



DISTRICT STRATEGIC PLAN

Report on the 2018-2023 Los Angeles Community College District Strategic Plan

LACCD Board of Trustees
January 10, 2018

Rationale for District Strategic Planning

- Allows for the development of districtwide priorities
- Serves as a planning framework for the colleges
- Satisfies Accreditation Standards
 - Critical in demonstrating district-level integrated planning (Standard IV.D.5)
 - *District/system planning and evaluation are integrated with college planning and evaluation to improve student learning and achievement and institutional effectiveness*
 - Basis for District Effectiveness Reporting (Standard IV.C.8)
 - *To ensure the institution is accomplishing its goals for student success, the governing board regularly reviews key indicators of student learning and achievement and institutional plans for improving academic quality*

2018-23 District Strategic Plan (DSP): Guiding Principles Used in Strategic Plan Development

- Incorporated input from Board, colleges, internal, and external constituencies
 - Board Goals
 - College forums
 - External group forums
- Utilized evaluation of 2012-17 DSP
- Included measures utilized in state, regional, and federal accountability systems
- Set targets for each measure based on Board, state, and federal accountability targets
- Allowed for broad college alignment according to institutionally established priorities and planning cycles

Status of 2018-23 District Strategic Plan Development Activities

<u>Activities</u>	<u>Status</u>
• 2012-17 DSP Evaluation	<input checked="" type="checkbox"/>
• Data Inquiry and Information Gathering	<input checked="" type="checkbox"/>
• Development of Goals and Objectives	<input checked="" type="checkbox"/>
• Development of Metrics and Targets	<input checked="" type="checkbox"/>
• College Feedback and Approvals	<input checked="" type="checkbox"/>
• Present to Board	January 10, 2018

Approvals

- District Planning Committee
- Student Affairs Committee
- 8 colleges approved
 - Pierce College dissented with the primary concern being the targets
- District Academic Senate
 - Approved with the recognition that the targets set in alignment with the State Vision are aspirational and may be unrealistic in the given timeframe
 - These targets are noted in the presentation



2018-23 District Strategic Plan: Mission and Vision

Mission Statement

The Mission of the Los Angeles Community College District is to foster student success for all individuals seeking advancement, by providing equitable and supportive learning environments at our nine colleges. The District empowers students to identify and complete their goals through educational and support programs that lead to completion of two or four-year degrees, certificates, transfer, or career preparation. In doing so, the District fulfills its commitment to the community to improve the social welfare of the region, to enhance the local economy, to close persistent equity gaps, and to prepare future community leaders.

Vision Statement

The LACCD will strive to become a national leader in student success by providing high quality, accessible, educational opportunities across the greater Los Angeles area that improve students' lives, enrich the area's many diverse cultures, and strengthen the regional economy. The District will do so by continuing to provide a culture of continuous learning and by closing persistent equity gaps.

2018-23 DSP: Goals, Objectives, Measures, & Targets

Goal 1: Access to Educational Opportunities

We will increase the college going rate for the Los Angeles region through enhanced outreach to community and educational partners and expanded access to educational programs that meet community and student needs.

Objective 1: We will **expand educational opportunities to local high school students** by increasing the number of courses offered through dual enrollment.

- A 25% increase in the number of sections offered through dual enrollment
- A 25% increase in the number of students who are dual enrolled

Objective 2: We will **fully implement the LA College Promise and will seek to expand the promise to additional school districts and municipalities in the service area.**

- A 50% increase in the number of students enrolled in the LA College Promise Program
- 90% of LAUSD schools served by the LA College Promise Program

Objective 3: We, in partnership with Los Angeles Regional Adult Education Consortium, will **increase educational opportunities to nontraditional students through the expansion of noncredit adult education courses focused on skills improvement and vocational training.**

- A 25% increase in the number of noncredit adult education sections
- A 25% increase in the number of students enrolled in noncredit adult education courses

Objective 4: We will **improve outreach strategies for new and returning students through effective marketing and branding** that increases the recognition of LACCD colleges and programs as premier in the community.

- A 25% increase in the number of first-time students
- A 25% increase in the number of returning students
- 25% of students endorsing very much or quite a bit when asked whether their decision to enroll was impacted by newspaper, radio, or television advertisements
- 25% of students endorsing very much or quite a bit when asked whether their decision to enroll was impacted by social media

2018-23 DSP: Goals, Objectives, Measures, & Targets

Goal 2: Premier Learning Environments

We will develop a premier learning environment that places students as the first priority in the institution and effectively supports students in attaining educational goals.

Objective 1: We will **have an excellent campus climate** by improving student services, providing a safe learning environment, and by establishing a higher standard for customer service.

- 90% of student services having high satisfaction ratings with student services
- 3.6% of students stating they disagree or strongly disagree with the statement: I feel safe and secure at this college

Objective 2: We will **create an environment that is respectful to the needs of diverse populations and that embraces the diversity of opinions found in a global society.**

- 3.5 survey rating (out of 4) when students were asked: At this college, how often do you engage with students who differ from you in terms of their religious beliefs, political opinions, or ethnic background?
- 3.5 survey rating (out of 4) when students were asked: How much have your experiences at this college, both in and out of class, improved your ability to understand people of other racial, cultural, or religious backgrounds?

Objective 3: We will **increase fulltime enrollment for students through the development of flexible programs** focused on working students and students with barriers to attending traditionally scheduled programs.

- 26% of students enrolled full time
- Exceed statewide performance in the number of CTE course enrollments

Objective 4: We will **review and refine curriculum and programs** to ensure that they are responsive to student needs and meeting the economic, industry, and societal needs of the region.

- 0 programs with a 0% completion rate

2018-23 DSP: Goals, Objectives, Measures, & Targets

Goal 2: Premier Learning Environments *(continued)*

Objective 5: We will **provide facilities and technologies to effectively serve and connect with the modern student and enhance regular and effective communication.**

- 3.5 survey rating (out of 4) when students were asked: To what extent do you agree with the statement, this college's Wi-Fi is reliable?
- 3.5 survey rating (out of 4) when students were asked: In general, to what extent do you agree with the statement, my instructors adequately use available technology in and out of the classroom?
- 3.5 survey rating (out of 4) when students were asked: How often do you use email, social media, or text messaging to communicate with an instructor?
- 3.5 survey rating (out of 4) when students were asked: How often do you use email, social media, text messaging, or this college's website to keep informed about college events?

Objective 6: We will **increase access to higher education by assisting students in gaining access to financial aid and ensuring that all students, whether in-person or online, receive orientation, multiple measures assessment, and educational planning.**

- 74% of eligible students receiving a Pell Grant
- 81% of students completing an English assessment or being placed through the use of multiple measures before or in the first term
- 84% of students completing a Math assessment or being placed through the use of multiple measures before or in the first term
- 95% of new students completing orientation
- 95% of new students completing an academic plan

Objective 7: We will **increase student persistence and successful course completion** through effective practices in the classroom and through student services.

- 90% persistent rate, Fall to Spring
- 76% persistent rate, Fall to Fall
- Exceed statewide performance in persistence
- 29% of new, first-time students successfully completing at least one English and mathematics class in their first year
- Exceed statewide performance in successful course completion rates

2018-23 DSP: Goals, Objectives, Measures, & Targets

Goal 3: Student Success and Equity

We will increase student completion to exceed the statewide performance measures and increase attainment of milestones indicative of academic success.

Objective 1: We will **decrease time to completion** by enhancing academic and student support programs.

- The average number of units accumulated by students earning an associate's degree to decrease to 79 units
- Median time to complete a degree to decrease to 4 years
- Median time to complete a certificate to decrease to 3 years
- Graduation rates of full-time, first-time degree/certificate seeking undergraduates with 150% of normal time to completion to increase to 26%

Objective 2: We will **increase completion of degrees and certificates**.

- A 10% increase in completion rates
- ***A 20% increase in the number of students who received a degree or certificate***
- ***A 20% increase in the number of students who received a degree***
- ***A 20% increase in the number of students who received a certificate***

Objective 3: We will **increase the number of students transferring to four-year institutions**.

- ***A 35% increase in the number students who transfer to a California Public, 4-year institution (UC or CSU)***
- ***A 35% increase in the number students who transfer to a 4-year institution***

2018-23 DSP: Goals, Objectives, Measures, & Targets

Goal 3: Student Success and Equity *(continued)*

Objective 4: We will **increase career and job placement rates in the field of study** by enhancing business and industry partnerships, internships, and employment opportunities.

- Exceed statewide performance in the percentage of students who completed more than eight units in CTE course in 6 years
- Increase the number of Skills Certificates awarded to 3,972
- Exceed statewide performance in the median percentage change in wages for student who completed higher level CTE coursework
- Increase the percentage of students who report being employed in their field of study to 69%
- Exceed statewide performance in the proportion of exiting students who attained a living wage

Objective 5: We will **increase the percentage of students completing transfer-level English and mathematics among those who begin at courses below transfer-level.**

- Exceed statewide performance in the percentage of students completing transfer-level English among those who begin at courses below transfer-level
- Exceed statewide performance in the percentage of students completing transfer-level mathematics among those who begin at courses below transfer-level

Objective 6: We will **increase equity in the attainment of student milestones.**

- A 40% decrease in achievement gap (by Gender, Age, and Ethnicity) for the percentage of new students who are enrolled in their first 3 consecutive terms
- A 40% decrease in achievement gap (by Gender, Age, and Ethnicity) for the percentage of new students completing 30 Units in 3 Years
- A 40% decrease in achievement gap (by Gender, Age, and Ethnicity) for the percentage of new students who earned a degree, certificate, or transfer within six years

2018-23 DSP: Goals, Objectives, Measures, & Targets

Goal 4: Organizational Effectiveness

We will improve organizational effectiveness **at the ESC and among the colleges** through streamlined processes, minimized duplication of efforts, and enhanced communication and training.

Objective 1: We will **invest in professional development opportunities for faculty, staff, and administrators** to enhance work performance, broaden skills for leadership and career advancement, leverage academic programs, and allow for effective and clear career pathways for all employees.

- 250 events annually that provide professional development opportunities for faculty, staff, and administrators

Objective 2: We will **improve recruiting, hiring, orientation and evaluation processes, and improve the customer service** provided to all employees.

- 100% of evaluations completed per contract year
- 80% satisfaction rate with on-boarding process

Objective 3: We will **improve processes to increase responsiveness to and within colleges, limit barriers, and accelerate completion of required business processes and tasks.**

- 90% of departments with high satisfaction ratings of responding to requests in a timely manner
- 90% of departments with high overall satisfaction ratings

Objective 4: We will **use state-of-the-art technology to improve communication, including the development of an effective website** that assists students, employees, and the community in interacting with the District.

- 3.5 survey rating (out of 4) when students were asked: To what extent do you agree with the statement, I can easily find the information I need on the college website?
- 3.5 survey rating (out of 4) when students were asked: To what extent do you agree with the statement, information on the college website is current and accurate?

Objective 5: We will **revise all District policies and procedures to implement the Community College League of California model policy.**

- 100% of policies reviewed and approved in the current cycle using the new model

2018-23 DSP: Goals, Objectives, Measures, & Targets

Goal 5: Fiscal Integrity

We will improve fiscal integrity through enhanced resource development, institutional advancement, and effective use of existing resources.

Objective 1: We will **enhance communication, support, and collaboration associated with grant development processes** for curricular and student support programs.

- A 10% increase in the amount of grants awarded

Objective 2: We will **develop community and business partnerships** to assist the District in achieving its mission and enhance student success by providing additional support to students and appropriate referrals to external resources for non-academic needs.

- A 10% increase in community partnerships

Objective 3: We will **enhance the District and College foundations and improve alumni relations** leading to the development of endowments from which additional resources for students and academic and support programs can be drawn.

- A 10% increase in the amount of funds raised by Foundations
- A 10% increase in the number and amount of scholarships dispersed by the Foundations

Objective 4: We will **effectively use District and College resources and implement position control** to support the ongoing improvements of academic and student support programs.

- An increase of total FTES to 110,266
- Maintain expenditures per FTES (\$4,869)
- Increase WSCH/FTEF to 540
- Increase average class size to 36
- Maintain the Fund Balance determined by the Board of Trustees

2018-23 DSP: Goals, Objectives, Measures, & Targets

Goal 5: Fiscal Integrity *(continued)*

Objective 5: We will **improve the resource allocation processes** to be integrated with District strategic plan.

- More than 50% endorsing that District-level decision making is effective in relation to budget development and resource allocation

Objective 6: We will **effectively plan and use resources to build and maintain District and College facilities and infrastructure** in support of the academic and student support programs.

- 3.5 survey rating (out of 4) when students were asked: To what extent do you agree with the statement, buildings are clean and well maintained?
- 3.5 survey rating (out of 4) when students were asked: To what extent do you agree with the statement, learning facilities (equipment, classrooms, and labs) are adequate and up-to-date?
- A decrease in the Facilities Condition Index to 20%
- A decrease in the Capacity Load Ratio to 150%

Next Steps

- Annual prioritization
- Collaboration with the District Budget Committee
- Local strategy development
- Ongoing tracking of implementation
- Regular reporting to IE&SS Committee

Questions?

