Mt. San Jacinto College

Strategic Plan

2014-2017
# Table of Contents

Letter from the Superintendent/President ................................................................. Page 2

Introduction ............................................................................................................. Page 3

  Strategic Plan Development and Process .......................................................... Page 4

Strategic Plan Leadership ....................................................................................... Page 5

Core Beliefs ............................................................................................................ Page 6

  Mission and Values ............................................................................................... Page 6

Institutional Priorities, Goals, and Objectives ....................................................... Page 7

  Student Success ................................................................................................... Page 7

  Systematic Planning and Assessment ................................................................. Page 8

  Fiscally Sound Position ....................................................................................... Page 9

  Institutional Pride and Organizational Culture .................................................. Page 10

  Community Partnerships and Service ............................................................... Page 12

Appendix A: Strategic Plan 2014-2017 Summary ................................................ Page 13

Appendix B: Strategic Plan Outcomes ................................................................. Page 14

Appendix C: Strategic Plan Retreat Participants ................................................ Page 18

  Instructional Services Retreat Participants ....................................................... Page 18

  Student Services Retreat Participants ............................................................... Page 19

  Administrative Unit Retreat Participants ......................................................... Page 20

  Student Leadership Focus Group Participants ............................................... Page 21
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.

The strategic plan articulates ways to enhance our reputation as a leader among institutions of higher education and more closely align us with the needs of our region and communities. The plan focuses our efforts on: maintaining our focus on excellence, student success, and on being learner-centered; developing and strengthening College and community interactions and our positive image in our community; improving our facilities, technology, and other learning resources as necessary to meet the educational and cultural needs of our communities; encouraging academic quality, innovation, and creative thought; and enhancing the financial strength of the College by aligning our resources with our mission and goals, continuously improving operational efficiency, and acquiring new revenue sources.

This undertaking represents the input of nearly 200 Mt. San Jacinto College faculty, staff and students. From the Board of Trustees who provided a clear vision for the future, to the student leaders who communicated their views and participated in our focus groups, to the scores of faculty, student services personnel, staff, and administrators who creatively developed hundreds of innovations, interventions, and strategies. Based on institutional data and research as well as external environmental scans, this plan codifies our best thinking and preparation for the exciting period ahead.

I am continually impressed by the rich history of Mt. San Jacinto College and the role the institution plays in our communities and region. As we proceed, it is important to be mindful that our strategic plan is a living document that will be reviewed periodically to determine progress toward our goals and the appropriateness of our direction as the institution continues to set outcomes, refine our practices and focus on continuous quality improvement. I am confident with this plan as our guide over the next three years that we are uniquely positioned to make a lasting impact on students and the diverse communities we serve. This strategic plan represents our commitment to each other, our stakeholders, and the communities we serve.

Roger Schultz
Introduction

Strategic Plan Development and Process

Mt. San Jacinto College spent the past academic year closing the 2011-2014 Strategic Plan, evaluating the college’s achievement of stated institutional priorities, goals and outcomes, and developing a wholly new document for the 2014-2017 planning cycle.

In 2014, Mt. San Jacinto College completed its three-year 2011-2014 Strategic Plan that established and set institutional priorities, goals, objectives, and measurable outcomes that directly supported the college’s mission. Strategies identified within the plan were tied to measurable, time specific outcomes and were linked to performance indicators and evaluation criteria so that the institution could determine the degree to which goals and objectives were met. The college developed a comprehensive 2011-2014 Strategic Plan Update report that evaluated and outlined major accomplishments relative to institutional priorities and goals. The 2011-2014 Strategic Plan Update report was presented to the Board of Trustees in January 2014 and disseminated to the college community via the college’s newsletter MSJCLinks and was made available on the website under the Institutional Effectiveness webpage. A final report summarizing the evaluation and assessment results of the college’s 2011-2014 Strategic Plan institutional priorities and goals is under development and will be presented to the Board of Trustees in fall 2014.

In early fall 2013 Mt. San Jacinto College began the process for developing a new Strategic Plan for the next three-year cycle. Following a similar planning structure and timeline as the 2011-2014 Strategic Plan development, the district completed a draft of the 2014-2017 Strategic Plan with plans to share the final version with the college community in early fall 2014 for recommendation for approval by the Board of Trustees. Unlike the past Strategic Plan development cycle, Mt. San Jacinto College elected to not hire a professional consultant and rather created a Strategic Plan Workgroup that consisted of the Vice President of Instructional Services, Vice President of Student Services, Dean of Math, Science and Assessment, Associate Dean of Institutional Planning, Effectiveness and Grants/Accreditation Liaison Officer, Director of Research, and the Academic Senate President and Vice President. Together, this diverse team developed a data compendium, designed the structure of the retreats and student focus groups, and provided support, resources, and leadership in ensuring that planning development outcomes were met. This group met monthly until the commencement of the planning retreats in spring 2014.

The year-long strategic plan development process in 2013-2014 included a Board of Trustees retreat/work session, three divisional (Instructional Services, Student Services, Administrative Services) strategic planning retreats with representation from roughly 200 students, faculty, classified professional staff, administration, and Board of Trustee members. A Student forum was also held with students and student leaders participating. The student forum and staff and Board of Trustees retreats provided the institutional foundation for creating institutional goals, objectives and outcomes through
facilitated discussions and workgroup activities focused on crafting goals, objectives and outcomes for each of the five institutional priorities adopted by the Board of Trustees. Proposed goals and objectives within the Strategic Plan were based on both internal and external data and research thereby advancing the college’s initiative to be more data-driven. Strategies identified within the plan were tied to measurable, time specific outcomes and linked to performance indicators and evaluation criteria so that the institution can determine the degree to which goals and objectives have been met.

Drafts of the Strategic Plan were formally vetted with institutional leadership and all participatory groups for recommendation for approval by the Board of Trustees in fall 2014. This comprehensive planning process was documented on the Institutional Effectiveness website so that progress could be recorded and used to support the evaluation of the plan. As with the past Strategic Plan, the college will continue to successfully utilize the 2014-2017 Strategic Plan goals and objectives to drive the college’s future allocation prioritization processes.
Strategic Plan Leadership

BOARD OF TRUSTEES
Ann Motte, President – Trustee, Area 4
Dorothy McGargill, Clerk – Trustee, Area 2
Tom Ashley – Trustee, Area 5
Eugene V. Kadow – Trustee, Area 1
Gwendolyn Schlange – Trustee, Area 3

EXECUTIVE LEADERSHIP
Dr. Roger Schultz, Superintendent/President
Dr. Patrick Schwerdtfeger, Interim Vice President, Instruction
Dr. William Vincent, Vice president, Student Services
Ms. Becky Elam, Vice President, Business Services
Ms. Melissa Kane, Interim Vice President, Human Resources

STRATEGIC PLAN OVERSIGHT
Institutional Planning Committee
Strategic Plan Workgroup
Office of Institutional Effectiveness, Planning and Research

STRATEGIC PLAN WORKGROUP
Lorraine Slattery-Farrell, Academic Senate President
Dr. Stacey Searl-Chapin, Academic Senate Vice President
Dr. Patrick Schwerdtfeger, Interim Vice President, Instruction
Dr. William Vincent, Vice president, Student Services
Alex Cuatok, Student Success Coordinator
Nikilos Mesaris, Interim Director of Research
Brandon Moore, Interim Dean of Instruction, Math and Science
Rebecca Teague, Associate Dean of Institutional Effectiveness, Planning and Grants

*Strategic Plan Retreat Participants listed in Appendix C
Core Beliefs

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.

Approved by the Board of Trustees on September 10, 2009

Values Statement

We value our students and employees. We believe that the act of teaching and learning is vital to a thriving community that enriches, and at times, saves lives. It is for this reason that we value:

Excellence – We challenge students with high standards for learning and critical thinking, which we model with action.

Collaboration – We believe that the best results can be achieved through effective communication between employees, students, industry and the communities we serve.

Relationship – We nurture a caring community built on positive interactions and a genuine concern for the welfare of others.

Innovation – We cultivate a creative environment that promotes the development of new ideas for continuous quality improvement.

Relevance – We pursue educational experiences that have meaningful applications in a local and global context, today and tomorrow.

Access – We promote a network of support that improves learning opportunities, removes barriers to a quality education and ensures the rights of all students.

Leadership – We empower people throughout the college community to support and facilitate positive change.

Diversity – We respect and embrace the power of sharing our differences in thought, opinion, culture and background to optimize our collective strength.

Integrity – We believe in being true to our core values by acting honestly and consistently in ways that demonstrate our character and moral commitment to “doing the right thing”.

We commit to create and respond to opportunities that inspire these values in ourselves.

Approved by the Board of Trustees on November 10, 2011
Student Success

Goal 1  Reduce time to completion of student educational goals to increase degree, transfer, and certificate completions

Objectives:

1.1 Design curricular pathways, cohorts, LCOMs and acceleration models of Basic Skills Program courses that reduce time to completion of degree, certificate or transfer
1.2 Increase face-to-face and online course completion and success rates leading to increase in transfers to four-year institutions
1.3 Support the expansion and institutionalization of supplemental instruction (SI)
1.4 Create intentional communities to foster innovation and promote the scholarship of teaching and learning
1.5 Continue to refine and improve processes that support Dual Enrollment opportunities
Systematic Planning and Assessment

Goal 2  Drive institutional decision-making using internal and external data to inform planning and prioritize resources

Objectives:

2.1 Enhance data-drive schedule development using student-declared programs, course and section fill rate data
2.2 Review and modify Educational Master Plan as needed to account for changes and needs within the service area

Goal 3  Refine staffing plan and process

Objectives:

3.1 Use existing institutional planning documents to inform staffing needs
3.2 Develop metrics and rubrics to measure staffing needs
3.3 Strategically increase the number of tenured track growth positions district-wide
Fiscally Sound Position

Goal 4  Improve fiscal responsibility that is sustainable for the long-term

Objectives:

4.1 Support a bond measure across the Mt. San Jacinto College district
4.2 Grow existing and pursue new revenue streams for the support of district priorities
4.3 Develop a process of board prioritization for allocation of Capital improvement projects
4.4 Develop and implement a Total Cost of Ownership model
4.5 Optimizing state revenue by affecting college-going rate

Goal 5  Identify sustainability strategies to improve efficiencies in processes district-wide

Objectives:

5.1 Automate paper intensive processing and approvals to electronic formats
5.2 Create a culture of practice for natural resource (water/energy) efficiency and conservation
Institutional Pride & Organizational Culture

Goal 6  Expand and improve student involvement in campus life

Objectives:

6.1 Expand co-curricular opportunities
6.2 Enhance financial resources for student engagement and programs
6.3 Petition RTA to provide a connecting shuttle for district transportation to each campus site (no-stops)

Goal 7  Promote quality of institution through enhanced communication within the community (internal/external)

Objectives:

7.1 Place greater emphasis on college’s successes
7.2 Increase the opportunities to interact between faculty, staff, administration, and students
7.3 Enhance outreach and in-reach efforts to better inform the community about Mt. San Jacinto College
7.4 Promote community activities at our sites

Goal 8  Enhance the overall campus life experience

Objectives:

8.1 Improve the aesthetics of campuses to instill pride of ownership and creating a sense of place
8.2 Evaluate and assess current website and update according to student need and preferences
8.3 Provide facilities that enhance student engagement and support learning outside the classroom
8.4 Increase campus awareness of services and activities using current social media and other technologies
Institutional Pride & Organizational Culture

Goal 9  In an effort to serve students, build bridges between instructional services, student services, and administrative services

Objectives:

9.1 Increase professional development across and within all divisions
9.2 Create open dialog and communication between Instructional Services and Student Services
9.3 Hold inter-divisional think-tank sessions regarding relevant institutional topics, opportunities, and challenges
9.4 Promote division/departmental “open house” functions for staff and faculty within all divisions
Community Partnerships and Service

Goal 10  Increase the College’s visibility, value, and recognition in the service area

Objectives:

10.1  Increase awareness of participation and involvement of the college in community projects
10.2  Increase speaking engagements promoting the institution
10.3  Reinforce public branding and awareness
10.4  Expand outreach resources to better inform communities service by the college
Appendix A: Strategic Plan 2014-17 Summary

**GOAL 1: REDUCE TIME TO COMPLETION OF STUDENT EDUCATIONAL GOALS TO INCREASE DEGREE, TRANSFER, AND CERTIFICATE COMPLETIONS**

1.1 Design curricular pathways, cohorts, LCOMs and acceleration models of Basic Skills Program courses that reduce time to completion of degree, certificate or transfer

1.2 Increase face-to-face and online course completion and success rates leading to increase in transfers to 4-year institutions

1.3 Support the expansion and institutionalization of supplemental instruction (SI)

1.4 Create intentional communities to foster innovation and promote the scholarship of teaching and learning

1.5 Continue to refine and improve processes that support Dual Enrollment opportunities

**GOAL 2: DRIVE INSTITUTIONAL DECISION-MAKING USING INTERNAL AND EXTERNAL DATA TO INFORM PLANNING AND PRIORITIZE RESOURCES**

2.1 Enhance data-drive schedule development using student-declared programs, course and section fill rate data

2.2 Review and modify Educational Master Plan as needed to account for changes and needs within the service area

**GOAL 3: REFINE STAFFING PLAN AND PROCESS**

3.1 Use existing institutional planning documents to inform staffing needs

3.2 Develop metrics and rubrics to measure staffing needs

3.3 Strategically increase the number of tenured track growth positions district-wide

**GOAL 4: IMPROVE FISCAL RESPONSIBILITY THAT IS SUSTAINABLE FOR THE LONG-TERM**

4.1 Support a bond measure across the Mt. San Jacinto College district

4.2 Grow existing and pursue new revenue streams for the support of district priorities

4.3 Develop a process of board prioritization for allocation of Capital improvement projects

4.4 Develop and implement a Total Cost of Ownership model

4.5 Optimizing state revenue by affecting college-going rate

**GOAL 5: IDENTIFY SUSTAINABILITY STRATEGIES TO IMPROVE EFFICIENCIES IN PROCESSES DISTRICT-WIDE**

5.1 Automate paper intensive processing and approvals to electronic formats

5.2 Create a culture of practice for natural resource (water/energy) efficiency and conservation

**GOAL 6: EXPAND AND IMPROVE STUDENT INVOLVEMENT IN CAMPUS LIFE**

6.1 Expand co-curricular opportunities

6.2 Enhance financial resources for student engagement and programs

6.3 Petition RTA to provide a connecting shuttle for district transportation to each campus site (no-stops)

**GOAL 7: PROMOTE QUALITY OF INSTITUTION THROUGH ENHANCED COMMUNICATION WITHIN THE COMMUNITY**

7.1 Place greater emphasis on college’s successes

7.2 Increase the opportunities to interact between faculty, staff, administration, and students

7.3 Enhance outreach and in-reach efforts to better inform the community about Mt. San Jacinto College

7.4 Promote community activities at our sites

**GOAL 8: ENHANCE THE OVERALL CAMPUS LIFE EXPERIENCE**

8.1 Improve the aesthetics of campuses to instill pride of ownership and creating a sense of place

8.2 Evaluate and assess current website and update according to student need and preferences

8.3 Provide facilities that enhance student engagement and support learning outside the classroom

8.4 Increase campus awareness of services and activities using current social media and other technologies

**GOAL 9: IN AN EFFORT TO SERVE STUDENTS, BUILD BRIDGES BETWEEN INSTRUCTIONAL, STUDENT, AND ADMINISTRATIVE SERVICES**

9.1 Increase professional development across and within all divisions

9.2 Create open dialog and communication between Instructional Services and Student Services

9.3 Hold inter-divisional think-tank sessions regarding relevant institutional topics, opportunities, and challenges

9.4 Promote division/departmental “open house” functions for staff and faculty within all divisions

**GOAL 10: INCREASE THE COLLEGE’S VISIBILITY, VALUE, AND RECOGNITION IN THE SERVICE AREA**

10.1 Increase awareness of participation and involvement of the college in community projects

10.2 Increase speaking engagements promoting the institution

10.3 Reinforce public branding and awareness

10.4 Expand outreach resources to better inform communities service by the college
Appendix B: Strategic Plan Outcomes

The following is a list of potential outcomes for the institutional goals. These outcomes were developed through the division’s strategic planning retreats.

Goal 1

- Proactively communicate to students regarding opportunities that lead to educational goal attainment
- Promote student success through focused and tactical advising, innovative learning strategies, and student education plan development
- Mandate all first year students to have, at minimum, an abbreviated educational plan by the end of their first semester.
- Measure and increase the effectiveness of orientation sessions for new and continuing students
- Educational pathway sessions for new and continuing students
- Continue and finalize online educational plan development and implementation
- Include discipline faculty participation in the development of and access to educational plans of students
- Complete the Majors Identification Project so that all students have declared a program of study
- Career counseling and workshops for all students graduating with a certificate or degree in CTE to support placement and networking opportunities
- Analyze student pattern data about first year completion of math & English at MSJC
- Conduct faculty meetings to share and discuss assessment techniques
- Offer in-class advising to CTE programs
- Offer and promote summer dual enrollment to improve time to degree completion.
- Hold annual collaboration meetings with high school English, math, and ESL faculty that supports curriculum alignment and dual enrollment efforts.
- Pilot with a minimal of 5 high schools the alignment of MSJC’s math (math 90, & 96) English (Eng 92).
- Pilot a fee based remediation option as meeting the requirement for a student to elevate to the next level math or English.
- Work with the CTE Advisory to determine the feasibility of requiring a job skills workshop for all students graduating with a CTE certificate or degree.
- Fund and contract with an independent agency that will provide critical information (company name, phone numbers, & addresses) specifically related to MSJC’s CTE programs.
- Develop a career readiness presentation that will be presented to 9th or 10th grade students throughout the college district.
- Utilize transfer center data research to assist the development of academic course schedule.
- Pilot GPA and High School CAHSEE scores for college level placement.
- Track fill rates and waitlists to determine popular courses/schedules
- Establish baseline rate of completion of educational goal
- Transfer Center will submit major prep research data to Instructional Services annually (early spring semester)
- Online educational plan implemented and functional
- Students submit/access all documents electronically
- Students will receive educational plans through priority registration process
- Establish academic cohorts that take the same classes until transfer to a four-year institution
- Ensure all classrooms are smart rooms and update equipment regularly
- 25% percent of departments list multiple authors on Program Review

Goal 2

- Create multi-semester schedule development plan
- Continue research for major prep and general education for scheduling purposes
- Standardize data definitions/key performance measures
• Provide data training sessions on how to use and find data
• Close the loop on all planning with a consistent reporting schedule
• Periodically hold focus groups with community, governmental, business leaders, and students to learn of trends and issues
• Build out better platform for delivering access to data for internal & external users
• Increased use of data warehouse
• Increase faculty and staff participation by 5-10%
• Identify a space on each campus for informal lounge
• Inventory current staff participation
• Inventory current technology

Goal 3
• Identify methodology for developing a staffing plan
• Collect data from existing division plans, program review, Distance Education and Technology Plans
• Lower the ratio of PT to FT faculty
• Look at facilities and staffing impact/needs for each area
• Establish minimum standards

Goal 4
• Increase Board Reserve by 1-2 percent
• Develop the international student program
• Support the Enhancement of the MSJC Foundation
• Collect and analyze alumni data for increased outreach
• Foundation board professional development
• Establish foundation leadership and devoted staff
• Identify Chamber of Commerce/other external groups’ participation
• Increase scholarship and fundraising opportunities through improved promotion and marketing
• Increase faculty and staff participation in the alumni association.
• Explore viability of alumni business owners to support MSJC events
• Education of the Total Cost of Ownership (TCO)
• Incorporation TCO into RAP, TIPs, Staffing Plan
• Increase current reserve by .25% each year 2014-2017 based on increase in revenues
• Establish center/academy of excellence for formalized training
• Secure and/or identify a grant research or identification system
• One comprehensive grant academy held each year

Goal 5
• Review and eliminate extraneous approval processes
• Identify and implement sustainability strategies in: landscape, technology/energy, facilities energy audit, faculty/staff, and community demographics.
• Create a committee to explore the implementation of a DIBBS (Do it better by suggestion) System (Cost effective)
• Expand recycling efforts on campus
• Departments will automate at least one process
• 50% of faculty will move assignments and handouts to blackboard
• Conduct energy & water audits with goal of reducing on-going energy costs by 15% in two years
• Conduct utility & water audits with goal of reducing on-going energy costs by 15% in two years
• Reduce paper usage by 15%
• Collaborate with IT to identify workflows that can be automated
• Explore viability and cost of an electronic pay stub system

Goal 6
• Expand athletic programs based on student interest
• Raise awareness of campus clubs and how to join/start
• Develop site specific advisory committees
• Develop/utilize existing onsite facility for student life
• Raise awareness of cross-campus activities/resources/programs
• Collect data on maintenance and facilities improvements/upgrades
• Collect data on student extra-curricular activities/clubs/College Hour
• Increase college hour activities by 10% (speaker, trainings, agency, community tales, etc.)
• Increase participation by 20% for each department submits information to public information to add to district wide social media accounts (Facebook, Twitter, etc.)
• Build a student center/hub
• 100% participation of Instructional and Student Services departments in Welcome Week
• Public Marketing to send Student Weekly Round-ups
• Public information office create MSJC logo which includes all four campuses

Goal 7
• Conduct an Economic Impact Study demonstrating MSJC’s impact on community and present findings to community members
• Hold focus groups with the community within the community
• Identify and highlight faculty involvement in the community
• Resurrect Speakers Bureau
• Increase the number of brown bag luncheons between administrators and faculty to once a month
• Organize monthly brown bag luncheons between faculty and students during college hour
• Allocate/reserve time for collaborative districtwide department meetings at convocation and one additional formal meeting – two total
• Increased administrative presence at (E.C., BOT) faculty meetings (1) per year for collaborative dialogue

Goal 8
• Create online tours/department tours
• Assign task force to improve online orientation and create online orientation video
• Develop and evaluate use of Mobile App (Mobile apps, texts, marquee, LinkedIn, etc.)
• Purchase and install marquee by end of spring 2015
• Increase student awareness of workshops and activities

Goal 9
• Track the number of contacts/referrals between Instructional Services and Student Services
• Hold 2 open houses per division per semester
• Ensure adequate representation from both Student Services and Instructional Services on the SSSP Committee
• Hold joint Instructional Services/Student Services meetings once each quarter
• Retrain frontline staff to provide better customer service
• Completion of Administrative evaluation and assessment of current website
• Completion of student evaluation on district website
• Creation of onboarding (cross/training) plan for new hires
• Creation of integration (cross/training) plan for existing employees
• Hold one college update day per year that includes employee appreciation activities
• Develop at-a-glance departmental information sheet
• Design a webpage template of key information (i.e., hours of operation, contact information, department summary, etc.)
• Consolidate and modernize home page navigation menu by summer 2015
• Mobile optimized website by Summer 2015
• Develop a single district-branded name badge template by end of calendar year 2014
• Production/delivery of badges to employees by end of FY2015

Goal 10
• Signage at community events-MSJC shirts-where were you in your MSJC shirt?
• Increase visibility and develop through billboards/outreach/media kits by fall 2015
• Recruit staff from front-line areas of the college community to serve on the public relations committee by end of FY2015
• Develop a process for community events involvement/marketing of community engagement opportunities by end of calendar year 2015.
• Create a community events calendar encompassing college, city, county events/activities
• Host one Mega Chamber Mixer by end of calendar year 2015.
• Conduct surveys/tracking to ensure occupational internship is working
• Explore feasibility of required Internship and Service Learning Project
• Track data on community partners who come on campus and attend events/meetings
• Form committee for Staff to participate in community service
• Host open houses by department
• Showcase employee community involvement
• Explore interest of staff in involvement in community projects/service learning programs/customer service recognition
Appendix C: Strategic Plan Retreat Participants

*Instructional Services*

Angeles, Miranda  
Anthony, Crystal  
Barraza, Larry  
Brooks, Raelene  
Brown, Jeremy  
Cuatok, Alex  
Correria-Jordan, Elizabeth  
Decker, Jim  
Ducat, James  
Firtha, Farah  
Flemming, Michael  
Flournoy, Yula  
Ford, Pam  
Greer, Leslie  
Hamilton, Willie  
Hammock, Andrea  
Hanz, Keith  
Heiden-Scott, Belinda  
Heinsma, Dewey  
Hendry, Paul  
Hock, Anita  
Jones, Carol  
Jung Guu, Ching  
Kazi, Nizam  
Lambert, Tennille  
Levasseur, Janice  
Mason, Roy

Menz, Evelyn  
Moore, Brandon  
Naggi, Paula  
Nishimoto, Rhonda  
Oliver, Gina  
Orcajo, Wendy  
Ozolins, Erik  
Pamula, Sujatha  
Parrott, David  
Peace, Dan  
Powell, Shezwae  
Ramirez, Alma  
Randall-Jones, Donivee  
Reeves, Nick  
Roulette, Sterling  
Sanchez, Gloria  
Searl-Chapin, Stacey  
Seed, John  
Sherkat, Bahram  
Slattery-Farrell, Lorraine  
Smith, Don  
Smith, Tamara  
Stewart, Michelle  
Teague, Rebecca  
Torok, Lori  
Uhl, Suzanne  
Wakjira, Samson  
Weldon, Michael  
Winston, Kathleen  
Zografos, Peter
Appendix C: Strategic Plan Retreat Participants

Student Services

Alvia, Hyman  
Angeles, Miranda  
Barraza, Bertha  
Bowles, Beth  
Bradfield, Tanisha  
Brais, Nathan  
Brais, Esmeralda  
Burleson, Jennifer  
Ching-Lee, Cynthia  
Cuatok, Alex  
Davis, Jared  
Escamilla, Elias  
Farinas, Belen  
Fears, Shartelle  
Flynn, Laurie  
Frontino, Fred  
Furr, Bernadette  
Goebel, Meredith  
Hill, Robert  
Hochstrat, Susie  
James, Pamala  
Kouanchao, Ketmani  
Loomis, Susan  
Luna-Sims, Leticia  
Mascaro, Elisabeth  
Matthew, James  
Mozga, Chris  
Mendoza, Marisa  
Moore, Brandon  
Naish, Cheri  
Nobles, Faith  
Orloff, Micah  
Padilla, Jackie  
Prentice, Cynthia  
Quejada, JoAnna  
Ragsdale, Jennie  
Searl-Chapin, Stacey  
Slattery-Farrell, Lorraine  
Smith, Dolores  
Somers, Tatiana  
Spillman, Tom  
Springer, Patrick  
Teague, Rebecca  
Williams, Shanae  
Wirth, Escarlet
Appendix C: Strategic Plan Retreat Participants

Administrative Services

Bennett, Justin                      Navarro, Lesia
Bridge, Dawn                        Orlauski, Rebecca
Cason, Stephanie                    Orlauski, Brian
Castellanos, Marcus                 Orloff, Micah
Donnell, Kathy                      Runner, Steve
Elam, Becky                         Sanchez, Anthony
Ellis, Wade                         Saucedo, Edward
Ferris, Staci                       Searl-Chapin, Stacey
Garcia, Angela                      Shoemaker, Elden
Hall, Martha                        Sisco, Teri
Howell, Patti                       Slattery-Farrell, Lorraine
Jones, Veronica                     Stafford, Aaron
Kane, Melissa                       Stevens, Cheryl
Kasper, Scott                       Stokes, Jeannine
Klein, Wesley                       Stratton, Katherine
Madore, Fred                        Teague, Rebecca
Mann, Lynn                          Twitty, Brian
Marriott, Karin                     Venable, Julie
McGee, Kara                         Wilkes, Daryl
McCallen, Elaine                    Worthington, Elizabeth
Mesaris, Nik
Morales, Diane
Naish, Justin
Appendix C: Strategic Plan Retreat Participants

Student Leadership Focus Group

Brais, Nathan  
Cuatok, Alex  
Cachu, Veronica  
Currier, Shawntel  
Ebba, Natalie  
Fernandez, Jocelyn  
Flies, Cody  
Flies, Karina  
Gomez, Liliana  
Hoodenpyle, Morgan  
Mange, Angela  
Martinez, Tito  
Mushonya, Rumbidzei  
Rubio, Marco  
Sadler, Angela
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, and the findings from the various focus groups, please visit our strategic planning website at:

http://www.msjc.edu/InstitutionalPlanningandEffectiveness/Pages/default.aspx

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

Rebecca Teague
Associate Dean, Institutional Effectiveness, Planning and Grants Accreditation Liaison Officer
Mt. San Jacinto College
1499 N. State Street San Jacinto, California 92583
Ph: 951-487-3072
Email: rteague@msjc.edu