

# **Mt. SAC Strategic Plan 2011 to 2012: Progress Report**

December 12, 2012

*Institutional Effectiveness Committee*

## **INTRODUCTION**

Early in fall 2011, the Institutional Effectiveness Committee (IEC) reviewed the 2010 to 2011 results of the Strategic Plan and suggested to a few areas across campus that they might be able to create some targeted strategic objectives (SOs) for 2011 to 2012. IEC reviewed all suggested SOs and decided which would be best to document. During the academic year 2011 to 2012, the teams across campus completed many activities to accomplish the suggested SOs. Below is a summary of their accomplishments followed by suggestions for 2012-13.

Overall, most of the SOs were achieved. There were circumstances outside of the college's control that negatively impacted some team's ability to achieve the SO (e.g., California Budget Crisis). Based on the information received, it appears that the teams took their SOs seriously and put effort into achieving them using integrated planning. Some departments have found the exercise useful for their planning purposes (e.g., Bridge Program).

## **STRATEGIC OBJECTIVES**

This main section represents the specific 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. As the SOs were solicited from Teams across campus, these efforts represent a bottom-up approach to collaborative, integrated planning endeavors. Throughout fiscal year 2012 to 2013, the College is evaluating how it will improve its Strategic Planning process. The goal is to create a process that is more comprehensive, integrated, bottom-up and top-down planning where the results are more connected with and used by the departments for their planning purposes.

---

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

---

**Strategic Objectives:**

**Status**

*Secure Foundation revenue of \$780,000 in this fiscal year for scholarships, campus educational projects and capital campaign. (Mt. SAC Foundation)*

Objective was not met.

In fiscal year 2011-12, the Foundation raised \$573,744. The primary barrier we have encountered in working toward this strategic objective is the change in leadership at the Executive Director position in the Foundation. Due to this situation, Foundation activities were not as expansive as had been planned. With new leadership in place, we are beginning the process of building a system that will allow the Foundation to annually meet and surpass our goal to secure funding for scholarships and campus educational projects.

*Maintain an annual return-on-investment (ROI) of at least 15:1. ROI is defined as FY grant funding amount divided by FY Grants Office operating budget. (Grants Office)*

Funding level for grant projects for FY 2010-11 was \$6,462,622. The Grants Office operating budget for FY 2011-12 was \$201,119. The Grants Office ROI for FY 2011-12 was 32:1. Current year ROI is more than twice as high as the 15:1 goal, and it is significantly higher than the average ROI of 6:1 according to industry research.

---

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

---

**Strategic Objectives:**

**Status**

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

Objective was not met.

Students who took distance learning classes had a 5% lower average success rate than their counterparts who took regular classes compared to last year's average success rate.

Our 2008-09 baseline figures showed an overall success rate in traditional classes at 68.1%, compared to 61.4% in hybrid classes, trailed by 56.6% in online classes. In 2010-11, pattern persists with a notable difference: student success rates increased across all three delivery modes.

For fall and spring semesters, the average success rate in traditional classes is 67%, compared to 59% in hybrid classes (a 2% decrease from 2008-09), and 51.5% in online classes (a 5% decrease from 2008-09).

For summer and winter terms, the average success rate in traditional classes is 81%, compared to 70% in hybrid classes, and 63% in online classes. It is useful to examine six-week intersessions separately from primary semesters since the duration and pace of intersession classes are two additional variables which may affect student success.

Recommendation for next year: This Strategic Objective is not met for complex reasons as many factors

---

	influence student success. It is recommended that the college remove this SO and continue to address student success in distance learning through the developing Distance Learning Plan and in annual reports to the Board as required by Title 5.
85% of students enrolled in the 2011 summer Bridge Program will successfully pass their English or math Courses (Student Services).	Objective was met.  There were 347 student participants in the 2011 Summer Bridge Program. Once grades are posted for summer session, the Bridge Program, in collaboration with the Research and Institutional Effectiveness office and IT, reviews the success data for English and math. Based on the success data, 89% or 310 Summer Bridge students successfully passed the English or math course they enrolled in. Further breakdown is as follows:  English Courses Success Rate (LERN 81, English 67, English 68): 91%  Math Courses Success Rate (LERN 49, Math 50): 85%
<i>Students who participate in a learning community will have success rates of 10% higher than a comparison group (Student Services).</i>	Objective was partially met and is ongoing.  Consistently the success rate for students who participate in a learning community is higher when compared to students who take standalone classes. Based on 2011-2012 data, Bridge courses tend to have a higher success rate than non-Bridge courses. When comparing 12 courses (Bridge and non-Bridge), success rates were higher for 9 of the 12 Bridge sections than the comparison group. For 7 of these 9 courses, Bridge course success rates were 12% or higher than comparison groups. Interestingly, the courses in which the comparison group had a higher success rate than the Bridge group, were all math courses, LERN 48, 49 and Math 110. Demographic profile data of non-Bridge student cohorts was not collected so no further explanations can be drawn as to the cause of the poor pass rates in the two lowest levels of math (LERN 48 and LERN 49) and the highest level (Math 110).  This information will help us develop targeted intervention strategies for all of our learning community courses, especially the math courses.
<b><i>College Goal 3: The College will improve career/vocational training opportunities to help students maintain professional currency and achieve individual goals.</i></b>	
<b><i>Strategic Objectives:</i></b>	<b><i>Status</i></b>
<i>In 2011-12, the college will begin the two-year review process for all vocational TOP codes. (Instruction)</i>	Objective was met.

---

The Academic Senate approved The Establishment of Prerequisites, Co-requisites, and Advisories Content Review Implementation Plan in Spring 2012. The two-year review process for all vocational TOP codes will begin fall 2012.

---

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

---

**Strategic Objectives:**

**Status**

*The President will meet with all local school superintendents at least once during 2011-2012. (President's Office)*

Objective was met.

A Joint Board Meeting was held on November 14th at which local K-12 Superintendents and Board members met with the Mt. SAC President/CEO and Board members. This is an on-going annual event. In addition, the President/CEO held several individual meetings with superintendents from Walnut Valley, Rowland, Hacienda-La Puente, and Pomona school districts.

*Increase by 25% the number of business and industry supporters and partnerships with the Mt. SAC Foundation in fiscal year 2011-12 (Mt. SAC Foundation)*

Objective was not met.

In fiscal year 2011-12, there were 95 business donors to the Foundation. In fiscal year 2010-11 there were 98 business donors to the Foundation. Increasing the number of business and industry supporters of the college through the Foundation is an ongoing goal. The primary barrier in achieving this goal was the change in leadership at the Executive Director position in the Foundation. With new leadership in place, there is a renewed commitment to strengthening our relationship with the business community. Expansion of the Foundation Board to include additional members of the business community, more direct Foundation involvement with academic advisory boards, and higher levels of participation with campus vendors in campus activities like the annual golf tournament are examples of how we will improve the quality and quantity of business and industry partnerships.

*The Bridge Program will increase by 5%, the number of parents/guardians who attend Summer Bridge Student and Parent Orientation. (Student Services).*

Objective was met.

Parent/guardian participation has continued to increase every year. Lack of available facilities to accommodate large numbers of parents has been the largest deterrent to meeting the objective increase of 5%. It is suggested that we change this strategic objective to the following:

At least 70% of Summer Bridge students will have a parent/guardian attend the Summer Bridge Student and Parent Orientation Program.

This new objective is more flexible and achievable.

---

---

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

---

<b>Strategic Objectives:</b>	<b>Status</b>
<i>During 2011 to 2012, IT will schedule 8 training sessions via POD that focus on monitoring budget information via the portal and accessing Argos reports. IT will schedule 2 training sessions with the Instruction Team on monitoring and reviewing Argos data reports for class schedule issues and FTES projections. (Information Technology)</i>	<p>Objective was met.</p> <p>Information Technology scheduled various training classes via the Professional and Organizational Development department. IT offered seven basic Banner INB classes and nine Argos classes. Three of the nine Argos courses were designated for the Instruction Team department chairs and division office class scheduling staff. The Fiscal Services department also offered Banner training classes including eight requisition or advanced requisition classes and five status quo budget review classes. The status quo budget review class included a module on reviewing a specially designed Argos budget report and utilizing Banner screens to review budgets.</p> <p>In addition to Banner training, IT offers training classes on many other applications. The IT department participated in Faculty and Classified Flex Days by offering two classes including accessing Mt. SAC email, calendar and contacts via mobile devices and using Course Studio, an online learning environment within the portal. IT offered 12 OmniUpdate (the college's web development tool) training classes. IT also offered Lotus Notes training including room scheduling and calendar management.</p>
<i>In conjunction with the Technical Services and Information Technology units, implement standardized Audio Visual systems in all permanent classrooms and laboratories by June 2012. (Facilities)</i>	<p>Objective not met.</p> <p>We had a discussion to determine if AV systems should be added to these rooms now, understanding that it may be some time before funds are available to replace or modernize the buildings. In response to this discussion, we are proceeding to install those high-end AV systems at a slower pace (5 rooms/year) than if we had had the bond funding. We have included funding to substantially meet this goal in our Measure RR Phase 2 Funding Plan. We expect the funds to be available sometime in 2013 and once funded it should take about 18 months to achieve our goal.</p>
<i>During 2011 to 2012, IT will improve customer service by implementing Help Desk software that has an easy to fill out web-based ticket system. (Information Technology)</i>	<p>Objective was met.</p> <p>The online Help Desk system has been implemented. The system was rolled out during the first quarter of 2012. Employees can submit Help Desk tickets via the web by either going directly to <a href="http://help.mtsac.edu">http://help.mtsac.edu</a> or by logging into the portal and clicking on the IT Help channel. The channel utilizes single sign-on functionality to automatically log the user into the Help Desk system. The online system also allows the user to view and track the status of their tickets.</p>
<i>The College will implement a five year plan to attain the goal of equal access to audiovisual media shown on campus for all individuals beginning academic year</i>	<p>Objective was partially met and is ongoing.</p> <p>Captioning Task Force's members offered faculty development workshops at Flex Day (2011), distributed</p>

---

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

---

*2011-2012. This includes access for students, faculty, staff and visitors. All audiovisual media purchased, developed, and/or shown on campus will be captioned by the end of academic year 2014-15. The responsibility to meet this college-wide objective lies with all teams. (Captioning Task Force)*

---

brochures on captioning, and on an Administrative Procedure on captioning and accessibility which await final approval. The task force was deemed no longer necessary by the Academic Senate. There are new Administrative Procedures being created.

---

---

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

---

**Strategic Objectives:**

**Status**

*In 2011 to 2012, HR will increase opportunities for diversity in employment by identifying at least five (5) new recruitment sources targeting underrepresented applicant groups. (Human Resources)*

Objective was met and it is ongoing.

During 2011-12, Human Resources secured fourteen (14) new advertising sources, six (6) of which were specifically used to increase opportunities for diversity in employment. This is in addition to the existing sources that they have secured in past years to target under represented applicant groups.

Human Resources recruiters continue to scout for other sources when advertising and recruiting positions. The barriers that Human Resources encounters, however, involve a limited supply of sources. Thus far, Human Resources department has been successful in reaching this goal each year.

*The ASPIRE Program will provide opportunities for increased diversity by providing at least two culturally relevant programming and educational enrichment activities. (Student Services)*

Objective was met.

The Aspire Program provided two campus-wide culturally relevant educational enrichment activities in 2011-2012. The program hosted a Black History Month Luncheon which celebrated African American culture. Mt. SAC hosted the annual Black College Summit, a transfer event targeting African American students but open to all Mt. SAC students.

*The ASPIRE Program will increase the overall academic success of African American students by requiring counseling appointments, educational plans, academic monitoring, term-to-term enrollment, and 2.0 minimum GPA for all participants. Counseling interventions will be employed for any student(s) not meeting program requirements. (Student Services)*

Objective is ongoing.

By having a full-time Program Coordinator, the Aspire Program has been able to more effectively monitor counseling appointment attendance, academic progress checks, term-to-term enrollment, and GPAs for all participants. Counseling interventions have been employed for students not meeting program requirements. There has been a specific focus on students with a GPA below 2.0, ensuring that they meet with a counselor to devise a plan for academic success.

*By June 2012, the Student Equity Committee will*

Objective is ongoing.

---

---

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

---

*provide an informational presentation to increase campus awareness about the barriers and effective strategies to assist AB 540 students in completing their educational goals. (Student Equity Committee)*

Student Equity Committee members participated in the creation of an AB540 committee that will focus on the implementation of Assembly Bills 130 and 131 on campus. Focus was placed on how to further enhance the resources made available to students and to create an environment of support for the success of undocumented students on campus. The Student Equity committee hosted a videoconference on the Dream application and its procedures to assist Mt SAC staff in increasing their awareness and preparation as students begin to use the California Student Aid Commission submission for financial assistance.

Two workshops were conducted at the August 27, 2012 Flex Day. "The Time is Now: Modeling Equity" presentation used The Equity-Driven Systems Change (ESC) Model toolkit to assist participants with interpreting data of student demographics on race and ethnicity as predictors of success and retention. The goal was to increase awareness about inequities in educational outcomes through communicating the findings to key campus groups and individuals.

Recommendation for next year: to rethink reporting practices to include equity as an important metric. To move the campus to be more equity driven in its decision making practices.

---

*By June 2012, the Student Equity Committee will present the Equity for all Report to the English and Math Departments to discuss the findings and implications on student success. (Student Equity Committee)*

Objective was not met and is ongoing.

The Student Equity Committee will continue to reach out to the departments to address equity and diversity issues. Of critical importance will be the need to evaluate how mid-year cuts will impact courses that support the academic advancement of students of color.

---

*By June 2012, the Campus Equity and Diversity Committee will conduct at least one presentation to increase employee awareness of equity and/or diversity issues. (Campus Equity and Diversity Committee)*

Objective was not met.

The committee is currently developing a campus climate survey regarding equity and diversity in order to determine which areas need to be addressed for the campus community. The survey results will be used in the development of a presentation.

---

---

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

---

**Strategic Objective:**

**Status**

*For 2011-12, Financial Aid will reach a more diverse population by expanding the number of languages it offers during presentations. (Student Services)*

Objective was met.

At our Cash 4 College event in February 2012, we provided assistance in completing FAFSA forms to nearly 500-600 families. We had a Spanish lab separate from the main computer lab with standing room only at each session. Chinese (Mandarin) assistance was also given by our volunteer staff from Student Services.

For "in-reach" events throughout the 2011-2012 year, the financial aid staff conducted a total of 51 presentations in English, with an average of 35 students per event.

For out-reach events throughout the 2011-2012 year, there were a total of 42 events:

- 16 English only, average 72 students,
- 4 Spanish only, average 27 students, and
- 22 Bilingual (English/Spanish), average 126 students.

*High School Outreach will strengthen its collaboration with college programs and services to promote greater student engagement during high school outreach on-campus student events: Seniors' Day, Cash for College, Connect 4, New Student Welcome and New Student Mixer. (Student Services)*

Objective was met.

High School Outreach (HSO) collaborates not only with Student Services but also with Instruction. Student services and academic programs are invited via email to participate in the Information Fair portion of all events. On average, 15 different programs participate in event Information Fairs. Programming for the 2012 Seniors' Day included presentations from Student Services programs and Instructional programs as well (e.g. Fire, Nursing, Paralegal, and Student Services Learning Communities). There is increased collaboration with instructional faculty as 6 Mt. SAC faculty from varied disciplines facilitated sessions for our incoming freshmen at the 2011 New Student Welcome. The sessions focused on professors' expectations of students, appropriate classroom etiquette, and tips for college success. Lastly, High School Outreach supported multiple events on campus so as to promote greater student engagement (e.g. Cash for College, Black College Summit, AB 540 Resource Conference). Due to budget reductions and reductions in staff, it has become difficult to get campus wide involvement/representation as presenters or information fair participants for our events. Participation from instruction has been slowly increasing.

---



---

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

---

<b>Strategic Objective:</b>	<b>Status</b>
<i>The Accreditation Liaison Officer (ALO) and CSEA will focus on decreasing the difficulty of getting classified members time to do committee work. (ALO, CSEA)</i>	The ALO, the Director of RIE, and CSEA leadership met in 2011-12 to discuss this issue. It was decided that after September 3, 2012, the Director of RIE will organize a meeting with the Vice President of Administrative Services and the EEO Representative from HR to discuss the issue further and to emphasize that supporting classified participation is necessary when at all possible. The flowchart that the group created will be provided at this meeting. It is important to provide a clear message about effective ways for managers to respond to requests to attend committee meetings. The ALO and the Director of RIE will work with the management staff to develop a worksheet with typical scenarios and possible acceptable responses for managers.
<i>In 2011 to 2012, the College in collaboration with CSEA will develop and conduct at least one new classified employee orientation session. (Professional and Organizational Development)</i>	Objective was met.  The College began its series of New Employee Orientation workshops in fall 2012 with three planned per year.

---

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

---

<b>Strategic Objectives:</b>	<b>Status</b>
<i>Remove 25% of physical barriers to accessibility on campus currently identified by the 2008 transition plan by June 2012, with focus on restroom accessibility in permanent buildings. (Facilities)</i>	Objective was met.  As of June 2012, over 25% of the physical barriers to accessibility have either been removed, or contracts put in place to correct the deficiencies. Specific items completed or nearly complete this year include accessible restrooms and door hardware installed at row buildings (under contract), accessible restrooms, accessible parking and walkways at the Kinesiology and Athletics building, (complete), inaccessible modular units removed or decommissioned (complete), interior barriers to access removed in two modular units (complete), fire alarm improvements to accommodate hearing impaired persons at the Technology Building (under contract), restroom and other miscellaneous improvements in the Administration Building (complete), accessible sidewalks and crosswalks installed at Temple Avenue and Bonita Drive, and Bonita Drive and Walnut Avenue (under contract), assistive listening devices in eight conference rooms and fourteen classrooms (complete).  Major goals for the near future include the following: Further access improvements at the Administration Building, including a new ramp and shelter at the Mt. SAC Way DSPS tram stop, miscellaneous improvements for the DSPS tram path of travel, access improvements for the old Agricultural Sciences Building, including an accessible path of travel from the North of the building to the new Design Technology facility, Accessible path of travel from the San Jose Hills road and Grand Avenue bus stop,

---

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

---

	access improvements at the aquatics area showers and lockers, and access improvements at the Hilmer Lodge stadium.
<i>In 2011 to 2012, the College will provide all new employees with the compliance programs mandatory for their employment and classification. (Risk Management and Human Resources)</i>	Objective is ongoing.  This strategic objective should be assigned to the Health and Safety Committee in the future. In 2010-11, the Health & Safety Committee formed a study group for the purpose of investigating and reviewing online training modules offered through Keenan & Associates, the Alliance of Schools for Cooperative Training Programs (ASCIP) and Professional and Organizational Development. The study group selected the program offered through Keenan and plans were underway to pilot this program with Classified Unit 651 employees. Due to the loss of an employee in the Risk Management department, this implementation has been put on hold. In 2011-12, the Committee set goals which identified the need to establish written programs in compliance with applicable OSHA regulations and state laws. One such program that was developed and implemented was the Heat Illness Prevention Plan. This strategic objective will be ongoing in 2012-13.
<i>By June 2012, the College will develop systematic processes for regularly updating college emergency plans (e.g., building evacuation plans) and for conducting regular emergency procedures discussions with employees. (Risk Management and Public Safety)</i>	Objective is ongoing.  In 2011-12, the Public Safety and Risk Management departments reviewed and updated the college emergency response and evacuation plan and posted them on the College website in compliance with the Higher Education Act. Additional components of the plan are still being developed and will be made available to the campus community in the future. Public Safety and Risk Management made presentations on emergency planning and response at the Convocation Ceremony in fall of 2011 and 2012. Requirements for training of College personnel, along with an annual review of college emergency plans will be a function of the Health and Safety Committee and will be in compliance with Standardized Emergency Management and National Incident Management System guidelines. This strategic objective will be ongoing in 2012-13.

---

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

---

<b>Strategic Objectives:</b>	<b>Status</b>
<i>By June 2012, the College will fund, as money is available, activities identified in the Basic Skills Action Plan using the available BSI funding. (Basic Skills Committee)</i>	Objective was met. Allocations to support activities of the Basic Skills Action plan were made to projects from the previous year at the same allocation rate as the previous year. This allocation supported 27 projects as well as funding for five permanent positions.  The funding allocation for 2012-2013 remains the same as from the previous year. The Basic Skills Committee has begun the process of developing new 5-year goals, and project proposals for activities

---

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

<p><i>In 2011 to 2012, the Board of Trustees will continue their cohort discussions of the CLASS project and its reports and its implications to the College (President's Advisory Council)</i></p>	<p>that meet these goals will be selected. Objective was partially met. The Board continued to receive and discuss cohort data. Examples: DSPS (Jul '11), Financial Aid (Sep '11), Bridge Program (Oct '11), HSI Grant (Nov '11), Basic Skills (Dec '11), and Teacher Prep Institute (Feb '12). There were no specific discussions of the CLASS Project or reports generated from the CLASS Project data tool.</p>
<p>By 2013, all department chairs and deans will understand that there are different data sources and the strengths and weaknesses of each. They will work with their faculty to gather meaningful research questions and work with RIE and IT, as needed, to answer those questions. (PAC)</p>	<p>Objective was met and is ongoing. In fall 2011, department chairs and others attended a student learning outcomes workshop on campus. Part of the workshop was used to advise attendees as to the different data sources available to the public as well as the research services available on campus. It became clear that not all chairs were familiar with the Argos reports. After that meeting, a training session for chairs was implemented and continues to be offered at least once per year. The session provides attendees with hands-on access to Argos along with a customized binder of Argos report examples. Chairs are encouraged to re-enforce their training by being self-sufficient in obtaining the Argos reports themselves. As the College becomes more familiar with Argos as both a reporting tool and a data extracting tool, it will provide more opportunities for chairs to use data driven decision-making. Having this level of data easily available allows them to answer basic level questions. For higher-level questions, they can approach the IT or RIE departments for assistance.</p>
<p><i>In 2011-12, the Board of Trustees will continue its discussions on the Summer 2010 Bridge cohort tracking project from the Learning Communities program. Updates will also be given to PAC for discussion and recommended actions. (Student Services)</i></p>	<p>Objective is ongoing. The Research and Institutional Effectiveness office is currently working on coding several Bridge Program focus groups. A presentation to the Board of Trustees on the Bridge cohort tracking project was last completed on October 26, 2011. We are waiting for the results of the focus groups and the latest academic data, to present again to the Board of Trustees in 2012-2013. Discussions and recommendations have not been taken to the PAC meetings.</p>

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

<b>Strategic Objective:</b>	<b>Status</b>
<p><i>The next administration of the OSS Employee Survey will allow the College to measure an increase in employee satisfaction with communications by 5% (baseline year of fall 2007=46%, fall 2009=47%).</i></p>	<p>Objective was not met. The employee survey is typically done every two years but has not been done since 2009.</p>

---

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

---

*(President's Advisory Council)*

*In 2011-12, a summary report from the Community College Survey of Student Engagement (CCSSE – beyond freshmen survey) and the Cooperative Institutional Research Program (CIRP – freshmen survey) will be examined by President's Advisory Council, Student Preparation and Success Council, Academic Senate, Student Services Team, and Instruction Team to determine which critical actions are necessary to improve student success. As warranted, qualitative research will be conducted. (Research & Institutional Effectiveness, PAC)*

Objective was partially met.

A memo was sent to the teams/committees/groups as noted. The memo requested that they review the findings from the survey and that they use the suggested guiding questions as a starting point for conversation about the findings. When asked, the RIE team attended meetings to guide the attendees through the report. Attendees' thoughts were recorded and summarized in the conclusion section of the report. CCSSE and CIRP reports were reviewed by PAC, President's Cabinet, Instruction Team, and Student Preparation and Success Council. Each group had some critical actions and/or understandings based on their review of the data. For example, it was clear to administration that the continued advocacy of gathering places for students was important to them and their engagement. It was equally clear that these gathering places needed electrical hook-ups to accommodate today's electronic devices.

*During the next evaluation of the PIE process, there will be a 10% point increase in classified employees who indicate that they were invited (i.e., asked) to be part of the PIE process (baseline year 2009 to 2010 of 44.1%). (Institutional Effectiveness Committee)*

Objective was not met. The measurement instrument was changed.

The direction of the survey for employees to evaluate PIE was changed late in fall 2011 year. All departments were asked to provide feedback as noted below. This feedback was also included in the manager's summary and the vice president's summary. IEC is compiling the vice president's feedback to be used for improvement of the PIE process.

1. What suggestions would you offer to improve the planning process for your unit/department?
2. What additional information should the College provide to assist your unit(s)?

*In 2011 to 2012, there will be a 10% point increase in classified employees who indicate receiving a copy of the PIE report (baseline year 2009 to 2010 of 36.9%). (Institutional Effectiveness Committee)*

Objective was not met.  
The measurement instrument was changed. (see above)

*During 2011 to 2012, the College will evaluate the effectiveness of the major planning processes on campus including how manager's support classified employees being included in planning efforts. (President's Advisory Council)*

Objective was met.

The President's Advisory Council has "Expanded PAC" meetings each semester that have substantively evaluated the planning process, updated and expanded goals and objectives, and addressed the need for improved integration of the college plans. This process has involved significant participation of classified employees.

---

---

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

---

**Strategic Objectives:**

**Status**

*Student Preparation and Success Council will research and evaluate current campus efforts to address persistence. (Student Preparation and Success Council)*

Objective was met and is ongoing.

Specifically, the Council:

- Reviewed the Student Success Task Force report, discussed the recommendations and the impact on student persistence.
- Reviewed the Enrollment Priorities Task Force Recommendation to Amend Title 5 Section 58108 and discussed the potential impact on our students.
- Finalized the draft of the Mt. SAC Student Success Plan, focusing on student persistence and engagement.
- Reviewed the Title 5 regulation changes regarding prerequisites and the impact on student persistence and success.
- Reviewed Mt. SAC's ARCC Report regarding the college's rates of success and persistence.
- Reviewed the Mt. SAC Graduation/Certificate Snapshot Report regarding students' completion rates.

The implementation of DegreeWorks, and the possible expansion of this tool, the expected implementation of the Student Success Taskforce recommendations regarding persistence, and several other efforts in this regard will be addressed by the council this coming year.

It is also important to monitor the dissemination and implementation of the Mt. SAC Student Success Plan and to work to integrate the plan with the college's Educational Master Plan.

---

*Student Preparation and Success Council will recommend changes to campus efforts to address student engagement and persistence (Student Preparation and Success Council)*

Objective is ongoing.

The Council spent a considerable amount of time perfecting the draft of the Mt. SAC Student Success Plan. Input was received from the Academic Senate and was responded to. The main elements of the Plan included three major areas of emphasis with related recommendations:

1. Achievement of Student's Own Goals
2. Engagement and Persistence
3. Completion of the Basic Skills Sequence/Being "College Ready"

The Plan was approved, forwarded to the Academic Senate where it was approved and was forwarded

---

---

to the President's Advisory Council. The plan includes the following five categories:

- Definition of the problem
- Recommended actions
- Governance direction
- Data collection
- Cross-reference (with other plans and campus efforts)

The Council will not focus on evaluating current campus efforts to persistence, rather the Council will focus its efforts in 2012-13 in assisting college governance committees and other college organizations/departments to understand and begin implementing the recommendations included in the Mt. SAC Student Success Plan. This plan is a comprehensive effort, dove-tailing with the college's Educational Master Plan, and focuses primarily on improving student persistence and success. It is now important to monitor the dissemination and implementation of the Mt. SAC Student Success Plan and to work to integrate the plan with the college's Educational Master Plan.

It may also be important to focus on persistence for the international students, including helping them efficiently use the proposed new services for them.

---

*70% of students enrolled in the 2011 Summer Bridge Program will complete six or more units in the spring of 2012. (Student Services)*

This objective was partially met and is ongoing.

There were 347 students in the 2011 Summer Bridge Program. Based on our data, 279 students (80%), enrolled in the spring 2012 semester. Yet, only 173 (49.8%) successfully completed six or more units in the spring semester. The Bridge Program staff will review this data and discuss an intervention plan for the students who did not complete at least 6 units.

This is a challenging strategic objective because once a Summer Bridge student completes the Summer Bridge Program, the expectation is that the student will "self-connect" to the services and programs he/she learned about. Presently, we do not know if this is happening. Also, not all Summer Bridge students continue in the fall and or Spring Bridge Program and staffing resources are insufficient to 'monitor' or follow up with all former Summer Bridge students.

Previous data has shown that Summer Bridge students, who continue with the Bridge Program for the fall and/or spring semesters, are more successful in passing courses than those students who do not continue with Bridge. The program has insufficient sections to be able to offer all Summer Bridge students a 'spot' in the yearlong Bridge Program.

The good news is that Summer Bridge students are continuing to the spring semester (80%). A broader plan on how to support these students post Summer Bridge is warranted.

---

---

---

**College Goal 13: *The College will ensure that curricular, articulation, and counseling efforts are aligned to maximize students' successful university transfer.***

***Strategic Objectives:***

***Status***

No objectives are present as this new goal was created late in the fiscal year.

---

**College Goal 14: *The College will utilize assessment data to guide planning, curriculum design, pedagogy, and/or decision-making at the department/unit and institutional levels.***

***Strategic Objectives:***

***Status***

No objectives are present as this new goal was created late in the fiscal year.

---

**College Goal 15: *The College will utilize existing resources and improve business processes to maximize efficiency of existing resources and to maintain necessary services and programs.***

***Strategic Objectives:***

***Status***

No objectives are present as this new goal was created late in the fiscal year.

---

**College Goal 16: *The College will ensure appropriate staffing to maintain necessary services and support critical functions to implement the College Mission.***

***Strategic Objectives:***

***Status***

No objectives are present as this new goal was created late in the fiscal year.

---

## Next Steps

As the current Strategic Planning process has been in existence for a number of years, it should be reviewed and evaluated by the President's Advisory Council and the Institutional Effectiveness Committee. The purpose of the review should be as noted in the memo given to the Council members and the Institutional Effectiveness Committee members on October 22, 2012 (see below). The College awaits the final recommendations.

To: Members of President's Advisory Council  
Members of Institutional Effectiveness Committee

From: Bill Scroggins and Virginia Burley

Subject: **Strategic Planning**

Date: October 22, 2012

---

As the chairs of President's Advisory Council (PAC) and the Institutional Effectiveness Committee (IEC), we would value your input on how to enhance the College's Strategic Planning process.

We have made successive improvements over the last few years in our institutional planning mechanisms, primarily through the refinement of Planning for Institutional Effectiveness as an annual program review process. This document, as you all know, enables each unit in the College to review their own work within the context of shifting external and internal circumstances and within the major goal areas established as College Goals. Each Goal has been carefully crafted to encourage work in areas that are critical to meeting our College Mission, and doing so efficiently and collaboratively. We can feel very proud of this process that has been acknowledged by external organizations for its strength.

With that said, we are aware that the College's strategic planning process needs to be improved. A functional strategic plan should establish clearly the College's immediate and long-term priorities that give us direction. As the process stands now, we have direction given by the sixteen College Goals; but, we do not have clearly stated College priorities. There is no guided, overall, strategic set of College priorities that allows us to assess our progress annually, to show meaningful, impactful progress toward achieving something that is measurable in relationship to our Goals.

The College has established PAC as the group on campus that is primarily responsible for planning. In that capacity, we ask that you establish a process for the development of a strategic plan for the College. Although that task is complex and multi-faceted and requires collaboration that brings its own challenges, the need for a functional strategic plan is critical. We are experiencing a time of



unprecedented challenge to higher education, and it is imperative that, especially at a time like this, we define clearly who we are and where we are going.

Ideally, we would like to have a strategic plan in place by the end of the fall 2012 semester. This way, we can make this strategic plan a part of our 2012-13 PIE planning process.

BS/VB: dl