



Vice President

PIE

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

Planning for Institutional Effectiveness

Introduction:

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

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

- I. Planning Context: Team Goals
- II. Notable Achievements
- III. Trends Tracking: External/Internal Conditions, Retention and/or Success, Critical Decisions and Outcomes Assessment
- IV. Closing the Loop: An Analysis and Summary of Team's Progress on College Goals

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

- I. Team Goals and Strategic Objectives for the Future
- II. Planning for The Next Three Years

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

- I. Improvements Recommended
- II. Information Request

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



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Planning for Institutional Effectiveness

Introduction:

I. Institutional Mission

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

Your area's program review will be recorded on this form and should include analysis and summary for the current year and document planning for the next 3-year cycle.

II. Team, Divisions, and Division Units:

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

III. Team Mission

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

Hire the right people for the right roles, trust them, and support them!!!

IV. College Themes and Goals

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

Theme A: To Advance Academic Excellence and Student Achievement

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

Theme B: To Support Student Access and Success

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

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

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

Theme D: To Foster an Atmosphere of Cooperation and Collaboration

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

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

I. Planning Context: Team Goals for: Instructional Services

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

Roll-Over to see "overarching goal" example

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

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

II. Notable Achievements for: Instructional Services

Enter a brief analysis and summary of your Team's successes for the 2014-15 year in the field below followed by a listing, by theme, of the Notable Achievements. This provides opportunity to highlight your area's proudest moments for this year.

Text boxes will expand as needed. Add rows (+), delete rows (-).

Roll-Over to see Achievement example

a. Narrative Summary

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

	Add Notable Achievement Theme	Student Success
+	ARTS: Advanced photography Student Ben Noble received the University of La Verne Performance Scholarship, a recurring award of \$25,000.	
+	HUMANITIES: Writing Center worked with Academic Senate's Task Force in development of pilot Early alert Program	
+	HUMANITIES: Writing Center and Assessment developed an appointment system for placement testing preparation workshops, increasing attendance and placement levels for attendees	
+	KINESIOLOGY: Athletic Department was awarded the Learfield Sports Director's Trophy. This award recognizes the top programs in each four-year college division and one at the two-year level. It is based on post-season championships/success. 675 two-year programs in the country compete for this honor! Mt SAC had 187.5 of 200 possible points! Go Mounties!!	
+	LIBRARY and LEARNING RESOURCES: Student success rates for Distance Learning courses rose 10%	
+	LIBRARY and LEARNING RESOURCES: Tutors in the Classroom: student success rates in courses increased by 15% when TCs were sequence completion rates increased by 200%	
+	LIBRARY and LEARNING RESOURCES: AMLA students attendance at tutoring increased by 266%	
+	LIBRARY and LEARNING RESOURCES: Curriculum Improvement: Five new Associate Degrees for Transfer were approved	

+	LIBRARY and LEARNING RESOURCES: Curriculum Improvement: One new Associates Degree was approved	
+	LIBRARY and LEARNING RESOURCES: Curriculum Improvement: Two new credit Skills Awards were approved; six new noncredit Skills Awards were approved	
+	LIBRARY and LEARNING RESOURCES: Curriculum Improvement: Thirty-two new credit courses were approved; twelve new noncredit courses were approved	
	Retention and Completions	
+	ARTS: Improved Radio Broadcasting and campus radio station	
+	CONTINUING EDUCATION DIVISION: Continuing Education received reaffirmation of WASC-ACS accreditation	
+	LIBRARY AND LEARNING RESOURCES: Learning Communities/Cohorts: Collaboration between disciplines and across division was demonstrated in the successful development/expansion of ASPIRE, ARISE, ACES, Bridge, Basic Skills Pathways, Pathways to Transfer, General Education Title V cohorts, Majors cohorts (Psychology), and Honors College cohorts.	
+	LIBRARY AND LEARNING RESOURCES: Distance Learning is participating in the Online Educational Initiative pilot program	
+	NATURAL SCIENCES: Completed the Educational Master Plan addendum for the Farm	
+	NATURAL SCIENCES: Planning for the new STEM (Science, Technology, Engineering and Mathematics) Center and TERC (Technical Education Resource Center) was initiated	
	Funding	
+	INSTRUCTION DIVISION: High levels of Instructional Equipment funding have supported purchase of new and replacement classroom technology and equipment.	
+	GRANTS: Grants Office monitored and submitted a record number of grants, with a 93% funding success rate (two applications still pending).	
	Faculty Success	
+	INSTRUCTION DIVISION: Hired ____ new full-time faculty, including ____ counselors (I highlighted faculty achievements on the Convocation list. I'm assuming we can cut and paste??)	
+	INSTRUCTION DIVISION: Faculty engagement: Faculty were involved as club advisors and hosted multiple program specific student activities, including Student Undergraduate Research, Constitution Day, Farm Day, Black History Month, Sigh and Speech Soapboxes.	

+	INSTRUCTION DIVISION: Leadership: Faculty provided leadership at state, regional, and local levels	
+	INSTRUCTION DIVISION: Leadership: Mt SAC provided leadership in the successfully developed Adult Education Consortium Planning Grant	
Add Notable Achievement Theme		Organization / Process
+	INSTRUCTIONAL SERVICES: Revised PIE process, including integrating planning and budget allocation and developing interactive format that provides a three year planning vision and "closes the loop" between allocation and outcome.	
Add Notable Achievement Theme		Professional Development
+	PROFESSIONAL & ORGANIZATIONAL DEVELOPMENT: POD supported professional and organizational development through employee engagement	
+	PROFESSIONAL & ORGANIZATIONAL DEVELOPMENT: Provided access to internal and external professional development activities with the goal of developing and improving best practices, both personally and professionally	

III. Trends Tracking for Instructional Services

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

a. External Conditions Analysis

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

Accreditation	<i>Roll-over to see example</i>	Data Source
INSTRUCTION DIVISION: Revised Accreditation Standards require the attention of all instructional managers.		INSTRUCTION DIVISION PIES
LIBRARY and LEARNING RESOURCES DIVISION: Revisions to Standard IIB related to Distance Learning resulted in a mock accreditation exercise, yielding critical information for use in preparation for our upcoming Self Evaluation.		LIBRARY and LEARNING RESOURCES PIE
TECHNOLOGY and HEALTH: CTE departments responded to new requirements from external accrediting bodies.		TECHNOLOGY and HEALTH PIE
Economy / Budget	<i>Roll-over to see example</i>	Data Source
INSTRUCTION DIVISION: Student demand continues to inform enrollment management planning, with the shared goal of student completion.		INSTRUCTION DIVISION PIES
BUSINESS: Economic growth created new jobs and negatively impacted enrollment in some departments, such as some within the Business Division, as students return to work.		BUSINESS PIE

<p>CONTINUING EDUCATION: Continuing Education experienced some loss of enrollment, but also has responded to the training needs of the new workforce, resulting in related increased enrollment.</p>	<p>CONTINUING EDUCATION PIE</p>	
<p>GRANTS: The number of grant opportunities increased as a result of the stronger economy, thus increasing the number of grants prepared and submitted by the Grants Office.</p>	<p>GRANTS PIE</p>	
<p>INSTRUCTION DIVISION: Increased Instructional Equipment funding provided opportunities to replace aging equipment, purchase much needed new equipment to support new and existing programs, and replenish library materials, including on-line options.</p>	<p>INSTRUCTION DIVISION PIES</p>	
<p>INSTRUCTION D The availability of categorical funds to expand student support services (SSSP and Student Equity) highlight the need to respond quickly to funding opportunities.</p>	<p>INSTRUCTION DIVISION PIES</p>	
<p>BUSINESS: Reductions in Perkins grant funds required thoughtful planning to maintain successful CTE programs.</p>	<p>BUSINESS PIE</p>	
<p>Facilities / Maintenance</p>	<p><i>Roll-over to see example</i></p>	<p>Data Source</p>
<p>INSTRUCTION DIVISION: There is an extensive list of Facilities projects in the queue, all directly related to Instructional programs.</p>	<p>INSTRUCTION DIVISION PIES</p>	
<p>Industry Changes</p>	<p><i>Roll-over to see example</i></p>	<p>Data Source</p>
<p>TECHNOLOGY and HEALTH DIVISION: Advances in technology require updating Instructional technology and curricular content.</p>	<p>TECHNOLOGY and HEALTH PIE</p>	
<p>TECHNOLOGY and HEALTH DIVISION: Industries are increasingly reliant on technology, therefore workers must be equipped to use related software programs as well as manufacturing machinery.</p>	<p>TECHNOLOGY and HEALTH PIE</p>	
<p>ARTS: Use of digital media in the entertainment industry impacts need for equipment and curriculum.</p>	<p>ARTS PIE</p>	
<p>INSTRUCTION DIVISION: Advisory Committees provide important recommendations regarding changes in multiple industries. It is incumbent on college programs to make the recommended changes to support student job placement.</p>	<p>INSTRUCTION DIVISION PIES</p>	
<p>PROFESSIONAL & ORGANIZATIONAL DEVELOPMENT: The POD training schedule reflects faculty needs to remain current with industry changes and technology/software upgrades.</p>	<p>PROFESSIONAL & ORGANIZATIONAL DEVELOPMENT PIE</p>	

Regulation / Policy	<i>Roll-over to see example</i>	Data Source
RESEARCH & INSTITUTIONAL EFFECTIVENESS: Federal and State accountability measures increased time and effort related to designing and collecting data.		RESEARCH & INSTITUTIONAL EFFECTIVENESS PIE
CONTINUING EDUCATION: Equalization of CDCP funds provided Continuing Education with opportunities to increase offerings and develop internal and external policies.		CONTINUING EDUCATION PIE
CONTINUING EDUCATION: New state and federal curriculum standards for Continuing Education increased the need for faculty curricular development in adult basic education and adult secondary coursework.		CONTINUING EDUCATION PIE
INSTRUCTION DIVISION: Student success initiatives require commitment to planning, collaborating, implementing and evaluation, stretching existing staffing levels.		INSTRUCTION DIVISION PIES
NATURAL SCIENCES: Regulatory changes in the USDA and AVMA impacted curriculum in Natural Sciences.		NATURAL SCIENCES:
INSTRUCTION DIVISION: CCCCO policies, including transfer degrees, reputability restrictions, and C-ID, impacted program planning and enrollment management.		INSTRUCTION DIVISION PIES
RESEARCH & INSTITUTIONAL EFFECTIVENESS: New and revised mandates dictated the majority of the work of the RIE department.		RESEARCH & INSTITUTIONAL EFFECTIVENESS PIE
Security	<i>Roll-over to see example</i>	Data Source
INSTRUCTION DIVISION: Thefts and power outages focused attention on the need to evaluate our security capacity relative to need.		INSTRUCTION DIVISION PIES
Staffing	<i>Roll-over to see example</i>	Data Source
GRANTS: Increased number of grant opportunities highlighted the need for an additional grant writer.		GRANTS PIE
INSTRUCTION DIVISION: Full-time faculty hiring was at an unusually high level this year, resulting in challenges in recruiting and hiring sufficient adjunct. This also increased the need to mentor new adjunct faculty.		INSTRUCTION DIVISION PIES

The multi-faceted aspects of growth impact all discussions of internal conditions. Growth is supported by

b. Internal Conditions Analysis

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

Economy / Budget	<i>Roll-over to see example</i>	Data Source
<p>INSTRUCTION DIVISION: The improved economy resulted in elevated instructional equipment and facilities maintenance budgets. While this provided much needed resources, it also reinforced the need for integrated planning.</p>		INSTRUCTION DIVISION PIES
Facilities / Maintenance	<i>Roll-over to see example</i>	Data Source
<p>INSTRUCTION DIVISION: Student enrollment patterns and college growth continue to create need to expand schedules during peak demand hours.</p>		INSTRUCTION DIVISION PIES
<p>CONTINUING EDUCATION: Growth in CED is limited by access to sufficient classroom space.</p>		CONTINUING EDUCATION PIE
Focus on Enrollment Growth & Student Demand	<i>Roll-over to see example</i>	Data Source
<p>LIBRARY and LEARNING RESOURCES: Student demand for fully on-line courses continues. Student success in on-line courses increased by 10% while student success in hybrid courses increased by 9%. Next steps include revisiting local policies regarding faculty training and re-certification for on-line teaching.</p>		LIBRARY and LEARNING RESOURCES PIE
<p>NATURAL SCIENCES: Natural Sciences has experienced 10% growth from fall 2012 to summer 2015, allowing them to serve an additional 1,000 full-time equivalent students. Growth requires support in supply budgets, instructional equipment, lottery funds, clerical support, laboratory space, faculty and facilities.</p>		NATURAL SCIENCES PIE
<p>NATURAL SCIENCES: The new STEM Center is under development; students and faculty are using the space even as plans are being finalized. Staffing is needed to supervise student tutors.</p>		NATURAL SCIENCES PIE

LIBRARY and LEARNING RESOURCES: Academic preparation impacts student placement, yielding continued demand for pre-collegiate (basic skills) courses.	LIBRARY and LEARNING RESOURCES PIE	
INSTRUCTION DIVISION: Student enrollment patterns and college growth continue to create need to expand schedules during peak demand hours.	INSTRUCTION DIVISION PIES	
Industry Changes	<i>Roll-over to see example</i>	Data Source
TECHNOLOGY and HEALTH: Complex demands within industry impacts CTE programs by necessitating program upgrades and curricular redesign.	TECHNOLOGY and HEALTH PIE	
TECHNOLOGY and HEALTH: Industry partners provide experiential learning opportunities, thus increasing graduate employability.	TECHNOLOGY and HEALTH PIE	
Security	<i>Roll-over to see example</i>	Data Source
INSTRUCTION DIVISION: Campus traffic and parking remain issues continue to be issues worth of ongoing discussion.	INSTRUCTION DIVISION PIES	
Staffing	<i>Roll-over to see example</i>	Data Source
INSTRUCTION DIVISION: All divisions report needs for increased staffing - faculty and classified, to support growth.	INSTRUCTION DIVISION PIES	
INSTRUCTION DIVISION: Full-time faculty are needed in both large and small departments.	INSTRUCTION DIVISION PIES	
NATURAL SCIENCES: Laboratory learning environments are maximized by the presence of adequate, trained learning assistants, laboratory technicians, and tutors.	NATURAL SCIENCES PIE	
CONTINUING EDUCATION: Increased funding in Continuing Education is being used to increase the administrative infrastructure. To increase student outcomes, expand programs and provide growth, increased full-time teaching and counseling faculty are needed.	CONTINUING EDUCATION PIE	
LIBRARY and LEARNING RESOURCES: Successful tutoring programs can be expanded with increased funding for tutors, tutors in the classroom, and supplemental instruction leaders.	LIBRARY and LEARNING RESOURCES PIE	
Technology	<i>Roll-over to see example</i>	Data Source

<p>INSTRUCTION DIVISION: Instruction Equipment funding supported significant technology purchases; concern remains regarding budgeting for ongoing maintenance and replacement.</p>	<p>INSTRUCTION DIVISION PIES</p>	
<p>Training</p>	<p><i>Roll-over to see example</i></p>	<p>Data Source</p>
<p>INSTRUCTION DIVISION: Technology and industry changes require constant and accessible training.</p>	<p>INSTRUCTION DIVISION PIES</p>	
<p>Marketing</p>	<p><i>Roll-over to see example</i></p>	<p>Data Source</p>
<p>INSTRUCTION DIVISION: Marketing is needed to support growth during this period of economic growth and population stabilization.</p>	<p>INSTRUCTION DIVISION PIES</p>	
<p>INSTRUCTION DIVISION: New and established programs need to be marketed to prospective students, both high school age, incumbent workers, and returning students.</p>	<p>INSTRUCTION DIVISION PIES</p>	

c. Retention/Success Analysis

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

<p>Student Demand</p>	<p><i>Roll-over to see example</i></p>	<p>Data Source</p>
<p>INSTRUCTION DIVISION: Enrollment management efforts include scheduling classes to maximize access and meet student demand.</p>	<p>INSTRUCTION DIVISION PIES</p>	
<p>INSTRUCTION DIVISION: Classes scheduled to meet student demand.</p>	<p>INSTRUCTION DIVISION PIES</p>	
<p>CONTINUING EDUCATION: Maintained productive high school articulation agreements, based on active relationships between high school and college faculty.</p>	<p>CONTINUING EDUCATION PIE</p>	

INSTRUCTION DIVISION: Organized and expanded program specific outreach activities and program specific orientations for both students and parents.	INSTRUCTION DIVISION PIES
INSTRUCTION DIVISION: Retention and success rates remained stable during period of growth, suggesting quality was maintained. Continuous professional development for full-time and adjunct faculty is imperative.	INSTRUCTION DIVISION PIES
CONTINUING EDUCATION: Continuing Education increased outcomes and retention and is examining learning intervention data for use in future planning.	CONTINUING EDUCATION PIE
INSTRUCTION DIVISION: Increased desegregation of data is supporting college-wide efforts to address equity measures.	INSTRUCTION DIVISION PIES
INSTRUCTION DIVISION: Departments are increasingly engaging data for program review and planning purposes.	INSTRUCTION DIVISION PIES
NATURAL SCIENCES: Student employment data remains difficult to collect when success includes self-employment options. Students in CTE programs requiring national exams (i.e. RVT, HT, HTL) have consistently outperformed the national average, providing evidence of the excellence within our programs.	NATURAL SCIENCES PIE
HUMANITIES and SOCIAL SCIENCES: The Writing Center's diverse and high-quality support services continue to demonstrate significant positive impact on student success.	HUMANITIES and SOCIAL SCIENCES PIE
TECHNOLOGY and HEALTH: Program productivity increased due to efficient Scheduling efforts while persistence rate increased by 5% over the last two year period in Technology and Health.	TECHNOLOGY and HEALTH PIE
INSTRUCTION DIVISION: Proactive and deliberate interventions (i.e., pre-courses, embedded tutors, supplemental instruction) decreased attrition rates.	INSTRUCTION DIVISION PIES
TECHNOLOGY and HEALTH: Anticipating increased data related to CTE program completions with the improved Launchboard, effective 15-16.	TECHNOLOGY and HEALTH PIE

d. Critical Decisions Analysis

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

Focus on Enrollment Growth	<i>Roll-over to see example</i>	Data Source
<p>ARTS: Curriculum improvements to certificate and degree programs were seen across divisions. Changes were made to meet industry standards of support transfer. Examples include Music re-numbering program courses to a batter align with the university system.</p>		ARTS PIE
<p>INSTRUCTION DIVISION: Outreach and "in-reach" efforts were increased to support growth and student persistence rates. Course scheduling patterns were examined to promote completion. Scheduling patterns across disciplines and divisions were included in the study to ensure students in a specific major had access to all required courses.</p>		INSTRUCTION DIVISION PIES
<p>CONTINUING EDUCATION: In response to student demand, ABE, AWD, EOA, and HS summer program increased offerings.</p>		CONTINUING EDUCATION PIE
<p>CONTINUING EDUCATION: Common core and College and Career Readiness stimulated creation of new HS and ABE coursework. Student demand resulted in creation of new CDCP courses.</p>		CONTINUING EDUCATION PIE
<p>INSTRUCTION DIVISION: Based on student demand, courses were canceled and replaced with sections meeting the demand, yielding growth in critical areas of the schedule by redistributing FTES to high demand areas of the schedule.</p>		INSTRUCTION DIVISION PIES
Student Demand	<i>Roll-over to see example</i>	Data Source
<p>NATURAL SCIENCES: Agriculture department made significant changes to this existing programs.</p>		NATURAL SCIENCES PIE
<p>NATURAL SCIENCES: The Biology department applied to the CCCC bachelor's degree pilot program to develop a degree in Histotechnology. They were not successful but remain poised for the next opportunity to apply.</p>		NATURAL SCIENCES PIE
<p>NATURAL SCIENCES: Mathematics developed Math Placement Test Information Sessions, maintained support for Pathways, Bridge, and Math Bootcamps, and submitted Math 110s (Statway) for UC articulation as Elementary Statistics.</p>		NATURAL SCIENCES PIE
<p>NATURAL SCIENCES: Physics developed a Robotics course.</p>		NATURAL SCIENCES PIE
<p>NATURAL SCIENCES: Chemistry completed a lab manual written by department members.</p>		NATURAL SCIENCES PIE

Technology	Roll-over to see example	Data Source
INSTRUCTION DIVISION: Efforts to implement technology tools are evident across the campus.		INSTRUCTION DIVISION PIES
LIBRARY and LEARNING RESOURCES: LLR units engaged in process analysis to identify how technology impacts workload, processes, and resource needs.		LIBRARY and LEARNING RESOURCES PIE

e. Progress on Outcomes Analysis

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

Assessment Results	Link to Outcomes report Roll-over to see example	Data Source
ARTS: 56% courses are assessed, 67% program level outcomes assessed, overall assessment through Use of Results at 87.71%. New courses are in rotation for assessment		ARTS PIE
BUSINESS: All departments have developed and implemented SLOs. No report on Use of Results.		BUSINESS PIE
CONTINUING EDUCATION: Faculty assessed, evaluated and discussed SLO data in all programs. Data led to creation of new CDCP courses and noncredit certificates. WIN data suggests increased communication between faculty would improve student results. Continuing Education provided leadership for Regional Consortium Plan, increasing program alignment with K-12 partners.		CONTINUING EDUCATION PIE
NATURAL SCIENCES: Outcomes assessment through Use of Results is completed in 80.77% of programs offering degrees and certificates. SLOs are developed for 90.8% of courses offered, summary data completed for 81.07% of courses, and use of results completed for 78.64% of courses. Plans are in place in some departments for completion.		NATURAL SCIENCES PIE

HUMANITIES and SOCIAL SCIENCES:

Chose to conduct "fewer, but deeper" outcomes activities.

Technology and Health: All MO, SLO, PLO, and ILOs were completed, with many departments rewriting SLOs to improve their efficacy. Adjunct faculty were included in the process.

HUMANITIES and SOCIAL SCIENCES PIE

Staffing

[Link to Outcomes report](#)
Roll-over to see example

Data Source

CONTINUING EDUCATION:

Continuing Education outcomes data suggest outcomes would be increased by increasing the numbers of full-time faculty and staff.

CONTINUING EDUCATION PIE

Outcomes Theme

[Link to Outcomes report](#)
Roll-over to see example

Data Source

Add Data Source

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

This section serves as a "reporting" function to describe how your team closes the loop and connects planning to budget allocation:

- How did the prioritized college resources connect to your team's outcomes over the past year?
- What progress has your area made with the resources provided?
- Please include progress on plans that did not require new resources if applicable.

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

[Roll-Over to see a "Closing the Loop" example](#)

a. Analysis and Summary

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

Closing the Loop Theme	Staffing
INSTRUCTION DIVISION: A strong budget year yielded the opportunity to hire at all levels.	
ARTS: Arts Division added permanent part-time laboratory technicians the DTC shared lab and in Theater/Fine Arts. They also added an Associate Dean and much needed faculty positions.	
CONTINUING EDUCATION: Continuing Education significantly improved its staffing infrastructure by adding two Associate Deans, one director, four clerical staff, and the first full-time classroom faculty member (ESL).	
LIBRARY and LEARNING RESOURCES: Learning Resources brought on a Librarian, Teaching/Learning Technology Specialist, and Program/Project Specialist. Their presence is anticipated to support student and faculty success. Achievements Here	

NATURAL SCIENCES:

Four new faculty members were hired in Natural Sciences along with a Division Administrative Specialist and a part-time Clerical Assistant. Four new faculty members were hired in Natural Sciences along with a Division Administrative Specialist and a part-time Clerical Assistant. [table Achievement Here](#)

HUMANITIES and SOCIAL SCIENCES:

Humanities and Social Sciences hired ____ faculty, two more than they expected! Staffing for college programs housed in the division (i.e. Honors, Study Abroad) is still not fully operationalized. [table Achievement Here](#)

Closing the Loop Theme

Funding

ARTS:

Arts Division received over \$325,000 in instructional equipment funding which was used primarily to purchase equipment essential to prepare students to meet industry standards. Greatest impacts were in TV/Film, Animation, Graphic Design, Photography, and Theater. One time lottery funds (\$41,000) supported department supply budgets and helped restore losses incurred during the past economic downturn. Perkins grant funds were used to meet final needs in the DTC Shared lab and prepare it to open for student use

CONTINUING EDUCATION:

Continuing Education secured over \$1.5 million in grant funds and contracts. Funds were used to provide direct services to students, improve student outcomes, and expand programs. Additional classroom space and technology were secured, allowing growth in AWD, ESL, LLC, and EOA programs.

KINESIOLOGY:

Kinesiology, Athletics and Dance used funds to purchase needed equipment across the division.

LIBRARY and LEARNING RESOURCES:

Library and Learning Resources replaced aging equipment, improvised facilities, and replenished library materials.

NATURAL SCIENCES:

Natural Sciences was allocated over \$227,000 in instructional equipment dollars. Funds were used to update laboratory technology across the curriculum, increase hands-on instruction and improve operations. Perkins grant also provided \$62,000 to upgrade laboratory technology in the Agriculture Department, expanding opportunities for students to use industry standard equipment, increase safety and improve operations.

HUMANITIES:

Humanities and Social Sciences used its instructional equipment allocation to purchase computers, replacing aging systems in classrooms and faculty offices for full-time and adjunct teachers.

Closing the Loop Theme

Program Success

TECHNOLOGY and HEALTH:

Technology and Health adopted six division goals and committed to assess progress on those goals, using multiple data sources. Goals were integrated into division chairs meetings, resulting in heightened accountability and more focused planning efforts. The results were so positive that many department chairs will mirror this process in their department meetings during the 2115-16 academic year. These goals were also used to revise stagnant alumni surveys. Results are anticipated to provide more useful data directly related to program operations and ripe for discussion at Advisory Committee meetings.

Closing the Loop Theme

Enrollment Growth

BUSINESS:

The Business Division provides an excellent example of focused efforts towards enrollment growth. Faculty explored adding additional online courses and reviewed curriculum for currency and relevance. The need for marketing and Recruitment plans is a recurring theme in this division and others. Scheduling patterns were scrutinized to increase alignment with student demand and degree/certificate completion. Rapidly changing technology results in ongoing needs for faculty professional development and upgrading of equipment and software.

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

The following Strategic Objectives are assigned to your area from the Mt. San Antonio College [2014-15 Strategic Plan](#) and identified in the Process Map of Integrated Planning (see Roll-Over below). Baseline data from has been identified from 2013-14 to measure progress in the coming year(s). These links connect directly to the TracDat, the college's performance and planning tool integrating strategic objectives with the planning process.

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

[Link to Strategic Objective 1.1](#)

[Link to Strategic Objective 1.2](#)

[Link to Strategic Objective 1.3](#)

[Link to Strategic Objective 2.1](#)

[Link to Strategic Objective 2.2](#)

[Link to Strategic Objective 3.1](#)

[Link to Strategic Objective 3.2](#)

[Link to Strategic Objective 3.3](#)

[Link to Strategic Objective 3.4](#)

[Link to Strategic Objective 3.5](#)

[Link to Strategic Objective 4.1](#)

[Link to Strategic Objective 5.1](#)

[Link to Strategic Objective 5.2](#)

[Link to Strategic Objective 5.3](#)

[Link to Strategic Objective 6.1](#)

[Link to Strategic Objective 6.2](#)

[Link to Strategic Objective 7.1](#)

[Link to Strategic Objective 7.2](#)

[Link to Strategic Objective 8.1](#)

[Link to Strategic Objective 8.3](#)

[Link to Strategic Objective 8.4](#)

[Link to Strategic Objective 9.1](#)

[Link to Strategic Objective 10.1](#)

[Link to Strategic Objective 12.1](#)

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

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

a. The following table contains your goals as noted in Section One-I for 2014-15. Review your area's goals and revise, add new goals or remove goals that are no longer relevant as appropriate for planning for 2015-16, 2016-17, and 2017-18. Add rows (+) as needed. Delete rows (X).

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

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

*b. The following Strategic Objectives (these links appeared in previous section) are assigned to this Team and identified in the Mt. San Antonio College [2014-15 Strategic Plan](#). They inform the planning process for action over the next two years (NOTE*Not all areas will have a Strategic Objective assigned to them.) This table is only for reference. No additional information is needed here.*

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

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

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

a. Narrative Summary

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

+	New Plan or Activity	Student Success
	<p>ARTS: Arts Division created a comprehensive plan to improve learning and promote division growth. They plan to develop approaches and secure funds to expand student advisement services and access to support staff, facilities, equipment and soft award to boost retention, completion and student success</p>	
	<p>LIBRARY and LEARNING RESOURCES: Library and Learning Resources is focused on curriculum development, pedagogy, student success interventions, meeting accreditation standards, and using technology to maximize efficiency and organizational process.</p>	
	<p>NATURAL SCIENCES: Natural Sciences plans to maintain growth and expand opportunities for students.</p>	
	<p>HUMANITIES and SOCIAL SCIENCES: All plans in Humanities and Social Sciences focus on supporting student success.</p>	
	<p>TECHNOLOGY and HEALTH: Technology and Health will continue to increase program access through creation of clear pathways for K-12 students and incumbent workers. Departments will expand partnerships with high schools, increasing the number of articulation agreements. Departments will find ways to better serve incumbent workers, investigating increased use of online courses (Fire, Administration of Justice) and noncredit options (EST) while redesigning high-unit certificates into stackable certificates (WELD). Assessment of efforts will be data driven. All departments will show evidence of embedding counselors into their operations to better provide counseling and guidance through programs. TERC will be completed and supported by departments and the division. All departments will publish a two-year schedule to promote student educational planning.</p>	
+	New Plan or Activity	Faculty Success

PROFESSIONAL & ORGANIZATIONAL DEVELOPMENT:

Professional development is an ongoing need for all division stakeholders

New Plan or Activity

Staffing

INSTRUCTION DIVISION:

Outcomes assessment remains a critical area for professional development.

INSTRUCTION DIVISION:

Divisions are carefully identifying essential growth positions, including faculty and staff.

INSTRUCTION DIVISION:

Lab support is essential to support schedule growth in all divisions, as is clerical support.

INSTRUCTION DIVISION:

Full-time faculty are needed in multiple disciplines.

New Plan or Activity

Facilities

INSTRUCTION DIVISION:

Wi-fi is needed in classrooms and in student gathering/study areas.

INSTRUCTION DIVISION:

Provide appropriate signage to guide students and community visitors.

ARTS:

TV and Radio lab facilities need to be upgraded to meet industry standards.

BUSINESS:

The Business division continues to plan for the move into their new building.

CONTINUING EDUCATION:

Continuing Education maintains efforts to secure new facilities to support growth in CDCP programs.

Library and Learning Resources awaits construction of a new Library building. Until this becomes a reality, there is continued need to maintain a high-use facility.

NATURAL SCIENCES:

Growth in the Sciences is dependent on additional lab space (i.e. Chemistry, Biology, Anatomy & Physiology, Microbiology). Robotics, the key to growth in Physics and Engineering, needs an outdoor construction space and fabrication space.

NATURAL SCIENCES:

STEM Center is in the planning process. It will provide a hub for all STEM students and activities.

HUMANITIES and SOCIAL SCIENCES:

Humanities and Social Sciences' courses continue to be in high demand and the struggle to find space for additional classes remains present.

New Plan or Activity

Funding

INSTRUCTION DIVISION:

Budget augmentation are required to support growth and innovative instructional designs.

+	New Plan or Activity	Technology
<p>INSTRUCTION DIVISION: Input from Advisory Committees continues to focus on the need to meet industry standards as we train students. While this includes instructional equipment, technology is the most frequently cited need.</p>		
<p>RESEARCH & INSTITUTIONAL EFFECTIVENESS: Research is making plans for better use of technology as the campus relies increasingly on data for decision making and planning purposes.</p>		
+	New Plan or Activity	Program Success
<p>INSTRUCTION DIVISION: Marketing effort are crucial, including development of materials, use of social media, increased web presence, and outreach and in-reach efforts.</p>		
<p>INSTRUCTION DIVISION: STEM Center will become the hub for science students in all disciplines.</p>		
<p>ARTS: RTV course offerings will be expanded to meet student demand.</p>		
<p>TECHNOLOGY and HEALTH: Tech and health will use the six division goals to focus planning in all departments. Marketing remains a primary focus, including development of local and LAOCRC regional brochures and upgraded web pages. Feedback regarding program design and development will be garnered from Advisory Committee members and employers working with Job Developers. Alumni engagement will be sought, using newly designed alumni surveys, invitations to program events, guest speaker invitations, advisory membership options, and Facebook contact.</p>		
+	New Plan or Activity	Retention and Completions
<p>TECHNOLOGY and HEALTH: Technology and Health departments will continue to develop pathways to transfer and/or to employment by partnering with universities and industry.</p>		

III. Budget Prioritization for: Instructional Services

1. Download the Budget Prioritization form to your computer using the button below (if needed).
2. Save to your computer
3. When information on the spreadsheet is complete, click on the "Attach Documents" button below, navigate to the file on your computer, and save. The document will remain attached to your Vice President PIE form.

Section Three: Recommendations for Improving the Planning Process

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

Summarize suggestions your area has for improving the planning process

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

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

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

Questions regarding this form? Send an email to Don Sciore, Associate Dean of Instructional Services, at dsciore@mtsac.edu or Meghan Chen, Dean, Library & Learning Resources, at mchen@mtsac.edu.

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