

Category 4

Academic Excellence and Administration

President's Goal	Instructional Division Objective	Administrative Unit Objective	Outcome Statement	Assessment Measure(s)	Timeline	Assessment Results	Results-based Feedback
Foster and support educational excellence in educational programs and standards.	Create and support instructional and college support systems	Modify PERCY to meet the needs of the Program Review	PERCY will meet the needs of Program Review to link to budget allocation	Review PERCY after a complete cycle of program review	Spring 2011	The Institutional Program Review Committee was created to review the process of Program Review and the link to Budget and Planning. Feedback from users indicated that PERCY was cumbersome and not flexible enough. The same data process could be completed through Blackboard.	Use Blackboard to complete program review and distribute the data needed for each program under review.
Attract, recruit, hire and retain outstanding faculty, classified staff and administrators, including leadership succession planning and diversity of applicants pools.	Strengthen distance education delivery and support system	Implement room reassignment for department chairs to schedule classes across instructional disciplines	Room reassignment will maximize the efficient use of classroom space for each discipline.	Room reassignment has been assigned to each discipline through department chairs at the Oceanside campus and San Elijo Campus.	Spring 2011 for Oceanside and Spring 2012 for San Elijo Campus	Department chairs submitted Spring 2012 schedule according to room reassignment at both Oceanside and San Elijo Campus. Room conflicts were resolved by the deans.	Review the room reassignment to include small disciplines and resolve conflicts prior to submitting to deans.
		Create and implement a load card (LC) for faculty assignments	LC will link EDDI data and payroll to have one system that accounts for faculty loads.	Pilot LC by Fall 2011	Fall 2010-Departments discuss the needs and what LC can incorporate. Spring 2011- Review LC program with appropriate departments; Fall 2011- Implement LC as a pilot	LC is not ready for Fall 2011. More work needs to be done to capture the non-teaching faculty and to connect with Payroll and HR systems.	
Academic Excellence and Administration	Assure compliance with statewide minimum qualifications for faculty hiring.	Identify areas where operational manuals are needed for Office of Instruction.	Office of Instruction will have manuals for all areas under their purview.	Manuals are created by summer 2011.	Created by the end of summer 2011 to distribute for fall 2011.	The department chairs manual was completed in August 2011 and was distributed in fall 2011. Office of Instruction manual was completed over summer 2011 and is currently in its final version.	Follow through with C&P manual, IPRC manual, and Faculty Working Conditions.
		Finalize an Online Education plan for the college	Online education plan will be completed and guide the planning for online programs and courses.	Online plan completed in 2010-2011	No later than spring 2011	The online plan was written in fall 2010 and went through Academic Affairs and Academic Senate for approval.	Follow the Online plan to guide program and course offerings.
Academic Excellence and Administration	Convert vacant classified position in the AIS to faculty online director to lead the online education	Based on the needs and findings of the Online plan, a faculty director will be hired to lead the online education.	Hire an online faculty director.	Spring 2011	An online faculty director was hired in spring 2011 to begin work in August 2011.	Work with disciplines and the new position to guide the online instruction and respond to the needs of the students and the needs to balance online and onsite instruction.	HR, department chairs and deans will examine minimum qualifications of all new applicants prior to hiring the candidates.
		Investigate and identify minimum qualifications for each discipline.	Office of Instruction and Human Resources will ensure that all faculty have met minimum qualifications.	All files have been reviewed and updated to ensure compliance and accuracy of records.	Fall 2010-Spring 2011	Department chairs and deans identified the minimum qualifications per each discipline. Deans, with the assistance of HR, reviewed all faculty files and the documentation for the minimum qualifications. Faculty who were identified as non-compliant for the disciplines were sent through equivalency or asked for further documentation to show compliance. All files were up to date at the end of Spring 2011.	Work with Academic Senate to establish Board Policy on hiring of full time faculty.
Academic Excellence and Administration	Review and modify Board Policies as they apply to hiring, assigning, and evaluating faculty	Rewrite Board Policy to assure administrative rights of assignments and evaluations.	Board policy will identify and clarify right of assignment.	Board Policy (BP number) rewritten and gone through the process of approval.	Spring 2011	Office of Instruction worked with the Academic Senate to clarify new Board Policy on right of assignment and hiring of associate faculty in spring 2011.	Continue planning for succession of future vacancies in the Office of Instruction.
		Identify and prepare for replacement hires for dean positions	Fill the positions of Math and Science and Community Education with diverse leaders for the division.	Positions filled by summer 2011.	Summer 2011	Both positions were filled in Summer 2011 and the pools were diverse and strong.	

	<p>Prepare for and Execute a successful accreditation follow-up visit in March 2011.</p>	<p>Complete a successful accreditation follow-up report.</p>	<p>Establish finalities with the Academic Senate for implementation of degree and certificate SLOs</p>	<p>Provide timelines for implementation of degree and certificate SLOs</p>	<p>Timeline completed to include completion prior to the March 2012 visit.</p>	<p>Spring 2011</p>	<p>Completed input of SLO information into system and took over maintenance of the system through the Office of Instruction. Program SLOs were completed for CTE programs but not for GE. Competency is not yet achieved.</p>	<p>Increase the focus on completing all program SLOs and work with the Academic Senate to ensure competency level met by March 2012</p>
<p><b>Board Organization and De</b></p>	<p>Nurture and develop a strong and functional relationship amongst the Board and with Superintendent/Pres. Strengthen board development efforts, including facilitating leadership and planning retreats and effective board communication.</p> <p>Ensure complete and timely dissemination of the board materials and provide support before and during Board meetings.</p> <p>Complete the remaining board policies for the college.</p> <p>Nurture values of collegiality, diversity and inclusion, and cooperation, especially as the college grows.</p>							
<p><b>Collegiality</b></p>	<p>Support, facilitate and evaluate the new governance model.</p>	<p>Develop Program Review system for Instructional Services</p>	<p>Establish criteria for program Review for the Instructional Division to align with the goals and objectives of the institution and budget allocation.</p>	<p>Program Review for the Instructional Services will be completed and aligned with the budget allocation and institutional goals.</p>	<p>A completed program review and alignment of budget with needs of the services based on program review.</p>	<p>Fall 2010 and Spring 2011</p>	<p>The Office of Instruction for the first time submitted a program review in fall 2010 through which there was a reflection of accomplishments and future goals for the division. The Program Review also included the need for staff or equipment and based on the program review, personnel were reassigned and dollars were redistributed from programs or areas not needed to the ones that showed a need.</p>	<p>Work through program review and Comprehensive Master Plan to establish action plans to guide the Instructional Service office.</p>
<p><b>Community Relationships and</b></p>	<p>Increase presence and civic engagement with local elected officials, key service organizations, and local school districts and universities.</p> <p>Expand capacity in local, state and federal legislative relations and advocacy.</p> <p>Explore and expand college partnerships with business and industry, and non-profits.</p> <p>Review and expand integrated marketing, a consistent visual identity and public relations efforts.</p>							
<p><b>Plan &amp; Facilities Planning</b></p>	<p>Make significant progress on completion of the Comprehensive Master Plan that includes creation of institutional goals, and academic and facilities components that prepare the college to 2020.</p>	<p>Completed the educational Master Plan portion of the Comprehensive Master Plan to include relevant data for institutional programs.</p>	<p>Establish relevant and consistent data among the institutional programs and disciplines to be used for the Educational Master Plan.</p>	<p>Acquire data will be identified and used by each discipline and program to guide them in establishing goals and distribution of resources for the Educational Master Plan.</p>	<p>The Educational Master Plan will contain consistent and appropriate data for each discipline and program to determine goals and resource needs.</p>	<p>Fall 2010-Spring 2011</p>	<p>Each discipline and program received in fall 2010 relevant data that included MSCH, FTE, Fill Rate, etc. Based on that data, department chairs and deans worked with consultants to determine the needs and goals of their individual programs. Categories for distribution of resources were also established based on the data provided. The Educational Master Plan portion of the Comprehensive Master Plan was endorsed by all college constituents in March 2011.</p>	<p>Utilize the Educational master Plan portion to guide the Facilities Master Plan and Technology Master Plan to complete the Comprehensive Master Plan.</p>

<p>Explore the feasibility and market strength of new academic, career and technical programs, especially those that correspond to the needs of local business and industry.</p>			
<p>Prepare the board for a decision concerning the feasibility of pursuing a General Obligation Bond.</p> <p>Lead the college in a manner consistent with board and college goals and position the college for a higher level of success.</p> <p>Represent the college with the highest degree of professionalism, integrity and high ethical standards.</p> <p>Encourage an environment of creativity and innovation.</p> <p>Earn respect among educational colleagues for fairness, intelligence and overall leadership of college.</p> <p>Develop and deliver an appropriate and balanced budget for 2011-12 with a strong reserve and ending fund balance.</p> <p>Monitor all employee group contracts.</p> <p>Monitor the district's basic aid status.</p>			
<p>Strengthen the capacity for the college to apply and obtain federal, state, local and foundation grants.</p> <p>Strengthen and provide leadership to the MiraCosta College Foundation by bolstering campus and community philanthropy and resource development.</p>			
<p>Improve the educational outcomes of students.</p>	<p>Increase basic skills services and student success</p> <p>Enhance the Honors program at MiraCosta College.</p>	<p>Inflate a college-wide dialogue on student success.</p> <p>Increase the number of honor students and honors program to ensure the stature of MiraCosta College in the Honors World.</p>	<p>Implement a guided discussion for the college on student success and basic skills.</p> <p>Student participation in Honors program will increase by 25% and Honors curriculum will expand by at least 25%.</p>
<p>Student Success &amp; Access</p>	<p>Each discussion will have evaluations and minutes collected.</p>	<p>Spring 2011</p>	<p>Identify data that measures student success to match that of the statewide data and work with the Student Success Committee to provide support in increasing retention and success rates.</p> <p>All-college day in spring 2011 was focused on a forum on student success. An expert was brought in to discuss outside research and what can be done inside and outside of the classroom to increase student success. After the presentation the faculty and staff were split in smaller discussion groups. The forum was followed by another one in April 2011.</p>
<p>Strategic Planning</p>	<p>Manage overall district enrollment and growth, including increasing efficiency and productivity.</p>	<p>2010-2011</p>	<p>Increase the visibility of the Honors program at SEC and identify a lounge place at that location to meet the requirements of universities.</p> <p>Expanded Honors curriculum by 50%. Doubled the number of Honors Scholars. Tripled participation in the undergraduate research conferences. Doubled successful TAP admissions to UCLA.</p>

