

Instructional Division Goals & AUO's 2014-2015

INSTITUTIONAL GOAL I. MiraCosta Community College District will become a vanguard institution committed to innovation and researched best practices, broad access to higher education, and environmental sustainability.

Institutional Objective I.1: Foster an inclusive community of learning and practice.

MCC	<u>Action:</u> Prioritize and design programs, initiatives, and systems .[I.1.1]	<u>Outcome:</u> The systemic assimilation of researched best practices that will lead to innovation, enhanced student success, and institutional excellence.	<u>Metric:</u> Participation levels, process evaluations	<u>Responsible Party:</u> President's Office, in collaboration with Institutional Effectiveness Committee	<u>Completion Date:</u> Annual and ongoing
Office of Instruction	<u>Action:</u> Support and provide input to the President's Office & IEC.				
Progress Report					

Institutional Objective I.2: Identify and implement best practices for promoting and increasing access to college programs and services.

MCC	<u>Action I.2.1:</u> Identify best practices for promoting and increasing access to college programs and services [I.2.1].	<u>Outcome:</u> Best practices are identified	<u>Metric:</u> Comprehensive list of best practices	<u>Responsible Party:</u> Instructional and Student Services Deans, in collaboration with Office of Institutional Effectiveness	<u>Completion Date:</u> End of Spring Semester 2015
Office of Instruction	<u>Action I.2.1:</u> Initiate contact with other relevant parties (<i>including faculty</i>), and provide input into the identification of best practices.	<u>AUO:</u> Deans together with faculty investigate and identify practices in the sphere of instruction which promote and increase access.	<u>Metric:</u> Comprehensive list of best practices.	<u>Responsible Party:</u> Instructional Deans and VPI	<u>Completion Date:</u> March-April 2015
Progress Report	Faculty and IS Deans have been contributing to Student Equity and SSSP planning. To better foster the implementation of best practices this should be reviewed together with joint deans, in order to consider whether the existing plans themselves contain				

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the comprehensive list which is required by the metric, or whether this needs further work.					
MCC	<u>Action I.2.2:</u> Create a plan for implementing best practices for promoting and increasing access to college programs and services [I.2.2].	<u>Outcome:</u> The district has a plan for implementing best practices.	<u>Metric:</u> Existence of the implementation plan	<u>Responsible Party:</u> Instructional and Student Services Deans, in collaboration with Office of Institutional Effectiveness	<u>Completion Date:</u> End of Spring Semester 2016
Office of Instruction	<u>Action I.2.2:</u> Initiate contact with other relevant parties and provide input into the development of a plan [I.2.2].	<u>AUO (15-16):</u> Instructional Deans provide input that provides for the implementation of practices which will increase access to instructional programs and services. <u>Examples include:</u> 1) Establish enhanced pathways which will increase student movement from adult education to college-level studies. 2) Initiate collaborative exchange and professional development with K-12 partners to optimize student preparation and integration of developments pertaining to the common core curriculum.	<u>Metric:</u> Plan contains elements pertinent to instruction	<u>Responsible Party:</u> Instructional Deans and VPI	<u>Completion Date:</u> March-April 2016
Progress Report	Not due until April 2016				
MCC	<u>Action I.2.3:</u> Implement best practices for promoting and increasing access to college	<u>Outcome:</u> Best practices are implemented.	<u>Metric:</u> Implementation completion;	<u>Responsible Party:</u> Instructional and Student Services	<u>Completion Date:</u> End of Spring Semester 2017

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	programs and services.		Improvement against benchmarks.	Deans, in collaboration with Office of Institutional Effectiveness	
Office of Instruction	<u>Action I.2.3:</u> Implement access plan.	<u>AUO (16-17):</u> Instructional Deans provide leadership and support for the successful implementation of the plan.	<u>Metric:</u> Implementation; Improvement against benchmarks	<u>Responsible Party:</u> Instructional Deans & VPI	<u>Completion Date:</u> End of Spring Semester 2017
Progress Report	Not due until end of Spring 2017				

Institutional Objective I.3: Integrate sustainability into the college environment, culture, and experience, and extend outreach to the communities we serve.

MCC	<u>Action I.3.1:</u> Develop and implement an educational outreach plan to increase sustainability awareness throughout the district.	<u>Outcome:</u> There is increased awareness of and engagement with sustainable practices throughout the district.	<u>Metric:</u> Pre-Implementation and Post-Implementation Surveys.	<u>Responsible Party:</u> Director of Facilities, in collaboration with the President's Advisory Committee on Sustainability	<u>Completion Date:</u> Ongoing
Office of Instruction	<u>Action I.3.1:</u> Deans work collaboratively with other stakeholders to support this broader educational campaign in the curricular, co-curricular, and external community spheres.	<u>Outcome:</u>	<u>Metric:</u>	<u>Responsible Party:</u>	<u>Completion Date:</u>
Progress Report					

INSTITUTIONAL GOAL II. MiraCosta Community College District will become the institution where each student has a high probability of achieving academic success.

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Institutional Objective II.1: Ensure educational planning tools, processes, and resources are contemporary and optimize student success.

MCC	<u>Action II.1.1:</u> Provide new resources that allow students to access information, self-assess and monitor progress towards their academic goals [II.1.1].	<u>Outcome:</u> More students have and are effectively using Educational Plans.	<u>Metric:</u> Number of completed Educational Plans for non-exempt new first time college students; Usage Analytics; Student Survey	<u>Responsible Party:</u> Student Services Deans	<u>Completion Date:</u> End of Spring Semester 2017
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Office of Instruction	<u>Action:</u> N/A	<u>AUO:</u> N/A	<u>Metric:</u>	<u>Responsible Party:</u>	<u>Completion Date:</u>
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Institutional Objective II.2: Foster an intellectual environment where faculty have regular access to and opportunities to engage in practices of teaching excellence.

MCC	<u>Action II.2.1:</u> Create a center for teaching and learning [II.2.1].	<u>Outcome:</u> Faculty have open access to research on effective teaching practices that support student success.	<u>Metric:</u> Existence of teaching and learning center.	<u>Responsible Party:</u> Instruction and Student Services Deans, in collaboration with the Academic Senate.	<u>Completion Date:</u> End of Spring Semester 2017
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Office of Instruction	<u>Action II.2.1:</u> Provide guidance and support for the review of varied approaches, and the selection and implementation of a model (including programming) that is well-suited for successful implementation at MiraCosta.	<u>AUO (16-17):</u> VPI and Instructional Deans provide meaningful leadership and support for the planning and implementation of a center and program; faculty find increased support for enhancing their teaching and improving student outcomes.	<u>Metric:</u> Survey (use and change in practice)	<u>Responsible Party:</u> VPI and Instructional Deans (in collaboration with other above-named parties)	<u>Completion Date:</u> End of Spring Semester 2017
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Progress Report

Not due until Spring 2017

MCC	<u>Action II.2.2:</u> A summit will be held each year focused on	<u>Outcome:</u> Faculty apply best practices learned at the	<u>Metric:</u> Self-assessment and	<u>Responsible Party:</u> Instruction and	<u>Completion Date:</u> Spring 2015 and
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	best practices in teaching and learning [II.2.2].	annual summits.	evaluation.	Student Services Deans, in collaboration with the Academic Senate.	annually thereafter.
Office of Instruction	<u>Action II.2.2:</u> Work with other parties to plan and implement summits.	<u>AUO:</u> Faculty apply best practices learned at the annual summits.	<u>Metric:</u> As above	<u>Responsible Party:</u> Instructional Deans in collaboration with above named parties.	<u>Completion Date:</u> As above
Progress Report	We are incorporating elements of this in the Student Success Summit this year with plans to separate the two events in the fall 2015.				

Institutional Objective II.3: Utilize researched best practices and innovative strategies to develop and/or sustain communities of learning designed to produce equity in student outcomes.

MCC	<u>Action II.3.1:</u> Develop and implement a scalable program to assist pre-transfer students to successfully complete transfer level coursework [II.3.1].	<u>Outcome:</u> A scalable program is in place and assisting pre-transfer students in completing transfer level coursework.	<u>Metric:</u> Evidence of a fully implemented scalable program.	<u>Responsible Party:</u> Instructional and Student Services Deans, in collaboration with the Student Success Committee	<u>Completion Date:</u> End of Spring Semester 2017
Office of Instruction	<u>Action II.3.1:</u> Identify and implement effective strategies in instruction to increase percentage of pre-transfer students successfully moving to and completing transfer level studies.	<u>AUO (Ongoing):</u> Institute a community of learning and practice in instructional sphere to lead and implement scalable practices that will improve student success.	<u>Metric:</u> Increased numbers of students successfully complete Math 64 & English 100 within the first two semesters; Basic Skills students move more quickly from two levels below transfer-level to transfer-	<u>Responsible Party:</u> VPI, VPSS, & Joint Deans	<u>Completion Date:</u> End of Spring Semester 2017 (Checked annually)

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level courses in math and English; Increased students complete a transfer-level math or English class within the first year; Increased numbers of students achieve their goals within four years.

Progress Report Not due until Spring 2017

MCC	<u>Action II.3.2:</u> Expand cohort programs geared towards students who self-identify as transfer students but are placing into pre-transfer courses and disproportionately not reaching their goals [II.3.2].	<u>Outcome:</u> More students are engaged in cohort programs.	<u>Metric:</u> Participation in cohort programs	<u>Responsible Party:</u> Instructional and Student Services Deans, in collaboration with the Student Success Committee	<u>Completion Date:</u> End of Spring Semester 2017
Office of Instruction	<u>Action II.3.2:</u> Analyze current cohort models and identify possible new cohort models to bring on campus.	<u>AUO:</u> More students are engaged in cohort programs.	<u>Metric:</u> Participation levels in cohort programs.	<u>Responsible Party:</u> VPI, VPSS and Joint Deans	<u>Completion Date:</u> End of Spring 2017 and checked annually.
Progress Report	We are sending a team to the Washington Institute for Learning Communities at The Evergreen State College to begin to define what MiraCosta's learning communities will look like. Establish criteria for learning communities and other cohort programs. Additionally the San Elijo Campus will be launching First Four pilot in the Fall 2015 geared towards transfer students placing into pre-transfer courses. Through curriculum redesign the mathematics department has created a shortened pathway to statistics (MATH 103, PSYC/SOC 104, BUS 204...). The math department continues to offer compressed cohort courses through pre-transfer and transfer levels. As an example, students can complete Math 30 and Math 64 in a single term. New curriculum for accelerated English creates a cohort program between ENG 100 and ENG 52 for the purpose of accelerating through transfer-level English. SPANISH 101 and 102 are also offered in a one semester compressed format.				

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INSTITUTIONAL GOAL III. MiraCosta Community College District will institutionalize effective planning process through the systematic use of data to make decisions.

Institutional Objective III.1: Advance our culture of evidence by maximizing the access to and use of data.

MCC	<u>Action III.1.1:</u> Ensure that software systems used for program review, outcomes assessment, planning and decision-making are integrated and support the migration of data across systems [III.1].	<u>Outcome:</u> Evidence of complete and comprehensive data sets available to and used by stakeholders.	<u>Metric:</u> Results of testing show that all software systems are generating data from the same source.	<u>Responsible Party:</u> Office of Institutional Effectiveness and Academic Information Systems	<u>Completion Date:</u> July 1, 2017
Office of Instruction	<u>Action III.1.1:</u> Work with appropriate parties to ensure that software systems used for program review, outcomes assessment, planning and decision-making are integrated and support the migration of data across systems [III.1].	<u>AUO:</u> Meet user needs by identifying data elements to support planning and decision making.	<u>Metric:</u> Results of testing show that all software systems are generating data from the same source.	<u>Responsible Party:</u> Office of Institutional Effectiveness and Academic Information Systems	<u>Completion Date:</u> July 1, 2017 with annual progress report
Progress Report	By Spring 2015 AIS established and funded a computer environment with all necessary software to establish the data warehouse and turned this over to Institutional Effectiveness where they hired a consultant to establish the environment and train the staff. As of April 2015 we are currently recruiting for a Data Warehouse Programmer dedicated to supporting a district-wide data warehouse.				
MCC	<u>Action III.1.2:</u> Realize a college-wide data warehouse with reporting and publishing capabilities that harness evidence from all areas of the college.	<u>Outcome:</u> A robust and fully functional staff- supported data warehouse is utilized college-wide for planning, assessment, reporting, and decision making	<u>Metric:</u> Funding awarded, implementation completed, evidence of college-wide use.	<u>Responsible Party:</u> Office of Institutional Effectiveness, Academic and Information Services	<u>Completion Date:</u> Once funding is secured, the implementation process will take approximately

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1-1/2 years.

Office of Instruction	<u>Action III.1.2:</u> Work with appropriate parties to realize a college-wide data warehouse with reporting and publishing capabilities that evidence from all areas of the college.	<u>AUO:</u> Meet the institution-wide need for a data warehouse.	<u>Metric:</u> Useful reports and requested dashboards	<u>Responsible Party:</u> Office of Institutional Effectiveness and Academic Information Systems	<u>Completion Date:</u> 1.5 years after project funding
Progress Report	The SharePoint software integration with the data warehouse is in place and is being deployed by Institutional Effectiveness researchers. The future hire for the Data Warehouse Programmer will be able to expand to different divisions.				

Institutional Objective III.2: Employ strategic collaboration throughout the institution to move from evidence to action.

MCC	<u>Action III.2.1:</u> Create and implement a network for the interaction with and the utilization of different types of data to make decisions at all levels.	<u>Outcome:</u> Reflections, use of data, and dialogue about program review, outcomes assessment, and resource allocations have matured.	<u>Metric:</u> Baseline evaluation of random samples from various processes before and after implementation to determine the breadth and depth of conversations and the use of data. Evaluate annually.	<u>Responsible Party:</u> Office of Institutional Effectiveness, in collaboration with the Institutional Effectiveness Committee	<u>Completion Date:</u> Network created during 2014-15 academic year. Implementation during 2015-16 academic year. Assessed and refined during 2016-17 academic year.
Office of Instruction	<u>Action III.2.1:</u> Support & provide input to OIE & IEC	<u>AUO:</u> N/A	<u>Metric:</u>	<u>Responsible Party:</u>	<u>Completion Date:</u>
Progress Report	Next step due in 2016-17.				

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INSTITUTIONAL GOAL IV. MiraCosta Community College District will demonstrate high standards of stewardship and fiscal prudence.

Institutional Objective IV.1: Maintain budget practices that result in sustainable, balanced budgets and sufficient reserves.

MCC	<u>Action IV.1.1:</u> Develop best practices in budgeting [IV.1.1].	<u>Outcome:</u> The college has created a best practices document.	<u>Metric:</u> Completed document.	<u>Responsible Party:</u> Fiscal Services, in collaboration with the Budget and Planning Committee	<u>Completion Date:</u> December 2014
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Office of Instruction	<u>Action IV.1.1:</u> Evaluate budgets and optimize fiscal stewardship and sustainability within the instructional division.	<u>AUO:</u>	<u>Metric:</u>	<u>Responsible Party:</u>	<u>Completion Date:</u>
Progress Report					

Institutional Objective IV.2: Maintain a system of internal controls that results in unqualified audits.

MCC	<u>Action IV.2.1:</u> Periodically monitor and evaluate the system of internal controls [IV.2.1].	<u>Outcome:</u> College departments are able to internally audit and evaluate their respective internal controls.	<u>Metric:</u> Evaluative audits.	<u>Responsible Party:</u> Fiscal Services and college departments	<u>Completion Date:</u> January 2015 and each January thereafter
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Office of Instruction	<u>Action IV.2.1:</u> N/A	<u>AUO:</u> N/A	<u>Metric:</u> N/A	<u>Responsible Party:</u> N/A	<u>Completion Date:</u> N/A
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Institutional Objective IV.3: Invest in and preserve assets (land and physical plant, technology and equipment) that serve district needs.

MCC	<u>Action IV.3.1:</u> Develop and promote a campaign designed to raise awareness in investing in and preserving assets that serve the district needs [IV.3.1].	<u>Outcome:</u> The college community has a heightened awareness regarding investing in and preserving district assets.	<u>Metric:</u> Survey assessments.	<u>Responsible Party:</u> Fiscal Services, in collaboration with the Budget and Planning Committee	<u>Completion Date:</u> March 2015 with periodic reminders
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Office of	<u>Action IV.3.1:</u> Install and	<u>AUO:</u>	<u>Metric:</u> Replace	<u>Responsible Party:</u>	<u>Completion Date:</u>
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Instruction	replace IT equipment in accordance with the Technology Master Plan (TMP)	identified equipment within allocated budget	Academic Information Services	Yearly
Progress Report				

INSTITUTIONAL GOAL V. MiraCosta Community College District will be a conscientious community partner.

Institutional Objective V.1: Collaborate and partner with employers and the business community to address global workforce needs and trends.					
MCC	<u>Action V.1.1:</u> Ensure degrees and programs are aligned with industry and local workforce trends .[V.1.1]	<u>Outcome:</u> Degrees and programs are aligned with industry and local workforce trends.	<u>Metric:</u> Comparison of campus data to labor market data.	<u>Responsible Party:</u> Dean of Career and Technical Education, in collaboration with the CTE Dept. Chairs	<u>Completion Date:</u> End of Spring Semester 2017
Office of Instruction	<u>Action V.1.1:</u> Ensure degrees and programs are aligned with industry and local workforce trends .[V.1.1]	<u>Outcome:</u> Degrees and programs are aligned with industry and local workforce trends.	<u>Metric:</u> CTE Biannual program reviews conducted every other spring.	<u>Responsible Party:</u> Dean of Career and Technical Education, in collaboration with the CTE Dept. Chairs	<u>Completion Date:</u> End of Spring Semester 2015 and every 2 Spring Semesters.
Progress Report	Completed Biannual Program Review in Spring 2015.				
MCC	<u>Action V.1.2:</u> Strengthen industry partnerships to enhance student employability and increase workplace competencies [V.1.2].	<u>Outcome:</u> Industry partners are satisfied with their relationship with MiraCosta departments and with student workplace competencies.	<u>Metric:</u> Industry Partners Assessments	<u>Responsible Party:</u> Community Services, Career Services, Career Technical Education departments	<u>Completion Date:</u> First assessment in Fall 2015 and annually thereafter
Office in Instruction	<u>Action V.1.2:</u> Strengthen industry partnerships to enhance student	<u>Outcome:</u> Industry partners are satisfied with their relationship with MiraCosta	<u>Metric:</u> Minutes of annual CTE advisory board	<u>Responsible Party:</u> Career Technical Education	<u>Completion Date:</u> First assessment in Spring 2015 and

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	employability and increase workplace competencies [V.1.2].	departments and with student workplace competencies.	meetings.	departments (CTE Dean)	annually thereafter
Progress Report	The CTE Advisory Board meeting day is scheduled for Friday, April 10 th . Industry partners will be surveyed at this event. Results of the survey to be uploaded into TracDat.				
Institutional Objective V.2: Collaborate with community partners to create pathways for students that provide opportunities for learning and development outside of the classroom.					
MCC	<u>Action V.2.1:</u> Collaborate with community partners to cultivate student experiential learning opportunities [V.2.1].	<u>Outcome:</u> There is an increased number of students who are aware of and participate in experiential learning.	<u>Metric:</u> Student participation data and student satisfaction survey.	<u>Responsible Party:</u> Career Services, in collaboration with Service Learning.	<u>Completion Date:</u> First assessment in Fall 2014 and annually thereafter
Office of Instruction	<u>Action V.2.1:</u> Collaborate with community partners to cultivate student experiential learning opportunities [V.2.1].	<u>Outcome:</u> An increased number of students who are aware of and participate in experiential learning.	<u>Metric:</u> Student participation data and student evaluations of internship and work experience classes included in annual program review.	<u>Responsible Party:</u> Career Services	<u>Completion Date:</u> First assessment in Fall 2014 and annually thereafter
Progress Report	The results of the Fall 2014 student survey to be uploaded into TracDat (IS To Do: Pull from Career Services PR data)				
Institutional Objective V.3: Work with educational and community based partners to cultivate a “college-going culture” within the district’s region and neighboring communities.					
MCC	<u>Action V.3.1:</u> Create new and expand existing partnerships that build Adult Education pathways, CTE, Workforce Development, and Higher Education programs [V.3.1].	<u>Outcome:</u> Pathways are in place that assist students in transition from Adult Education into CTE, Workforce Development, and Higher Education programs.	<u>Metric:</u> Track student transitions; assess and refine pathways.	<u>Responsible Party:</u> Dean, Behavioral Sciences, History, and Community Education	<u>Completion Date:</u> Ongoing; first assessment in Fall 2015 and annually thereafter

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Office of Instruction	<u>Action V.3.1:</u> Create new and expand existing partnerships that build Adult Education pathways, CTE, Workforce Development, and Higher Education programs [V.3.1].	<u>Outcome:</u> Pathways are in place that assist students in transition from Adult Education into CTE, Workforce Development, and high school to Higher Education programs.	<u>Metric:</u> Track student transitions; assess and refine pathways.	<u>Responsible Party:</u> Dean, Behavioral Sciences, History, and Community Education	<u>Completion Date:</u> Ongoing; first assessment in Fall 2015 and annually thereafter (AB 86 2015-16 implementation year; data to be available for assessment in 2016-17 year)
Progress Report	MiraCosta College and San Dieguito Unified High School District (SDUSHD) are working together to phase in transition of SDUHSD Adult Education to MCC via an MOU by June 30, 2016. Through the AB86, regional plan pathways to MCC have been identified in partnership with Carlsbad Unified School District, Oceanside Unified School District and SDUHSD. Pathways and strategies that were identified in the AB86 regional consortium plan will be implemented upon approval of the AB86 Block Grant. We expect to hear about approval in June 2015 with anticipated allocation in August 2015. We are building the Data Dashboard for noncredit program in partnership with the Office of Institutional Effectiveness for full implementation in Fall 2015.				
MCC	<u>Action V.3.2:</u> Plan and engage in dialogues among faculty and administrators from MiraCosta and from feeder high schools to understand Common Core and to explore the alignment of MiraCosta's incoming student expectations with the high schools' outgoing student expectations.	<u>Outcome:</u> MiraCosta has clearly articulated the expectations of Common Core, and our assessments are aligned with those expectations.	<u>Metric:</u> Evidence that conversations occurred; Offering of and attendance at Professional Development workshops.	<u>Responsible Party:</u> Instructional and Student Services Deans	<u>Completion Date:</u> Implement in Fall 2014, assess Fall 2017
Office of Instruction	<u>Action V.3.2:</u> Plan and engage in dialogues among faculty and administrators	<u>Outcome:</u> MiraCosta has clearly articulated the expectations of Common	<u>Metric:</u> Evidence that conversations occurred; Offering	<u>Responsible Party:</u> Instructional and Student Services	<u>Completion Date:</u> Implement in Fall 2014, assess Fall

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	from MiraCosta and from feeder high schools to understand Common Core and to explore the alignment of MiraCosta's incoming student expectations with the high schools' outgoing student expectations. [V.3.2]	Core, and our assessments are aligned with those expectations.	of and attendance at Professional Development workshops.	Deans	2017
Progress Report	Initiated discussion with Oceanside Unified School District as part of the Oceanside Promise pathway development. In Fall 2014, NCHCA hosted common core orientation for faculty at CSUSM. (IS To Do: Confirm if at Palomar or CSUSM)				