Fiscally Sound Position	Systematic Planning and Assessment
Student Success	
Institutional Pride and Organizational Culture	Community Partnerships and Service

Strategic Plan 2011-14

(FINAL VERSION FOR ACCEPTANCE/ENDORSEMENT)

**Mt. San Jacinto Community College District
August 2011**

Dr. Roger Schultz
Superintendent/President

Why a strategic plan?

"You gotta be careful if you don't know where you're going, otherwise you might not get there."

Yogi Berra

President's Message

Our Collective Strategic Vision

A measure of excellence in leadership is how we prepare for and shape our own future. In times of change and challenge, we can either endure what comes our way, or we can make our own opportunities and headway through innovative, measured thought and strategic action.

Our College's history lends evidence to wise planning and finding opportunity in tomorrow. In 1962, the citizens of San Jacinto, Hemet, Beaumont, and Banning voted on their strategic vision for a quality educational future by approving the formation of the Mt. San Jacinto Community College District. Nearly 50 years later, the employees of this college have done the same.

I am proud to distribute and wholeheartedly support this strategic plan that will, over the next three years, help guide the College, its campuses, and learning centers as we focus our collective goals and initiatives on our mission and the overarching theme of **student success** that is at the heart of all that we do and our purpose of being.

This undertaking represents the input of nearly 200 campus and community individuals. From the city and community leaders who participated in our focus groups, to high school and MSJC students who lent their views, to the scores of faculty, student services personnel, staff, and administrators who imagined dozens of actions and interventions, the plan codifies our best thinking and preparation for the period ahead.

The development of this MSJC 2011-14 Strategic Plan was guided by specific requirements. First, it had to be based on an inclusive, non-silo design that required instructional, student services, and administrative services personnel to identify strategies that supported each other's goals and objectives. Second, proposed goals and objectives had to be based on data and, thus, advance our campus initiative to be more data-driven. Third, strategies had to be tied to measurable outcomes linked to performance indicators and evaluation criteria. And fourth, the entire process had to be transparent, with opportunities for any member of the campus family to contribute to and comment on plan elements. All of these requirements were met.

I ask that each member of the College family commit to the vision and strategic actions contained in this volume for it is, after all, the result of diverse, campus-wide input and continues to build upon the planning foundation that has already been established at the college. This plan will be used in conjunction and coordination with our other planning documents, to guide our decision-making over the next few years in order to accomplish the identified priorities. Moreover, this strategic plan represents our commitment to each other, our stakeholders, and the communities we serve.

Roger Schultz

Vision

Our commitment to excellence is your gateway to the future.

Mission Statement

Mt. San Jacinto College, a California Community College, offers accessible, innovative, comprehensive and quality educational programs and services to diverse, dynamic and growing communities both within and beyond traditional geographic boundaries. We support life-long learning and student success by utilizing proven educational methodologies as determined by collaborative institutional planning and assessment. To meet economic and workforce development needs, MSJC provides students with basic skills, general and career education that lead to transfer, associate degrees and certificates. Our commitment to student learning empowers students with the skills and knowledge needed to effect positive change and enhance the world in which we live.

Strategic Plan Leadership

Board of Trustees

Eugene V. Kadow, President – Trustee, Area 1
Dorothy McGargill, Clerk – Trustee, Area 2
Gwendolyn Schlange – Trustee, Area 3
Ann Motte – Trustee, Area 4
Joan F. Sparkman – Trustee, Area 5

Executive

Dr. Roger Schultz, Superintendent/President
Dr. Dennis Anderson, Vice President, Instruction
Dr. Bill Vincent, Vice President, Student Services
Ms. Becky Elam, Vice President, Business Services
Ms. Irma Ramos, Vice President, Human Resources

Strategic Planning Oversight

Institutional Planning Committee
Strategic Plan Working Committee
Office of Institutional Planning and Effectiveness
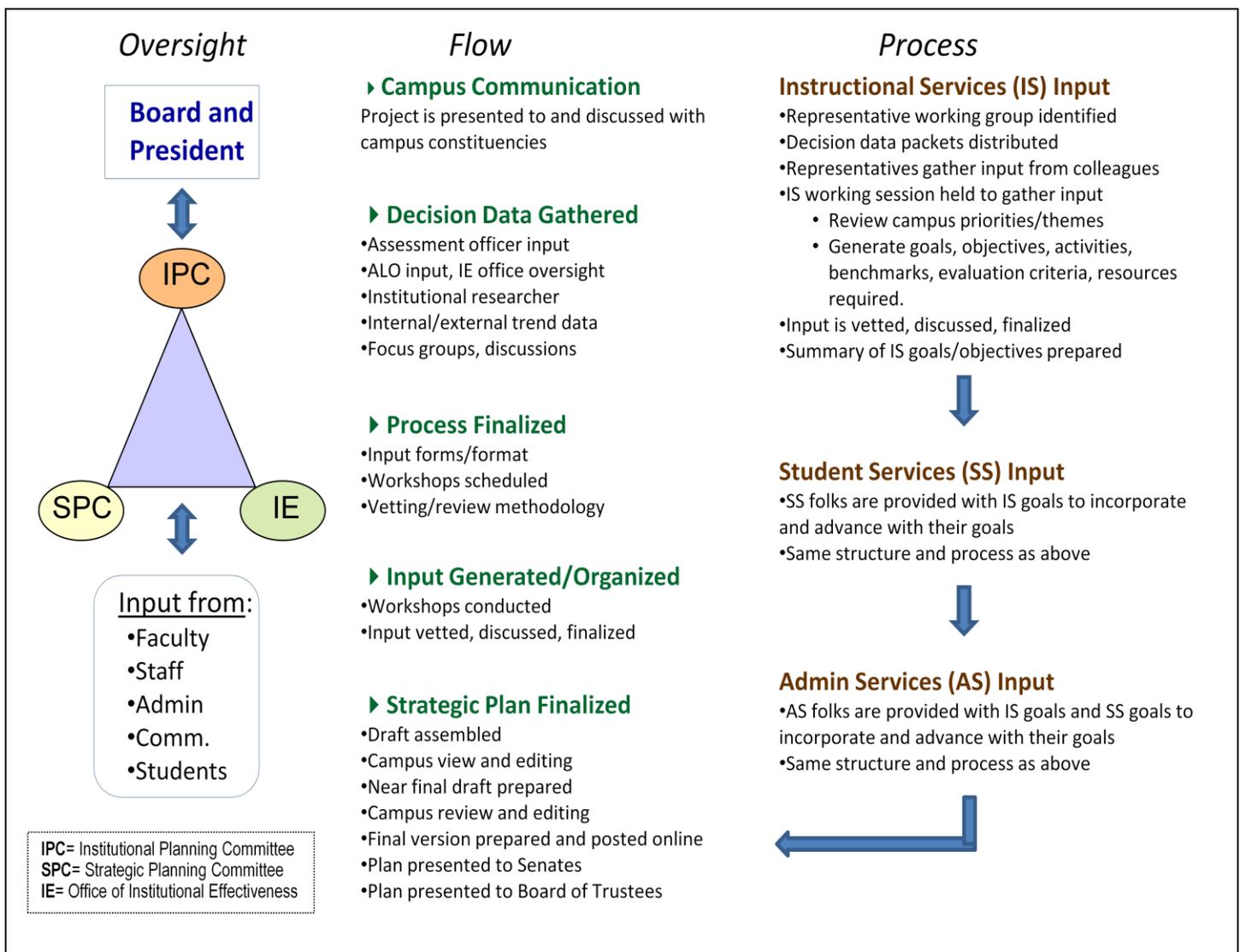
Purpose and Priorities

The strategic planning and engagement process that yielded this document was based on a straight-forward assignment to bring to life and action (via clear goals and objectives) the priorities of the College. The five institutional priorities of Mt. San Jacinto College are:

❶ **Student Success**

❷ **Fiscally Sound Position**

❸ **Systematic Planning and Assessment**

❹ **Institutional Pride and Organizational Culture**

❺ **Community Partnerships and Service**

Process

Under the leadership of the Institutional Planning Committee, a project group referred to as the Strategic Plan Working Committee was formed to guide the day-to-day development of the plan.

The Strategic planning process was as follows:

Oversight

Board and President

IPC

SPC   IE

Input from:
- Faculty
- Staff
- Admin
- Comm.
- Students

IPC = Institutional Planning Committee
SPC = Strategic Planning Committee
IE = Office of Institutional Effectiveness

Flow

▶ **Campus Communication**
Project is presented to and discussed with campus constituencies

▶ **Decision Data Gathered**
- Assessment officer input
- ALO input, IE office oversight
- Institutional researcher
- Internal/external trend data
- Focus groups, discussions

▶ **Process Finalized**
- Input forms/format
- Workshops scheduled
- Vetting/review methodology

▶ **Input Generated/Organized**
- Workshops conducted
- Input vetted, discussed, finalized

▶ **Strategic Plan Finalized**
- Draft assembled
- Campus view and editing
- Near final draft prepared
- Campus review and editing
- Final version prepared and posted online
- Plan presented to Senates
- Plan presented to Board of Trustees

Process

Instructional Services (IS) Input
- Representative working group identified
- Decision data packets distributed
- Representatives gather input from colleagues
- IS working session held to gather input
  - Review campus priorities/themes
  - Generate goals, objectives, activities, benchmarks, evaluation criteria, resources required.
- Input is vetted, discussed, finalized
- Summary of IS goals/objectives prepared

Student Services (SS) Input
- SS folks are provided with IS goals to incorporate and advance with their goals
- Same structure and process as above

Admin Services (AS) Input
- AS folks are provided with IS goals and SS goals to incorporate and advance with their goals
- Same structure and process as above

Visionaries & Framers

This strategic plan benefits from the direct involvement of nearly 200 campus and community leaders. While we list those who participated in formal strategic planning retreats, vetting events, planning meetings, and oversight sessions, we recognize, too, the many other MSJC employees who shared their ideas with retreat participants and commented on earlier plan drafts.

2010-11 Institutional Planning Committee Members:

Chair:
Roger Schultz, Superintendent/President

Members:
Ron Bowman, 2010-11 President, Executive Senate, Faculty
Ted Blake, 2010-11 Vice President, Executive Senate, Faculty
John Seed, Faculty Representative
William Farrell, Faculty Representative

Fred Frontino, Past-President, Classified Senate
Marcus Castellanos, Past-President, Classified Senate
Brian Orlauski, Classified Professional Representative
Elaine Eshom, President, Classified Senate

Dr. Bill Vincent, Vice President, Student Services
Dr. Dennis Anderson, Vice President, Instruction
Becky Elam, Vice President, Business Services

Ex-Officio Non-Voting Members:
Rebecca Teague, Accreditation Liaison Officer/Associate Dean, Planning/Institutional
      Effectiveness/Grants
Charles Hawkins, Associate Dean of Planning and Research
Brandon Moore, Assessment Coordinator, Faculty
Irma Ramos, Vice President, Human Resources

2010-11 Strategic Plan Work Committee Members:

Dr. Bill Vincent, Vice President, Student Services
Dr. Dennis Anderson, Vice President, Instruction
Ron Bowman, 2010-11 President, Executive Senate, Faculty
Ted Blake, 2010-11 Vice President, Executive Senate, Faculty
Alex Cuatok, Student Success Coordinator, Student Services
Charles Hawkins, Associate Dean, Planning and Research
Brandon Moore, Assessment Coordinator, Faculty
Rebecca Teague, Accreditation Liaison Officer/Associate Dean, Planning/Institutional
      Effectiveness/Grants

Office of Institutional Planning and Effectiveness:

Brandon Moore, Assessment Coordinator, Faculty
Rebecca Teague, Accreditation Liaison Officer/Associate Dean, Planning/Institutional
      Effectiveness/Grants

Instructional Services Strategic Planning Retreat Participants:

Dr. Dennis Anderson
Elisabeth Anghel
Larry Barraza
Michael Beckham
Ted Blake
Ron Bowman
Diane Boss
Raelene Brooks
Dr. Jeremy Brown
Dr. Michael Conner
Dr. Marlene Cvetko
Eileen Doktorski
Michael Fleming

Willie Hamilton
Michelle Harper
Belinda Heiden Scott
Paul Hert
Theresa Hurt
Pat James
Don Jenkins
Joyce Johnson
Jill Lanphere
Richard LeGarra
Carlos Lopez
Dr. Roy Mason
Casey Mazzotta

Laurie McLaughlin
Evelyn Menz
Brandon Moore
Lorney O'Connor
Erik Ozolins
Dr. Richard Rowley
Gloria Sanchez
Bahram Sherkat
Lorraine Slattery-Farrell
Rebecca Teague
Jorge Valdez-Alvarez
Dr. Kathleen Winston

Student Services Strategic Planning Retreat Participants:

Eva Aceves
Miranda Angeles
Hyman Alvia
Angela Barbera
Ted Blake
Eric Borin
Diane Boss
Beth Bowles
Ron Bowman
Martha Crawford
Alex Cuatok
Jared Davis
Fred Frontino
Charles Hawkins

Paul Hert
Theresa Hert
Susan Hochstrat
Pamala James
Dr. Ketmani Kouanchao
Joe Lample
Susan Loomis
Marisa Mendoza
Mary Montano
Brandon Moore
Chris Mozga
Cheri Naish
Lesia Navarro
Terri Orchard

Rebecca Orlauski
John Ortega
Jackie Padilla
Selena Paez
JoAnna Quejada
Martha Sanchez
Ed Saucedo
Tom Spillman
Patrick Springer
Rebecca Teague
Dr. Bill Vincent
April Vrtis
Shanae Williams
Escarlet Wirth

Administrative Services Strategic Planning Retreat Participants:

Myron Anderson
Justin Bennett
Ted Blake
Diane Boss
Ron Bowman
Raelene Brooks
Stephanie Cason
Marcus Castellanos
Enrique Cerna
Alex Cuatok
Sandra Darnell
Kathy Donnell
Becky Elam
Elaine Eshom

Beth Gomez
Susan Guarino
Ron Guglielmana
Martha Hall
Charles Hawkins
Regina Howard
Veronica Jones
Scott Kasper
Jill Lanphere
Bret Long
Karin Marriott
Jennifer Marrs
Laurie McLaughlin
Brandon Moore

Diana Morales
Faith Nobles
Brian Orlauski
Irma Ramos
Steve Runner
Sherrie Sawyer
Teri Sisco
Cheryl Stevens
Katherine Stratton
Rebecca Teague
Brian Twitty
Tina Vanderwater
Julie Venable
Dr. Bill Vincent

Revisions & Resources	**Focus Group and Executive Survey Participants:** Through four focus groups and one survey, 55 student and community representatives provided important views and suggestions. From mayors and city councilpersons to business owners, employers, educational leaders and community activists, dozens of stakeholders shared their views on the trends and needs of our service area and how MSJC could play a leadership and partnering role in the growth of our service area, its institutions, businesses, and citizens. High school students shared their ideas on MSJC outreach and MSJC student leaders voiced their strategies on how to promote student success, a heightened campus team spirit, and more powerful community partnerships. Each year, we will revisit and refresh objectives and strategies to reflect current trends and findings. We recognize that this strategic plan serves as a guide to activities and initiatives which will necessarily reflect and be impacted by the availability of current and future constrained state resources. As needed, we will adjust our strategies and benchmarks to maximize all support provided.
⬜ *Goals* *2011-14*	**The 12 consolidated, key institutional goals at the core of the student success-focused 2011-14 MSJC Strategic Plan are:** **Student Success** ❶ Improve course completion rates. ❷ Accelerate "time-to-completion" rate for those students pursuing a transfer track. ❸ Integrate learning, engagement, access, and teaching initiatives that support student academics and personal growth. **Fiscally Sound Position** ❹ Intensify the pursuit of grants, contracts, and other income streams. ❺ Become a greener campus at all four learning sites. **Systematic Planning and Assessment** ❻ Emphasize College-wide data-driven assessment and decision-making utilizing internal and external data. **Institutional Pride and Organizational Culture** ❼ Promote quality institutional communication as a key priority and practice. ❽ Advance and celebrate student learning, sense of community, safe and positive environment, diversity, and employee and student pride. ❾ Promote more student engagement in campus life. **Community Partnerships and Service** ❿ Increase the College's visibility, value, and recognition in our service area. ⬜ Intensify our reputation as a leader and important partner in all communities that we serve. ⬜ Enhance our interaction between MSJC faculty and staff and the faculty and staff from area middle schools, high schools, colleges and universities.

MSJC Strategic Plan 2011-14

Goals, Objectives/Activities, and Quantified Key Performance Indicators

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Operationalizing This Institutional Priority

Student Success

Goal 1: Improve course completion rates.

Objectives/Strategies

1.1   Promote student success through increased academic advising contact/interaction, innovative learning strategies, delivery of instruction and counseling services, focused in-class advising, student education plan development, and mentoring.

1.2   Encourage early enrollment in, and completion of, core basic skills for all at-risk students.

Quantified Outcomes

2011-12: *Increase by 5% the number of students successfully completing at least one basic skills class in first two semesters.*

2011-12: *Increase by 10% the number of students who have successfully completed basic skills courses (ENGL-098/MATH-096) by end of first year.*

2012-14: *90% of all departments determine if prerequisites need to be initiated or enhanced.*

Goal 2: Accelerate "time-to-completion" rate for those students pursuing a transfer track.

Objectives/Strategies

2.1   Develop course and sequence acceleration models for English and Mathematics.

2.2   Articulate with feeder high schools to ensure seamless and sufficient course content and alignment.

2.3   Increase the number of high schools in our region participating in our dual enrollment program.

Quantified Outcomes

2011-12: *Complete the development of an Acceleration Model in either English or Mathematics.*

2011-12: *An additional 5 high schools participate in the dual enrollment program.*

2012-14: *The majority of service area high schools will participate in MSJC's dual enrollment program.*

2012-14: *Reduce the current number of courses in basic skills (English/Mathematics) sequence by at least one in each discipline.*

2012-14: *Develop and implement an Acceleration Model for both English and Mathematics.*

Goal 3: Integrate learning, engagement, access, and teaching initiatives that support student academic growth.

Objectives/Strategies

3.1   Continue student success summits and launch, as well, a student-driven success summit.

3.2   Create faculty and student resource guides featuring data, strategies and stories of student success.

3.3 Conduct focus groups among student populations and an "ensuring student success" campus survey.

3.4 Increase assistance to students during first two weeks of each semester (physical & process navigation).

3.5 Improve campus signage and GPS mobile app to aid students in locating essential departments and services by learning site.

Quantified Outcomes

2011-12: Hold at least 1 student success summit each semester forward, beginning with fall 2011.

2011-12: Create and distribute 2 student success resource guides, 1 for faculty and 1 for students.

2011-12: Conduct 4 website review panels (separate panels for faculty, staff, students, and administration).

2011-12: Host 1 annual "Eagle Day" for staff to review student data and discuss improving student success.

2011-12: Produce student process map from intake to graduation and distribute to all employees.

2012-14: SGA will create and annually host at least 1 student-created, student-led success summit.

2012-14: Conduct 5 focus groups and 1 districtwide survey for students to identify student success needs.

2012-14: Operate at least 1 info tent/area per site per term during peak start period of each semester.

	Operationalizing This Institutional Priority ## Fiscally Sound Position

Goal 4: Intensify the pursuit of grants, contracts, and other income streams.

Objectives/Strategies

4.1 Design and host a "Grant Academy" each term to teach staff/faculty proposal development.

4.2 Build the capacity of the MSJC Foundation.

4.3 Generate resources by increasing number of grant and contract proposals submitted by faculty and staff.

Quantified Outcomes

2011-12: Hold at least 1 Grant Academy per semester, training at least 20 individuals annually.

2011-14: Build Foundation capacity through review, board development, and institutional alignment.

2012-14: At least 10 proposals (prepared by faculty, Student Services, other staff) will be submitted annually.

Goal 5: Become a greener campus at all four learning sites.

Objectives/Strategies

5.1 Move closer to a paperless campus through the adoption of more electronic processes (i.e. digital signatures).

5.2 Reduce monthly energy costs by focusing on and pursuing energy-saving programs.

Quantified Outcomes

2011-12: Collectively, campus employees will reduce reams/paper usage by 10% by the end of 2012.

2011-12: 10% reduction in monthly electricity and gas usage (measured by monthly energy bills).

2011-12: 15% reduction in costs to reprint or purchase campus events materials.

2012-14: Campus employees will reduce reams/paper usage by 25-50% by the end of 2014.

2012-14: 100% of classrooms will be converted to smart classrooms at all locations.

2012-14: College will have integrated electronic processes in at least two areas (Financial Aid, Human Resources, Enrollment Services, Business Services, etc.).

2012-14: Install at least 1 major xeroscaping area and 1 site featuring utility company-partnered solar.

Operationalizing This Institutional Priority

Systematic Planning and Assessment

Goal 6: Emphasize College-wide data-driven assessment and decision-making utilizing internal and external data.

Objectives/Strategies

6.1 Better facilitate end-user access to key district-wide internal and key external statistical data for planning.

6.2 Hold annual focus groups with community, governmental, and business leaders to learn of trends and issues.

6.3 Institute a sustainable process for program review that includes SLOs, AUOs, and DLOs as appropriate for all areas.

6.4 Develop an assessment process for all programs, services, and departments with project prioritization.

Quantified Outcomes

2011-12: Create an electronic fact book of discipline-specific findings and data shared across all disciplines.

2011-12: An annual Resource Allocation Proposal(s) funded projects roster is assembled to promote awareness, collaboration, and support.

2011-12: A program review manual is produced and training provided to support program review process.

2011-12: Every institutional department will create and assess at least one SLO, AUO, or DLO.

2011-12: 100% of departments will complete annual program assessments and 3-year program reviews.

2011-12: Conduct at least 1 training session each term on "Class Climate" data collection program.

2011-12: Conduct 1 training session per year per site for staff on program review process and methods.

2011-12: 100% of funded RAPs utilize an assessment rubric to document progress & measurable outcomes.

2012-14: Conduct annually 2 focus groups (community & bus. leaders) to determine issues/needs.

2012-14: Conduct 1 student focus group annually to gather data on design and response rate strategies.

Operationalizing This Institutional Priority

Institutional Pride & Organizational Culture

Goal 7: Promote quality institutional communication as a key College priority and practice.

Objectives/Strategies

7.1 Provide for increased faculty/staff/administrative interaction within and across learning sites (e.g. brown bag, informal presentations, etc.).

7.2 Promote informal faculty/staff interaction via local entertainment/athletic/etc. venues and events.

7.3 Develop and implement a strategic and comprehensive service area-wide MSJC branding, image, message/advertising campaign.

7.4 Conduct "all hands on deck" meetings of staff across campus units and divisions to identify issues.

7.5 Improve website user friendliness through redesign and training of web module leaders to administer and maintain their own website areas

Quantified Outcomes

2011-12: 50% of student services departments perform internal/external needs studies to sharpen services.

2011-12: Schedule at least 2 informal faculty-staff social/entertainment/athletic events each semester.

2011-12: Virtual committee established with representation from 80% of all departments.

2011-14: Schedule at least 1 informal faculty gathering per semester for specific topic discussions.

2012-13: Campus committee formulates requirements of College-wide branding, image, message effort.

2013-14: A targeted service-area branding/communication/awareness campaign pilot program is tested.

2012-14: Host 1 districtwide single meeting of departments each semester each year.

2012-14: 1 Eagle Day is held each year on each campus.

2012-14: 10% increase of participation in campus events by community residents.

Goal 8: Advance and celebrate student learning, sense of community, safe and positive environment, diversity, and employee & student pride.

Objectives/Strategies

8.1 Finalize and widely disseminate/showcase a MSJC Statement of Core Values.

8.2 Promote message that MSJC is an excellent, safe, positive, and diverse place to learn and work.

8.3 Create and offer a College-wide consolidated, centralized professional development program.

8.4 Encourage employees wearing MSJC logo apparel to increase visibility to students and community.

8.5 Host division- and department-based open houses each year to facilitate pride and communication.

Quantified Outcomes

2011-12: Reactivate the professional development (PD) committee and perform an inventory of needs and current professional development activities.

2011-12: Increase campus employee participation in professional development opportunities by 10%.

2011-12: Conduct at least 1 "student scenarios" training session per site each year.

2011-12: Hold at least 1 Eagle Day per year at each campus (accessible to students and community).

2011-14: Showcase/celebrate diversity at least 1 time per term as topic for college hour, flex, MLK Day, etc.

2012-14: Stabilize PD resources and create 1 coordinator position via grants/categorical funding/budget.

2012-14: Launch a comprehensive, College-wide professional development program, with coordinator.

2011-12: Discount logo apparel program is offered promoting employees wearing MSJC apparel on/off campus.

2012-14: At least 1 department will host an open house each semester.

2012-14: Select one specific core value annually for a year-long celebration and focus.

2012-14: A Districtwide threat and safety assessment model is finalized and implemented.

Goal 9: Promote more student engagement in campus life.

Objectives/Strategies

9.1   Increase timely and informative communication to students regarding campus events/life.

9.2   Ensure active participation of SGA, student clubs, faculty and staff as Eagle Day events are planned.

9.3   Enhance the topics and activities featured in college hour and increase student participation.

9.4   Increase student participation in existing student engagement programs and activities (i.e., First Year Experience Summer Bridge, SGA, etc).

Quantified Outcomes

2011-12: Increase student participation (in clubs, student committees, college hour activities, and overall campus events of interest to students) by 10% per academic year.

2012-14: Increase by 10% campus community participation in college hour events and activities (athletics, arts, etc).

2012-14: Increase by 5% the number of students participating in student engagement programs and services.

	Operationalizing This Institutional Priority
	# Community Partnerships and Service

Goal 10: Increase the College's visibility, value, and recognition in our service area.

Objectives/Strategies

10.1   Inventory and increase College and employee (faculty, associate faculty, classified, administration) participation in community service, memberships, area schools engagement, and activities.

10.2   Develop and implement a strategic and comprehensive service area-wide MSJC branding, image, message/advertising campaign (including electronic newsletter, banners, and signage material).

10.3   Feature local community events on campus marquees.

10.4   Create a "charity volunteer team" that is available to volunteer at local community charity functions.

10.5   Invigorate and expand an active speaker's bureau of expert employees.

10.6   Expand contract education opportunities and programs with area businesses and employers.

Quantified Outcomes

2011-12: Committee formulates process for 6 non-college events to be advertised on marquees annually.

2011-12: Conduct comprehensive community awareness survey leading to responsive marketing plan.

2011-12: Increase by 10% the number of college personnel attending community events.

2011-12: Volunteer charity team is established with sufficient number of employees as volunteers.

2011-12: Maintain a core of 15 employees participating in speaker's bureau program.

2011-12: At least 1 community email blast is sent each semester communicating campus news and info.

2012-14: Increase by 10% the membership of college personnel on community boards/commissions.

2012-14: Increase by 10-20% the community's positive awareness/perception of MSJC.

2012-14: Take inventory of employees now serving on community boards/orgs to identify ways to help.

2012-14: MSJC charity team will participate in minimum 4 local charity events annually.

2013-14: Advertise College at minimum two sites/venues in each of the 4 learning site regions.

Goal 11: Intensify our reputation as a leader and important partner in all communities that we serve.

Objectives/Strategies

11.1 Increase MSJC presence in community via event sponsorships, info booths, banners at venues, etc.

11.2 Expand forums/meetings with area governmental, community, and educational leaders to identify leadership and partnership opportunities in projects, initiatives, and issues of regional import.

11.3 Expand business forums with local business leaders to identify future labor, education, and skill needs.

Quantified Outcomes

2011-12: At all 4 learning sites, at least 2 more employees join community boards, commissions, and clubs.

2011-12: Complete a campus events calendar at start of term to give residents sufficient notice to attend.

2012-14: Increase in partnerships and activities with community by 10%.

2012-14: Conduct 1 campus survey to assess effectiveness of our community partnership efforts.

2012-14: 20% increase in number of MSJC personnel serving on boards, commissions, service clubs, etc.

2012-14: College will be a "base level" sponsor for 3 (at minimum) community events/venues.

2012-14: College employees will be viewed as the primary volunteers for at least 3 community events.

2012-14: Conduct 2 forums annually, 1 Educational Forum and 1 Business Forum.

Goal 12: Enhance our interaction between MSJC faculty and staff and the faculty and staff from area middle schools, high schools, colleges, and universities.

Objectives/Strategies

12.1 Plan annual parent/educator/community activities and sessions (focusing on key information for K-12 and postsecondary options and partners) as part of proposed Eagle Days at each MSJC campus.

Quantified Outcomes

2012-14: 2 Eagle Day parent/community open houses are conducted each year, one at each MSJC campus.

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MSJC Strategic Plan 2011-14 Summary

Reflecting our best thinking, with refinements through continued best practices and available fiscal and human resources, we pledge to:

Goal 1: Improve course completion rates.

1.1   Promote student success through increased academic advising contact/interaction, innovative learning strategies, delivery of instruction and counseling services, focused in-class advising, student education plan development, and mentoring.

1.2   Encourage early enrollment in, and completion of, core basic skills for all at-risk students.

Goal 2: Accelerate "time-to-completion" rate for those students pursuing a transfer track.

2.1   Develop course and sequence acceleration models for English and Mathematics.

2.2   Articulate with feeder high schools to ensure seamless and sufficient course content and alignment.

2.3   Increase the number of high schools in our region participating in our dual enrollment program.

Goal 3: Integrate learning, engagement, access, and teaching initiatives that support student academics and personal growth.

3.1   Continue student success summits and launch, as well, a student-driven success summit.

3.2   Create faculty and student resource guides featuring data, strategies and stories of student success.

3.3   Conduct focus groups among student populations and an "ensuring student success" campus survey.

3.4   Increase assistance to students during first two weeks of each semester (physical & process navigation).

3.5   Improve campus signage and GPS mobile app to aid students in locating essential departments and services by learning site.

Goal 4: Intensify the pursuit of grants, contracts, and other income streams.

4.1   Design and host "Grant Academy" each term to teach staff/faculty proposal development.

4.2   Build the capacity of the MSJC Foundation.

4.3   Generate resources by increasing the number of grant and contract proposals submitted by faculty and staff.

Goal 5: Become a greener campus at all four learning sites.

5.1   Move closer to a paperless campus through adoption of more electronic processes (i.e. digital signatures).

5.2   Reduce monthly energy costs by focusing on and pursuing energy-saving programs.

Goal 6: Emphasize College-wide data-driven assessment and decision-making utilizing internal and external data.

6.1   Better facilitate end-user access to key district-wide internal and external statistical data for planning.

6.2   Hold annual focus groups with community, governmental, and business leaders to learn of trends and issues.

6.3   Institute a sustainable process for program review that includes SLOs, AUOs, and DLOs as appropriate for all areas.

6.4   Develop assessment process for all programs, services, and departments with project prioritization.

Goal 7: Promote quality institutional communication as a key College priority and practices.

7.1   Provide for increased faculty/staff/administrative interaction within and across learning sites (e.g. brown bag, informal presentations, etc.).

7.2   Promote informal faculty/staff interaction via local entertainment/athletic/etc. venues and events.

7.3   Develop and implement a strategic and comprehensive service area-wide MSJC branding, image, message/advertising campaign.

7.4   Conduct "all hands on deck" meetings of staff across campus units and divisions to identify issues.

7.5   Improve website user friendliness through redesign and training of web module leaders to administer and maintain their own website areas

Goal 8: Advance and celebrate student learning, sense of community, safe and positive environment, diversity, and employee and student pride.

8.1   Finalize and widely disseminate/showcase a MSJC Statement of Core Values.

8.2   Promote message that MSJC is an excellent, safe, positive, and diverse place to learn and work.

8.3   Create and offer a College-wide consolidated, centralized professional development program.

8.4   Encourage employees wearing MSJC logo apparel to increase visibility to students and community.

8.5   Host division- and department-based open houses each year to facilitate pride and communication.

Goal 9: Promote more student engagement in campus life.

9.1   Increase timely and informative communication to students regarding campus events/life.

9.2   As Eagle Day events are planned, ensure active participation of SGA, student clubs, faculty and staff.

9.3   Enhance the topics and activities featured in college hour and increase student participation.

9.4   Increase student participation in existing student engagement programs and activities (i.e., First Year Experience Summer Bridge, SGA, etc).

Goal 10: Increase the College's visibility, value, and recognition in our service area.

10.1   Inventory and increase College and employee (faculty, associate faculty, classified, administration) participation in community service, memberships, area schools engagement, and activities.

10.2   Develop and implement a strategic and comprehensive service area-wide MSJC branding, image, message/advertising campaign (including electronic newsletter, banners, and signage material).

10.3   Feature local community events on campus marquees.

10.4   Create a "charity volunteer team" that is available to volunteer at local community charity functions.

10.5   Invigorate and expand an active speaker's bureau of expert employees.

10.6   Expand contract education opportunities and programs with area businesses and employers.

Goal 11: Intensify our reputation as a leader and important partner in all communities that we serve.

11.1   Increase MSJC presence in community via event sponsorships, info booths, banners at venues, etc.

11.2   Expand forums/meetings with area gov, community, and ed leaders to identify leadership & partnership opportunities in projects/initiatives.

11.3   Expand business forums with local business leaders to identify future labor, education, and skill needs.

Goal 12: Enhance our interaction between MSJC faculty and staff and the faculty and staff from area MS, HS, colleges, and universities.

12.1   Plan annual parent/educator/community activities and sessions as part of proposed Eagle Days at each MSJC campus.

More Information

For more and specific information regarding the strategic planning process, the initial goals and strategies generated at each of the strategic planning retreats, the findings from the various focus groups and executive survey, please visit our strategic planning website at:

http://www.msjc.edu/InstitutionalPlanningandEffectiveness/Pages/Strategic-Plan.aspx.

You may also contact the Office of Institutional Planning and Effectiveness at:

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