2020 VISION

MT. SAN ANTONIO COLLEGE

STRATEGIC PLAN
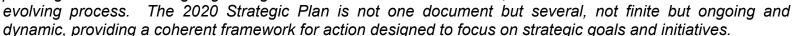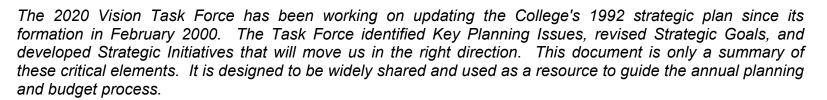## Goals & Initiatives

Fall, 2001

PRESIDENT'S MESSAGE

Strategic planning is a process that directs the College's attention to the future, enabling it to more readily adapt to change and to determine what we want the future to be. When planning for the future, one must be aware of resources and constraints, but one must also have a dream - a vision of what ought to be. One must be pragmatic, but also be able to temporarily rise above constraints and conceptually develop an ideal future.

Strategic planning includes a careful assessment of the external environment, internal strengths and weaknesses, opportunities and threats, and identification of options for future direction. Strategic planning is integrated with operational planning and action oriented, focusing on decisions and securing required resources.

Strategic planning is participatory, articulating the best thinking of those involved in creating and implementing future College direction. Strategic planning involves an on-going dialogue. It is never static or finished, but an evolving process. The 2020 Strategic Plan is not one document but several, not finite but ongoing and dynamic, providing a coherent framework for action designed to focus on strategic goals and initiatives.

The 2020 Vision Task Force has been working on updating the College's 1992 strategic plan since its formation in February 2000. The Task Force identified Key Planning Issues, revised Strategic Goals, and developed Strategic Initiatives that will move us in the right direction. This document is only a summary of these critical elements. It is designed to be widely shared and used as a resource to guide the annual planning and budget process.

Bill Feddersen,
President

INTRODUCTION AND OVERVIEW

Since its founding in 1946, Mt. San Antonio College has grown to become the largest single college district in California, serving over 40,000 students. More than one million students have been educated at Mt. SAC since its humble beginnings in former military hospital buildings. From the first World War II veterans to today's diverse student population, the College's hallmark has been its abiding commitment to providing equal access to a caring and quality learning environment. As the community's college, all of Mt. SAC's programs and services have been developed in response to the changing needs and interests of the sixteen communities served by the College.

Mt. San Antonio College is driven by its Mission, Vision, and Core Values. Our Mission is clear:
- To provide accessible and affordable quality learning opportunities in response to the needs and interests of individuals and organizations.
- To provide quality transfer, career, and lifelong learning programs that prepare students with the knowledge and skills needed for success in an interconnected world.
- To advance the state and region's economic growth and global competitiveness through education, training, and services that contribute to continuous workforce improvement.

Our Vision is equally compelling and ambitious:
- Mt. SAC strives to be regarded as one of the premier community colleges in the nation. We will be viewed as a leader in community college teaching, programs, and services.
- As a premier community college, we will provide access to quality, focusing on student success within a climate of integrity and respect. We will earn this reputation by consistently exceeding the expectations of our students, our staff, and our community.

Our Core Values provide the foundation that guides us as we move forward:
- **Integrity—**We treat each other with honesty, ethics, trust and personal responsibility.
- **Diversity—**We respect and welcome differences and there is equal participation throughout the campus community.
- **Community Building—**We work in responsible partnerships through open communication, caring and a cooperative spirit.
- **Student Focus—**Our planning and actions address the needs of all students and the community.
- **Life Long Learning—**We promote high educational standards through equal access to excellence in both teaching and support services.
- **Positive Spirit—**We work in harmony, show compassion and demonstrate pride in our work.

As we enter a new century, Mt. SAC is proud of the many successes of our students, faculty, and staff who have achieved state and national acclaim. Today, Mt. San Antonio College turns dreams into reality through a comprehensive array of programs, courses, and services. Mt. SAC students successfully transfer to outstanding colleges and universities throughout the country. Students who complete programs in health occupations, business, computer science, aeronautics, paralegal, and many other technical fields go on to successful careers. The underemployed and unemployed become self-sufficient through special workforce preparation programs and older adults prepare for new careers and pursue lifelong learning. Business, industry, and government benefit from customized on-site training and the services of the College's Small Business Development Centers.

21st Century Challenges

Mt. SAC faces many challenges as it pursues its 2020 Vision. The following main challenges were identified through external and internal environmental scans:

- Meeting the needs of the under prepared student.
- Maintaining Access: Providing sufficient space for the expected tidal wave of new students between now and 2010.
- Keeping up with technology and using technology to assure access and enhance teaching and learning.
- Aging facilities: Renovating, updating, and replacing campus infrastructure and facilities that are thirty to seventy years old.
- Resource Development: Providing the human and fiscal resources required for growth, technology, facilities improvement, and performance excellence.
- Increased competition.
- Developing and strengthening partnerships.
- Developing new learning and educational delivery models.

Our Vision for the Future

The continuous development of human capital has become an absolute necessity in the emerging global knowledge-based society. As the largest provider of workforce training, lifelong learning, and lower division undergraduate education in the San Gabriel and Pomona Valleys, Mt. San Antonio College will be the college of choice for the majority of young and older adults in our service area.

The Internet will be the technological vehicle used to expand access, accommodate growth, maintain competitiveness, and transform the traditional campus learning environment. Most students will receive their education through both "clicks and bricks." In the next 15 years, the College will grow from 40,000 to 65,000 students in credit and non-credit classes. As much as half of this growth will be accommodated through virtual on-line learning. And the distinction between distance education and traditional instruction will become blurred, as all learning will be digitally enhanced.

The College's vision for the future includes state-of-the-art technology supporting learning and services in a caring and student-focused environment. Aging, outmoded, and unsafe classrooms, laboratories, and learning support facilities will be replaced or receive major renovations to create modern and efficient learning communities for students and faculty.

DEVELOPING THE PLAN

The work of the 2020 Vision Task Force was guided by the four following goals:

- To update the College's 1992 Educational and Facilities Plan, also known as "Vision 2000."

- To project enrollments, programs, and provide strategic direction for the next 15 years 2000 - 2015.

- To provide information, strategic directions, and goals that will be used to 1) update the College's 5 year Facilities Action Plan, and 2) guide the Annual Planning and Budget Process.

- To use a Baldrige-based Performance-Driven planning model and process, linking Strategic Planning to Key Performance Indicators and Performance Improvement.

Specific Activities undertaken by the Task Force
- Completion of an External Environmental Scan by the Planning Consultant that included:
  - Political, economic, demographic, sociological, and technical trends and events.
  - Analysis of partners/collaborators.
  - Analysis of competitors.

- Enrollment Analysis and 15-year Forecasts.

- Complete Internal Environmental Scan that included:
  - Analysis of current performance related to KPIs and College results.
  - Development of benchmarks and performance goals.
  - Review of existing policies and AR&Ps.
  - Review of organizational design and strategies.

- Performance of Strengths/Weaknesses/Opportunities/Threats Analysis. (SWOT)

- Brainstorming of ideas related to KPI/Organizational Performance.

- Evaluation of potential impact of each idea on SWOT curriculum – impact, analysis, and KPIs.

- Formulation of new strategic goals.

- Cross-impact analysis to determine impact of proposed strategic goals and strategies ability to achieve KPIs.

- Finalization of Strategic Goals and Strategic Initiatives.

STRATEGIC GOALS

The 2020 Vision Task Force developed the seven following Strategic Goals to guide the College into the new millennium.

STRATEGIC GOAL 1: STUDENT ACCESS
Improve methods to assure equal access to a Mt. SAC education.

STRATEGIC GOAL 2: STUDENT SUCCESS
Measure, report, and improve key student success results.

STRATEGIC GOAL 3: STAFF AND ORGANIZATIONAL LEARNING
Align orientation and staff development program with College Mission and Values, provide continuous learning opportunities for all staff, and measure staff development outcomes.

STRATEGIC GOAL 4: INFORMATION TECHNOLOGY INFRASTRUCTURE & SKILLS
Integrate technology across the campus and use technology for student access, success, better decisions, and measurement of results.

STRATEGIC GOAL 5: IMPROVING THE PHYSICAL AND VIRTUAL ENVIRONMENT
Renovate and replace aging facilities, expand facilities to accommodate growth, and provide an accessible, safe, well maintained, and aesthetically pleasing campus and virtual environment.

STRATEGIC GOAL 6: PLANNING AND RESOURCE DEVELOPMENT

Develop creative means to provide the financial resources and decision-making support needed to implement Mt. SAC's 2020 "Knowledge Age" Vision.

STRATEGIC GOAL 7: SCHOOL, BUSINESS, AND COMMUNITY PARTNERSHIPS

Expand and strengthen business, school, and other community partnerships to meet the educational, cultural, and economic development needs of the community.

1 STRATEGIC GOAL 1: STUDENT ACCESS
Improve methods to assure equal access to a Mt. SAC education.

1.1. **Key Planning Issue: Target enrollment growth and improve participation rates.**

Strategic Initiatives:

- Research and remove access barriers in areas underserved by the College. [KPIs 1 & 2]
- Expand application and matriculation services on site at high schools. [KPI 1]
- Market College programs more effectively by: [KPI 1]
  - Assessing the communities' educational needs.
  - Communicating services to the community in both English and other predominant languages.
  - Using Web and other technological capabilities more effectively to provide information to students.
- Plan and develop East and West Centers to improve access and participation rates. [KPI 2]

1.2   *Key Planning Issue: Provide flexible enrollment options.*

Strategic Initiatives:

- Increase the number of on-line and hybrid courses for both credit and non-credit programs. [KPIs 2 & 10]
- Expand the number of offerings at all sites. [KPIs 1 & 2]
- Provide outreach and transition services to non-credit population. [KPIs 1 & 2]

2 STRATEGIC GOAL 2: STUDENT SUCCESS
Measure, report, and improve key student success results.

2.1. **Key Planning Issue: Serve underprepared students and improve developmental education.**

Strategic Initiatives:
- Identify and remove barriers to retention that may exist for specific groups of students. [KPI 3]
- Improve planning, deployment, and coordination of developmental education. [KPIs 3, 4, 6, 7, & 10]
- Implement recommendations from Benchmarking Study on Developmental Education.
- Implement Developmental Education Project Team's plans for improving the effectiveness of developmental education.
- Reduce the number of undecided students. [KPI 3]

2.2 **Key Planning Issue: Respond to program development needs.**

Strategic Initiatives:
- Increase collaboration and articulation with local high schools and baccalaureate institutions. [KPIs 5 & 8]
- Explore development of new programs in response to workforce and community needs such as: [KPIs 1, 2, 6, & 10]
    - Information technology degrees and certificates
    - Biotechnology degrees and certificates
    - Intergenerational Day Care/Learning Labs
    - Center for Creative Retirement
    - Entrepreneurial Programs
- Increase technical support for faculty and students in classrooms, labs, and on-line. [KPIs 3, 4, 5, 6, 7, 8, & 10]

2.3 **Key Planning Issue: Provide flexible learning options.**

Strategic Initiatives:
- Increase alternatives to semester-long courses—(intensives/weekend/short-term.) [KPIs 3, 4, 5, 6, 7, 8, & 10]
- Develop an accessible Center for On-line Learning. [KPIs 3, 4, 5, 6, 7, 8, & 10]
- Explore the development of a Learning Communities College—a college within a college. [KPIs 3, 4, 5, 6, 7, 8, & 10]
- Offer all instructional and non-instructional materials in alternative formats. [KPIs 1,2, &10]

2.4	*Key Planning Issue: Provide necessary student and learning support services.*

Strategic Initiatives:

- Support on-going improvement of student assessment and placement. [KPI 3]
- Provide comprehensive student support services by: [KPIs 3, 4, 5, 6, 7, 8, 9 & 10]
  - Offering "services on demand"—different formats, timely, emphasis on customer service.
  - Creating specialized support services for different student groups.
  - Using Web and other technologies more effectively for application, counseling, advising, course registration, orientation, and course activities (all student and learning support services).
- Provide increased support for students in gateway programs—math and English. [KPIs 3, 4, 5, 6, 7, 8, & 10]
- Provide students with accessible information on how they are doing. [KPI s 3,4,5,6,7,8,10]
  - Kiosk and Web-based student information.
  - Early Alert System.
  - Degree audit.
  - Automatic awarding of degrees and certificates.
- Provide increased support to enhance learning assistance through: [KPIs 3, 4, 5, 6, 7, 8, & 9]
  - Learning communities.
  - Tutoring—regular and on-line.
  - Supplemental instruction.
- Increase interventions with at risk students on academic probation. [KPI 3]
- Expand on campus employment opportunities for students. [KPIs 3 & 10]
- Increase efforts that lead to higher transfer rates. [KPIs 5 & 8]
- Develop guaranteed Transfer Agreements with area colleges and universities. [KPIs 8 & 10]
- Expand program-to-program transfer agreements. [KPIs 8 & 10]

2.5	*Key Planning Issue: Measure and report key student success results.*

- Publish annual "Report Card" on Key Performance results. [KPIs 3, 4, 5, 6, 7, 8, 9, & 10]
- Conduct and publish an annual completion follow-up study on student career placements. [KPIs 9 & 10]
- Collect, analyze, and report student performance outcomes including: [KPI 3]
  - Perform baseline measurements of programs, services, and student outcomes.
  - Analyze cross impact of programs and services.
  - Measure students' mastery of information/skills at all levels.
- Implement improvements and enhancements to College information system to support planning and decision-support reports related to critical systems, processes, and outcomes. [KPIs 10 & 11]

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STRATEGIC GOAL 3: STAFF AND ORGANIZATIONAL LEARNING
Align orientation and staff development program with College Mission and Values, provide continuous learning opportunities for all staff, and measure staff development outcomes.

3.1. Key Planning Issue: Find and develop talent.

Strategic Initiatives:
- Create a Human Resources Plan based on the College's projected enrollment growth. [KPI 11]
- Enhance recruitment and hiring procedures to acquire and support outstanding faculty and staff. [KPI 11]
- Include college Core Values in recruiting and hiring materials and processes. [KPI 11]
- Create a campus culture based upon shared Core Values that are practiced in leadership, decision-making and consistently expressed through daily activities. [KPI 11]
- Coordinate systemic orientation and training models for all employees emphasizing coordination between campus and department components. [KPI 11]
- Provide staff development opportunities that keep pace with technology by: [KPIs 3, 4, 5, 6, 7, 8, 10, & 11]
  - Offering staff development courses for new and existing faculty and staff, through online instruction.
  - Creating staff development courses that mirror the flexibility created by the infusion of technology into college courses.
  - Offering staff development courses that help staff and faculty to use technology more effectively.
- Provide increased support to faculty for Active Learning methodology through: [KPIs 3, 4, 5, 6, 7, 8, 10, & 11]
  - Increased emphasis on assessment and learning outcomes.
  - Capturing and sharing best practices in Teaching and Learning.
  - Emerging learning theories/methodologies.
  - Classroom-based research.
  - Quality improvement in the classroom.
  - Use of technology to enhance instruction.
  - Increase research understanding and capacity of staff. [KPI 11]

3.2 Key Planning Issue: Assess and work to create the desired campus culture.

Strategic Initiatives:
- Conduct teaching/learning/work environment and desired culture surveys on a regular basis. [KPI 11]
- Develop action plans to address issues related to consistent deployment of Core Values and creating a culture based on those values. [KPI 11]
- Have fun while carrying out the serious mission and goals of the College. (We take our work seriously, but we don't take ourselves seriously.) [KPI 11]

| 3.3 | **Key Planning Issue: Recognize, support, and reward staff.** |

Strategic Initiatives:

- Create a systematic method to: [KPI 11]
    - Increase communication among all constituencies of the college.
    - Recognize, support, and formally and informally reward staff.
    - Make work fun and take time to enjoy and appreciate each other.
- Establish Key Performance Indicators and gather data to measure: [KPI 11]
    - Staff development and organizational learning outcomes.
    - Impact of recognition and communication programs on employee performance and satisfaction.
- Continually provide professional development opportunities as well as training and staff rewards. [KPI 11]
- Provide increased support for staff to gain education and experience to increase opportunities for upward mobility. [KPI 11]

4 STRATEGIC GOAL 4: INFORMATION TECHNOLOGY INFRASTRUCTURE & SKILLS
Integrate technology across the campus and use technology for student access, success, better decisions, and measurement of results.

4.1 Key Planning Issue: Finance and keep up with technology.

Strategic Initiatives:
- Identify and allocate fiscal resources for acquisition and support of technology and adaptions for people with disabilities. [KPIs 10, 11, & 13]
- Expand the campus network by: [KPIs 2 & 3]
  - Connecting all classrooms to the campus network.
  - Providing equal access to student records via Web, kiosks, and telephone.
  - Expanding Internet access throughout the campus.
  - Establishing wiring/electrical support for optimal learning options.
- Address issues and problems related to the security and reliability of technological resources. [KPIs 10 , 11, & 13]
- Recruit, train, and retain technical staff needed to support information and educational and assistive technology in academic and administrative departments. [KPIs 10 & 11]
- Apply Total Cost of Ownership model for information technology fiscal planning including: [KPIs 10 , 11, & 13]
  - Life cycle replacement of staff and faculty computers.
  - Network maintenance and upgrades.
  - Staff support.
  - Assistive technology.

4.2 Key Planning Issue: Implement information technology across the curriculum.

Strategic Initiatives:
- Provide "just-in-time" support for technology dependent instructional delivery. [KPIs 2 & 3]
- Create "Smart Classrooms" that include accessible presentation technology. [KPIs 2 & 3]

4.3 Key Planning Issue: Infuse information technology in student services.

Strategic Initiatives:
- Upgrade registration system by: [KPI 1]
  - Upgrading the telephone registration system.
  - Establishing a Web registration system.
  - Establishing credit card payments via telephone and Web.
- Develop internal and external partnerships to creatively address the "digital divide." [KPIs 2, 3, 10, 11, & 13]
- Place all student and learning support services on the Web. [KPIs 1, 2, 3, & 10]
- Provide assistive technology and equal access. [KPIs 1, 2, 3, & 10]

4.4 *Key Planning Issue: Increase and improve student and staff access to information.*

Strategic Initiatives:

- Offer equal student access to a 24-hour computer lab. [KPIs 2 & 3]
- Supply E-mail accounts for all faculty, staff, and students. [KPIs 2 & 3]
- Provide faculty and staff training for optimum utilization of technology and assistive devices. [KPIs 2, 3, 10, & 11]
- Provide online/Web access to human resources, fiscal, and purchasing information. [KPI 10]
- Convert all forms and processes to electronic accessible format on the Web—create a virtual Mt. San Antonio College campus. [KPIs 10,11, & 13]
- Increase accessibility of data by: [KPI 11]
    - Making more data easy to access and query.
    - Individually gathering data—each person is responsible for providing their own data to the system.
    - Conducting "just in time" research.
- Develop audience friendly research presentations. [KPI 11]

5 STRATEGIC GOAL 5: IMPROVING THE PHYSICAL AND VIRTUAL ENVIRONMENT

Renovate and replace aging facilities, expand facilities to accommodate growth, and provide an accessible, safe, well maintained, and aesthetically pleasing campus and virtual environment.

5.1. Key Planning Issue: Address the problem of inadequate facilities.

Strategic Initiatives:
- Remodel existing buildings for changing programs and instructional delivery methods (Active Learning Space). [KPIs 3 & 10]
- Demolish outdated/unsafe buildings and replace with new and renovated facilities as outlined in the Facilities Master Plan. [KPIs 10 & 11]
- Construct faculty offices adjacent to learning spaces. [KPIs 3, 10, & 11]
- Maintain a campus that is aesthetically pleasing. [KPIs 10 & 11
- Build facilities so that they are ADA compliant. [KPIs 2, 10, & 11]

5.2 Key Planning Issue: Expand and manage community access.

Strategic Initiatives:
- Establish off-campus sites in areas underserved by the College (East and West Centers). [KPIs 1, 2, 3, & 10]
- Provide facilities for growing/changing programs. [KPIs 2,10, &11]
- Provide flexible learning spaces to: [KPIs 2, 3, & 10]
    - Encourage group activities—modular and conference/seminar facilities.
    - Simulate career settings.
    - Use computer, on-line, and presentation technology effectively.
- Ensure that all facilities are compliant with the American with Disabilities Act. (ADA) [KPIs 10 & 11]
- Make facilities accessible to community groups and organizations. [KPI 12]

5.3 Key Planning Issue: Provide needed fiscal resources for campus improvements.

Strategic Initiative:
- Develop long-term capital outlay financing plan that includes: [KPI 13]
    - Passage of local and state bond measures.
    - Development producing enterprises/partnerships.
    - Issuance of Certificates of Participation.

5.4   *Key Planning Issue: Conserve energy, increase energy efficiency, and reduce the cost of energy.*

Strategic Initiatives:

- Implement a comprehensive, long-range energy conservation plan to reduce energy consumption and costs by 45%. [KPIs 10, 11, & 13]
- Implement an internal energy conservation educational campaign to reduce energy consumption. [KPIs 10, 11, & 13]
- Increase energy supply reliability. [KPI 10 & 11]

6

STRATEGIC GOAL 6: PLANNING AND RESOURCE DEVELOPMENT
Develop creative means to provide the financial resources and decision-making support needed to implement Mt. SAC's 2020 "Knowledge Age" Vision.

6.1. Key Planning Issue: Provide needed fiscal resources.

Strategic Initiatives:
- Align fiscal strategies with educational planning. [KPIs 10, 11 & 13]
- Develop a comprehensive Resource Development Plan that includes:
- Increased support from the Mt. SAC Foundation—major gifts, estate planning, deferred gifts, capital campaign. [KPIs 10, 11 & 13]
  - Development of revenue generating enterprises.
  - Development of revenue/expense sharing partnerships.
  - Increased acquisition of grants.
- Develop and implement Land asset management opportunities to enhance an ongoing stream of revenue. [KPIs 10, 11 & 13]

6.2 Key Planning Issue: Use data for decision-making.

Strategic Initiatives:
- Establish College-wide policies related to research. (e.g. ethics, confidentiality, etc.). [KPI 10 &11]
- Make research/data the driving force behind decision-making. [KPIs 2, 3, 10. & 11]
- Use data from a variety of sources (program review, research reports, MIS/PFE reports, benchmarking, comparisons, etc.) to improve planning practices and implementation strategies. [KPIs 2, 3, 10, & 11]
- Fully develop data warehouse capabilities in support of research and planning. [KPIs 10 & 11]
- Complete ICCIS enhancements. [KPIs 10 & 11]
- Make data gathering ongoing, seamless, and manageable. [KPI 11]
- Use the Research and Institutional Effectiveness Office as the clearinghouse for all College research. [KPI 11]
- Develop planning and resource development simulation models. [KPIs 10 & 13]

| 6.3 | **Key Planning Issue: Continuously improve College systems and processes.** |

- Use Baldrige criteria as a framework for performance driven planning model and process. [KPI 10, 11, & 12]
  - link strategic planning to key performance indicators and performance improvement.
  - continually look for opportunities for improvement by analyzing the College's strengths, weaknesses, opportunities, and threats.
  - define key processes and measure them continually to keep performance within acceptable limits.
  - manage by fact.
  - focus on student and stakeholders requirements.

| 6.4 | **Key Planning Issue: Plan for the future.** |

- Develop multi-year, long-range goals. [KPI 10, 11, & 12]
- Regularly conduct environmental scans of the College service area. [KPI 10, 11, & 12]
- Assess program relevancy through regular program review. [KPI 10, 11, & 12]

7

STRATEGIC GOAL 7: BUSINESS, SCHOOL, AND COMMUNITY PARTNERSHIPS
Expand business, school, and community partnerships to meet the educational, cultural, and economic development needs of the community.

7.1 *Key Planning Issue: Expand partnerships to serve the economic development needs of the region.*

Strategic Initiatives:
- Expand participation with economic development organizations within the Los Angeles County Region. [KPI 12]
- Expand and strengthen partnerships with cities, government agencies, community-based agencies, and private businesses. [KPI 12]
- Increase credit and non-credit corporate education programs. [KPI 6]
- Expand services that promote regional economic development through: [KPIs 6, 7, & 8]]
  - Comprehensive marketing plan.
  - Small Business Development Center.
  - Wellness Center.
  - The Training Source.
  - The Training Group.
  - Regional Health Occupations Resource Center.
  - Other economic development resources—Grants, contracts, partnerships, etc.

7.2 *Key Planning Issue: Forge new and creative partnerships to meet workforce development needs.*

Strategic Initiatives:
- Enhance short-term workforce development programs by: [KPIs 1, 2, 4, 5, 6, & 9]
  - Expanding job-training facilities on campus—Construction of a Workforce Training and Conference Center.
  - Establishing new training programs in technology, food services, computerized office occupations, accounting, and allied health, and entrepreneurship.
- Expand programs such as Tech Prep, 2+2+2, Career Pathways, and other creative School to Career K-16 partnerships. [KPIs 1, 2, 4, 5, 6, & 9]
- Enhance college and university partnerships. [KPIs 5 & 8]

7.3   *Key Planning Issue: Enhance cultural and educational enterprises through creative partnerships.*

Strategic Initiatives:

- In cooperation with regional CSUs and community colleges, develop: [KPIs 9 & 12]
    - A "Grow Your Own" career pathway for future community college faculty.
    - A regional Teaching and Learning Center.
- Increase College and university partnerships. [KP 12]
- Expand After School College programs at our ten unified school district high school campuses. [KPI 1 & 2]
- Explore joint use of facilities with other educational providers. [KPIs 10, 11, & 12]
- Provide cultural productions and programs that meet the needs of the diverse community. [KP 12]
    - Create an Art Alliance.
    - Create a summer children's cultural arts program.

KPIs   *KEY PERFORMANCE INDICATORS*

Listed below are 12 Key Performance Indicators (KPIs) used by the Mt. San Antonio College to track the College's effectiveness in meeting its mission and goals. The KPIs are a set of indicators used to measure how well the College is accomplishing the core functions of the institution.

- **KPI 1**: Recruiting and Enrolling Students

- **KPI 2**: Student Access

- **KPI 3**: Retaining Students in Class

- **KPI 4**: Successful Completion of Certificates and Degrees

- **KPI 5**: Successful Completion of Transfer, Career Education, and Basic Skills Courses

- **KPI 6**: Workforce Development—Successful Completion of Career Education Courses

- **KPI 7**: Successful Progression in Basic Skills Classes

- **KPI 8**: Successful Transferring of Students to Four-Year Colleges and Universities

- **KPI 9**: Placing Career Students in Jobs

- **KPI 10**: Meeting and Exceeding Student Expectations

- **KPI 11**: Meeting and Exceeding Employee Expectations

- **KPI 12**: Meeting and Exceeding Community and Partners Expectations

- **KPI 13**: Maximizing Fiscal Resources

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