



# manager **PIE**

2014-15  
2015-16  
2016-17  
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 or Area and Division or Area Units: *Select your Area or Division*

DIVISION	Technical Services	Units: Event Services
Manager / Dean	Bill Eastham	Units: Broadcast and Presentation Services
E-mail / Extension	weastham@mtsac.edu / 909-274-4799	Units: Performing Arts Operations

#### III. Division or Area Mission

***Customers will be satisfied with the scope, timeliness and cost effectiveness of support services offered by the units of the Technical Services Department.***

## 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.

# Section One: Where We Are—An Analysis and Summary of the Current Year

## I. Planning Context: Division Goals for: Technical Services

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 or Area Goal Name	Division or Area Goal	College Theme
Provide Outstanding Support Services	Customers will be satisfied with the scope, timeliness and cost effectiveness of support services offered by the units of the Technical Services Department; Event Services, Broadcast and Presentation Services and Performing Arts Operations. The Technical Services Department will be a performance oriented department.	C: Secure Resources
Advance Appropriate Use of Technology	The Technical Services Department will be an advocate for the appropriate applications of technology for enhancing and advancing support for the services that we provide to the College Community and External Clients. The Department will strive to maintain our internal technology to current instructional and industry standards.	C: Secure Resources
Maintain Technology Resources	Upgrade and replace existing technical sub-systems in Broadcasting, Presentation Services and Performing Arts Operations to keep abreast with technology changes and avoid age related failures.	C: Secure Resources

## II. Notable Achievements for: Technical Services

Enter a brief summary of your Division or Area'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 or Area'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

Provide outstanding customer service for events, pioneer the appropriate use of new technology in support of College programs and upgrade and maintain technology systems already deployed on campus.

#### Add Notable Achievement Theme

#### Program Success

Event Services had its busiest year ever, delivering 60,636 chairs, 11,726 tables and 630 canopies. The department processed a total of 10,209 calendar requests and provided support services for 721 events. A total of 21,765 labor hours were scheduled in support of events on campus. All areas of Technical Services collaborated to successfully stage the largest commencement in College history, which was also the last public event to be held in the old Hilmer Lodge Stadium, which is scheduled for a total makeover starting this Fall. The department transitioned a number of key tracking tools to Smartsheet to enhance collaboration and data security. All of our AV tracking functions are now fully contained within the Smartsheet environment.

#### Add Notable Achievement Theme

#### Technology

Performing Arts Operations designed, specified and is in the process of installing a state of the art computer controlled rigging system for the Clarke Theater. Presentation Services performed a substantial upgrade to the AV infrastructure and control system in Founders Hall, bringing HD quality video and touchscreen control to all presentation systems in the building. As part of this expansion, the Board Room system was expanded and enhanced to support the additions to the Board. Presentation Services successfully designed, specified and installed new audiovisual systems in all classrooms and meeting spaces in the newly remodeled Building 12.

*Enter Notable Achievement Here*

#### Add Notable Achievement Theme

#### Facilities

Broadcast Services completed the design for a new campus digital 2-way radio system and purchased the hardware for the first phase of the conversion. Presentation Services is actively involved in the design and implementation of new AV control systems and infrastructure for the Student Success Center, the Food Services Building and the Business and Computer Technology Building. Presentation Services also staged a number of demonstrations of new interactive whiteboard technology for interested faculty and staff.

#### Add Notable Achievement Theme

#### Student Success

Add Notable Achievement Theme	Student Success
<p>Broadcast Services designed, specified and is in the process of installing an all new digital audio network with fully digital audio consoles for the Radio program and KSAK-FM. The department also relocated the KSAK-FM transmitter to a tower operated by the City of West Covina and implemented a new digital studio to transmitter wireless link between the campus and the tower. These improvements will greatly expand the scope of the Radio program.</p>	
<p>Presentation Services upgraded the AV systems and controls in all classrooms in Buildings 60, 66 and 67 to comply with closed captioning requirements. With these upgrades, more than 300 “smart classrooms” have now been implemented across campus.</p>	
Add Notable Achievement Theme	Faculty Success
Add Notable Achievement Theme	Faculty Success
<p>Working closely with Facilities Management, Presentation Services designed a state of the art presentation and collaboration system for the new POD office complex. These Audio Visual improvements will provide tools for demonstrating new teaching technologies to our Faculty.</p>	

### III. Tracking Conditions, Retention and/or Success, Critical Decisions and Outcomes Assessment for:

### Technical Services

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

Changes in Technology

Industry Changes

*[Roll-over to see example](#)*

Data Source

**Changes in Technology** - The Performing Arts area has seen the move to network based control of stage lighting, with inexpensive Ethernet based topologies replacing the older DMX protocol, which is a serial based topology. The network based control protocols are considerably more powerful than DMX512 based approaches, which must be divided into small “universes” of 512 control channels. Most of the elements of a theatrical lighting system, from dimmers to lighting consoles to lighting fixtures now support network connections via various Ethernet control protocols. As these different protocols merge into an open standards based protocol known as ACN (Architecture for Control Networks), it is inevitable that DMX512 will be replaced as a control protocol. All current purchases and upgrades for the Center are made with the goal of achieving ACN connectivity.

All areas of Technical Services have been impacted by the global move to standards based network digital audio transport. Once again, the move towards transporting large quantities of digital audio over simple networks has been adopted at an unprecedented rate throughout many industries. Protocols such as AES Digital Audio, Cobranet, MADI and Rocknet are being used in both broadcasting and live entertainment to interconnect audio devices. After considerable research, Technical Services as adopted Riedel Rocknet as our standard transport infrastructure. Rocknet can transport up to 160 channels of audio using counter-rotating ring technology, which allows the network to be disrupted at any point in the ring without a failure. We have implemented Rocknet in the Design Technology Center Auditorium, in the Performing Arts Center and in our Broadcast Truck. All future purchases and designs will be compliant with this technology.

In the Presentation Services Area, the implementation of the “Analog Sunset” as required by the license granted to content producers of protected high definition video content has accelerated our move to wide aspect ratio digital video as an evolving standard for classroom media systems. Many of our older analog controlled systems such as those in Buildings 7, 11, 26 and 61 will eventually need to be converted to this wide aspect ratio, as it is becoming increasingly difficult to buy monitors and displays in the older narrow aspect ratio format. Newer buildings already support this format. Due to the elimination of analog video signals under the Analog Sunset requirement, the current gap in regulations regarding closed captions for digital video formats is causing considerable difficulty in implementing ADA captioning requirements in the digital classroom.

In the Broadcast Services Area, we are also experiencing the impact of the nearly complete adoption of digital hi-definition wide aspect ratio video throughout the various aspects of production that we support. The instructional program is now completely converted to digital video procurement and editing for field production, however we do not have the ability to produce, edit or playback wide aspect ratio video in any of our production facilities, including the TV production truck and the TV studio.. With the increasing difficulty in securing support or parts for our analog systems, it is becoming increasingly important to upgrade all of our production facilities to digital video. Unless we accomplish this upgrade soon, we will be teaching and using totally obsolete production methods. There are currently four new resource allocation requests in place to accomplish this change.

Industry Resources

**b. Internal Conditions Summary**

**Maintain Compliance with ADA Regulations**

Regulation / Policy

*Roll-over to see example*

Data Source



**ADA Compliance** - The college continues to emphasize the necessity of complying with ADA regulations regarding the accessibility of multimedia presentations used on campus. From a hardware standpoint, Presentation Services continues to insure that all **new** classroom systems support closed analog caption decoding. The increasing use of digital video via HDMI creates a new layer of hardware problems, as the caption decoding must now be done in the device that is playing the recording (i.e. Blu-Ray player). The standards for this support are still evolving, and there is no current government requirement for this type of decoder to be present. As a result, new classroom designs were being limited to DVD playback only, so that closed captions can be reliably provided in these classrooms. This decision had not been welcomed by faculty that had hoped to incorporate Blu-Ray disks in their instructional program, but captioning requirements must be complied with. We have now been informed that the majority of the DVD players that are presently considered acceptable for classroom use have been discontinued as obsolete technology.

In order to maintain and expand the ability to incorporate legally captioned material into the instructional process, either in face to face instruction or via distance learning, we had previously determined that a central media server would be highly advantageous in providing ubiquitous access to college media assets while maintaining compliance with copyright and ADA requirements. This would allow us to eliminate the need for any mechanical playback device in every classroom, as the required media would be available via web browser. The need for this system was identified in our 2013-2014 PIE, however this need was given a much higher priority once the DVD issue came to the forefront. This need was submitted at a higher priority in the July 2015 New Resource Allocation process, and was fully funded.

The college also continues to acknowledge the need to bring existing and new purchases of media into compliance with closed captioning requirements. With the closure of the media services area in the library, the logical department to assume this responsibility was Presentation Services. In 2011-2012, we received start-up funding to begin the captioning process. A number of captioning test runs were conducted in 2012-2013, and numerous technical issues with captioning DVDs were identified and are being addressed. Our area is currently captioning existing media as time and workload permits. The new media server will solve the majority of the technical issues and will provide additional security and availability for our investment in captioning material.

US Code Title 17  
 ADA Standards  
 College AR&P

**c. Retention and/or Success**

Expand the Services provided by Campus Events to meet increased demand which is driven by FTES.

Facilities / Maintenance

*Roll-over to see example*

Data Source

Newly introduce service to provide safely deployed canopies has increased deliveries by 54% over the past three years. In 2014-2015, the Campus Events Office deployed 641 canopies.

FMS Scheduling System -  
 Internal Data

**d. Critical Decisions**

*Enter Analysis and Summary here*

Critical Decision Theme

*Roll-over to see example*

Data Source

*Enter Critical Decisions here*

*Add Data Source*

**e. Progress on Outcomes**

*Enter Analysis and Summary here*

**Facilities / Maintenance**

*Roll-over to see example*

**Data Source**

*Enter your area's overall Progress on Outcomes here*

*Add Data Source*

## IV. Closing the Loop; Alignment and Progress on College Goals: Technical Services

*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

*Provide a brief Analysis and Summary of your area's progress toward goals for this year*

#### Closing the Loop Theme

#### Technology

Our number one technology item from the 2013-2014 PIE review was the purchase and implementation of new commercial software to update the process of scheduling and managing events on campus. Although this project was funded in the 2014-2015 budget cycle, we have been unable to move forward in the acquisition process due to critical staff shortages in Technical Services and IT.

b. Strategic Objectives Assigned to : **Technical Services**

*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.*

[Link to Strategic Objective 8.1](#)

[Link to Strategic Objective 11.3](#)

[Link to Strategic Objective 12.1](#)

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

### I. Planning: Division Goals and Strategic Objectives for: Technical Services

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 or Area Goal Name	Division or Area Goal	College Theme
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Maintain Technology Resources	Upgrade and replace existing technical sub-systems in Broadcasting, Presentation Services and Performing Arts Operations to keep abreast with technology changes and avoid age related failures.	C: Secure Resources

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
8.1	Provide appropriate technology in classrooms to enhance student learning and active engagement in the learning process
11.3	Enhance the Emergency Notification System
12.1	Meet service levels of key operational processes within available resources

## II. Planning for the Next Three Years for: Technical Services

### a. Narrative Summary

Provide adequate management and classified staffing to allow the department to meet current and future needs and remain responsive to new campus requests.

#### New Plan or Activity

#### Staffing

The Technical Services Department is clearly heading for a crisis with staffing. In the Campus Events area, which has the easiest to define performance indicators, virtually every resource utilization metric is at a record high for 2014-2015. The on-going development of sophisticated campus wide AV systems is having a tremendous operational impact on Presentation Services, which has never seen a staffing increase since this build-out began. The addition of significant new facilities without corresponding increases in management and support staff is taking a toll on existing employees. The single most critical need for the next three years is to rebuild and expand professional staffing in our area.

## III. Budget Prioritization for: Technical Services

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?

*Summarize suggestions your area has for improving the planning process*

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

*Summarize the requests for additional information your area requested to assist in planning*

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](mailto:dsciore@mtsac.edu) or Meghan Chen, Dean, Library & Learning Resources, at [mchen@mtsac.edu](mailto:mchen@mtsac.edu).

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