

**SAN DIEGO MESA COLLEGE  
INSTRUCTIONAL DIVISION  
GOALS AND OBJECTIVES, 2007-08**

The Instructional Division at Mesa College is comprised of seven schools.

- Business, Computer Studies and Technology
- Health Sciences and Public Service
- Humanities and Languages
- Mathematics and Natural Sciences
- Physical Education, Health and Athletics
- Social/Behavioral Sciences and Multicultural Studies
- Library and Learning Resources.

Each school includes a number of departments/disciplines with responsibility for a variety of additional administrative responsibilities and co-curricular activities. In addition, the School of Student Development, within the Student Services Division, also offers some Personal Growth courses. One administrative unit, Instructional Services, Resource Development and Research, provides college-wide administrative support only and does not offer classes.

The Vice President of Instruction is responsible for the overall leadership, planning, supervision and direction of the Instructional Division including:

- Staffing -- selection and evaluation.
- Enrollment management, schedule development, and catalog.
- Curriculum and program development and modification.
- Instructional planning and budgeting.
- Accreditation liaison.

The goals and objectives of the Instructional Division are aligned with the college-wide strategic directions and goals.

## **I. STRENGTHENING COLLEGE SUPPORT INFRASTRUCTURE**

**Goal One:** The Office of Instruction will lead the work of modernizing enrollment management practices and strategies to meet college FTES targets.

**College Strategic Planning Priority No. 1:** Modernize enrollment management

**Timeline/Deadline:** June 2007, then ongoing.

**Objectives:**

- a. Place enrollment management as a standing agenda item at the weekly Deans' Council and at periodic Chairs' Committee meetings.
- b. Facilitate enrollment management discussions between instruction and student services.
- c. Scrutinize class fill patterns, enrollment trend data, wait lists, retention and success data, and placement test data. Make adjustments to class schedules in accord with findings.

- d. Scrutinize class scheduling and room utilization patterns. Make adjustments in accord with findings.
- e. Expand the use of non-traditional calendars such as Early Summer, Intersession, and short courses.
- f. Develop and implement a web-based class scheduling process.
- g. Work with district research staff and City/Miramar VPIs to create a real-time enrollment management data source for analysis and decision-making including:
  - i. Current data
  - ii. Comparative trend data
  - iii. Summary reports.
- h. Develop practical applications to manage college programs and real-time enrollment management data and analysis tools.

**Goal Two:** In collaboration with Student Services, the Instructional Division will develop innovative student access and promotional strategies.

**College Strategic Planning Priority No. 2:** Develop innovative student access and promotional strategies.

**Timeline/Deadline:** June 2007, then ongoing.

**Objectives:**

- a. Provide sufficient administrative and clerical support for the instructional management of all off-campus programs.
- b. Develop and expand high school partnership programs in a coordinated, organized manner and:
  - 1. Offer courses for eligible students at Clairemont H.S.
  - 2. Develop Fast Track on-campus program for Mission Bay H.S. students.
  - 3. Continue Fast Track program for Kearny H.S.
  - 4. Offer courses on campus for Twain H.S. students.
  - 5. Expand MET student enrollment in Mesa courses.
  - 6. Expand ACP offerings.
- c. Develop innovative use of the web for informational and promotional materials.
- d. Collaborate with Continuing Education non-credit programs for Culinary Arts, Fashion Design, and ESL programs including development of:
  - 1. Course-course and program-program articulations
  - 2. Promotional materials
  - 3. Counseling/advising pathways
- e. Expand courses offerings at Scripps Green hospital and clinic sites
- f. Offer and market courses and programs for working adults
- g. Offer programs/courses for the Military.
  - 1. Offer courses/programs for families in military community adjacent to Mesa.
  - 2. Offer distance education courses in Financial Management and other courses for military families.
  - 3. Collaborate with Tidewater Community College on a Culinary Arts program for the military.
  - 4. Ensure that appropriate courses are articulated for military credit.

**Goal Three:** The Dean of Learning Resources and Technology will, under the direction of the college president and in collaboration with the Mesa Information Technology Committee, maintain and improve technological support for all aspects of the college's work: student services, instruction, and administrative services. Mesa will become a tech-savvy campus with robust and integrated technology services in all aspect of its operations.

**College Strategic Planning Priority No. 3:** Optimize Mesa's technological competitive advantage.

**Timeline/Deadline:** June 2007, then ongoing.

**Objectives:**

- a. Assure sufficient annual budget allocation for technology.
- b. Replace instructional computers on regular 4-year cycle.
- c. Upgrade and expand classroom computer projection equipment.
- d. Equip new portable classrooms with computer projection equipment.
- e. Strengthen distance education by balancing issues of quality and expansion.
- f. Provide support for growth of distance education through assignment of fulltime DE faculty mentor.
- g. Provide regular faculty training (group and 1-on-1) for both technology and pedagogy for distance education.
- h. Institute 24/7 Help Desk.
- i. Initiate online DE Tutoring.
- j. Implement online Counseling/Advising services.
- k. Seek an accreditation substantive change from ACCJC for distance education
- l. Expand online course offerings.
- m. Introduce wireless access for students in specific areas of the campus.

**II. STRENGTHENING COLLEGE PARTNERSHIPS AND COLLABORATIVES**

**Goal Four:** The Instructional Division will develop new and strengthen existing collaboratives and partnerships including K-14 alliances, intersegmental partnerships, business and industry partnerships, and community partnerships.

**College Strategic Planning Priority No. 7:** Strengthen linkages for K-16 student learning and career pathways.

**Timeline/Deadline:** June 2007, then ongoing.

**Objectives:**

- a. Host the annual statewide TESOL Conference in collaboration with Continuing Education ESL faculty.
- b. Continue the work of the Bridges to the Future grant in collaboration with UCSD.
- c. Continue the work of the NSF GIS grant in collaboration with SDSU and SD City Schools.
- d. Participate with Neighborhood House (NH) through the Mesa Child Development Center partnership and by training NH workers at their site.
- e. Through the Americorps grant, provide service learning to grade schools.

- f. Through the America Reads program and service learning, provide reading tutors to elementary school classrooms.
- g. Seek grants that strengthen collaborations: Teacher Education; Workforce Development; CalWomen Grant, and similar.
- h. Also see Goal #2 above.

### III. SUPPORTING PROFESSIONAL/LEADERSHIP DEVELOPMENT

**Goal Five:** In collaboration with Student Services and Administrative Services, strengthen human resource processes.

**College Strategic Planning Priority No. 9:** Promote a dynamic professional climate.

**Timeline/Deadline:** June 2007

**Objectives:**

- a. Continue to use the strategic faculty hiring priorities process in the determination of fulltime faculty positions to be filled.
- b. Continue to increase the number of fulltime faculty to reach a college-wide ratio of 75% contract faculty.
- c. Assure training by the Mesa College site compliance officer (SCO) of all persons involved in hiring processes.
- d. Develop a plan for an improved administrative and school organizational structure for Mesa.
- e. Develop a staffing plan to address the college's organizational needs.
- f. Develop an inclusive and integrated plan for on-going training and professional development opportunities for all groups of employees:
  - a. Administrators
  - b. Classified Staff
  - c. Department chairs
  - d. New fulltime faculty
  - e. Adjunct faculty
- g. Continue the work of the newly-formed Civility Committee including:
  - a. Approval of a college Civility Statement.
  - b. Purchase of training materials and training selected faculty/staff to be trainers.
  - c. Offering workshops for faculty and staff on issues of civility and discrimination.

### IV. EMPHASIZING INSTRUCTIONAL SUPPORT/STUDENT SUCCESS

**Goal Six:** The Office of Instruction will, in collaboration with the Staff Development Committee, promote opportunities for faculty to learn and develop new approaches to teaching and learning in the classroom. .

**College Strategic Planning Priority No. 10:** Promote innovative instructional methods.

**Timeline/Deadline:** June 2007

**Objectives:**

- a. Provide flex workshops with campus presenters and/or invited speakers on:

1. New pedagogies
  2. Innovative use of technology
  3. Applications of cognitive theory
  4. Learning styles
  5. Student learning outcomes
  6. Assessment.
- b. Reserve selected flex days each semester for activities related to SLOs and Assessment.
  - c. Continue with the day-long Norena Badway SLO/Assessment workshops each fall and spring semester.
  - d. Provide greater structure for the Mesa Learning Communities program and expand offerings beyond Freshman Success (PG class plus Math or English) to discipline-based LCs with a career focus.

**Goal Seven:** The Office of Instruction will partner with Continuing Education to identify and develop non-credit to credit pathways for selected disciplines.

**College Strategic Planning Priority No. 11:** Enhance credit and non-credit linkages across the district.

**Timeline/Deadline:** June 2007

**Objectives:**

Participate in district non-credit to credit transition committee.  
See Goal 2a above.

**Goal Eight:** As required by WASC accreditation standards, the Instructional Division will develop and assess student learning outcomes at the degree, program, and course level with findings used for program and course improvement. In addition, the division will develop innovative student access and promotional strategies.

**College Strategic Planning Priority No. 12:** Strengthen student learning objectives in academic programs and student support services.

**Timeline/Deadline:** Ongoing.

**Objectives:**

- a. Provide semi-annual workshops with Dr. Norena Badway to guide development of Mesa's work on Student Learning Outcomes (SLOs) and assessment.
- b. Require the reporting on SLOs in Program Review.
- c. Integrate Academic and Student Services Program Review into a single process.
- d. Collect and disseminate examples of assessment done by individual departments.
- e. Integrate information from SLOs and program review into planning.
- f. With the assistance of the college based researcher ((CBR), provide faculty with research information to assist in program assessment and improvement.
- g. Through the Silver Process, research the student experience at Mesa and use findings to inform students about strategies for success.

- h. Ensure the successful completion of Community College Survey of Student Engagement (CCSSE) and FSSE (Faculty Survey) in Spring 2007. Begin the analysis of CCSSE data and apply findings to instructional practices.
- i. In collaboration with Student Services, assess matriculation and placement test data.
- j. Establish a Student Success and Retention Committee to address the California Community College Basic Skills Initiative and to improve student success in foundation courses.
- k. Increase services such as tutoring, and initiate best practices proven to improve student success in basic skills.
- l. Expand the Learning Communities (LC) offerings and provide greater structure for the LC program.
- m. Develop a Global Awareness curriculum and certificate.

**Goal Nine:** The Office of Instruction will institute a Catalog Process to assure accuracy and appropriateness of its information.

**Timeline/Deadline:** June 2007

**Objectives:**

- a. Create a Catalog Committee to assist with needed catalog review and modifications.
- b. Clean up the catalog through deletion of courses no longer offered.
- c. Develop consistent format for program listings of degrees and certificates.
- d. List programs under discipline headings.
- e. Complete the Curriculum Reporting for the Community Colleges (CRCC) project for the state chancellor's office.
- f. Develop new curriculum for changing and emerging program areas.

**Goal Ten:** In conjunction with the Vice President of Administrative Services and the college Budget Committee, the Office of Instruction will institute an annual budget request process for discretionary budget allocations and for realignment of budgets.

**Timeline/Deadline:** June 2007, then annually.

**Objectives:**

- a. Institute the use of standard request forms for discretionary budget allocations for equipment (IELM), supplies (4000 and 5000 accounts), classified staffing, and facilities improvements.
- b. Coordinate the VTEA budget process with the discretionary budget allocation process, especially for equipment.
- c. Assure that budget requests are substantiated by information contained within program reviews.