

**Pasadena City College
2003-2004 Institutional Strategic Directions and
Annual Goals**

Year-End Report

**July 2004
Pasadena City College**

2003-2004 Institutional Strategic Directions and Annual Goals

Recognizing that its primary mission is to ensure student success and learning, Pasadena City College adopts the following strategic directions and annual goals:

Strategic Direction I: Over the next 3-5 years, Pasadena City College, as a learning-centered institution, will develop and implement processes to improve student success while maintaining academic standards.

03-1: Student and Learning Services with the Institutional Planning and Research Office will implement a program review process for student support services.

This goal has been completed. All student and Learning Services programs have been instructed on how to do a program review and have received documentation on the process and forms to complete. All programs have been assigned a year during which to do their review. Seven of the forty programs in the area are doing their review during the 2003-04 year. A client survey was developed by the Institutional Planning and Research Office to help the programs evaluate the quality of their service to their clientele. A total of 1,666 students and four staff members completed the survey. The survey results were tabulated by the Institutional Planning and Research Office and returned to Student and Learning Services in December 2003.

03-2 The Offices of Instruction, Student and Learning Services, Institutional Planning and Research and Partnership for Excellence Steering Committee will monitor progress on the five Partnership for Excellence (PFE) goals, refine PFE fund allocation and evaluation processes and communicate the success of the college's PFE projects.

Significant progress has been made on this goal. Progress made on PFE goals is monitored by the Institutional Planning and Research Office (IPRO) and is reported annually at the Spring Board of Trustee's retreat. In addition, IPRO annually publishes a series of graphs showing progress made on the PFE goal of success. Success rates are displayed for multiple levels, specifically, for the entire college, each division, each discipline and for all courses with a cumulative annual enrollment of at least 100. The graphs are distributed to Division Deans.

The IPRO, using the guidelines prepared last year and published in the *Partnership for Excellence Evaluation Handbook*, reviewed and scored the quality of the evaluation reports submitted by each PFE project seeking continued funding. New in Spring 2004, IPRO notified each PFE Project Director of how their evaluation report was scored, providing both total score and the score for each component part that contributed to the total score. A matrix showing the individual component scores and total score for each PFE project was given to the PFE Steering Committee for consideration in its funding deliberations.

Strategic Direction II: Over the next 3-5 years, Pasadena City College, as a learning-centered institution, will improve the integration of its technology systems to increase the effectiveness and efficiency of College operations.

03-3 The Campus Technology Committee will begin to implement the Technology Master Plan and integrate it into the institutional planning process.

The Campus Technology Committee completed a draft of the Technology Plan that was approved by the Board of Trustees on June 16, 2004. The Technology Plan is integrated into the planning process in two ways: (1) its structure and topics is the same as used in Program, Unit and Area Plans and (2) the Technology Plan goals are annually updated from the Unit and Area Plans. Implementation of the Plan will be through the Institutional Planning Process. A Technology Plan writing team is currently updating the plan and incorporating suggestions submitted by various segments of the college.

03-4 The Offices of Student and Learning Services and Instruction will provide support for on-line web-based or other alternative delivery systems for services and courses.

Instructional support services are being provided for the on-line classes. While there have been some difficulties maintaining the on-line services on a 24/7 basis, better and more reliable service is still being developed. Expansion and improvement of the instructional support services will be ongoing as distance learning continues to be developed. It is expected that more attention will be given to this area with the hiring of the Associate Dean of Academic Support because this position will have responsibility for on-line instruction.

In terms of on-line services to students, the ability to apply on-line was made available using the statewide application, CCC Apply. The College website has been updated and many new links have been incorporated to provide smoother navigation for those who visit the site. An on-line orientation to college has also been made available to students.

Strategic Direction III: Over the next 3-5 years, Pasadena City College, as a learning-centered institution, will assess and enhance the currency and relevancy of its curriculum and pedagogy.

03-5 The Academic Master Plan Committee will complete the Academic Master Plan and will integrate it into the institutional planning process.

A committee is working on the Academic Plan. A draft report is expected to be available for review by August 30, 2004.

03-6 The Curriculum and Instruction (C&I) Committee, along with the instructional divisions, and the Office of Economic Development/Vocational Education will review the demand for and performance of courses to make recommendations about their status in the college curriculum.

Reviewing the demand for and performance of courses is a routine practice for the instructional divisions and the Curriculum and Instruction Committee. Some of the completed reviews have led to programs being designated as “inactive”. The Associate Dean of Economic Development/Vocational Education will be reporting in the near future to the Board of Trustees about the performance of certificate programs.

Strategic Direction IV: Over the next 3-5 years, Pasadena City College, as a learning-centered institution, will systematically review staffing patterns and training needs in light of workload equity, program growth, new initiatives, and increasing use of technology, and make adjustments where appropriate and feasible.

03-7 As it relates to staffing patterns and training needs the Human Resources Office will review and evaluate any reassignments initiated to address the current budget.

Less than a dozen reassignments have been made under the MOU. Of these, one had to be terminated so the employee could return to his/her original work area because of absences in the reassigned employee’s original work area; one ended by mutual agreement of the supervisor and the employee. The Executive Committee continues to consider situations where reassignments might be appropriate. As a result of reviewing the results of the MOU reassignments made in 2003-04 and in consultation with collective bargaining units, it was decided they were sufficiently successful to warrant extending the process into the 2004-05 year.

03-8 The Office of Human Resources, collaborating with other areas of the college and all staff development committees, will review the need for training and will provide professional growth opportunities and customized training with a special emphasis on technology and customer service.

A variety of staff development activities that focused on customer service and technology have been conducted. Specifically:

- Classified Days Retreats were held on October 8 and 9, 2003 for the Fall and March 17 and 18, 2004 for the Spring. This bi-annual staff development event is held on behalf of the classified staff to present speakers and a variety of workshops. Included in this year’s topics were diversity, customer service and changing points of view.
- Management Retreats were held on October 16, 2003 and May 12, 2004. The management team of the college has a management retreat each semester to discuss campus-wide issues. The Fall’s retreat featured a video presentation entitled “Common Ground” which focused on mutual respect, and an update about sexual

harassment. The Spring retreat focused on helping employees develop personal responsibility for their actions in the workplace using a program excerpts from the “On Course” program.

- A variety of technology workshops were available to employees through Staff Development and the New Media Center.
- New Hire Orientation: November 19, 2003. The Classified Staff Development Committee held an orientation workshop for newly hired classified staff.

Strategic Direction V: Over the next 3-5 years, Pasadena City College, as a learning-centered institution, will improve the utilization, quality, safety, cleanliness, and aesthetics of its physical environment in a cost-effective way to enhance student learning and community use while accommodating enrollment growth.

03-09 The Vice President of Instruction, with input from the parties potentially affected, will examine how offices and space in general can be configured or reallocated to provide more efficient operations.

The Instructional Area is constantly striving to develop the most efficient space configurations. A recent reflection of this ongoing review of space utilization is a report prepared for the Board of Trustees on space allocated for adjunct faculty.

03-10 To improve campus facilities while continuing to provide a high quality, safe, and aesthetically pleasing environment that is conducive to learning and meets the needs of a growing student population, the Vice President of Administrative Services will seek input from the affected parties while providing leadership for the continued implementation of the Facilities Master Plan 2010.

The first project of the Facilities Master Plan 2010, a new parking structure, is under construction and will be completed for the start of the Fall 2004 semester. The Industrial Technology Building (ITB) Project Committee is working with an architect to design the ITB. The Campus Center Project Committee is currently conducting site visits to evaluate which architect should be hired to design the Campus Center.

03-11 The Vice President of Instruction working with the Division Deans will improve the scheduling of classes to increase the efficient use of available space to best meet student and faculty needs.

The improvement of scheduling is an ongoing activity in the instructional divisions. The move to a compressed calendar in Fall 2003 provided an opportunity to further improve the efficiency of scheduling. The schedule and its use of space are reviewed each term. More classes will continue to be scheduled in the afternoon and evening as well as on Fridays and the weekends.

Strategic Direction VI: Over the next 3-5 years, Pasadena City College, as a learning-centered institution, will review the college's governance processes to ensure that constituent groups effectively participate in the college's decision-making.

03-12 The Institutional Planning and Research Office will coordinate a review of the institutional planning process with special emphasis on integrating budgeting and planning processes and integrating the Academic, Technology and Facilities Master Plans with the institutional planning process.

Work on this goal is well underway. The Planning and Budgeting Coordinating Committee was reconvened to conduct a formative evaluation of the planning process. As a result of the evaluation the following changes were made to the planning process.

- The Planning Handbook was re-written into a more user-friendly document with more explanation of the process;
- Step-by-step instructions were written for completing the planning forms;
- Step-by-step instructions were written for conducting a program review;
- Added to the planning process were specific directions to map the disposition of each program goal, indicating whether or not it was incorporated into the Unit Plan. The map was then to be shared with each program of the unit. Similar directions were given to map unit goals into the Area Plan. The purpose of this task is to facilitate the communication to lower planning levels as to the disposition of their goals and objectives.
- Ideas coming from the Planning and Budgeting Coordinating Committee on ways to integrate the college's master plans into the overall planning process are being implemented with the Academic and Technology Master Plans. Integration of these Master Plans into the general college planning process occurs with the instruction related and technology related goals and objectives being annually extracted from the Area Plans and used as the goals and objectives of these Master Plans.
- In early Spring 2004, a questionnaire was sent out to evaluate the strengths and weaknesses of the documents listed in the first three bullet points. The three documents are currently being revamped and merged into one document in response to the feedback received. The new document is to be distributed in Fall 2004 for the 2005-06 planning cycle.

03-13 The Board of Trustees and the College President, in cooperation with other campus leaders, will develop a budget adjustment plan for 2003-04 which is attentive to the two guiding principles of doing reductions in such a way as to minimize the impact on student access and success and to make every effort to retain full time faculty, staff and managers.

The Board adopted a 2003-04 budget which included the following adjustments: (1) \$1,000,000 in "frozen" positions throughout the college, (2) a 4% reduction in the number of sections offered (approximately \$1,000,000 savings in adjunct salaries), and (3) a 1.5% reduction in other budget areas throughout the college (approximately \$1,000,000 in

savings). As a result of the budget adjustments and MOUs with all the college unions, there were no layoffs of fulltime faculty, staff, or managers.

03-14 The College Coordinating Council will continue to refine the shared governance procedures in response to the results of reviewing the constituency groups' participation in the shared governance process.

The shared governance procedures were reviewed by the College Council and none of the participants in the shared governance process suggested any changes in the procedures.

03-15 The President in concert with his Executive Committee will provide leadership in responding to the recommendations of the 2002 Accreditation Report. Briefly, the recommendations involve: improving the planning process to be simpler and clearer, incorporating program review into all college areas, improving communication and feedback within the college and improving collegiality among college constituents.

All of the recommendations are being addressed under the leadership of the Institutional Planning and Research Office. The Board of Trustees has received monthly reports on the progress being made.

03-16 The Institutional Planning and Research Office will identify and assign to the appropriate office existing policies and procedures which need to be reviewed while the College President and College Coordinating Council will facilitate the development of new policies and procedures as needed.

The systematic identification and assignment of existing policies and procedures, which need to be reviewed, has not yet been done. However, the creation of new policies and procedures and the ad hoc review and updating of existing policies and procedures has been progressing. The College President and College Coordinating Council have facilitated the development of the following policies and procedures:

- Student Conduct and Academic Honesty
- Academic Freedom
- Part-time Faculty Hiring
- Student Trustee

Strategic Direction VII: Over the next 3-5 years, Pasadena City College, as a learning-centered institution, will improve communication among the college community and the communities it serves.

03-17 All members of the campus community will strengthen connections and communication both within the college and with the external communities. All members of the campus community includes the offices of: Instruction, Student and Learning Services, Administrative Services, the President's Area, Division Deans, Associated Students, Board of Trustees, Faculty and Staff.

All members of the campus community communicate through group meetings and presentations to groups, distributed information and e-mail. In addition, members of the

Executive Committee have made some very specific communication efforts that are listed below.

In the Instructional Area, the President and Vice President met with each instructional division and individually with each Division Dean. The Vice President and deans as a group meet twice each month. The Vice President also meets with each dean individually on a regular basis. In terms of communication with external communities, managers/deans and faculty continue to participate in various community events and with organizations.

In Student and Learning Services the managers meet twice a month to strengthen communication and discuss issues of concern. In addition, the Vice President meets individually with the managers on a monthly basis to dialogue with each of them. A meeting of the President and the Vice President with the counseling faculty occurred in May. The Vice President walks the area periodically to informally see people. Also, the Vice President meets with managers in the area where they work (e.g., New Media Center, Learning Assistance Center, Student Affairs). Meeting in the areas provides opportunities for the Vice President to dialogue with individuals and to observe operations.

The Vice President of Administrative Services meets with his managers once a month. Other Administrative Services managers also meet with their staff at least monthly. In terms of external communities, Administrative Services has communicated extensively with such groups as: Measure P Citizen's Oversight Committee, PCC Neighbors Committee, Bond Project Committees and the Coordination of events/projects with City of Pasadena/PPD

The President has asked that every management area have at least one face-to-face staff meeting per semester with all the employees in that unit. The President met face-to-face with employees from all areas of the college at least once this year.

Efforts to strengthen communication have not been limited to members of the College's Executive Committee. The Academic Senate leadership met with all of the instructional divisions. Agendas and minutes of the Board of Trustees, Academic Senate, Classified Senate, and the College Council are available either on the college website or on the Pegasus Noticeboards. Summaries of the college Executive Committee meetings are now being posted to a Pegasus Noticeboard.