

# The 2009 to 2010 Mt. SAC Strategic Plan

*By Institutional Effectiveness Committee*  
October 27, 2009

## INTRODUCTION

During the summer of 2009, the Institutional Effectiveness Committee (IEC) evaluated the Planning for Institutional Effectiveness (PIE) process (i.e., the program review process) and gathered information on the status of the College's 2008 to 2009 Strategic Plan<sup>1</sup>. Based on these evaluations and summaries the following report represents the 2009 to 2010 Mt. SAC Strategic Plan.

The contents of this paper include a section on the history of the College, a section on PIE and integrated planning and how both are used to help create an internal and external view of events for the College and used to evaluate the College's mission and goals. The College's vision and core values are also noted and their relationship to the College's mission.

The main section is the specific strategic objectives (SOs) proposed from teams across campus based on their connection with the College goals. During the academic year 2009 to 2010, the teams will complete many activities to accomplish their suggested SOs.

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<http://inside.mtsac.edu/organization/committees/iec/>

## MT. SAC'S HISTORY

The Mt. San Antonio Community College District (Mt. SAC) was created in December, 1945 when voters of four local high school districts approved the formation of a community college district. Initially named Eastern Los Angeles County Community College, the institution was later renamed after Mt. San Antonio, the imposing, snow-capped mountain (popularly known as Mt. Baldy), prominently visible in the distance above the campus.

The 421 acre College site was originally part of the 48,000 acre La Puente Rancho. During World War II, the facility was converted into an army hospital and later a Navy hospital.

Mt. SAC opened in the Fall of 1946 with 635 students occupying a few Spanish-tiled buildings and temporary Navy barracks clustered below the San Jose Hills. Walnut, not yet an incorporated city, consisted of very little except dirt roads, cacti, and grasslands covered in the spring with wild mustard grass.

Quite naturally, the growth of Mt. SAC has mirrored that of the local area. From its humble beginnings with an initial enrollment of 635 students, the college now serves in a semester about 40,000 men and women from diverse backgrounds and generations. The College District boundaries encompass the communities of Baldwin Park, Bassett, Charter Oak, Covina, Diamond Bar, the southern portion of Glendora,

Hacienda Heights, City of Industry, Irwindale, La Puente, La Verne, Pomona, Rowland Heights, San Dimas, Valinda, Walnut, and West Covina.

Mt. SAC has emerged as a leader in education not only in the San Gabriel Valley, but in the state. It is the largest, single-campus community college district in California.

### **PLANNING FOR INSTITUTIONAL EFFECTIVENESS (PIE) AND INTEGRATED PLANNING**

PIE is the model used at Mt. SAC to capture and document the planning and program review done at the unit and team levels, and to relate this planning to current and future institutional goals and objectives. This process is conducted annually by each unit of the college, and all unit participation is documented in ePIE, the College's electronic program review system<sup>2</sup>.

Evaluation of the PIE process is continuous. Each year, IEC requests and receives feedback via the manager and team summaries on process clarity, utility, ease of use, effectiveness of documents and training, etc. This feedback is included in adjustments for the following year's PIE process. The PIE process clearly exemplifies an evaluative, integrated planning effort (i.e., more than one stakeholder is required to participate in the plan in order to achieve the desired outcome similar to master plans such as the Educational Master Plan, Facilities

Master Plan and the Technology Master Plan).

Integration of plans is important. There are many ways that unit planning and integrated planning is occurring across campus, including PIE, student learning outcomes, basic skills, VTEA, administrative systems planning, Banner, reviewing new processes, class schedules and enrollment, hiring, etc. Because it is vital that each team not work in a vacuum, it is important that the teams continue to integrate their planning and plans and provide documentation or evidence of their work. Unit level planning is the first step of the ladder.

PIE and integrated planning are used to help create an internal and external view of events for the College and used to evaluate the College's mission. Based on the unit and college-level plans, data are used to identify and act upon issues and make decisions as needed. The data can be found throughout the PIE document such as in the internal and external conditions, College generated data reports, from other data sources (e.g., licensing examination results) and within the evaluation section based on the research, evaluation and assessment work done by the unit. The information collected through these multiple means provide information to drive the decision-making process. Each unit decides how their plan for that year maybe re-worked to account for these conditions and data points and work with their teams to improve their services.

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[http://www.mtsac.edu/administration/research/pdf/newsletters/2009-04\\_planning\\_for\\_excellence.pdf](http://www.mtsac.edu/administration/research/pdf/newsletters/2009-04_planning_for_excellence.pdf)

[http://www.mtsac.edu/administration/research/pdf/newsletters/2009-06\\_planning\\_for\\_excellence.pdf](http://www.mtsac.edu/administration/research/pdf/newsletters/2009-06_planning_for_excellence.pdf)

## COLLEGE MISSION, VISION AND CORE VALUES

Mt. SAC is committed to integrity and a process for providing high quality education congruent with the College's mission, created based on the student and community need, that is "to welcome all students and to support them in achieving their personal, educational, and career goals in an environment of academic excellence." It is through this mission statement that all work is derived. The College's vision statement and core values are derived from the mission statement and also guide the College's work.

### **Vision Statement:**

- Mt. SAC strives to be regarded as one of the premier community colleges in the nation. We will be viewed as a leader in community college teaching, programs, and services.
- As a premier community college, we will provide access to quality, focusing on student success within a climate of integrity and respect. We will earn this reputation by consistently exceeding the expectations of our students, our staff, and our community.

### **Core Values**

- **Integrity** - We treat each other honestly, ethically, and responsibly in an atmosphere of trust.
- **Diversity** - We respect and welcome all differences, and we foster equal participation throughout the campus community.
- **Community Building** - We work in responsible partnerships through open communication, caring, and a cooperative spirit.
- **Student Focus** - We address the needs of students and the community in our planning and actions.
- **Life-Long Learning** - We promote the continuing pursuit of high educational goals through equal access to excellence in both teaching and support services.
- **Positive Spirit** - We work harmoniously, show compassion, and take pride in our work.

The Flowcharts of College Planning are located in Appendix A. The charts provides a perspective of ongoing planning activities and resource allocation processes.

## STRATEGIC OBJECTIVES

This main section represents the specific strategic objectives (SOs) proposed from teams across campus based on their connection with the College goals. All SOs are connected to and support the College's goals which in turn are connected to and support the College's mission statement. Most of these SOs are carried over from the previous year's SOs per the recommendations of each team. A few SOs are new based on the creation of new goals and the need to have a well-rounded perspective of measurable SOs. As the SOs were solicited from Teams across campus, these efforts represent a bottom-up approach to collaborative, integrated planning endeavors. During the 2009 to 2010 fiscal year, the teams will complete many activities to accomplish their suggested SOs.

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*College Goal 1: The College will secure funding that support exemplary programs and services.*

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**Strategic Objectives:**

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Secure Foundation funding of \$1.1 Million in fiscal year 2009-2010 for scholarships, campus educational projects and capital campaign. (Mt. SAC Foundation)

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Maintain an average funding success rate of no less than 80%, defined as number of grants funded divided by number of proposals submitted. (Grants Office)

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*College Goal 2: The College will prepare students for success through the development of exemplary programs and services.*

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**Strategic Objectives:**

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By June 2010, a minimum of 90% of courses will have at least two Student Learning Outcomes (SLOs) identified and two means for assessment. (Instruction)

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By 2015, the College will improve the average student success rate for distance learning courses by 2% over the 2008 baseline. (Instruction)

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65% of students enrolled in the 2009 Summer Bridge Program will complete six or more units in spring of 2010. (Student Services)

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*College Goal 3: The College will improve career/vocational training opportunities to help students maintain professional currency and achieve individual goals.*

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**Strategic Objectives:**

For 2009-10, the following College programs will achieve a pass rate of 90% or higher for its graduates on the national licensing and certification: Psych Tech, Emergency Medical, and Aircraft Maintenance. Respiratory Therapy, Nursing and Histotechnology). (Instruction)

During the 2009-10 academic year, the College will determine the number of courses in vocational TOP codes meeting a two-year review cycle, develop a plan to ensure all courses in vocational TOP codes are on a two-year review cycle, and based on the plan, phase-in a two-year review process for all courses in a vocational TOP codes during the 2010-11 review cycle. (Instruction)

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*College Goal 4: The College will improve the quality of its partnerships with business and industry, the community, and other educational institutions.*

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**Strategic Objectives:**

The President will meet with all local school superintendents at least once during 2009-2010. (President's Office)

Increase by 20% the number of business and industry supporters and partnerships with the Mt. SAC Foundation in fiscal year 2009-2010 (Mt. SAC Foundation)

For 2008-10, the College will increase the number of secondary students requesting units via the Tech Prep Articulation Program for Secondary Schools by 10%. (Instruction)

In 2009 to 2010, High School Outreach will increase the participation rate of counselors attending the High School Counselors Conference by 10% compared to 2008-09. (Student Services)

In 2009 to 2010, High School Outreach will increase the student participation rate in the Connect Four program by 5% (over last year); with a 5% increase (over last year) in the number of students who enroll full-time in credit classes in fall 2010. (Student Services)

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*College Goal 5: The College will utilize and support appropriate technology to enhance educational programs and services.*

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**Strategic Objectives:**

Information Technology will expand use of Luminis and Banner Web Self Service by June 2010. Information Technology will conduct 25 more training sessions, including Phase II which focuses on Course Studio for Faculty. (Information Technology)

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College Goal 5: The College will utilize and support appropriate technology to enhance educational programs and services.

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In 2009 to 2010, the Information Technology will work with Human Resources and Fiscal Services to implement Web Self Service for Finance and Employee modules. (Information Technology)

In conjunction with the Technical Services and Information Technology units, implement standardized Audio Visual systems in all permanent classrooms and laboratories by December 2010. (Facilities)

In conjunction with the Information Technology unit, install telephones in all permanent classrooms by December 2009. (Facilities)

The College will implement a five year plan to attain the goal of equal access for all students to audiovisual media shown on campus beginning Academic Year 2009-10. All audiovisual media purchased, developed, and/or shown on campus will be closed-captioned by the end of Academic Year 2014-15. (Student Services)

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College Goal 6: The College will provide opportunities for increased diversity and equity for all across campus.

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**Strategic Objectives:**

In 2009 to 2010, HR will increase opportunities for diversity in employment by identifying at least five (5) new recruitment sources targeting underrepresented applicant groups. (Human Resources)

The ASPIRE (African American Student Success Program Inspiring Responsibility for Education) program, designed to enhance the success rates of African American students, will increase the student participation rate by 50% (over last year) by June of 2010. (Student Services)

The ASPIRE (African American Student Success Program Inspiring Responsibility for Education) program will increase the number of students who have an achievable educational plan on file by 50% (over last year) by June 2010. (Student Services)

During 2009 to 2010, the College will .... ( ). (SP&S). Coming soon.

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*College Goal 7: The College will increase access for students by strengthening recruitment and opportunities for full participation in College programs and services.*

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**Strategic Objective:**

The number of students participating in the "Cash for College" and the "It's Not Too Late" financial aid and recruitment events will increase by 20% and will be expanded to include an on-campus program effort of similar design during the spring of 2010. (Student Services)

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*College Goal 8: The College will encourage and support participation in professional development to strengthen programs and services.*

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**Strategic Objective:**

Increase the number of workshops, offered via POD/PDC, by 5% in comparison to the previous fiscal year offerings. (Instruction)

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*College Goal 9: The College will provide facilities and infrastructure that support exemplary programs and consider the health and safety of the campus community.*

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**Strategic Objectives:**

Increase the capacity of the Mt. SAC on-site computer network by upgrading main connection (backbone) speed and capacity by January 30, 2010. (Information Technology)

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Remove 25% of physical barriers to accessibility on campus as identified by the 2008 transition plan by June 2010, with focus on restroom accessibility in permanent buildings. (Facilities)

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*College Goal 10: The College will ensure that basic skills development is a major focus in its planning efforts.*

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**Strategic Objectives:**

By August 30, 2010, the College will document the successful achievement of at least 80% of the project goals identified by departments/unit that receive 2008-09 Basic Skills funding in accordance with the Basic Skills Action Plan. (Basic Skills Committee)

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College Goal 10: *The College will ensure that basic skills development is a major focus in its planning efforts.*

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By June 2010, the College will fund, as money is available, activities identified in the Basic Skills Action Plan using the available BSI funding. (Basic Skills Committee)

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By June 2010, the Board of Trustees will have received and discussed three reports on the performance of the CLASS project cohort of students. (PAC)

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By 2013, all department chairs and IEC will be able to demonstrate competency in the use of the CLASS project SMART tool. (PAC)

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College Goal 11: *The College will improve effectiveness and consistency of dialogue between and among departments, committees, teams and employee groups across the campus.*

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**Strategic Objective:**

By the end of fall 2009, the College will be able to measure an increase in employee satisfaction with communications by 5% from both the OSS Employee Survey (fall 2007=46%) as well as the Participatory Governance Survey (averages 58.9% for spring 2008). (President's Advisory Council)

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College Goal 12: *The College will engage students in activities and programs designed to increase their term-to-term enrollment (i.e. persistence).*

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**Strategic Objectives:**

During 2009 to 2010, the College will .... ( ). (SP&S). Coming soon.

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College Goal 13: *The College will improve integration of campus-wide planning activities.*

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**Strategic Objectives:**

During 2009 to 2010, the College will evaluate the effectiveness of the major planning processes on campus. (PAC)

During 2009 to 2010, the College will provide documentation for how resources (monetary and other) requested in PIE are used for resource allocation purposes. (Budget Committee, PAC, Teams)

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## **CONCLUSION**

The Research and Institutional Effectiveness department will monitor the 2009 to 2010 Strategic Plan accomplishments and ask IEC to contribute toward the review and evaluation of the results and planning processes. By August 30, 2010 a summary of the status of the SOs will be compiled and presented to IEC for final consideration and then to PAC for review. Based on this evaluation and review process, the next Strategic Plan will be proposed shortly thereafter to both IEC and PAC and the monitoring and evaluation cycle will continue.

## Appendix A

### New/Revised academic year College Goals and Strategic Objectives are developed and communicated.

#### Institutional Level

IEC reviews all submitted summaries and prepares a year-end report to PAC on the progress made in meeting College goals as well as recommendations for new/revised college goals and strategic objectives.

The next fiscal year's Tentative Budget is developed and presented to the Board of Trustees for adoption.

#### Team Level

- Administrative Services
- Human Resources
- Instruction
- Student Services

Copies of VP/Team Leader summary reports are submitted to IEC.

VP/Team Leaders prepare a summary, including resource requests, from their collective Unit Level reports to take to budget allocation discussions.

If it is determined funds are available, information and a Budget Request Form is distributed to managers/Directors/Division Deans, who prioritize requests for one-time funds based on PIE goals. Requests for budget increases go directly to their VP/Team Leader.

Department Chairs/Deans prioritize division requests (e.g., faculty hiring) for many budget requests and require PIE documentation.

#### Unit Level

managers/Directors/Division Deans review submitted Unit PIE reports, synthesize the reports into major themes affecting their area as a whole, and completes a manager PIE report, which is forwarded to the appropriate VP/Team Leader.

Units (departments/work units) complete a Unit PIE report, including resource requests, and forward it to their Manager/Director/Division Dean. Any budget requests put through the budget process must have the accompanying PIE documentation of their research, evaluation and assessment efforts that lead to this request.

managers/Directors/Division Deans review submitted Status Quo Budget Sheets and forwards them to the appropriate VP/Team Leader.

The Budget Committee reviews the College's current financial status and makes recommendations to the President regarding availability of any new one-time and/or ongoing funds that may be available for allocation for the next fiscal year (impacted by the state budget).

Units (departments/work units) review their ongoing Status Quo Budget Sheets from Fiscal Services for the next fiscal year for possible transfers to other accounts. Reviewed sheets are forwarded to the appropriate manager/Director/ Division Dean.