

# The 2011 to 2012 Mt. SAC Strategic Plan

April 23, 2012

## INTRODUCTION

During the fall of 2011, the Institutional Effectiveness Committee (IEC) evaluated the Planning for Institutional Effectiveness (PIE) process (i.e., the program review process) and gathered information on the status of the College's 2010 to 2011 Strategic Plan<sup>1</sup>. Based on these evaluations and summaries the following report represents the 2011 to 2012 Mt. SAC Strategic Plan.

The contents of this paper include a section on the history of the College, a section on PIE and integrated planning and how both are used to help create an internal and external view of events for the College and used to evaluate the College's mission and goals. The College's vision and core values are also noted and their relationship to the College's mission.

The main section is the specific strategic objectives (SOs) proposed from teams across campus based on their connection with the College goals. During the academic year, the teams will complete many activities to accomplish their suggested SOs.

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<http://inside.mtsac.edu/organization/committees/iec/>

## MT. SAC'S HISTORY

The Mt. San Antonio Community College District (Mt. SAC) was created in December, 1945 when voters of four local high school districts approved the formation of a community college district. Initially named Eastern Los Angeles County Community College, the institution was later renamed after Mt. San Antonio, the imposing, snow-capped mountain (popularly known as Mt. Baldy), prominently visible in the distance above the campus.

The 421 acre College site was originally part of the 48,000 acre La Puente Rancho. During World War II, the facility was converted into an army hospital and later a Navy hospital.

Mt. SAC opened in the fall of 1946 with 635 students occupying a few Spanish-tiled buildings and temporary Navy barracks clustered below the San Jose Hills. Walnut, not yet an incorporated city, consisted of very little except dirt roads, cacti, and grasslands covered in the spring with wild mustard grass.

Quite naturally, the growth of Mt. SAC has mirrored that of the local area. From its humble beginnings with an initial enrollment of 635 students, the college now serves in a semester about 40,000 men and women from diverse backgrounds and generations. The College District boundaries encompass the communities of Baldwin Park, Bassett, Charter Oak, Covina, Diamond Bar, the southern portion of Glendora, Hacienda Heights, City of Industry, Irwindale, La Puente, La Verne,

Pomona, Rowland Heights, San Dimas, Valinda, Walnut, and West Covina.

Mt. SAC has emerged as a leader in education not only in the San Gabriel Valley, but in the state. It is the largest, single-campus community college district in California.

### **PLANNING FOR INSTITUTIONAL EFFECTIVENESS (PIE) AND INTEGRATED PLANNING**

PIE is the model used at Mt. SAC to capture and document the planning and program review done at the unit and team levels, and to relate this planning to current and future institutional goals and objectives. This process is conducted annually by each unit of the college, and all unit participation is documented in ePIE, the College's electronic program review system<sup>2</sup>.

Evaluation of the PIE process is continuous. Each year, IEC requests and receives feedback via the manager and team summaries on process clarity, utility, ease of use, effectiveness of documents and training, etc. This feedback is included in adjustments for the following year's PIE process. The PIE process clearly exemplifies an evaluative, integrated planning effort (i.e., more than one stakeholder is required to participate in the plan in order to achieve the desired outcome similar to master plans such as the Educational Master Plan, Facilities Master Plan and the Technology Master Plan).

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[http://www.mtsac.edu/administration/research/pdf/newsletters/2009-04\\_planning\\_for\\_excellence.pdf](http://www.mtsac.edu/administration/research/pdf/newsletters/2009-04_planning_for_excellence.pdf)

[http://www.mtsac.edu/administration/research/pdf/newsletters/2009-06\\_planning\\_for\\_excellence.pdf](http://www.mtsac.edu/administration/research/pdf/newsletters/2009-06_planning_for_excellence.pdf)

Integration of plans is important. There are many ways that unit planning and integrated planning is occurring across campus, including PIE, student learning outcomes, basic skills, VTEA, administrative systems planning, Banner, reviewing new processes, class schedules and enrollment, hiring, etc. Because it is vital that each team not work in a vacuum, it is important that the teams continue to integrate their planning and plans and provide documentation or evidence of their work. Unit level planning is the first step of the ladder.

PIE and integrated planning are used to help create an internal and external view of events for the College and used to evaluate the College's mission. Based on the unit and college-level plans, data are used to identify and act upon issues and make decisions as needed. The data can be found throughout the PIE document such as in the internal and external conditions, College generated data reports, from other data sources (e.g., licensing examination results) and within the evaluation section based on the research, evaluation and assessment work done by the unit. The information collected through these multiple means provide information to drive the decision-making process. Each unit decides how their plan for that year maybe re-worked to account for these conditions and data points and work with their teams to improve their services.

## COLLEGE MISSION, VISION AND CORE VALUES

Mt. SAC is committed to integrity and a process for providing high quality education congruent with the College's mission, created based on the student and community need that is *"to welcome all students and to support them in achieving their personal, educational, and career goals in an environment of academic excellence."* It is through this mission statement that all work is derived. The College's vision statement and core values are derived from the mission statement and also guide the College's work.

### Vision Statement:

- Mt. SAC strives to be regarded as one of the premier community colleges in the nation. We will be viewed as a leader in community college teaching, programs, and services.
- As a premier community college, we will provide access to quality, focusing on student success within a climate of integrity and respect. We will earn this reputation by consistently exceeding the expectations of our students, our staff, and our community.

### Core Values

- **Integrity** - We treat each other honestly, ethically, and responsibly in an atmosphere of trust.
- **Diversity** - We respect and welcome all differences, and we foster equal participation throughout the campus community.
- **Community Building** - We work in responsible partnerships through open communication, caring, and a cooperative spirit.
- **Student Focus** - We address the needs of students and the community in our planning and actions.
- **Life-Long Learning** - We promote the continuing pursuit of high educational goals through equal access to excellence in both teaching and support services.
- **Positive Spirit** - We work harmoniously, show compassion, and take pride in our work.

The Flowcharts of College Planning are located in Appendix A. The charts provide a perspective of ongoing planning activities and resource allocation processes.

## STRATEGIC OBJECTIVES

This main section represents the specific strategic objectives (SOs) proposed from teams across campus based on their connection with the College goals. All SOs are connected to and support the College's goals which in turn are connected to and support the College's mission statement. Most of these SOs are carried over from the previous year's SOs per the recommendations of each team. A few SOs are new based on the creation of new goals and the need to have a well-rounded perspective of measurable SOs. As the SOs were solicited from Teams across campus, these efforts represent a bottom-up approach to collaborative, integrated planning endeavors. During the fiscal year, the teams will complete many activities to accomplish their suggested SOs.

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

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***Strategic Objectives:***

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*Secure Foundation revenue of \$780,000 in this fiscal year for scholarships, campus educational projects and capital campaign. (Mt. SAC Foundation)*

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*Maintain an annual return-on-investment (ROI) of at least 15:1. ROI is defined as FY grant funding amount divided by FY Grants Office operating budget. (Grants Office)*

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

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***Strategic Objectives:***

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*By 2015, the College will improve the average student success rate for distance learning courses by 2% over the 2008 baseline. (Instruction)*

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*85% of students enrolled in the 2011 summer Bridge Program will successfully pass their English or math Courses (Student Services).*

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*Students who participate in a learning community will have success rates of 10% higher than a comparison group (Student Services).*

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

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***Strategic Objectives:***

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*In 2011-12, the college will begin the two-year review process for all vocational TOP codes. (Instruction)*

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

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***Strategic Objectives:***

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

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The President will meet with all local school superintendents at least once during 2011-2012. (President's Office)

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*Increase by 25% the number of business and industry supporters and partnerships with the Mt. SAC Foundation in fiscal year 2011-12 (Mt. SAC Foundation)*

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*The Bridge Program will increase by 5%, the number of parents/guardians who attend Summer Bridge Student and Parent Orientation. (Student Services).*

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

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***Strategic Objectives:***

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*During 2011 to 2012, IT will schedule 8 training sessions via POD that focus on monitoring budget information via the portal and accessing Argos reports. IT will schedule 2 training sessions with the Instruction Team on monitoring and reviewing Argos data reports for class schedule issues and FTES projections. (Information Technology)*

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In conjunction with the Technical Services and Information Technology units, implement standardized Audio Visual systems in all permanent classrooms and laboratories by June 2011. (Facilities)

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During 2011 to 2012, IT will improve customer service by implementing Help Desk software that has an easy to fill out web-based ticket system. (Information Technology)

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The College will implement a five year plan to attain the goal of equal access to audiovisual media shown on campus for all individuals beginning Academic Year 2011-2012. This includes access for students, faculty, staff and visitors. All audiovisual media purchased, developed, and/or shown on campus will be captioned by the end of Academic Year 2014-15. The responsibility to meet this college-wide objective lies with all teams. (Captioning Task Force)

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

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***Strategic Objectives:***

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In 2011 to 2012, HR will increase opportunities for diversity in employment by identifying at least five (5) new recruitment sources targeting underrepresented applicant groups. (Human Resources)

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*The ASPIRE Program will provide opportunities for increased diversity by providing at least two culturally relevant programming and educational enrichment activities. (Student Services)*

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*The ASPIRE Program will increase the overall academic success of African American students by requiring counseling appointments, educational plans, academic monitoring, term-to-term enrollment, and 2.0 minimum GPA for all participants. Counseling interventions will be employed for any student(s) not meeting program requirements. (Student Services)*

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By June 2012, the Student Equity Committee will provide an informational presentation to increase campus

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

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awareness about the barriers and effective strategies to assist AB 540 students in completing their educational goals. (Student Equity Committee)

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By June 2012, the Student Equity Committee will present the Equity for all Report to the English and Math Departments to discuss the findings and implications on student success. (Student Equity Committee)

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By June 2012, the Campus Equity and Diversity Committee will conduct at least one presentation to increase employee awareness of equity and/or diversity issues. (Campus Equity and Diversity Committee)

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

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***Strategic Objective:***

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*For 2011-12, Financial Aid will reach a more diverse population by expanding the number of languages it offers during presentations. (Student Services)*

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*High School Outreach will strengthen its collaboration with college programs and services to promote greater student engagement during high school outreach on-campus student events: Seniors' Day, Cash for College, Connect 4, New Student Welcome and New Student Mixer. (Student Services)*

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

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***Strategic Objective:***

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*The Classified Professional Development Committee will focus at least one of its recommendations on decreasing the difficulty of getting classified members' time to do committee work. (Classified Professional Development Committee)*

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In 2011 to 2012, the College in collaboration with CSEA will develop and conduct at least one new classified employee orientation session. (Professional and Organizational Development)

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

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***Strategic Objectives:***

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Remove 25% of physical barriers to accessibility on campus currently identified by the 2008 transition plan by June 2012, with focus on restroom accessibility in permanent buildings. (Facilities)

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In 2011 to 2012, the College will provide all new employees with the compliance programs mandatory for their employment and classification. (Risk Management and Human Resources)

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By June 2012, the College will develop systematic processes for regularly updating college emergency plans

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

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(e.g., building evacuation plans) and for conducting regular emergency procedures discussions with employees. (*Risk Management and Public Safety*)

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***College Goal 10: The College will ensure that basic skills development is a major focus in its planning efforts.***

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***Strategic Objectives:***

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By June 2012, the College will fund, as money is available, activities identified in the Basic Skills Action Plan using the available BSI funding. (Basic Skills Committee)

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In 2011 to 2012, the Board of Trustees will continue their cohort discussions of the CLASS project and its reports and its implications to the College (President's Advisory Council)

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*By 2013, all department chairs and deans will understand that there are different data sources and the strengths and weaknesses of each. They will work with their faculty to gather meaningful research questions and work with RIE and IT, as needed, to answer those questions. (PAC)*

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*In 2011-12, the Board of Trustees will continue its discussions on the Summer 2010 Bridge cohort tracking project from the Learning Communities program. Updates will also be given to PAC for discussion and recommended actions. (Student Services)*

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***College Goal 11: The College will improve effectiveness and consistency of dialogue between and among departments, committees, teams and employee groups across the campus.***

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***Strategic Objective:***

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The next administration of the OSS Employee Survey will allow the College to measure an increase in employee satisfaction with communications by 5% (baseline year of fall 2007=46%, fall 2009=47%). (President's Advisory Council)

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In 2011-12, a summary report from the Community College Survey of Student Engagement (CCSSE – beyond freshmen survey) and the Cooperative Institutional Research Program (CIRP – freshmen survey) will be examined by President's Advisory Council, Student Preparation and Success Council, Academic Senate, Student Services Team, and Instruction Team to determine which critical actions are necessary to improve student success. As warranted, qualitative research will be conducted. (Research & Institutional Effectiveness, PAC)

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The next administration of the OSS Employee Survey will allow the College to measure an increase of 5% in participatory governance communications (average of 42.7% fall 2009 questions 108-109). (President's Advisory Council)

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During the next evaluation of the PIE process, there will be a 10% point increase in classified employees who indicate that they were invited (i.e., asked) to be part of the PIE process (baseline year 2009 to 2010 of 44.1%). (Institutional Effectiveness Committee)

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In 2011 to 2012, there will be a 10% point increase in classified employees who indicate receiving a copy of the PIE report (baseline year 2009 to 2010 of 36.9%). (Institutional Effectiveness Committee)

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During 2011 to 2012, the College will evaluate the effectiveness of the major planning processes on campus including how managers support classified employees being included in planning efforts. (President's Advisory Council)

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***College Goal 12: The College will engage students in activities and programs designed to increase their term-to-term enrollment (i.e. persistence).***

***Strategic Objectives:***

Student Preparation and Success Council will research and evaluate current campus efforts to address persistence. (Student Preparation and Success Council)

*Student Preparation and Success Council will recommend changes to campus efforts to address student engagement and persistence (Student Preparation and Success Council)*

*70% of students enrolled in the 2011 Summer Bridge Program will complete six or more units in the spring of 2012. (Student Services)*

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***College Goal 13: The College will ensure that curricular, articulation, and counseling efforts are aligned to maximize students' successful university transfer.***

***Strategic Objectives:***

No objectives are present as this new goal was created late in the fiscal year.

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***College Goal 14: The College will utilize assessment data to guide planning, curriculum design, pedagogy, and/or decision-making at the department/unit and institutional levels.***

***Strategic Objectives:***

No objectives are present as this new goal was created late in the fiscal year.

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***College Goal 15: The College will utilize existing resources and improve business processes to maximize efficiency of existing resources and to maintain necessary services and programs.***

***Strategic Objectives:***

No objectives are present as this new goal was created late in the fiscal year.

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***College Goal 16: The College will ensure appropriate staffing to maintain necessary services and support critical functions to implement the College Mission.***

***Strategic Objectives:***

No objectives are present as this new goal was created late in the fiscal year.

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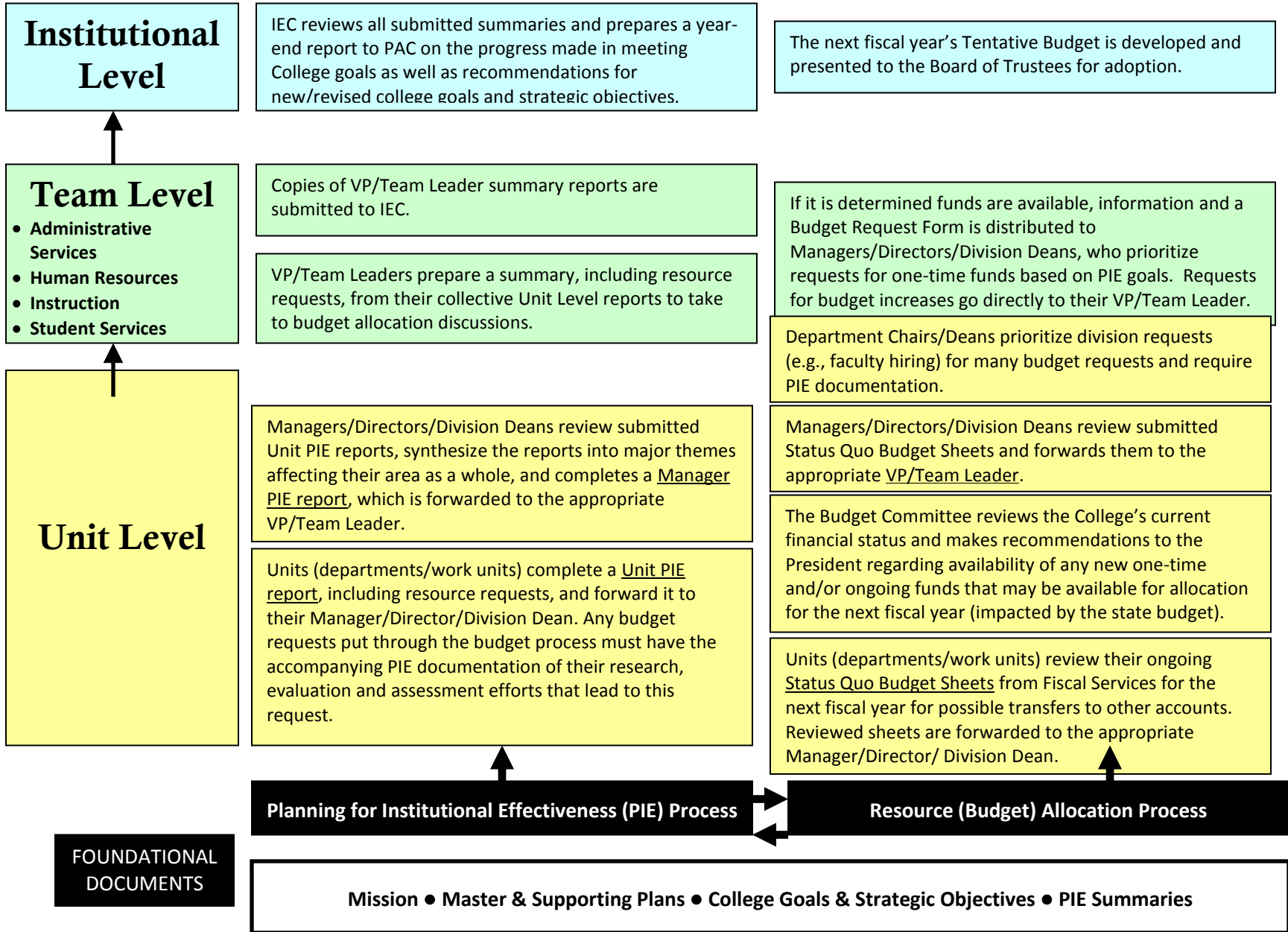


## **CONCLUSION**

The Research and Institutional Effectiveness department will monitor the Strategic Plan accomplishments and ask IEC to contribute toward the review and evaluation of the results and planning processes. By the summer a summary of the status of the SOs will be compiled and presented to IEC for final consideration and then to PAC for review. Based on this evaluation and review process, the next Strategic Plan will be proposed shortly thereafter to both IEC and PAC and the monitoring and evaluation cycle will continue. As per the previous status report on the College's Strategic Plan, the next plan should be more comprehensive and include more objectives from major plans across campus such as the Technology Master Plan, Facilities Master Plan, etc. A thematic grouping of the many College goals is being discussed as well as how to leverage the mission, vision and core values as a major piece of the planning process at Mt. San Antonio College.

# Appendix A

**New/Revised academic year College Goals and Strategic Objectives are developed and communicated.**



**SAMPLE:** Connection of goal, SLO, Strategic Action and Resource Requests (Prepared by IEC – see Planning for Excellence, March 2009 newsletter)

