VII. TEAM GOALS

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Based on unit/division-level planning efforts, Vice Presidents were asked to provide a brief analysis of progress and challenges encountered towards meeting Team goals as well as to recommend revisions. Overall, the Teams were able to achieve progress toward most of their goals. For example:

Progress Toward Achieving Team Goals

Student Services

- Outstanding progress with automation of college admissions and registration processes is being made. Students are receiving timely information through various modes – mostly through their student portal or college email, with some items still sent through regular mail.
- DSPS has continued to study and refine their approaches to reaching out to potential students.
- Expansion of Bridge and Aspire, initiation of ACES have added more opportunities for specific students to receive necessary support services.
- Counseling has developed more modes of services for students through online probation intervention and online new student orientations and online counseling.
- Health Center staff are developing outreach efforts to enable students to know about 'available health services'.
- The annual Student Services Division Professional Development Day program was regarded as the most successful program to date. Providing distinct opportunities for staff/faculty/managers to interact, to learn from each other and learn together, is critical for the empowerment of our employees.
- Through Student Services Management, Student Service Team, and Student Preparation and Success Council meetings, policies and procedures are initiated and reviewed.
- DSPS, EOPS, CARE, CalWORKs, Student Life and ACES are in need of immediate assistance to institute more integrated, electronic client and service tracking and report generation in order to measure service utilization and measure the effectiveness of program components as well as measures of student success.

Human Resources

- Prepared and submitted RFP’s for classification and compensation study.
- Lack of campus appreciation and support for HR role and function.
- Requires assessment of current structure and review of budget support for possible re-organization under HR.
- Submitted RFP’s for consideration of a college EAP program.
- Scheduling and encouraging training for all employees.

Administrative Services

- In 2010-11, Risk Management, in collaboration with IT, Public Safety and Marketing, implemented the ConnectEd mass notification system which included training for the key administrators and testing with the staff and students. One of the challenges of the system is that it is a voluntary enrollment system which requires ongoing marketing toward increased participation.
• The Public Safety Department has worked in conjunction with Risk Management and Information Technology on the implementation of the Mass Communication System (Connect Ed). The challenges for this program is the students/staff population who are not yet enrolled in the system.

• Currently, the Department of Public Safety maintains monthly statistics regarding crimes that occur on campus and a Daily Incident/Activity Log.

• Lack of IT staff and support in order to implement a Purchasing Card system. Fiscal Services has also had other priorities, so staff resources have also been limited.

Instruction Team

• Data collected by the tutoring centers shows that tutoring and out-of-class support are critical to increasing success and achievement rates for students.

• Tutoring centers have developed effective strategies for reaching more students; examples are targeted topic workshops and Tutors in the Classroom.

• Facilities in the Library have been reconfigured to provide additional study spaces for students.

• Many faculty have revised instructional activities and course delivery strategies based on outcomes assessment data in order to strengthen student success.

• The Basic Skills outcomes assessment projects have helped the College determine which activities are the most effective in benefiting student success.

• The Grants Office continues to identify grant opportunities that will provide badly needed support for innovation and change, as well as for strengthening the success of targeted populations of students.

• Departments across the college have established course-level SLOs on virtually every course and some program-level outcomes as well. Assessment efforts are compliant with the Academic Senate Plan.

• GEO outcomes assessment work has helped create dialogue among different departments and groups of faculty.

• A sincere openness to developing a culture of meaningful assessment appears to be emerging.

• Art Gallery exhibitions continue to bring a rich and diverse opportunity for academic and cultural enrichment for students and the college community.

• Students were able to participate in regional, state, and national competitions using Stars of Excellence funding. They were able to learn while they excelled in competitions tied to disciplines across the College as varied as Journalism, turf, Robotics, music, and health careers occupations.

• The Curriculum Liaison and Dean of Instructional Services presented training on the integrated course outline of record to update department chairs across the campus on requirements of the State.

• Several of the CTE departments have benefitted by Perkins/VTEA funding to purchase instructional technology and equipment to meet standards established in their respective industries.

• Most departments and disciplines are holding their advisory committee meetings; a theme in this PIE report is change made in response to input from advisory committees.
Challenges Toward Achieving Team Goals

Many challenges were faced. There was a clear indication that inadequate resources across all departments made it much harder to impossible for Teams to achieve progress toward some of their goals as such there was a clear need to improve efficiency of programs and services to account for reduced resources available:

- Perkins/VTEA funding is sharply reduced for next year which will make it harder for us to provide necessary instructional technology, equipment, and software.
- Facilities funding is extremely limited so that we cannot accommodate growth in some classroom buildings and face serious safety issues.
- Staffing needs in tutoring centers are an ongoing challenge. Current assessment shows significant impact on student success for students who seek tutoring services, but our capacity for serving students is crippled by budgetary limits. The TERC, for CTE students, is particularly threatened with the loss of funding streams previously enjoyed, but other labs are also limited to serving only about 17% of our students.
- Specialty areas continue to struggle to provide adequate services without appropriate staffing.
- Classified staff members providing support for instructional programs also need professional development to maintain currency.
- Providing adequate funding for materials and supplies has been extremely challenging, particularly in areas whose materials continue to increase dramatically in cost.
- Supply budgets have been static for nearly 10 years; in order to meet the needs of programs, managers are required to transfer money from other accounts in a desperate effort to provided needed materials and supplies. Most budget augmentations for supplies have been with one-time money, so permanent solutions have not been possible in most cases.
- Fewer grant opportunities are available in an economy that remains stagnant.
- Not enough trained individuals for new emerging technologies (e.g., Mass Communications Systems; Banner-Portal Web support)
- To improve efficiencies, the college needs to use cross-collaborative approaches

Overall, there was a need to simplify processes and to provide groups with feedback about their progress and the value seen in their work. While data was being used well in some areas (e.g., outcomes assessment and administrative unit objectives), the use of Banner/Argos reports was lacking. Building renovations and being part of the planning, design and construction process for new buildings was taking a lot of time for employees especially as it requires deep planning discussions.

Team Goal Changes for 2011-12

Next year’s Team goals are listed below with changes as noted.

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

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

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

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

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

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

IN-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).

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

IN-10. Increase support for basic skills activities that benefit an increasing number of students across the College.

IN-11. Strengthen the ability to access data on student success and achievement through the development and maintenance of effective instructional support activities and course delivery models.

**Human Resources Team**

HR-1. Create an institutional approach to address faculty, management, and staff recruitment, assessment, and retention efforts.

HR-2. Strengthen the district’s professional development program through a cohesive organizational approach to assist employees in maintaining excellence in their professions.

HR-3. Promote a healthy work environment that nurtures personal and professional development.

HR-4. In accordance with the California Community Colleges State Chancellor’s Office new requirements, communicate the Equal Employment Opportunity plan to the campus community. Provide regular and ongoing training to assist employees in developing sensitivity to ethnic, racial, physical, and lifestyle diversity.

**Administrative Services Team**
AS-1. Develop a College-wide Sustainability System


AS-3. Develop and Make Available College Data Information/Reports

AS-4. Implement Custodial OS1 Program

AS-5. Develop and Implement Master Planning Facilities/Education/Technology/Utilities

**AS-6. Provide Employee Safety Training** Develop Title 8 written programs and provide employee safety training.

**AS-7. Continue Focus on Professional Development (use AS-6 instead)**

(was AS-8) **AS-7. Develop Enterprise Application System Training/ Implementation**

(was AS-9) **AS-8. Develop Purchasing Card System**

(was AS-10) **AS-9. Provide Academic/Student Technology Support**

(was AS-11) **AS-10. Protect Investment in Facilities/Infrastructure**

New **AS-11. Update Campus building, architectural, and classroom technology standards.**

New **AS-12. Evaluate/update construction project delivery methods including major capital, small projects, and safety.**

New **AS-13. Evaluate and implement a maintenance management system.**

New **AS-14. Expand the use of electronic document imaging to reduce the utilization of paper.**

**Student Services Team**

SS–1. Ensure that pathways are available, efficient, and well–defined for students to pursue their educational goals.

SS–2. Provide avenues through which students can be involved in the campus community.

SS–3. Provide comprehensive and coordinated services to enable students to reach their goals.

SS–4. Provide services that support student learning in an effort to ensure continued enrollment in subsequent terms.

SS–5. Assure that services provided by the division are designed to provide students with the tools and information required to successfully attain their educational and career goals.

SS–6. Conduct dynamic research to measure outcomes and student success.
SS–7. Provide opportunities for professional development and technical training to all staff.

SS–8. Exercise inclusive planning processes to make budget decisions and share and distribute resources.

SS–9. Recommend changes to policies and procedures to improve efficiency, ensure equitable treatment of students, and to maintain compliance with state and federal laws and regulations.

SS–10. Create opportunities to educate the campus and community regarding key student issues and concerns, procedures, policies, and regulations.

SS–11. Work collaboratively to advocate for technological and infrastructure support to improve services to students.