

## **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

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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

## 2011-2012 GOALS AND OBJECTIVES

**Goal One (*Student Success*):** Enable students to attain their educational goals, including degrees and certificates, transfer, job placement and advancement, basic skills, and lifelong learning through curricula driven by student learning outcomes and emerging opportunities in the community at large. The college defines success as grades of “C” or better.

Obj.	Objectives for EMP Goal 1
1.1	Increase successful course completion
1.2	Increase successful degree attainment
1.3	Increase successful certificate attainment
1.4	Improve transfer rates (benchmarks include transfers, transfer preparation, and associate degrees)
1.5	Increase basic skills success (benchmarks include enrollment, completions, and institute rates)
1.6	Improve the success rate of students enrolled in economic development
1.7	Improve the success rate of students enrolled in workforce training
1.8	Continue to develop and implement a comprehensive plan to identify and assess student learning outcomes (benchmarks include the SLO Plan)

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**Goal Two (Excellence in Education)**: Provide a college environment that responds to the higher education needs of the students and community.

Obj.	Objectives for EMP Goal 2
2.1	Develop and implement curricula that respond to diverse student learning needs, changes in technology, transfer education, the economy, and the workplace.
2.2	Increase educational programs designed to meet employer needs in Imperial County and support emerging industries in career technical and transfer programs. The college will consider as evidence for 2.1 and 2.2 activities, documents, and data such as Summer Success Institute data; distance education data; C & I Committee meeting minutes reflecting online courses approved; new and revised programs; and benchmarks in applied sciences.
2.3	Improve collaboration between Imperial Valley College and local high schools to align curricula and improve student success in transfer and career technical education. The college will utilize benchmarks that include community outreach (First Step); personal development courses; transfer rates; CTE program data.
2.4	Provide a welcoming environment for faculty and staff. Evidence to support progress includes District's recruitment documents and processes and the non-discrimination policy.
2.5	Strengthen and expand support services to respond to changing student needs.
2.6	Increase access to continuing and higher education opportunities for all

**Goal Three (Develop Resources and Increase College Effectiveness)**: Develop and manage human, physical and financial resources to improve organizational processes and effectively support the learning environment.

Obj.	Objectives for EMP Goal 3
3.1	Ensure a safe and healthy campus environment for faculty, staff and students. The college will review benchmarks that include facility safety measures, staff training, new or continued mental and physical health programs, and reporting and evaluation processes.
3.2	Develop and implement resource allocation plans that meet the diverse needs of the college and lead to fiscal stability. Evidence will include the resource plans for Technology, Staffing, Marketing, Professional Development, SLO/SAO, Facilities, and Planning & Budget.
3.3	Implement processes to review and improve the college's organizational structure and operating procedures.
3.4	Implement an energy conservation plan using available budgetary resources. The facilities plan will include the prioritization of an energy conservation plan using available budgetary resources.
3.5	Update technology to include the need for a robust technological infrastructure, and the enterprise hardware/software to support the college (instructional and administrative) processes.
3.6	Build new facilities and modernize existing ones as prioritized in the facilities master plan.

3.7	Provide an environment that supports professional development and college community training in technological, pedagogical, and operational processes. Evidence to support progress includes vacancy and turnover rates and employee satisfaction surveys and training evaluations.
3.8	Strengthen our internal and external organizational communication practices.

## THE PROGRAM REVIEW PLANNING PROCESS

### 2010-2011 Planning Process/Development of 2011-2012 Educational Master Plan

The IVC program review planning process for 2010-2011 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. The web-based template for the annual program review (APR) that was introduced in fall 2009 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 was to improve the planning process to more efficiently manage the work of summarizing and prioritizing requests for the staffing, technology, marketing, professional development, student learning outcomes, and facilities resource plans. The web-based form assists in linking requests to account codes, while automatically providing current year budget, and actual expenditures for the previous year utilizing IVC's central IT system, Banner, as the source. Justification for any line item can be added in a brief statement or in an attached longer format.

In addition, the web-based repository provides a link, by line item, to a specific resource plan. The link to resource plans enables individual resource plan committees to pull plan specific reports from the APR; for example, all line items linked to the marketing resource plan can comprise a single report. The APR and CPR for 2011-2012 will delineate the contractual and fixed costs from the desired line items and will provide additional reporting options to facilitate a more thorough review by the program/department, administration, and resource plan committees.