

# Educational Master Plan for 2013-2014

---

## **MISSION, PURPOSE, VALUES, GOALS AND OBJECTIVES**

### **Mission**

The mission of IVC is to foster excellence in education that challenges students of every background to develop their intellect, character, and abilities; to assist students in achieving their educational and career goals; and to be responsive to the greater community.

The mission statement was developed during the 2001-2002 academic year by representatives from all IVC employee groups and by representatives from local businesses, industries, government, and the community at large. It was adopted by the IVC Board of Trustees on May 22, 2002, is reviewed biannually, and serves to define IVC, its purpose within the postsecondary education arena, its place in workforce and economic development, and its contribution to the structure and makeup of our community. The college community has embraced the mission, which has become a basis for identifying and defining IVC's commitment to student achievement. In an effort to track and measure our commitment to student achievement, IVC developed institutional student learning outcomes (ISLOs), which were adopted by the IVC Board of Trustees on May 16, 2006. These ISLO's—communication skills, critical thinking skills, personal responsibility, information literacy, and global awareness—arose from IVC's mission statement and serve as a foundation for its commitment to education.

### **Purpose**

The purpose of IVC is to serve as a provider of postsecondary academic and career technical education at the lower division level. IVC provides for associate degrees and certificates, transfer education, basic skills and English proficiency, economic and workforce development, non-credit education, and lifelong learning opportunities.

In fulfilling its purpose, IVC affords students the opportunity for upward social and economic mobility. As one of more than one hundred California community colleges, IVC has as its purpose the same overarching purpose as the California community college system: To advance California's

# Educational Master Plan for 2013-2014

---

economic growth and global competitiveness through education, training, and services that contribute to continuous workforce improvement.

## Values

### The Core Values of IVC are:

All people should have the opportunity to reach their full educational potential

An educated citizenry is the basis for democracy

A college should embrace diversity in all its forms

A college should strive for innovation and creativity

All people have the right to access quality higher education

All people should have access to lifelong learning

## INSTITUTIONAL STUDENT LEARNING OUTCOMES

### Students who successfully complete degree and certificate programs at IVC will demonstrate competency in these five areas:

Communication Skills

Critical Thinking Skills

Personal Responsibility

Information Literacy

Global Awareness

## 2013-2014 GOALS AND OBJECTIVES

**Goal One (Institutional Mission and Effectiveness)**: The College will maintain programs and services that focus on the mission of the college supported by data-driven assessments to measure student learning and student success.

Obj.	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.
1.2	Develop an institutional score card to assess student learning that drives integrated planning and resource allocation.
1.3	Develop systems and procedures to ensure that the college maintains a collegial and self-reflective dialogue that improves effectiveness.
1.4	Develop systems that are inclusive, cyclical, and understood by all stakeholders.

# Educational Master Plan for 2013-2014

---

**Goal Two (Student Learning Programs and Services)**: The College will maintain instructional programs and services which support student success and the attainment of student educational goals.

Obj.	Objectives for EMP Goal 2
2.1	Ensure that all instructional programs, regardless of location or means of delivery, address and meet the current and future needs of students.
2.2	Review program learning outcomes annually (or biennially) to assure currency, improve teaching and learning strategies, and raise student success rates.
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.
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.
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.
2.6	Ensure that instructional labs continue to collaborate in sharing financial and human resources, thus maintaining continuous quality improvement.

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

Obj.	Objectives for EMP Goal 3
3.1	Develop and implement a resource allocation plan that leads to fiscal stability.
3.2	Implement a robust technological infrastructure and the enterprise software to support the college process.
3.3	Build new facilities and modernize existing ones as prioritized in the facility master plan.
3.4	Design and commit to a long-term professional development plan.
3.5	Raise the health awareness of faculty, staff, and students.

**Goal Four: (Leadership and Governance)**: 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.

Obj.	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.
4.2	Maintain a clearly defined Code of Ethics that includes appropriate responses to unprofessional behavior.
4.3	Ensure that the Board of Trustees is informed and involved in the accreditation process.
4.4	Ensure that processes for the evaluation of the Board of Trustees and the

# Educational Master Plan for 2013-2014

---

	Superintendent/President are clearly defined, implemented, and publicized.
<b>4.5</b>	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.

## THE PROGRAM REVIEW PLANNING PROCESS

### 2012-2013 Planning Process/Development of 2013-2014 Educational Master Plan

2012-2013 was the first year of the current three-year Educational Master Plan. The program review planning process for 2012-2013 is described in the text and timeline of activities below and is the result of continuous improvement driven by an annual evaluation of the process, its timeline, the format or media used, and the end user's perspective on the ease and clarity of the process and formats. Evaluation of the planning process from previous years indicates that the process of a comprehensive program review every three years with annual program review the other two years resulted in inconsistent review of data during the two annual review years. It was felt that the annual program review was not meeting the needs of the program to review data fully and to plan for improvement. In July, 2013, the college contracted with the FCMAT team to review the college's fiscal situation thoroughly, including the planning and budget development process. Following this review, the EMPC decided to develop new templates for the program review process and to complete program review for all programs on an annual basis for both academic and non-academic programs. With the establishment of the Institutional Researcher position, programs would be able to get on a timely basis data that are needed to analyze the status of their programs and to make improvements on an annual basis instead of every third year as in the previous process. Following the completion of the program review template, the web-based template that was introduced in fall 2009 would be used to enter the new resource requests that came out of the development of the program review. The web-based template was updated in early fall 2010 to include a feature that allows programs to request resources that are above and beyond, or in addition to, a program's base operating budget. The goal of the web-based template