



manager **PIE**

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

Planning for Institutional Effectiveness

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



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Planning for Institutional Effectiveness

Introduction:

I. Institutional Mission

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

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

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

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

DIVISION	Business	Units: Accounting & Management, Business Administration, CIS
Dean	Jennifer Galbraith	Units: Child Development, Family Consumer Sciences
E-mail / Extension	jgalbraith@mtsac.edu / 909-274-4649	Units: Fashion, HRM, Interior Design, Nutrition & Foods

III. Division Mission

The mission of the Business Division is to provide quality instruction and to encourage and empower students to achieve their career and educational goals.

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: Business

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>
partnerships	Provide appropriate staff to maintain, expand and develop partnerships with local businesses to strengthen job opportunities and internships for our students.	B: Access and Success
assistance	Provide departments with information, documentation and assistance when needed for reports.	D: Cooperation/Collaboration
Full-time faculty	Provide students the best possible classroom experience by hiring the appropriate number of top qualified full-time faculty.	A: Academic Excellence
technology	Use state of the art technology in the classroom and provide faculty with necessary resources, training, and equipment in a timely manner in order to prepare students with the ability to work in a dynamic environment.	A: Academic Excellence
collaboration	<i>Plan division-wide meetings and activities to ensure that Business division full-time faculty are well informed of campus and division matters. The division will hold a part-time faculty orientation meeting the week prior to the start of every fall semester.</i>	D: Cooperation/Collaboration
Marketing	Develop a comprehensive marketing plan to promote the visibility of division programs both on and off campus.	B: Access and Success
Facilities	Have a Business Division Building that will meet the current and future needs of the constituents as well as provide necessary space and accommodations for students and faculty to create a diverse community of learners.	C: Secure Resources

II. Notable Achievements for: Business

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

The Business Division was very active this past year. We had several departments utilizing clubs and targeted learning support activities to enhance student learning in preparation for careers in business and industry. Numerous programs worked actively in 2014-15 to expand and develop partnerships with business that enhance student opportunities for career development. The Business Division relies strongly on appropriate staffing to ensure the strongest support possible in classrooms and labs. Several departments recruited and oriented new adjunct faculty and two departments were successful in the hiring of new full-time tenure track faculty. Additionally we were able to expand our support staff with additional computer and foods lab permanent staff. In terms of state of the art technology, a number of our programs were able to secure additional technology that significantly improved the department's ability to teach students using equipment meeting industry standards.

Add Notable Achievement Theme		Student Success	
+	The Accounting, Finance, Management (AFM/Business) Club promoted leadership skills development, community service and fund-raiser activities, and career development activities for this well-attended and active student-run and faculty-sponsored club.		-
+	Hospitality and Restaurant Management secured funds to promote student professional development and enrichment by attending the National Restaurant Association Show (convention) in Chicago.		-
+	Fashion program students participated in a statewide competition, TALA, and garnered awards and scholarships for their entries		-
+	Sixteen CIS students participated in the National Cybersecurity League individual competition placing in the top 50 out of over 1,000 total participants.		-
Add Notable Achievement Theme		Faculty Success	
+	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.		-
+	Brenda Domico has worked with local tax professionals, Mt. SAC students, and adjunct faculty to develop a Tax Research and Practice Program which will include adoption of a nationally recognized IRS program titled "Volunteer Income Tax Assistance" to give our students practical experience in tax preparation and will help them become certified by the IRS as a VITA tax preparer		-
+	CIS faculty continued a partnership with Kaiser Permanente which resulted in four students obtaining full-time positions in help desk positions this year.		-
Add Notable Achievement Theme		Staffing	

+	We were able to expand and get a full-time Business Division Computer Lab Technician	-
+	We hired a new HRM full-time faculty member, and a new full-time Fashion Merchandising faculty member	-
Add Notable Achievement Theme		Funding
+	We were able to successfully complete another year of the Perkins funding and received just shy of \$1,000,000 for 2015-16 funding	-
+	We received over \$300,000 in CTE Enhancement Funds for CIS and HRM	-
+	We received renewal of the Center of Excellence Grant for \$200,000	-
Add Notable Achievement Theme		Technology
+	CIS obtained a California CTE grant of \$300,000 to enhance and expand the networking and network security programs,	-
+	Fashion upgraded software to Gerber 9.0 and was able to purchase 24 Bernini sewing machines through the Perkins grant	-
+	Child Development secured new observation technology to assist students using the Early Childhood Education lab site to support classroom instruction.	-
Add Notable Achievement Theme		Program Success
+	The Nutrition and Foods faculty not only developed new courses and revised three of its courses to strengthen articulation and in alignment with disciplinary trends, but also developed a local Associates Degree for Transfer (ADT): AS-T in Nutrition and Dietetics.	-
+	Brenda Domico (Accounting and Management) developed the first online Bookkeeping course to meet the growing demands for distance education by working adults	-
+	Fawaz Al-Malood developed and operated a new accelerated Culinary Arts program	-
+	Interior Design program was awarded certification by the National Kitchen and Bath Association	-
+	The Division was able to obtain a contract with University of La Verne to offer a Bachelors Degree in Business Administration on our campus.	-
+	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.	-
+	<i>Enter Notable Achievement Here</i>	-

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

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

The economic growth trend that includes significant new jobs has affected enrollment in many programs of the Business Division. Increased employment seems to be correlated with a decrease in enrollment in many programs, as is often the case. Additionally, many CTE industries are increasingly relying on technology instead of the traditional modalities for work performance and software programs change regularly. Faculty are also finding that student and industry use of digital media significantly impacts necessary equipment and pedagogies for faculty.

Student Demand	Roll-over to see example	Data Source
In some programs (Accounting and Management as well as Hospitality and Restaurant Management), students appear to demand more online courses due to their employment that limits. Faculty strongly recommend that they be allowed to schedule more fully online classes for those students. In other programs (e.g., CIS), fewer online classes are recommended because student success is higher in classes offered on campus.		Argos
Industry Changes	Roll-over to see example	Data Source
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
Training	Roll-over to see example	Data Source
With more industries 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 if the college intends to be prepared to support high quality and relevant courses. 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.		Add Data Source

b. Internal Conditions Summary

Some departments in the Business Division are operating with the loss of full-time faculty positions which significantly impacts program quality, especially for disciplines in which technology changes require ongoing professional development and for CTE programs with complex demands for program maintenance, recruitment, advisement, and placement in external training programs. Providing stronger support for students in CTE lab environments also requires adequate staffing to ensure that students maximize learning. Enrollment decreases raise the issue for several departments of the urgent need for stronger marketing to aid in recruiting new students to their programs. Finally, because budgets are limited, marketing needs have not risen to the top of budget priority lists.

Staffing	Roll-over to see example	Data Source
Child Development functions now with the loss of two full-time faculty who provided strong leadership for many years. Accounting and Management feels keenly the loss of two retired marketing professors, especially in light of the focus on retail management jobs. Additionally the need for new Accounting Professors in order to meet the needs of the students and be able to provide the new programs that require certifications not held by current Full-time faculty is hurting the Accounting program. Nutrition and Foods faces significant declines in the FT/PT ratio. In 2011-12 adjunct taught just under 59% of the classes offered; for 2014-15 adjunct have taught nearly 80% of the classes. CIS also experiences a decline in the ratio of FT to PT faculty with the loss of two faculty positions. 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. Additionally, the Division Office has not regained the staffing level it had in 2009.		Argos
Student Demand	Roll-over to see example	Data Source
Some programs and departments have struggled with losses in enrollment for 2014-15. Child Development is re-evaluating its course offerings with the probability of cutting curriculum and advanced classes. Accounting courses lack the full-time faculty and/or qualified adjunct faculty necessary to staff needed courses, and therefore have been unable to increase course offerings that students need. Faculty in HRM (Hospitality and Restaurant Management) report a decrease in enrollment in traditional, on-site classes because working students need online classes, but the college policy limits how many can be offered.		Argos
Economy / Budget	Roll-over to see example	Data Source

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.		Add Data Source
Technology	Roll-over to see example	Data Source
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		Add Data Source

c. Retention and/or Success

Retention and success reported for 2014-15 shows relatively stable retention and success data, with highest success percentages in the high 80s and lowest in the mid-70s.

Retention and Success	Roll-over to see example	Data Source
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. (Data for spring 2015 were not available at the time the PIE reports were due to the division office.) HRM reports overall success rates for students in the program of over 80%. CIS retention and success are fairly stable at around 77%.		Argos
Program Completion	Roll-over to see example	Data Source
Consistent data were not reported by the departments under program completion, and numbers reported were not contextualized so that their relative importance could be understood. That being said, CIS reports CISN and CISS (Networking and Security) and CISP (Programming) as areas with the most successful areas of program completion; the former produced 725 successful students and the latter 663. In Child Development, 86 certificates were issued, 52 students have completed degree requirements, and 93 California Child Development permits have been processed. Certificates issued to students in the Accounting and Management programs continue to be a significant percentage of the total certificates offered at the college.		Add Data Source

d. Critical Decisions

Faculty report critical decisions made primarily in the area of curriculum development and course scheduling with a focus on student needs for transfer and formats that promote increased student success and additionally decisions to change examination preparation options for students.

Curriculum

[Roll-over to see example](#)

Data Source

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. These faculty also decided to develop new marketing programs in response to Labor Market Information (mentioned previously). Nutrition and Foods has proposed changing the name of NF25 to align more closely with C-ID course titles and to revise the curriculum for NF 20 to gain CCCC approval for C-ID NUTR 120. 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). Interior Design has split a major course requirement into separate lecture and lab classes to support student retention; these faculty have also developed an Open Lab policy to allow ID students to work in the labs during any class time.

Advisory Boards

Regulation / Policy

[Roll-over to see example](#)

Data Source

Hospitality and Restaurant Management has decided to research other options to substitute for the ServSafe Food Manager Exam for students because teaching material provided is poorly coordinated with actual exam questions. Any test selected (Prometric or the National Registry of Food Safety Professionals) would need to be accredited and accepted by the Health Department. Business Administration has sought approval for paralegal courses to satisfy requirements that would allow real estate students to qualify for real estate examinations.

Add Data Source

e. Progress on Outcomes

All departments within the division have met the current college requirements for developing and implementing student learning outcomes. No reports have been made for this year on how assessment data is being used for making decisions.

Outcomes Theme

[Link to Outcomes report](#)

[Roll-over to see example](#)

Data Source

Enter your area's overall Progress on Outcomes here

Add Data Source

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

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

Reported through PIE at the unit level were various requests that were met through either college budget process, Perkins VTEA grant funding, or lottery money. On a broader level, we can see from the comprehensive PIE reports that faculty in the division have focused efforts at increasing enrollments to meet the college goal. These efforts have revealed areas of challenge for the various programs. In some disciplines, faculty propose that they be allowed to offer more fully online courses to meet the needs of working adults and to also increase enrollments. In other areas, departments are reviewing their curriculum for currency and relevance in today's work environments. A theme for CTE programs in planning for increased enrollments is the need for a stronger focus on marketing and recruitment plans, including functional websites to communicate directly with students but going beyond that to make sure that potential students in the community are aware of what the college offers. Faculty are scrutinizing course scheduling to increase alignment of courses offered with student demand and demonstrated needs in the contexts of transfer requirements and/or program completion. Departments across the division also repeat the fundamental need for increased support for faculty professional development, including adjunct faculty. With rapidly changing technology demands, all faculty need to be kept current if the college is to offer high quality programs.

+	Closing the Loop Theme	Staffing	-
	Hired a full-time foods lab coordinator		
	Hired two new full-time faculty (1 HRM, 1 Fashion Merchandising)		
+	Closing the Loop Theme	Facilities	-
	Completed the plans for the new BCT Building which received DSA approval		
+	Closing the Loop Theme	Funding	-
	Received CTE Enhancement funds for both HRM and CIS		
	Received additional Instructional equipment funds to purchase long needed items		



Received additional lottery funds for FASH , NF and Child to purchase classroom items for students to use

Closing the Loop Theme



Technology

Purchased several items to help expand virtualization

Purchased new sewing machines for FASH

b. Strategic Objectives Assigned to : **Business**

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: Business

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
partnerships	Provide appropriate staff to maintain, expand and develop partnerships with local businesses to strengthen job opportunities and internships for our students.	B: Access and Success
assistance	Provide departments with information, documentation and assistance when needed for reports.	D: Cooperation/Collaboration
Full-time faculty	Provide students the best possible classroom experience by hiring the appropriate number of top qualified full-time faculty.	A: Academic Excellence
technology	Use state of the art technology in the classroom and provide faculty with necessary resources, training, and equipment in a timely manner in order to prepare students with the ability to work in a dynamic environment.	A: Academic Excellence
collaboration	Plan division-wide meetings and activities to ensure that Business division full-time faculty are well informed of campus and division matters. The division will hold a part-time faculty orientation meeting the week prior to the start of every fall semester.	D: Cooperation/Collaboration
Marketing	Develop a comprehensive marketing plan to promote the visibility of division programs both on and off campus.	B: Access and Success
Facilities	Have a Business Division Building that will meet the current and future needs of the constituents as well as provide necessary space and accommodations for students and faculty to create a diverse community of learners.	C: Secure Resources

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

b.	# Strategic Objective	Strategic Objective

II. Planning for the Next Three Years for: Business

a. Narrative Summary

The Business Division plans to move into the new BCT building in the next 2 years. This will provide us with the opportunity to grow and expand our programs. Additionally, it is our plan to continue to maintain state of the art programs that are current with the developing trends and needs of industry.

+	New Plan or Activity	Facilities	-
	Move to new BCT building		
	Increase and maintain wireless coverage throughout the division		
	Replace chairs in 4 computer classrooms (on previous PIE now a safety issue)		
+	New Plan or Activity	Staffing	-
	Hire much needed full-time faculty to provide the best access needed for our growing programs		
	Get the Division Office staffing to the level that it was in 2009. In 2009 the Division office was staffed with 1 ft admin, 1 ft secretary, 1.5 ft clerical assistants. We have increased in size to the third largest division, yet our office staffing has decreased by 1 clerical administrator.		
+	New Plan or Activity	Program Success	-
	Develop an extensive marketing program that is division wide for our CTE programs		
+	New Plan or Activity	Technology	-
	Create an ongoing division budget for necessary equipment upgrades and software licenses for all division programs		

III. Budget Prioritization for: Business

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?

There needs to be a greater dialog on the expectations of closing the loop and tying information to the unit's SLOs. This was a first time pass at using this process, so we can grow next year with once we realize expectations.

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

It would be great if in the manager's summary the requests for funds would automatically be downloaded into a spreadsheet. (I can wish can't I?)

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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