



Imperial Valley College

Educational Master Plan 2012-2015

Implementation Summary

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.

Objective	Objectives for EMP Goal 1
1.1	Develop systems and procedures that establish the mission of the college as the central mechanism for planning and decision making.
Progress	<ul style="list-style-type: none"> a) All CTE programs, as identified by TOP Code, completed biennial evaluation and analysis of Labor Market and Program/Course data. The process was modified in 2013 to include more data and some elements of the FCMAT report of 2012. b) Advisory Committees for CTE programs review annually the performance matrix for the State Chancellor’s Office on Perkins outcomes and certify the report. Recommendations are made on outcomes falling below accepted standards. c) Programs with specific accrediting or approving entities complete annual or biennial reporting and self-evaluation reports with data as required. For example, programs such as ADS, Paramedic, Nursing, etc. d) Annual Program Review data is aggregated and disaggregated related to student retention, success, completion rates, persistence rates, FTES and FTEF, and other productivity measures. e) Program Review Forms modified to ensure PLOs and SLOs process requires links to college mission and Institutional Learning Outcomes. f) Enrollment Management Task Force established fall 2011 to coordinate input from Academic and Student Services. The Blue Ribbon Enrollment Management Committee, established in 2005-2006, was the predecessor to the Enrollment Management Task Force. g) The new administrative procedure for an Enrollment Management Plan was developed in fall 2013 and will guide in the mapping of course offerings based on budgetary guidelines, after final approval in the participatory governance committees. Academic Programs have created two year program pathways to assist counselors with recommendation to students seeking a major or certificate program and to assist in long range scheduling of courses. h) Advisory Committees and Student Clubs have strong connections with the community, part of our mission, through a diversity of activities; i.e. Treats for Troops, “Angels without Borders (Angeles Sin Fronteras)”, Imperial Valley Food Bank, Imperial Market Days, etc.

Objective	Objectives for EMP Goal 1
Recommendations	i) RN Program major curriculum change of 2013 began with tie to the college mission. <ul style="list-style-type: none"> • Proceed with SPOL implementation and training
1.2	Develop an institutional score card to assess student learning that drives integrated planning and resource allocation.
Progress	a) In 2013 IVC website added the Chancellor’s Office Student Success Score Card. b) In spring 2013, an Academic Senate subcommittee developed institutional academic benchmarks. c) iDashboard was purchased in 2013 and Phase 1 of implementation completed in December 2013. Training of faculty and staff to start in January 2014. d) SPOL was purchased in 2013, implementation training of Planning, Assessment, and Accreditation modules to be completed in December 2013, and faculty/staff training to begin in 2014. Objectives at the department/unit level will be able to link budget requests to planned tasks that will require resource allocations e) Aggregated and disaggregated data on student success, retention, persistence and program completion provided to Department Chairs and Deans for comprehensive program review. f) Data driven program review shifted from 3-year to annual cycle Spring 2013. g) A taskforce was formed during spring 2013 to develop initial benchmarks for student success, retention and completion (transfer ready, transfer and certificate completion). These were discussed with the academic senate in February 2013. h) DegreeWorks is utilized along with the individual Student Educational Plan to guide students toward their personal goal completion.
Recommendations	<ul style="list-style-type: none"> • Once iDashboard is fully implemented, the college will refine its score card. • Annually review the Chancellor’s Office Student Success Score Card and IVC’s benchmarks.
1.3	Develop systems and procedures to ensure that the college maintains a collegial and self-reflective dialogue that improves effectiveness.
Progress	a) In fall 2013, the EMP Committee approved a Committee Self-Evaluation Tool, which will be completed by all committee chairs after each meeting and finalized annually.

Objective	Objectives for EMP Goal 1
	<ul style="list-style-type: none"> b) SPOL was purchased in 2013, implementation training of Planning and Accreditation modules to be completed in December 2013, and faculty/staff training to begin in 2014. c) SPOL Assessment (SLO/PLO) module implementation training to be completed in December 2013 / January 2014 with full implementation scheduled for summer 2014. d) Program Review Forms and process modified to add clarity of linkages to Institutional Goals and to bridge the transition to SPOL. e) Programs with specific accrediting or approving entities complete annual or biennial reporting and self-evaluation with data as required. For example, programs such as ADS, Paramedic, Fire, AJ, Nursing, etc. f) Representative composition of campus committees including faculty, classified, and administration where appropriate. g) Monthly Management Council meetings with the President. h) Joint Deans Meeting–Student Services and Academic Services Deans meet with the Vice Presidents to discuss and develop strategies to improve student success. i) Enrollment Management Task Force established fall 2011 to coordinate input from Academic and Student Services. The Blue Ribbon Enrollment Management Committee, established in 2005-2006, was the predecessor to the Enrollment Management Task Force. j) Monthly department chair meetings. k) Monthly meetings with all division secretaries. l) Campus Hour and Professional Development Committee formed late in Fall 2013 to generate ideas and calendar for staff and faculty events that will bolster collegiality and dialogue. m) Master Event Calendar developed with all campus and community activities/events. n) Revision of Master Planning Calendar in development.
Recommendations	<ul style="list-style-type: none"> • Continue with EMP committee’s annual review of planning and institutional effectiveness
1.4	Develop systems that are inclusive, cyclical, and understood by all stakeholders.
Progress	<ul style="list-style-type: none"> a) Advisory Committee meetings follow processes to ensure evaluation of program curriculum, program successes, industry expectations and industry needs. b) Program Review format modified to add clarity of linkages to Institutional Goals and to bridge the transition to SPOL. c) SPOL Assessment (SLO PLO) module implementation training to be completed in December 2013 / January 2014 with full implementation scheduled for Summer 2014. d) All CTE programs, as identified by TOP Code, completed biennial evaluation and analysis of Labor Market and Program/Course data. The process was modified in 2013 to include more data and some elements of the FCMAT report of 2012.

Objective	Objectives for EMP Goal 1
	<ul style="list-style-type: none"> e) The college began to standardize all committee agendas and minutes to ensure continuity of discussion and action from one meeting to the next. f) The College Council was revitalized in fall 2013 to include reports of all College Council subcommittees. In addition, all committees' mission, purpose and membership were reviewed for currency. g) The new administrative procedure for an Enrollment Management Plan was developed in fall 2013 and will guide in the mapping of course offerings based on budgetary guidelines, after final approval in the participatory governance committees. h) Revision of Centralized Planning Calendar assigned by President Jaime in fall 2013 with target completion date January 2014. i) Enrollment Management Task Force established fall 2011 to coordinate input from Academic and Student Services. The Blue Ribbon Enrollment Management Committee, established in 2005-2006, was the predecessor to the Enrollment Management Task Force j) Annually Deans develop a common agenda for all Division meetings. k) Conducted 13 community meetings in Fall 2013 (three year cycle) to gather input from the community regarding performance of the college. l) Maintained robust social media presence to foster two way communication with students.
Recommendations	<ul style="list-style-type: none"> • Add to Master Planning Calendar timelines for updating website and webpages with agendas and minutes. • Continue to develop mechanisms for facilitating two way communication with students and the community.

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

Objective	Objectives for EMP Goal 2
2.1	Ensure that all instructional programs, regardless of location or means of delivery, address and meet current and future needs of students.
Progress	<ul style="list-style-type: none"> a) Advisory Committees for CTE programs review annually the performance matrix for the State Chancellor's Office on Perkins outcomes and certify the report. Recommendations are made on outcomes falling below accepted standards. b) DE Coordinator hired as interim pending application and selection processes for new full-time position. c) DE Committee has defined criteria for DE course approval and disseminated information to all faculty.

Objective	Objectives for EMP Goal 2
	<ul style="list-style-type: none"> d) Remodeled 400 Building with 4 new smart classrooms, faculty offices, and a new assessment center, modernized all remaining classrooms with lectern holding computer, doc-u-camera, sound system, and video or DVD player. Training sessions were held fall 2013. e) All existing classrooms retrofitted with smart podiums, projectors, and screens in 2013. f) New construction for CTE building 3100 and 3200 on schedule to open in Summer/Fall 2014. Will house multiple CTE programs and will have technology needed for future needs. g) Enrollment Management committee has improved on the process for centralizing the building of the class schedule. By March 2014, the college will project the class schedule for 12 full months. h) Adoption of Blackboard CMS campus-wide Fall 2011; Blackboard shells provided to every class. ATLAS Grant provides training to faculty on use of Blackboard and other technological innovations. i) ATLAS trainings with four strands: Contextualized Teaching and Learning, Culturally Sensitive Teaching, Technology in the Classroom. j) Develop program pathways to allow both institutional and student career planning. k) Student assessments in Child Education to ensure the adequacy of learning and training. l) Annual Applied Science Expo that brings industry and schools together. m) The college's initial ADTs (Early Childhood Ed, Sociology) are approved by the Chancellor's Office; the college's program inventory currently includes eleven approved ADTs; five ADTs are currently in progress n) Late in fall 2013, the Campus Hour and Professional Development Committee assigned by the College Council.
Recommendations	<ul style="list-style-type: none"> • Increase staff and faculty professional development on student success strategies and support of the initiatives. • Include Campus Hour and Professional Development activities on the Master Event Calendar.
2.2	Review program learning outcomes annually (or biennially) to assure currency, improve teaching and learning strategies, and raise student success rates.
Progress	<ul style="list-style-type: none"> a) Attendance at ACCJC SLO and Assessment Regional Workshop in October 2013 at College of the Desert; implementation of curriculum mapping and revision of SLOs and PLOs based on new approaches. b) SPOL implementation in process and data gathering and reporting processes to be modified after fully implemented. Staff and Faculty training to begin in 2014 by SLO Coordinator. c) SPOL will facilitate resource allocation to SLO/PLOs through Unit Level Planning Objectives. d) Mandate for departments to discuss SLO/PLO and student learning (at minimum meetings twice per year). e) Program Review Form for Academic Services modified to link SAOs and PLOs to Institutional Learning Goals. f) Campus Hour and Professional Development Committee formed by College Council.

Objective	Objectives for EMP Goal 2
Recommendations	<ul style="list-style-type: none"> • Continue mandated department SLO meetings • Continue with SPOL implementation • Annually review the Chancellor’s Office Student Success and Support Program Task Force, IVC Scorecard, IVC benchmarks, and relationship to SLO/PLOs. • Increase professional development specific to teaching and learning strategies and add activities to Master Event Calendar.
2.3	Ensure that all Student Services programs, regardless of location or means of delivery, address and meet the current and future needs of students.
Progress	<ol style="list-style-type: none"> a) Revised Priority Registration plan to comply with Student Success Act mandates. b) Expanded use of Degree Works for student education plans. c) Implemented Financial Aid TV for dissemination of information to students. d) Developed plans for relocation of Student Health Center. e) Revised procedures for IVUP program to ensure sustainability. f) Provided CSU/UC transfer workshops to 137 students. g) Hired full-time Transfer, Articulation, and University Partnerships Coordinator. h) Assisted Academic services in enrollment management. i) Assisted Academic services with Associate Degrees for Transfer. j) Purchase of Starfish tracking system to replace SARS. k) Hired full-time mental health counselor. l) Provided math and writing workshops to CalWORKS students to increase retention rates. m) Provided orientation workshops to new CalWORKS students. n) Provided Financial Literacy, Resume Building, Study Skills, Tutoring, and Interviewing Skills training to Student Support Services program students. o) Implemented electronic delivery and receiving of academic transcripts. p) Enrollment Verifications can be requested via the Student Clearinghouse and printed on Demand. q) All Admissions & Records forms in electronic format on our website to ensure easy access for students. r) Formed Student Success Task Force in Fall 2013 with representatives from Academic Services, Student Services, and ASG to coordinate implementation of Student Success Act.

Objective	Objectives for EMP Goal 2
	<ul style="list-style-type: none"> s) Administered placement test to 1,821 high school seniors. t) Purchased Comevo Orientation system to comply with Student Success Act mandate. u) Moved to begin accepting alternate test scores, SAT,ACT, ELM, EPT, and EAP to clear lower division English and Math. v) Moved to begin inputting matriculation data directly into Banner in preparation for new reporting requirement to the state.
Recommendations	<ul style="list-style-type: none"> • Continue to implement the mandates of the Student Success Act for Orientation, Assessment, and Educational Planning.
2.4	Ensure that all Student Services programs engage in a process of sustainable continuous quality improvement by annual review of Service Area Outcomes, and annual Program Review.
Progress	<ul style="list-style-type: none"> a) All student services programs have completed program review, including Federally funded programs. b) All student services programs have completed and assessed Service Area Outcomes on an annual basis. c) Formed Student Success Task Force Fall 2013 with representatives across campus, especially from students. d) Service Area Program Review form and process modified to add clarity of linkages to Institutional Goals and to bridge the transition to SPOL.
Recommendations	<ul style="list-style-type: none"> • Continue annual cycle of Program Review and SAO development and assessment. • Continue to assist in the implementation of SPOL.
2.5	Ensure that the Library meets as closely as possible the “Standards of Practice for California Community College Library Faculty and Programs” of the Academic Senate for California Community Colleges.
Progress	<ul style="list-style-type: none"> a) Hired a full time library technician. b) Established a clearer definition of Information Competency/Literacy. c) Added Information Literacy to syllabi template discussed at Academic Senate. d) Expanded the Library’s outreach to train faculty and students on Information Competency/Literacy through Blackboard and the IVC website. e) Expanded the Library’s involvement in assessment of ILO on Information Competency/Literacy through a post-test after library instructional sessions.
Recommendations	<ul style="list-style-type: none"> • Add Library training for faculty and students to the Master Event Calendar. • Explore options for adding Information Competency / Literacy to the Curriunet Course Outline of Record. • Consider hiring 1 additional Librarian.
2.6	Ensure that instructional labs continue to collaborate in sharing financial and human resources, thus maintaining continuous quality improvement.

Objective	Objectives for EMP Goal 2
Progress	<ul style="list-style-type: none"> a) Instructional labs utilize TutorTrack to gather data on lab utilization and high demand time blocks. Tutor Track to be replaced by new program, Starfish. b) Processes created to ensure baseline orientation for all instructional tutors. Additional training for specific areas such as Math Lab also created. c) All labs (Math, Reading, Writing, Nursing, Library Tutoring, and Behavioral Science) have regular hours of operation that are accessible to students. d) Math Lab petitioned Basic Skills monies to expand tutoring. e) Math Lab has established a funding mechanism through the Foundation to assist in tutoring and math lab costs. f) Math Department petitioned Basic Skills moneys to pilot an embedded tutor program spring 2014. g) Learning Services petitioned Basic Skills moneys to pilot an embedded tutor program for English and Math for spring 2014. h) The Reading/Writing/Language lab underwent an accelerated computer refresh of 200 computers in winter 2014 because of Board action. i) Physical Education lab recently upgraded with new equipment. j) Child Development lab upgraded with State grants. k) Discussion with Academic Senate initiated to substitute committee work with tutoring students in labs related to their field. l) All labs will be refreshed including the Math Lab. m) Writing tutors in Learning Services Labs and Study Skills Center were cross trained to provide tutoring in either lab as need dictates. In addition, the EDUC 202 Tutor Training class provides tutors in all instructional labs training in the general principles of effective tutoring.
Recommendations	<ul style="list-style-type: none"> • Managers of instructional labs – Reading/Writing/Language, Study Skills Center, Math Lab – should meet twice per semester to coordinate financial and human resources, with Dean participation. • Continue sharing resources and mutual services to provide students broader access to tutoring services.

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

Objective	Objectives for EMP Goal 3
3.1	Develop and implement a resource allocation plan that leads to fiscal stability.

Objective	Objectives for EMP Goal 3
Progress	<ul style="list-style-type: none"> a) Educational Master Plan’s Resource Committees continue to review requests for resources, prioritizes the requests, and forwards the prioritized requests to the Educational Master Plan Committee. b) Implementing recommendations from FCMAT (Fiscal Crisis Management Assessment Team) that address financial issues. c) The Budget and Fiscal Planning Committee will be reviewing and updating the Budget Principles, Guidelines and Priorities document. d) Development of a revised budget development timeline that will allow for more budget review time. e) The Budget and Fiscal Planning Committee will develop recommendations to the President that provide for increasing the reserve to 16% and to fund the OPEB liability (Other Post-Employment Benefits). f) The District is implementing the use of SPOL (Strategic Planning On-Line) software, which will facilitate a direct link between program review data, assessment data, financial planning, educational master plan goals and institutional goals. g) The Budget and Fiscal Planning Committee will prioritize the items identified in SPOL as new or one-time items, and provide a ranking list to the President.
Recommendations	<ul style="list-style-type: none"> • Continue to fully implement the items noted above.
3.2	Implement a robust technological infrastructure and the enterprise software to support the college process.
Progress	<ul style="list-style-type: none"> a. The following technological infrastructure improvements have been made: <ul style="list-style-type: none"> • Campus-wide wireless network • Replacement of fiber network routes to provide redundancy and improved performance • Wireless WAN connection for Internet redundancy to ICOE • Virtualization of data center servers • Disaster recovery plan implemented to include off-site storage of critical data b. The following enterprise software systems have been implemented: <ul style="list-style-type: none"> • Campus-wide Blackboard (LMS) implementation • Curricunet Upgrade • Online Time Sheet • Webstar Improvements • Argos Reporting • Degree works Degree Audit System fully implemented • iDashboard Data dashboards • Syllabi repository designed and implemented

Objective	Objectives for EMP Goal 3
	<ul style="list-style-type: none"> • Service Desk tracking (Substitutions, Facilities, Maintenance, Human Resources, Technology) <p>c. We are in the process of implementing:</p> <ul style="list-style-type: none"> • Data Center “hardening” (Redundant HVAC, fire suppression, security, enterprise UPS for servers and equipment, and backup power generator for room) • Strategic Planning Online (SPOL) • Starfish for tracking student contact with Student Support Services, Early Alert, Learning Services, Math Lab, and Mental Health Counselor through one database • Comevo online orientation system for students and staff
Recommendations	
3.3	Build new facilities and modernize existing ones as prioritized in the facility master plan.
Progress	<p>a) Remodeled 400 Building with 6 new smart classrooms, faculty offices, and a new assessment center, modernized all remaining classrooms with lectern holding computer, Doc-u-camera, sound system, and video or DVD player. Training sessions were held fall 2013.</p> <p>b) New construction for CTE buildings 3100 and 3200 on schedule to be completed in late April or early May 2014 - open in summer/fall 2014. Will house multiple CTE programs and will have technology needed for future needs.</p> <p>c) Remodeled 900 Building.</p> <p>d) The 500 Building will be removed during February or March 2014.</p> <p>e) The evaporation pond project will be completed in February 2014.</p> <p>f) No new construction will be undertaken until new bonds can be issued, most likely 3 to 4 years from now.</p>
Recommendations	<ul style="list-style-type: none"> • Continue to complete projects noted above.
3.4	Design and commit to a long-term professional development plan.
Progress	<p>a) Late fall 2013, College Council created a subcommittee called Campus Hour and Professional Development (CHPD) Committee with membership from five separate populations – faculty, students, classified, managers, administration. CHPD Committee will assume role of the Professional Development Resource Committee for the Educational Master Planning. Committee members assigned Fall 2013.</p> <p>b) Campus faculty continue to offer staff development during campus hour on a volunteer basis (Planetarium lectures, Imperial Valley History, Composition workshops, etc.)</p>

Objective	Objectives for EMP Goal 3
	<ul style="list-style-type: none"> c) Campus Hour activities related to cultural and diversity awareness. d) The Art Gallery maintains regular day and evening hours, including Campus Hour. The gallery provides cultural enrichment to campus and surrounding community through art exhibits, film showing, and speakers.
Recommendations	<ul style="list-style-type: none"> • Add professional development activities to Master Event Calendar • CHPD Committee to develop professional development plan
3.5	Raise the health awareness of faculty, staff, and students.
Progress	<ul style="list-style-type: none"> a) Student health fairs held. b) Seasonal Flu Shots offered to Students. c) Flyers noting community health activities distributed to all faculty and staff. d) Faculty informed of Seasonal Flu Shot offerings. e) Ad hoc Wellness Committee formed fall of 2012. f) Wellness fair spring 2013. g) HR annual Wellness Program begun. h) Walking club (Walking Spree) begun with online tracking and prizes to participants. i) Negotiated reduced fees at local health clubs for IVC employees. j) CCLC Training on Board Policies occurs twice a year. k) Administrators should attend at least one training every two years.
Recommendations	<ul style="list-style-type: none"> • Continue to expand student and staff participation in wellness activities

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.

Objective	Objectives for EMP Goal 4
4.1	Review all Board policies annually to ensure that they are consistent with the College mission statement, that they address the quality, integrity, and effectiveness of student learning programs and services, and that they guard the financial stability of the institution.
Progress	<ul style="list-style-type: none"> a) Each Vice President’s assistant has reviewed policies and procedures in their areas and forwarded updates to appropriate committees, bodies. The Curriculum Committee has reviewed policies on Degrees, Credit Hour, etc. Student Services has revised the policy on priority registration.

Objective	Objectives for EMP Goal 4
Recommendations	<ul style="list-style-type: none"> • CCLC Training on Board Policies occurs twice a year. • Administrators should attend at least one training every two years.
4.2	Maintain a clearly defined Code of Ethics that includes appropriate responses to unprofessional behavior.
Progress	<ol style="list-style-type: none"> a) The Board of Trustees asked for and received a report on Conflict of Interest at a fall 2013 Board meeting by the district legal counsel. b) The Administrative Dean of HR advertises workshops on Ethics in the Workplace through the HR network.
Recommendations	<ul style="list-style-type: none"> • Add to possibility for CHPD schedule of professional development activities. • Ensure Board Policy is up to date on Code of Ethics. • Human Resources to inform Trustees of workshops. • Human Resources to monitor workshop and/or training attendance of Trustees.
4.3	Ensure that the Board of Trustees is informed and involved in the accreditation process.
Progress	<ol style="list-style-type: none"> a) The Board was informed and discussed accreditation and the ACCJC Actions at the July 10, 2013 Board Meeting. b) Written communication was sent to the Board at the August 21, 2013 Board meeting. c) The Board was informed and discussed the ACCJC Action at the September 12, 2013 Board meeting.
Recommendations	<ul style="list-style-type: none"> • The Board will review and approve the response at its February 19, 2014 Board meeting. • Board Retreat scheduled for March 15, 2014, to discuss plans further.
4.4	Ensure that the process of the evaluation of the Board of Trustees and the Superintendent/President are clearly defined, implemented, and publicized.
Progress	<ol style="list-style-type: none"> a) The Board of Trustees places the Evaluation of the Superintendent/president on the Board Agenda. b) The Board of Trustees meets annually each winter or spring to review the Board Goals and make recommendations for the next year. c) Board Policy BP2435 and Administrative Procedure AP2435 address the evaluation of the Superintendent/President. d) The Board follows BP2745 on Board Self-Evaluation.
Recommendations	<ul style="list-style-type: none"> • Change dates on BP2745 to follow the EMPC planning calendar. • Board Self-Evaluations are discussed in public and the tools used are included in the agenda.

Objective	Objectives for EMP Goal 4
4.5	Establish a governance structure, processes, and practices that guarantee that the governing board, administration, faculty, staff, and students will be involved in the decision making process.
Progress	<ul style="list-style-type: none"> a) The College has established Board Policy BP2000 Setting Policy on participatory governance and adheres to those policies. b) Board Policy BP2510 and Administrative Procedure 2510 address participatory governance and the decision making process. c) Board Policy BP3255 Strategic Planning Committee prioritizes short and long-term goals. d) The President holds at least one Campus Forum per semester to inform the campus community of the state of the college. e) The President established the START committee to review and make recommendations for implementing the FCMAT recommendations.
Recommendations	<ul style="list-style-type: none"> • Re-evaluate and consolidate consultation process to ensure participatory governance and ensure goals and priorities are vetted through a proper consultation model