Imperial Valley College
Educational Master Plan 2012-2015
Assessment of Institutional Effectiveness and Resource Allocation

Goal 1: The College will maintain programs and services that focus on the mission of the college supported by data-driven assessment to measure student learning and student success.

Program	Objective	Cost	Responsible Person	Status	Improvement in Institutional Effectiveness and Student Success
Administration of Justice	1. Make required classes available at a variety of times more conducive to student participation. 2. Monitor class enrollment to ensure low enrollment classes are identified and consolidated to better serve the student population.	$0	Ed Wells	Met	The dedicated AJ/Fire lab and classrooms will increase class offerings. This major is among the most popular majors. FT faculty hired for 2014/2015.
Ag Science & Ag Business Management	The program needs to procure a 400 acre site on which permanent dedicated facilities of crop, pasture and orchard land as well as greenhouse, shade house, classroom, mechanized shop and livestock management buildings can be erected		Daniel Gilison	Not Met	We are still in the process of examining how much land can be procured for Agriculture and where the land would be. This does not have a definitive timeline due to the cost and availability of suitable land.
Alcohol and Drug Studies (ADS)	Develop and implement an Ethics class.		Kevin White	Met/Partially Met	
Anthropology	Acquire display cabinet in new Science Building to display Native American and other anthropological artifacts.		Kevin White	Met	
Associate Degree Nursing-RN	Replace 3 Faulty lost to retirement		Susan Carreon	Partially Met	Two faculty hires were approved but only 1 position was successfully filled due to lack of applicants. The second position was for psychiatric/med-surg nursing. Currently, with the newly approved curriculum, the need is more for a pediatrics/med-surg faculty. Our current faculty member with expertise in pediatrics is needed to teach content in a different semester (4th) than where the peds content now is (3rd), hence the need for a faculty to teach peds/med-surg in third semester.
Behavioral Science	Behavioral Science		Kevin White	Partially Met	This goal has only been partially met because there has been significant faculty turnover in many of the disciplines that constitute this major, especially in Psychology and Sociology. We have added some new
Building Construction	In addition another program goal was to try to develop a database to keep track of student employment as this is a very important success indicator in career technical programs.	$0	Jose Velasquez	Not Met.	Goal not met. Carried forward to 14/15. Dean working in regional initiative to develop employment tracking mechanism that will help the college assess employment success.
Computer Science	Our objective in the next several years is to continue to grow and stabilize the program. We will measure this in terms of enrollment, success and retention, and FTES/FTEF ratios. SLO data, as it comes in, will be incorporated in the assessment of the curriculum and its' effectiveness.		Allyn Leon	Partially Met	The Computer Science program is showing signs of healthy growth to stability. This semester (Sp'14), for the first time, an advanced class (CS230) had enrollment exceeding jeopardy list. CS220 needs a prerequisite of Math 91 because concepts are used in the class, and students

					without the math background struggle to succeed.
Electrical Trades	Increase student enrollment in higher level courses	$0	Jose Lopez	Not Met	Continuing to work with IID to increase employment of students as apprentices.
EMT Paramedic Program	Seek grant opportunities in our local community to provide additional funds to improve the EMS programs and to advance the technology and equipment used in instruction and clinical practice.		Rick Goldsberry	Partially Met	In previous years we have received grant money from the Workforce Investment Board which allowed us to update much needed equipment. Currently we have nearly everything that we need to provide exceptional learning experiences for our students. Because of community support we will be moving to a new EMS training facility in April or May of 2014. This will further enhance our training program. We will have our supplies and equipment in the same location as our classrooms and Skills labs and will not be competing with the Nursing Dept for their storage space and Lab space. This year we were allotted categorical funds for the purchase of additional equipment which will be used in the new training facility. At present, there are no grant funds available to us however we will continue to seek them as they become available
English	To evaluate recent changes to English programming/courses.	$0.00	English Chair	On-going.	We are reviewing retention and success numbers for those classes offered in the MWF format.
Fire Sciences: Firefighter 1 and Fire Technology	Increase enrollment and diversity in the Fire Academy program		Alfredo Estrada/Susan Carreon	Not Met	Enrollment has remained stable... The diversity of the program is reflective of the community except that the program has not had female applicants in the recent past.
General Science	Attract more students to upper-level chemistry courses by hiring a new chemistry instructor and physics instructor.		Daniel Gilison	Partially Met	A new chemistry instructor was hired, but there has not been a request, or demand, for a new physics instructor. Enrollment of upper-level chemistry classes is increasing, but demand for more sections of these courses has not increased at this time.
Legal Assistant/Court Services Specialist	Offer more classes per semester to allow students to complete the program in a more timely manner.	$0	Craig Blek	Not Met.	The program will be under review based on the CTE evaluation where efficiency and success factors are low.
Life Science	Offer 2 sections of BIOL 202, Anatomy/Physiology II so that all students who have successfully completed BIOL 200 can enroll in BIOL 202 in a timely manner (i.e., in the semester immediately following completion of BIOL200) This holds true for BIOL 206, Human Physiology, as well. This will be accomplished by the hiring of additional qualified faculty.		Daniel Gilison	Not Met	This is based on budget and prioritization for new faculty hires. We expect to continue to request a new faculty for this position.
Mathematics	Math Lab needs updated computers. Math Lab needs student (peer) tutors.		Allyn Leon	Met	Math Lab computers have all been updated to new models. Additional funding for peer tutors has been found through a ASG grant and through a new IVC Foundation account that allows staff to earmark their donations specifically for the Math Lab.
Physical Science	Purchase Physics equipment to keep up with current technologies in this field. The goal is to purchase equipment gradually in such a way as not to produce a big impact in the division's budget over the next three years. Accomplishment of this goal will be by comparing inventories.		Daniel Gilison	Partially Met	While some purchases have been made, more equipment is needed, and the need to replace/repair equipment is on the rise as other non-science classes are being taught in the Physics dry labs (students in other classes are touching models/equipment and breaking them).
Psychology	Hire a full-time instructor.		Kevin White	Met	

Sociology	Transition and implement the new TMC—now the ADT—Associate Degree for Transfer.		Kevin White	Met	The degree is now listed in the catalog.

Goal 2: The College will maintain instructional programs and services which support student success and the attainment of student educational goals.

Program	Objective	Cost	Responsible Person	Status	Improvement in Institutional Effectiveness and Student Success
ACR	Currently the new HVAC does not have funding for adequate and sufficient equipment to teach using the latest technology available. It appears that funding reductions eliminated most equipment funding in order to be successful the program will need to purchase or build new lab trainers, mock up units of heat pump air conditioners, heating units, and commercial refrigeration units.		Frank Miranda	Partially Met.	Bond funds provided a significant improvement in instructional equipment although more is needed. Will work with Dean to receive Perkins funds to purchase equipment.
Automotive	The Automotive Department provides education that combines structure on-the-job training with classroom instruction and responds to labor market needs and maintain objectivity of degrees and certificate programs. This will assure our students, employers, and the community that our programs will fit and meet the requirements of today's technology. The automotive program is fully certified by the National Automotive Technicians Education Foundation (NATEF). This certification ensures the student will receive training in automotive repair that meets automotive industry standards. Our goal is to continue with requirements for National Automotive Technicians Education Foundation (NATEF) accreditation. These achievable goals will bring the Automotive Technology Department to the forefront of automotive technology education		Jose Lopez	Met.	The NATEF accreditation provides evidence that the auto technology program meets recognized industry standards and that it prepares students for employment through the ASE examinations.
Automotive	The Automotive Program is in the process of updating its curriculum. Developing new certificates of achievement will provide student retention, completion and success rates. Curriculum update has been recommended by the advisory committee. The mission of the Automotive Technology department is to train future automotive technology students for job entry positions and provide upgrade training for experienced technicians. Success rate is impacted by students leaving early with job opportunities. Although the majority of students intend to earn a certificate or degree, many gain employment after enrolling in only one or two classes and are therefore not tracked nor identified as program completers.		Jose Lopez	Met.	The revised certificate structure will allow students to complete industry certifications. The approval is still pending at the Chancellor's office which has a tremendous backlog of approvals.
Automotive	Diesel Technology Program has been recommended and approved by the advisory committee due to a high demand for diesel skilled technicians in the valley. Curriculum has been submitted to curriculum committee for approval.		Jose Lopez	Met.	Program submitted for approval but not reviewed by ACCJC due to sanction status of college.
Building Construction	In addition one of the last goals for the program is to develop a stronger link with the local industry so they can hire more of the students that complete the program.		Jose Velasquez	Partially Met.	Input by industry will strengthen the program.
Electrical Technology	Main focus with our Electrical students is always provide education that combines structure on the job training with classroom with the comprehensive understanding and manipulative skills, technical knowledge and related trade information this will assure our students, employers in the community, our programs will fit and meet the requirements of today technology. The Electrical Technology program is recognize by CA. Department of Industrial Relations DAS on Work Experience programs and continue education.		Jose Lopez	Met.	Program continues to be successful despite not having a FT faculty member. Dedicated PT faculty continue to keep program strong.
Electrical Technology	The Electrical Technology program is in the process of updating its curriculum developing new certificates of achievement		Jose Lopez	Met.	Update completed and using latest textbook available.

	curriculum update was recommended by the advisory committee based on National Electrical Codes 2011 and new text book. We recommended to our students keep updated on codes and new regulations for to be competitive on his careers.				
Energy Efficiency Technology	In addition one of the last goals for the program is to develop a stronger link with the local industry so they can hire more of the students that complete the program.		Jose Lopez	Partially Met.	
Energy Efficiency Technology	Another goal of the program is to offer certificates only, due to the fact that there are no students completing the associate program, due to the fact that there are not many universities that offer continuing education in energy efficiency.		Jose Lopez	Partially Met.	
Water Treatment	Program to receive funding for equipment and instructional supplies to enhance instruction.		Jose Lopez	Met.	
Welding Technology	Certify the IVC Welding Technology Program to American Welding Society S.E.N.S.E. Standards (Schooling Excelling through National Skills Standards Education and implement the SENSE based curriculum.		Jose Lopez	Partially Met.	
Accounting Tech/Administration Assistant/Office Tech	Review the need for BUS 176 (Office Transcription).		Angie Ruiz/Alison Brock	Not Met.	
Computer Information Services/Multimedia and Web Development	Upgrade Photoshop in the 2724 lab.		Walid Ghanim/Andres Martinez	Not Met.	
Administration of Justice	Develop a Pathway to assist students in reaching their goal in either a transfer to the University or a Degree/Certificate within the major. 1. Provide semester by semester direction so the student will know what classes to take and when to take them to maximize their potential for success.		Ed Wells	Met	
Correctional Science	The Correctional Science program at Imperial Valley College has seen resurgence in student enrollment over the last year. This is due in part to the realignment of the core courses to better fit with the Administration of Justice core courses. Student interest has also peaked over the recent announcement of a new prison being built in the area, the expansion of the local jail facility and an announcement by the California Department of Corrections and Rehabilitation that will be hiring continuously over the next few years. Additionally, several students have returned to college to finish their degree and/or pursue their Bachelor's Degree in this subject area. Professionals from the two prisons in the region have also started to attend courses and we are working on offering a Distance Education course within the major in the next year.		Ed Wells	Met	
Correctional Science	1. This goal is temporarily met because we have a Correctional Academy that is being offered as a contract education course. 2. With the new prison that is about to open, a need was identified to train personnel for that facility. The training was required for potential employees prior to applying for consideration of employment. 3. To facilitate that training, the California Board of State and Community Corrections authorized us to provide the training necessary for someone to meet the minimum qualifications necessary to apply for employment at the prison facility. 4. This prison is a privately owned facility, under contract with the United States Marshalls Service. The requirement to be trained prior to applying for work is their requirement and cannot be waived. 5. Eventually we want to incorporate this academy class into the catalog for the college. The future requirement for this class appears to be strong for the next several years.		Ed Wells	Partially Met	
Child Development	Increase online offerings and alternative delivery opportunities.		Becky Green	Partially Met	
Child Development	Designated smart classroom for our department.		Becky Green	Partially Met	
Electrical Trades	This program provides the basic elements of Electrical Trades.		Jose Lopez	Met	

Physical Education	To complete the student learning outcome assessment cycles for all courses offered in the 2012 Spring semester and the 2012 Fall semester. The target date for completing this objective is March 7, 2013.		David Drury	Met	
Physical Education	To rewrite our curriculum to adjust to the new repeatability rules and serve our students more effectively. This will also include a revision of our Intercollegiate Athletic courses which are now regulated by the 350 hour rule.		David Drury	Met	
Pharmacy Technician	Conduct Graduate Follow-up to assess employment and State Licensure		Susan Carreon	Partially Met	A brief graduate follow-up survey using Survey Monkey was developed but has not been implemented. Implementation is planned as a goal for 2014-2015
	Develop an externship experience for students in local pharmacies		Susan Carreon	Not Met	Not met due to lack of faculty to develop/teach and lack of funding to support additional course. The one faculty member has since learned of a "virtual pharmacy" software program that could provide more realistic learning for students.
Medical Assistant	Conduct graduate follow-up survey to number and % of graduates who obtain employment and Medical Assistant professional Certification		Susan Carreon	Partially Met	A brief graduate follow-up survey using Survey Monkey was developed but has not been implemented
	Explore professional accreditation for the program.		Susan Carreon	Partially Met	The faculty has done some research re professional accreditation but has decided the cost was too much at this time. This will be deferred until more resources are available.
	Explore serving as a Certification testing site (current closest site is SD)		Susan Carreon	Not Met	Faculty will work on this as a goal for the next year
	Explore requiring an Anatomy/Physiology course as pre-requisite.		Susan Carreon	Partially Met	The faculty feels strongly that A&P 090 would be an ideal pre-requisite to give the beginning students better preparation to be successful. Plan to seek college approval as a goal for 2014-2015.
Vocational Nursing	Stable Full-time faculty	$80,000	Susan Carreon	Met	The program successfully recruited and hired a full-Tenure Track Instructor during summer 2013. This individual was the same person who served as long-term sub during 2012-2013, thus assisting with program continuity and stability.
	Develop and implement a graduate follow-up process to assess employment in the field and/or return to full-time education.		Susan Carreon	Not Met	Though a formal process was not implemented, the faculty in the program keep in contact with graduates and have informal data re NCLEX-VN pass rates and employment. The Department has designed a follow-up email Survey to be used for all programs but it has not been implemented.
Associate Degree Nursing-RN	Replace 3 faculty lost to retirement	$240,000	Susan Carreon	Partially Met	Two faculty hires were approved but only 1 position was successfully filled due to lack of applicants. The second position was for psychiatric/med-surg nursing. Currently, with the newly approved curriculum, the need is more for a pediatrics/med-surg faculty. Our current faculty member with expertise in pediatrics is needed to teach content in a different semester (4th) than where the peds content now is (3rd), hence the need for a faculty to teach peds/med-surg in third semester.
	Develop succession plan for future Director of Nursing		Susan Carreon	Met	Screening for a permanent Assoc. Dean for Nursing & Allied Health occurred during fall 2013 and the new permanent person was hired and began January 1, 2014.
	Continue curriculum review to incorporate current content.		Susan Carreon	Met	Completed curriculum revision reflecting current nursing competency standards and reduced total units. Curriculum has been approved by the State Chancellor's office and by the CA BRN
	Increase Cohort Retention rate		Susan Carreon	Partially Met	Cohort retention rates for the classes graduating in Spring and Fall 2013 have averaged 78.2% with attrition at 21.7%. These numbers are better than the BRN specified minimums of 75% for retention and less than 25% for attrition. We

					would like to increase cohort retention to 80% or better with attrition at 20% or less.
	Successfully meet all BRN recommendations from Spring 2013 Approval visit.		Susan Carreon	Met	All BRN recommendations have been met.
Fire Sciences: Firefighter 1 &Fire Technology	Increase enrollment and diversity in the Fire Academy program		Alfredo Estrada Jr. & Susan Carreon	Not Met	Enrollment has remained stable... The diversity of the program is reflective of the community except that the program has not had female applicants in the recent past.
Fire Sciences: Firefighter 1 &Fire Technology	Increase response on post-completion employment feedback		Alfredo Estrada Jr. & Susan Carreon	Partially Met	The lead instructor has obtained data on completers of the Academy, but there currently is no systematic follow-up process
	Increase community awareness of and faculty to participate in the final plans for the new CTE building and finalize the relocation plan prior to September 1, 2013.		Alfredo Estrada Jr. & Susan Carreon	Partially Met	Plans for the move to the new building have been completed and equipment and supply purchases are in process. The actual move will take place in late spring/summer 2014.
	Seek grant funding for furthering the curriculum, teaching methodologies, and/or technology at the industry standard identified as best practices or mandates within the state Fire Academy programs.		Alfredo Estrada Jr. & Susan Carreon	Partially Met	District and categorical (lottery and CTE) funds have allowed the program to meet on-going OSFM accreditation requirements. Funding will need to be on-going in the district budget. Faculty are working toward implementing several of the Fire Tech courses in an on-line format.
EMT Paramedic Program	Seek grant opportunities in our local community to provide additional funds to improve the EMS programs and to advance the technology and equipment used in instruction and clinical practice.		Rick Goldsberry	Partially Met	In previous years we have received grant money from the Workforce Investment Board which allowed us to update much needed equipment. Currently we have nearly everything that we need to provide exceptional learning experiences for our students. Because of community support we will be moving to a new EMS training facility in April or May of 2014. This will further enhance our training program. We will have our supplies and equipment in the same location as our classrooms and Skills labs and will not be competing with the Nursing Dept for their storage space and Lab space. This year we were allotted categorical funds for the purchase of additional equipment which will be used in the new training facility. At present, there are no grant funds available to us however we will continue to seek them as they become available.
	Continue to track, monitor, and improve on the first time pass rate for national registry exams for EMS programs. This is how we externally validate student success.		Rick Goldsberry	Partially Met	IVC's Paramedic program continues to exceed the national results. IVC's first time pass rate averages 80% for the last 4 years, while the national first time pass rate is 71% for the same period. IVC's overall pass rate for all attempts is 93% while the national overall result is 87%. In the last year we have implemented online testing for all tests to for all quizzes and major tests to get students better prepared for the National Registry licensure exam and we have purchased a highly recommended web-based service for our students to help them prepare for the NREMT exam as well. This year we are using new methods in the classroom to help all students be better prepared for classes. One is the learning team concept where the class is divided into two groups that are carefully divided to include students who are struggling and those who are exceling equally on each team. Another method being used this year is the "Immediate Action Drills" where students are given unanticipated emergency situations to make quick decisions about. This will enhance critical thinking under pressure and should have positive consequences when students enter the clinical and field portions of their training. We will continue to work on

					improving the first time pass rate for all classes into the future.
EMT Paramedic Program	Actively participate in the planning of the new CTE building, develop a relocation plan, and implementing both plans as the project progresses		Rick Goldsberry	Partially Met	When the CTE building is completed in April-May of this year we will be ready to move into the building. We have provided input as to our needs and expectations. We have a plan to move our supplies and equipment into the new building during "spring break" so that there will be as smooth as possible a transition for our students. Once we have made the move, this goal will be met.
Arabic	To create a new Arabic course.	$0.00	WLSC Coordinator	Not begun.	We anticipate that a 2-course sequence in Arabic will increase student retention and success.
Art	To hire a full-time Art instructor.	$80,000	Humanities Chair	Not met. Funding was not approved.	We hope to increase class offerings in studio art and art history.
Art	Renovate the 1306 studio art room.	$175,000	Humanities Chair	Not met. Funding was not approved.	The room currently offers safety issues and maintenance concerns.
Art	Hire a part-time person to host the Art Gallery.	$9,000	Humanities Chair	Not met. Funding was not approved.	The aim is for student enrichment through art gallery events.
English	To provide professional development in collaboration and teaching strategies.	$10,000	English Chair	Not met. Funding was not approved.	To provide professional development opportunities aimed at collaborative norming of expectations and improved student learning.
English	Embedded tutors in developmental writing courses.	$8,800	English Chair	Met. Funding provided by BSI.	To increase student retention and success through tutoring.
ESL	Hire five full-time instructors.	Already in budget	ESL Chair	Met.	Four full-time temporary instructors have been hired for 2014-15 as well as one full-time temporary sabbatical leave replacement for the fall 2014 semester.
ESL	Purchase computer programs/software for the language lab to be used in ESL 010 and other courses.	$25,000	ESL Chair	Met.	Burlington software has been purchased for the Language Lab.
ESL	Create two new ESL courses to parallel ENGL 008 and ENGL 009.	$10,000	ESL Chair	Partially met. Funding was not approved.	The ESL chairperson will need to collaborate with the English chairperson on this goal.
French	Assess the effectiveness of adopting new textbooks.	$0.00	French instructor	In progress.	Evaluation will continue through the Fall 2014 semester.
French	Increase student reading comprehension.	$0.00	French instructor	In progress.	There will be an increase in reading assignments in the Fall 2014 semester.
French	Implement program pathway scheduling for French courses.	$0.00	WLSC Coordinator	In progress.	Pathway will be implemented in the 2014-2015 year.
Humanities	To increase online course offerings.	$0.00	Humanities Chair	In progress.	PHIL 100 and PHIL 104 are in development. Additional courses include ART 100, MUS 100, and RELS 100.
Humanities	Acquire subscription to Philosophers Index database.	n/a	Lead Librarian	Not met.	Additional research is needed.
Humanities	To provide professional development in effective teaching strategies.	$5,000	Humanities Chair	Not met. Funding was not approved.	To provide professional development for instructors in effective teaching strategies.
Journalism	To add course in Digital Photography.	n/a	Humanities Chair	Not met.	Additional research is needed.
Journalism	Initiate news postings to the IVC homepage.	$0.00	Journalism instructor	Not met.	Additional research is needed.
Journalism	Explore the creation of an Internet radio station produced by communication/ journalism classes.	$0.00	Journalism instructor	Not met.	Current goal is to investigate feasibility of producing an internet radio station.
Spanish	Place embedded tutors in select SPAN 220 classes.	$6,600	Learning Support Services Coord.	Not met. Funding was not approved.	To provide SPAN 220 students with embedded tutoring services.
Spanish	To provide professional development.	$3,000	WLSC Coordinator	Not met. Funding was not approved.	To send two Spanish instructors to the ACTFL conference and/or similar conferences to train in current approaches to teaching Heritage Speakers
Spanish	Submit AA in Spanish for Transfer degree for approval.	$0.00	WLSC Coordinator	In progress.	Materials are being prepared for Curriculum Committee review/approval.

Speech	To hire a new Speech instructor.	$80,000	Humanities Chair	Not met. Funding was not approved.	Current full-time instructors (3) are taking overload class assignments to meet student need/demand.
Speech	To reduce cap for Speech classes to 25 students.	$0.00	Humanities Chair	Not met.	This change is recommended to match the student cap in Speech classes at SDSU.
Speech	To develop and offer a Speech Certificate.	$0.00	Humanities Chair	Not met.	Materials are being prepared for Curriculum Committee review/approval.
Ag Science & Ag Business Management	Some agriculture courses are being offered as short-term classes that meet for 8 weeks. This allows students to take more agriculture classes per semester, although an analysis of student success due to the shortened timeframe of these classes has not yet been performed.		Daniel Gilison	Partially Met	As above, by offering short-term classes, we have increased somewhat the number of agriculture classes offered during the day, but would most likely need to hire a part-time faculty member who could teach day classes, as all of the current part-time faculty teach only at night.
Alcohol and Drug Studies (ADS)	Expand the Media Resources Library and make resource materials available to the community-at-large.		Kevin White	Met/Partially Met	The Department purchased media resources that updated old VHS tapes to DVD formats, acquired new titles and expanded the scope of topics within the discipline.
Anthropology	Increase the part-time pool of instructors.		Kevin White	Not Met	This remains a significant challenge. Our location as a relatively remote rural area coupled with the minimum qualifications needed to teach limits our teaching pool. Our Human Resources Dept. placed ads in The California Community College Registry with no responses. If we cannot attract part-time instructors to come on campus, perhaps we can develop online classes that can be taught from a distance if necessary.
Behavioral Science	More strategic use of online offerings, especially given the reorganization of the Distance Education protocols.		Kevin White	Partially Met	The College emerged from the moratorium on Distance Education (DE) with a new DE Director and a restructured, more vigorous online program. Faculty was encouraged to create or recreate “core” offerings in the various disciplines to augment the F2F classes thereby offering students greater access with this alternative delivery option. We currently have over 6 classes under construction.
Computer Science	Modernization of classroom/lab facilities.		Allyn Leon	Met	This goal will be met when the program moves to the new 3100 building in Fall'15.
EMT Paramedic Program	Continue to track, monitor, and improve on the first time pass rate for national registry exams for EMS programs. This is how we externally validate student success.		Rick Goldsberry	Partially Met	IVC's Paramedic program continues to exceed the national results. IVC's first time pass rate averages 80% for the last 4 years, while the national first time pass rate is 71% for the same period. IVC's overall pass rate for all attempts is 93% while the national overall result is 87%. In the last year we have implemented online testing for all tests to for all quizzes and major tests to get students better prepared for the National Registry licensure exam and we have purchased a highly recommended web-based service for our students to help them prepare for the NREMT exam as well. This year we are using new methods in the classroom to help all students be better prepared for classes. One is the learning team concept where the class is divided into two groups that are carefully divided to include students who are struggling and those who are exceling equally on each team. Another method

					being used this year is the "Immediate Action Drills" where students are given unanticipated emergency situations to make quick decisions about. This will enhance critical thinking under pressure and should have positive consequences when students enter the clinical and field portions of their training. We will continue to work on improving the first time pass rate for all classes into the future.
Fire Sciences: Firefighter 1 and Fire Technology	Increase response on post-completion employment feedback		Alfredo Estrada/Susan Carreon	Partially Met	The lead instructor has obtained data on completers of the Academy, but there currently is no systematic follow-up process
General Science	Incorporation of the new planetarium into the classroom curriculum of ASTR 100		Daniel Gilison	Met	The new planetarium is being used multiple times each semester for each ASTR 100 section.
Life Science	Offer more sections of BIOL 220 to meet student demand. This will be accomplished by the hiring of additional qualified faculty.		Daniel Gilison	Met	We have moved from offering 2 sections of BIOL 220 each semester to 3-4 sections each semester, in addition to offerings of BIOL 220 in summer and winter (in the future) sessions. This has been due to, in part, by the hiring of a new Chemistry instructor, which allowed the Biology/Chemistry instructor to teach an additional section of BIOL 220 without decreasing sections of CHEM 100.
Mathematics	Math Dept. is unable to meet the demand for certain classes (developmental math and statistics) because we need another FT faculty. Jill Nelipovich has become Institutional Researcher and is not teaching any math classes. Eric Lehtonen is 75% reassigned.		Allyn Leon	Partially Met	Jill Nelipovich has returned to FT math faculty. Eric Lehtonen's term as AS President will be ending with this academic year. Some of the pressure on Statistics classes has been eased by the Psychology program beginning to offer their own Statistics course. Demand for developmental math classes appears to be easing. We believe this to be a result of the realignment of developmental math courses done in 2010, reducing the repeat rates for these courses.
Physical Science	Education of K-12 students and instructors via hiring of a new chemistry instructor and grant opportunities.		Daniel Gilison	Not Met	A new chemistry instructor has been recently hired, but no outreach to K-12 has yet been done.
Psychology	Establish a statistics course		Kevin White	Met	
Associate Degree Nursing-RN	Develop Succession plan for future Director of Nursing		Susan Carreon	Met	Screening for a permanent Assoc. Dean for Nursing & Allied Health occurred during fall 2013 and the new permanent person was hired and began January 1, 2014.
Sociology	Expand the Media Resource Library and provide access to the Campus and community organizations.		Kevin White	Partially Met	More video resources were added to the Media Library and a software program was purchased to better organize and upgrade the media management. This software is being implemented. The cataloging process is underway. A catalog of our media library will be made available to our Campus and community organizations featuring links to its location on the IVC website. Currently some media is shared with the Campus and community.

Goal 3: The College will develop and manage human, technological, physical, and financial resources to effectively support the college mission and campus learning environment.

Program	Objective	Cost	Responsible Person	Status	Improvement in Institutional Effectiveness and Student Success
Accounting Tech/Administration Assistant/Office Tech	Hire a full-time faculty member to replace two retired department members.		Angie Ruiz/Alison Brock	Met.	
ACR	IVC is currently building a new career technical building. We are scheduled to move in by fall 2014. The state of the art facility will benefit students with a good learning environment. Futures goals include adding courses in renewable energy and commercial refrigeration and continue to offer morning, noon, night and weekend classes. Teach advance technology with the help of the HVAC advisory committee, local contractors and suppliers.		Fran Miranda	Met.	
Administration of Justice	Hire a FT Faculty Member			Met. Hired a 1 tenure-track faculty member (Kathy Rodriguez)	Hiring a full-time faculty member will facilitate teaching and improve upon the overall effectiveness of the program, and will increase accessibility to our students and offer stability to the entire program.
Administration of Justice	Identify and hire a full-time faculty member to facilitate teaching and improve upon the overall effectiveness of the program. Being more accessible to our students and offering stability to the entire program. 1. Currently there is only one full time faculty member and multiple part-time instructors that are teaching a variety of classes in the mornings, afternoons and evenings. 2. This reliance upon part time faculty has resulted in a limited availability of that faculty to our student population. 3. This interaction between the teacher and the student is the key to developing these students through their academic lives and assisting when necessary so our students are better able to comprehend the lessons and the overall scope of the materials being taught. 4. Full time faculty are better able to facilitate this journey for our students and are available to meet with them to help them on their way to success.		Ed Wells	Met	
Ag Science & Ag Business Management	Offer more agriculture classes during the day.		Daniel Gilison	Partially Met	As above, by offering short-term classes, we have increased somewhat the number of agriculture classes offered during the day, but would most likely need to hire a part-time faculty member who could teach day classes, as all of the current part-time faculty teach only at night.
Alcohol and Drug Studies (ADS)	Establish and expand training opportunities in community based programs for students involved in the program.		Kevin White	Partially Met	This is an ongoing goal. This is critical to the success of the program as many of the community-based programs are religious or 12-Step in design. The Coordinator of the program has arranged with Imperial County Behavioral Services to place interns in their program.
Anthropology	Implementing the new Associate Degree for Transfer (ADTs).		Kevin White	Partially Met	Once approved, the ADT requires coordination between the Department and Counseling to make sure the degree is fully implemented. The Counseling Department will advise students on the new requirements and our instructors must promote the degree to their students.
ARC	Grow the program and hire part-time faculty to accommodate student interest.		Frank Miranda	Not Met.	

Associate Degree Nursing-RN	Continue curriculum review to incorporate current content.		Susan Carreon	Met	Completed curriculum revision reflecting current nursing competency standards and reduced total units. Curriculum has been approved by the State Chancellor's office and by the CA BRN
Behavioral Science	Expansion of the Behavioral and Social Sciences (BSS) Media Library to provide all disciplines with the major with current state-of-the-art media resources to supplement instruction.		Kevin White	Met	
Building Construction	The past goals of the program is to continue offering training that is relevant to the changing construction industry and to be able to offer these trainings in a state of the art facility where students will feel in a more comfortable learning environment.		Jose Velasquez	Met.	
Business Administration for Transfer, Business Marketing/Management/Financial Services	Increased secretarial support (from a 50% assignment to 100%).		Craig Blek	Not Met.	
Child Development	Campus to view Preschool a laboratory for adult students: The campus will provide a percentage of the Preschool/infant teachers' salaries.		Becky Green	Partially Met	
Computer Information Services/Multimedia and Web Development	Increased secretarial support (from a 50% assignment to 100%)		Walid Ghanim/Andres Martinez	Not Met.	
Computer Science	N/A	N/A	N/A	N/A	N/A
EMT Paramedic Program	Actively participate in the planning of the new CTE building, develop a relocation plan, and implementing both plans as the project progresses		Rick Goldsberry	Partially Met	When the CTE building is completed in April-May of this year we will be ready to move into the building. We have provided input as to our needs and expectations. We have a plan to move our supplies and equipment into the new building during "spring break" so that there will be as smooth as possible a transition for our students. Once we have made the move, this goal will be met.
Energy Efficiency Technology	The past goals of the program is to continue offering training that is relevant to the changing construction industry and to be able to offer these trainings in a state of the art facility where students will feel in a more comfortable learning environment.		Jose Lopez	Met.	
Fire Sciences: Firefighter 1 and Fire Technology	Increase community awareness of and faculty to participate in the final plans for the new CTE building and finalize the relocation plan prior to September 1, 2013.		Alfredo Estrada/Susan Carreon	Partially Met	Plans for the move to the new building have been completed and equipment and supply purchases are in process. The actual move will take place in late spring/summer 2014.
General Science	Develop more course offerings in the following areas to expand the program: meteorology, oceanography and historical geology. This would require one additional full-time faculty member for the geology program to allow IVC to have a Geology major.		Daniel Gilison	Partially Met	There has been work on a new geology course, GEOL 130, but at the time, there is no demand for another full-time Geology faculty member. A part-time Geology member has been hired.
Learning Services	Maintain a sufficient number of tutors in the Reading/Writing/Language Lab and Study Skills Center to accommodate the number of students who seek tutoring.	$90,000	Learning Services Coordinator	Not met. Funding was not approved.	Budget of $90,000 is for the equivalent of 16 tutors working 20 hours per week for 14 weeks per semester @$10 per hour.
Learning Services	Increase tutoring impact on student learning in the Study Skills Center.	$20,000	Learning Services Coordinator	Not met. Funding was not approved.	Budget of $20,000 would provide for three additional tutors per week, which would allow the Study Skills Center to offer tutoring appointments to an additional 60-80 students per week.
Learning Services	Goal 3: Provide tutors with tablets to be used as instructional aids in tutoring students whose work requires up-to-date technology to complete (i.e. math).	$4,500	Learning Services Coordinator	Not met. Funding was not approved.	Budget of $4,500 would provide approximately twelve tablets, which would be sufficient for our current and projected needs.
Library	Enlarge and expand Room 1502.	$60,000 (facilities) $25,000 (technology)	Maintenance Dept. and IT Department	Not met. Funding was not approved.	To increase seating/student capacity from 25 students to 40.

Library	Increase hours of operation.	$200,000	Lead Librarian	Not met. Funding was not approved.	To restore library hours to previous levels, an additional librarian, library technician, and student workers would need to be hired.
Life Science	Offer more sections of BIOL 100 to meet demand for this class. This will be accomplished by the hiring of additional qualified faculty.		Daniel Gilison	Partially Met	While we have added some additional sections of BIOL 100 by hiring a part-time faculty member, we still have need of a full-time faculty member to offer additional sections.
Mathematics	If and when the State mandates that math 61, 71, and 81 become non-credit, we will be able to meet some of our need with new PT faculty. We need at least a FT faculty split 50% engineering and 50% math.		Allyn Leon	Not Met	Math 61, 71 and 81 are still credit courses at this time, requiring fully qualified faculty. There is a lack of a qualified applicant pool of PT math faculty in the Imperial Valley. Some of our current PT faculty would need to pass equivalence today. No new faculty has been hired for math or engineering.
Music	Convert the 300 bldg into a Music building.	$1,500,000	Bond Oversight Committee	Not met.	The renovation is on the Bond list of building modifications.
Music	Upgrade the MIDI/Recording lab and Recording Studio equipment.	$50,000	IT Department	Met.	Upgrades are being completed this summer 2014.
Music	Purchase and install a new smart podium and a big screen monitor in the music room	$10,000	IT Department	?	Status unknown.
Psychology	Implement the new Associate Degree for Transfer (ADT) and re-assess course offerings in light of the new ADT.		Kevin White	Partially Met	The new ADT is being implemented. This major requires research and statistics as part of its core offering and required working with the established labs on campus (math and language) to offer appropriate space and times. The IT/Technology Department assisted with the delivery of new (refreshment program) computers and helped purchase the SPSS hard/software needed to run the program.
Sociology	Establish a social science statistics course.		Kevin White	Met	The establishment of the SSPS statistical research program is the culmination of a long process that allows IVC to provide students with a state-of-the-art statistics and research course. This course is well-aligned with the new ADT and offers students more options for statistical research. The establishment of this program involved extensive collaboration between many Campus stakeholders. Instruction, Math and Science (resources), IT and Technology Departments (computers), the labs on campus (access), and working together created a course that will benefit students and further student success.
Water Treatment	Demonstrate knowledge of water source, treatment flocculation, sedimentation, odor control, plant operation and laboratory procedures. Hire Full Time faculty member to take charge of program, meet with industry and maintain program relevance.		Jose Lopez	Not Met.	
Water Treatment	Allow program to use science laboratories for instruction so students receive better hands-on experiences.		Jose Lopez	Met.	
Welding Technology	Hire a well-qualified and prepared Full-Time Teaching Professional		Jose Lopez	Partially Met.	
Welding Technology	Establish the Welding Technology Program in the new CTE Building (3100) by the Fall of 2014.		Jose Lopez	Met.	

Goal 4: The Board of Trustees and the Superintendent/President will establish policies that assure the quality, integrity, and effectiveness of student learning programs and services, and the financial stability of the institution.

Program	Objective	Cost	Responsible Person	Status ☑ Met ☐ Partially Met ☐ Not Met	Improvement in Institutional Effectiveness and Student Success
Physical Education	To revise the student learning outcome assessment cycle checklist to make the process more streamlined and easier to complete.		David Drury	Partially Met	