

Mt. San Jacinto College

Strategic Plan

2014-2017



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Letter from the Superintendent/President



Roger Schultz, Ph.D.
MSJC Superintendent/President

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.

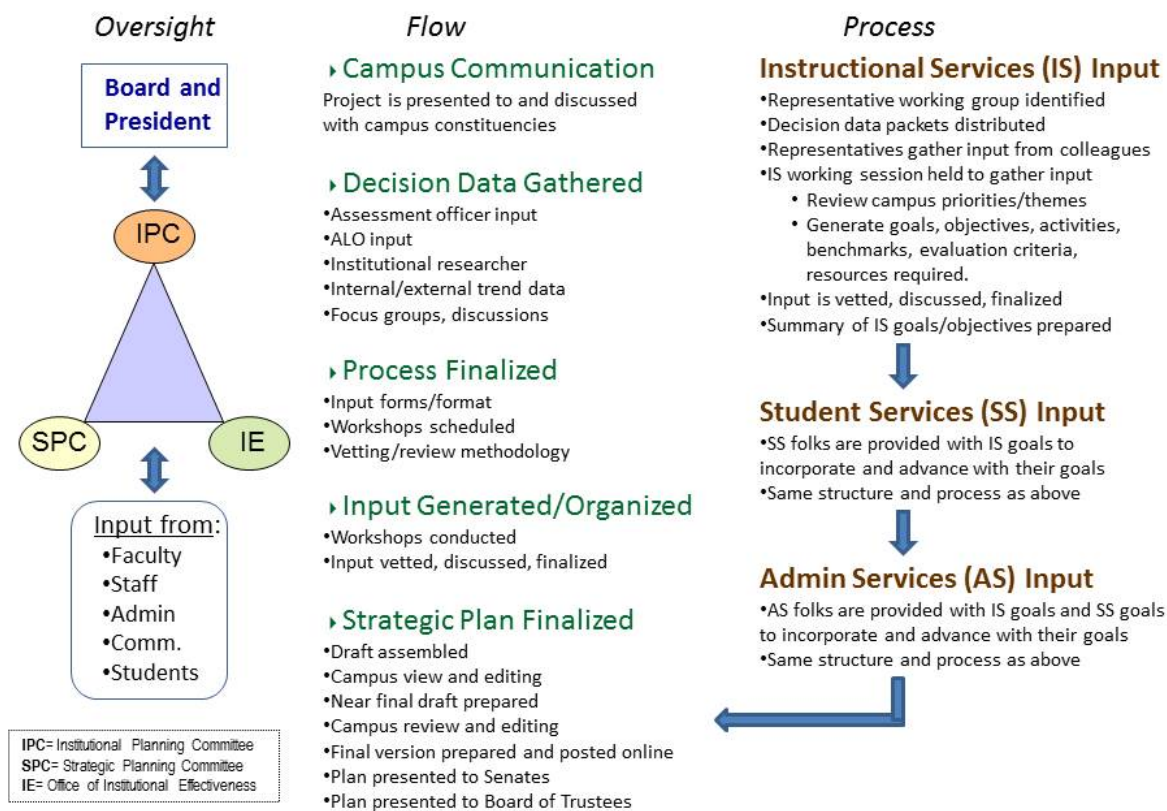
In 2014, Mt. San Jacinto College completed its three-year 2011-2014 Strategic Plan that established and set institutional priorities, goals, objectives, and measurable outcomes that directly supported the college's mission. Strategies identified within the plan were tied to measurable, time specific 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.

MSJC Strategic Plan Development Process



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
Carrera-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
Bravo, Esmeralda
Burluson, 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
Bridge, Dawn
Cason, Stephanie
Castellanos, Marcus
Donnell, Kathy
Elam, Becky
Ellis, Wade
Ferris, Staci
Garcia, Angela
Hall, Martha
Howell, Patti
Jones, Veronica
Kane, Melissa
Kasper, Scott
Klein, Wesley
Madore, Fred
Mann, Lynn
Marriott, Karin
McGee, Kara
McCallen, Elaine
Mesaris, Nik
Morales, Diane
Naish, Justin

Navarro, Lesia
Orlauski, Rebecca
Orlauski, Brian
Orloff, Micah
Runner, Steve
Sanchez, Anthony
Saucedo, Edward
Searl-Chapin, Stacey
Shoemaker, Elden
Sisco, Teri
Slattery-Farrell, Lorraine
Stafford, Aaron
Stevens, Cheryl
Stokes, Jeannine
Stratton, Katherine
Teague, Rebecca
Twitty, Brian
Venable, Julie
Wilkes, Daryl
Worthington, Elizabeth

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

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