San Diego Mesa College President's Forum

January 14 and 21, 2011

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SAN DIEGO
MESA COLLEGE
Mesa
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EXCELLENCE
EQUITY
ACCESS
DIVERSITY
RESPECT
FREEDOM
Keeping the Dream Alive 2011

Agenda

1. Welcome, Agenda, & Mid-Year Update
2. Enrollment Update & Accreditation Overview
3. Mesa's Accreditation Report
4. Student Learning Outcomes (SLOs)
5. Strategic Planning
6. College Safety
7. College Resources

Welcome

Interim President: Liz Armstrong

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Mid-Year Update: Personnel Changes

- ADMINISTRATION
  - Acting Vice President of Student Services – Brian Stockert
  - Interim Dean, Social/Behavioral Sciences – TBA
- FACULTY
  - Transfer Center Director – TBA
  - Site Compliance Officer – Suzanne Khambata & Sondra Frisch
  - Accreditation Compliance Reassigned Time
    - SLOs: Ed Helscher & Saloua Saidane
    - Planning: Dr. Donald Abbott

Major Activities for 2010-2011

- Accreditation
- Facilities and Construction
- Strategic Planning
- Presidential Search
- Planning for Future Growth
- Participatory Governance
- College Processes

Fall 2010 Accomplishments

- Accreditation Visit
- Construction & Facilities
  - Mesa Design Center
  - Student Services Center Groundbreaking
  - Preparation for Math/Science Building
  - Decisions on Facilities Master Plan
  - Annual Master Plan Update: March 10 and 11
- Tradition of Academic Excellence
  - Served 25,000 Students
  - Student Academic Achievement
  - Strong student involvement and activities
  - Enrollment and FTES Increases
- Strong Participatory Governance

Spring 2011 Goals

- Accreditation Recommendations
  - Strategic Planning
  - Student Learning Outcomes
- Continued Construction & Facilities Planning
- Fill Vacant Positions
  - Develop Faculty Priorities List
- Mesa 50th Anniversary Committee
- Budget, Budget, Budget…

(2) Enrollment Update & Accreditation Overview

Vice President of Instruction: Tim McGrath

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2010-2011 Enrollment

- On 16 January (compared to last fall)

◦ Sections:	2,221	+243	12%
◦ Headcount:	24,127	+2,338	11%
◦ FTES:	6,988	+737	12%

- Fill Rate: 87%

- Waitlisted Sections: 1,271 57%

Planning Ahead…

- Do you have your classroom key?

- Do you have your classroom access code?

Accreditation Overview

- Initiated over 100 years ago
  - Quality assurance to the public
- Non-governmental and peer-based
  - Oversight by U.S. Dept of Education and Council for Higher Education Accreditation
- Supports:
  - Transfer of academic credit
  - Award of certificates or licensure
  - Federal / private grants
  - Title IV Financial Aid
- External Validation

Accreditation Cycle

ACCJC Newsletters

- Guidance to colleges on meeting standards
  - http://www.accjc.org
- Integrated Planning
  - Fall 2009 newsletter
- Student Learning Outcomes
  - Spring 2009 newsletter

(3) Mesa's Accreditation Report & Recommendations

Interim President: Liz Armstrong

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2004 Recommendation #1 (of 9)

- Integrated Planning (1.1)
  - A fully integrated process for planning and resource allocation…grounded in data from program reviews
  - …including data on student learning outcomes and assessment…
  - …widely communicated…
  - …evaluate the process regularly to assess the impact on institutional effectiveness.

- 2010 Report: This has <u>not</u> been fully addressed

2004 Recommendation #2 (of 9)

- Dialogue about Student Learning (1.2)
  - Strengthen dialogue about student learning…articulate specific goals with respect to the educational effectiveness of the college…
  - …state the goals and supporting objectives in measurable terms…
  - …the degree to which they are achieved can be determined…

- 2010 Report: This has <u>not</u> been fully addressed

2004 Recommendation #3 (of 9)

- Institutional Research (1.3)
  - Develop and implement a plan to meet current and future needs for institutional research….

- 2010: This has been fully addressed

2004 Recommendation #4 (of 9)

- Institutional Effectiveness (1.4)
  - (District Recommendation)
  - Strengthen institutional effectiveness and foster a "culture of evidence"

- 2010 Report: This has been accomplished

2004 Recommendation #5 (of 9)

- District Strategic Plan 1.5
  - (District Recommendation)
  - The district should formulate an overall strategic plan…
  - …vision for the future development of the district, based upon extensive dialog among…[all parties].

- 2010 Report: This has been accomplished

2004 Recommendation #6 (of 9)

- Student Learning Outcomes (3.1)
  - The college should complete the work on student learning outcomes…
  - and ensure that work on student learning outcomes is undertaken in all of the areas of the college in which the standards call for it.

- 2010: The work on this recommendation has <u>not</u> been completed

2004 Recommendation #7 (of 9)

- Diversity 3.2
  - (College & District Recommendation)
  - The district, in cooperation with the colleges, should explore new efforts and initiatives to identify and address the barriers that limit the diversity of their workforce and to ensure that faculty and staff reflect the rich diversity of their student body.

- 2010: This has been completed
  - Mesa College received a commendation

2004 Recommendation #8 (of 9)

- Student Involvement in Governance (4.1)
  - The college should identify and implement measures to increase the level of student involvement in participatory governance…
- 2010: This has been fully addressed
  - Mesa College received a commendation

2004 Recommendation #9 (of 9)

- Delineation of district/college functions (4.2)
  - (College & District Recommendation)
  - The district should…delineate, coordinate, and integrate the functions and services of the district and the colleges…communicating more effectively with faculty and staff throughout the district…

- 2010: This recommendation has been met

2010 Report: Commendations

- **Student Services Leadership** -- for expanding student participation in college governance and clubs.
- **Library** -- for breadth of resources and services for remote users.
- **College** -- for fostering a campus environment that welcomes and respects diversity and eliminates barrier to a diverse workforce; and for the Diversity Committee's website.

2010: Commendations (cont.)

- College and District -- for construction program and utilization of Prop S &N resources
- College -- for re-energizing student involvement and for innovation in dealing with budgetary constraints
- Board of Trustees -- for annual self-evaluation process
- BOT, District, and College Leadership -- for fiscal oversight and management

2010 College Recommendation #1

- Develop and implement an integrated process that links all components within program review and ensures that an integrated planning process directs resource allocation. The college should:

  - Develop measurable goals and objectives and integrate data on student achievement into the planning and resource allocation process;
  - Develop an ongoing and systematic cycle that links program review, planning, resource allocation and re-evaluation based on the analysis of quantitative and qualitative data;

2010 Recommendation #1 (cont.)

- The college should (cont.):
  - Demonstrate that the allocation of resources considers the needs and priorities of the college based upon its mission and goals;
  - Demonstrate that resource allocation leads to the improvement of institutional effectiveness; and,
  - Communicate the results to appropriate constituencies.

2010 College Recommendation #2

- The College should accelerate the development and assessment of course level Student Learning Outcomes;
- and, in order to meet the 2012 deadline,
- the team recommends that the college assess and align SLOs at the course, program, and institutional levels, and use the results to make improvements.

2010 College Recommendation #3

- The College should improve communication concerning the process used for technology planning to all campus stakeholders, develop a method to engage non-users in technology and also secure stable funding sources for technology resources.

2010 College Recommendation #4

- The College should develop an adequate system for program review of Administrative Services which integrates planning and resource allocations and assures the linkage between program review and resource allocation.

2010 District Recommendation #1

- The team recommends that the District's Board of Trustees develop a policy to address the selection and evaluation of college presidents.

(4) Student Learning Outcomes (SLOs)

Vice President of Instruction: Tim McGrath
Professor Ed Helscher
Professor Saloua Saidane

Panel Discussion

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(5) Strategic Planning: Mesa's Approach

Dean of Business, Computer Studies and Technologies
Jill Baker

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Establishing a Common Ground: The Questions. . .

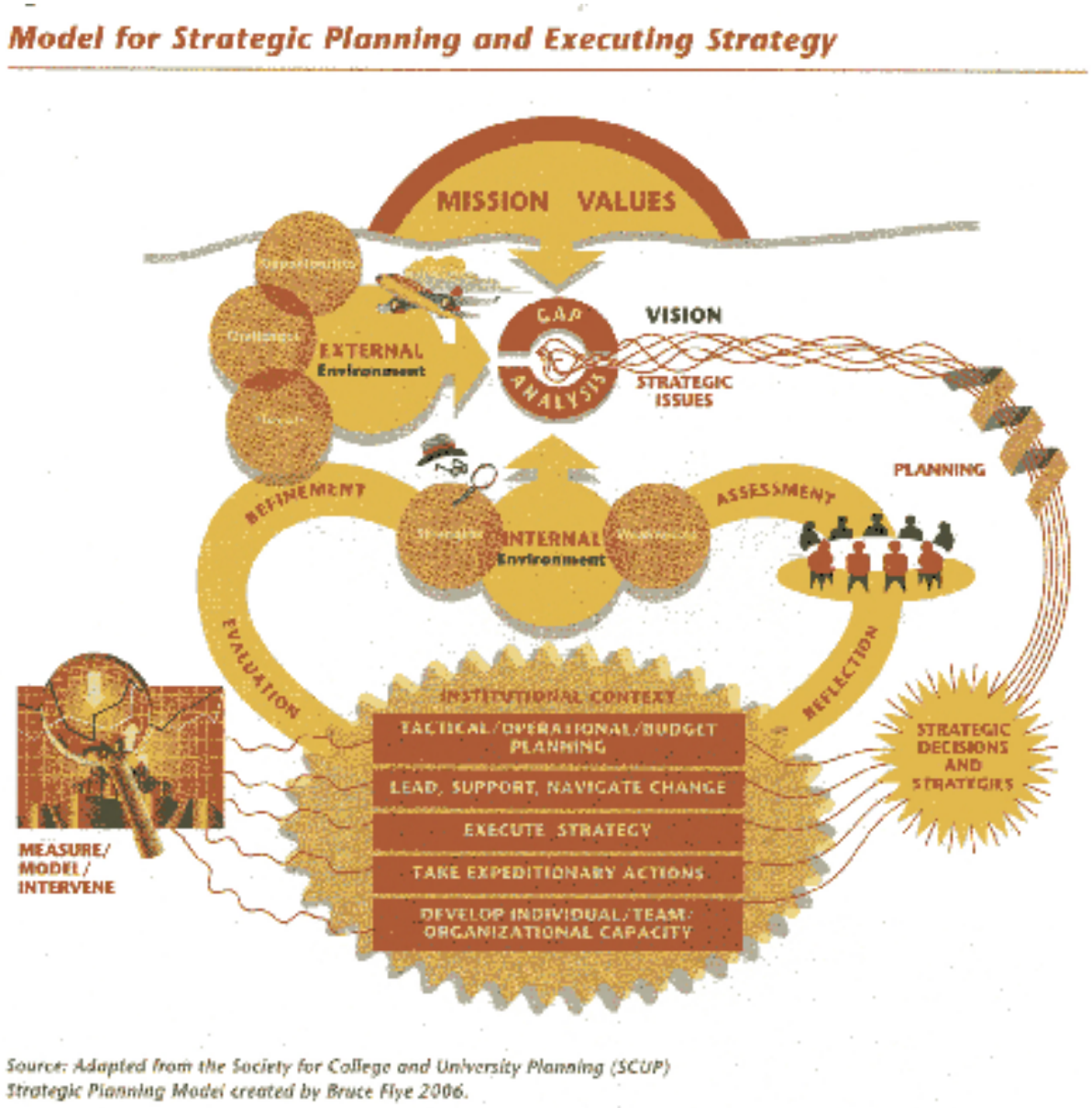
- What is strategic planning?
- What do higher education models look like?
- What have other institutions used?
- What is integrated planning?
- What are core indicators of effectiveness?
- How do we get *there* from *here*?

The Process

- Committee began meeting summer 2010 to begin next steps in strategic planning
- Committee decided to use an internal consultant to facilitate shared reading and dialogue to create a common understanding of strategic planning:
  - Theory: Literature review informed the reading
  - Application: Used the context of Mesa governance, processes, and culture to provide the lens for dialogue

The Readings

- Norris, D. M. & Poulton, N. L. (2008). *A guide to planning for change*. Ann Arbor: Society for College and University Planning.
- McPhail, C. J. (Ed). (2005). *Establishing and sustaining learning-centered community colleges.* Washington, DC: Community College Press. (Selected chapters)
- Alfred, R. L., Shults, C., & Seybert, J. A. (2007). *Core indicators of effectiveness for community colleges. (3rd Ed.).* Washington, DC: Community College Press.
- Kezar, A. J. & Eckel, P. D. (2002). The effect of institutional culture on change strategies in higher education: Universal principles or culturally responsive concepts? *The Journal of Higher Education, 73*(4), 435-460.



Strategic Planning Model

The Planning

- With the establishment of common ground, including a shared vocabulary, shared model, and shared process, the hard work of applying the theory began . . .

(5) Strategic Planning: Mesa's Planning, 2007–2010

Dean of Arts and Languages
Jonathan Fohrman

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Strategic Planning Accomplishments

- By Fall 2010, we completed:
  - Vision, Mission, Values, and Goals
  - Performance Indicators
  - Research Planning Agenda
  - Program Review Process
  - SDCCD Strategic Plan
  - CCC System Strategic Plan

(5) Strategic Planning: Environmental Scan & College Goals

Campus-Based Research Analyst
Ms. Susan Mun

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Environmental Scan

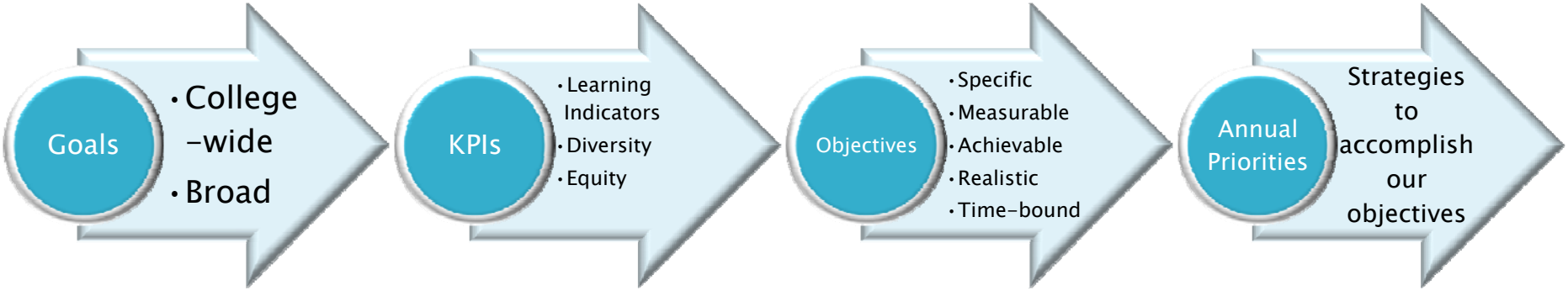
- Purpose:
  - To understand the College's external environment and successfully lead, create, and navigate change
- Sources:
  - *San Diego Regional Environmental Scan Final Report* (SDCCD, 2006)
  - *2010-2011 Mid-Year Update Economic Forecast and Industry Outlook* (LAEDC, 2010)
  - *The Recovery: Is It Real? 2010 San Diego Economic Forecast* (Kemp, 2010)
  - SDCCD Institutional Research Reports
  - Mesa President's Cabinet Retreats

Environmental Scan Findings

Strengths/Opportunities & Threats/Challenges

- Economic Indicators
- Social Indicators
- Organizational Indicators
- Educational Indicators

College Goals, Key Performance Indicators, Objectives, and Priorities



(5) Strategic Planning: Integrated Planning Proposal

Professor Donald Abbott

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Guiding Principles

- Build upon existing practices & traditions
- Honor shared governance
- Reduce workload on Faculty / Staff by simplifying & eliminating redundant practices
- Integrated planning should:
  - Coordinate previously disjointed planning efforts
  - Link long-term goals and short-term planning
  - Link allocations to goals

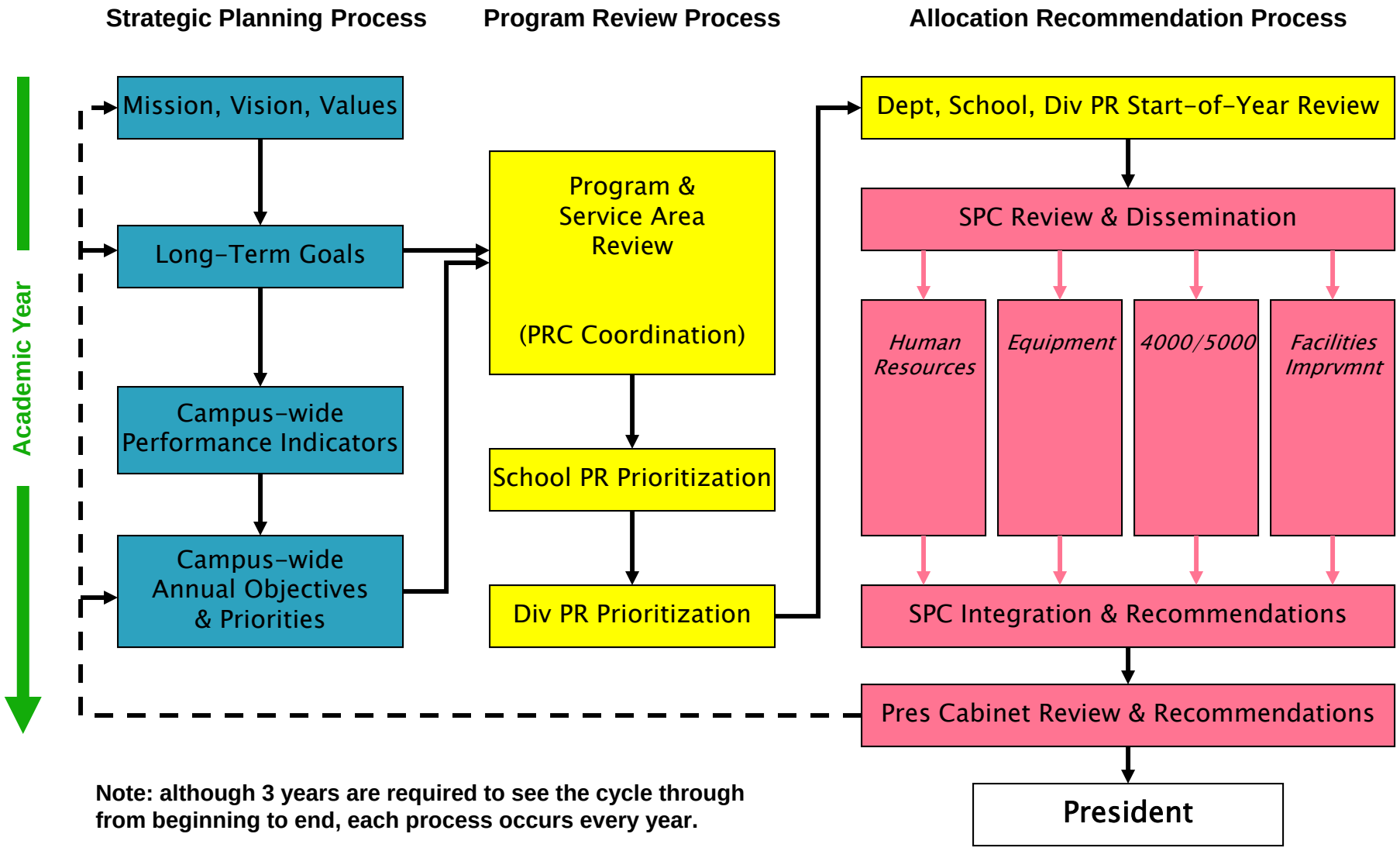
Pre-Existing Planning Processes

- Strategic Planning
  - President's Cabinet / Academic Affairs role
  - Strategic Planning Committee:
    - since 2008 (on-and-off)
    - revived Summer 2010
  - Inadequate connection to other planning processes
- Program Review
  - The 'heart' of planning at SDMC
  - Inadequately tied to Strategic Planning or Allocation
  - Complex & time-consuming

Pre-Existing Planning Processes (cont.)

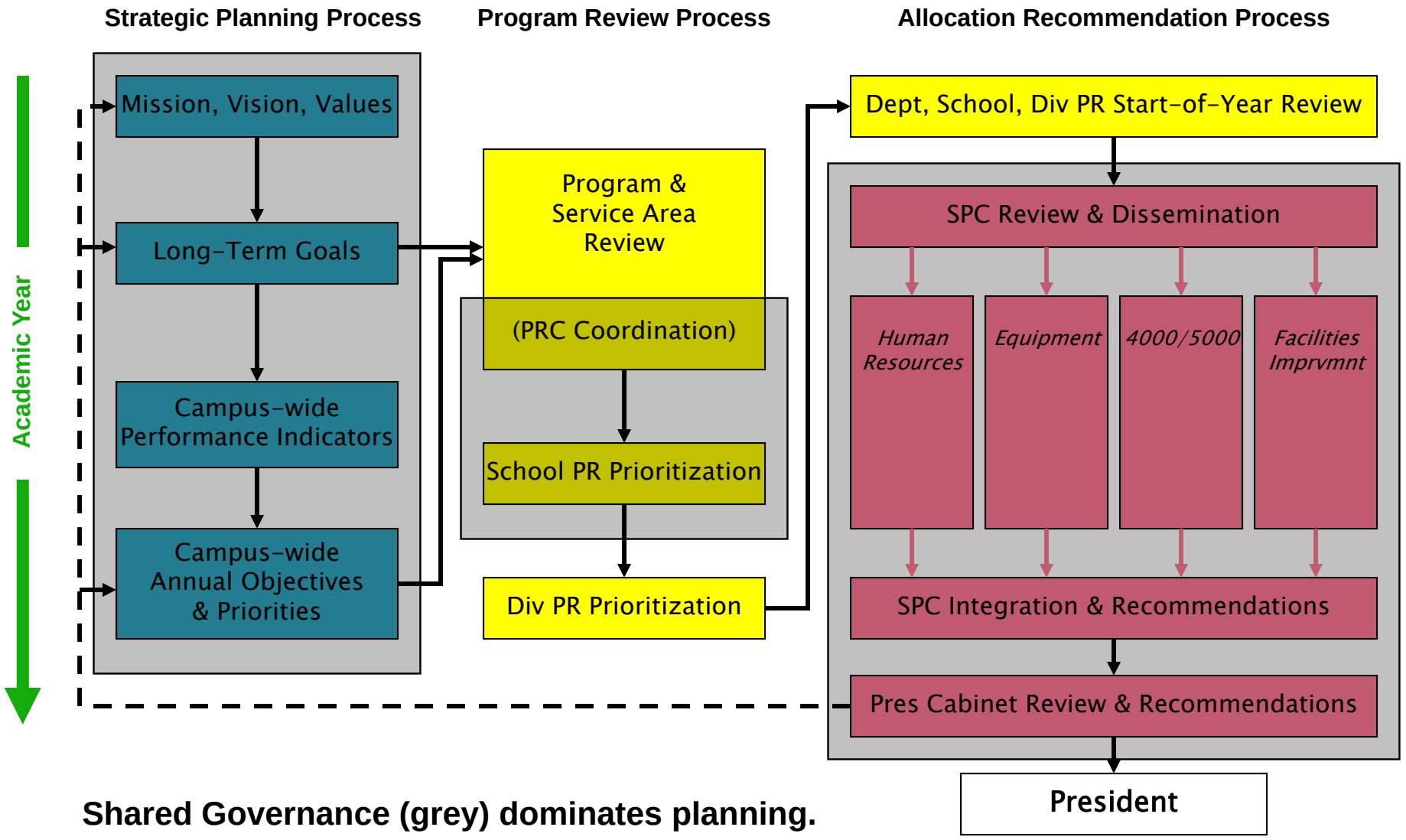
- Allocation Planning
  - 4 separate resource 'silos' (not integrated)
  - Require 4 separate applications
  - Committees review & recommend:
    - Faculty Positions (Faculty Prioritization Committee)
    - Equipment (Perkins Committee; Deans' Council)
    - 4000 / 5000 (Deans & VPs)
    - Facilities Improvement (Facilities Committee)
  - Allocations not linked to campus goals
- To address these issues, SPC recommends…

SDMC Integrated Planning (Proposed)



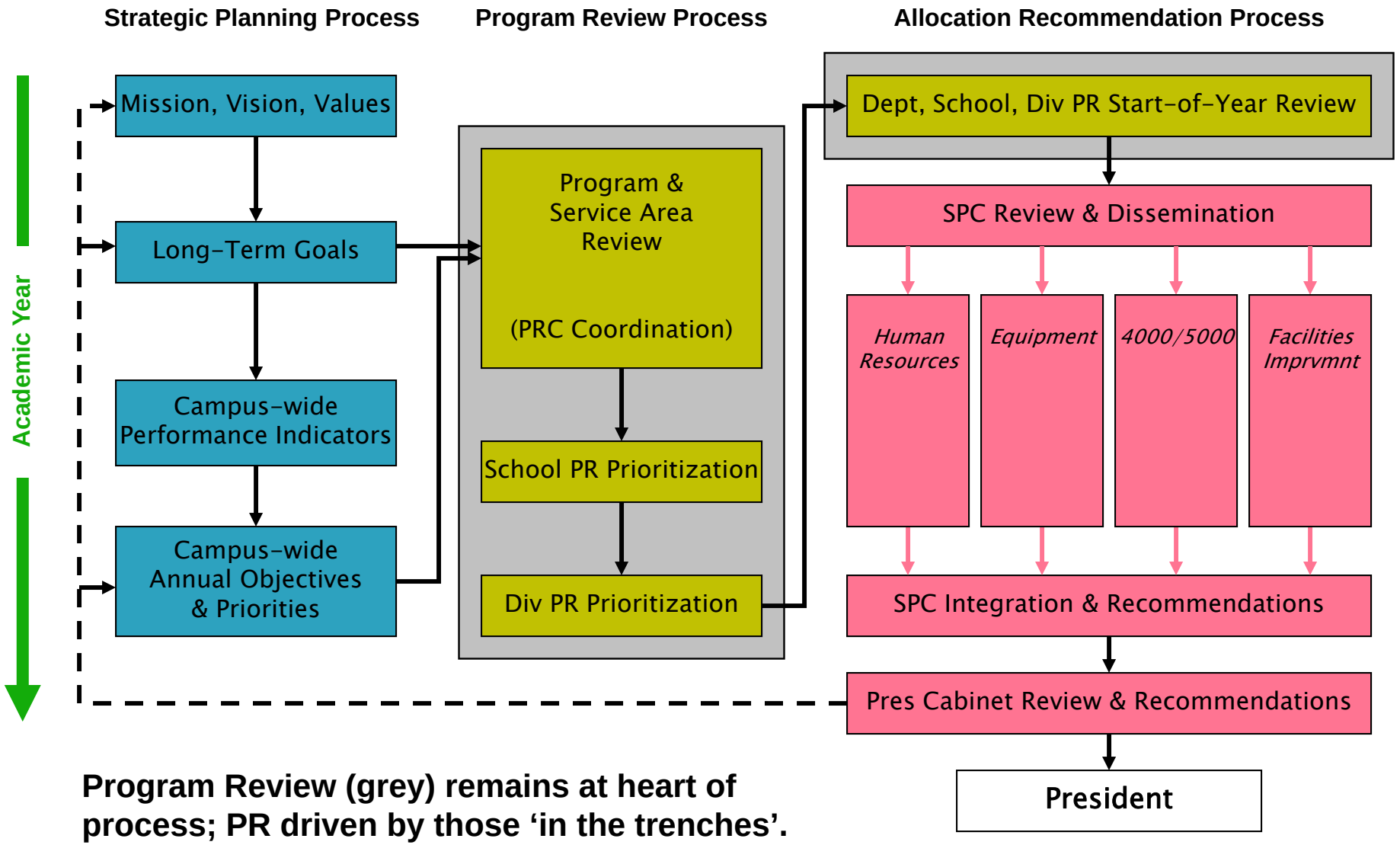
Note: although 3 years are required to see the cycle through from beginning to end, each process occurs every year.

SDMC Integrated Planning (Proposed): Role of Shared Governance



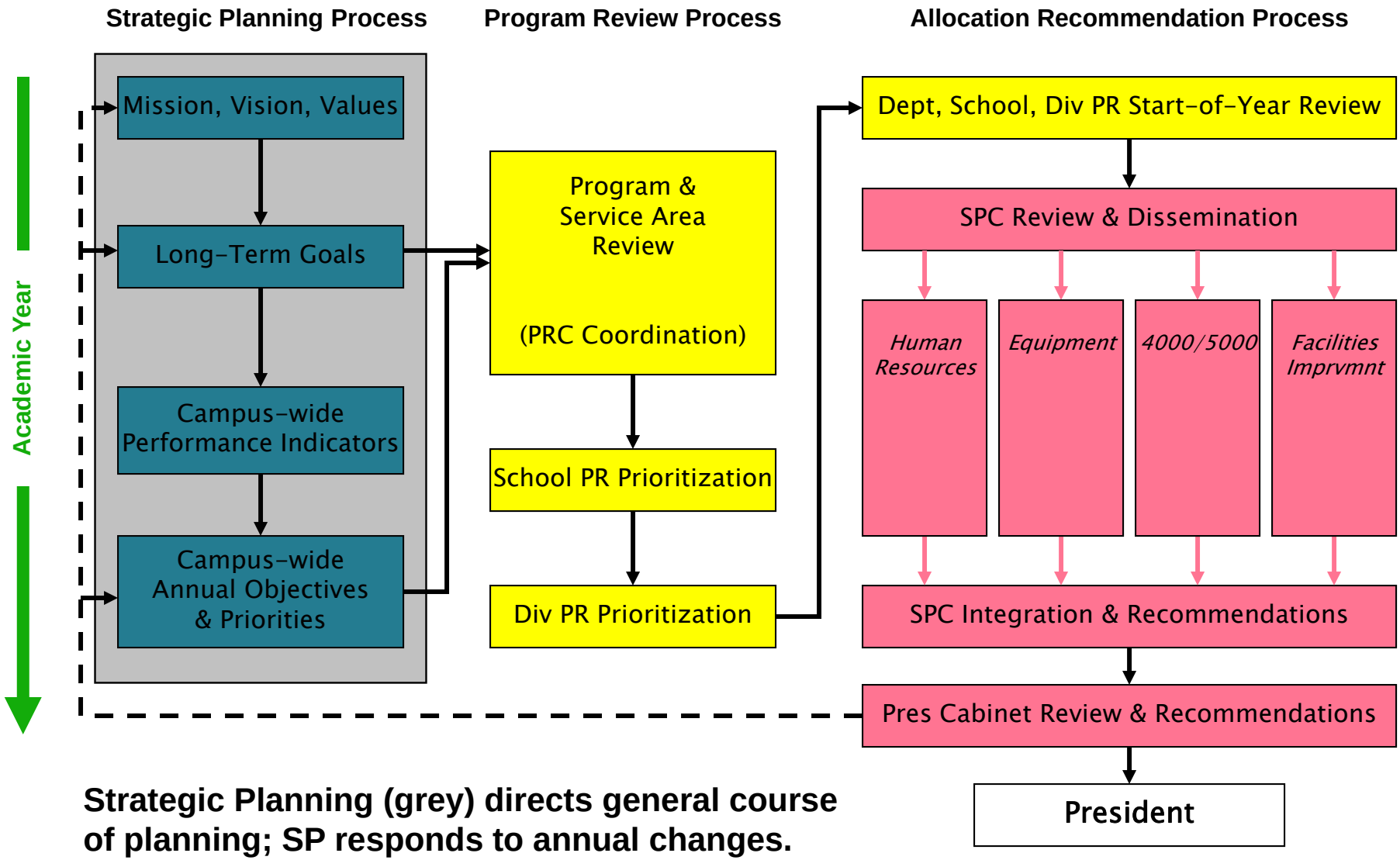
Shared Governance (grey) dominates planning.

SDMC Integrated Planning (Proposed): Role of Program Review



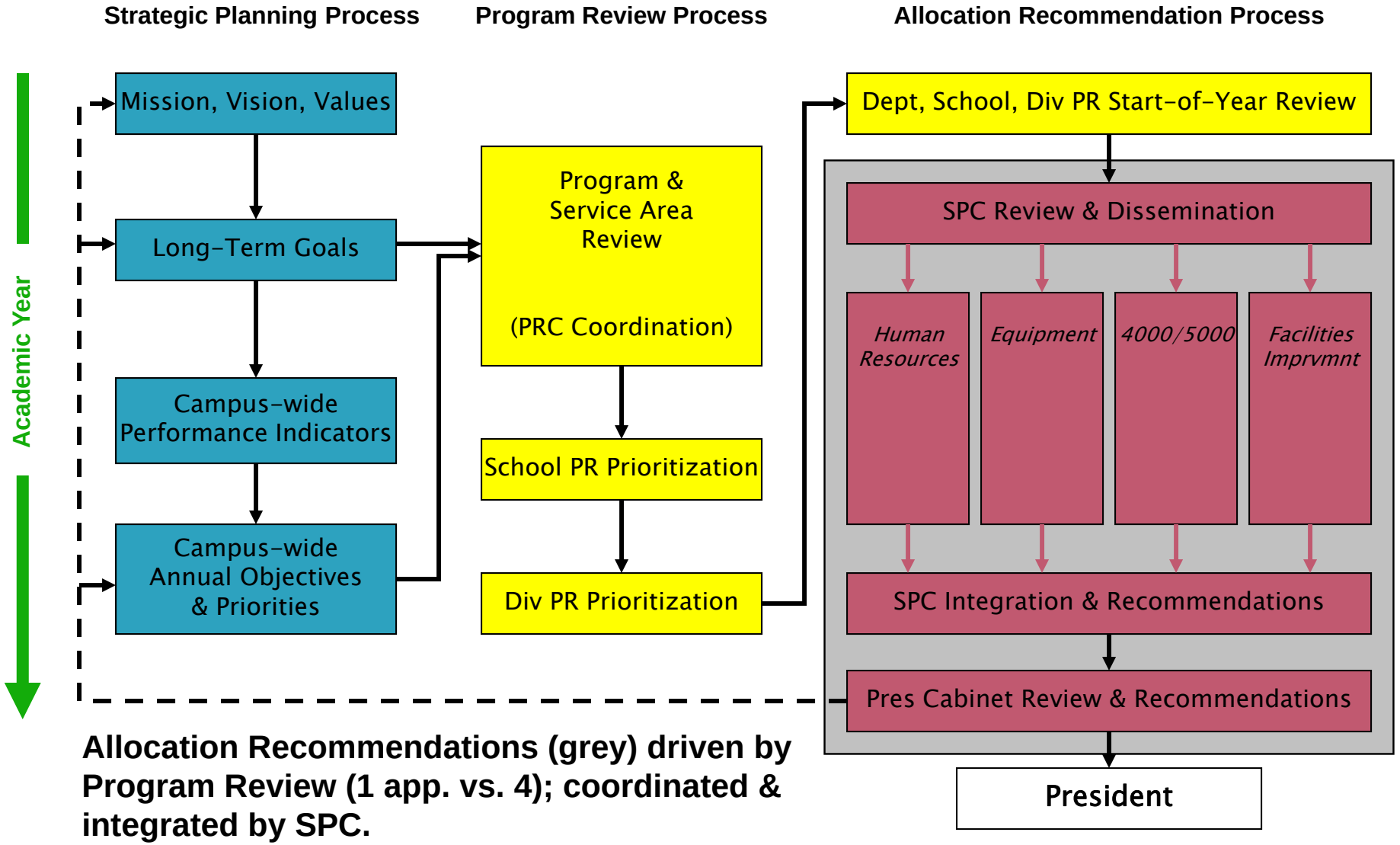
Program Review (grey) remains at heart of process; PR driven by those 'in the trenches'.

SDMC Integrated Planning (Proposed): Role of Strategic Planning



Strategic Planning (grey) directs general course of planning; SP responds to annual changes.

SDMC Integrated Planning (Proposed): Role of Allocation Recommendation Process



Allocation Recommendations (grey) driven by Program Review (1 app. vs. 4); coordinated & integrated by SPC.

(5) Strategic Planning: Committee Member Perspectives

Professor Cynthia Rico-Bravo
President, Academic Senate

Mr. Edward Higuera
Senator, Associated Student Government

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Strategic Planning: Next Steps

- Review by participatory governance groups
- Cabinet Retreat: March 4, 2011
- Additional components to develop / integrate
  - Operational processes
  - Program Review modification
  - Long-range Plan
  - Integrate Info Tech plan; Basic Skills plan
  - Annual Planning Calendar

(6) College Safety

Sergeant Diana Medero
SDCCD Police

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(7) College Resources

Acting Vice President Student Services
Brian Stockert

Dean of Student Affairs
Ashanti Hands

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Q&A / Discussion

Thank you for all you do and have a great semester.