



# 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.*



# manager **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 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           | Arts                           | Units: Fine Arts, Music, Theater                       |
| Dean               | Sue Long                       | Units: CEA: Graphic Design & Illustration, Radio,      |
| E-mail / Extension | slong@mtsac.edu / 909-274-5135 | Units: CEA: Animation & Gaming, TV & Film, Photography |

#### III. Division Mission

***Enter your Division Mission Statement here.***

## 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: Arts

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>         |
|--|---|------------------------------|
| Prepare Students for Success                           | Prepare students for success through the development and support of exemplary Fine, Performing, Commercial, and Entertainment Arts programs and services.   | A: Academic Excellence       |
| Provide Quality Programs                               | Provide quality programs that prepare students with the knowledge and skills needed for successful transfer to institutions of higher learning.   | A: Academic Excellence       |
| Retain Professionals/Access to Technology              | Hire only the highest caliber teaching professionals to provide current and relative educational experiences that utilize state-of-the-art technology, equipment, and facilities.                                       | C: Secure Resources          |
| Support for Student Success                            | Ensure appropriate staffing to maintain necessary services and support critical functions to implement the college mission.   | C: Secure Resources          |
| Assist Students in their Development                   | Advance student academic growth and competitiveness through career technical education, training, and services that meet the needs of industry partners and contribute to continuous workforce enhancement.             | B: Access and Success        |
| Create an Environment of Cooperation and Collaboration | Advance student success by providing them with an opportunity to work in teams or collaborate across departments. Develop strategic partnerships with other college entities or outside business-related organizations. | D: Cooperation/Collaboration |

## II. Notable Achievements for: Arts

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

Each of the departments in the Arts Division accomplished a great deal in the past year. These successes were well-coordinated with the Division office and focused squarely on department, division and college goals as well as student success. Notable successes included improvements to our Radio Broadcasting program and campus radio station, many awards won and academic achievements by students across several departments, ongoing professional development activities of our faculty including many participating in numerous conferences, exhibitions, play openings and events. Faculty has also refined curriculum and improved several programs across the Division.

Another area of achievement that has had tremendous impact on the Division is the hiring of critical faculty and staff. A permanent associate dean, animation, graphic design and theater faculty, and Lab Technicians in Theater, Photography, Fine Art, and Commercial and Entertainment Arts will provide increases in support for students and programs. Each of the departments in the Arts Division accomplished a great deal in the past year. These successes were well-coordinated with the Division office and focused squarely on department, division and college goals as well as student success. Notable successes included improvements to our Radio Broadcasting program and campus radio station, many awards won and academic achievements by students across several departments, ongoing professional development activities of our faculty including many participating in numerous conferences, exhibitions, play openings and events. Faculty has also refined curriculum and improved several programs across the Division.

Another area of achievement that has had tremendous impact on the Division is the hiring of critical faculty and staff. A permanent associate dean, animation, graphic design and theater faculty, and Lab Technicians in Theater, Photography, Fine Art, and Commercial and Entertainment Arts will provide increases in support for students and programs.

| Add Notable Achievement Theme |   | Student Success |   |
|-------------------------------|---|-----------------|---|
| +                             | 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. |                 | - |
| +                             | Advanced photography Student Ben Noble received the University of La Verne Performance Scholarship, a recurring award of \$25,000.  |                 | - |
| +                             | Mt. SAC TV and Film students transfer to top film schools such as USC and NYU.  |                 | - |

|                               |  |                 |
|-------------------------------|--|-----------------|
| +                             | Instituted a Graphic Design and Illustration club named "GRID." The club has an initial enrollment of 12 students.   | -               |
| +                             | Successful collaboration with Journalism and Graphic Design students working together on campus magazine Medium, an online new/editorial publication. The publication has won numerous awards.   | -               |
| +                             | Arts Division students won coveted awards during the year including:<br>*Music Department's Singcopation won Downbeat Magazine award for "Best Collegiate Vocal Jazz Group"<br>*Two members of Singcopation members received "outstanding soloist" awards from Downbeat Magazine<br>*Mt. SAC's Jazz Band won Reno Jazz Festival's "2 Year College Band" First Prize award<br>*Mt. SAC's Frontline won Reno Jazz Festival's "College Choir" First Prize award<br>*Broadcasting student won scholarship to the American Federation of Television and Radio Academy   | -               |
| Add Notable Achievement Theme |  | Faculty Success |
| +                             | <p>The following Fine Arts faculty participated in exhibitions:</p> <p>*Ron Brown<br/>Participated in the Way of Flesh II show and panel discussion</p> <p>*Dirk Hagner<br/>Solo exhibitions of work at Biola University, La Mirada; Azusa Pacific University, Azusa; University of Wisconsin, Oshkosh.</p> <p>*Kirk Pedersen<br/>URBAN ASIA: KIRK PEDERSEN, Asia Society Texas Center, Houston, Texas (solo photography exhibition)<br/>           AMBIGUITY, LAUNCH LA, Los Angeles (solo painting and photography exhibition)</p> <p>*Fatemeh Burnes<br/>Exhibitions at Manhattan Beach Creative Arts Center, Wilhelm-Morgner Haus museum, The Gabba Gallery and South Bay Contemporary.</p> <p>*Susie Rubenstein<br/>Solo exhibition: Landmarks: A Sense of Place, Mt. San Antonio College Art Gallery</p> | -               |
| +                             | <p>The following Theater Department faculty participated in events or achieved special recognition:</p> <p>*Richard Strand<br/>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.</p> <p>*Matthew Burgos<br/>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."</p>   | -               |
| Add Notable Achievement Theme |  | Staffing        |

|                               |   |                        |
|-------------------------------|---|------------------------|
| +                             | Arts Division hired an Associate Dean, Permanent Part-Time Lab Technician-Radio, Lab Technician-Photo, positions essential to faculty support and student success.  | -                      |
| +                             | Arts Division approved to hire the following Lab Technicians to support instruction: Theater, Fine Art as well as Commercial and Entertainment Arts, positions essential to faculty support and student success.  | -                      |
| Add Notable Achievement Theme |   | Organization / Process |
| +                             | 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.  | -                      |
| Add Notable Achievement Theme |   | Technology             |
| +                             | The Theatre Department acquired a new lighting board for use in the Studio and Clarke Theaters to facilitate the move into LED technology.  | -                      |
| +                             | Secured Arts Division funding for equipment purchases in (location lighting kits and Pocket Wizard remotes for Photography, 15 cameras, tripods, lighting kits and additional audio recorders for the TV and Film program, 15 new iMac computers for the Shared Lab, new iMacs for 13-2460 Graphic Design Lab, and iMac computers for Fine Arts programs and classrooms). This has led to greater student success by providing current technology to better prepare students for careers in photography, Graphic Design, TV, Fine Arts and related fields.  | -                      |
| Add Notable Achievement Theme |   | Program Success        |
| +                             | <p>Curriculum Improvements:</p> <ul style="list-style-type: none"> <li>*The TV Program increased student access by doubling course offerings, from a previous average of 4 per semester to 8.</li> <li>*The Music Department created a new honors course, Rock Music History, to meet student demands.</li> <li>*Photography has added sections to meet student demand and move students through the program in an efficient and timely manner.</li> <li>*The process of integrating the former computer graphics courses into the Graphic Design &amp; Illustration and photography programs is 95% completed. This integration has reduced overlap and student confusion between the two programs.</li> <li>*A new course, Phot 26, Video for Photographers was approved by the Chancellor's Office and will be offered in the 2015-16 academic year. With the industry trend towards "convergence" of still and video technologies, this course is critical to keeping our program current.</li> <li>*ANIM 100 implementation: Anim 100, Digital Paint and Ink, is a new foundation course that will serve as the gateway course for all of our Animation and Gaming career pathways.</li> </ul> | -                      |
| +                             | Graphic Design revised the GD Certificate to offer Level 1 and Level 2. This results in modified classes that better reflect industry trends.   | -                      |
| +                             | Computer lab access increased: Music Department converted a classroom into an up-to-date music training lab; CEA completed move of shared lab to a larger space better serving Graphic Design and Illustration, Animation, Photography, Radio Broadcasting, Web Design. More students are now able to use the lab at peak hours.  | -                      |
| +                             | The campus radio station has begun relationships with a number of clubs and sports teams on campus to help promote their events in person and on the air.   | -                      |



|                               |   |                           |
|-------------------------------|---|---------------------------|
| +                             | Music Department Faculty Inquiry Group project "Assessing a New Methodology for Individual Instruction in Music," December 2014-present (ongoing, to end in September 2015), involving 22 faculty members.  | -                         |
| +                             | <p>New/Revised Academic Programs:</p> <ul style="list-style-type: none"> <li>*Received approval for the Film-TV AS-T transfer degree, which required the creation of a new courses to meet requirements.</li> <li>*Chancellor's approval of AA-T in Studio Arts to facilitate student transfer and success.</li> <li>*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.</li> <li>*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.</li> </ul> | -                         |
| +                             | The Art Gallery hosted the 67th annual student art exhibition; 124 student artists were selected representing every discipline of art offered on the campus.  | -                         |
| +                             | Animation and Gaming Program hosted the first Game Fest event highlighting student projects.  | -                         |
| Add Notable Achievement Theme |   | Facilities                |
| +                             | The Arts Division moved into its newly renovated, permanent offices in building 12.   | -                         |
| +                             | The new DTC Shared Lab (13-1225) offers improved computer access to students in Graphic Design and Illustration, Animation, Photography, Radio Broadcasting, TV and Web Design. More students can now be accommodated.  | -                         |
| Add Notable Achievement Theme |   | Retention and Completions |
| +                             | In the Animation Program, we tested and implemented a system to increase enrollment in upper division classes - The In-Reach program. This program was implemented when it was observed that students need help in understanding how the various classes are sequenced to lead to a degree or certificate. It is being used in the Animation, Photography, Graphic Design, Radio and TV programs.   | -                         |
| +                             | To build awareness and excitement for the new game production classes, we set up our first Game Fest in Fall 14. This involved students from two game classes ANIM 131, and ANIM 151 taught by Prof. Rivas, and Prof. Thankamushy showcasing their semester's work. The fest was a success, with a large attendance by dozens of outsiders, besides the class students. We are now planning Game Fest 15.   | -                         |
| Add Notable Achievement Theme |   | Funding                   |
| +                             | Initiated TV scholarship from monies donated by the Hollywood Foreign Press Association.  | -                         |
| +                             | Photography faculty member Jason Perez secured \$175.00 gift certificates from Samy's Camera as prizes for three winners of the High School Photography Exhibition.   | -                         |
| +                             | The Art Gallery acquired seven pieces of artwork, donated by artists from the international Way of Flesh exhibition, to add to the college permanent art collection.  | -                         |



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

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 external conditions that most impacted our College and Division in the past year were largely outside of our control. These included on-going advances in technology such as the convergence of still and motion technologies in photography, the move from analog to digital audio and video, and the shift from incandescent to LED lighting, the uneven economic recovery, reductions in Perkins Grant funding, the emphasis on statewide accountability measures toward completion of degrees and certificates, and the inconsistent academic preparation of some of our students. It is essential that the College swiftly respond to these circumstances wherever possible in order to minimize the potential negative impact on students academic success and workforce preparation.

| Economy / Budget  | <a href="#">Roll-over to see example</a> | Data Source   |
|---|--|---|
| Economic conditions resulted in reduced donations in Art Alliance funding.  |  | <a href="#">Add Data Source</a>   |
| Financial demand incurred due to expectation for exhibition catalogs.   |  | <a href="#">Art Gallery</a>   |
| Federal Perkins Grant reductions to CTE programs.   |  | <a href="#">Perkins Grant</a>   |
| Television industry expansion exacerbates training demands of Film/TV program.  |  | <a href="#">Price Waterhouse Coopers</a>  |
| Economic growth has decreased student demand for classes.   |  | <a href="#">Add Data Source</a>   |
| Industry Changes  | <a href="#">Roll-over to see example</a> | Data Source   |
| 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<br>GDC Game Vault<br>Price Waterhouse Coopers, LA<br>Film Commission |
| "Convergence" of Still and Motion Technologies: The photography industry is undergoing a paradigm shift from "still" imagery to the "convergence" of "still and motion" technologies. |  | Photography Advisory<br>Committee Meetings, 2013,<br>2014, 2015                                     |
| Technology  | <a href="#">Roll-over to see example</a> | Data Source   |

|   |   |             |
|---|---|-------------|
| Industry-wide trend to replace incandescent lighting fixtures with LED's.   | <a href="#">Add Data Source</a>   |             |
| Audio processes and equipment has shifted to digital.   | <a href="#">Add Data Source</a>   |             |
| Short technology life-cycles are creating a budget burden and issues with remaining current.  | Trade publications, including The Hollywood Reporter, Avid editing newsletters, NAB listings, CineGear listings, AIGA |             |
| Regulation / Policy   | <a href="#">Roll-over to see example</a>  | Data Source |
| Statewide accountability measures have moved to completions (certificates and degrees). This creates skewed data of student success for programs where students transfer without earning a degree or job out prior to certificate or degree completion. | <a href="#">Add Data Source</a>   |             |
| Articulation requirements for CSU and C-ID descriptors.   | C-ID FTVE FDRG, CSU Articulation officers   |             |
| Academic Preparation  | <a href="#">Roll-over to see example</a>  | Data Source |
| Most new students requiring developmental or basic skills.  | Mt. SAC Student Services  |             |
| Enter External Condition here   | <a href="#">Add Data Source</a>   |             |

## b. Internal Conditions Summary

In the past year, numerous internal conditions informed our planning. These included changes in student demands, the ongoing improvement in the economy, staffing needs, technology and facilities requirements, issues with campus traffic and parking, steady pressures to adjust curriculum to meet industry changes and the need to market our programs to prospective students. These are all continuing interests that will play an important role in future planning toward meeting students needs, industry demands and the requirements for growing the Division.

| Student Demand   | <a href="#">Roll-over to see example</a> | Data Source                                  |
|--|--|--|
| Student demand has shifted away from afternoon and evening classes.                        |  | <a href="#">Add Data Source</a>              |
| Class offerings strategically scheduled to support completion of certificates and degrees. |  | Mt. SAC Search for Classes-waitlist (Sp2015) |

|   |  |  |
|---|--|--|
| Enrollment management is focused on growth and efficiency.  |  | Add Data Source  |
| Enrollment growth increased demand for classrooms and staffing.   |  | Add Data Source  |
| Economy / Budget  | <a href="#">Roll-over to see example</a> | Data Source  |
| Budget reductions from 2010-11 still negatively impact theatrical productions.  |  | Add Data Source  |
| Inadequate ongoing budget to acquire and repair equipment in Theatre and Television.  |  | Add Data Source  |
| Staffing  | <a href="#">Roll-over to see example</a> | Data Source  |
| To achieve current goals and to adequately respond to growth, increased staffing is needed; this includes art gallery director and curator, lab tech in Theater, lab tech for DTC shared lab, Fine Art lab tech, lab assistants in classrooms utilizing technology and student workers. |  | Add Data Source  |
| Increased hours for a job developer to focus on work experience, internships, job placement and employment tracking--essential for CTE programs.  |  | Add Data Source  |
| Need for full time faculty to support program growth as well as back fill attrition (CEA, Fine Arts, Music and Theater.   |  | Add Data Source  |
| Facilities / Maintenance  | <a href="#">Roll-over to see example</a> | Data Source  |
| 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.  |  | Add Data Source  |
| The delay in moving the radio stations and production studios has caused disruptions for students.  |  | Add Data Source  |
| Despite the relocation of the KSAK transmitter to the BK Landfill, the station cannot be heard on campus.   |  | Add Data Source  |
| Classroom and Storage Availability: We are scheduling our classrooms to near maximum capacity. We have limited classroom availability to support growth in our programs. Storage capacity is nearly full, especially for Photography and Film/Television. This will hinder growth.      |  | Mt. SAC Class Schedule/Issue Room Equipment Checkout Records |
| Technology  | <a href="#">Roll-over to see example</a> | Data Source  |
| Currently our computer labs are not maintained as "color managed." This is due to the large number of students accessing a large number of computers and printers. As a result, printing output is inconsistent and inaccurate.   |  | Photography Advisory Committee meeting 2015                  |

|   |  |  |
|---|--|--|
| IT and Server support issues hamper student ability to complete projects.   |  | Mt. SAC IT, TV Faculty                               |
| 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                              |
| Ongoing technology changes necessitate the purchasing of new television production and post-production equipment to maintain relevance.   |  | Mt. SAC TV and Film Advisory Committee               |
| New gaming software in the main and shared labs resulted in an excellent showing at Game Fest 2014, and has improved our outlook for equipping students with real industry skills in the gaming sector.     |  | Add Data Source                                      |
| Traffic/Parking   | <a href="#">Roll-over to see example</a> | Data Source  |
| Traffic and parking affects public access to cultural activities, exhibitions and performances.   |  | Add Data Source                                      |
| Marketing   | <a href="#">Roll-over to see example</a> | Data Source  |
| 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          |
| Promoting successful graduates to current students will result in greater student success.  |  | Internal Communications                              |
| Curriculum  | <a href="#">Roll-over to see example</a> | Data Source  |
| Curriculum overlap hampers ability to guide students to their educational goals.  |  | Student Surveys, Mt. SAC TV/ Film Advisory Committee |
| Rapid, ongoing and significant changes in technology throughout the arts necessitate adjustments to curriculum.   |  | Mt. SAC TV and Film Advisory Committee               |

### c. Retention and/or Success

*2014-15 was a strong year for student retention and success. Efforts across the division to schedule classes according to student demand, develop relevant degrees and certificates, maintain productive high school articulation relationships and outreach activities, and hire dynamic faculty who generate student interest, have all served to strengthen our retention and success. Many of our graduates transferred to excellent four-year institutions, or found employment in their chosen field. We continue to struggle with accurate data on student employment, as many of our students who enter the workforce do so as self-employed and are hard to track.*

|                           |  |             |
|---------------------------|--|-------------|
| Retention & Success Theme | <a href="#">Roll-over to see example</a> | Data Source |
|---------------------------|--|-------------|

|   |  |
|---|--|
| Fifty Theater students have transferred to 4-year institutions.   | National Student Clearinghouse                   |
| Employment in the areas of broadcasting and voice-over is often through self-employment and freelance work. These positive trends are not captured in employment data. This results in inaccurate assessments of success when compared with more traditional industries.  | <i>Add Data Source</i>                           |
| Retention/Growth: Our new full-time faculty member (Jason Perez) is teaching many of our advanced classes. As a result, the quality of student work has increased and there is renewed interest in our program and demand for our advanced courses. Enrollment and wait lists for our advanced courses indicate we have been successful in moving students from our beginning class (Photo 10) into the Program. As a result, there is a need for increased sections.     | Mt. SAC Schedule of Classes<br>(Advanced Search) |
| Core Indicators for Photography (2015-16) indicates positive numbers in all areas except #4 Employment. While we would like additional staffing to assist us in this area, we also realize that the vast majority of our graduates are freelance or self-employed, thus not captured in standardized employment data. We have no means to accurately track our students.  | Core Indicator Report<br>(2015-2016)             |
| We have been meeting with Photography students and advising them on their course selection and educational planning. As a result, we are pleased to report 25 completions (4.2% above negotiated level) on our 2015-16 Core Indicator Report. In addition, our internal records indicate over 40 degrees/certificates awarded during the 2015-16 academic year (so far). This indicates a significant increase in completions compared to our historical (ten-year) data. | Core Indicator Report<br>(2015-2016)             |
| 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<br>Report (Tech Prep) |
| Another successful outreach initiative was 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  |
| Hosted GAME FEST to promote gaming classes, and class completions in Fall 2014, to a good degree of success.  | Internal communications                          |
| 1. COMPLETER STUDENTSviii. Completion rates continue to grow in our Animation and Gaming program to the in-reaching strategies of the Job Developer.  | Internal data tracking                           |
| 11 of 24 advanced R-TV students transferred to 4-year institutions in spring 2014.  | Student survey                                   |
| 8 of 24 advanced R-TV students earned an AS degree in TV Production in spring 2014  | Mt. SAC Graduation list                          |
| Success and Retention rates in Phot 15 History of Photography continue to be low. This is a required course for our AS degree, so student success is critical for completion of the degree. Improvement in this area is a focus for 2015-16.  | Argos Report                                     |

#### d. Critical Decisions

Programs across the Arts Division (Theater, Radio, TV, Animation) made critical decisions to update or transition to new technologies in lighting, drawing, audio, or video. Curriculum improvements to certificate and/or degree programs were made in several programs. Music re-numbered music courses to align more closely with the university system, and, Animation, Photography, TV, and Graphic Design made changes to better meet industry standards and/or support transfer. CTE programs continued "Outreach" efforts as well as instituting an "In Reach" program to increase retention and success across programs.

| Critical Decision Theme   | <a href="#">Roll-over to see example</a> | Data Source   |
|---|--|---|
| 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.  |  | <a href="#">Add Data Source</a>   |
| 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.   |  | <a href="#">Add Data Source</a>   |
| Music decided to re-number music major courses to align with four-year university systems.  |  | <a href="#">Add Data Source</a>   |
| The Photography Advisory Committee has recommended coursework that combines still and video technologies "converged". As a result, Phot 26, Video for Photographers has been approved and will be offered during the 2015-2016 academic year.                                 |  | <a href="#">Advisory Minutes 2013, 2014, 2015</a>                         |
| 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. |  | <a href="#">Advisory Minutes (2015). CEA Department Minutes (2/25/15)</a> |
| 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).  |  | <a href="#">Core Indicator Report (2015-2016)</a>                         |
| The Animation and Gaming Program hired a full time professor. This increased the availability of resources to teach, organize, and provide leadership in classes of Animation and Gaming.   |  | <a href="#">Internal communications</a>                                   |
| Created an Animation & Gaming mascot character. This cartoon character would be the face of the Unit, and help bring in new students and awareness of the programs campus wide.   |  | <a href="#">Internal communications</a>                                   |
| Decision to emphasize the goal of transfer for TV/Film students, while maintaining the vocational courses in growth areas (such as live sports production).   |  | <a href="#">Add Data Source</a>   |
| A new Animation course, ANIM 100 was developed to specifically serve Animation students.  |  | <a href="#">Add Data Source</a>   |
| The Graphic Design & Illustration program hired a new full-time faculty member.   |  | <a href="#">Add Data Source</a>   |

Critical decisions regarding computer platforms, scheduling software, integrated digital boards and studio configuration have been made regarding the remodel and move of the radio stations and production studios.

*Add Data Source*

#### e. Progress on Outcomes

The Arts Division made progress in 2014-15 on mapping course and program level outcomes to institutional level outcomes. Many departments and programs have assessed 100 percent of their course (5 of 9) and program (6 of 9) level outcomes with an overall assessment through Use of Results of 85.71% for courses and programs. In most cases where compliance was below 100 percent, it is related to a new course or courses. New courses have been placed into rotation for assessment.

[Link to Outcomes report](#)

[Roll-over to see example](#)

#### Outcomes Theme

#### Data Source

Theater Department one of the first department to map our MO's, SLO's and PLO's to ILO's. We are currently working to refine that mapping to include the designations of Introduction, Practice and Mastery. Theater is looking to reassess all our SLO's so that they better fit the current definition of what SLO's are intended to be.

*Add Data Source*

Music: PLOs were revised to reflect more accurately the objectives and goals of the department.

*Add Data Source*

Music: SLOs were implemented and data received for several courses including: MUS 13, and 17. All full-time faculty members and several part-time faculty members assisted in creating a complete outcomes document for every course in Music.

*Add Data Source*

During Winter 2015, Laurie Hartman completed a test pilot matrix mapping ILO's, PLO's, MO's and SLO's. The matrix also provided valuable insight that we will use to guide our curriculum and program decision making. Most faculty are participating in the assessment process and SLO's are assessed in each course every semester. Several successful cycles of SLOs have been completed for our courses and entered into TracDat.

*Outcomes Matrix- Photography  
SLO's Results- Photography  
TracDat*

The Animation and Gaming Program had a record breaking year with the number of high school students who reached articulation for our Intro to Animation course. The articulation program is resulting in successful transfer candidates into our program. Finally, Completion rates continue to grow in our Animation and Gaming program.

*High School Articulation  
Internal communications*

TV/Film: Revamp and integrate outcomes using alignment with new Outcomes Plan, as well as ePortfolios for students. Several successful cycles of SLOs have been completed for the courses. New goals are needed.

*Add Data Source*



|   |  |
|---|--|
| <p>ARTS Division - SLO ReportCompleted Outcomes</p> <p>2D Animation and Gaming 14 of 14 (100%) 3D Animation 7 of 8 (87.5%) Art Gallery 4 of 4 (100%) Fine Arts 55 of 55 (100%) Graphic Design and Illustration 14 of 14 (100%) Music 48 of 48 (100%) Photography 17 of 24 (70.83%) Radio-Television 30 of 39 (76.92%) Theater 13 of 13 (100%)</p> <p>ARTS Division - SLO ReportCompleted Outcomes</p> <p>2D Animation and Gaming 14 of 14 (100%); 3D Animation 7 of 8 (87.5%); Art Gallery 4 of 4 (100%); Fine Arts 55 of 55 (100%); Graphic Design and Illustration 14 of 14 (100%); Music 48 of 48 (100%); Photography 17 of 24 (70.83%); Radio-Television 30 of 39 (76.92%); Theater 13 of 13 (100%)</p> | <p>Source: Outcomes Committee, Mt. SAC</p> |
| <p>ARTS Division - SLO ReportCompleted Summary of Data 2D Animation and Gaming 11 of 14 (78.57%); 3D Animation 7 of 8 (87.5%); Art Gallery 4 of 4 (100%); Fine Arts 55 of 55 (100%); Graphic Design and Illustration 14 of 14 (100%); Music 48 of 48 (100%); Photography 17 of 24 (70.83%); Radio-Television 28 of 39 (71.79%); Theater 13 of 13 (100%)</p>   | <p>Source: Outcomes Committee, Mt. SAC</p> |
| <p>ARTS Division - SLO ReportCompleted Use of Results 2D Animation and Gaming 11 of 14 (78.57%); 3D Animation 7 of 8 (87.5%); Art Gallery 4 of 4 (100%); Fine Arts 52 of 55 (94.55%); Graphic Design and Illustration 13 of 14 (92.86%); Music 48 of 48 (100%); Photography 17 of 24 (70.83%); Radio-Television 28 of 39 (71.79%); Theater 13 of 13 (100%)</p>  | <p>Source: Outcomes Committee, Mt. SAC</p> |
| <p>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%)</p>  | <p>Source: Outcomes Committee, Mt. SAC</p> |
| <p>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%)</p>  | <p>Source: Outcomes Committee, Mt. SAC</p> |

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

*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

The Arts Division was allotted over \$300,000 in instructional equipment funding. A large portion of that funding was dedicated to purchasing equipment essential to preparing our students to meet industry standards. The greatest areas of impact were the ability of our TV/Film program to move from analog to digital format, our Animation Program to purchase Cintiqs for digital art development, our Graphic Design Program to purchase new iMacs to support current versions of Adobe software, our Photography Program to acquire studio and location lighting instruments, and our Theater Program to purchase both sound and lighting boards that will move them into digital and LED technology, respectively. Over \$\* in lottery funds were used to purchase classroom supplies needed to backfill losses in the Theater Department from the economic downturn and growth incurred by the Fine Art Department. Perkins Grant funds have played a large role in getting the DTC Shared Lab open for student use. The Division has just been approved to hire a Permanent Part-time Lab Tech position that will greatly support keeping this facility open for students. The Division was also able to fill critical staffing positions such as the Associate Dean, Theater faculty (1 year temporary), and Graphic Design faculty positions. We have been approved to hire the Permanent Part-time Lab Tech positions for Theater and Fine Art. These positions will allow access to facilities, software, tech support and equipment that will greatly impact student success.

| + | Closing the Loop Theme  | Technology | - |
|---|---|------------|---|
|   | 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.  |            |   |
|   | 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 today's industry, better equipping students for job entry.  |            |   |
|   | 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. |            |   |
|   | The Music Department was allotted \$5,000 to purchase a scanner/copier that provided much needed replacement of the copier, while at the same time provided a means of efficiently storing and delivering music digitally to students.  |            |   |
|   | The Theater department has made great strides this year toward updating technology (*). This will allow us to provide students with learning experiences that use state of the art sound, projection, and lighting equipment better preparing them to meet industry standards.  |            |   |
| + | Closing the Loop Theme  | Funding    | - |

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.

The \$4,200 purchase of files to allow for safe storage and handling of artwork for printmaking, gallery, and drawing classes provide students a means to properly store class assignments.

#### Closing the Loop Theme

#### Funding

\$12,633 in Perkins Grant funding was allocated to provide students in programs utilizing high tech programs (photography, animation, radio broadcasting, television, and graphic design) needed access to facilities and equipment. These additional hours support student learning and project completion, and are particularly important to the success of our special populations students.

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.

#### Closing the Loop Theme

#### Program Success

This year we successfully held the second annual High School Photography Competition and Exhibition. The \$750 used to support this event was only a portion of what is needed to put on the exhibition. This is an important outreach activity that serves to bring faculty, students and parents of high school students onto the Mt. SAC campus, and is critical to the recruitment efforts of our program. Additionally, many of the participating high schools partner with us as part of the high school articulation process.

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 Fest.

The radio stations and production studios are being relocated from building 6 to building 13, DTC so they will be located proximal to the instructional program. This physical move will positively impact learning by allowing for greater student/faculty interaction and staff support. This move required the remodel of facilities in the DTC to accommodate the stations and studios. The new facilities will include new equipment that will support a state of the art integrated digital system. While the project is still in process, \$\*\* has been invested to purchase the Wheatstone digital boards.

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.

The Music Department reorganized their recital series budget to offer greater opportunities for students to meet and hear professional musicians without increasing costs.

The music department was able to obtain the needed digital keyboards (\*) and grand piano (\*) to upgrade that component of the music program and offer music majors and general education students access to appropriate instrumentation.

We have conducted internal polling and received information from research regarding the AA-T and our history of transferring students. We are using this information to assess how well we are doing in enabling our students to transfer, and what the relationship is between transfers and the AA-T.

The art gallery has had tremendous success toward building their permanent collection. These acquisitions help increase gallery visibility, credibility, and helps us move toward museum status.

Newly purchased camera/tripod/lighting packages for the Television/Film program has significantly improved the quality of the equipment and increased access for students. Greater number of kits allow for more courses to be offered each semester and a greater number of students served. Additionally, students leave with experience that meets industry standards.

|   |   |                 |   |
|---|---|-----------------|---|
| + | Closing the Loop Theme  | Student Success | - |
|   | <p>\$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.</p>      |                 |   |
|   | <p>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.</p> |                 |   |
| + | Closing the Loop Theme  | Facilities      | - |
|   | <p>The installation of projection systems (\$3,558) and blinds (cost not known) has greatly improved the ability of students to view the color and form of projected images accurately. This supports student success across fine art classes and helps bring the classroom to a level that meets the college standard.</p>   |                 |   |
|   | <p>The "THEATER ARTS" sign was moved from an obscure location in front of an always locked door to the main entrance to 2T. The department has a larger goal of increasing their visibility to students and the campus community.</p>   |                 |   |

b. Strategic Objectives Assigned to : Arts

*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: Arts

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                |
|--|---|------------------------------|
| Prepare Students for Success                           | Prepare students for success through the development and support of exemplary Fine, Performing, Commercial, and Entertainment Arts programs and services.   | A: Academic Excellence       |
| Provide Quality Programs                               | Provide quality programs that prepare students with the knowledge and skills needed for successful transfer to institutions of higher learning.   | A: Academic Excellence       |
| Retain Professionals/Access to Technology              | Hire only the highest caliber teaching professionals to provide current and relative educational experiences that utilize state-of-the-art technology, equipment, and facilities.                                       | C: Secure Resources          |
| Support for Student Success                            | Ensure appropriate staffing to maintain necessary services and support critical functions to implement the college mission.   | C: Secure Resources          |
| Assist Students in their Development                   | Advance student academic growth and competitiveness through career technical education, training, and services that meet the needs of industry partners and contribute to continuous workforce enhancement.             | B: Access and Success        |
| Create an Environment of Cooperation and Collaboration | Advance student success by providing them with an opportunity to work in teams or collaborate across departments. Develop strategic partnerships with other college entities or outside business-related organizations. | D: Cooperation/Collaboration |

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: Arts

### a. Narrative Summary

The Arts Division has created a comprehensive plan to improve learning and promote growth throughout the Division in the coming years. Each department and program has identified key areas that will advance the mission of both the College and the Division. Each area is ultimately focused on supporting student success. There are a number of areas of emphasis from a planning perspective across the Division. These include but are not limited to:

- \*Student Success - developing approaches and securing funds to expand advisory services and access to support staff, facilities, equipment and software for students to boost retention, completion and transfer rates, and improve student success. Provide opportunities to increase student engagement and connections to industry professionals, artists and performance experts.
- \*Faculty Success - providing ongoing training for full-time and adjunct faculty in the area of outcomes assessment and professional development.
- \*Technology – gathering important input from advisory groups and industry leaders have guided each department in their efforts to maintain relevance and offer students an experience that accurately reflects their chosen industry. Including initiatives for continued progress toward meeting technological advancements in gaming, audio, video and lighting.
- \*Staffing – carefully planned, essential growth in both faculty and lab support staff to support areas of greatest need and program growth.
- \*Funding – obtaining funding to appropriately support departments and programs that need budget augmentations as a result of the economic downturn (theater, music performance) or recent growth (fine art, theater, music). Maintaining industry-standard technology and equipment to help the Division stay current with rapidly advancing hardware and software.
- \*Facilities – renewing selected campus facilities to provide Wi-Fi for students and classroom support, provide appropriate signage to effectively guide students and community members, update TV and radio lab facilities to meet industry standards, and improve student success, attract prospective students and increase community outreach.
- \*Program Success - increasing marketing efforts of programs through development of materials, social media, web presence, outreach and in-reach efforts. Gathering student success and employment data for program improvement. Supporting outreach events such as High School Photography Competition, Game Fest, Writers Day, Film Festival, and development of a high school visit for students specifically interested in the arts.

| + | New Plan or Activity   | Student Success | - |
|---|--|-----------------|---|
|   | Continued Support and additional hours for a job developer to advise students in all areas, develop personal education plans and assist with degree/certificate applications, leading to increased student success.  |                 |   |
|   | The promotion of field trips and guest speakers from appropriate fields, which are a vital component of our efforts to connect students with industry and ensure employment. This will lead to greater student success as they will be more aware of industry trends as well as employment needs and will be better prepared to enter the workforce. |                 |   |



Support for in-reach activities with monitors in the DTC hallways and lobby to showcase student work, promote the various programs and inform students of course content, current scheduling and degree/certificate requirements.

Support for student clubs and collaborative projects across department boundaries.

|   |                      |                 |   |
|---|----------------------|-----------------|---|
| + | New Plan or Activity | Faculty Success | - |
|---|----------------------|-----------------|---|

*A training initiative to improve faculty awareness of the important role of outcomes assessment.*

Support for faculty attending professional development events both locally, regionally and nationally. These include national and international exhibitions, art fairs, conferences and training workshops and seminars. This effort will increase the college's professional and academic profile and will allow for collaboration with other institutions while promoting professional standards.

|   |                      |          |   |
|---|----------------------|----------|---|
| + | New Plan or Activity | Staffing | - |
|---|----------------------|----------|---|

Increased staffing in Division labs in an effort to ensure student success. These labs include the Design Technology Center Shared Lab, Fine Arts lab, radio station labs, the Music Department's piano and computer labs and in the Fine Arts lab.

Addition of full-time faculty in Theater, Television, Music, Radio Broadcasting and the Art Gallery.

Addition of a counseling liaison familiar with our industries and programs to serve the specific needs of our students and assist them in moving through their respective Programs.

|   |                      |            |   |
|---|----------------------|------------|---|
| + | New Plan or Activity | Facilities | - |
|---|----------------------|------------|---|

Radio Broadcasting will be moving into its new facilities in the coming months. The new facilities will result in

Several departments and programs, including Television, Photography and Music, have outgrown current storage facilities. Plans have been developed to meet the growing needs.

Several departments and programs, including Theater, Television, Music are in need of updated signage in order to better communicate with students and to promote new facilities and programs.

The Fine Arts Department badly needs an upgrade to the wiring in 1A. The existing wiring does not meet classroom standards nor is it sufficient to also carry the Wi-Fi that was to be installed in rooms in 1A. Current technology contributes to student success in class projects.

|   |                      |         |   |
|---|----------------------|---------|---|
| + | New Plan or Activity | Funding | - |
|---|----------------------|---------|---|

Currently staff and equipment (hardware/software) for the Shared Lab is partially funded by CEA Program Perkins Grants. Since the lab serves students from across many programs, departments and divisions, additional funding for fully staffing and equipping the lab will be needed.

The Television program needs to replace the remote production truck and update the television studio in order to bring the facilities into compliance with federal standards and to properly prepare students for advanced training and careers in media.

The Music Department needs to replace old, worn-out and broken musical instruments.

The Theater Department needs to recover the 25% of their budget reduced during the early years of the most recent economic downturn.

|   |   |                           |   |
|---|---|---------------------------|---|
| + | New Plan or Activity  | Organization / Process    | - |
|   | Lead by faculty, the standardization of instruction and assignments in several departments in order to bring greater consistency to the student experience.   |                           |   |
| + | New Plan or Activity  | Technology                | - |
|   | In order to bring the Television Program's remote production truck up to federal broadcast standards, a new vehicle with current technology will be required.   |                           |   |
|   | Several departments are in need of new technology in order to make their programs current with industry standards and expectations. Theater needs new lighting and projection systems, Fine Arts needs a range of new computers.  |                           |   |
|   | The Music and CEA departments plan to share as many as 27 Apple computers in a collaborative effort to meet the needs of students in both programs.   |                           |   |
| + | New Plan or Activity  | Program Success           | - |
|   | In a pilot program, the Photography program plans to survey its students with regard to program success, student educational and career plans. The information will be used to guide decisions for future program improvement.  |                           |   |
|   | Several departments and programs have developed marketing plans with the goal of promoting their specific areas as well as the Division and College. These departments and programs include Photography, Television, Radio Broadcasting, Animation, Graphic Design and Illustration, Fine Arts, Theater, Music and the Art Gallery. |                           |   |
|   | Several programs will offer events focused on outreach. The Animation and Gaming program will be hosting its second annual Game Fest. Photography will present the Juried Exhibition of High School Photography. These events helps better connect the program and Division with both current and prospective students.             |                           |   |
|   | Ongoing program improvements include Photography's new 25-unit certificate "Photography Video Production." Program assessment is an important and consistent endeavor.  |                           |   |
| + | New Plan or Activity  | Retention and Completions | - |
|   | Expansion of lab support staff, as in the DTC Shared Lab and the Radio Broadcast labs, will result in greater students success, and thus improved retention and completion rates.   |                           |   |
|   | In-reach activities designed to celebrate student success (such as Animation's "Wall of Fame") will result in improved retention and completions.   |                           |   |

### III. Budget Prioritization for: Arts

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?

1. The selectable themes throughout the manager pie should be consistent with the themes used by the college, division and unit pie.

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

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

Questions regarding this form? Send an email to Don Sciore, Associate Dean of Instruction, at [dsciore@mtsac.edu](mailto:dsciore@mtsac.edu) or Meghan Chen, Dean, Library & Learning Resources, at [mchen@mtsac.edu](mailto:mchen@mtsac.edu).

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