2014-15
PIE 2015-16
Vice President 2016-17
2017-18

Planning for Institutional Effectiveness

Mt. San Antonio College

Introduction:

Section One: Where We Are—An Analysis and Summary of the Current Year 2014-15

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

Section Three: Recommendations for Improving the Planning Process

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

Vice President PIE

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

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 and should include analysis and summary for the current year and document planning for the next 3-year cycle.

II. Team, Divisions, and Division Units:

Team	Instructional Services	Arts, Business, Continuing Education, Grants, Humanities & Social Sciences
Leader	Irene Malmgren, V.P.	Library and Learning Resources, Natural Sciences, Technology and Health
E-mail / Extension	imalmgren@mtsac.edu / 909-274-5414	Kinesiology, Athletics, and Dance, Professional Development, Research & Institutional Effectiveness

III. Team Mission

> ***Students first!***
> ***Tell the truth,***
> ***Take the high road,***
> ***Trust your doubts,***
> ***Focus on solutions,***

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.

I. Planning Context: Team Goals for: Instructional Services

a. *Identify the <u>overarching</u> 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

Team Goal Name	Team Goal	College Theme
Communication	Enhance communication among stakeholders, including students, faculty, staff, advisory committee members, industry representatives and the general public.	D: Cooperation/Collaboration
Instructional Support	Provide and maintain state-of-the-art instructional technology, equipment, facilities and infrastructure for safety, currency, effectiveness, and to accommodate growth.	C: Secure Resources
Staffing	Address staffing needs to maintain and enhance delivery of instruction and instructional services.	C: Secure Resources
Professional Development	Encourage and support participation of instructional personnel in ongoing professional development to improve instruction and service to students as defined by college plans such as Educational Master Plan, Student Success Plan, Student Equity Plan, Strategic Plan, among others.	C: Secure Resources
Curriculum	Update curriculum and expand successful and innovative modes of delivery to remain current and to improve effectiveness.	A: Academic Excellence
Academic Enrichment	Support and expand opportunities for academic enrichment, including provision of guest lecturers, visiting artists, as well as student participation in regional, state, and national competitions and events.	A: Academic Excellence
Funding	Secure funding to support ongoing operational needs of programs (supplies, accreditation, transportation, travel, etc.).	C: Secure Resources
Planning	Encourage and support unit-level participation in planning and evaluation processes including PIE, SLOs, GEOs, and accreditation self-study.	A: Academic Excellence
Grants and Partnerships	Expand opportunities for external funding and other resources through pursuit of grants and partnerships.	C: Secure Resources
Basic Skills	Increase support for basic skills activities that benefit an increasing number of students across the College.	B: Access and Success

Data	Strengthen the ability to access data on student success and achievement.	A: Academic Excellence
Student Success	Increase support for student success and achievement through the development and maintenance of instruction, support activities, and enrollment management.	A: Academic Excellence
Collaborative Inquiry	Establish a culture of collaborative inquiry that promotes meaningful assessment and documentation for both internal and accreditation purposes.	A: Academic Excellence

II. Notable Achievements for: Instructional Services

Enter a brief analysis and summary of your Team'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 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	The achievement list is filled with accolades for individuals who have contributed far beyond typical expectations in support of students and their programs. The quality that emerges throughout these efforts is collaboration within and between departments, divisions and vice-president's areas. This collaboration has resulted in a powerful effort to serve students in new and creative ways, while honoring their unique and individual needs and goals. Collaborative planning for use of Student Equity and SSSP funds have further enhanced these efforts. We are working to expand existing successful programs and pilot testing new interventions targeted at our most at-risk students. In addition, access to professional development was both praised and valued, demonstrating a heightened awareness of its value.

Add Notable Achievement Theme	Student Success
+	ARTS: Radio students and graduates obtained employment at a variety of stations and broadcast related facilities including KNX, POWER 106, KOST 103.5, KFBK, ESPN, The Luca Group, KTLA, Lieberman Broadcasting and the Seattle Mariners.
+	ARTS: Arts Division students won coveted awards during the year including: *Music Department's Singcopation won Downbeat Magazine award for "Best Collegiate Vocal Jazz Group" *Two members of Singcopation members received "outstanding soloist" awards from Downbeat Magazine *Mt. SAC's Jazz Band won Reno Jazz Festival's "2 Year College Band" First Prize award *Mt. SAC's Frontline won Reno Jazz Festival's "College Choir" First Prize award *Broadcasting student won scholarship to the American Federation of Television and Radio Academy
+	Business: The Accounting, Finance, Management (AFM/Business) Club promoted leadership skills development, community service and fundraiser activities, and career development activities for this well-attended and active student-run and faculty-sponsored club.
+	Business: Hospitality and Restaurant Management secured funds to promote student professional development and enrichment by attending the National Restaurant Association Show (convention) in Chicago.
+	Business: Sixteen CIS students participated in the National Cybersecurity League individual competition placing in the top 50 out of over 1,000 total participants

+	Continuing Education Division: During the Language Learning Tech Week, 100% of LLC Tech Week Survey Spring 2015 respondents said that they learned a useful new tool, skill or strategy and 43.8% had already implemented in the class or office something they learned from tech week as of Week 12 of the semester.
+	Continuing Education Division: WIN Students continue to outperform the general student population. For Fall 2014, WIN students had a 91% retention rate, 73% course success rate and a mean GPA of 2.62. For Winter 2015, WIN students had a 95% retention rate, 80% course success rate and a mean GPA of 2.71.
+	Continuing Education Division: There has been an increase of over 30 Adult Diploma graduates compared to the two previous years. Credit completion rates continue to rise, with an increase of over 11% from 2012-13.

+	Humanities and Social Sciences:
	a) Faculty involvement in campus-wide/statewide committees and initiatives to promote student success
	  i) GPS and PSYC --OEI
	  ii) SOC Scholarship Committee
	b) Faculty professional development activities (on and off-campus) include publication of articles, books, presentation of conference papers, presentation of conference workshops, and participation in professional organizations nationwide.
	  i) SIGN --hosted American Sign Language Teachers Association, Los Angeles Chapter, workshop and meeting on May 9, 2015.
	  ii) SIGN --hosted Si5s (written ASL), American Sign Language writing workshop taught by our own Robert Augustus
	  viii) Philosophers Diem-Lane and Lane were invited to be the plenary speakers at the Quantum and Nano Systems Application Conference in India in November
	  ix) Sociology adjuncts Brooke Tolmasov and Jessica Moss coordinated a workshop on teaching practices and outcomes. The goal is to offer opportunities for everyone to strengthen various areas of their pedagogy. Doing so can make teaching the same courses more interesting and more engaging for the students.
	c) Faculty Recognition
	  i) History Department adjunct faculty member Amy Kremer received the Giles Brown outstanding thesis award from California State University, Fullerton, for her thesis, Woods, Wolves, and Falcons: The Children's Nature Writing of Jean Craighead George.

+	Kinesiology, Athletics, & Dance: Recent students in our dance program have attained professional work in the dance industry, including a national Wicked Tour, Finding Neverland on Broadway, Laker Girls, Clipper Girls and television and music video work.
+	Kinesiology, Athletics, & Dance: Both South Coast Conference Don MacKenzie Scholarship recipients came from Mt. SAC out of the thousands of student-athletes competing in the conference.
+	Kinesiology, Athletics, & Dance: Four out of the five Students of Distinction Scholarship recipients, in the competitive category, came from athletics.

+	**Library & Learning Resources:** Achieved a 71.2% pass rate in English 1A for students enrolled in an English Pathways combination of English+LIBR 1A, Counseling, or Learning Communities (LCOM) links compared to a pass rate of 64.5% for non-Pathways students. Achieved a course sequence completion rate of 55.4% for English basic skills course sequences for students enrolled in Pathways compared to 28.3% of their peers not enrolled in Pathways. Achieved higher success rates for students enrolled in Math Pathways with tutoring/supplemental instruction compared to non-Pathways students: for example, in Fall 2014 first 8-week classes: Math 50 Pathways saw a 86% success rate compared to 54% for non-Pathways students. Math 51 Pathways had a 77% success rate compared to 37% for non-Pathways students. Math 71 Pathways saw a 79% success rate compared to 53% for non-Pathways.
+	**Library & Learning Resources:** Piloted extended library hours by adding 14.5 hours during the Fall 2014 semester finals week at the request of Associated Students. Offered an additional 5.5 hours for a total of 20 extended library hours during Spring 2015 finals week based on data analysis of the Fall 2014 extended hours.
+	**Library & Learning Resources:** Selected as one of 24 pilot colleges for the Online Education Initiative (OEI) Tutoring Staging Group: • Piloting NetTutor, a 24x7 online tutoring tool for students in pilot courses (ADJU 1, GEOG 2, PSYC 1A) • Participating in OEI course review process, strengthening online course design rubric, ensuring accessibility • Participating in planning, implementation, and evaluation activities and meetings
+	**Natural Sciences:** Turf Teams placed 2nd and 3rd at the STMA National Student Competition; Livestock Show Teams bred and raised championship sheep and cattle; Horse Show Team won reserve high point team at the Cal Poly show with one student moving forward to regionals; the Robotics team competed in four national competitions and won numerous awards; a chemistry student was awarded the American Chemical Society Outstanding Chemistry Student award in spring
+	**Research & Institutional Effectiveness:** Department supported many grants and large initiatives to evaluate and research the impact of interventions such as cohort or learning community projects (e.g., Bridge, Pathway to Transfer, Tech Prep, Title V, Arise, Aspire, Student Equity, Basic Skills, Math/English/Chemistry/Reading Assessment Preparation and Placement, English Writing Assessment Test Rubric evaluation, Feeder High Schools, and Trio Grant to mention a few)
+	**Technology & Health:** Psych Tech formed a partnership with Adult Basic Education (ABE) for student assessment and support in the acquisition of math skills.
+	**Technology & Health:** Welding Partnered with ESL to develop and offer a set of classes through Continuing Education: "English for Special Applications" focused on Welding terminology and an introductory weld class (WELD 40) aimed at predominantly Spanish speaking students.
+	**Technology & Health:** Psych Tech Program students and faculty trained 511 Bassett High School students in "hands only" CPR at Basset's Health Career Fair

+	**Technology & Health:** Both Fire and Administration of Justice saw a significant increase in work experience placements: Administration of Justice went from having no students in work experience two years ago to having 13 in the 2014-2015 year, and Fire Technology now has an average of 40 students in work experience per year
+	**Technology & Health:** The Flying Team was awarded the "Top Two-Year School Trophy" and "Top Instrument Pilot" at the Pacific Coast Intercollegiate Flying Association's "Regional Safety and Flight Evaluation Conference" (PCIFA SAFECON Airmeet).
+	**Technology & Health:** Aircraft Maintenance placed ten students in work experience with industry partners in 2014-2015.
+	**Technology & Health:** Ten of the fourteen HVAC students who participated in the dept sponsored "Speed Interview" event with 40 employers were hired within two weeks of the event.
+	**Technology & Health:** HVAC and Building Automation faculty participated in professional development and attended training in Building Automation controls, Variable Refrigerant Flow, and OSHA Safety. All will be incorporated into the curriculum in the 2015-2016 academic year.
+	**Technology & Health:** Fire Technology established an articulation agreement with Southern Illinois University for a Fire Service Management Bachelors Degree
+	**Technology & Health:** Architecture program's articulation agreement with UC Berkeley Architecture was re-ratified and a new articulation was established with Cal Poly Pomona.

Add Notable Achievement Theme	Advocacy

+	**Continuing Education Division:** The SCE participated in submitting a collaboratively-written comprehensive plan from the Mt. SAC Adult Education Regional Consortium to the Chancellor's Office, which directs the AB86 Planning Grant. (Consortium is 8 unified school districts and Mt. SAC). Adjusted the budget to use carry-over funding through December 2015 and to provide indirect to Mt. SAC as the fiscal agent. With regional steering committee, held a region-wide conference to share & celebrate achievements.
+	**Continuing Education Division:** Education for Older Adults Supervisor continues to serve as President of California Community College Education for Older Adults, member of Association of People Supporting Employment First (APSE), member of La Verne Inclusion Advisory Group, co-chair AWD for Mt. SAC - AERC, and advisory group member for Mt. SAC Coaching Certificate.
+	**Continuing Education Division:** Omideh Sloan, ABE Assistant Director, led the writing of the AB 86 Mt. San Antonio College regional consortium plan. The plan was positively accepted by Consortium members.
+	**Continuing Education Division:** ABE Director Madelyn Arballo was appointed as Continuing Education Council Leader for ACCE.
+	**Continuing Education Division:** ESL Director Liza Becker was appointed as 1st Vice President/President Elect for ACCE.

+	Continuing Education Division: Madelyn Arballo was reappointed for a 2-year term as the noncredit representative on the state Basic Skills Advisory Committee

Add Notable Achievement Theme	Faculty Success

+	ARTS: The following Theater Department faculty participated in events or achieved special recognition: *Richard Strand - Won an Edgerton Award for his play "Butler," was one of six finalists for the 2014 Steinberg Award and his play "The Realization of Emily Linder" premiered at New Jersey Repertory Theater. *Matthew Burgos -Wrote and directed "Persephone's Watch" at the Skirball Cultural Center, has been re-commissioned for Winter 2015 and wrote the original narratives for the Autry National Center's exhibition "Empire and Liberty : Civil War and the West."
+	Business: Ralph Jagodka from Accounting and Management was appointed by the U.S. Secretary of Commerce, Penny Pritzker, to the District Export Council of Southern California; this prestigious appointment brings international business expertise and resources to Mt. SAC students.
+	Business: CIS faculty continued a partnership with Kaiser Permanente which resulted in four students obtaining full-time positions in help desk positions this year.
+	Continuing Education Division: Dana Miho, full-time ESL faculty (Year 1) received two awards for her distinguished work on behalf of noncredit students and noncredit faculty: The Debbie Borosch Basic Skills award and the Academic Senate 10+1 award.
+	Continuing Education Division: ABE instructor Donna Necke collaborated with Psych Tech and Nursing Program to design two basic skills bootcamps to prepare students for success in credit health programs.
+	Continuing Education Division: ABE staff presented at a variety of venues and conferences. Angelena Pride, Donna Necke, Mary Ann Angel and Marilyn McNall presented at the AB 86 Mt. SAC on Regional Consortium Planning task groups. Surekha Chaplot, Judy DeVries, and Renu Katoch presented at the ESL Career Conference.
+	Continuing Education Division: Three teams of ESL faculty (8 participants, 7 of them adjunct) conducted classroom-based action research on strategies that promote academic writing fluency, learner autonomy, and career readiness skills with positive results when compared with control groups of students. (Miho, Casian, McLaughlin, Ortega, Hayes, Azpeitia, Cueva, Foisia)
+	Kinesiology, Athletics, & Dance: Wrestling Coach, David Rivera named Southern California Coach of the Year.
+	Kinesiology, Athletics, & Dance: Football Coach, Bob Jastrab named State Coach of the Year.
+	Kinesiology, Athletics, & Dance: Brian Scott received the Dr. William Danielson Foundation award for Teacher of the Year for his work with the sports turf management teams; Chaz Perea received the Mt. SAC Burning Bright award for adjunct faculty for his team involvement

Add Notable Achievement Theme	Facilities

+	**Business:** Completed the plans for the new Business and Computer Technology Complex which received DSA approval.
+	**Continuing Education Division:** Education for Older Adults and Adults with Disabilities Program Identified new facility in Rowland Heights including a computer lab resulting in a total of 7 off-Campus computer classroom/labs that will lead to program growth.
+	**Continuing Education Division:** The School of Continuing Education received support for refurbishing and furnishing classroom 40-146 for primary use by ESL using bond funds. The classroom will be ready for Fall 2015 classes which will result in CDCP growth.
+	**Technology & Health:** The college provided a lighting system for welding booths over Summer 2014 . It is now much safer in the welding lab, especially during evening sessions.

Add Notable Achievement Theme	Funding

+	**Business:** We received over $300,000 in CTE Enhancement Funds for CIS and HRM.
+	**Business:** We received renewal of the Center of Excellence Grant for $200,000.
+	**Continuing Education Division:** The equalized noncedit Career Development and College Prep apportionment rate starting in 2015-16 has presented positive fiscal implications for the College.
+	**Continuing Education Division:** In 2014 Community and Contract Education successfully secured a contract with the Employment Training Panel (RTP) in the amount of $88,419 to fund employee training to companies threatened by out-of-state competition and to compete in the global economy.
+	**Continuing Education Division:** The WIN Program was awarded $4,750 from ASB for book funds. Also, 4 WIN students were awarded Students of Distinction.
+	**Continuing Education Division:** ABE Program was allocated $10,000 in Title V funds provide tutors math and writing Test Prep for incoming freshman credit students.
+	**Grants:** During FY 2014-15, the Grants Office monitored 24 active grant projects for a fiscal year funding level of $6,402,728 and a total funding level of $19,222,080.
+	**Grants:** During FY 2014-15, the Grants Office coordinated the development of 18 new applications for a first-year request of $10,602,697 and a total funding request of $23,892,409.
+	**Grants:** During FY 2014-15, of the 18 new applications developed, one (1) was a preliminary application invited to submit a full application, 14 were funded, and two (2) are pending.

+	Grants: During FY 2014-15, the Grants Office coordinated the development/submission of supporting documents for two (2) partner grant applications and one (1) non-grant application.
+	Grants: At the end of FY 2014-15, the Grants Office was in the process of developing two (2) additional grant applications for a first-year request of $247,525 and a total funding request of $247,525.
+	Technology & Health: The Tech and Health Division received $355,000 of Perkins funding slated for a flight simulator, professional development in multiple programs, student tutors , equipment in the Welding, IDE/MFG programs. In Electronics, Perkins funding purchased new servers for use in CNET networking and virtualization courses, allowing the instructor to enhance lab activities he has developed to reflect industry trends and suggestions for improvement made by the department's industry advisory board. Respiratory Therapy received funding for a V60 ventilator and Radiologic Technology received funding for a DR imaging system.
+	Technology & Health: The Division received over .5 million in CTE-Enahancement funds . In Manufacturing and IDE, this paid for state of the art CNC machines. While the AIRC/BAS programs are using the funding to support a regional collaborative, providing resources for marketing, curriculum modification and alignment, new equipment & controls, and professional development for faculty .
+	Technology & Health: Nursing grants totalling close to $300,000 provided a state of the art simulator, tutors, CTAs, and professional development for adjunct faculty.

Add Notable Achievement Theme	Organization / Process

+	ARTS: Photography Co-Chair Laurie Hartman and Theater Department Chair Richard Strand participated in a test pilot of the new Outcomes Mapping Matrix. This provided valuable insight into how to best achieve program goals in courses and programs and will be used to guide our curriculum, assessment and program improvement decisions.
+	Library & Learning Resources: Implemented an approval plan process through YBP Library Services using Global Online Bibliographic Information (GOBI) to aid in selecting titles through recommended subject lists based on the library's profile, evaluate titles by using readily accessible book reviews, and check titles already owned by the library using YBP's GOBI integrated interface.
+	Natural Sciences: Mt. SAC Educational Master Plan Addendum: The Farm - The Agriculture Department completed an addendum to the Master Educational Plan outlining their vision and plan for the future of their department and the farm facilities
+	Natural Sciences: Multiple planning sessions to establish a STEM Center on campus were attended by students, faculty, and staff. The STEM Center hosted two events: "Battle Plans for Final Exams" in time for spring finals and "Planning for the Hurdles Ahead" just before fall registration. The faculty mentor positions were filled late spring and plans are underway to bring the STEM Center fully operational. A design plan is being developed to renovate the space.

+	Natural Sciences: GEOL 29, Special Topics in Field Geology, was offered for the first time and Mt. SAC students had the opportunity to study geology in the field during an 18-day field trip to Idaho (Craters of the Moon National Monument and Darlington Hills), Wyoming (Yellowstone and Grand Teton National Parks), and Utah (Capitol Reef, Bryce Canyon, and Zion National Parks).
+	Natural Sciences: MATH 110S, Integrated Statistics, received UC IGETC approval and articulation as college level statistics at several CSU campuses.
+	Natural Sciences: the Mathematics Department partnered with the Bridge Program and Pathways to provide support and alternative paths to student succes
+	Natural Sciences: faculty in the Mathematics Department, working with Basic Skills, developed and implemented Math Placement Test Prep Workshops to help students better understand the placement tests.
+	Research & Institutional Effectiveness: Department supported to many college-wide research processes including: Strategic Plan, Institutional Surveys (Freshmen (CIRP), First Year (CCSSE), Graduates, and Alumni). Organizational or processes that were supported for other projects include: Institutional Review Board (IRB), Health Services Survey, Current Student Survey for Career Technical Education Students (CTE), Student-Faculty Satisfaction with Course Placement, Accreditation, Student Learning Outcomes Assessment, program review (Planning for Institutional Effectiveness (PIE)), providing data to external bodies (e.g., IPEDS, Perterson's Survey, ACCJC, Institutional Effectiveness Partnership Initiative (IEPI)), providing data for new grants, supporting data needs of funded grants, and providing factual information on demand. The Department ensures that Federal and State mandates are met or exceeded.
+	Professional & Organizational Development: A campus wide license for Qualtrics was funded This is a survey software program that aides in electronic surveys. All students, employees, and faculty have access to this license and training has been provided on a consistent basis throughout the year.
+	Professional & Organizational Development: A campus wide license for Lynda.com was funded. 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.
+	Professional & Organizational Development: 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.
+	Professional & Organizational Development: 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.

+	Professional & Organizational Development: 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.
+	Humanities and Social Sciences: 1) Surveys and enrollment and tutoring success data (incl. DLAs, tutoring, TCs) to support development and continuation of effective programs as well as inform modification to schedules to optimize access and matriculation (Honors, Writing Center, PSYC, SIGN, COMM) 2) Continued use of Division use of data for enrollment planning and scheduling, especially Argos reports: enrollment fill rates, Degree/Cert completion, as well as degree and general education requirements. The deans, in collaboration with department chairs, developed campus-wide and program specific enrollment criteria for enrollment management, and also developed criteria for evaluating requests for faculty positions. The division uses a comprehensive data-driven approach for scheduling and FTEs allocation in all its processes and draws from data for faculty RTF. Resulting in targeted growth and also being used as basis for Division RFPs. 3) Developing/Reviewing Curricula i) Many courses aligned with C-ID; remainder are in process. ii) Developing degrees/certificates: A.A. Environmental Studies (POLI) iii) Developing new curricula: HIST--History of Latin America, curriculum to specifically address heritage Spanish speakers iv) SIGN received approval for SIGN 101H 4) continuing to conduct higher quality, more consistent, and comprehensive adjunct evaluations across all departments. 5) Honorsi) Worked with IT to develop Argos reports that eliminated several hours of hand calculations and tracking ii) Worked with POD to use online survey system which eliminated several hours of hand written surveys and data collection iii) Worked with the VP Instruction, Dean of Humanities, Dean of admissions & Records and IT to get Honors Certified on the transcript after completion of 15 honors units with a minimum 3.2 cumulative GPA iv) Worked with Honors Advisory Council (HAC) to require that students admitted to Honors Program take at least two Honors courses before the end of their second Fall Semester in the Program. v) Created an online Honors Application making applying to the Honors Program more convenient for students.

Add Notable Achievement Theme	Program Success

+	ART: Graphic Design revised the GD Certificate to offer Level 1 and Level 2. This results in modified classes that better reflect industry trends

+	ART: New/Revised Academic Programs: *Received approval for the Film-TV AS-T transfer degree, which required the creation of a new courses to meet requirements. *Chancellor's approval of AA-T in Studio Arts to facilitate student transfer and success. *Modified terminal degree AA in Liberal Arts with an Emphasis in Fine Arts to add additional art area focus (graphic design) to enhance student success. *Approval of Fine Arts Department "Courses with Similar Content List" consistent with needs of students following certificates, AA and AS and transfer degrees in visual arts and allied disciplines.
+	ART: Animation and Gaming Program hosted the first Game Fest event highlighting student projects.
+	Business: Child Development also submitted an AS-T degree.
+	Business: Fawaz Al-Malood developed and operated a new accelerated Culinary Arts program.
+	Business: Interior Design program was awarded certification by the National Kitchen and Bath Association.
+	Business: Martin Ramey prepared and submitted the American Bar Association (ABA) report for the Paralegal Program, required for continued approval by the ABA of this program.
+	Continuing Education Division: Submitted the Continuing Education Mid-Cycle Report to ACS-WASC and hosted a one-day visit. Gained reaffirmation.
+	Continuing Education Division: Community and Contract Ed Fee-based program had a 3% growth in enrollment; College for Kids enrollment grew by 25%. We continue to diversify our offerings.
+	Continuing Education Division: ESL Collaborated with DSPS faculty and interpretor staff to develop a noncredit DSPS course as well as two ESL courses for the immigrant Deaf community. Contextualized course content for ESL-Deaf 1 and ESL-Deaf 2 includes English language development in tandem with American Sign Language learning.
+	Continuing Education Division: According to the Language Learning Center Faculty Experience Survey Spring 2015, 100% of instructors responding strongly agreed that a) they got appropriate help from LLC staff and b) the technology in the Smart Lab met the language learning needs of their class.
+	Continuing Education Division: ABE increased by 4 the number of high schools where basic skills bootcamps/Test Prep were offered in math and writing. This was done in collaboration with HS Outreach to prepare students to take the Mt. SAC placement test.
+	Continuing Education Division: ESL scheduled tutoring sessions for VESL Career Paths students focusing on integration of computer, career, and English course outcomes toward applied projects and assignments that facilitate college and career success -- e.g., product development and marketing. (BSI Porject: Miho & Elhaj)

+	Continuing Education Division: Student demand in HS Summer off-campus program resulted in growth of over 300 Career Development and College Prep FTES.
+	Humanities and Social Sciences: 1) The Forensics team had an extremely successful year. -Ranked 3rd in the nation at Phi Rho Pi -Ranked 1st place Community College at the International Forensics Association held in Barcelona, Spain -Competed in China -Hosted PSCFA Fall Championships -Hosted ARTa -Won several state awards -Hosted many on campus performances 2) Study Abroad Program a) in collaboration with the ACES program (who is funding the project), Dafna Golden, Asst. Coordinator of the program, is facilitating a week-long regional "abroad" program with her ACES Summer 2015 GEOG 1 students to CSU Channel Islands, where they will stay in the dorms and conduct relevant activities within the area. This is the execution of an initial recommendation of the Academic Senate task force articulating the creation of regional and national "abroad" excursions.
+	Kinesiology, Athletics, Dance: Learfield Sports Directors Cup (Athletic Program National Supremacy)
+	Kinesiology, Athletics, Dance: National Association of Two-Year College Athletic Administrators (NATYCAA) winners for a record 3rd year in a row and a record 5th time...most by any western United States Two-Year College.
+	Kinesiology, Athletics, Dance: Four Athletic Teams earned State Championship Titles in the year (Women's Cross Country, Football, Women's Tennis & Men's Track & Field)
+	Kinesiology, Athletics, Dance: Athletic Special Events hosted and educated 450 Coaches during their annual LA84 Clinic in January.

Add Notable Achievement Theme	Retention and Completions

+	Continuing Education Division: The overall completion/success rate for 2014 HS Summer School Program courses was just over 80% which is consistent from previous year
+	Continuing Education Division: Of the 87 math and 70 writing bootcamp students, 69% and 79% respectively enrolled into credit math and English courses after taking the ABE bootcamp. This is much improved from two years ago when approximately 50% enrolled into credit math and English.
+	Technology & Health: Student completion numbers reached and have remained at an all-time high in the 14-15 year. Due to this success, the Paramedic program was removed from At Risk status.
+	Technology & Health: Respiratory Therapy Graduates attained 100% pass rates on the NBRC RRT credentialing exam.

+	**Technology & Health:** The Radiologic Technician Program reported 100% job placement rate (within one year) to its accrediting agency in August 2014 for graduating class of 2013.

Add Notable Achievement Theme	Staffing

+	**Continuing Education Division:** Community Education Contract Manager hired January, 2014 on a one year contract, and training unit was renamed "Mt. SAC Workforce Training Center". Re-launching efforts have started with significant partnerships/coordination with our local Chambers of Commerce.
+	**Continuing Education Division:** ESL hired 3 adjunct counselors and ABE hired 2 counselors in preparation for noncredit SSSP mandates that require noncredit student education plans and other services and in preparation for Student Equity Plan implementation in which ESL needs to increase outreach to targeted populations within the Mt. SAC district and ABE needs to increase program persistence.
+	**Research & Institutional Effectiveness:** Research and Institutional Effectiveness: Provided evidence of the impact of researchers working on cohort or learning community models which led to the hiring of full-time researchers for Student Equity as well as Enrollment Management. Part-time researcher - support was added from Basic Skills to support the work the researchers will need to do each year to provide consultation and research/evaluation for the many funded projects.

Add Notable Achievement Theme	Technology

+	**ARTS:** The Theatre Department acquired a new lighting board for use in the Studio and Clarke Theaters to facilitiate the move into LED technology.
+	**Continuing Education Division:** The Language Learning Lab successfully moved its website and databases to the main college website servers, and improved the reliability of the site and provides an updated and uniform design. An additional wifi access point enabled mobile app support.
+	**Continuing Education Division:** Webcam computers were installed in the Language Learning Lab throughout the Open Lab. This was an important improvement because many instructors use the webcams for oral exams either as a class or as independent study, so now instructors are able to use and assign webcams without worrying whether the Smart Lab was being used.

Library & Learning Resouces:
Added the following library services/features to support student need for technology:
• Provided color printer and copiers for student use
• Implemented credit and debit card options for printing services
• Created online options for reserving group study rooms, registering for information competency workshops, and printing workshop attendance
verifications.
• Expanded WIFI access to better serve the northeast corner of the library including the group study areas
• Arranged for print job identification and printing services through the Internet using wireless connections for students-owned devices
• Migrated Library web page to OmniUpdate to enable more timely content update.

Add Notable Achievement Theme	Professional Development

GRANTS:
During FY 2014-15, the Director of Grants participated in professional development conferences and webinars, including, but not limited to: Council for Resource
Development, U.S. Department of Labor, California Community Colleges Chancellor's Office, U.S. Department of Education, California Office of Statewide Health
Planning and Development, National Science Foundation, and U.S. Department of Agriculture.

GRANTS:
During FY 2014-15, the Director of Grants presented a session titled "Tips and Tricks for Successful Grant Writing" at the Mt. SAC's Professional DevelopmentDay.

Library & Learning Resources:
Promoted teaching/learning best practices by LLR faculty by providing/conducting/coordinating faculty-focused presentations and conferences: e.g.,
• Flex Day "READ Courses and Content Area Reading: A Marriage Made in Curriculum"
• Parachutes and Ladders Conference "Beyond the Lecture: Developmental Education in Action."
• Library Coffee Talk: engagement strategies for reading to Library faculty;
• A presentation on Reading courses for Counseling faculty;
Implemented "lessons learned" from the DL Mock Review of Spring 2014: Department Chair & Deans training sessions, workshops in semi-annual e-learning
training weeks; established procedures for conducting accreditation site visit for distance learning.

Add Notable Achievement Theme	Grants:
+	Natural Sciences: The first year of NSF STEM grant, "Mt. SAC STEM Teacher Preparation" was successful; three FIG grants were awarded within the division, "Increasing Stereochemical Understanding in Organic Chemistry through Hands-On 3-D Modeling", "Improving Student - Learning Success in Organic Chemistry", "Astronomy Student Learning", and a fourth FIG grant utilized our planetarium, "Architecture in the Planetarium" (partnership)

Add Notable Achievement Theme	Community Value and Partnerships
+	Continuing Education Division: Education for Older Adults program coordinated multiple art shows at local senior/community centers providing opportunities for students to learn to sell their work including display and pricing.
+	Continuing Education Division: Education for Older Adults staff participated in multiple community service projects including Adults with Disability designs, centerpieces for Pomona Regional Center; assist in facility upkeep and provide packages for children's hospital of City of Hope, work with Beta Food-Bank).

Add Notable Achievement Theme	Other - Select text and type here
+	Professional & Organizational Development : A campus wide license for Qualtrics was funded. This is a survey software program that aides in electronic surveys. All students, employees, and faculty have access to this license and training has been provided on a consistent basis throughout the year.
+	Professional & Organizational Development: A campus wide license for Lynda.com was funded. 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.
+	Professional & Organizational Development : 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.

III. Trends Tracking for Instructional Services

Enter brief analysis summarizing each section based on the 2014-15 year followed by information provided in your Manager and Unit PIE forms.
Add Theme row (silver+), add Trend row (gold +); delete rows (-).

a. External Conditions Analysis	External conditions impact all divisions within Instruction. Accreditation preparation requires the time and focus of managers, staff, and faculty. This important process impacts workloads of people whose plates are already full. Program specific accreditation requirements also change and all accreditation requirements must be met to assure quality preparation for our students. Curricular impacts are regular and require nimble responses, including requests for technology and equipment. We find ourselves in an interesting economic climate. Whenever the economy grows, community college enrollment dips, yet our students continue to need excellent career preparation, whether their focus is CTE or transfer. This means we must take advantage of this strong budget cycle to re-equip labs and classrooms, develop new, industry-driven programs, and provide professional development for faculty. Facility needs naturally follow these changes, impacting the workload of our Facilities team partners. Our federal and state legislatures are increasingly involved in accountability measures and development of new regulations, which impact our work. The Research department is called upon to respond by designing data collection and analysis methods to meet these new demands. In addition, strong economy produced increased opportunities for grant funding. With a highly successful Grants Office, the college benefits from multiple successful applications.

Accreditation	*Roll-over to see example*	Data Source
Natural Sciences: New USDA regulations for the care and use of agricultural animals in teaching will effect the operation of classes and farm units.		USDA and AVMA requirements for accreditation
Technology & Health: Fire Academy certification testing is now required under IFSAC and PRO BOARD accreditation. This requirement requires additional instructional staff to serve as evaluators and additional equipment to conduct the skills testing.		State Fire Marshal Regulations

Economy / Budget	*Roll-over to see example*	Data Source
ARTS: Economic conditions resulted in reduced donations in Art Alliance funding.		Art Alliance Trust Fund
ARTS: Television industry expansion exacerbates training demands of Film/TV program.		Price Waterhouse Coopers

Continuing Education Division: The improved state economy has resulted in a lower demand for ASE programs. However, there are still significant numbers of adults without diplomas. Specifically, in LA County, 23% of adults 25 years or older do not have high school credentials, and the data show within Mt. SAC's district there are between 14-17% adults without a diploma. Thus, the need remains for access to ASE programs within the region.	Continuing Education Profile; http://quickfacts.census.gov/qfd/states/06/06037.html
Continuing Education Division: Opportunities for training contracts have increased as the local economy has improved. This justifies the need for the Director, Special Projects, to continue being funded.	LMI and Contract Ed budgets
Continuing Education Division: Enhanced Career Development and College Prep rate equalizes the noncredit apportionment to that of the credit rate; it also sets the stage for increased noncredit college and career pathways development in terms of short-term vocational as well as basic skills (ESL and ABE) programs and certificates. Anticipated implementation of increased/equalized apportionment for CDCP (as of 7/1/15) enabled planning for structural needs in Continuing Education.	2014 Budget Trailer Bill
Continuing Education Division: Student Equity funding has provided opportunities to examine student behaviors and patterns and existing services in order to increase access, persistence, program completion, and transition for disproportionately impacted populations. It is also increasing the need for additional full-time counselors and support staff.	Mt. SAC Student Equity Plan
Grants: Increased funding at the state and local levels - The improving economy has made grant funding available in many state and federal agencies. During the past few years, many of Mt. SAC's grant awards were reduced or eliminated altogether, and funding agencies did not initiate new grant competitions. During FY 2014-15, however, many new federal and state grant opportunities became available, which led to an increase in the number of grant proposals written and funded. Brand new, statewide initiatives have led to various grant funding opportunities. Mt. SAC developed successful applications for two of these statewide grants - Technical Assistance Provider for Contract Education and Course Identification Program.	Grants Office Annual Report
Natural Sciences: Drought has impacted the availability of feed for our animals, and increased feed costs.	Farm account budget
Natural Sciences: Minimum wage increased in July impacting our labor budget.	State minimum wage requirements

Library & Learning Resources: Increased employment levels may have had an impact on overall college enrollment thereby impacting enrollment in Library and Learning Assistance courses, which saw record low student demand three years in a row.	County, State Department of Labor employment statistics; news reports by major news outlets, e.g., Los Angeles Times, NPR
Library & Learning Resources: State's one-time funding of instructional equipment and Prop. 20 lottery funds brought much needed replacement of non- or low-functioning equipment and replenishment of library resources to keep up with industry/field standards and new curricula.	Chancellor's Office www.cccco.org
Library & Learning Resources: Yearly rate increases for database subscriptions is an ongoing external condition. Historically, the percentage of change for 2013-14 was 4.2% and for 2014 it was 7.2%. Pricing increases depend on discipline, but the projected range for 2016 is 6.6%.	The Community College League's library consortium
Library & Learning Resources: Cost of textbooks continues to be a huge challenge for students as students desperately seek copies on reserve, but space limitations greatly restrict the reserve collection.	SACBookRac, Amazon.com
Library & Learning Resources: Online Education Initiative (OEI) requires constant, active, and timely response with the pilot group leaders, OEI steering team, vendors (e.g., NetTutor), Distance Education Coordinators, Chancellor's Office, external evaluators, and local faculty and staff. The activities will benefit the College and distance education students throughout the state, but the time and effort required are an increase in workload in the LLR Division and across other college teams.	Chancellor's Office www.cccco.org
Library & Learning Resources: Accreditation requirements affecting Distance Education demand constant attention as the College uses the DL gap analysis and DL mock accreditation results from Spring 2014 to strengthen DL courses and pedagogy and to and to demonstrate how the College is meeting standards.	Accreditation Handbook accjc.org
Professional & Organizational Development (POD) Changes and updates related to EEO, legal mandates, Accreditation, and Chancellor Office guidelines impact training.	Chancellor Office Guidelines, ED Code, Accjc.org, Ed Code, Liebert Whitmore Cassidy (lcwlegal.com).

Facilities / Maintenance	*Roll-over to see example*	Data Source

Humanities & Social Sciences: High demand for primetime classes and lack of significant response to expanding late afternoon and evening courses creates a large unmet demand for classrooms.		Argos reports: SSR0038-B SFR0004-A SFR0001-A
Professional & Organizational Development (POD) POD is temporarily being housed in building 40. 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.		PAC minutes, PDC minutes
Professional & Organizational Development (POD) 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.		PDC minutes, CPDC minutes, FPDC minutes, Facilities planning summit minutes
Industry Changes	*Roll-over to see example*	Data Source
ARTS: Employment in the areas of graphic design, illustration, animation, game design, film and television and photography continue to trend toward self-employed and freelance work.		IBIS World Report- Photography GDC Game Vault Price Waterhouse Coopers, LA Film Commission
ARTS: "Convergance" of Still and Motion Technologies: The photography industry is undergoing a paradigm shift from "still" imagery to the "convergance" of "still and motion" technologies.		Photography Advisory Committee Meetings, 2013, 2014, 2015
BUSINESS: The California State Employment Development Department reports that Accounting is one of the occupations with the most job opportunities (70,600 new top-level jobs in this state through 2022). That source also reports that Retail Management is the number one highest projected occupation for 3-year replacement. In Industrial Design, 2015 is slated to be one of the strongest years in residential remodel spending since 2009. Job growth in the hospitality industries was up by 4.3% (74,700 jobs). Additionally, as a result of Assembly Bill 2128 (Emmerson), students who complete the newly proposed AS-T in Nutrition/Food Dietetics will be eligible to take the Certified Dietary Manager credentialing exam and seek employment as Dietetic Service Supervisors. Such changes must be taken into account in scheduling courses that will lead to high paying jobs for our students.		EDD
Humanities & Social Sciences: Profound changes in digital, visual, and hyper-local Journalism has led to new and modified courses in program to great (and even national) success.		http://www.mtsac.edu/instruction/humanities/elj/journ/

Technology & Health: New control technologies in the building automation and energy management sector of the HVAC industry require that approximately 20% of program completers enter the industry with a foundation in digital controls, network architecture, and programming. The other 80% require the skills necessary to work in the physically demanding roles of construction, installation, service and repair as mechanical, installation ,and electrical technicians . This results in a stratification of technical skill level that the AIRC and BAS programs must adjust to.	Advisory Minutes
Technology & Health: There has been a marked shift in Psych Tech job openings from Southern California to Central California.	EDD
Technology & Health: The National Board for Respiratory Care, (NBRC), has changed the licensing examinations format. New materials and software will be required to continue with adequate examination preparation.	NBRC report
Technology & Health: Unmanned Aircraft Job Training Opportunities: June 2015: "Auburn University is positioned to become a key training center for commercial operators of unmanned aircraft as it launches the nation's first FAA-authorized flight school for those piloting the aerial systems". The unmanned aircraft industry is in its infancy as we see Auburn University becoming the first of it's kind in June 2015. Mt. SAC is also positioned to become a go-to training source for unmanned systems because of our proximity to unmanned vehicle manufacturing industry and the quality of programs at Mt. SAC. Two manufacturers of unmanned aerial systems located nearby could be Advisory partners - AeroVironment (Monrovia), Astral Infiniti (Hacienda Heights).	Ken Byrnes, chairman of the flight department at Embry-Riddle Aeronautical University
Technology & Health: Boeing projects a need for 533,000 new pilots by 2033, including 88,000 in North America and 216,000 in Asia… "We are talking about explosive growth," said Capt. Carl Davis, chief pilot for Boeing's pilot services. "How are we going to find pilots to fill these airplanes?" "We can argue these numbers, but it's clear there's a need, a demand…we have a need for pilots in the airline industry." Enter External Condition here.	http://www.boeing.com/resources/boeingdotcom/commercial/boeing-edge/assets/brochure/edge-flight-services/pilottechnicianoutlook.pdf http://www.usatoday.com/story/news/2015/06/25/pilot-shortage-alpa-boeing-embry-riddle/29284047/

	Data Source
Technology & Health: There is a positive employment outlook for Air Traffic Control. FAA hiring will remain strong through year 2024. The FAA Controller Workforce Plan (2015-2024) states that the FAA will hire more than 6,300 controllers over the next five years with steady hiring of 700 controllers per year out to year 2024 (page 43).	FAA Controller Workforce Plan 2015-2024
Technology & Health: The welding industry is now requiring greater diversity of industry certifications (pipe welding certifications, and reinforcing steel - rebar - for example.)	Advisory Minutes

Regulation / Policy	_Roll-over to see example_	Data Source
Continuing Education Division: Restructuring of Adult Education in the state through adult education (K-12) and noncredit (Community College) regional consortia and Adult Education Block Grant (AEBG) is providing opportunities as well as challenges. Opportunities for the Mt. SAC Consortium have included improved dialog among leadership and faculty, and progress in streamlining pathways for students through articulation and curriculum alignment. Consortium partnership and allocation of 15-16 funds from AEBG will continue to challenge relationships while providing opportunity and funding for collaboration.		http://ab86.cccco.edu/, 2015 Governor's Budget Proposal; legislative files, documents, and hearings
Continuing Education Division: Adult Education Block Grant restricts the use of grant funds for credit recovery to students under 18 and eliminated funding for non-vocational older adult classes. These changes may increase the demand for HS credit recovery and older adult offerings through Mt. SAC noncredit programs.		http://ab86.cccco.edu/; Adult Education Trailer bill
Continuing Education Division: Noncredit SSSP funding formula was released July 20, 2015. Mt. SAC must submit a noncredit SSSP plan and budget by October 30, 2015. The funding formula prescribes services and accountability that may not be in place for noncredit due to the relatively high counselor-to-student ratio and lack of full-time counselors in ABE and ESL.		CCCCO SSSP_Funding_Guidelines_Final_3-12-14
Continuing Education Division: Legislature AB1041, Employment First Policy in the Lanterman Disabilities Services Act was signed into law in October 2014 and recognized that only 13% of people with significant disabilities have employment. The 13% includes persons working for sub-minimum wages and part-time employment. AWD Program's design will be strongly impacted by this legislation. Our program will provide career training and job readiness skills in addition to independent living skills so people can be job ready and prepared for everyday living and economic survival.		Legislature AB1041

Humanities & Social Sciences: Institutional policies and practices have been very supportive of making data available (e.g., access to reports) in order for divisions to make more accurate decisions involving scheduling, hiring, and curriculum development.	http://www.mtsac.edu/ administration/research/ factbook.html http://www.mtsac.edu/ administration/research/ links.html https://argos.mtsac.edu/
Natural Sciences: Regulation for film chemicals is changing to ban the use of certain chemicals, which will necessitate the replacement of radiographic equipment with digital equipment.	EPA requirements
Natural Sciences: CSU system is accepting engineering students for transfer with high GPAs who have not completed significant coursework in the discipline in preference to students with lower GPAs who have completed the pre-engineering curriculum.	calstate.edu
Natural Sciences: Green chemistry principles are driving usage or removal of certain laboratory chemical reagents.	Journal of Chemical Education
Research & Institutional Effectiveness: State released new reporting requirements for Student Equity and SSSP. These required a re-configuration of the RIE operations in order to achieve data requirements. Accreditation requires that the College switch to its new 2014 Standards. This change required the creation of many templates and trainings to fully brief the Accreditation Steering Committee and the 100+ Writing Team members.	CCCCO ACCJC
Research & Institutional Effectiveness: Accreditation requires institutionalization of outcomes and assessment.	CCCCO ACCJC
Kinesiology, Athletics, & Dance: Title IX Legislation requires review of underrepresented populations opportunities for access and participation.	EADA
Kinesiology, Athletics, & Dance: Repeatability impacts courses, participation and enrollment. Courses related in content are a modification of this academic development, however, a restriction still exists within the families, capping at 4.	Chancellor's Office
Kinesiology, Athletics, & Dance: NCAA Academic Reform Policies are currently re-writing standards for student-athlete progress through two-year colleges, affecting potential transfer rates to 4 year institutions.	NCAA/CCCAA

Security	*Roll-over to see example*	Data Source
Natural Sciences: Recent losses due to theft highlight the vulnerabilities of our facilities and the equipment contained in them. Card readers installed at all entry points would provide greater security.		Campus-wide communication
Natural Sciences: Power outages have caused stockroom doors to be locked, keeping personnel locked out. Likewise, emergency services may be prevented from accessing the stockroom and providing assistance to personnel within.		Reported by laboratory technicians, faculty, managers

Staffing	*Roll-over to see example*	Data Source
Humanities & Social Sciences: Departments continue to experience difficulty recruiting qualified adjuncts: a) loss of adjuncts to other FT positions; b) small pools of adjuncts with specialized skills; c) in some disciplines, fewer students with MQs -- including M.A.s		Feedback from department chairs, e.g., in disciplines of a) Psychology, b) Arabic, and c) Art History
Natural Sciences: Between 2004 and 2012, 33 Master's Degrees in physics were awarded, on average, per year in Southern California. This is an extremely limited source for adjunct faculty.		"Trends in Exiting Physics Master's" American Institute of Physics

Student Demand	*Roll-over to see example*	Data Source
Continuing Education Division: San Gabriel/Pomona Regional Center identified a need for additional offerings to adults with intellectual disabilities emphasizing integrated and supported employment, micro enterprise, and independent living skills. As a vendor for Regional Center, Mt. SAC AWD program has an opportunity to expand and meet this demand.		http://www.scdd.ca.gov/employment_data_dashboard.htm
Humanities & Social Sciences The ability to acquire and analyze enrollment as well as completion data has allowed HSS Division to target growth in highest-demand areas such as HIST, POLI, PSYC, ENGL, and SPCH.		Argos reports: SSR0038-B SFR0004-A SHR0009-B
Natural Sciences: Agricultural programs at other local community colleges have been discontinued in recent years, expanding our service area.		Direct communication with colleges

Technology	*Roll-over to see example*	Data Source

	Data Source
ARTS: Industry-wide trend to replace incandescent lighting fixtures with LED's.	Stage Direction, Cue to Cue, N.Y. Times
Humanities & Social Sciences: Classroom, faculty, and some student lab computers are old, and even though I.T. has done an amazing job of swapping old computers for less-old computers, issues with this equipment persist and interfere with learning.	Department chair feedback in unit level PIEs, requests for new computers in PIE Consistent review and feedback from IT techs and network administrator
Natural Sciences: Students expect to have technological access 24/7 to faculty, notes, grades, homework and resources. Students are transitioning to using new technologies to record their class experience such as making videos of lectures, taking images of boards and using laptops in class. This impacts their expectations of how we deliver content.	Faculty observations

Training	*Roll-over to see example*	Data Source
Business: With more industries moving to newer technologies (e.g. Computer system forensics, virtualization, containerization in CIS) ongoing professional development training for both full-time and adjunct faculty is essential. In Fashion Design, two emerging fields are Apparel Technologies and Eco-friendly digital textile printing; these emerging fields increase demand for technical designers and patternmakers with high-level technology skills.		Advisory Board
Natural Sciences: Faculty and laboratory technician licensing is required to allow us to legally operate and maintain our RVT program.		USDA, AVMA, State and County licensing requirements

Curriculum Change	*Roll-over to see example*	Data Source
Continuing Education Division: College and career readiness standards (CCRS) for adult education have emerged as a guiding principal for ABE/ASE (adult secondary) curriculum and coursework. The CCRS are included as recommendations for instruction and job readiness in WIOA legislation. Thus, the integration of these standards is more pressing as funding will be heavily impacted by successful transitions.		http://www.sbctc.ctc.edu/ college/abe/ CCRStandardsAdultEd.pdf, http://www2.ed.gov/about/ offices/list/ovae/pi/AdultEd/ wioa-reauthorization.html#3

Pathways: High School:	*Roll-over to see example*	Data Source

Technology & Health: Increased emphasis on clear pathways with K-12 has prompted all programs to evaluate and expand articulation agreements, outreach efforts, etc.		Student Success Act
Pathways: Universities	*Roll-over to see example*	Data Source
Technology & Health: Departments note that the lines between "CTE" programs and "Transfer " programs have become increasing blurred as more and more employers seek Bachelors- prepared applicants.		Advisory Meeting Minutes
Technology & Health: Strong interest in the partnership with Mount Saint Mary's University for a one year BSN program is prompting the creation of an additional degree in Health Care admisntration for Allied Health Programs.		BSN applicant numbers, Advisory minutes RESD,RAD
Technology & Health: Fully online Bachelors degree in Administration of Justice at CSU San Bernardino is prompting the dept to seek a fast track partnership and create additional online versions of courses.		CSUSB Catalog

b. Internal Conditions Analysis	The multi-faceted aspects of growth impact all discussions of internal conditions. Growth is supported by significant instructional equipment budgets while equally stressing demands on facility maintenance and upgrades. Growth in science requires additional lab space, lab technicians, learning assistants, and supplies. The request for on-going upgrades, replacement and maintenance of space and technology is infused in program plans. Many departments are engaged in innovative instructional designs (i.e. learning communities, program specific cohorts). The success of these programs brings the opportunity to expand and the need for data to inform decisions. The Continuing Education Division is poised for growth with a stronger administrative structure and increased funding. Professional development is needed to accompany expansion efforts across the campus. An awareness of the importance of Marketing is found throughout program plans. The request for a stronger partnership with Marketing is a reflection of the awareness of the need to carry our message to our community.

Economy / Budget	*Roll-over to see example*	Data Source
ARTS: Inadequate ongoing budget to acquire and repair equipment in Theatre and Television.		District Budget

Business: The three main issues identified in this category are (1) limited budgets for marketing and recruitment into the CTE programs, (2) limited budgets for staffing labs appropriately, and (3) inadequate professional development funding for faculty to maintain currency within their disciplines. Several programs use Perkins funding for student support through tutors in the classroom and additional lab support as well as attending important conferences and continuing education activities. Additionally, some supply budgets (such as those used for purchasing food for Nutrition and Foods and HRM) need to be increased as the price of food climbs approximately 3% annually.	No Data Source Available
Grants: Budget reductions - Cuts to the Grants Office budget since FY 2010-11 have been dramatic, with a 42.8% reduction in the department's budget (not including permanent salaries). During FY 2014-15, the department especially struggled in the staffing area. The office sought emergency one-time funding and new resource allocation to increase the professional expert (hourly support) budget category. The one-time funding request was approved, and the department was able to continue servicing existing grants. As the economy continues to improve, more grant opportunities will be available, leading to increased funding and more grant projects to monitor. Ongoing staffing support is needed to maintain a high level of service.	Status Quo Budgets and Adopted Budgets since FY 2010-11
Humanities & Social Sciences: Although the Learning Assistance Center has been generous in sharing its tutorial budget with the SSSC (Speech and Sign Success Center), its annual support of 1300 students and over 10,000 contacts requires a separate budget line item to allow it to pay for the tutors, support personnel, and supplies it needs.	Feedback from Learning Assistant Director
Natural Sciences: Current funding for supply budgets across the division, particularly with laboratory courses, cannot meet the needs of increased course offerings to accommodate growth and high student enrollment in most classes. New courses offered in engineering requires an augmentation to their supply budget. Recent one-time lottery fund allocation for laboratory classes across the division will support growth for this year.	District supply budget, department meeting minutes
Kinesiology, Athletics, & Dance: Funding sources for certain programs is on a term by term basis. Efforts to secure ongoing general fund budget continue.	Status Quo Budget/Immediate Needs

Facilities / Maintenance	Roll-over to see example	Data Source
ARTS: Our Theater facility does not function well in many areas, including: Access to the lighting grid in the Studio Theater, visibility to the campus, amount of work and storage space, the absence of dedicated rehearsal space.		Theater Department Minutes
ARTS: The delay in moving the radio stations and production studios has caused disruptions for students.		CEA Department Minutes
Continuing Education Division: Critical need for designated School of Continuing Education on-campus classroom facilities and lab space to meet student need, respond to college growth demands, and maximize growth in FTES and efficiency in terms of LHE. ESL, AWD, EOA, HSR, IHSS, community education, and contract education all have a shortage of classroom space which has limited program expansion.		Cabinet Notes & Instruction Team Minutes
Humanities & Social Sciences: Classroom Space, especially from 7:30 AM to 2:15 PM, is still difficult to schedule. This is rapidly becoming the single most important factor in attenuation of growth.		SLR 0036
Humanities & Social Sciences: HVAC--In rooms (office and class), the temperature is often at the extremes and cannot be regulated with the thermostats in the classrooms.		Complaints by faculty, staff and students and submission of work order requests (SchoolDude)
Natural Sciences: Insufficient laboratory facilities to meet growth needs and student demand throughout the division including biology, chemistry, physics, and engineering lab classes.		Schedule of classes, room usage report, enrollment data
Natural Sciences: Additional lab teaching space is needed for new course offerings, particularly in engineering. ENGR 50A (robotics team project development—6 hours of lab per week per section) curriculum has been submitted for approval. Once ENGR 50A is accepted 50B and 50C courses will be submitted.		Department minutes, curriculum submissions
Natural Sciences: Funding is needed to complete the Small Animal Care Facility. Construction of dog kennels to support the RVT program need to be relocated to a more suitable area. The original proposed site needs to be repurposed.		Addendum to the Educational Master Plan: The Farm

Natural Sciences: As a result of the substantial growth in the Chemistry Department, lab space and lecture space are at a premium. Modification to existing facilities will allow for additional growth. Convert rooms 7-2114 and 7-2122 into three rooms: (a) 24 station o-chem lab with 12 chemical hoods; (b) 28 seat general lecture classroom with instructor demonstration table; (c) 30 seat "special class lab" – 30 computer stations – irregularly scheduled to analyze data, access modeling programs, associated with classroom or laboratory work conducted elsewhere. Convert 7-2123 into multiuse flexible lab space with 3-4 additional hoods. Remodel 7-2117 to add stock room to support 7-2123 multiuse flexible lab and add office space for a laboratory technician. Add 24-28 student lab drawers to 7-2111 to allow increased sections to be offered in the lab. This will allow the Chemistry Department to continue to grow.	Enrollment data, room utilization study, meetings with architects, faculty, and Deans
Natural Sciences: Construction space for robotics team is needed in the vicinity of the PENG department. The team is only able to serve 20% of the students who wish to participate.	Department meeting minutes
Natural Sciences: An outdoor engineering space is needed for construction of large projects that support classroom and laboratory instruction.	Department meeting minutes, discussions with facilities
Technology & Health: In Respiratory Therapy, technology upgrades are needed on a continual basis to keep equipment in the lab current and up to date with equipment in the hospital. Specific technology upgrades include the following; mechanical ventilators, BiPAP machines, oxygen supply devices such as Vapotherm high flow unit, Smart Vest bronchial hygiene unit, Non-invasive positive pressure masks and oxygen concentrator.	Advisory Minutes
Technology & Health: Fire Technology does not have an on campus fire training center for fire academy instruction; this necessitates partnerships with outside agencies and significant efforts in the daily transport of equipment and supplies.	Advisory Minutes
Kinesiology, Athletics, & Dance: Lack of specialized, activity classrooms unique to our division impacts scheduling of course offerings and limits growth opportunities.	Facilities Master Plan
Kinesiology, Athletics, & Dance: WIN Center is inadequate for volumes of student-athletes that utilize its services. Currently 800 student-athletes benefit from the academic support provided by the center.	Facilities Master Plan/Banner

Internal Distance Learning Procedures	*Roll-over to see example*	Data Source
Library & Learning Resources: DL procedures are manually implemented and monitored because they are not necessarily integrated automatically with institutional procedures and processes: curriculum proposal and WebCMS "button." A WebCMS report to anticipate the threshold for meeting Substantive Change Proposal requirements has not been completed.		WebCMS Interface
Security	*Roll-over to see example*	Data Source
Continuing Education Division: Security cameras are needed in the LLC to deter the increased threat of computer theft becomes more of a threat, (i.e. the Learning Lab had RAM stolen from a computer and a student attendance computer stolen.).		LLC report to security; LAC Director reporting to Accreditation Committee
Staffing	*Roll-over to see example*	Data Source
ARTS: Increased hours for a job developer to focus on work experience, internships, job placement and employment tracking--essential for CTE programs.		Core indicator #4 Employment
BUSINESS: For classified support positions, the intense demand for students to use the new Child Development Center Observation lab requires an adequate budget for Lab/Tech tutors; they provide technical assistance and help to students during open lab hours for writing observation reports.		Argos
Continuing Education Division: Restructuring of Continuing Ed Division to School of Continuing Education has provided additional infrastructure with the addition of two Associate Deans and one director. Noncredit growth, particularly in CDCP programs will create a need for even more structural needs including facilities, equipment, support staff and faculty.		June Cabinet Notes & Board Minutes
Continuing Education Division: Significant need for a Director of Education for Older Adults and Adults with Disabilities to provide support and facilitate communication with EOA faculty, provide support services for students, and expand Adults with Disabilities Programs.		2013-14 Manager's Summary, EOA Schedule of Classes

Continuing Education Division: Critical need for full-time ABE faculty to work on matters of curriculum and instruction. ABE has 52 courses and 6 programs with SLO and program assessment, course review, and updates based on emerging standards.. There is also an increased interest by the College and community for contextualized learning and pathway courses and programs. More certificates and courses need to be developed in for noncredit students to bridge to college and work.	webcms.mtsac.edu, ABE course program review cycle; ABE faculty meeting minutes
Grants: Inadequate staffing - While the demand for services has increased, Grants Office staff has not. In fact, the department's budget (permanent salaries excluded) has been cut 42.8% in the past several years. Further compounding this is the proportion of staff time spent on post-award activities. This prevents the Grants Office from writing more proposals. During FY 2010-11 and again in FY 2014-15, the Instruction Team (deans, associate deans, and directors) discussed and prioritized positions needed by each area. A grant writer was ranked #1 out of all proposed positions. This list has continued to be discussed when the topic arises, both at the team level and by the Budget Committee.	Status Quo Budget and Adopted Budgets since FY 2010-11
Humanities & Social Sciences: Even with current hires, significant increases of sections as a result of data-driven, targeted growth have resulted in even higher PT/FT ratios in high-demand areas such as SPCH, HIST, POLI, PSYC, ENGL and other areas such as AHIS, SOC, and GERM.	SIR 0007 SIR 0006
Humanities & Social Sciences: Lack/loss of funding causing reductions in unit operating hours and inability to hire adequate support personal continue to negatively programs such as TPI, Study Abroad, Honors, and the Writing Center.	Feedback from directors and coordinators of affected programs
Humanities & Social Sciences: UR (Undergraduate Research) "Faculty Coordinator" activities continue to be facilitated by a single, uncompensated, faculty member --Dr. Rebecca Hatch --for almost three years, even though Mt. SAC has a UCR plan that includes the designation of a coordinator. These activities far exceed the 6 weekly supplemental hours.	HSS Dean
Natural Sciences: Part-time classified positions that support the farm units and laboratory activities need to be expanded to full-time positions to maintain current course offerings, sustain growth, and allow for the development of revised programs in Agriculture. Some restructuring of existing positions is also needed.	Addendum to the Educational Master Plan: The Farm
Natural Sciences: Part-time classified positions that support the farm units and laboratory activities need to be expanded to full-time positions to maintain current course offerings, sustain growth, and allow for the development of revised programs in Agriculture. Some restructuring of existing positions is also needed.	Addendum to the Educational Master Plan: The Farm

Natural Sciences: Hourly student workers are used throughout the division to support farm operations, teaching laboratories, tours of the Meek, the Wildlife Sanctuary, and resource rooms for student study. Increasing the budget for hourly student workers will allow us to serve student more effectively.	District budget, Department Chair Meetings, Division Operations Meetings
Natural Sciences: Continued growth in the RVT program will require an additional full-time Veterinary Professor and an additional full-time Classified RVT.	Enrollment data
Natural Sciences: Physics needs a full-time, permanent department laboratory technician to support instruction. This need was recently met when a full-time lab tech was hired. Increased course offerings in the evening create a need for an additional half-time Physics and Engineering Department lab technician.	BOT agenda Enrollment data
Natural Sciences: The space in 61-3316 has been repurposed as a support center for students majoring in science, technology, engineering, and mathematics (STEM). The purpose of the center is to improve success and retention rates for students in STEM majors. There is a particular need for students that are underrepresented in these fields. To support the STEM center there is an ongoing need to provide faculty mentors, counselors, and tutors. In addition to the current staff, it is clear there is a need for a laboratory technician, similar to the role lab techs serve in the MARC and T-MARC, and clerical support for the STEM Center activities.	STEM Center operational meetings
Technology & Health: The Aeronautics department plans to hire a flight instructor to evaluate, improve, and manage the flight simulation lab. The department has secured funds to jump start this initiative, but would be looking for long-term hourly support for the lab.	Advisory Minutes
Technology & Health: IDE and Manufacturing are facing a critical need for a full time Equipment Technician who could serve both programs, increasing safety and reducing tool loss while maintaining equipment.	Advisory Minutes
Technology & Health: Manufacturing is poised to grow if it is approved for a full time faculty member.	EDD Labor Market Info
Technology & Health: EMS struggles with a limited adjunct faculty pool. This challenge, in addition to a vacant full time faculty position, has resulted in the temporary suspension of EMT for the 2015-2016 year.	Advisory Minutes
Research & Institutional Effectiveness: Some staffing assignments were changed to allow for improved customer service and to align with new mandates (e.g., Student Equity). Staff are more specialized in their research assignments which provides for a continuity of assistance to the project teams which they appreciate.	RIE Staff webpage President's Cabinet notes

	Data Source
Research & Institutional Effectiveness: Institutional surveys are being used more as one piece of data for decision making.	Minutes from Committee meetings (IEC, PAC)
Research & Institutional Effectiveness: technological demands are requiring training to augment skill.	Minutes from Committee meetings (IEC, PAC)
Kinesiology, Athletics & Dance: Retirements, reassignment and program growth has outpaced replacement of full-time faculty and staff positions, which has affected scheduling, program efficiency and workload.	Argos
Kinesiology, Athletics & Dance: Student-Athlete Academic Support Area (WIN) has part-time supervisor assigned to it along with soft money from testing and assessment funds that help it operate. This program and the numbers of students it impacts warrants a review of full-time status and a general fund line item. We would support the request to have this happen.	Argos

Student Demand	*Roll-over to see example*	Data Source
ARTS: Class offerings strategically scheduled to support completion of certificates and degrees.		Mt. SAC Search for Classeswaitlist (Sp2015)
Humanities & Social Sciences: Student demand, and the ability to analyze and understand that demand through access to data, has led to significant increases in courses, majors, and degrees.		Argos reports: SSR0038-B SFR0004-A SFR0001-A SHR0009-B
Humanities & Social Sciences: Student demand for 1-day per week and late afternoon/evening sections continue to wane while online sections continue to fill much later in the enrollment process (if at all).		Argos reports: SSR0038-B SFR0004-A SFR0001-A
Natural Sciences: Completion of the Addendum to the Educational Master Plan: The Farm, shows there is a need for growth. Curriculum will need to be revised along with degree and certificate modifications.		Addendum to the Educational Master Plan: The Farm
Natural Sciences: Computer lab facility in Building 80 does not have enough stations to accommodate the number of students in the courses. Furniture and computers are needed for 8 additional stations, which will allow for increased enrollment in the high demand classes.		Addendum to the Educational Master Plan: The Farm

	Data Source
Natural Sciences: Funding for SI positions has not been sufficient to meet the number of sections in disciplines across the division that could benefit from these services .	Unfunded SI requests
Natural Sciences: To support growth in courses with high student demand, additional evening and weekend courses are and will be offered. This creates a need for additional evening and weekend IT support and support services for faculty and students.	Enrollment data
Natural Sciences: Total number of credit sections for Mathematics & Computer Science exceeded 2010 levels (457). Gains achieved in total credit enrollment for M&CS at census: 16,737 in 2014 -15 compared to 16,669 in 2013 - 2014. Enrollment approaching enrollment achieved during 2010 - 11(17,130). High percentages of students enrolled in M&CS courses were maintained: Summer '14: 90.98%, Fall '14: 105.00%, Winter '15: 96.45%, Spring '15: 101.95%. However, percentage enrolled showed a small decline compared with the previous year.	ARGOS SSR0039-A ARGOS SFR0004-B
Library & Learning Resources: Cancellation of LIBR 1A, LCOM, and/or STDY courses linked to Math and English Pathways due to low enrollment in courses other than Math or English. Students repeatedly indicated they did not want the auxiliary courses, and low enrollment in such courses impeded enrollment in the linked Math and English courses.	Argos reports on fill rates, waitlist, first classes to fill
Library & Learning Resources: Student demand for 100% online degrees and certificates persist, but some general education areas are not available online. Online course offerings declined in 2014-15 compared to the year before. Offerings of online and hybrid sections were reduced due to lower student success rates in these sections compared to traditional sections.	Student survey results from 2013; enrollment reports
Technology *Roll-over to see example*	Data Source
ARTS: Cintiqs have been purchased and are in process to be distributed to the classroom with the help of IT. We expect the addition of the state-of-the-art equipment to bring positive results for the students.	Internal Communications
ARTS: Ongoing technology changes necessitate the purchasing of new television production and postproduction equipment to maintain relevance.	Mt. SAC TV and Film Advisory Committee
Business: CIS faculty report that certain access control procedures or policies of the college impede the full use of the virtualization system in all classrooms. They recommend that those procedures be revised or removed to provide more effective use of virtualization systems within the division.	No Data Source Available

Continuing Education Division: Critical need for new Language Learning Center servers. The current server is old and has inadequate space for software, audio and video files. Student access to ELLIS (ESL and AMLA) software and the server version of Rosetta Stone will be lost when it is moved to a new virtual server.	LLC Report
Continuing Education Division: LLC ESL Orientations need to be redesigned. The continued loss of computer and server-based software has limited student ability to login and follow along.	http://myenglishlab.com/courses-focus-on-grammar.html
Humanities & Social Sciences: Classroom Technology--Need for an institutional plan and committed for maintaining classroom technology including instructor-station computers, projectors, document cameras, etc.	HSS Dean and IT support staff
Humanities & Social Sciences: Department Technology--need increased supply budgets to maintain shared department printers.	HSS Dean and department chairs
Humanities & Social Sciences: Software licenses must be up-to-date and maintained with institutionalized funding.	Software license invoices, PIE requests, lottery budgets
Natural Sciences: Digital x-ray computer used in RVT program needs to be replaced. It runs on Microsoft Windows XP, which is no longer supported by the campus. This computer runs the digital X-ray machine.	Agriculture Department meeting minutes, IT deparments
Library & Learning Resources: Lack of consistent internet access causes use of classroom computers to be frustrating for students and ineffective for faculty.	Previous PIE requests Receipt of funding Student and faculty comments Help Desk tickets
Library & Learning Resources: Lack of a streaming video server in a protected file storage service/delivery (we have a 3 terabytes now, but that won't be enough). Although a new high capacity serrver has been purchased in 2015-15, it awaits IT personnel's availability to prepare it for use. Insufficient IT personnel has caused delays in this area.	Previous PIE requests Receipt of funding Student and faculty comments Help Desk tickets
Library & Learning Resources: Single sign on for library databases via portal and learning management system; librarians, other professors, and students have requested single-sign-on (SS)0 for fie years.	Previous PIE requests Receipt of funding Student and faculty comments Help Desk tickets

Technology & Health: In Respiratory Therapy, technology upgrades are needed on a continual basis to keep equipment in the lab current and up to date with equipment in the hospital. Specific technology upgrades include the following; mechanical ventilators, BiPAP machines, oxygen supply devices such as Vapotherm high flow unit, Smart Vest bronchial hygiene unit, Non-invasive positive pressure masks and oxygen concentrator.		Advisory Minutes
Technology & Health: Fire Technology does not have an on campus fire training center for fire academy instruction; this necessitates partnerships with outside agencies and significant efforts in the daily transport of equipment and supplies.		Advisory Minutes
Training	*Roll-over to see example*	Data Source
Humaniteis & Social Sciences: Strong need for faculty and staff development re leadership, pedagogy, communication, and meeting facilitation.		HSS Dean, department chairs, faculty and staff Faculty self evaluations and adjunct evaluations
Natural Sciences: Ongoing need for computer replacement plan to replace and/or update existing computers. Every department in our division has a need for updated computers for lab and content delivery.		Department meetings, Division meetings
Library & Learning Resources: LAC instructors are incorporating project-based learning into their students' work with tutors; LARC tutor training now includes helping tutors develop their facilitation skills for projects and groups. Library and DL/OLSC faculty and staff also use what they learned at conferences and webinars to improve effectiveness in their work.		LAC staff meeting minutes
Marketing	*Roll-over to see example*	Data Source
ARTS: Marketing our programs will result in increased enrollment, improved retention, greater outreach to alumni. Funding is needed for promotional materials across the Division including an Internet presence.		Photography Advisory Committee meeting 2015
Regulation/Policy	*Roll-over to see example*	Data Source
Humaniteis & Social Sciences: The financial aid process continues to significantly slow down the approval process for students participating in Study Abroad programs.		Feedback from faculty coordinators and Dean's participation in process

Natural Sciences: Campus committees, faculty senate, and campus governance committees are scheduled is such a way that it is difficult for lab instructors to participate. In particular, Senate has scheduled their meetings to overlap both the morning and afternoon blocks for laboratory science classes.	Schedule of classes, campus shared governance committee meetings
Library & Learning Resources: Local policy on mandatory certification before faculty may be assigned to teach online classes and access to course shells in the learning management system (LMS) pose challenges for adding online classes shortly before the start of the semester or hiring substitute faculty in emergency situations.	AP 4105

c. Retention/Success Analysis	Growth and student success are consistent themes throughout this section. Instructional programs have grown, thus increasing student access to programs and courses, while maintaining excellent teaching and learning environments. Student success rates remained constant during the growth periods. Multiple departments developed and/or expanded Orientation programs for students, frequently including parents, thus supporting student preparation for their college experience. Learning communities and discipline cohorts grew in number and success. Intrusive interventions supported student persistence and success. Partnerships across disciplines are developing as General Education cohorts develop. Instruction and Student Services are partnering in the development and scheduling of LC/cohort programs. Data continues to be valued in program planning and efforts to address student equity gaps.

Retention and/or Success	*Roll-over to see example*	Data Source
ARTS: Fifty Theater students have transferred to 4-year institutions.		National Student Clearinghouse
ARTS: Our high school outreach efforts for photography continue to produce positive results. Last year (2014) nine schools participated in the articulation process with 48 students taking the exam, of which 43 passed and received credit for our Phot 10 course.		PHOT Articulation Activity Report (Tech Prep)
ARTS: The Second Juried Exhibition of High School Photography (2015), which was held in the DTC Gallery. Over 500 entries were received, 70 of which were displayed in the gallery. The opening reception was well-attended by HS instructors, administrators, students and their families, Mt. SAC administration, faculty, staff and students.		HS Show
ARTS: Completion rates continue to grow in our Animation and Gaming program due to the in-reaching strategies of the Job Developer.		Internal data tracking

Business: Accounting and Management reports retention over 87% and success at over 83% while Nutrition and Foods reports success at nearly 82% while retention was at 88.56% for Fall 2014. HRM reports overall success rates for students in the program of over 80%. CIS retention and success are fairly stable at around 77%.	Argos
Continuing Education Division: A sample of ABE students were assessed in a tutoring SLO. 825 students comprised the population for courses where in-class tutoring funded by BSI was available during the assessment period. 67% of students who accessed tutoring passed courses with a "C" or better compared to 49% for those who did not get tutoring. The addition of a Learning Lab Assistant is needed for direct services to students in order to improve on these results.	ABE Database
Continuing Education Division: A Spring 2014 comparison of elementary level foreign language classes shows a combined average passing rate of 71.2% while the average passing rate for students in the Passport Rewards program is 92.5%. Students in the LLC Passport Rewards program attended more consistently, averaging almost twice as many attendance hours as non-participants: 22.9 avg. attd. hrs vs. 12.4 avg. attd. hrs.	Research Report "PRcomparison" by Annel Medina; Fall 2014 Total Attendance Argos Report and Passport Rewards Report
Humanities & Social Sciences: Although there is little variation across the last three years, the overall trend for retention and success within the HSS Division is that both retention and success are down slightly, with a slight increase in success this past year: Fall and Spring 2012-13: Success: 78.49% Retention: 88.64% Fall and Spring 2013-14: Success: 77.10% Retention: 88.56% Fall and Spring 2014-15: Success: 77.40% Retention: 87.97%	SHR-0012-A
Humanities & Social Sciences: The only department in the Division who contradicts that trend is AmLa whose retention is steadily increasing and whose overall success rate over the last three years has increased slightly. AmLa: Fall and Spring 2012-13: Success: 79.13% Retention: 92.17% Fall and Spring 2013-14: Success: 77.59% Retention: 93.81% Fall and Spring 2014-15: Success: 79.79% Retention: 94.45%	SHR-0012-A
Humanities & Social Sciences: English 67 students who were repeating the course and who attended tutoring in the Writing Center had a success rate of 61% as opposed to an overall average for repeaters of 42%.	Writing Center annual report

Humanities & Social Sciences: The Writing Center's support of the Pathways to Transfer program in English via the Tutors in the Classroom program, embedding a tutor throughout the sequence, contributed to that programs highly impressive rates of return in success (71.2%), retention (91.3%) and completion of the sequence (44.4% as opposed to 20% for non-pathways students--an increase of over 100% in student progression through the sequence!).	Writing Center annual report RIE research report
Library & Learning Resources: Learning Assistance faculty taught LERN 49, LCOM 80 and 90 courses in Math Pathways. Success rates in these linked courses were significantly higher than unlinked Math courses. LIBR 1A and English Pathways showed similarly higher success rates than English courses not linked to LIBR 1A.	Pathways to Transfer + Mt. SAC = Student Success Report
Library & Learning Resources: Success with academic support: Math 50 and Math 51 students who got tutoring were 13% more likely to succeed in their class than students who did not get tutoring. The success rate for English 67 tutored students was 15% higher compared to those who did not get tutoring.	Tutoring Data
Library & Learning Resources: Online and hybrid courses: Retention rates in 2011-12 compared to 2014-15: • Online classes increased by 5% from 78% to 83%. • Hybrid classes increased by 5% from 80% to 85%. Success rates in 2011-12 compared to 2014-15: • Online classes increased by 10% from 56% to 66%. • Hybrid success increased by 9% from 62% to 71%.	Argos Report SSR0037-E
Technology & Health: Fiscal performance report indicates that Fire fill rate improved from the fall semester 2014 to the spring semester 2015 . Fill rate increased from 89.6 to 97.4%. End of term success rate increased from 76.9 to 89.0 %.	SSR0037-A
Technology & Health: From Fall 2013 to Summer 2015, Building Automation courses averaged 83% fill at census and 67% fill at the end of the session. Program faculty is looking at a number of possible interventions to increase student success.	SSR0037-A
Technology & Health: Percentage of first-time candidates passing the ARRT Radiologic Technology exam on the first attempt in 2014 was 89.5% compared to the national average of 88.9%.	www.mtsac.edu/financialaid/licensureExamRates.html

	Data Source
Technology & Health: A total of 7 AS degrees and 22 certificates at all levels were awarded in the 13-14 year for ELEC, and 8 AS degrees and 14 certificates were awarded for CNET. The department has made a concerted effort to make students aware of all certificates available and has updated the department web site to include an interactive worksheet to help students learn when they become eligible for certificates.	SHR0009
Research & Institutional Effectiveness: RIE provides numerous programs with data for their program evaluations to measure retention and student success as well as many other measures (e.g., degree/certificate attainment, transfer) (e.g., Student Equity). Long-term cohort tracking is also used to validate the long-term impact of interventions on specific students (e.g., Summer 2010 Bridge Students versus comparison group). Data is updated for the College periodically on the factbook webpage, but a more streamlined process is needed. RIE is working with IT and Instruction to review the application of Argos for this type of reporting.	RIE Reports
Kinesiology, Athletics, & Dance: Student-athletes continue to succeed at a higher rate, transfer more and have higher GPA's than the general student body.	CalPASS

Accreditation	*Roll-over to see example*	Data Source
Natural Sciences: The number of students in the RVT program taking the Veterinary Technician National Exam for the first time increased from 5 students in 2012-2013 to 39 students in 2014-2015. The pass rate for Mt. SAC students was 83% in 2012-2013, 100% in 2013-2014, and 82% in 2014-2015. The national average for all candidates tested was 58.01%. Mt. SAC students are well prepared for the national exam.		Veterinary Technician National Exam data
Natural Sciences: The Histotechnology program students' pass rate for the Histotechnology National Exam (technician level, HL) was 88% for 2014, one of the program's lowest success rates. In 2013 the pass rate was 94%. The overall cumulative pass rate for Mt. SAC students since 2003 was 95%. The national average is approximately 70%. For students taking the technologist level national exam (HTL) Mt. SAC students have a 100% cumulative pass rate. The national average for this exam is approximately 66%.		American Society for Clinical Pathology Board of Certification

Student Demand	Data Source
Natural Sciences: Between the 2009-2010 and 2013-2014 academic years, enrollment in the Agricultural Sciences Department increased 6.7% due in part to a 16.2% increase in the number of sections offered. At the same time, the retention rate increased from 93% to 94%. The statewide retention rate for Agricultural Science courses is 90%, so their retention rate is excellent.	Addendum to the Educational Master Plan: The Farm
Natural Sciences: Anatomy 10A success rate fell to 37% in spring 2012. It spiked up to 62% the next semester, was 50-55% for three semesters in a row, and then fell again to 35% in fall 2014. Even at 50% it was the lowest success rate course in the Biology department. The overall success rate for the Biology Department ranged from 78-82% over the past three academic years.	ARGOS SHR0012-A, ARGOS grade distribution report
Natural Sciences: Math department success rates have remained stable showing virtually no change compared to the prior year. 62.64% success rate in 2014-2015 versus 62.83% success rate in the previous year. Computer science department success rates show a very small drop. 89.74% success rate in 2014-2015 versus 93.62% success rate in the previous year. Retention rate is very stable in the Computer Science courses, with 89.93% retention in 2014-2015 versus 89.53% retention in the previous year. Retention rate is very stable in the Math department, with 85.16% retention in 2014-2015 versus 84.90% retention in the previous year. Again, retention rates have remained high while the number of sections added increased.	ARGOS SHR0012-A
Natural Sciences: The faculty mentor positions for the STEM center have been filled by one of our Physics and Engineering faculty members and one of our Biology faculty. This strong faculty presence from both the physical sciences and biological sciences in the development of the future STEM center is significant for the students in our division. The center will increase retention and success rates across the disciplines within the division.	STEM Center proposal, Internal analysis
Natural Sciences: The Chemistry Department has grown tremendously in the past three years, serving a larger number of students while maintaining high success and retention rates. From Fall 2012/Spring 2013 to Fall 2014/Spring 2015, the total number of students enrolled in Chemistry courses increased 27% (2155 to 2744). During that same time span, both success and retention rates consistently remained high at 85%-86% and 87.7%, respectively.	ARGOS SHR0012-A

Roll-over to see example

Student Equity	*Roll-over to see example*	Data Source
Library & Learning Resources: By race/ethnicity, most groups had higher success rates in hybrid classes than in online classes with the exception of Pacific Islanders: • Hispanics success rate in hybrid classes was 14% higher than in online classes, the biggest difference among four racial/ethnic groups. • African American success rate in hybrid classes was 3% higher than in online classes. • White students' success rate in hybrid classes was 5% higher than in online classes. • Pacific Islanders success rate in online classes was 7% higher than in hybrid classes. By disability status, students without disabilities had a 5% higher success rate than students with disabilities.		Argos Report

d. Critical Decisions Analysis	Enrollment management is the primary theme threaded through all division summaries of this section. Targeted FTES growth requires accurate data, careful planning, and collaborative efforts. Establishment of the new Enrollment Management Task Force, with members from Student Services, IT, and Instruction exemplifies these enhanced efforts. Instruction Team agendized enrollment at each meeting, focusing on training and sharing strategies and interventions. Growth was achieved while productivity remained strong, thus supporting college-wide budget needs.

Critical Decision Theme	*Roll-over to see example*	Data Source
ARTS: Theater purchased a new light board with an additional goal of replacing incandescent fixtures with LED fixtures. This is a long-range plan that will take many years to complete.		Stage Directions, Cue-to-Cue Dept. Minutes
ARTS: Theater has put on hold all plans for increasing our productions -- including the Summer Intersession musical -- until our staff and budget has been restored to 2010 levels.		Theater Dept. Minutes
ARTS: Photography Advisory Committee recommended a new 25-unit Certificate, "Photography Video Production". This is a collaborative effort between all CEA Programs and combines courses from Photography, Radio/Film/Television, Graphic Design/Illustration and Animation/Gaming.		Advisory Minutes (2015). CEA Department Minutes (2/25/15)
ARTS: Photo In-Reach: Our increased completions (40 in 2015 so far) are a direct result of faculty meeting individually with all of our advanced students to assist them with educational planning (in-reach).		Core Indicator Report (2015-2016)

Business: The Accounting and Management Department supports the development of new tax programs based on input from their Advisory Committee, surrounding universities, and the California State Board of Accountancy.	Advisory Boards
Business: Fashion has decided to develop more merchandise management courses that articulate with the Cal Poly Pomona AMM program (one of the few CSUs that offers a management degree instead of FCS/ Home Economics-related degrees).	Advisory Boards
Humanities & Social Sciences: Based on long-term data, we focused FTES allocations on high demand, GE courses with clear growth potential such as SPCH 1A, POLI 1, ENGL 1A and 1C, HIST 1, and PSYC 1A as well as on core courses for the Psychology major and the PSYC ADT.	SSR0037-E HSS FTES summary report

Curriculum Changes	*Roll-over to see example*	Data Source
Continuing Education Division: Changed the HS English sequence to align with K-12 content standards for Career and College Readiness Standards for the Adult Diploma program and Common Core State Standards for HSR.		Webcms - noncredit inventory; ABE faculty meeting minutes

Accreditation	*Roll-over to see example*	Data Source
Library & Learning Resources: Redesigning local Distance Learning processes and procedures to strengthen DL: specifying definition of regular and effective contact, accessibility compliance; DL course design rubric; and locally developed online teaching certification program (SPOT).		Distance Learning Committee meeting minutes

Staffing	*Roll-over to see example*	Data Source
Continuing Education Division: Hired adjunct counselors in ABE and ESL in preparation for the noncredit SSSP new funding formula which relies heavily on support services and requires a 1:1 match. Additional hourly adjunct counselors are still needed to implement SSSP for noncredit students.		ABE leadership meeting minutes
Technology & Health: Aeronuatics program faculty and advisory members analyzed expeditures for aircraft maintenance and repairs at the flight school and determined there could be signficant savings with the hiring of a part time mechanic.		College Aviation repair logs/ invoices

Student Demand	Data Source
Continuing Education Division: Significantly expanded Continuing Education HS Summer Program by adding 3 new school sites and 30 additiReinstated offering typing test preparation and employment typing certification in the ABE Lab.onal courses, which added growth of over 300 CDCP FTEs. There is a need to shift funds from 231 Literacy Grant to unrestricted district funds.	SSR0037-E Enrollment Management w/CRN detail
Continuing Education Division: Reinstated offering typing test preparation and employment typing certification in the ABE Lab.	ABE website and student guide
Continuing Education Division: Continued expansion of basic skills bootcamps to 3 additional high schools and 2 campus department basic skills math including Psych Tech and Nursing. New campus faculty relationships led to the proposal of one new math skills review course for incoming credit health students. Ongoing tutoring and faculty non-teaching pay is needed to continue Test Prep on and off-campus.	ABE database, webcms
Continuing Education Division: Based on student requests ABE established evening faculty-led workshops and faculty tutoring for adults enrolled in HS Equivalency Prep, ASVAB prep, basic skills and basic computer skills remediation.	ABE Student Guide
Humanities & Social Sciences: Based on long-term data, we focused FTES allocations on high demand, GE courses with clear growth potential such as SPCH 1A, POLI 1, ENGL 1A and 1C, HIST 1, and PSYC 1A as well as on core courses for the Psychology major and the PSYC ADT.	SSR0037-E HSS FTES summary report
Natural Sciences: As a result of the Addendum to the Educational Master Plan: The Farm, the Agriculture Department decided to make significant changes to their existing programs.	Addendum to the Educational Master Plan: The Farm,
Natural Sciences: The Biology Department applied to the CCCCO bachelor's degree pilot program to develop a bachelor's degree in Histotechnology (B.S. Histotechnology). If approved this would be the only such program in the state. This proposal was not approved at this time. The department remains interested in offering this degree.	Distribution of HTL programs in the country, HT employer survey, HT graduate survey, CCCCO
Natural Sciences: The Mathematics department responded to students needs in their area. The Math Placement Test Information Sessions were developed to assist students in appropriate placement in mathematics courses; they maintained the support for the successful Pathways and Bridge Program courses; they continued support for the Math Bootcamps for placement test preparation (part of ARISE program); they requested articulation for Math 110S at key, local CSU campuses for articulation as college/transfer level Elementary Statistics.	Basic Skills, meeting with articulation officers, department meeting minutes

Roll-over to see example

	Data Source
Natural Sciences: Responding the needs of transferring students and changes in the engineering field, the Physics & Engineering Department developed new engineering and physics courses. This is the first substantial change in curriculum in 25 years. In addition, the robotics course was developed to support the robotics team. This will allow students to implement physics and engineering course concepts in a practical context.	Curriculum reports, department meeting minutes
Natural Sciences: The Natural Sciences Division made critical decisions in enrollment management. Courses were added where student demand was greatest and cancelled where they were least needed. Where possible cancelled classes were converted – using the same teacher, time, and room – to a class that would meet student need. As a result, the division grew significantly. From fall 2012 to summer 2013, the enrollment was 6,371.10 FTES division-wide. From fall 2014 to summer 2015, enrollment increased to 7,133.25 FTES. This resulted in 10.68% increase in FTES.	ARGOS report SSR0037
Library & Learning Resources: Enrollment and completion rates for LERN 61 and 62 courses fell. A determination was made not to offer LERN 62 to boost LERN 61 enrollment rates. LERN 62 was not offered during Spring 2015. This did not positively impact enrollment in LERN 61. An enrollment management decision was made not to offer either LERN 61 or LERN 62 in Winter or Spring 2016.	Argos Reports on Fill Rates, Number of Attempted Enrollment, Wait List
Library & Learning Resources: Developed alternative ways to build library and learning support into learning communities and Pathways: library workshops, supplemental instruction, tutoring and study groups.	Department and Division meetings
Library & Learning Resources: Implemented extended library hours in fall and spring semesters at the request of Associated Students, to highly positive student feedback, as a way to support student success because students reported needing a quiet place with computers to finish their projects and study for finals.	Meeting with C. Nguyen, M. Chen, and L. Garrett
Instruction: A total of 15 new degree programs were added.	Argos

Partnership/Advocacy	*Roll-over to see example*	Data Source
Continuing Education Division: Became a vendor of Regional Center. Regional Center will refer students to our program, provide support services including transportation to the campus, act as a liaison between the state and the consumer, provide outreach and marketing for our program provide financial support to support students in program on premises.		Mt. SAC AERC consortium planning

Technology	*Roll-over to see example*	Data Source
Research & Institutional Effectiveness: RIE is working with IT to switch to the Operation Data Store (ODS) for its data warehouse that has built views of multiple data tables. The Views will increase the efficiency of the data extraction process.		End-users' increased need for more data PIE Accreditation
Research & Institutional Effectiveness: RIE sent one member to the national Nuventive Conference on TracDat to see if its planning processes could be leveraged more for program review.		End-users' increased need for more data PIE Accreditation
Library & Learning Resources: Implemented QuestionPoint reference and research services for for distance learning students to access a librarian 24X7 thereby providing equal access to these services for distance learning students.		QuestionPoint subscription, Library faculty meeting minutes

Student Success	*Roll-over to see example*	Data Source
Humanities & Social Sciences: To more appropriately support student success, many departments are considering changing (increasing) ENGL prerequisites on their courses (with one department, GPS, actually increasing that prerequisite on POLI 1).		Department chairs
Humanities & Social Sciences: To further support student completion success, the COMM Department voted to align relevant courses with C-ID.		Communication Department meeting minutes
Humanities & Social Sciences: To increase student matriculation success, several departments are participating or have committed to participating in GE and Honors matriculation cohorts.		Honors Director

Processes	*Roll-over to see example*	Data Source
Humanities & Social Sciences: With Division support, departments maintain a continued commitment to rigorous adjunct evaluations.		HSS Dean

Organizational Change	*Roll-over to see example*	Data Source
Technology & Health: The Division worked with faculty to combine ADJU and Fire Tech departments into the new Public Safety Dept.		Memo to VPI

Technology & Health: The Division worked with faculty to combine the Alcohol and Drug Counseling program with Psychiatric Technician Program in the Mental Health Dept.	Memo to VPI

Programmatic Changes	*Roll-over to see example*	Data Source
Technology & Health: In HVAC/BAS ,one full time faculty member will be on grant funded reassignment in 2015-2016, working with 8 partner colleges in an HVAC collaborative to develop common outcomes, align curriculum, and increase the portability of certificates.		Advisory Minutes
Technology & Health: In Aeronautics, the dept has decided to restore the AERO Flight Simulator Lab courses (basic, advanced) as well as to create additional offerings of fee-based courses.		Advisory Minutes
Technology & Health: The Aeronautics department developed and submitted a new FAA Aircraft Dispatcher course and certificate program in Spring 2015. The course and certificate are going through the curriculum process and expect approval in Fall 2015 with an initial offering Summer 2016. Upon approval, the program will be unique to Southern California and the only other public college or university statewide is in Northern California.		Advisory Minutes
Technology & Health: Aircraft Maintenance has decided to modify the evening airframe course flow to present entry level airframe subject matter in a more logical and organized format.		Advisory Minutes
Technology & Health: The Architecture Department is developing an Engineering Construction Technology (ECT)program curriculum based on advisory input.		Advisory Minutes
Technology & Health: Improvement in Mt. SAC's Manufacturing program is hampered by adjunct only faculty. Recently, IDE faculty helped to rectify the problem by partnering with Glendale CC's MFG program and utilizing their faculty expertise to drive major curriculum modifications and to determine a plan for equipment acquisitions.		Advisory Minutes
Technology & Health: Radiologic Technology created 2 new certificate programs: Mammography and Computerized Tomography (CT). These certificates will greatly increase RAD student employability.		Advisory Minutes

Technology & Health: In order to improve the hiring outlook for Nursing program graduates, a partnership was established between Mount St Mary's University, a top 100 Nursing school and Mt. SAC's Nursing program, to provide a BSN program for Mt. SAC's post-licensure graduates. Students will complete the program in one year. Mt. SAC is the first community college MSMU has partnered with.		Advisory Minutes

Regulation/Policy	*Roll-over to see example*	Data Source
Kinesiology, Athletics, & Dance: Redesigned Pilates certificate to incorporate two areas of emphasis.		WebCMS
Kinesiology, Athletics, & Dance: Made modifications to Personal Training Certificate based on Advisory Committee recommendations.		Advisory Committee

e. Progress on Outcomes Analysis	A review of division summaries illuminates the reality that Instruction has not embraced and embedded a full-scale cycle of assessment in all programs and courses. While the workload is formidable, the results have potential to inform and energize classroom teaching and learning. While the process remains partially complete, the full impact of outcome data remains a burden without benefit. It is our obligation to design and facilitate effective opportunities to complete this work. The last Accreditation visit yielded a recommendation to complete Outcomes Assessment cycles; we have been warned, now we must complete the work.

Accreditation	Link to Outcomes report *Roll-over to see example*	Data Source
Humanities & Social Sciences: All departments have mapped PLOs to ILOs and are in progress of mapping SLOs to PLOs and ILOs.		HSS Dean and department chairs
Humanities & Social Sciences: 255 courses (95%) have completed outcomes, and 12 (75%) 75% programs have completed outcomes.		http://www.mtsac.edu/ instruction/outcomes/reports/ Reports.html
Humanities & Social Sciences: Virtually all departments have successfully included adjunct faculty in the outcomes discussions within the department.		PIE summaries, department minutes
Natural Sciences: The Agriculture Department has completed outcomes assessment for 97.01% of their courses, completed summary of data for 95.52% of courses, and completed use of results for 95.52% of their courses.		Outcomes Assessment Report

Natural Sciences: The Biology Department has completed outcomes assessment for 85.11% of their courses, completed summary of data for 46.81% of courses, and completed use of results for 42.55% of their courses. The Associate Dean will begin working with the department in September to provide support and direction.	Outcomes Assessment Report
Natural Sciences: The Chemistry Department has completed outcomes assessment for 100% of their courses, completed summary of data for 88.89% of courses, and completed use of results for 88.89% of their courses.	Outcomes Assessment Report, department PIE report
Natural Sciences: The Earth Sciences & Astronomy Department has completed outcomes assessment for 82.61% of their courses, completed summary of data for 82.61% of courses, and completed use of results for 69.57% of their courses.	Outcomes Assessment Report
Natural Sciences: The Computer Science courses within the M&CS Department have completed outcomes assessment for 81.82% of their courses, completed summary of data for 81.82% of courses, and completed use of results for 81.82% of their courses.	Outcomes Assessment Report, department PIE report
Natural Sciences: The Mathematics courses, have completed outcomes assessment for 92.86% of their courses, completed summary of data for 92.86% of courses, and completed use of results for 92.86% of their courses. They have a regular cycle of assessment for their courses.	Outcomes Assessment Report, department PIE report
Natural Sciences: The Physics & Engineering Department has completed outcomes assessment for 90.48% of their courses, completed summary of data for 90.48% of courses, and completed use of results for 90.48% of their courses.	Outcomes Assessment Report, department PIE report
Kinesiology, Athletics, & Dance: Successfully completed SLO Assessment on 98% of our courses.	TracDAT

Communication	Link to Outcomes report *Roll-over to see example*	Data Source
Continuing Education Division: A student focus group was held to determine students' knowledge of safety procedures and how safe they feel while attending an ABE program and the college. There were 25 students in attendance and all attendees expressed they feel safe in ABE due to the onsite security and staff support. Outcomes led to a recommendation for future staff and student training.		ABE focus group report

Planning	Link to Outcomes report *Roll-over to see example*	Data Source
Continuing Education Division: There were 54 ABE staff who participated in the 2nd Annual PIE Day. Of the 45 staff who took the pre-PIE Day survey, 93% were familiar with PIE and could identify their role in the process. This is 30% increase over last year's pre-PIE day questionnaire. Post-survey results showed that all staff felt they were involved in PIE planning and described their roles as important to help promote student success.		The Buzz Newsletter, PIE Edition

Faculty Success	Link to Outcomes report *Roll-over to see example*	Data Source
Continuing Education Division: ABE faculty completed the department's 3-year SLO cycle by assessing the remaining 30% of courses.		ABE faculty meeting minutes, Faculty SLG matrix
Continuing Education Division: As of June 2015 the Education for Older Adults Program 3-year SLO and curriculum review cycle has been completed for all EOA CDCP and noncredit courses.		Curriculum and SLO rotation

Staffing	Link to Outcomes report *Roll-over to see example*	Data Source
Research & Institutional Effectiveness RIE provides research and evaluation support for student learning outcomes assessment. One full-time researcher is a member of the Outcomes Committee and works closely with the faculty coordinator(s) and the administrator(s) in-charge of advocating for outcomes across the college. The status of program level outcomes was presented at department chair training sessions and via outcomes mapping presentations. The Outcomes Committee reviewed 232 courses up for four-year-review to determine if a full cycle of assessment was completed.		Accreditation Outcomes Committee Minutes Flex Day Department Training

Program Success	Link to Outcomes report *Roll-over to see example*	Data Source
Continuing Education Division: School of Continuing Education Students earned a total of 1193 noncredit Certificates of Completion and Certificates of Competency. The following is the breakdown by SCE departments of certificate earned: ESL: 900 ABE: 242 EOA: 22 ; Short-term Vocational: 29. There continues to be a need for FT instructional faculty in ABE, ESL, STV, and EOA.		Argos Reports

Learning Intervention	Link to Outcomes report *Roll-over to see example*	Data Source
Continuing Education Division: WIN students continue to outperform the general population of credit students. For Fall 2014, the WIN had a 91 % retention rate, 73 % course success rate and a mean GPA of 2.62. For Winter 2015, the WIN had a 95 % retention rate, 80 % course success rate and a mean GPA of 2.71. The criteria were achieved by meeting or exceeding the projected goals of 85% retention rate, 75% course completion rate, and a mean GPA of 2.6. These data are positive, however, GPA could be higher with the inclusion of more college faculty presence, professional development for WIN staff, and the presence of a full-time WIN coordinator.		Student Reports generated by RIE
Continuing Education Division: Of the 481 WIN students with progress report deficiencies for Fall and Spring, 236 students or 67% of all students with deficiencies attended a student success workshop. The student success workshop is intended to provide intervention that will help students improve deficiencies and pass courses. The results meet the criteria for success which was that at least 60% of students with deficiencies would attend a student success workshop. Data on course success are still pending. More efforts are needed to increase the amount of students with deficient grades to attend student success workshops. It is increasingly difficult to continue relying on a fully part-time staff to ensure student success for student athletes. A full-time WIN Coordinator is needed to ensure consistency and quality of learning support.		ABE PIE worksheet

Outcomes Theme	Link to Outcomes report *Roll-over to see example*	Data Source
ARTS: Theater Department was one of the first departments to map our MO's, SLO's and PLO's to ILO's.		Division Minutes/ Communication SLO Coordinator
ARTS: Arts Division All Departments and Programs Completed Outcome 202 of 219 (92.24%) ; Completed Summary of Data 197 of 219 (89.95%); Completed Use of Results 193 of 219 (88.13%); (85.71%).		Source: Outcomes Committee, Mt. SAC
ARTS: Arts Division Certificates and Degrees Outcomes Created 25 of 28 (89.29%) Summary of Data 24 of 28 (85.71%) ; Use of Results 24 of 28 (85.71%).		Source: Outcomes Committee, Mt. SAC
Technology & Health: All departments have completed alignment of discipline measurable objectives and student learning outcomes with program outcomes and institutional outcomes.		Trac Dat

Professional & Organizational Development (POD) Set benchmark for coordinating and tracking professional development opportunities on POD learning management system.	Internal departmental goal and discussed amongst PDC co-chairs.

Student Demand	Link to Outcomes report *Roll-over to see example*	Data Source
Library and Learning Resources: Enrollment and completion rates for LERN 61 and 62 courses fell. A determination was made not to offer LERN 62 to boost LERN 61 enrollment rates. LERN 62 was not offered during Spring 2015. This did not positively impact enrollment in LERN 61. An enrollment management decision was made not to offer either LERN 61 or LERN 62 in Winter or Spring 2016.		Argos Reports on Fill Rates, Number of Attempted Enrollment, Wait List
Library and Learning Resources: Developed alternative ways to build library and learning support into learning communities and Pathways: library workshops, supplemental instruction, tutoring and study groups.		Department and Division meetings
Library and Learning Resoucres: Implemented extended library hours in fall and spring semesters at the request of Associated Students, to highly positive student feedback, as a way to support student success because students reported needing a quiet place with computers to finish their projects and study for finals.		Meeting with C. Nguyen, M. Chen, and L. Garrett

Student Equity	Link to Outcomes report *Roll-over to see example*	Data Source
Continuing Education Division: Established a work team for the Student Equity goal measuring persistence and examination of program "leavers." Held first planning meeting with the campus Student Equity project manager to plan the first assessment.		Mt. SAC Student Equity Plan

Student Success	Link to Outcomes report *Roll-over to see example*	Data Source
Continuing Education Division: HS Summer off-campus program continues high rates of completion with over 80% of students passing courses.		ABE Unit PIE, ABE HS Summer Success Report

SSSP	Link to Outcomes report *Roll-over to see example*	Data Source

Continuing Education Division: 2 of 3 orientation videos containing SSSP guidelines were completed (ABE and HS Equivalency); Adult Diploma video will be completed in fall 2015. Implementation of this video to improve efficiency in orientations and increase student access is planned for Fall 2015. It is anticipated that a great deal of staff time will be needed for training and implementation to students.	http://tracdat.mtsac.edu/ tracdat/faces/assessment/ assessment_plan/objectives.jsp

Partnerships/Advocacy	Link to Outcomes report *Roll-over to see example*	Data Source

Continuing Education Division: Continuing Education faculty & staff were fully engaged in Regional Consortium Planning. 36 faculty and staff attended one or more AB86 events, and five Continuing Education staff and faculty were consortium task group leaders. 14 Continuing Education staff and faculty were members of task force groups and directly contributed to the content of the Mt. SAC Regional Consortium Plan.	AB86 taskforce meeting minutes

Economy/Budget	Link to Outcomes report *Roll-over to see example*	Data Source

Grants: The number of new proposals/letters of intent submitted over the past five years decreased until an uptick in FY 2014-15: • 16 new applications in FY 2010-11 • 15 new applications in FY 2011-12 • 12 new applications in FY 2012-13 • 12 new applications in FY 2013-14 • 18 new applications in FY 2014-15 As evidenced by the above data, the number of proposal submissions has decreased over the past few years but is on an upswing. This is also impacted by fewer small (<$25,000) and a focus on larger grants. However, with increasing involvement in the management of grants (reporting, audit, site visits, partner contracts, etc.), especially more complex federal and statewide grants, the Grants Office is unable to continue to significantly increase the number of new application submissions with the current staffing level.	Grants Office Annual Reports: number of active grant projects and number of new proposals submitted
Grants: The FY dollar amount of active grants over the past five years has remained relatively stable, with decrease during FY 2013-14: $6,426,386 in FY 2010-11 $6,462,622 in FY 2011-12 $6,157,631 in FY 2012-13 $4,199,085 in FY 2013-14 $6,402,728 in FY 2014-15	Grants Office Annual Reports: dollar amount of active grant projects and dollar request of new proposals submitted Adopted Budgets since FY 2010-11

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

This section serves as a "reporting" function to describe how your team closes the loop and connects planning to budget allocation:
- *How did the prioritized college resources connect to your team'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.*

Enter analysis and summary of your team's progress toward "closing the loop" on previous goals, activities, and/or resources in the field below. Include how outcomes were met.

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

a. Analysis and Summary	This was a year of strong hiring. The faculty prioritization process was deliberately tied to data-based information, exulting in successful hiring in areas of greatest need across the college. Classified staff were hired in multiple support positions to support new faculty and expanding programs. New and replacement administrative positions were also filled, creating an effective support structure for instructional programs. This was also a year in which Instructional Equipment was funded at significantly higher levels than experienced in many years. The tested planning processes, as reduced funding narrowed planning efforts to finding ways to maintain basic needs rather than focusing on areas for growth and expansion. This level of funding provided an opportunity to renovate existing programs and plan for new program development. The use of data for decision making appears across division plans. As the opportunity to grow again occurs, enrollment management, buoyed by strong, clear data, becomes increasingly important. The new cross-discipline Enrollment Management Task Force is demonstrating the power of collaborative planning. Marketing and Outreach are expected to be the next areas to be added two the team.Provide a brief Analysis and Summary of your team's progress toward closing the loop on previous goals or activities.

Closing the Loop Theme	Funding	-
ARTS: An allotment of $33,116 in one-time lottery funds provided departments the opportunity to purchase supplies that had been depleted during the economic downturn, needed to be replaced, and/or were needed to support growth. These funds made it possible to purchase photography supplies, consumables for costumes and set construction, and a variety of art supplies and small tools. All items essential to supporting students in the classroom toward successful completion of their coursework and educational goals.		
ARTS: The music department hired a new band director who has brought passion and continuity back to the program. This has had a positive impact on student success and recruitment.		

Continuing Education Division:

ESL and ABE were awarded over $800,000 Workforce Investment Act (WIA), Title II Literacy - General. Both programs implemented WIA assessment and accountability mandates to obtain learning gains through CASAS pre-/post tests and core performance follow-up tracking and reporting for students who have exited the program. Tracking improved with part-time staff but more improvement is still needed; registration clerks, learning lab assistants, instructional assistants, and 2 project program specialists for ESL and ABE are not yet hired and still needed.

Continuing Education Division:

ESL was awarded $205,000 in Workforce Investment Act (WIA), Title II English Learning and Civics. Faculty conducted WIA classroom-based assessments of CASAS pre-/post tests and E.L. Civics competency-based assessments using standardized Civic Objectives and Additional Assessment Plans (COAPPs).

Continuing Education Division:

Student Equity funds in the amount of $87,000 were allocated to ABE for counseling support. Counselors started a project on increasing persistence in ABE students and also created 2 of 3 new orientation videos.

Continuing Education Division:

The WIN Program obtained $35,000 in Student Equity Funds for an onsite counselor in the WIN Center and to provide advisement to the student athletes enrolled in the basic skills bootcamps. As a result, over 70% of students who attended the bootcamps enrolled in a credit math or English course. This is an increase from the previous year.

Grants:

The Grants Office received one-time funding in the amount of $10,000 to support ongoing grant staffing needs. The Grants Office has increased the number of active projects monitored (24) and increased the number of new grants applications submitted (18) since FY 2013-14. The Grants Office met its goal: "Increase the FY funding level for grant projects by at least 5%, as compared to a baseline average of the previous three fiscal years. "The FY funding level increased by 14%, form a three-year average of $5,606,446 to $6,402,728.

Grants:

The Grants Office met its goal: "Maintain an annual return-on-investment of at least 15:1." The Grants Office's return on investment was 31:1 during FY 2014-15, with no new resource allocations. The funding success rate of new applications submitted was 93% for FY 2014-15, with two applications still pending at the close of the fiscal year.

Natural Sciences:

The Agriculture Department was allocated $3754 from the Perkins Grant to purchase Portable Canopies for sales and events. Part of the Ag program includes plant sales and these canopies provide shade during plant sales. The canopies are also used at outreach events such as farm day. Outdoor lab classes utilize the canopies and they are put to use at show team.

Natural Sciences:

The Agriculture Department was allocated $1800 from the Perkins Grant to purchase a Nursery Trailer. This allows plants to be moved for lab activities and work experience within the horticulture unit. The department is better able to meet the needs of students in their lab classes.

| Closing the Loop Theme | Program Success | - |

ARTS:
Gaming software Yo Yo – Game Maker was purchased ($2,500) providing gaming students industry skills in successful development of games. Final projects/products were displayed by students at the first annual Game Festival.
ARTS: The purchase of new pottery wheels ($8,844) and kiln shelving ($5,579) provides needed replacement equipment to maintain success and safety for students in the ceramics program.
ARTS: The Music Department reorganized their recital series budget to offer greater opportunities for students to meet and hear professional musicians without increasing costs.

Closing the Loop Theme	Staffing	-

Business: Hired a full-time foods lab coordinator.
Business: Hired two new full-time faculty (1 HRM, 1 Fashion Merchandising).
Continuing Education Division: The School of Continuing Ed received approval for reorganization of division to address emerging needs with a net gain of two associate deans and one director (new positions, promotions), and 4 clerical positions. This was as a result of postive fiscal implications from equalization of CDCP rate starting on 7/1/15 Enter Notable Achievement Here.
Humanities & Social Sciences: New FT hires in History (1) and English (2) have increased student access to more consistent delivery of curriculum and consistent access to faculty via office hours.
Library & Learning Resources: Completed recruitments for new librarian and replacement Teaching/Learning Technology Specialist, both of whom will start making an impact in 2015-16.
Library & Learning Resources: Hired a new Program/Project Specialist for Tutorial Services to provide critical support for the front counter, a need that has existed for over 15 years, and for tutoring activities embedded in student success initiatives throughout the College, e.g., tutors, supplemental instruction, study groups, and online tutoring.
Research & Institutional Effectiveness: Hired two full-time researchers supported by Student Equity to work on all research connected with the Student Equity Plan. Secured backfill monies from D. Lamoree's position to hire Professional Experts to help with Basic Skills projects and other projects as needed. RIE also secured approval to start the hiring process for replacing its vacant Educational Research Assessment Analyst (focus on enrollment management).
Kinesiology, Athletics, & Dance: An Assistant Men's and Women's Track/Cross Country Professor/Coach replaced faculty lost due to retirement. The new hire will assist in department and campus-wide committees as well as teach theory, run the ESWC Cardio programs and assist coaching a nationally renowned Track and Cross Country programs.

ARTS:

$36,677 was allotted for iMac computers and peripherals for the DTC Shared Lab. The lab serves students across Animation, Graphic Design, Photography, Radio, and TV programs to increase access to essential technology and staff support. This past year approximately 50 students per day utilized the lab facility to advance their educational success.

ARTS:

The Fine Art Department made a critical decision last year to move away from heavy expensive equipment in the woodshop toward the use of smaller tools. This $8,722 investment allows more students access to the needed tools to work, and for work to be done in a safer manner. The overall impact is greater student success and better classroom management.

Natural Sciences:

The Agriculture Department was allocated $2,086.01 to purchase Goldie K9 Breath/Heart Simulator. "Goldie" was used to reproduce heart sounds for the RVT medical class and for student testing of required skills.

Natural Sciences:

The Agriculture Department was allocated $10894.55 to purchase a Walk Behind Trencher. Students in the irrigation, turf, and construction classes are trained to operate this updated equipment and use it to install drains and water lines for class projects. The trencher will also be used by students in equipment classes. Students will learn how to maintain and operate the trencher.

Natural Sciences:

The Chemistry Department was allocated $5447.24 in lottery funds to purchase supplies such as adapters, test tubes, and glassware. Chemistry students were able to use this equipment during lab classes across the curriculum.

Library & Learning Resources:

Distance Learning: using existing resources (funding for MR contract, MR TRAIN training package with each major upgrade, faculty reassigned time, and manager/staff time), time and effort this year have focused on the quality of DL courses and best practices following the DL mock accreditation conducted in Spring 2014. Extensive faculty, department chair, and deans workshops emphasized DL best practices, use of Moodlerooms, and regulatory compliance. Distance Learning Student Success rates in online classes increased by 10% from 56% in 2011-12 to 66% in 2014-15. Success rates in hybrid classes increased by 9% from 62% in 2011-12 to 71% in 2014-15.

Kinesiology & Athletics, & Dance:

The $5,000 in Flexi-mats have been vital to the Pep Program because they provide student safety. With these mats, the Pep Squad has been able to train at the highest level of competition. These mats have enabled intermediate level students achieve advanced level skills.

Kinesiology & Athletics, & Dance:

The $33,000 Timing System was used throughout Track and Cross Country seasons in practice and at home competitions and is part of performance based data collection. It is a powerful tool and as we get more familiar with the intricacies of the device, we foresee that it will alleviate the climbing costs of timing and timers at our events.

Kinesiology & Athletics, & Dance:

The $3,400 mobile fire hose racks are providing a portable vertical hose stack test apparatus as well as providing a safe stacking unit for hose storage.

Kinesiology & Athletics, & Dance: The $5,000 STEM Unit was used to demonstrate injury modalities to athletic training students in the certificate program.
Kinesiology & Athletics, & Dance: We purchased two machines at a total cost of $2,000 which allowed for softball players to practice hitting against a variety of pitches in a consistent and controlled environment. The team had the highest batting average (.406) in the South and 2nd in the State as a result of using the pitching machines. These machines have been instrumental in the team's offensive success.
Kinesiology & Athletics, & Dance: $20,000 of multiple selectorized exercise equipment is used in exercise labs replacing old, outdated and unsafe equipment.
Kinesiology & Athletics, & Dance: Four Wunda Chairs, at a total cost of $4,200, are part of Pilates certificate courses and allow for students to practice and observe an advanced movement within the genre. It is also useful in rehabilitating knee injuries, and accommodates the pregnant student. The Pilates Chair is also part of the Repertoire that is required for Pilates comprehensive training and so benefits the students enrolled in the Pilates Certificate courses.

Closing the Loop Theme	Technology	-

ARTS: The Photography program was allocated $13,937 to purchase location and studio lighting. This equipment has supported students across several courses in successfully completing coursework and building professional portfolios for entry into the photography industry and related fields.Enter Notable Achievement Here.
ARTS: Cintiqs represent the industry standard for digital art today. The $44,435 expenditure gives us the ability to provide students with the critical technology literacy of todays industry, better equipping students for job entry.Enter Notable Achievement Here.
ARTS: Computers were purchased ($38,739) to support the latest versions of professional software supporting the broadcast industry and Adobe for our radio and fine art programs. Current technology will allow the latest digital techniques in fine arts and radio to be taught, resulting in increased efficiency in projects and acquisition of industry standard skills for our students.
Continuing Education Division: The Language Learning Center obtained 100 site licenses for Rosetta Stone Advantage for Higher Education and 249 licenses for Rosetta Stone Language Lessons V3 for Higher Education. There was an increase in hours of engaged work in the software.
Continuing Education Division: The Language Learning Center received 100 Azar Grammar Interactive Online Licenses and most of them are for the AMLA and the Writing Center. Without this software, there is nothing else available in the LLC for AMLA students to practice grammar.
Continuing Education Division: Optelec low vision magnifiers were purchased for the Language Learning Center. These magnifiers have touch screen and text to speech after receiving input from DSPS. Optelec machines are used to magnify textbooks, handouts and other printed materials for low vision students. This replaced a 15 year-old version that was no longer working. This also has text to speech in English, French, Spanish, Italian and German.

Continuing Education Division:
The Education for Older Adult Program was allocated over $20,000 in new instructional equipment including 3 projectors, printers, and 15 computers. With the new instructional equipment EAO was able to roll out nine new computer based courses, including Starting a Home Based Business, Brain Health 1, Brain Health 2, Excel 1,2 & 3, PowerPoint Basics 1 Power Point Basics 2 and Basic Computing Desktop Publishing.
Humanities & Social Sciences:
Received and installed either new or replacement computers for 5 computer classrooms.
Humanities & Social Sciences:
Continue to install document cameras in all Division classrooms--purchased all cameras; have 5 rooms left to install.
Natural Sciences:
The Biology Department was allocated $63916.73 to purchase 16 Advanced Human Physiology Teaching Kits and an additional $19565.93 to purchase 16 HP Elite 850 Laptops Computers which interface with the kits. Anatomy and Physiology faculty underwent training on the system during finals week of spring 2015. The department is transitioning from the outdated system to the new one. Faculty must rewrite the lab manual for the new exercises utilizing the new iWorks system. This process is underway and the department will begin using the new iWorks this fall with plans to transition completely to iWorks by spring 2016. This will impact students in 12 sections of Anat 10B and 14 sections of Anat 36 each year.
Natural Sciences:
The Biology Department was allocated $8382.8 to purchase the Gel Doc System with Sample Trays. Bio 8 faculty will meet to discuss whether there is enough time savings to add curricula, which will increase student hands-on experience in lab.
Natural Sciences:
The Chemistry Department was allocated $28841.4 to purchase two Fourier Transform Infrared Spectrometers. Students were able to use these instruments in lab classes in Chem 80, Chem 81, Chem 20, and Chem 51 courses.
Natural Sciences:
The Chemistry Department was allocated $10255.54 to purchase 5 top loading balances and 5 analytical balances. Students were able to use these instruments in lab classes in Chem 10, Chem 40, Chem 50, and Chem 51 courses.
Natural Sciences:
The Earth Sciences & Astronomy Department was allocated $12189.29 to purchase Meade 8' LX200 & 10' LX90-ACF telescopes with telescope filters. These telescopes made it possible to offer on-campus observing nights as well as off-campus field trips or observing sessions. The addition of the 10" scope allowed the students see fainter objects and to directly compare what they observed through the 8" scope with what they saw through the 10" scope.
Natural Sciences:
IT replaced computers in the T-MARC and the CSCI lab. Students now have access to new machines compatible with the new software used in the laboratories.
Natural Sciences:
The Physics & Engineering Department was allocated $23390.34 to purchase 16 MacBook Pro 13-inch Laptops with protection plan and 2 mobility carts. Replacement of 7 year old computers with modern machines allowed students to continue access to computer based laboratories.

Library & Learning Resources:
Instructional Equipment one-time funding supported replacement of old computer equipment and printers in the Learning Assistance Center classrooms restored faculty and students' ability to use the latest software tools without time consuming updates. Laptops have been replaced in 6-136. Student usage has increased as laptops are functioning effectively. Updated equipment also resulted in fewer Help Desk tickets and greater efficiency in maintenance support and parts replacement.
Library & Learning Resources:
Replacement of 9+ year old computers in the Learning Lab resulted in students being able to access software tools necessary for learning and completing assignments (e.g. CIS: Windows 7, Photographics: Adobe Creative Cloud).
Library & Learning Resources:
Replacement of older 15" monitors in the Learning Lab with 20" monitors better support students' ergonomic needs and allows greater viewing space for all the digital media resources.
Research & Institutional Effectiveness:
IT and Title V provided RIE with new/used computers and a new scanning station. Having this technology was pivotal to the RIE Department's operations and ability to support Student Equity and Basic Skills, to mention a few areas.

Closing the Loop Theme	Faculty Success	-

Continuing Education Division:
School of Continuing Ed hired a full-time Professor of ESL, Dana Miho. Professor Miho has already taken on leadership roles that impact on student learning, including participating in statewide CAI. She was also awarded the Debbie Boroch Basic Skills and Academic Senate 10+1 award.
Natural Sciences:
The Earth Sciences & Astronomy Department developed a FIG project which was funded through POD. This allowed them to assess all Astr5 and Astr8 students from winter '15 and spring '15 terms using pre- and post-tests. This data will be used to assess student learning across the various sections, allowing faculty to compare successes and identify places for improvement among differing faculty, courses, class meeting times, and hybrid vs. in-class sections. Two new activities were developed to address concepts that students struggled with during the testing in fall '14. The results of the post-tests have not been analyzed yet, but testing throughout the semester is promising and indicates these activities have indeed improved students' understanding of these concepts.

Closing the Loop Theme	Facilities	-

Business:
Completed the plans for the new Business & Computer Technology Building which received DSA approval.
Continuing Education Division:
ESL Department secured 444 replacement chairs for Bldg 66 ESL classrooms which were in disrepair and causing serious safety issues. This is 2/3 of the existing chairs and there is a need to replace remaining chairs.
Humanities & Social Sciences:
New 40-seat Psyc lab (in-process) and expansion of smaller SPSS workspace allows Division to address significant increase in Psyc majors and Psyc ADTs (almost 500 over past three years).

Humanities & Social Sciences:
In Process--remodeled space (26D-3411) for Writing Center general tutoring, TC group tutoring, and SSSC tutoring and services (completed 2015-16). This extra will allow for growth of both essential tutoring programs.

Library & Learning Resources:
Received $41,000 for rubber tiles to replace ripped and torn carpet in the public corridors of the Learning Technology Center. Installed brighter lights in the hallways. These corridors appear cleaner, brighter, and safer for employees and students; the new flooring and lighting also decreased the number of students who sit or lie down on the floor making the hallways more accessible to users.

Research & Institutional Effectiveness:
Newly remodeled space will dramatically improve the operation of the employees and will allow for more efficient and flexible workspace operations. RIE moved to its temporary workspace in Building #40 and the team looks forward to using its new space sometime in December, 2015.

Kinesiology, Athletics, & Dance:
The two 16' diving boards helped Men's & Women's Diving attain the highest conference and state finish in 15 years. We had a conference champion on the women's side for the first time in 21 years. The new boards also provided a safer surface for students and athletes to execute dives on.

Kinesiology, Athletics, & Dance:
The $1,400 L-screens were immediately used for the safety of our players on the field. The L-screens are a necessity for daily batting practice, as it provides a safety barrier for our batting practice pitchers.Protects students when pitching and throwing at the fields.

| Closing the Loop Theme | Organization/Process | - |

Natural Sciences:
The Biology Department was allocated $2212.7 to purchase the TRUE-T-23 refrigerator for Microbiology. All Microbiology cultures required for student use in lab can now be accommodated, making storage safer and more convenient. This better serves the students in these courses.

Technology & Health:
A goal driven template is being utilized in Tech and Health Division Chairs meetings, and a number of departments are discussing the use of this template for department meeting agendas and advisory agendas beginning in the Fall 2015 semester. Note: CTE Deans group has adopted the template as well.

Research & Institutional effectiveness:
Collaborative Institutional Training Initiative (CITI) allows the IRB and potential principal investigators to be trained using up-to-date course modules that have been vetted to align with the Federal requirements. This has a huge impact on the IRB's ability to provide for standardized training for this important topic.

| Closing the Loop Theme | Program Promotion | - |

Technology & Health:

In the past year, departments in Tech and Health have committed to a renewed effort to draw new students to our programs through updated promotional materials and participation in activities both on and off campus. For the 15-16 year, departments are targeting 100% deployment of a visually appealing Template Brochure/Webpage that may be easily updated and 100% Division representation in the LAOCRC-funded Regional CTE Program brochures. To date, depts have documented inreach and outreach activities, including the use of student ambassadors, participation in Seniors Day and middle school tours. Examples of the departments' new approach to outreach include Psych Tech Program students and faculty training 511 Bassett High School students in "hands only" CPR at Basset's Health Career Fair and IDE faculty partnering with Electronics faculty, with the help of the High School Articulation Office, to host students and teachers from Baldwin Park High and Sierra Vista High. Faculty created hands-on experiences for the high school visitors and arranged for IDE and Electronics students to help out, allowing high students to connect with their college counterparts. Departments will gather data to assess the quality of their promotional efforts in the current CTE student survey.

| Closing the Loop Theme | Program Access | - |

Technology & Health:

Departments are working to increase program access through the creation of clear pathways from K-12 for students and clear avenues from the work place for incumbent workers. Departments are partnering with high schools to expand the number and quality of their articulation agreements. Examples of these efforts include: IDE program faculty members' work with the High School Articulation Office on a plan for overcoming the challenge of a 3 course co-requisite structure and Health faculty using item analysis to assess and revise the Medical Terminology articulation exam. Departments have also looked at ways to better serve incumbent worker populations- from creating online course options (Fire and Administration of Justice) and Non credit options (EST) to breaking unit- heavy certificates into smaller, stackable certificates (WELD). Departments will use articulation rate data and articulation exam pass rate data provided by the High School Articulation Office along with current CTE Student Survey data, online course completion, and certificate completion data to assess the effectiveness of both the pathways and the avenues they are creating.

| Closing the Loop Theme | Student Success - Advising, Support, Engagement | - |

Technology & Health:

Departments have committed to moving students through programs efficiently by providing them with effective advising and support and by taking all steps available to engage students in their programs of study. Effective advising begins with an effective partnership with counselors. To date 10 of the 13 departments in Tech and Health have identified their designated counselors. It is our intention to be at 100% by the end of Fall 2015. Efforts to establish working relationships with counselors include both specific activities and symbolic gestures such as the creation of a photo wall for depts that includes a photo and name of the designated counselor, Dept and Advisory Agenda templates that includes a spot for the designated counselor's name, and dept. webpages that include links to designated counselor email. In an effort to learn new tools for working in concert with counselors, chairs and faculty have committed to attending the Fall 2015 flex day session on bridging the gap with counselors.

Technology & Health:
Departments have committed to providing additional support for student success such as the Title V pre-health program boot camp offered in July 2015, Title V supported Supplemental Instructors in RAD and RESD, the Psych Tech partnership with Adult Basic Education (ABE) for assessment and instruction in basic math, the Welding Partnership with ESL to develop and offer a paired set of classes through Community Ed: "English for Special Applications" focused on Welding terminology and an introductory weld class (WELD 40) aimed at predominantly Spanish speaking students, and Administration of Justice efforts to initiate online tutoring.

Technology & Health:
Perhaps the most exciting support activity in the division is the long awaited resurrection of the Tech Ed Resource Center. Supported by Study Equity funds this tutorial center designed for CTE students is slated to open in late Fall 2015.

Technology & Health:
Another form of support that is far less obvious but no less important, is the use of data for effective scheduling and the determination of a 2 year schedule of classes. To date, year round productivity in the division is at an all time high and 4 programs that were traditionally dark in winter and summer are now offering classes in the intersessions. More importantly 6 of the 13 departments now publish their two-year course-offering schedule. It is the Division goal to reach 100% by the end of Fall 2015 persistence, club rosters, and Facebook follower numbers.

| | Closing the Loop Theme | Program Success - Skill Acquisition | - |

Technology & Health:
Departments have also renewed their efforts to provide students with in-demand skills by creating up to date, industry-valued curriculum and by providing quality instruction and state of the industry equipment. Industry valued curriculum is created by seeking meaningful input from Industry- not just from a limited number of advisory members, but also from work experience site supervisors. The Division has deployed the Job Developer to serve as a liaison that information back to the depts.

| | Closing the Loop Theme | Program Success - Pathways to Transfer and Employement | - |

Technology & Health:
Departments have also articulated a commitment to creating pathways to transfer and/or employment by partnering with universities and industry. Although the Aviation Science program has had a long standing agreement with Southern Illinois university for the provision of a Bachelors of Science degree on our campus, it is only recently that we have made additional strides in the form of a Fire Service Management Bachelors degree (14-15) and a Bachelors of Nursing degree (15-16). It is our plan to initiate at least two more bachelors programs in the 15-16 year.

Technology & Health:
Thanks in part to the division job developer and in part to the newly articulated goals, pathways to employment have also increased through dept partnerships with industry, providing students with opportunities for industry tours, and interaction with industry reps on campus in panels, guest speakers, etc. Most importantly, these partnerships have yielded experiential learning opportunities as evidenced by the Administration of Justice program that has moved from having no students in work experience two years ago to having 13 students actively placed while Fire Technology now has an average of 40 students in work experience per year. The job developer also coordinated employment events for the program grads such as the recent Speed Interviews HVAC, in which 40 employees were able to interview 14 students - 10 of whom were hired within two weeks of the event.

| Closing the Loop Theme | Program Success - Alumni Engagement | - |

Technology & Health:
Departments have committed to utilizing multiple methods to increase alumni engagement, including invitations to program events, guest speaking opportunities, advisory membership, and Facebook contact. Examples of recent efforts to maintain alumni engagement are: Psych Tech's utilization of program graduates as student mentors and the Nursing program's employment of new grads as tutors. To date, 6 of 13 departments have program graduates serving on advisory comittees as industry representatives. The Division goal is to have documented alumni presence in 100% of departments by the spring of 2016. Departments will assess progress on alumni engagement efforts through the use of multiple data sources, including Advisory committee membership lists , Facebook follower numbers, alumni presence in departments for the 2015-2016 year, and Alumni surveys.

The following Strategic Objectives are assigned to 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). Baseline data from has been identified from 2013-14 to measure progress in the coming year(s). These links connect directly to the TracDat, the college's performance and planning tool integrating strategic objectives with the planning process.

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

Link to Strategic Objective 1.1	Link to Strategic Objective 1.2	Link to Strategic Objective 1.3
Link to Strategic Objective 2.1	Link to Strategic Objective 2.2	Link to Strategic Objective 3.1
Link to Strategic Objective 3.2	Link to Strategic Objective 3.3	Link to Strategic Objective 3.4
Link to Strategic Objective 3.5	Link to Strategic Objective 4.1	Link to Strategic Objective 5.1
Link to Strategic Objective 5.2	Link to Strategic Objective 5.3	Link to Strategic Objective 6.1
Link to Strategic Objective 6.2	Link to Strategic Objective 7.1	Link to Strategic Objective 7.2
Link to Strategic Objective 8.1	Link to Strategic Objective 8.3	Link to Strategic Objective 8.4
Link to Strategic Objective 9.1	Link to Strategic Objective 10.1	Link to Strategic Objective 12.1

I. Planning: Team Goals and Strategic Objectives for: Instructional Services

a.*The following table contains your goals as noted in SectionOne-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).*

Team Goal Name	Team Goal	College Theme
Communication	Enhance communication among stakeholders, including students, faculty, staff, advisory committee members, industry representatives and the general public.	D: Cooperation/Collaboration
Instructional Support	Provide and maintain state-of-the-art instructional technology, equipment, facilities and infrastructure for safety, currency, effectiveness, and to accommodate growth.	C: Secure Resources
Staffing	Address staffing needs to maintain and enhance delivery of instruction and instructional services.	C: Secure Resources
Professional Development	Encourage and support participation of instructional personnel in ongoing professional development to improve instruction and service to students as defined by college plans such as Educational Master Plan, Student Success Plan, Student Equity Plan, Strategic Plan, among others.	C: Secure Resources
Curriculum	Update curriculum and expand successful and innovative modes of delivery to remain current and to improve effectiveness.	A: Academic Excellence
Academic Enrichment	Support and expand opportunities for academic enrichment, including provision of guest lecturers, visiting artists, as well as student participation in regional, state, and national competitions and events.	A: Academic Excellence
Funding	Secure funding to support ongoing operational needs of programs (supplies, accreditation, transportation, travel, etc.).	C: Secure Resources
Planning	Encourage and support unit-level participation in planning and evaluation processes including PIE, SLOs, GEOs, and accreditation self-study.	A: Academic Excellence
Grants and Partnerships	Expand opportunities for external funding and other resources through pursuit of grants and partnerships.	C: Secure Resources
Basic Skills	Increase support for basic skills activities that benefit an increasing number of students across the College.	B: Access and Success
Data	Strengthen the ability to access data on student success and achievement.	A: Academic Excellence

	Increase support for student success and achievement through the development and maintenance of instruction, support activities, and enrollment management.	
Student Success		*A: Academic Excellence*
Collaborative Inquiry	*Establish a culture of collaborative inquiry that promotes meaningful assessment and documentation for both internal and accreditation purposes.*	*A: Academic Excellence*

b. The following Strategic Objectives (these links appeared in previous section) are assigned to this Team and 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.) This table is only for reference. No additional information is needed here.

# Strategic Objective	Strategic Objective
1.1	Improve successful course completion rates through tutoring and lab support services
1.2	Improve course success and retention by providing instructional support to CTE students outside of the classroom
1.3	Improve student success through effective, efficient, and scalable learning communities and cohort groups
2.1	Maintain and improve current employability skills through increased work based learning opportunities for CTE students
2.2	Improve currency and relevance of CTE SLOs through use of data from leavers, graduates, and employers
3.1	Active courses will have at least two course-level SLOs and an ongoing cycle of evaluation and improvement with wide reporting of result
3.2	Course-level SLOs will be mapped to GEOs, degrees and certificates
3.3	Active degrees and certificates will have at least one degree/certificate level SLO and an ongoing cycle of evaluation and improvement with wide reporting of results
3.4	Student learning and support activities will have defined SLOs and an ongoing cycle of evaluation and improvement with wide reporting of results
3.5	Widespread dialogue takes place about assessment results and identification of gaps, such dialog leading to aligning institution-wide practices and allocation of resources to support and improve student learning
4.1	Identify and implement effective strategies, activities and interventions that improve access and persistence for ethnic, gender, and disability groups at the college

# Strategic Objective	Strategic Objective
5.1	Improve students' basic skills course sequence completion through targeted interventions, cohort pathways, and accelerated course scheduling
5.2	Increase the number of basic skills students who participate in basic skills interventions
5.3	Students taking assessment tests for placement will be fully prepared for each test. (Student Preparation & Success Council)
6.1	The number of transfer ready students will increase through increasing the number of fully articulated transfer programs and increasing the number of transfer students with complete education plans
6.2	Provide web services that are effective and well utilizedby by students to assist them in achieving transfer success
7.1	Effectively utilize existing college resources to secure external funding by alignment with the college's strategic plan and potential for impact on the college
7.2	Develop and submit high-quality proposals for a variety of grant opportunities from local, state, federal, and private funding agencies
8.1	Provide appropriate technology in classrooms to enhance student learning and active engagement in the learning process
8.3	Improve college-wide ARGOS user reporting functionality and capabilities
8.4	Students and prospective students will have access to key sources of information through accessible, user-friendly, state-of-the-art communication technology and will be trained in how to access and effectively use this technology
9.1	Mitigate disproportionate impact based on gender, race/ethnicity, disability, age, emancipated foster youth status, or economic status for student access, retention, degree and certificate completion, ESL and basic skills completion, and transfer
10.1	Provide faculty, manager, and staff professional development opportunities for implementation of best practices in teaching and learning, and customer service
12.1	Meet service levels of key operational processes within available resources

II. Planning for the Next Three Years for: Instructional Services

a. Narrative Summary	Planning has become part of the fabric of this institution. All instructional divisions articulate the importance of planning for future needs, whether it be growth, program expansion, or program maintenance. While divisions express keen interest in student success, innovative instructional design, and student focused innovations, professional development will be necessary to support these changes. In addition, the infusion of funds provided much needed relief for programs struggling to maintain their equipment. It is now time to look to the future and determine directions for next steps in development. Increased reliance on partnerships. Advisory Committees, Regional Consortiums and job/wage data is inevitable. Growth will be funded, even as population growth slows, resulting in the need to partner with Outreach and Marketing to inform the community of the multiple and diverse opportunities provided at Mt SAC. A significant number of high school graduates do not pursue any form of high education, therefore, they are our next recruitment target! Growth and department upgrade needs place pressure on Facilities to make requested alterations and provide optimum teaching and learning spaces. This partnership remains critical to Instruction's success.

+	New Plan or Activity	Facilities	-

III. Budget Prioritization for: Instructional Services

1. Download the Budget Prioritization form to your computer using the button below (if needed).
2. Save to your computer
3. 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 Vice President PIE form.

SectionThree: Recommendations for Improving the Planning Process

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

Summarize suggestions your area has for improving the planning process

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

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

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

Questions regarding this form? Send an email to Don Sciore, Associate Dean of Instructional Services, 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)
2. To Unlock this Form for further revision, click the Unlock this Form button below.
3. Enter password "pie" (lower case/no quotes)
4. Save the form using the "Save Form" button at the bottom of the page
5. Please lock the form before sending to your VP.

Lock this Form	Unlock this Form