the VP summaries should note 'other' unaligned goals that may represent areas where the college needs to consider adding new goals.

  2. **Progress/accomplishments reported by the units in relation to the goals set.** The Team summary is the primary document used by IEC in reporting our institutional progress on college goals. Where team leaders have simply repeated the unit goals, we are unable to assess progress. A summary of achievements related to each of the goals must be included as well.
3. The Team leader’s evaluative assessment of the information provided at the unit level. It is essential that each team leader have a detailed and comprehensive understanding of the planning and evaluation that is taking place at the unit level, and that the leader’s interpretive thinking be applied in crafting the summary. Beyond being a simple distillation of unit-level documents, the summary should reflect his/her analysis of the team’s priorities and goals, as well as progress being made on these. The IEC strongly recommends that the preparation of the summary be undertaken directly by the Vice-President of each team.

To further assist the Deans, Directors, and Vice-Presidents who prepare PIE summary documents, the Research Office will create additional support and training materials, including a guide to ePIE. The Research Office will provide one-on-one assistance for any manager who requests help to comprehensively meet the standard expectations as outlined in this recommendation.

**Summary of Feedback on the PIE process and additional recommendations:**

- Clarity of forms and processes still reportedly need improvement. The main concern was that ePIE doesn't match well with the items requested in the paper document; better alignment is needed. The need for definition of key terms (unit, team, division, activities, SLOs, AUOs, Strategic Actions) was also mentioned.
  - *IEC will include definitions of key terms and expanded explanations of the PIE process*

- ICCIS reports were useful to some but not others. Reports from ePIE were generally regarded as more useful for evaluation.
  - *Continue to provide ICCIS data*

- Feedback regarding the timeline was mixed. Many appreciated the extended deadlines, but some felt that this added too much to “year end” types of activities. The need for more reminders and broader distribution of the established deadlines was noted. Some areas also reported that there was lack of clarity about “which year” is intended as the focus of reporting (i.e. is it “planning” for the future, or “reporting” the accomplishments for the past year)? These items will need clarification. With regard to timelines, IEC is also considering how the PIE timeline for 2008-09 might coincide with the preparation of the accreditation self-study report, and this may also influence recommendations for next year’s cycle.
  - *IEC will clarify the timeframe of focus for the annual PIE report*
  - *IEC will review the current timeline and make adjustments as feasible based on user feedback and the timeline for the accreditation self-study*
  - *IEC will assure broad distribution of the timeline and will distribute appropriate reminders*

- Most areas reported that the training and support for both ePIE and SLOs was satisfactory, but a fair number of reports requested still more training. It was recommended that good exemplars of SLOs and means of assessment be made available. In particular, examples of well-crafted SLOs that can be applied across the course, program, and department levels were requested.
  - *Feedback regarding SLO/AUO and ePIE training will be shared with the trainers/facilitators*
  - *IEC will recommend to the SLO Committee that samples be identified and distributed to show ‘good examples’ of SLOs/AUOs, as well as demonstrating how these may apply across levels. Suggested Means of Assessment and corresponding examples should also be disseminated.*
Use of ePIE is increasing, with most units using the electronic format. Feedback is that ePIE is time consuming and counter-intuitive, and there is considerably anxiety about navigation and alignment with the paper version of the PIE document. The reports are difficult to use and understand, and need to be specific to each section of the PIE summary form. It was noted that departments will need access to division- and team-level goals in addition to college goals in the next cycle. While PIE (and ePIE) need to evolve to address feedback and continuously improve our processes, there are also complaints of frustration that the format and reports do not remain static from year to year.

- The ePIE Task Force will address creation of better ePIE reports that are more aligned with the items requested on the Division/Team summary. Language of the reports should be made to match that used in the ePIE template.
- The Task Force will examine ways to improve instructions and streamline input into ePIE.
- To the greatest extent possible, we will avoid making large-scale changes to ePIE and the PIE process that create issues for multi-year tracking and reporting.