



manager **PIE**
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2014-15
2015-16
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2017-18

Planning for Institutional Effectiveness

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NOTE: This PIE Form is optimized to be used in Acrobat 10 or later.



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Planning for Institutional Effectiveness

Introduction:

I. Institutional Mission

The mission of Mt. San Antonio College is to support students in achieving their full educational potential in an environment of academic excellence.

Your area's program review will be recorded on this form summarizing the current year and documenting planning for the next 3-year cycle.

TracDat is the college's database for recording outcomes. Please update your outcomes work regularly. <http://tracdat.mtsac.edu/tracdat>

II. Division and Division Units: *Select your Area or Division*

DIVISION	Professional & Organizational Development (F)	Units:
Dean	Stacey Gutierrez	Units:
E-mail / Extension	sgutierrez95@mtsac.edu/5810	Units:

III. Division Mission

Enter your Division Mission Statement here.

IV. College Themes and Goals

College themes and goals allow the campus to focus on critical issues. Articulated by the President's Advisory Council and approved by the Board of Trustees, they guide institutional planning and assessment processes.

Theme A: To Advance Academic Excellence and Student Achievement

College Goal #1	The college will prepare students for success through the development and support of exemplary programs and services.
College Goal #2	The college will improve career/vocational training opportunities to help students maintain professional currency and achieve individual goals.
College Goal #3	The college will utilize student learning outcome and placement assessment data to guide planning, curriculum design, pedagogy, and/or decision-making at the department/unit and institutional levels.

Theme B: To Support Student Access and Success

College Goal #4	The college will increase access for students by strengthening recruitment opportunities for full participation in college programs and services.
College Goal #5	Students entering credit programs of study will be ready for college level academic achievement.
College Goal #6	The college will ensure that curricular, articulation, and counseling efforts are aligned to maximize students' successful university transfer.

Theme C: To Secure Human, Technological, and Financial Resources to Enhance Learning and Student Achievement

College Goal #7	The college will secure funding that supports exemplary programs and services.
College Goal #8	The college will utilize technology to improve operational efficiency and effectiveness and maintain state-of-the-art technology in instructional and support programs.
College Goal #9	The college will provide opportunities for increased diversity and equity for all across campus.
College Goal #10	The college will encourage and support participation in professional development to strengthen programs and services.
College Goal #11	The college will provide facilities and infrastructure that support exemplary programs and the health and safety of the campus community.
College Goal #12	The college will utilize existing resources and improve operational processes to maximize efficiency of existing resources and to maintain necessary services and programs.

Theme D: To Foster an Atmosphere of Cooperation and Collaboration

College Goal #13	The college will improve the quality of its partnerships with business and industry, the community, and other educational institutions.
College Goal #14	The college will improve effectiveness and consistency of dialogue between and among departments, committees, teams, and employee groups across the campus.

SectionOne: *Where We Are—An Analysis and Summary of the Current Year*

I. Planning Context: Division Goals for: Professional & Organizational Development (POD)

a. Identify the *overarching* goals (informed by Unit goals) that guided your Division's work for the 2014-15 year (from your 2013-14 PIE form) in the following table and connect those goals to the College Themes. Add rows (+) as needed. Delete rows (X). (limit 10 goals)

Roll-Over to see "overarching goal" example

Division Goal Name	Division Goal	College Theme
Provide Opportunities for Employees	Provides opportunities for continued professional development, organizational development, and employee engagement that are consistent with the institutional mission and goals for all employees.	B: Access and Success
Evaluate Effectiveness	Systematically evaluate professional development opportunities. Use results of these evaluation as basis for improvement.	B: Access and Success
Needs Assessment	Develop and implement campus wide professional development needs assessment, share results, and develop professional development plan utilizing results.	D: Cooperation/Collaboration
Collaboration	Collaborate with key stakeholders (i.e. Classified Professional Development Committee, Faculty Professional Development Committee, Professional Development Council, Faculty Association, Academic Senate, CSEA 262, CSEA 651, Wellness Committee, Health and Safety Committee, VOICES, Custodial Committee, Student Equity etc.) to gather input, develop, and implement professional development resources and opportunities to all employees.	D: Cooperation/Collaboration
Awareness	Promote POD and increase awareness of the resources available to employees that can assist in supporting institutional mission and goals.	B: Access and Success

II. Notable Achievements for: Professional & Organizational Development (POD)

Enter a brief summary of your Division's successes for the 2014-15 year in the field below followed by a listing, by theme, of the Notable Achievements. This provides opportunity to highlight your Division's proudest moments for this year. Text boxes will expand as needed. Add rows (+), delete rows (-).

Roll-Over to see Achievement example

a. Narrative Summary	POD consistently provided resources and opportunities related to professional development, organizational development, and employee engagement for all employees throughout the year.	
Add Notable Achievement Theme	Organization / Process	
Add Notable Achievement Theme	Organization / Process	
<p>A campus wide license for Qualtrics was funded via the President's Office and the department of Information Technology for \$5,000. This is a survey software program that aides in electronic surveys. This tool has been utilized by POD to create and administer surveys, evaluations, and needs assessments. All students, employees, and faculty have access to this license and training has been provided on a consistent basis throughout the year.</p>		
<p>A campus wide license for Lynda.com was funded via the President's Office and Faculty Professional Development for \$15,000. Lynda.com is an online subscription library that teaches the latest software tools and job skills for staff and faculty via high-quality instructional videos. Employees now have unlimited access to over 3,500 online or just-in-time training in a wide variety of disciplines including technology, education, Elearning, information technology, marketing, photography, web, etc.</p>		
<p>FLEX and Professional Development Day- POD collaborated with the Faculty FLEX Task Force, Classified Professional Development Committee and CSEA in supporting and/or developing professional development opportunities during the designated FLEX and Professional Development Days. Created and implemented an online Request For Proposal process that assisted in tracking and monitoring all RFP's.</p>		
<p>Emergency Preparedness Week- POD collaborated with the Health and Safety Committee along with the Emergency Planning Task Force to provide professional development opportunities for employees and students related to emergency preparedness. Training was provided in person and via live streaming.</p>		
<p>Facilities Planning Summit- POD assisted in the coordination and facilitation of a planning summit for the Facilities Department. Gaps and challenges, training needs, accreditation standards, and solutions were identified during the two planning summits.</p>		
<p>Conference & Travel- Successfully managed faculty conference and travel budget (\$54,000) and POD conference and travel budget. POD collaborated with the Faculty Professional Development Committee and the Professional Development Council in reviewing applications and identifying who will be awarded up to \$1500 to attend a conference. Developed and implemented an online voting process for PDC and FPDC to review and vote on applications.</p>		
<p>Faculty Inquiry Group- POD successfully managed the budget. FIG money was established via Faculty Collective bargaining to complete faculty inquiry projects. Currently, seven projects have been awarded approximately \$45,000.</p>		

Add Notable Achievement Theme

Select Achievement Theme

Parachutes and Ladders- POD collaborated with the Developmental Education team in coordinating the Parachutes and Ladders event. POD recommended and assisted in the implementation of a new online registration system. In addition, POD processed all paperwork and managed budget.

New Employee Welcome (NEW)-POD collaborated with Human Resources and CSEA 262 to coordinate and facilitate two new employee orientations. It is mandated per CSEA 262 collective bargaining agreement that NEW is offered twice a year.

Management Retreat- POD collaborated with the President's Office and the Management Steering Committee to develop, implement, and facilitate a two day management retreat. This is the first time in nearly five years managers have had the opportunity to take two days to focus on team building, leadership, communication, identify challenges on the job, and provide solutions to challenges.

Increased Participation- POD collaborated with the Facilities Department to identify training needs and has provided consistent training for CSEA 651 and night shift employees. POD is also invited to attend and provide support to various committees and planning meetings related to professional development and employee engagement.

IT Collaboration- POD has collaborated with the Information Technology department to enhance POD's learning management reporting system. POD now has the capability to track not only attendance rates, but also the number of workshops offered as well as workshops offered via a specific category (i.e. wellness, human resources, Department Chair training, FLEX day, etc.). In addition, special coding was noted on the Professional Development Calendar of Activities website to highlight opportunities for each employee classification (i.e. f=faculty, c=classified, m=management) thereby displaying opportunity for all.

Employee Engagement- POD collaborated with PDC, CPDC, FPDC, VOICES Committee, Information Technology, and the Office of the President to establish a Halloween Costume Contest, summer book reading club. In addition POD collaborated with Health and Safety Committee and Wellness Committee to provide gifts and food as incentives to participate in professional development activities. These activities were established to encourage employee engagement. Employee engagement has a direct correlation to improving workplace performance.

III. Tracking Conditions, Retention & Success, Critical Decisions and Outcomes Assessment for: Professional & Organizational Development (POD)

Enter a brief summary for each section based on the 2014-15 year followed by information provided in your Units' PIE forms. Add rows (+), delete rows (-).

a. External Conditions Summary

External conditions greatly influence POD's training schedule, opportunities, and ability to meet the growing demands of professional development.

Economy / Budget	<i>Roll-over to see example</i>	Data Source
Changes and updates related to EEO, legal mandates, Accreditation, and Chancellor Office guidelines impact training.		<i>Add Data Source</i>
Federal work study budget has been drastically reduced. Time limits on number of hours worked have a dramatic impact on a small POD department with a large number of tasks and responsibilities including keeping the office open.		<i>Add Data Source</i>
State funding allocation for professional development greatly impacts POD's ability to meet the needs of professional development demands aligned with college initiatives.		<i>Add Data Source</i>

b. Internal Conditions Summary

Limited staffing and resources impact POD's ability to properly meet the needs of professional development demands aligned with college initiative.

Facilities / Maintenance	<i>Roll-over to see example</i>	Data Source
POD is temporarily being housed in building 40. The location of this building has had a negative impact on employees. The POD center is open for all employees, however, the location is inconveniently located too far away from the main part of campus for employees to utilize resources. The Center is currently under utilized as a result. The temporary location is a strain on small POD staff to gather supplies, set up, and take down for events that occur in the middle of campus.		<i>Add Data Source</i>
The growing demands of professional development needs campus wide (including our CSEA 651 population) calls for an increase funding for staffing in POD.		<i>Add Data Source</i>
Participation from the Professional Development Council in providing input and support for POD Conference and Travel along with campus professional development events has been a tremendous asset.		<i>Add Data Source</i>
POD Center construction is incomplete. POD staff has relied heavily on booking classrooms via Events Services. In addition, various departments have been supportive in lending golf carts to assist in carrying supplies to various events on campus throughout the year.		<i>Add Data Source</i>

c. Retention and/or Success

Enter Analysis and Summary here

Select Theme

Roll-over to see example

Data Source

Add Data Source

d. Critical Decisions

Enter Analysis and Summary here

Critical Decision Theme

Roll-over to see example

Data Source

Add Data Source

The POD Center is currently under construction. It was brought to our attention that no funding or planning was set aside for Audio Visual Equipment. AV Equipment is critical to the success of professional development. As a result, POD spent \$10,000 of money initially allocated to be used to hire professional experts/trainers to be reallocated for AV equipment.

e. Progress on Outcomes

POD is in the process of re-establishing itself. Benchmarks will be set for the 2014-15 year.

Outcomes Theme

[Link to Outcomes report](#)

Roll-over to see example

Data Source

Add Data Source

Set benchmark for coordinating and tracking professional development opportunities on POD learning management system.

Add Data Source

IV. Closing the Loop; Alignment and Progress on College Goals: Professional & Organizational Development (POD)

This section serves as a "reporting" function to describe how your area closes the loop and connects planning to budget allocation: How did the prioritized college resources connect to your area's outcomes over the past year? What progress has your area made with the resources provided? Please include progress on plans that did not require new resources if applicable.

Roll-Over to see a "Closing the Loop" example

a. Narrative Summary

Current funding is used to maintain operations.

Closing the Loop Theme

Funding

The majority of funding dedicated to POD went towards staffing and supplies in an effort to maintain office operations.

b. Strategic Objectives Assigned to : Professional & Organizational Development (POD)

Your Vice President has assigned the following Strategic Objectives for your area from the Mt. San Antonio College [2014-15 Strategic Plan](#) and identified in the Process Map of Integrated Planning (see Roll-Over below). Not all areas will have a Strategic Objective assigned to them.

Click on the links below to address the components of the Strategic Objectives assigned.

Section Two: Where We Are Going—Planning for the Next Three Years

I. Planning: Division Goals and Strategic Objectives for: Professional & Organizational Development (POD)

a. The following table contains your goals as noted in Section One-I for 2014-15. Review your area's goals and revise, add new goals or remove goals that are no longer relevant as appropriate for planning for 2015-16, 2016-17, and 2017-18. Add rows (+) as needed. Delete rows (X).

Division Goal Name	Division Goal	College Theme
<i>Provide Opportunities for Employees</i>	<i>Provides opportunities for continued professional development, organizational development, and employee engagement that are consistent with the institutional mission and goals for all employees.</i>	<i>B: Access and Success</i>
<i>Evaluate Effectiveness</i>	<i>Systematically evaluate professional development opportunities. Use results of these evaluation as basis for improvement.</i>	<i>B: Access and Success</i>
<i>Needs Assessment</i>	<i>Develop and implement campus wide professional development needs assessment, share results, and develop professional development plan utilizing results.</i>	<i>D: Cooperation/Collaboration</i>
<i>Collaboration</i>	<i>Collaborate with key stakeholders (i.e. Classified Professional Development Committee, Faculty Professional Development Committee, Professional Development Council, Faculty Association, Academic Senate, CSEA 262, CSEA 651, Wellness Committee, Health and Safety Committee, VOICES, Custodial Committee, Student Equity etc.) to gather input, develop, and implement professional development resources and opportunities to all employees.</i>	<i>D: Cooperation/Collaboration</i>
<i>Awareness</i>	<i>Promote POD and increase awareness of the resources available to employees that can assist in supporting institutional mission and goals. In addition, utilize the POD learning management system to track progress.</i>	<i>B: Access and Success</i>

The following Strategic Objectives are assigned to this area as identified in the Mt. San Antonio College [2014-15 Strategic Plan](#). They inform the planning process for action over the next two years (NOTE*Not all areas will have a Strategic Objective assigned to them.)

# Strategic Objective	Strategic Objective

II. Planning for the Next Three Years for: Professional & Organizational Development (POD)

a. Narrative Summary

POD's plan for the next three years includes an increase in staffing to assist in providing additional professional development resources and opportunities for Mt. SAC employees in support of campus goals and initiatives.

New Plan or Activity	Program Success
New Plan or Activity	Select Activity Theme
Provide a campus wide professional development needs assessment on an annual basis. Utilizing a survey that has been agreed upon by all key stakeholders, conduct a longitudinal study to identify trends and needs in professional development.	
Implement ideas provided via various campus wide professional development initiatives, legal mandates, and Chancellor office guidelines that supports campus goals and initiatives.	
Identify strategic play to enhance current resources to further support campus goals and initiatives.	
Collaborate with President's Office, Professional Development Council, Faculty Professional Development Committee, Classified Professional Development Committee, etc. to develop Talent Development Center. This center will be focused on providing various teaching and learning programs and certificates to support and enhance employee job skills.	
Collaborate with key stakeholders to develop and implement an orientation/onboarding for faculty, staff, and management. This orientation/onboarding would include exposure to the Mt. SAC culture, matrix, mission, vision, and goals, as well as handling day to day operations. Options for online and in person to accommodate all employees include adjunct faculty, night shift and swing shift employees.	
Collaborate with Classified Professional Development Committee (CPDC), Professional Development Council (PDC), CSEA 262, CSEA 651, Classified Senate, and President's Office to develop and implement Great Staff, a leadership and team building retreat for Classified employees.	
Based on the feedback from the recent management retreat, collaborate with Management Steering Committee, Management Professional Development Committee, Mt. SAC Executive Team to establish a campus wide customer service training for student employees and Mt. SAC employees.	
Based on feedback from the recent management retreat, establish a mentor program at Mt. SAC. This program can service managers, faculty, and classified staff. Collaborate with Professional Development Council, Management Professional Development Committee, and Executive Team to develop program, criteria, and guidelines.	
Identify strategic play to encourage/support employee engagement which will in turn support campus goals and initiatives.	
Develop our own in house Leadership Institute led by our Mt. SAC executives, faculty. management, alum, and community members. We can potentially open this up to other institutions for a fee.	

New Plan or Activity	Select Activity Theme
Develop our own Deans training conference or retreat. Collaborate with the Office of Instruction, Management, and Executive Team to develop a 1-2 day retreat or conference for Deans or employees displaying potential or interest in becoming a Dean. The event will support regular duties of a Dean along with current research, trends, and technologies that can help enhance their work and support campus goals and initiatives.	
Restore POD Staffing to accommodate the growing professional development demands in support of the campus mission, vision, goals, and campus initiatives.	
The demand for professional development has increased dramatically. A classroom and office that were originally a part of the POD training center were taken over by the LAC and Technical Services when POD vacated the premises in the library. POD would like to reclaim the office and classroom that were originally a part of POD's department to better serve the employee population and better meet the professional development needs and demands of employees. There is one office in particular that poses a hazard in that it is locked and barricaded, posing a safety concern at the receptionist desk if in the event a person in that location needed an alternate emergency exit.	
Upgrade/enhance website to maintain resources and opportunities for all employees. Also to be utilized as a tracking device for employees to track approved workshops, upcoming events off campus, literature and research that can enhance employee growth and job skills.	
Collaborate and identify boundaries and tracking between what POD provides for professional development and what each department is responsible for providing in the field of professional development.	

III. Budget Prioritization for: Professional & Organizational Development (POD)

Budget prioritization for the 2015-16 cycle is intended to inform the Instruction Team's prioritization process each July.

1. Download the Budget Prioritization form to your computer using the button below.
2. Use "Save As" to rename the document "2015-16_PIErequests_your division name or acronym"
3. Save to your computer
4. When information on the spreadsheet is complete, click on the "Attach Documents" button below, navigate to the file on your computer, and save. The document will remain attached to your Manager PIE form.

Section Three: Recommendations for Improving the Planning Process

I. What suggestions do you have for improving the planning process for your area?

It would be highly beneficial for POD to review all PIE plans BEFORE the actual due date. POD's professional development, organizational development, and employee engagement plans are contingent upon the Management PIE plans.

Provide additional categories in values section related to Institutional Effectiveness and Employee Success.

II. What additional information should the College provide to assist your area's planning?

It would be helpful to discuss during a training session, open office hours, or best practices session a draft of the PIE we are working on.

Thank you for completing the Manager PIE form summarizing 2014-15, and summarizing your area's planning for the 2015-16, 2016-17, and 2017-18 three-year cycle.

Please save this form and forward to your Vice President by 08/01/ 2015.

Questions regarding this form? Send an email to Don Sciore, Associate Dean of Instruction, at dsciore@mtsac.edu or Meghan Chen, Dean, Library & Learning Resources, at mchen@mtsac.edu.

For your convenience, you may lock this form and prevent changes to your work:

1. Click the "Lock this Form" button below, enter password "pie" (lower case/no quotes)
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