



manager **PIE**

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

Planning for Institutional Effectiveness

Introduction

- I. Institutional Mission
- II. Division and Division Units
- III. Division Mission
- IV. College Themes and Goals

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

- I. Planning Context: Division Goals
- II. Notable Achievements
- III. Tracking External/Internal Conditions, Trends, Impacts, Retention & Success, Critical Decisions and Outcomes Assessment
- IV. Closing the Loop: Alignment and Progress on College Goals:

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

- I. Division Goals and Strategic Objectives for the Future
- II. Planning for The Next Three Years
- III. Budget Prioritization

Section Three: **Recommendations for Improving the Planning Process**

- I. Improvements Recommended
- II. Information Request

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



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Planning for Institutional Effectiveness

Introduction:

I. Institutional Mission

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

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

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

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

DIVISION	Technology & Health	Units: Aeronautics, AC, Aircraft Maintenance, Architecture,
Dean	Jemma Blake-Judd	Units: IDE & Manufacturing, Electronics, HCRC, Medical Services
E-mail / Extension	jbjudd@mtsac.edu / 909-274-3934	Units: Mental Health, Nursing, Public Safety, Radiologic Technician, Respiratory Therapy, Welding

III. Division Mission

IV. College Themes and Goals

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

Theme A: To Advance Academic Excellence and Student Achievement

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

Theme B: To Support Student Access and Success

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

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

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

Theme D: To Foster an Atmosphere of Cooperation and Collaboration

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

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

I. Planning Context: Division Goals for: Technology & Health

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

Roll-Over to see "overarching goal" example

Division Goal Name	Division Goal	<u>College Theme</u>
Core Value: In Tech and Health, we focus on goal attainment	Use clearly articulated goals to drive all division activities	B: Access and Success
Program promotion	Draw new students through effective program promotion- both on and off campus.	A: Academic Excellence
Program access	Increase program access through the creation of clear pathways for high school students and clear avenues for incumbent workers	B: Access and Success
Student success	Move students through programs efficiently by providing them with effective advising and support and by taking all steps available to engage them in their programs of study	B: Access and Success
Student skill aquisition	Provide students with in-demand skills through up to date industry-valued curriculum, quality instruction, and state of the art equipment	C: Secure Resources
Path to Transfer and/or Employment	Provide students with a path to transfer and/or employment by establishing productive partnerships with universities and industry	D: Cooperation/Collaboration
Alumni Engagement	Utilize multiple means to increase alumni engagement, including orchestrated social media contact, invitations to program events, guest speaking opportunities, and advisory membership.	D: Cooperation/Collaboration
Core Value: In Tech and Health, we use data to to assess our work toward our goals	Assess progress on goals through the use of multiple data sources	A: Academic Excellence

II. Notable Achievements for: Technology & Health

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

Roll-Over to see Achievement example

a. Narrative Summary

This year, beyond the traditional reports of student achievements in competitions and departmental success in securing equipment, it is evident that departments are taking steps to meet the division goal of moving students through our programs efficiently. Departments have partnered with other programs on campus and utilized categorical funding to provide students with support, including tutoring, extra-curricular activities, and expanded work experience placements.

Add Notable Achievement Theme		Student Success
+	Psych Tech formed a partnership with the Psychology Department to start the Mental Health Awareness Club.	-
+	Eleven Psych Tech program students won a total of 15 medals (9 gold, 4 silver, 2 bronze) at the Health Occupations Students of America (HOSA) State Leadership Conference. All 11 students qualified for the national competition.	-
+	Psych Tech formed a partnership with Adult Basic Education (ABE) for student assessment and support in the acquisition of math skills.	-
+	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.	-
+	Psych Tech Program students and faculty trained 511 Bassett High School students in "hands only" CPR at Basset's Health Career Fair.	-
+	Two students enrolled in the Respiratory Therapy program received prestigious scholarship awards from CSRC South Coast Chapter.	-
+	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	-
+	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).	-
+	The Respiratory Therapy Program Implemented student tutoring with Title V funds	-
+	Aircraft Maintenance placed ten students in work experience with industry partners in 2014-2015.	-
+	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.	-
Add Notable Achievement Theme		Program Success

+	Administration of Justice created and is now offering an Introduction to Forensics Course	-
+	Aeronautics has developed and submitted curriculum for a new course and certificate program: FAA Aircraft Dispatcher	-
+	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.	-
+	Three new EST courses (EST 51, 53, and 61) have been developed and submitted for approval through Community Education division. Program has transitioned to Community Education.	-
+	The Electronics department has been recognized as an authorized CompTIA academy, entitling students to discount vouchers for certification exams, among other benefits.	-
+	EMS had four successful site visits resulting in continuing program approval of the EMS Continuing Education program, the Emergency Medical Technician program and Paramedic program (at the Los Angeles County EMS Agency level)	-
+	Fire Technology established an articulation agreement with Southern Illinois University for a Fire Service Management Bachelors Degree	-
+	Fire Technology revamped its fire officer certificate program, submitting 6 new courses.	-
+	Fire Technology Program achieved re-accreditation from State Fire Marshals Office	-
+	Respiratory Therapy Program Received an RRT Credentialing Success award from CoARC 2015	-
+	Administration of Justice increased winter and summer course offerings by 100%, significantly reducing time to certificate and degree completion	-
+	All of the Arch program courses, certificates and degrees were revised to reflect a new program sequence and course unit counts were adjusted. A co-requisite was established at the second level of the the transfer track creating a cohort in the second semester of the program	-
+	Architecture has established a preliminary agreement with Cal Poly SLO was established and is providing the framework for a full articulation agreement.	-
+	Architecture program's articulation agreement with UC Berkeley Architecture was re-ratified and a new articulation was established with Cal Poly Pomona.	-
+	As part of the CTE-EF 60% activities, Mt. SAC's Manufacturing program partnered with Glendarl CC's MFG program to make major curriculum modifications and to determine a plan for equipment acquisitions.	-
+	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.	-
+	Radiologic Technology created 2 new certificate programs: Mammography and Computerized Tomography (CT). These certificates will greatly increase RAD student employability.	-
Add Notable Achievement Theme		Faculty Success

+	Psych Tech Program Director was chosen by the Board of Vocational Nurses and Psychiatric Technicians to be a panel speaker on best practices at the annual Director's Forum.	-
+	Three of the four new BVNPT-approved adjunct Psych Tech faculty are program graduates.	-
+	<i>Enter Notable Achievement Here</i>	-
Add Notable Achievement Theme		Retention and Completions
+	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.	-
+	89.5% of first-time candidates passed the ARRT Radiologic Technology exam on the first attempt in 2014 compared to the national average of 88.9%	-
+	Welding students gained employment in high-paying industry segments: several students were hired into the Ironworkers' Apprenticeship program; one student was hired into the Elevator Mechanics' apprenticeship program immediately after passing his certification tests. We also got a second student hired at California Am-Forge in Azusa, replacing their previous welder who was also a Mt. SAC Welding student.	-
+	Respiratory Therapy Graduates attained 100% pass rates on the NBRC RRT credentialing exam.	-
+	In Aircraft Maintenance, the two year average for FAA written exams increased to 100% pass rate for airframe compared to a 92% national average, 100% for powerplant compared to a 92% national average and 90% for general compared to an 89% national average.	-
+	Nursing Program graduates continue to pass the NCLEX at a rate higher than average: 89.3%.	-
+	The Radiologic Technician Program reported 100% job placement rate (within one year) to its accrediting agency in August 2014 for graduating class of 2013.	-
+	76% of Welding students passed both the written and practical welding certification tests.	-
Add Notable Achievement Theme		Facilities
+	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	-
+	The college provided new task chairs for all 4th floor Electronics labs, rectifying a long-standing facilities issue that has impacted student success in combined lecture-laboratory courses.	-
+	Facilities work on the Architecture shop in building 13 continues. To date,the college has installed filtration units and larger equipment pieces have been relocated to the room.	-
Add Notable Achievement Theme		Funding

+	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.	-
+	The Division received over .5 million in CTE-Enhancement 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.	-
+	Nursing grants totalling close to \$300,000 provided a state of the art simulator, tutors, CTAs, and professional development for adjunct faculty	-
+	Study Equity funds have been allocated in support of the long awaited resurrection of the Tech Ed Resource Center, a tutorial center designed for CTE students slated to open in late Fall 2015.	-

III. Tracking Conditions, Retention & Success, Critical Decisions and Outcomes Assessment for: Technology & Health

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

a. External Conditions Summary

External conditions impacting programs in Tech and Health include Student Success Act requirements, industry changes, and accreditation mandates. These conditions require that programs be nimble in their curriculum modifications and aggressive in seeking funding for equipment, staffing and facilities upgrades. These changes also necessitate partnerships with K-12 to facilitate student entry into our programs, with universities to insure students can make a smooth leap into their field of study, and with industry to provide experiential learning that will increase employment opportunities.

Pathways: High Schools	Roll-over to see example	Data Source
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
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
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 administration for Allied Health Programs		BSN applicant numbers, Advisory minutes RESD,RAD
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
Industry Changes	Roll-over to see example	Data Source
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
Fire departments cite the need to hire licensed paramedics. This saves departments \$150,000.00 - \$200,000.00 the cost of sending and backfilling a paid firefighter to a paramedic program for 6-8 months.		Advisory Meeting Minutes

There has been a notable decrease in institution-based services for Mental Health, and a corresponding increase to community-based services	Public record	
There has been a marked shift in Psych Tech job openings from Southern California to Central California	EDD	
Respiratory Therapy reports increasing expectations from hospital clinic sites to cover areas in classroom, prior to entering clinic that have been traditionally part of the clinical experience.	Advisory Minutes	
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	
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.	
<i>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</i>	Add Data Source	
The FAA privatization movement has unprecedented support from both sides of Congress. The outcome is unknown but if privatization prevails, there will be an opportunity for Mt. SAC to partner with the new organization to provide trained air traffic control graduates.	News reports 2015	
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	
<i>Rigorous Seismic Welding Certification standards will be enforced, requiring additional certifications for welding students.Enter External Condition here</i>	Add Data Source	
The welding industry is now requiring greater diversity of industry certifications (pipe welding certifications, and reinforcing steel - rebar - for example.)	Advisory Minutes	
Accreditation	Roll-over to see example	Data Source
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	

CoARC requires that the institution must ensure that the program has a sufficient number of faculty members, clinical preceptors, administrative and technical support staff to achieve the program's goals . With students at 12 different clinical sites it is difficult to provide adequate faculty coverage in the clinical setting, and with 18 students in each lab it is difficult to provide adequate faculty support in lab.Enter External Condition here

CoARC, standard 2.02,
Institutional and Personnel
Resources

b. Internal Conditions Summary

In a number of critical areas, staffing issues limit program growth

Staffing	Roll-over to see example	Data Source
Administration of Justice reports an inadequate number of qualified adjuncts to maintain an course schedule that meets student need. In addition, ADJU needs to hire adjunct faculty certified in DL.		Advisory Minutes
In Radiologic Technology, limited adjunct faculty pool impacts program growth. There is a need to hire adjunct faculty to teach in the new CT and Mamography programs		Advisory Minutes
In Respiratory Therapy, students are placed at twelve different clinic sites, and it is difficult to provide adequate faculty coverage in the clinical setting. There is a need for additional adjunct faculty to provide adequate clinical teaching.		Advisory Minutes
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
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
Manufacturing is poised to grow if it is approved for a full time faculty member		EDD Labor Market Info
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
Facilities / Maintenance	Roll-over to see example	Data Source
Office, storage, and record keeping space provided to the Respiratory Therapy program is severely limited and additional space is needed.		Advisory Minutes
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

The Respiratory Therapy Lab currently only has compressed oxygen outlets. Compressed air and oxygen outlets are needed to correctly and safely use many types of equipment, most importantly mechanical ventilators.	Advisory Minutes
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

c. Retention and/or Success

Program productivity has increased division-wide due to efforts in efficient scheduling. In addition attrition rates have decreased due to the enactment of multiple interventions, including pre-courses, embedded tutors, and supplemental instructors, etc. The division persistence rate has increased by 5 percentage points over the past 2 years . It should be noted that all departments in Technology and Health have difficulty tracking employment rates for program completers but are looking forward to having access to improved Launchboard data in the 15-16 year.

Retention & Success Theme	<i>Roll-over to see example</i>	Data Source
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
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
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
RAD Program retention rates are improving; the class of 2014 retention was 53%. Class of 2015 retention currently at 86%. Class of 2016 retention currently at 92%.		SSR0037-A
89% of the Psych Tech students taking the state licensure examination in calendar year 2014 passed.		www.mtsac.edu/financialaid/licensureExamRates.html
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. The department also intends to make use of the LaunchBoard data set from the Chancellor's Office to capture those who leave the program (such as to transfer) before obtaining a certificate or degree.		SHR0009

While the 3 year attrition rate in the Respiratory Therapy program meets CoARC standards, attrition rates have been high in the past 3 years. With funding from Title V the program has implemented student tutors for the first time and increased the use of professional experts in the lab.	SSR0037-A
Psych Tech has begun to increase utilization of program graduates as student mentors.	<i>Add Data Source</i>
Administration of Justice participated in the statewide Online Education Initiative pilot project (OEI), and referred students to on-line tutoring as part of the program	<i>Add Data Source</i>

d. Critical Decisions

Enter Analysis and Summary here

Organizational Change	<i>Roll-over to see example</i>	Data Source
The Division worked with faculty to combine ADJU and Fire Tech departments into the new Public Safety Dept.		Memo to VPI
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	<i>Roll-over to see example</i>	Data Source
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
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
The Aeronautics program is exploring ways to partner with California Baptist University's Aviation Program (Riverside). The aviation program at CBU is quite new (2 years old). We have had initial discussions about multi-engine aircraft training for Mt. SAC students training at College Aviation.		Advisory Minutes
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
The ARCH program decided to make ARCH101 and ARCH121 co-requisites at the second level of the the transfer track, creating a cohort to ensure student success		Advisory Minutes
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

The Architecture Department is developing an Engineering Construction Technology (ECT)program curriculum based on advisory input	Advisory Minutes
The Electronic Systems Technology (EST) program has been moved to Community Education as a non-credit certificate. New courses have been developed and are in the approval pipeline to provide a one-year (two semester) path to completion.	Advisory Minutes
Administration of Justice initiated the creation of a new Forensics/Traffic/Report Writing/Criminal Investigations lab where students will be able to have hands on experience with investigation and "crime scenes."	Advisory Minutes
The Welding advisory committee recommended development of Fabrication Technology certificate.	Advisory Minutes
The Welding department has decided to reduce total units for each of the welding certificates to improve numbers of certificates completed and awarded	Advisory Minutes
Dept has decided to convert Automotive Welding to a fee based course , meeting the needs of students who are not interested in earning units and who wish to repeat the course multiple times	Advisory Minutes
Aircraft Maintenance modified its work experience course to variable units to increase student access to the course	Advisory Minutes
Fire Technology decided to create an on-line fire officers certificate program along with online versions of core Fire courses	Advisory Minutes
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
Radiologic Technology created 2 new certificate programs: Mammography and Computerized Tomography (CT). These certificates will greatly increase RAD student employability.	Advisory Minutes
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

Staffing	<i>Roll-over to see example</i>	Data Source
Psych Tech hired student tutors to decrease the attrition rate of program students.		SSR0037
Aeronautics program faculty and advisory members analyzed expenditures for aircraft maintenance and repairs at the flight school and determined there could be significant savings with the hiring of a part time mechanic.		College Aviation repair logs/ invoices

Enter Critical Decisions here

Add Data Source

e. Progress on Outcomes

The Division completed all MO, SLO,PLO,ILO mapping. Many depts took the opportunity to rewrite perfunctory SLOs. In addition, a number of departments included adjuncts in the mapping process and reported positive, productive conversations as a result.

Outcomes Theme

[Link to Outcomes report](#)

[Roll-over to see example](#)

Data Source

All departments have completed alignment of discipline measurable objectives and student learning outcomes with program outcomes and institutional outcomes.

Trac Dat

IV. Closing the Loop; Alignment and Progress on College Goals: Technology & Health

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

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

a. Narrative Summary

This year, in Tech and Health, our departments have committed to two core values: we will use six clearly articulated goals to drive division activities, and we will assess our progress on those goals through the use of multiple data sources. We have committed to keeping these six goals in front of us, literally and figuratively, in our Division Chairs meeting agendas and in our informal discussions. This simple promise has brought both clarity and accountability to division and department planning and activities this past year. The results have been so positive that a number of depts are considering using the same structure for both department meeting and advisory agendas in the 2015-2016 year. One of the most significant impacts of this new focus was entirely unexpected. For years the Division deployed current student and alumni surveys but felt that there was very little to be gained from the data we gathered. Recently, however, we have looked at using these same goals as drivers for the revision of the long standing survey questions. It is our assumption that student and alumni responses to these questions would provide us with the data we need to assess our performance on the goals we have committed to. The revised surveys should be deployed in the 2015-2016 year, and we look forward to finding out if our assumptions will prove true!

+	Closing the Loop Theme	Organization / Process	-
	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		
+	Closing the Loop Theme	Program Promotion	-
	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 Bassett'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	-
	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	-
	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. 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. 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. 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. Finally, departments are deploying multiple methods to engage students, including social media communications about events and activities and expanded club activities. A recent example occurred when Psych Tech formed a partnership with Psychology Department to start the Mental Health Awareness Club. Depts are using data to assess their efforts -including ARGOS reports indicating student persistence, club rosters, and Facebook follower numbers .		
+	Closing the Loop Theme	Program Success-Skill Acquisition	-

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, bringing that information back to the depts. The increase in instructional equipment funds along with an infusion of categorical funds has allowed departments to make great strides toward providing students with state of the industry equipment and instructional support. The 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. In addition, over .5 million of CTE-Enhancement funds have provided MFG and IDE with new CNC machines and Building Automation with a new lab, professional development, curriculum modification, while close to \$300,000 in Nursing grants funded a state of the art simulator, certified teaching assistants, and student tutors. Departments are using multiple data sources to assess their efforts at providing students with in demand skills including Current Student and Alumni Surveys, Launchboard employment data, and Program Outcomes Assessment results.

+	Closing the Loop Theme	Program Success-Pathways to Transfer and Employment	-
	<p>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. 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. In addition, the job developer has been able to acquire sought after work experience sites such as her recently signed agreement with LA County Fire. The job developer also coordinates employment events for program grads such as the recent Speed Interviews in HVAC, in which 40 employers were able to interview 14 students - 10 of whom were hired within two weeks of the event! Depts will assess the quality of the pathways to transfer and employment in a number of ways: the number of work experience placements, the number of industry reps present on campus, number of completers in University Center Bachelors programs, Launch Board employment data ,Alumni survey data, anecdotal info gathered through social media, alumni presence on campus, and work experience site supervisor input. Enter Notable Achievement Here</p>		
+	Closing the Loop Theme	Program Success-Alumni Engagement	-

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 committees 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.

b. Strategic Objectives Assigned to : **Technology & Health**

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

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

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

I. Planning: Division Goals and Strategic Objectives for: Technology & Health

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).

Division Goal Name	Division Goal	College Theme
Core Value: In Tech and Health, we focus on goal attainment	Use clearly articulated goals to drive all division activities	B: Access and Success
Program promotion	Draw new students through effective program promotion- both on and off campus.	A: Academic Excellence
Program access	Increase program access through the creation of clear pathways for high school students and clear avenues for incumbent workers	B: Access and Success
Student success	Move students through programs efficiently by providing them with effective advising and support and by taking all steps available to engage them in their programs of study	B: Access and Success
Student skill aquisition	Provide students with in-demand skills through up to date industry-valued curriculum, quality instruction, and state of the art equipment	C: Secure Resources
Path to Transfer and/or Employment	Provide students with a path to transfer and/or employment by establishing productive partnerships with universities and industry	D: Cooperation/Collaboration
Alumni Engagement	Utilize multiple means to increase alumni engagement, including orchestrated social media contact, invitations to program events, guest speaking opportunities, and advisory membership.	D: Cooperation/Collaboration
Core Value: In Tech and Health, we use data to to assess our work toward our goals	Assess progress on goals through the use of multiple data sources	A: Academic Excellence
Core Value: In Tech and Health, we use data to to assess our work toward our goals	Assess progress on goals through the use of multiple data sources	A: Academic Excellence

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

b.	# Strategic Objective	Strategic Objective
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b.

# Strategic Objective	<i>Strategic Objective</i>
1.2	Improve course success and retention by providing instructional support to CTE students outside of the classroom
2.1	Maintain and improve current employability skills through increased work based learning opportunities for CTE students

II. Planning for the Next Three Years for: Technology & Health

a. Narrative Summary

In the next three years, Tech and Health departments will continue to use six clearly articulated goals to drive division activities. They will assess their progress on those goals through the use of multiple data sources. This division wide commitment is revolutionizing Division planning. In June 2016, departments will confidently assess their performance for the 15-16 year, using multiple meaningful data sources rather than simply looking at tally of certificate and degree awards and enrollment counts. For the first time, the departments will have sense of ownership over one of the largest (and most under utilized) data sources: Current Student and Alumni surveys that have been revised to address the Division's 6 goals.

For the 15-16 year the departments will continue their focus on promotion, targeting 100% deployment of a Template Brochure/Webpage and 100% representation in the LAOCRC funded Regional CTE Program brochures. Depts will continue to conduct inreach and outreach activities, including the use of student ambassadors, participation in Seniors Day and middle school tours. Departments will gather data to assess the quality of their promotional efforts through the current CTE Student Survey and anecdotal evidence such as feedback from High School faculty involved in events.

Departments will continue 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 will expand partnerships with High Schools, increasing the number and also the quality of their articulation agreements. Departments will continue looking 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 data on numbers of articulation agreements generated 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 the pathways and avenues they are creating.

Depts will continue to work on moving students through programs efficiently by providing them with effective guidance and support and by increasing their levels of engagement. 100% of depts will show evidence of embedding designated counselors into their operations. 100% of DCs and a majority of faculty will attend the 2015 Bridging the Gap with Counseling Flex Day activity. Depts will continue the intervention and support activities begun this past year in partnerships with other units on campus. The Division will actively promote the long awaited resurrection of the Tech Ed Resource Center in late Fall 2015 and departments will encourage student exposure to and usage of the TERC, holding selected office hours in the TERC, creating homework and collaborative activities to be completed in the TERC ,etc. Efforts to move students through programs effectively will be evident as 100% of depts publish a two year schedule of course offerings by the end of Fall 2015. Depts will also continue to increase student engagement through the use of social media. They will assess their effectiveness in

these areas through documentation of designated counselor presence at meetings and events, student usage patterns in the TERC, ARGOS reports capturing student persistence and success rates, and numbers of student followers on Facebook, etc.

Departments will continue to seeking meaningful input from industry on curriculum- not just from a limited number of advisory members, but also from work experience site supervisors. The Job Developer will continue to serve as a liaison, bringing that information back to the departments. Departments will continue to seek categorical funding to support equipment acquisitions, professional development, etc. This will be particularly critical in those areas poised for growth: MFG and WELD. Depts will also continue to use multiple data sources to assess their efforts at providing students with in demand skills including Current Student and Alumni Surveys, Launch board employment data, and Program Outcomes Assessment.

Departments will continue to create pathways to transfer and/or employment by partnering with both universities and industry. The Division will initiate two more University Center Bachelors programs in the 15-16 year (RAD, RESD and ADJU). In addition, departments will continue to work with the division job developer, creating pathways to employment through partnerships with industry; this will provide students with opportunities for interaction with industry reps who will appear on campus in employment panels, as guest speakers, etc. These partnerships will also provide students with extended exposure to industry through the provision of work-based learning opportunities. Pathway quality will be evaluated through the number of completers in University Center programs the Division offers, the number of work experience placements, the number of industry reps present on campus, Launch Board employment data, Alumni Survey data, anecdotal info gathered through social media, alumni presence on campus, and work experience site supervisor input.

Departments will deploy multiple methods to increase alumni engagement, including invitations to program events, guest speaker opportunities, advisory membership, and Facebook contact. At the end of the 2015-16 year, 100% of departments will document alumni involvement in departmental activities.

Departments will assess progress on increasing alumni engagement through the use of multiple data sources, including advisory committee membership lists, Facebook follower numbers, numbers of alumni serving as faculty for the 2015-2016 year, and Alumni surveys.

+	New Plan or Activity	Student Success	-
	Radiologic Technician program will increase student employability through the offering of new Mammo and CT certificates		
	Aeronautics will increase employment opportunities for students in its program through the additional a a Flight Dispatcher certificate		
	Nursing will increase employment rates of graduates through both a new grad transitions program at Pomona Valley Hospital and a BSN program offered on campus		

Respiratory Therapy and Psych Tech will pilot a Health Coach experiential learning and certification project for its advanced students in a partnership with San Antonio Community Hospital. This will provide students with experience in coordination of health care and client teaching opportunities. This experience will increase employment opportunities for both populations of students
Manufacturing will request the hire of a full time faculty member who will lead the expansion of this newly revamped program
Fire and Administration of Justice will create distance learning versions of a number of courses, increasing access for inservice public safety employees
Administration of Justice will begin offering "hands-on" experience for its students in a space dedicated to the creation of "crime scenes" where students can practice evidence collection and investigation principles they have previously only read about.
The newly joined Alcohol and Drug Counseling and Psych Tech programs will expand student opportunities for interaction and collaboration
The newly joined Fire and Administration of Justice programs will expand student opportunities for interaction and collaboration
Manufacturing and IDE will partner with program counterparts at Glendale community college to establish joint student projects designed to provide them with "real world" experience in design and fabrication.

III. Budget Prioritization for: Technology & Health

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

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

Section Three: Recommendations for Improving the Planning Process

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

Summarize suggestions your area has for improving the planning process

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

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

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

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

Questions regarding this form? Send an email to Don Sciore, Associate Dean of Instruction, at dsciore@mtsac.edu 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:

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