2014-15
unitPIE
2015-16
2016-17
2017-18

Planning for Institutional Effectiveness

Introduction

SectionOne

Where We Are: A Summary and Analysis of the Current Year 2014-15

SectionTwo

Where We Are Going: Planning for the Next Three Years, 2015-16, 2016-17, 2017-18

SectionThree

Recommendations for Improving the Planning Process

NOTE: This PIE Form is optimized to be used in Acrobat or <u>Adobe Reader 10 or later.</u>

unitPIE 2014-15 2015-16 2016-17 2017-18

Planning for Institutional Effectiveness

UNIT	Admissions and Records	Current Year	YEAR 1	YEAR 2	YEAR 3
Contact Person	George Bradshaw	2014-15	2015-16	2016-17	2017-18
E-mail / Extension	gbradshaw@mtsac.edu/5570	✓ Summary	✓ Planning	✓ Planning	✓ Planning

Your Unit Program Review will be recorded on this form summarizing the current year and documenting planning for the next <u>*three-year cycle.*</u>
Please remember *that all outcomes assessment work should be recorded in TracDat (http://tracdat.mtsac.edu/tracdat) in order for your assessment work to best contribute to institutional reports. Outcomes assessment work may include courses, programs, direct and indirect services, organizational structure, structural elements, and institutional outcomes. Respond to only the outcomes categories or types that apply to your unit.*

Institutional Planning Framework

The college is unified through its demonstrated connection to the mission. Driven by the California Master Plan for Higher Education, revised by the President's Advisory Council, and approved by the Board of Trustees, it informs all planning and assessment.

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.

Unit Mission

The Office of Admissions and Records supports the college's educational mission through the provision of programs and services that promote student learning, access, retention, and success.

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: A Summary and Analysis of the Current Year 2014-15

I. Summary Context - Unit Goals for: Admissions and Records

Identify the goals that guided your Unit'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).*

Unit Goal Name	Unit Goal	College Theme
Improve Campus Enrollmer ⊞	Successfully plan and implement campuswide business processes that enhance and support the statewide SSSP policies.	B: Access and Success
Improve Campus Enrollmer ⊞	Improve the helpfulness and overall usefulness of the campus' degree audit system (MAP) for a broader spectrum of the campus community.	D: Cooperation/Collaboration
Improve Campus Enrollmer ⊞	Effectively plan and manage the A&R transition to OnBase the campus' new document imaging, storage and retrieval technology.	C: Secure Resources
Improve Campus Enrollmer ⊞	Improve business processes that facilitate a healthy campus enrollment that meets campus goals.	D: Cooperation/Collaboration
Improve Campus Graduatic ⊞	Add an additional Evaluator to create additional graduation processing and transcript evaluation efficiencies for the purposes of meeting SSSP mandates.	B: Access and Success

II. Notable Achievements for: Admissions and Records

Enter your Unit's successes for the 2014-15 year in the table below. This provides opportunity for closing the loop on your Unit's activities completed this year. *Text boxes will expand as needed. Add rows (+), delete rows (X).*

Priority for Manager Summary	Unit Achievements for the 2014-15 Year	Connected Unit Goal/ College Theme
High	Worked with various campus units (IT, Financial Aid, Counseling, Assessment, EOPS, DSPS, Veterans, Foster Youth, etc.) to design and facilitate the successful implementation of the statewide mandated SSSP Registration Priorities. New "time-ticketing" priorities had to be developed and tested in conjunction with the various units. Time-ticketing process was developed ahead of schedule and was implemented in summer 2014 ahead of the Fall 2014 requirement. In conjunction with IT, the Office of Admissions and Records successfully assigned over 238,000 registration appointments for the 2014-15 academic year. The success with this priority lead to the campus being compliant with the statewide mandates and helped to facilitate the campus meeting its enrollment goals leading to a 5.5% FTE growth over the previous year.	Unit: Improve Campus Enrollment
		D. Cooperation/Collaboration

Priority for Manager Summary	Unit Achievements for the 2014-15 Year	Connected Unit Goal/ College Theme
High	Worked with IT to develop an APEX based SSSP "look-up" system that allows campus employees with appropriate access to look up a student's status as it relates to their completion of mandates SSSP criteria (e.g., Orientation completion, Assessment completions, Educational Planning completion). This look up is used extensively by Student Services departments that provide services to students. Moreover, given the newness of the SSSSP requirement for the 2014-15 academic year, this was the primary resource for front counter individuals who were tasked with lessing the confusion of new entrants to the campus as it related to registration priorities and possible student holds. The ease with which employees were able to look up student SSSP status contributed to the campus reaching its growth enrollment targets.	Unit: Improve Campus Enrollment D. Cooperation/Collaboration
High	Developed improvements to the student portal in conjunction with IT to help students quickly ascertain their SSSP status and their ability (or lack thereof) to obtain their highest possible enrollment priority. This visual dashboard was created and placed in a conspicuous location in the student portal thereby becoming an easy reference point for students to make good decisions related to their completion of SSSP requirements.	Unit: Improve Campus Enrollment B. Access and Success
High	Improved A&R transcript processing to better facilitate the timely removal of assessment holds related to SSSP requirements and the awarding/inclusion of transfer credit into MAP. The creation of this seamless overnight process from credit awarding in BANNER to appearance in the student's Educational Plan has helped students and counselors alike better utilize MAP and help the campus meet the requirements associated with SSSP. During the 2014-15 academic year, A&R processed over 5,200 new transcripts for the possible awarding of prerequisite overrides, transfer credit and/or inclusion into MAP.	Unit: Improve Campus Enrollment I A. Academic Excellence
High	Developed and managed an implementation time-line for the successful transition from Hershey to an OnBase document imaging solution that would limit "downtime" and ensure the usefulness of transcript data for the Office of Admissions and Records. While this conversion has not yet been completed, the office is well on its way to being able to utilize the standard OCR (Optical Character Recognition) technology while also being able to utilize the enhanced XML (Extensible Markup Language) or EDI (Electronic Data Interchange) capabilities that are offered with electronic transcripts. Once fully online, this new process will allow the import of electronic transcript data which will significantly improve the efficiency and accuracy of the unit as it relates to the processing of transfer credit.	Unit: Improve Campus Enrollment I B. Access and Success
Med	Admissions and Records was able to secure funding to hire an additional Evaluator to help facilitate the requirements associated with the new SSSP mandates. After receiving permission, the unit worked with HR to recruit for the position. However, we have been disappointed with the outcomes of two search processes. During the first search, the pool of candidates did not yield a robust pool of applicants and the position had to "reflown." During the second search, we were able to make an offer to the candidate. However, the successful candidate after initially accepting the position changed her mind and now we are initiating a third search.	Unit: Improve Campus Graduation B. Access and Success

III. Tracking External/Internal Conditions, Trends, Impacts, Success, Critical Decisions and Outcomes Assessment

The following table is intended to track conditions that influence planning over a multi-year period beginning with the 2014-15 year. Please include data. The "Link to Data Sources and Support Options" button will open a Mt. SAC webpage that offers suggestions and links for possible data sources for your Unit. Text boxes will expand. *Add (+) rows, delete (X) rows as needed.*

		Link to Data Sources and Support Options	
Year	*Add item*	External Conditions, Trends, or Impacts	Data Sources
2015-16 Cont'd.	Continued statewide mandates and legislation that will impact who and how Mt. SAC attracts, enrolls, and graduates students. For example, the statewide focus on Dual Enrollment of high school students , Veterans, Foster Youth , transcript notations, etc.		California Assembly Bill 288 California Assembly Bill 968 California Assembly Bill 969 California Senate Bill 186
Year	*Add item*	Internal Conditions, Trends, or Impacts	Data Sources
2015-16 Cont'd.	Depending on the state's funding priorities and mechanisms, A&R will need to remain nimble and responsive as we continue to try and meet the campuses FTE and subsequent funding objectives. For example if high school graduation rates continue to decline the campus won't be able to expect FTE growth from traditional student populations. As a result, it is likely that it will seek to grow FTE by looking into other sources of students. These sources could include older students, younger still in high school students, on-line distance education students, concerns over equity, etc.		http://www.cpec.ca.gov/SecondPages/RegionsDetail.asp?Region=M
Year	*Add item*	Success Data	Data Sources
2014-15	*Enter/Discuss Success Data that will inform your PIE Planning this year. Add(+)rows for each item.*		*Cite Data Sources*
Year	*Add item*	Critical Decisions	Data Sources
2014-15	*Enter/Discuss Critical Decisions your Unit made this year. Add(+)rows for each item.*		*Cite Data Sources*
Year	*Add item*	Progress on Outcomes Assessment	Data Sources
2014-15	*Enter/Discuss your Unit progress on outcomes assessment and how it will inform your PIE Planning this year. Add(+)rows for each item.*		*Cite Data Sources*

IV. Alignment and Progress on Unit and College Goals: Closing the Loop

This section serves as a "reporting" function. It shows how your Unit closes the loop and connects planning to budget allocation: How did the prioritized college resources connect to your Unit's outcomes? What progress has your Unit made with the resources provided? Include progress on plans that did not require new resources if applicable. You are also prioritizing your Unit's progress or outcome for inclusion in your manager's summary. The **Plan Status** drop-down offers a time-frame update on the progress of your plan.

Some information has been pre-loaded into this form by your manager. Add rows (+) as needed. Delete rows (X).

Priority for Manager Summary	Plan from Previous PIE (2013-14) and Resources Obtained *(if any)*	Resources Secured *(if any)*	Progress/Outcomes/Result/Impact (Resource requests should be based on outcomes assessment)	Connected Unit Goal/ College Theme
High	Improve communication to students in an effort to enhance new and continued student enrollment in subsequent terms. Communicate effectively with students regarding critical changes in statewide and district policies. Plan Status: Complete	$ 0.00 Source 1 Source 2	This 2013-14 goal has continued into 2014-15 (unit goal #4). During 13-14 the campus was able to develop emails and portal communications that led to increasing student awareness related to their academic standing and campus actions that could impact the students. In 2013-14 there were over 29,000 email and portal announcements created and delivered. In addition to these now standard announcements, another 27,000 communications were developed and distributed to students to encourage their initial or continued enrollment at Mt. SAC. The campus' 2014-15 enrollment grew 5.5% from the previous year and met its enrollment target.	Unit: Improve Campus Enrollm D. Cooperation/Collaboration
High	Improve the helpfulness and overall usefulness of the campus' degree audit system (MAP) for a broader spectrum of the campus community. Plan Status: Complete	$ 0.00 Source 1 Source 2	This 2013-14 goal is complete to the extent that we improved the content and the usability of MAP in both the 2013-14 year and the 2014-15 academic year. This goal is an ongoing one and as technology and functionality changes, A&R must keep up with the evolving technology so that the portal usefulness remains viable for both attracting and enrolling students.	Unit: Improve Campus Enrollm D. Cooperation/Collaboration
High	Effectively manage and transition to the new CCCApply. Plan Status: Complete	$ 0.00 Source 1 Source 2	This 2013-14 goal was successfully accomplished with the bulk cost associated with this conversion being borne by the CCCCO. This move was successfully completed with help from IT and A&R staff. This led to a cost savings of over $12,500 annually to the campus	Unit: Improve Campus Enrollm D. Cooperation/Collaboration

Priority for Manager Summary	Plan from Previous PIE (2013-14) and Resources Obtained *(if any)*	Resources Secured *(if any)*	Progress/Outcomes/Result/Impact (Resource requests should be based on outcomes assessment)	Connected Unit Goal/ College Theme
High	Successfully plan and implement campuswide business processes that enhance and support the statewide SSSP policies.	$ 0.00 Source 1 Source 2	During the 2013-14 academic year and In conjunction with IT, Counseling, Assessment, Financial Aid and the Non Credit area A&R helped to develop a mutually beneficial business process to support the statewide SSSP mandates. This process included developing data points to track new MIS data element requirements, registration time ticketing, as well as mechanisms for students and staff to determine student compliance with the new mandates. The 2013-14 goal though complete in many respects, remained part of the 2014-15 requirements because of the evolving nature of the SSSP plan. 2014-15 was the year the campus needed to implement the registration priorities associated with the mandate. This take required a major reworking of the campus' registration business process. However, the campus grew its enrollment while establishing compliance with the SSSP mandates.	Unit: Improve Campus Enrollm D. Cooperation/Collaboration
	Plan Status Complete			

Section**Two**

Where We Are Going: Planning for the Next Three Years: 2015-16, 2016-17, 2017-18

I. Planning Context - Unit Goals Assessed and Revised for: Admissions and Records

This table contains your goals as noted in Section One for 2014-15. Review your Unit'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).*

Unit Goal Name	Unit Goal	College Theme
Improve Campus Enrollmer ⊞	Successfully plan and implement campuswide business processes that enhance and support the statewide SSSP policies.	B: Access and Success
Improve Campus Enrollmer ⊞	Improve the helpfulness and overall usefulness of the campus' degree audit system (MAP) for a broader spectrum of the campus community.	D: Cooperation/Collaboration
Improve Campus Enrollmer ⊞	Effectively plan and manage the A&R transition to OnBase the campus' new document imaging, storage and retrieval technology.	C: Secure Resources
Improve Campus Enrollmer ⊞	Improve business processes that facilitate a healthy campus enrollment that meets campus goals.	D: Cooperation/Collaboration
Improve Campus Graduatic ⊞	Add an additional Evaluator to create additional graduation processing and transcript evaluation efficiencies for the purposes of meeting SSSP mandates.	B: Access and Success

II. Annual Implementation Plan for: Admissions and Records

This section serves as a "planning" function. This is where you ask for resources and record new action plans, activities, or interventions necessary to achieve success. Use the Expected Outcomes section to describe how the plan and resources requested is supported by your Unit's to outcomes assessment plan. This section will also be used to record revisions to plans as needed across the three years of planning.
Add rows (+) as needed. Delete rows (X).

Priority for Manager Summary	Plans, Activities, or Interventions	Resources Needed *(if any)*	Expected Outcomes / Criteria for Success (Resource requests should be based on outcomes assessment)	Connected Unit Goal/ College Theme
Priority	*Describe the new plan, activity, or intervention your Unit will be pursuing*	$ _____ Source 1	*Discuss expected outcomes for this plan and assessment criteria for success. This refers to learning, service, organizational structure, structural elements, or institutional outcomes*	Select Unit Goal
Status	Projected Completion Select	Source 2	Person Responsible _____	Select College Theme

III. Resources Identified in Relation to Planning

This section will serve the budget prioritization function in the Manager's PIE. Your manager will inform you when actual quotes are due.

Recommendations for Improving the Planning Process

What additional information should the College provide to assist your Unit's planning?

Enter additional information suggestions here.

What suggestions do you have for improving the planning process for your Unit?

Enter your suggestions for improvement here.

Enter your name as contributing to and approving of this Unit PIE Plan below. *Add rows (+) as needed.*

Contributer		Contributer	
George Bradshaw	☑ Approve	*Add your name as contributing to this Unit PIE and check that you approve*	☐ Approve

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

Please save this form and forward to your Unit's manager by 06/30/ 2015.
Questions regarding this form? Send an email to Don Sciore, Interim Associate Dean of Arts, member IEC, at dsciore@mtsac.edu