



MSJC

MT. SAN JACINTO COLLEGE

Strategic Plan 2017-2020





Mt. San Jacinto College Strategic Plan

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*Dr. Roger Schultz
Superintendent/President
Mt. San Jacinto College*

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.

Strategic Plan Development and Process

In the spring 2017, Mt. San Jacinto College concluded its 2014-2017 Strategic Plan. This three-year planning document 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 measureable, time specific outcomes and were linked to performance indicators and evaluation criteria. A comprehensive evaluation report was developed to demonstrate the degree to which goals and objectives were met.

Throughout the 2016-2017 academic year, Mt. San Jacinto College facilitated the closing of the 2014-2017 Strategic Plan, evaluated the college's achievement of stated institutional priorities, goals, and outcomes, and developed a wholly new plan for the 2017-2020 cycle. In early fall 2016, Mt. San Jacinto College began the process for developing a new Strategic Plan for the institution's next three-year cycle. Following a similar planning structure and timeline as the previous 2014-2017 Strategic Plan, the district completed a draft of the 2017-2020 Strategic Plan with a tentative timeline to share the final version with the college community, move through the participatory governance approval queues, and ultimately a recommendation for approval by the Board of Trustees in early fall 2017. This planning development process

was coordinated by the college's Offices of Institutional Effectiveness and Research to ensure access to data as well as full participation from all constituencies. As with similar institutional-wide planning efforts and following the collegial practices established through the college's participatory governance structure, Mt. San Jacinto College ensured that the college constituents and community were provided ample opportunities for involvement, input and feedback into the development of the 2017-2020 Strategic Plan.



This year-long strategic plan development process in 2016-2017 included review and revisions of the college's mission statement, values statements, development of a six-year Educational Master Plan, and modifications and

improvements to the Core Competencies. Regular updates to the Academic Senate, Classified Senate, Student Government Association, Institutional Planning Committee, and Board of Trustees were provided throughout the development phase. Additionally, the Strategic Plan development strategy, timeline, and drafts were shared with multiple leadership groups including Executive Cabinet, Management Leadership, and the Board of Trustees.

The process consisted of five strategic planning retreats with representation from students, faculty, classified, professional staff, administration, and Board of Trustee members.

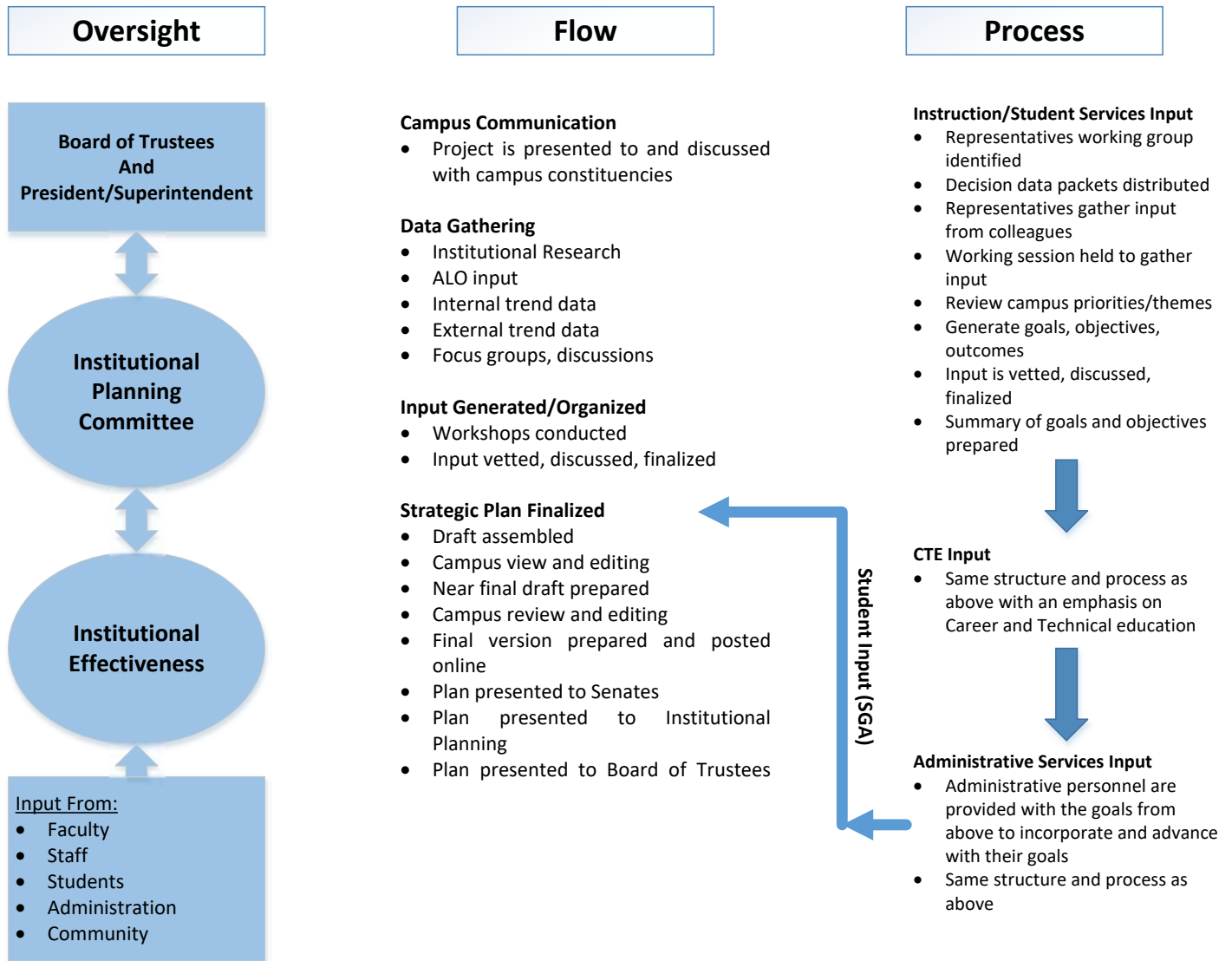


The retreats were designed to limit silos and therefore, two retreats were specifically held for instructional and student services divisions to work collaboratively, one retreat focused on career and technical education, one for administrative services, and the final retreat was

a student forum. These 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 themes in the college's Education Master Plan as well as both internal and external data and research thereby advancing the College initiatives of data-driven and linked planning.

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 2017. This comprehensive planning process was documented on the Institutional Effectiveness website so the progress could be monitored, recorded and used to support the evaluation of the plan. As with the past Strategic Plan, the college will continue to successfully utilize the 2017-2020 Strategic Plan goals and objectives to drive the college's future allocation prioritization processes.

MSJC Strategic Plan Development Process



Board of Trustees

Tom Ashley, *President* – Trustee, Area 5
Bill Zimmerman, *Clerk* – Trustee, Area 3
Sherrie Guerrero, Ed.D. – Trustee, Area 1
Ann Motte – Trustee, Area 4
Dorothy McGargill – Trustee, Area 2
Makeez Manely – Student Trustee



Brandon Moore, *Executive Dean of Institutional Effectiveness, Assessment and Student Success*
Brian Orlauski, *Interim Vice President of Business Services*

Academic Leadership

Rhonda Nishimoto, *Academic Senate President*
Tamara Smith, *Academic Senate Vice President*

Strategic Plan Oversight

Institutional Planning Committee
Office of Institutional Effectiveness

Executive Leadership

Dr. Roger Schultz, *Superintendent/President*
Dr. Rudolph Besikof, *Vice President of Instruction*
Dr. John Colson, *Vice President of Student Services*
Beth Gomez, *Vice President of Business Services*
Dr. Barry Kayrell, *Interim Vice President of Human Resources*
Dr. Jack Miyamoto, *Interim Vice President of Human Resources*

Mission

Mt. San Jacinto College offers quality, accessible, equitable and innovative educational programs and services to students aspiring to achieve their academic, career and personal development goals.

We provide students a safe environment in which to pursue basic skills, career and general education pathways. Our programs lead to transfer, associate degrees and certificates which meet workforce development needs in our diverse communities.

Our commitment to learning and achievement empowers students to enrich our communities and participate meaningfully in today's complex world.

Vision

Transforming Learners.
Transforming Communities.
Transforming Lives.

Values

We are students, employees and a community. We believe that the act of teaching and learning is vital to a thriving community that enriches and at times, saves lives. We commit to opportunities that inspire the following values in ourselves and our institution:

- **Excellence:** We challenge students by setting high standards for learning and

critical thinking, which we model with action.

- **Collaboration:** We believe the best results are achieved through communication and participation among students, employees, industry and the community we serve.
- **Relationship:** We nurture a 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 create educational experiences that have meaningful applications in a local and global context, today and tomorrow.
- **Access:** We ensure the equitable rights of all students by removing barriers to a quality education and promoting a network of support that improves learning opportunities.
- **Leadership:** We empower people throughout the 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 consistently demonstrating our character and an institutional commitment to do the right thing.

Student Success

Goal 1: Promote Research-Based High Impact Instructional and Student Support Practices to Decrease Excessive Unit Accumulation

- Objective 1.1: Foster early student awareness and knowledge of college-going experience through effective orientation and improved onboarding strategies.
- Objective 1.2: Implement multiple measures for placement at the highest appropriate course level in Math, English, and ESL.
- Objective 1.3: Establish student access to electronic student education plan.



- Objective 1.4: Expand acceleration into Math and other relevant academic programs.
- Objective 1.5: Clarify and develop clear and integrated educationally coherent program maps that include specific course sequences, progress milestones, and program learning outcomes.
- Objective 1.6: Enhance Early Alert

(Connect) communications between students, counselors, faculty and student support services.

Goal 2: Create Structured Educational Experiences that Support Students from Point of Entry to Attainment of Educational Goal

- Objective 2.1: Foster and support broad and authentic engagement of college faculty and staff—in the design, implementation, evaluation, and ongoing improvement of pathways for students.
- Objective 2.2: Align college-level programs of study with requirements for success in employment and at the next level of education pursued.
- Objective 2.3: Establish transfer pathways through alignment of pathway courses and expected learning outcomes with transfer institutions to optimize applicability of community college credits to university majors.
- Objective 2.4: Embed academic and non-academic supports throughout students' programs to promote student learning and persistence.

Goal 3: Promote Student Engagement in College-Wide and Community Events and Activities

- Objective 3.1: Broaden the availability of events and opportunities to engage in student life and development.

- Objective 3.2: Facilitate and support student engagement in participatory governance committees.
- Objective 3.3: Utilize social media and other marketing tools and technologies to improve communications to students.

Goal 4: Strengthen Institutional Capacity to Improve Student Preparation, Transition, and Successful Course Completion in Distance Education and Online Learning

- Objective 4.1: Improve instructional design and other distance education training and support for instructors teaching via distance education.
- Objective 4.2: Enhance quality and consistency of distance education and online learning instruction through an effectively resourced Distance Education Support Center.
- Objective 4.3: Design effective student onboarding structure for distance education and online learning.

Goal 5: Increase Experiential Opportunities for Students to Explore, Transition-To, or Promote Within the Workforce

- Objective 5.1: Cultivate new and emerging partnerships with local businesses and industries to secure job, internship, externship, and college work experience opportunities.
- Objective 5.2: Foster enrollment and completion of occupational internships, apprenticeships, and job training programs.
- Objective 5.3: Support and encourage

opportunities for faculty to maintain and enhance professional currency by partnering with local business and industry leaders.



Systematic Planning and Assessment

Goal 6: Increase Development of Standard Operating Procedures Effectively Across the Institution to Ensure Consistent and Effective Implementation and Application of MSJC Board Policies and Administrative Procedures

- Objective 6.1: Increase awareness to MSJC policies and procedures to ensure consistent and effective implementation and application.
- Objective 6.2: Document and communicate standard operating procedures (SOP) effectively across the institution.
- Objective 6.3: Create process for employee feedback to elicit participation in improving processes.

Goal 7: Improve Timely Access to Relevant Data for Decision-Making through Creation of Standards and Tools to Determine Appropriate Levels of Access to Sensitive Information and Support the Classification of Institutional Data

- Objective 7.1: Develop and communicate data classification standards.
- Objective 7.2: Develop a process for determining appropriate level of access to confidential information (ex: personal identifiable information).

Goal 8: Develop and Implement a Transparent Prioritization Structure at the Institutional Level

- Objective 8.1: Improve effective communication of District-wide project-based and capital improvement to operational and support units, College faculty, staff, administration, and students.
- Objective 8.2: Ensure connection of categorical programs to integrated planning, and resource allocation structures.

Goal 9: Improve Dialog for All District Positions to Better Identify Organizational Structures and Support Personnel Needs

- Objective 9.1: Improve the position control

for all district positions.

- Objective 9.2: Ensure hiring priorities are transparent across the institution.

Fiscally Sound Position

Goal 10: Develop and Implement a Total Cost of Operation Model that Addresses Human, Physical, and Financial Resources Necessary to Operate the College in a way that Best Serves Students, Faculty, and Staff

- Objective 10.1: Create a total cost of operation decision process that addresses the necessary human, financial, and physical resource requirements for both new and existing programs.
- Objective 10.2: Create training opportunities for faculty and staff to utilize TCO model.

Goal 11: Pursue Sustainable Resources and Solutions that Improve Efficiencies in Processes District-Wide while also Considering the Institution's Carbon Foot Print

- Objective 11.1: Create a comprehensive recycling program.
- Objective 11.2: Create a “village resource” that enables departments to view available surplus resources.
- Objective 11.3: Identify additional ways of generating revenue through the MSJC Foundation.
- Objective 11.4: Enhance electronic processes to streamline workflow and reduce dependence on paper products.



Institutional Pride and Organizational Culture

Goal 12: Actively Promote a Welcoming Campus Environment for Students, Faculty, and Staff

- Objective 12.1: Heighten awareness and utilization of the work order process to quickly report minor repair needs to keep campus aesthetics welcoming.
- Objective 12.2: Create a feedback process for faculty, staff, and students to request/report maintenance or custodial concerns.
- Objective 12.3: Design a navigation plan (including signage, branding, and identity) for each site to enhance flow of foot traffic for students and potential students to locate classrooms, services, and events.
- Objective 12.4: Maintain, support, and enhance the MSJC Welcome Week to assist all students in navigating the campuses and establishing a more welcoming environment during the start of each semester.
- Objective 12.5: Demonstrate a commitment to providing a safe and secure campus through the presence and utilization of technology.

Goal 13: Reinforce and Strengthen Partnerships Between Faculty, Instructional, Student and Administrative Services to Promote Collegiality and Improve Cross-Divisional Processes and Procedures for the Purpose of Better Serving Students

- Objective 13.1: Create opportunities for open dialog and communication between

faculty, Instructional Services, Student Services, and Administrative Services.

- Objective 13.2: Introduce counselor liaisons to various academic programs as a primary focus to foster working closely with instructional faculty, administration, and staff.
- Objective 13.3: Increase career training and professional development opportunities that enable faculty and staff to collaborate and learn about internal processes and procedures.
- Objective 13.4: Continue to hold convocation(s) across the college and explore the feasibility of holding district-wide convocations.



Community Partnerships and Service

Goal 14: Actively Engage Local Leaders, Regional Businesses, and Community Based Organizations to Address Community, Educational, Economic, and Regional Workforce Needs

- Objective 14.1: Enhance the MSJC career outreach activities to better showcase

internal, local, and regional opportunities for internships as well as jobs.

- Objective 14.2: Expand offerings of seminars, speaker series', and other community events to engage our constituents.
- Objective 14.3: Publicize and create additional opportunities for MSJC faculty, staff, and administrator involvement in local and regional community service events, projects, and partnerships.
- Objective 14.4: Increase awareness of public facilities to generate more exposure to the College.



- Objective 14.5: Regularly conduct comprehensive needs analysis to determine local industry, business, city, and community needs.
- Objective 14.6: Respond to local business, city, and community needs with regard to educational offerings.
- Objective 14.7: Employ effective and targeted marketing and outreach strategies for both the District as a whole and individualized programs.

Goal 15: Improve and Enhance Processes/ Structures that Bridge College Programs with High School Students and Staff

- Objective 15.1: Update and implement standard operating procedures for all K-12 partnerships and programs including dual enrollment, concurrent enrollments, and curriculum alignment.
- Objective 15.2: Implement standardized communication hierarchies between high school faculty, counselors, administrators, and the College.
- Objective 15.3: Create intentional communities of practice between high school and college staff, teaching faculty, counselors, and administrators.
- Objective 15.4: Create opportunities to promote the benefits of higher education to parents and community members.

Strategic Plan Oversight

Institutional Planning Committee

- Dr. Roger Schultz, *Chair*
- Justin Bennett
- Dr. Rudolph Besikof
- Ted Blake
- Marcus Castellanos
- Dr. John Colson
- Fred Frontino
- Beth Gomez
- Paul Hert
- Tim Lampley
- Jill Lanphere
- Janice Levasseur
- Elizabeth Mascaro
- Tyler Mendel
- Nik Mesaris
- Brandon Moore
- Dr. Rhonda Nishimoto
- Brian Orlauski
- Tamara Smith
- Jeannine Stokes
- Katherine Stratton
- Rebecca Teague
- Kevin Valero

Office of Institutional Effectiveness, Planning and Research

- Brandon Moore, *Executive Dean of Institutional Effectiveness, Assessment and Student Success*
- Rebecca Teague, *Dean of Planning,*

Institutional Effectiveness and Grants/ Accreditation Liaison

- Nik Mesaris, *Director of Institutional Research*
- Stephen Sandstrom, *Sr. Research Analyst*
- Fernando Gutierrez, *Research Analyst*
- Paul Hert, *Program Review and Assessment Coordinator*
- Jill Lanphere, *Executive Assistant*
- Tabitha Lawler, *Administrative Associate III*

Academic Senate

- Dr. Rhonda Nishimoto, *Executive Senate President/MVC Site Council President*
- Tamara Smith, *Executive Senate Vice President/SJC Site Council President*
- Janice Levasseur, *Executive Senate Correspondence Secretary/MVC Site Council Vice President*
- Julie Freeman, *Executive Senate Appointment Secretary/SJC Site Council Vice President*
- Jesslyn Lopez, *Executive Senate MVC Associate Faculty Representative/MVC Site Council Associate Faculty Representative*
- David Smith, *Executive Senate SJC Associate Faculty Representative/SJC Site Council Associate Faculty Representative*
- Lyndsey Tone, *SJC Site Council Secretary*
- Morgan Hoodenpyle, *MVC Site Council Secretary*
- Jennifer Borton, *SJC Site Council Senator*
- Payden Ackerman, *SJC Site Council Senator*

- Anjeanette Oberg, *MVC Site Council Senator*
- Dr. Jim Decker, *MVC Site Council Senator*

Classified Senate

- Timothy Lampley, *President*
- Julie Baker, *Vice President*
- Elizabeth Mascaro, *Past President*
- Belen Kirejian, *Treasurer*
- Erika Martin, *Secretary*
- Dawn Bridge, *Senator-at-large*
- Janet Brandenburg, *Senator-at-large*
- Diane Morales, *Senator-at-large*
- Esmeralda Bravo, *Senator-at-large*
- Kristin Rodriguez-Gomez, *Senator-at-large*

Instructional Deans

- Dr. Jeremy Brown, *Dean of Instruction, Arts, Humanities and Social Sciences, Menifee Valley Campus*
- Dr. Jamail Carter, *Dean of Instructional Support Services*
- Martha Crawford, *Interim Associate Dean of Instructional Support Services*
- Marc Donnhauser, *Dean of Instruction, Math and Science, Menifee Valley Campus*
- Mark Fields, *Associate Dean of Career & Technical Education, Menifee Valley Campus*
- Dr. Jeffrey Holmes, *Associate Dean of Career & Technical Education, San Jacinto Campus*
- Joyce Johnson, *Dean of Instruction, Career & Technical Education and Nursing & Allied Health*
- Micah Orloff, *Dean of Instruction,*

Academic Computing, Technology and Distance Education

- Patrick Springer, *Dean of Physical Education and Athletics*
- Dr. Carlos Tovares, *Dean of Instruction, Academic Programs, San Jacinto Campus*

Student Services Leadership

- Jared Davis, *Interim Dean of Student Services - Counseling*
- Susan Loomis, *Dean of Student Services*
- Dolores Smith, *Dean of Student Services*
- Tom Spillman, *Dean of Student Services*
- Patrick Springer, *Dean of Physical Education and Athletics*

Student Government Association

- Corbie Adams, *President*
- Jody Palmer, *Vice President SJC*
- Spencer Pellegrini, *Vice President MVC*

Strategic Plan Retreat Participants

Instructional Services/Student Services

- Christine Abriam
- Eva Aceves
- Payden Ackerman
- Dr. Shelley Aguilar
- Bahareh Alaei
- Dr. Crystal Anthony
- Alicia Ashorn
- Kevin Baker
- Angela Barbera
- Dr. Bertha Barraza
- Larry Barraza
- Bil Bergin
- Ted Blake

- Jennifer Borton
- Jessica Bradley
- Dr. Jeremy Brown
- Diana Chacon
- Judy Compton
- Martha Crawford
- Alex Cuatok
- Jared Davis
- Mary Lou Dillard
- Marc Donnhauser
- Brett Dooley
- Susan Douchette
- Jonnika Escobar
- Anya Franklin
- Julie Freeman
- Fred Frontino
- Bernadette Furr
- Noemi Garcia
- Richard Garcia
- Meredith Goebel
- Whitney Griffiths
- Amber Gutierrez
- Andrea Hammock
- Belinda Heiden Scott
- Dr. Del Helms
- Paul Hert
- Araceli Higuera
- Susie Hochstrat
- Morgan Hoodenpyle
- Joyce Johnson
- Marisa Jones
- Dr. Nizam Kazi
- Joe Lample
- Tabitha Lawler
- Zanya Leovao
- Leticia Luna-Sims
- Cindy Manzanilla
- Genessis Marquez
- Dr. Roy Mason
- Janet McCurdy
- Evelyn Menz
- Luis Mondragon
- Ammanda Moore
- Paula Moua
- Dr. Rhonda Nishimoto
- Anjeanette Oberg
- Micah Orloff
- Erik Ozolins
- Selena Paez
- Dr. Sujatha Pamula
- Dan Peace
- Michael Plotkin
- Heather Pomerence
- Cynthia Prentice
- Betsy Ramos
- Roddy Rampersad
- Dr. Nick Reeves
- Maria Rice
- Amber Rogers
- Dr. Sterling Roulette
- Terry Russell
- Leslie Salas
- Annie Schaadt
- Bahram Sherkat
- Angela Seavey
- John Seed
- Dolores Smith
- Tamara Smith
- Dr. Tatiana Somers
- Tom Spillman
- Lauren Springer
- Patrick Springer

- Carrie Stantz
- Cathy Tallman
- Dr. Amanda Uvalle
- Tina Vandewater
- Adrienne Walker
- Michael Welden
- Shanae Williams
- Escarlet Wirth
- Brenee Wright
- Dr. Pamela Wright

Career & Technical Education

- Meghan Basgall
- Ron Bowman
- David Candelaria
- Stephanie Cason
- Kimberly Day
- Keith Hanz
- Dr. Michelle Harper
- Belinda Heiden Scott
- Jose Hernandez
- Paul Hert
- Regina Marks
- Carlos Martinez
- Deanna Maxon
- Dr. Rhonda Nishimoto
- Micah Orloff
- Robert Pensiero
- Dr. Peter Zografos

Administrative Units

- Beth Bowles
- Dawn Bridge
- Secret Brown
- Ashlye Bunker
- Marcus Castellanos

- Enrique Cerda
- Tammy Cunningham
- Cindy Davis
- Todd Franco
- Kristen Grimes
- Ron Guglielmana
- Amber Gutierrez
- David Haddad
- Mandie Hornback
- Regina Howard
- Gail Jensen
- Tabitha Lawler
- Leticia Luna-Sims
- Angela Mange
- Jennifer Marrs
- Elaine McCallen
- Kara McGee
- Diane Morales
- Eric Muehlebach
- Cheri Naish
- Justin Naish
- Melissa Ochoa
- Brian Orlauski
- Rebecca Orlauski
- Micah Orloff
- Scott Pedersen
- Amber Rogers
- Dennis Rollins
- Steve Runner
- Teri Safranek
- Stephen Sandstrom
- Kristin Sension
- Elden Shoemaker
- Aaron Stafford
- Anna Stirling
- Katherine Stratton

- Brian Twitty
- Julie Venable
- Judd Wagner
- Carole Ward
- Daryl Wilkes
- Dawn Witt

Student Government Association

- Corbie Adams
- Maya Cardenas
- Morgan Comstock
- Stepheny Estes
- Makeez Manely
- Brenda Maya Esparza
- Claudia Mendoza
- Damitrius Morales
- Perla Ornelas
- Spencer Pellegrini
- Kevin Valero
- Jessica Vazquez