Breakdown of Departments Goals Connected to College Goals

PART ONE: CURRENT FOCUS GOALS

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

   A. 21 academic departments created goals related to goal B. Selected examples are--
      1. The **Fire** program will seek partnerships with local fire agencies and municipalities to move the existing academy into the district and to fund additional facilities and resources including a fire tower.
      2. **Aeronautics** will identify resources for simulation training for tower and radar and instrument training, which are critical resources if the program's status as a recognized College Training Initiative site for the FAA is to be maintained.

   B. Goals from other teams are as follows:
      1. **Facilities Planning and management**: Actively pursue all available funding for the new facilities to support campus FTES growth
      2. The **PE Division** assists coaches and faculty in securing appropriate resources (scholarship and non-scholarship) to help student athletes matriculate.
      3. The **PE Division** provides assistance for educational programs within the division needing upgraded, expanded, specialized, and functional educational facilities.
      4. The **PE Division Office** will continue to work with the Mt. San Antonio College Foundation on both the Golf Tournament and the Heritage Hall Project to bring in outside resources.
      5. **Technology and Health Division** secured funding to support the development of a Tech Center to assist students already enrolled in programs within the division to improve math, reading, and writing skills.
      6. **Grants**: Monitored 28 active grant projects at a funding level of nearly $4 million for the fiscal year (2006-07). In the first three quarters, the Grants Office coordinated submission of 17 new applications, proposals, and contracts for the fiscal year request of $2,223,281 (total request for these applications was nearly $5 million). Twelve of these were funded and five pending as of the time of PIE report submission. Grant funding currently supports the following exemplary programs and services:
         a. Title V grant is targeted at improving the basic skills of at-risk students
         b. National Science Foundation grant established a chemical laboratory technician program
c. James Irvine Foundation grant established a health careers learning community

d. Multiple grants aimed at increasing capacity of Nursing program

e. System Office grant to prepare interested students for studies and credentialing in Agriculture at Cal Poly, Pomona

2. **Goal C: The College will prepare students to be critically thinking, socially, culturally, and politically responsible citizens through the development of exemplary programs.**

A. 33 academic departments created goals related to goal C. Selected examples are:

1. **Physics** faculty will facilitate completion of individual student projects outside of courses that emphasize engineering skills and independent problem-solving.

2. The **English, Literature, and Journalism** Department will improve tutoring by allowing use of office hours and/or LHE for faculty to serve as tutors in Tutoring Center and/or Writing Center.

3. **Radiologic Technology, Respiratory Therapy** and **Aeronautics** students will develop professional characteristics, including leadership, teamwork, self-motivation, interdependence, self-awareness. The **Math** Department will promote in students an appreciation for the value of a mathematics education.

4. The **Learning Assistance** Center will empower students to become independent learners so that they gain academic skills to be successful in college and life.

5. The **French** curriculum will be revised at all levels to include a focus on one particular aspect of French culture, creating a broader, more critical context within which to learn and use the language.

6. The **Chemistry** Department will assess the extent to which students have the necessary math skills to be successful in chemistry courses.

B. Goals from other teams:

1. The **Student Life Office** provided effective training to prepare student government officers for their leadership roles. 100% of the students surveyed believe that the training better prepared them for their leadership roles.

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

A. 37 academic departments created goals related to Goal D. Selected examples are:

1. The **Dance** Department will establish a Dance Teaching Certificate.

2. **Air Conditioning, Welding, Aviation Maintenance, Aeronautics, Electronics, Nursing, Radiologic Technology, Respiratory Therapy, Mental Health and Medical Services** students will assess their own progress toward the achievement of industry/professional standards.

3. **Child Development** will develop a Level 4 Children’s Program Certificate

4. Technology and Health division seeks to facilitate the review of the **Manufacturing Technology** program vis-a-vis the needs/interests of local industry

B. Goals from other teams are as follows:

1. **Student Services**: (new goals)

   a. **Student Life**: provide leadership activities through the LEAD program for development of self awareness and appreciation for diversity, conflict resolution skills, ethical decision-making, group dynamics and the development of communication skills.
b. Through the LEAD 55 class, students will understand fundamental elements of leadership

c. **Counseling**: a COUN 5 goal is that 95% of students completing the class will be able to identify their personal attributes.

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

   A. 28 academic departments created goals related to goal E. Selected examples are:
   1. The **Psychology Department** will continue to increase connection/communication between the department and CSU/UC’s.
   2. The **Physical Education Division** will continue to provide Youth Clinics in Track and Field with outreach to over 7,000 youth in the local elementary and middle schools by spring 2007.
   3. The **Music Department** will develop a quality 4-year university transfer program in Music.

   B. Goals from other teams are as follows:
   1. The **Grants Office** coordinated the submission of a variety of grant proposals involving an array of partners including ten school districts, sixteen community colleges and two districts, six universities, and more than two dozen business/industry partners, and a number of community/professional organizations.
   2. The **PE Division** continues to maintain the partnership and grant with the AAF to support the community youth with track and field clinics
   3. The **High School Outreach Office** will continue to partner with local high schools and increase the number of high school counselors who attend the annual High School Counselors’ Luncheon.
   4. **Health Services** explored new services with the community and established Chiropractic services with great results. A high demand was experienced.
   5. The **Marketing and Communication Department** will partner with local news media to profile student success stories and promote the benefits, academic programs and services offered by the College.

5. **Goal H: The College will utilize technology to enhance teaching and learning and to provide support for educational programs.**

   A. 33 academic departments created goals related to Goal H. Selected examples are:
   1. **Professional and Organizational Development** will identify technology-based training needs across campus and recruit a presenter(s) to conduct training.
   2. The **Geography, Art History, History, and Political Science Department** will secure standard, appropriate technology for each of its classrooms.
   3. The **Interior Design** faculty will integrate CAD into the curriculum.
   4. The **Art Department** will expand digital aspects of traditional art courses (such as 2-D design) through the addition of new computers, digitizing devices, portable projection systems, and a slide library.

   B. Goals from other teams are as follows:
   1. **Student Services** goals:
      a. **Upward Bound**: will increase the use of technology among Upward Bound students.
b. A **DSPS** goal was to provide computer stations in every DSPS testing room.

c. **DSPS** upgraded computer equipment and software in the High Tech Center Lab for students.

d. **Financial aid** will increase the number of students filing the FAFSA electronically.

e. In **Counseling**, students will be provided greater access to counseling through the implementation of on-line counseling.

f. Via **Counseling**, students will be able to self-schedule appointments over the internet for counseling, orientation, and university rep appointments.

g. **Assessment** will plan the implementation of computerized testing lab which would offer open access to assessment of basic skills.

h. **Health Services** purchased audio visual equipment, furniture and a computer for implementation of a DVD library.

2. **Information Technology/Academic Technology Services** goals:

   a. Update classroom technology standards with academic consensus,

   b. Develop comprehensive master plan including all mainstream technologies,

   c. Develop a lifecycle replacement plan for classroom technology with a 5-year funding plan,

   d. Assist Distance Learning Faculty (FT and PT) course development and delivery support

   e. Investigate the feasibility of video recording classroom instruction to make such recordings available to students via the web on a continual basis,

   f. Develop and propose a laptop computing resources program for adjunct faculty,

   g. Increase web submission of print requests.

3. The **Information Technology/Academic Technology Services Department** will improve classroom and lab support services by:

   a. Improving access to software lab resources so students can utilize specialized lab resources from anywhere on campus or through the Mt. SAC network,

   b. Enhancing support for all labs and lab resources extending open hours as necessary,

   c. Extending staffed Help Desk operations Monday through Friday until 7:30 p.m. and Saturday until 4:00 p.m.

4. **Events Services**: Continue the process of upgrading and replacing existing technical subsystems in Broadcasting and Performing Arts operations to keep abreast with technology changes and avoid age-related failures.

5. **Facilities Planning and Management** will review and update building design standards and infrastructure planning to ensure that new facilities thoroughly address current teaching technology, space, and learning needs.

6. **Goal I**: The College will provide an environment for consciousness of diversity while also providing opportunities for increased diversity and equity for all across campus.

   A. 12 academic departments created goals related to goal I. Selected examples are--

   1. The **Physical Education Division** will continue to create opportunities for our diverse population to succeed and learn valuable life skills through our teams and programs.

   2. **Welding, Psychiatric Technician, and Electronics** will investigate additional instructional support to address the needs of their diverse student populations.

   3. The **Sign Language Department** will increase students’ sensitivity to the Deaf community and their respect for the language and culture of Deaf individuals
B. Goals from other teams are as follows:

1. **Parking Services** seeks to ensure that Disabled Students and Special Permit recipients are afforded adequate parking due to the constant changes caused by construction projects.

2. **Human Resources** will expand recruitment efforts to increase the diversity of its applicant pools (data collection showed an 8% increase in diversity as compared to 2006-07).

3. The **Upward Bound** program attempted to identify, recruit and select 70 students to participate in the program, 2/3 of which would be low income and first generation students; 80% of Upward Bound Students were found to be first generation college students and from low income families; 19% are first generation only; and 1% is low income only.

4. A **DSPS** goal was to revise, update and develop publications to promote awareness and acceptance of students with disabilities.

5. **DSPS** provided “Accommodating Students with Disabilities in the Classroom” online class for faculty to increase equity for students with disabilities in the classroom.

6. **DSPS** provided universal design strategies workshops for faculty and staff to promote equity for all students on campus.

**PART II: ONGOING GOALS**

1. **Goal A:** The College will provide a risk-free environment for the measurement of SLOs under the umbrella of Planning for Institutional Effectiveness.
   - Four instructional disciplines/units created goals related to A.
     1. No clear examples

2. **Goal F:** The College will become a nationally recognized institution of higher education that embraces an atmosphere of self-reflective dialogue in making policies and plans and in communications.
   - Four Instructional disciplines/units created goals related to Goal F. Selected examples are:
     1. Faculty in the **Learning Assistance Center’s** instructional areas will pursue professional growth and exchange expertise.
     2. The **Business Division** will conduct an annual review and comparison with fifty other college Business programs to maintain excellence

3. **Goal G:** The College will provide a risk free environment for the measurement of AUOs related to Planning for Institutional Effectiveness.
   - Two Instructional disciplines/units created goals related to G.
     1. The **Business Division** will encourage the use of AUOs to assess Economic Development Programs (COE, Contract Ed South, and SBDC)
     2. The **Center of Excellence** will use AUOs to assess the effectiveness of its environmental scan reports
4. **Goal J**: The College will embrace an environment of mutual respect and integrity that encourages the exchange of ideas and acknowledges and values contributions made by members of the College community.

   A. Six Instructional disciplines/units or departments created goals related to J. Selected examples are--
      1. The Business Division will conduct a climate survey to assess the work environment and make improvements.
      2. Nutrition & Foods faculty will develop courses across the curriculum to include other disciplines, e.g. Child Development, HRM, and Physical Education.
      3. The Instruction Office seeks to facilitate communication among offices involved in implementing college policies and to work cooperatively with Student Services to support Basic Skills activities.
      4. The Bridge Program added 5 Learning Communities Cohorts (English, math, reading and Counseling) to the Fall '06 Schedule of Classes and 3 additional cohorts in Spring '07.

**Part III. Categorization of Department/Unit Goals That Do Not Align With College Goals**

1. **Improve facilities in support of instructional programs**
   
   A. Make Acoustic, lighting, and infrastructural improvements to Clarke and Studio Theater.
   
   B. Build the instructional facilities that support growing needs of and evolving instructional programs in athletics.
   
   C. Continue to upgrade and maintain basic facilities standards for the Communication Dept classrooms.
   
   D. Maintain Wildlife Sanctuary as a unique outdoor classroom and an integral part of the College. Proposed upgrades to irrigation system are being discussed with Facilities.
   
   E. Address basic skills space issue by adding private offices for counselors, creating an Information Technology staff workspace, an adequate registration area and bookroom.
   
   F. A DSPS goal was to provide computer stations in every DSPS testing room and to obtain more adaptive furniture for classrooms.
   
   G. Another DSPS goal was to secure additional, permanent space for students, faculty and staff; including testing rooms, storage of equipment for students, and instruction.

2. **Strengthen academic programs**

   A. The Business Division office will provide each faculty member in each of the fourteen disciplines a matrix containing information comparing certificates and degrees by discipline to those of 40 other community colleges (to include our benchmark colleges) and ten CSU’s.
   
   B. As identified in Use of Results following SLO completion, develop a handbook of scale requirements and rhythm exercises for music majors.
   
   C. Improve on workshop-style, integrated lecture/lab delivery format in all Physics courses.
   
   D. Expand technical staff for the Art Department (lab techs in traditional art studios), Art Gallery (secretarial, managerial, and technical), Music Department (clerical & accompaniment), and Theater Department (shop foreman, costumer, & student hourly).
3. **Program Promotion/Student Recruitment**
   A. Improve visibility of athletic teams to enhance, continue and improve recruitment and matriculation of student athletes
   B. Send 4500 letters to students taking classes in the Business Division who are one class short of earning a certificate.
   C. Send 1450 letters to students who have earned a certificate from the Business Division, but who have not applied for it.
   D. Develop a new brochure to be used to recruit students into Sign Language classes and the Interpreter Certificate program.
   E. Create an Art program marketing brochure for use in high schools and at outreach/student recruitment events
   F. Increase outreach to students by Health Services Department to address decrease in number of students served between 2004-05 and 2005-06.
   
   **Marketing and Communication:**
   A. Support college-wide effort to boost enrollment by 2.5% annually for the next three years.
   B. Evaluate publications and communication products for market effectiveness.

4. **Increase Student Access and Success**
   A. Expand Theater production schedule to increase student opportunities for performance
   B. As the largest department on campus, the English, Literature, and Journalism Department will expand the part time secretary position to a full time position to address its increasing administrative needs.
   C. Agriculture faculty will improve student access to Agriculture programs through improved marketing, including website and satellite classes
   D. The Information Technology/Academic Technology Services Department will improve classroom and lab support services by:
      a. Improving access to software lab resources so students can utilize specialized lab resources from anywhere on campus or through the Mt. SAC network,
         i. Enhancing support for all labs and lab resources extending open hours as necessary
         ii. Extending staffed Help Desk operations Monday through Friday until 7:30 p.m. and Saturday until 4:00 p.m.
   
   **Assessment:** Students will feel comfortable during assessment testing (98% of the 444 students tested agreed that test directions were clear and test administrator was helpful.
   
   **High School Outreach:**
   a. Increase the number of students fully participating in Connect 4 (68% increase from 2005 to 2006)
   b. Increase the number of students participating in Seniors Day (50% more students attended in 2007 than 2006).
   c. Increase the number of high school counselors who attend the annual High School Counselor's Luncheon (25% increase in 2006 over 2005; 81% of invited counselors attended in 2006)
   d. Develop the New Student Welcome program to address the transition needs of newly admitted students.
   
   **Bridge Programs:**
   a. 93% of students who completed Summer Bridge completed an ed plan during the Fall semester
   b. Bridge students reported feeling connected to the Bridge program and to the College
c. 93% of students completing COUN 5 in the Fall of 2005 declared a major.
d. Increase access to learning communities by adding three additional learning community cohorts (English, math, counseling, and reading) in the Fall 2006 semester and two in the Spring of 2007; five additional cohorts were added to Fall 2006, and three for the spring 2007 semester.

H. Upward Bound: Provide a multi-prong approach of services for potential first generation college students from low income communities
   a. 42% of Upward Bound students demonstrated a .10 or higher GPA increase
   b. 65% of these students demonstrated improvement in their state testing in reading, language, and math
   c. 85% of the students demonstrated improvement in math competencies.
   d. Retention rate was 84% (59 out of 70 students)
   e. 75% of students in the Summer Bridge learning community will “feel connected to the college” at the end of the summer program.

I. Financial Aid: (new goals)
   a. Increase participation in the Scholarship program

J. EOPS/CARE: (new goals)
   a. Increase student persistence by 20% in the program from one semester to the next
   b. Increase student follow through with assigned tutorial sessions
   c. For new students, increase their awareness of program requirements through the orientation process.

K. Counseling: (new goals)
   a. Students will understand the educational planning process, incorporating individual assessment results, educational objectives, and appropriate major as guides for course selection.

L. DSPS: Students who complete DSPS 30 will report using a wider variety of learning strategies and supports, and will feel it helped them be more successful and confident.

5. Support faculty involvement outside of the classroom
   A. Supply the resources necessary to support faculty work on campus outside of the classroom (i.e. curriculum updates, program planning/logistics, facilities planning, etc.)
   B. The History Department will encourage greater committee participation among its Geography, Art History, History and Political Sciences faculty.
   C. SLO/AUO Implementation Team: ensure quality of SLO/AUO implementation process.
   D. Instruction Office: provide training in the use of WebCMS software for online course submission
   E. Division Offices: Assist departments with timely completion of college processes—budget requests, PIE reports, evaluation processes, 4-year course review process, curriculum development.

6. Provide Professional Development Activities
   A. Provide training to faculty and support staff to deal effectively with at-risk students and crisis situations.
B. Provide training to basic skills faculty in teaching content standards.
C. The Academic Technology Services Department will invest in its employees through education and training leading to technical certification.
D. The College Information Systems Department will provide education and training for all of its employees.
E. The Bridge Program provided On Course 1 Workshop to 100% of the English, counseling and reading faculty teaching in Fall 2006.

7. Address Students' Basic Skills Needs
   A. Improve noncredit basic skills orientation.
   B. Refine the process for updating basic skills curriculum and aligning coursework to State Content Standards.
   C. Achieve WASC Accreditation for Basic Skills Department.
   D. Add manager in Basic Skills Department to ensure integrity of curriculum, learning and counseling services.
   E. Bridge Programs:
      1. Pass rate for SSPIRE students in ENGL 68 was 93%
      2. Pass rate for SSPIRE students in ENGL 1A was 94%
      3. Increase by 10 learning community cohorts from the previous year.
   F. Assessment: Reevaluate and refine the use of multiple measures for student placement in basic skills.

8. Improve Services to the Campus
   A. College Information Systems: Develop plan for integrating and improving the existing data warehouse into the new enterprise application system.
   B. Maintenance Department: Complete all safety/emergency work orders with 24 hours (Maintenance Department achieved nearly 80% success in meeting this goal)
   C. Fiscal Services: Evaluate process and procedures related to accounting and payroll functions to recommend changes that will improve efficiency and relevancy for implementation of Banner Finance, Student Accounts Receivable, and HR/PR.
   D. Assure that all of Fiscal Services staff is providing outstanding service to the campus and outside agencies.
   E. Purchasing:
      1. Assure that current processes for all department units provide satisfactory levels of service to the campus and community. A customer satisfaction survey for each unit was administered by the Office of Research and Institutional Effectiveness and results were found to be satisfactory. All recommendations for improvement are being addressed.
      2. Establish and perform campus-wide training in on-line requisitioning for stores and regular purchases, and provide permanent “help” desk to assist campus users.
      3. Establish campus-wide copier program to result in annual savings and ability for IT to network copiers into technology infrastructure.
      4. Support purchase and implementation of a direct call system.
   F. Accounting: Assure that the Accounting Department is providing outstanding service to the campus and outside agencies.
   G. IT/Infrastrutcture Support Team: Expand the College’s standards-based wireless network infrastructure to cover all campus locations and local community service areas within the coming 36 months.
H. **IT/College Info Systems**: Improve College-wide user reporting functionality and capabilities by implementing e-Print for Banner by October 2007, and update/document data reporting standards and processes to insure accurate, timely, and consistent public, state, federal and constituent reporting requirements and objectives.

I. **Technical Services**: Customers will be satisfied with the scope, timeliness, and cost effectiveness of support services offered by units of this department (Event Services, Broadcast Services, and Performing Arts Operations).

J. **Print Services**: Maintain a 24-hour turn-around service for most black and white copies.

K. **Accounting/Payroll**: Assist with the requirements for Mt. SAC to obtain Fiscal Accountability status.

L. **Maintenance**:
   1. Implement a computerized maintenance management system and hire a Preventative Maintenance Coordinator
   2. Ensure proper maintenance of new and renovated facilities by improving preventative and scheduled maintenance practices.
   3. Improve work order response time.

M. **Grounds**:
   1. Implement a grounds equipment replacement plan.
   2. Ensure proper grounds maintenance around newly constructed facilities by implementing industry standard service and staffing levels.

N. **HazMat and Waste Management**:
   1. Implement proper response procedures for hazardous materials incidents.
   2. Implement proper procedures for universal waste (complete in September 2006).
   3. Ensure accurate and comprehensive record-keeping for all hazardous material abatement projects.
   4. Evaluate and ensure compliance with regulatory agency requirements across campus.
   5. Evaluate and update the Campus-wide recycling efforts and disposal contracts.

O. **Transportation**:
   1. Develop and implement a campus-wide vehicle replacement plan.
   2. Improve operational efficiency by constructing a compliant vehicle wash facility.
   3. Implement a garage equipment replacement plan.

Q. **Warehouse**:
   1. Assure that current Warehouse processes provide a satisfactory level of service to the campus and community.
   2. Implement ERP software for receiving, storing, and fixing assets to enhance institutional effectiveness.
   3. Improvement management of permanent records stored in the Warehouse.

R. **Human Resources**:
   1. Utilize PeopleAdmin to streamline recruitment process.
   2. Evaluate and update all Human Resources internal procedures: recruitment/hiring, hiring/processing, tracking, and salary advancement.
3. Through research, explore the viability of bringing on an additional online fingerprinting system.
4. Procure document imaging services for personnel files.

S. **Health Services**:
   1. Explore new services for students and campus employees
   2. Develop campus-wide health education program
   3. Increase outreach to part-time faculty
   4. Hire permanent staff to service college community: mental health professional and nurse practitioner.

T. **Financial Aid**: Increase 20% of financial aid records to be received by priority filing deadline; a 25% increase was achieved between 2004-05 and 2005-06.

U. **DSPS**:
   1. Developing captioning brochure
   2. Update DSPS website
   3. Develop job description for staff proctors; stabilize front counter personnel; hire one more hourly counselor

V. **Marketing & Communication**:
   1. Evaluate the Mt. SAC website to determine how it can be used more effectively as a marketing tool
   2. Evaluate publications and communication products for market effectiveness
   3. Strengthen the Mt. SAC brand and raise public awareness of the College's programs, services, and accomplishments

W. **Ensure a smooth transition to Institutional phase of outcomes assessment as the three-year implementation phase comes to an end (SLO/AUO Implementation Team)**

X. **Initiate the General Education Outcomes Assessment plan**

Y. **PE Division**:
   1. Support adequate assistance to student athletes in preventing injuries and caring for and rehabilitating injured student athletes
   2. Improve functioning of the Off Season Clinic Athlete Rehabilitation Program (OSCAR)

Z. **Research and Institutional Effectiveness**:
   1. Increase campus awareness of research services available
   2. Improve quality of website

9. **Improve Campus Environment**
   A. Provide a safe and risk-free environment where the involvement of campus employees in campus safety is encouraged and rewarded; strengthen functioning of Health and Safety Committee
   B. Continue the development of policies and procedures for installation of CCTV surveillance system to reduce property loss on campus.
   C. Increase use of video surveillance cameras to monitor public and student gathering areas and high crime areas.
   D. **Facilities Planning & Management**:
      1. Develop key issuance and access controls plan.
2. Develop ADA Transition Plan in concert with Disabled Student Services
3. Evaluate manager and clerical employee safety and skills training.

E. Custodial:
1. Implement a custodial equipment replacement plan.
2. Ensure proper custodial care for the new and upgraded facilities by implementing industry standard service and staffing levels.
3. Develop a special crew to complete periodic project work

F. Grounds:
1. Reduce the number of work hours lost by staff due to industrial accidents
2. Improve playability of the athletic facilities by implementing a perennial ryegrass over-seeding program
3. Improve general appearance of grounds and exterior spaces by adding trash receptacles and ash urns in strategic locations

G. Warehouse: Address safety and health issues to improve work environment

H. Arts Division: support faculty collaboration between programs and departments.

I. Humanities and Social Sciences Division: Establish and maintain an affective environment free from encumbrances preventing faculty from functioning at a maximum potential.