Mt. San Antonio College
Planning for Institutional Effectiveness
(PIE) 2006-07

Department/Unit:	Purchasing / **Switchboard**
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Note: Departments with multiple disciplines and/or programs need to submit additional PIE packets as needed to represent planning in different disciplines.

Institutional Planning Framework

1. Institutional Mission

The campus is unified through its demonstrated connection to the mission. Driven by the California Master Plan for Higher Education, revised by the President's Advisory Council, and approved by the Board of Trustees, it informs all planning and assessment.

The Mission of the College is to

- provide accessible and affordable quality learning opportunities in response to the needs and interests of individuals and organizations;
- provide quality transfer, career, and lifelong learning programs that prepare students with the knowledge and skills needed for success in an interconnected world; and
- advance the State and region's economic growth and global competitiveness through education, training, and services that contribute to continuous workforce improvement.

2. College Goals

College goals allow the campus to focus on critical issues. Articulated by the President's Advisory Council, they guide all planning and assessment processes. Goals are listed below as current and ongoing goals, retaining the lettering used in the 2005-06 process. This division of goals may be useful in that the goals for current focus are more concrete than the ongoing goals and perhaps easier for us to document progress.

Current focus:

B. The College will secure funding that supports exemplary programs and services.

C. The College will prepare students to be critically thinking, socially, culturally, and politically responsible citizens through the development of exemplary programs

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

E. The College will improve the quality of its partnerships with business and industry, the community, and other educational institutions.

H. The College will utilize technology to enhance teaching and learning and to provide support for educational programs.

I. The College will provide an environment for consciousness of diversity while also providing opportunities for increased diversity and equity for all across campus.

Ongoing goals:

A. The College will provide a risk-free environment for the measurement of SLOs under the umbrella of Planning for Institutional Effectiveness.

F. The College will become a nationally recognized institution of higher education that embraces an atmosphere of self-reflective dialogue in making policies and plans and in communications.

G. The College will provide a risk free environment for the measurement of AUOs related to Planning for Institutional Effectiveness.

J. The College will embrace an environment of mutual respect and integrity that encourages the exchange of ideas and acknowledges and values contributions made by members of the College community.

3. Internal/External Conditions

Consideration of internal and external conditions is the basis of department/unit planning and assessment processes.

3a. Identify those external conditions that have influenced the department/unit goal-setting process:

Note: External conditions include disciplinary or regulatory changes, changes in technology or legislative changes, accreditation recommendations, enrollment issues, advisory committee input, etc.

There are many EXTERNAL CONDITIONS which could and do influence the Switchboard section of the Purchasing Department, including the following (Listed examples are illustrative only, and not comprehensive of all impacts):

1. Changes in State funding of educational programs and/or bonds.
   - Annual educational budget and grant programs: After several years of budget cutbacks, the State has recently increased its monies to the College, which is being seen in increased expenditures from one-time and grant monies as well as the General Fund.

   - Construction bonds like Prop 47 & Prop 1A bonds of past years, which we are using in conjunction with our Measure R Bond to fund campus-wide facilities improvements. This trend is continuing with the recent passage of the Prop 1D infrastructure bond which should provide at least $15 million for the College's capital facilities projects this coming year.

2. Federal or state-mandated changes.
   - Legislated change in use of hourly workers resulted in staff reductions, which has been addressed by cross-training of staff from other units and an increased use of Work Study students.

3. Advances in technology
   - New telephone systems which allow improved direct dialing and decrease dependency on switchboard operators.

3b. Identify those internal conditions that have influenced the department/unit goal-setting process. Please include a periodic review of attached data [provided for academic departments only].

Note: Internal conditions include results of previous SLOs/AUOs assessment, IT data, changes in technology, changes in budget, staffing, resources, enrollment issues, facilities issues, etc.

There are many INTERNAL CONDITIONS which could and do influence the Switchboard section of the Purchasing Department, including the following (Listed examples are illustrative only, and not comprehensive of all impacts):

1. Budget increases/decreases which influence the number of calls processed, the number of instruction staff needing voicemail accounts, and the number of Switchboard staff.
   - Despite increased use of e-mail, number of phone calls processed has not decreased due to growth of staff and students as well as increased campus activities.
   - Number of instructional staff continues to grow significantly (30+ each year); voicemail accounts must be activated or cancelled each semester in coordination with staffing changes.
   - Switchboard staffing has declined (one full-time operator not filled after employee retired) despite growth of staff and student populations as well as facilities

2. Changes in technology will require staff training.
   - New ERP software will require training of permanent Switchboard staff in on-line requisitioning.
   - Acquisition of a new direct telephone system would require training of all Switchboard staff, student workers and hourly relief.

3. Difficulties in obtaining Work Study students to work certain schedules or challenges in use of student workers affect the need for permanent employees or hourly workers to assure sufficient staff to meet Switchboard needs. The irregularity in scheduling student workers to fill the specific days/times has resulted in a substantially increased use of hourly help in FY 06/07.

DEPARTMENT/UNIT PLANNING PROCESS

Note: For assistance with the SLOs/AUOs process, please contact the SLOs/AUOs Team Coordinator, Jemma Blake-Judd X3934

4. Department/Unit Goals

Department/Unit goals allow the area to focus its priorities. Prompted in part by College goals and generated by faculty/staff, they guide area planning and assessment.

Goals:

4a. List a MINIMUM OF TWO GOALS to be addressed through the SLOs/AUOs process. Please do not list outcomes statements here. When appropriate, identify the connection of your goals to the College goals.

1.	Assure that current Switchboard processes provide a satisfactory level of service to the campus and community. (C - J) (**AS Priority 1-5**)

4b. List a MAXIMUM OF THREE goals that will <u>not be assessed</u> through the SLOs/AUOs process. When appropriate, identify the connection of your goals to the College goals.

1.	Continue to maximize use of Work Study students to supplement permanent staff. (C, D, E, H, I) (**AS Priority 1**)
2.	Learn and utilize Banner software to enhance institutional effectiveness. (E, H) (**AS Priority 1-3, 5**)
3.	Provide and maintain current information about Switchboard and its processes to the campus and community. (E, H) (**AS Priority 4, 5**)
4.	Support the purchase of a direct call system which should allow staff to better assist staff, students, Purchasing, and the community. (E, H, J) (**AS Priority 4, 5**)

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5. SLOs/AUOs

SLOs/AUOs are a means of evaluating and validating area/program effectiveness. Created and assessed by department /unit faculty/staff, they can inform planning.

Note: *Student Learning Outcomes* (SLOs) are expressed in statements of what students will be able to think, know, do, or feel because of a given educational experience. The purpose of this assessment process is to improve student learning.

5a.

Intended Outcomes (SLOs)	Means of Assessment and Criteria for Success	Summary of Data Collected	Use of Results
	Not Applicable		

Note: *Administrative Unit Objectives* (AUOs) are expressed as statements of what clients experience, receive, or understand as a result of a given service. The purpose of this assessment process is to improve the unit's service.

5b.

Intended Objectives (AUOs)	Means of Assessment and Criteria for Success	Summary of Data Collected	Use of Results
The **SWITCHBOARD** section will provide timely and accurate information in response to requests from the campus and community.	Conduct a customer satisfaction survey, created by Purchasing and administered by Office of Research & Institutional Effectiveness in Fall 2006. Success is defined as an 80% response rate of agree or strongly agree on all survey questions.	Survey conducted September 2006 Total Responses: 163; 44% of which interface daily or weekly; 61%-classified, 26%-faculty, 13%-managers Survey tool was flawed; 14-20% marked 'No Opinion' which did not indicate satisfaction or not with measured criteria. Promptness: 71.2% agree (+) and 5.5% disagree (-) Accuracy: 69.9%(+) and 7.3% (-) Attitude: 78.5%(+) and 4.3%(-) Overall Satisfaction: 78%(+); 5.5%(-) Of the 29 comments submitted, 17 were requests for: 8 – improve transfers of calls 6 – faster response 3 – written procedures & a current phone directory	With 14-20% of survey results unavailable, it was not possible to achieve 80% success rate. If the 'No Opinion' group is considered to have no issues, then the acceptance rate increases to defined success levels. Note: Overall satisfaction at 78% without the 'No Opinion' group. Refine survey so next time all results can be measured. Response to Comments: Since survey was conducted, the SWITCHBOARD has implemented a new training program and procedures to improve promptness and accuracy – the major issues raised in the survey. Changes include campus orientation for staff each semester, new greetings to minimize confusion, and timely updates of changes to staffing and phone extension information. Note: Responsibility for updating phone directories transferred from HR to Instruction, with new directory scheduled to be released Jan/Feb 2007.

5c. Goal Implementation

Goal implementation is a non-evaluative process necessary to achieve the area goals. Determined by faculty/staff, goal implementation facilitates planning.

Department/Unit Goal	Responsible Parties	Implementation Timeline	Status of Implementation		
			Planning	Implementing	Completed
(4a) Improve promptness and accuracy in handling incoming calls. (Goals C - J) (**AS Priority 1-5**)	M. Young R. Schroeder L. Truman	Immediately after Sept 07 Survey	Oct 2006	Oct 2006	Ongoing (see *Use of Results* in 5b, above)
(4b.1) Continue to maximize use of Work Study students to supplement permanent staff. (Goals C, D, E, H, I) (**AS Priority 1**)	M. Young R. Schroeder L. Truman	Ongoing	Process renews at start of each semester. Since last year, we have trained 11 students: 3 have gone on to good full-time jobs, 2 have graduated, and 2 are graduating this June.		
(4b.2) Learn and utilize Banner software to enhance institutional effectiveness. (Goals E, H) (**AS Priority 1-3, 5**)	M. Young R. Schroeder L. Truman	2007	Training in process Jan 07	Dec 2007	
(4b.3) Provide and maintain current information about Switchboard and its processes to the campus and community. (Goals E, H) (**AS Priority 4, 5**)	M. Young R. Schroeder L. Truman	Spring 07	Lotus Dept Calendar 11/06	Lotus Dept Calendar training 12/06	Dec 2006
			Update computerized phone book	Sept 2006	On-going - Updated annually
			Update voice mail directory	Sept 2006 Feb 2007	On-going – updated each semester
			Identifying web content	Fall 2007	
(4b.4) Support the purchase of a direct call system which should allow staff to better assist staff, students, Purchasing, and the community. (Goals E, H, J) (**AS Priority 4, 5**)	M. Young R. Schroeder L. Truman	Unknown	IT in process of doing a needs assessment and identifying products.		

6. Resources

Resources support achievement of goals. Requested by department/unit faculty/staff, they directly support plan implementation.

Note: Resources include: research support, budget allocation, training, instructional equipment, marketing, staffing (classified, faculty, and/or management positions), facilities, etc.

Department/Unit Goal	Resources Needed? Yes	No	If yes, please list resources needed
(4a) Improve promptness and accuracy in handling incoming calls. (Goals C - J) (**AS Priority 1-5**)	X		Continue POD workshops that focus on customer service.
(4b.1) Continue to maximize use of Work Study students to supplement permanent staff. (Goals C, D, E, H, I) (**AS Priority 1**)		X	
(4b.2) Learn and utilize Banner software to enhance institutional effectiveness. (Goals E, H) (**AS Priority 1-3, 5**)	X		Training in on-line requisitions to be provided by Purchasing staff and IT-directed staff.
(4b.3) Provide and maintain current information about Switchboard and its processes to the campus and community. (Goals E, H) (**AS Priority 4, 5**)	X		Coordination with Marketing & Communication staff as well as IT staff to expand websites and maintain data.
(4b.4) Support the purchase of a direct call system which should allow staff to better assist staff, students, Purchasing, and the community. (Goals E, H, J) (**AS Priority 4, 5**)	X		Training required if changes implemented.

7. Signatures

Purchasing Director:_____Date:_____

Vice President:_____Date:_____

Thank you for your work in preparing this form. It will help us tremendously.

THIS REPORT IS DUE TO YOUR DEAN OR SUPERVISOR by **Friday, March 16, 2007**

Process Timeline:

October 2006	Departments and administrative units receive forms
March 16, 2007	Completed forms are due to division office or appropriate manager
April 12, 2007	**Deans/managers prepare a summary of the PIE forms they received and submit to appropriate Vice President**
May 10, 2007	Vice Presidents prepare a summary of reports they have received to take to budget allocation discussions.
End of May 2007	IEC reviews all submitted summaries to prepare a year-end report to PAC on progress made in meeting College goals.