



DISTRICT STRATEGIC PLAN

Report on Development of the 2018-2023 District Strategic Plan

Student Affairs Committee

November 17, 2017

Overview of 2018-23 District Strategic Plan Development Activities and Process

<u>Activities</u>	<u>Status</u>
 <ul style="list-style-type: none"> • 2012-17 DSP Evaluation 	☑
 <ul style="list-style-type: none"> • Data Inquiry and Information Gathering 	☑
 <ul style="list-style-type: none"> • Development of Goals and Objectives 	☑
 <ul style="list-style-type: none"> • Development of Metrics and Targets 	☑
 <ul style="list-style-type: none"> • College Feedback and Approvals 	Completion Expected Nov.- Dec. 2017
 <ul style="list-style-type: none"> • Present to Board 	Jan. 2018

Background on 2012-17 District Strategic Plan (DSP)

- Followed the first DSP which covered the period 2006-11
- Resulted from a year long process involving:
 - Environmental scan
 - Analysis of strengths/weaknesses/opportunities/threats (SWOT)
 - Feedback from focus groups and external and internal constituencies
 - Coordination by EPIE, District Planning Committee, and District Strategic Planning Taskforce
- Contained 4 goals and 13 objectives
- Approved by Board in Feb. 2012
- Allowed for the development of districtwide priorities
- Served as a planning framework for the colleges

Background on 2012-17 District Strategic Plan (DSP)

- 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 Cycle (including annual effectiveness reporting, Board review, and goal setting)

2012-17 DSP Summary

LOS ANGELES COMMUNITY COLLEGE DISTRICT

2012-2017 District Strategic Plan

SUMMARY OF GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: Access and Preparation for Success

Improve equitable access; help students attain important early educational momentum points.

Objective 1: Ensure equitable access to education.

- 1.1: Participation rate in underserved areas
- 1.2: Percentage of eligible students receiving financial aid

Objective 2: Increase the percentage of new students who complete the matriculation process by the end of their first semester.

- 2.1: Number and percentage of new students completing matriculation disaggregated by age, gender, ethnicity, and low income status:
 - Number and percentage of new students completing assessment
 - Number and percentage of new students completing orientation
 - Number and percentage of new students creating an educational plan

Objective 3: Increase the percentage of new students successfully completing at least one English and Math class in their first year and persisting to subsequent terms.

- 3.1: Percentage of new students successfully completing at least one English and Math class in their first year
- 3.2: Persistence (Fall to Spring and Fall to Fall)

GOAL 2: Teaching and Learning for Success

Strengthen effective teaching and learning by providing a learner-centered educational environment; help students attain their goals of certificate and degree completion, transfer, and job training and career placement; increase equity in the achievement of these outcomes.

Objective 1: Provide a learner-centered learning environment that encourages active learning and student engagement.

- 1.1: Measure of active learning/project learning (from student survey)
Measure of student engagement in and out of class (from student survey)
Measure of self-efficacy/self-directed learning (from student survey)
- 1.2: SLO measures (number and percentage of SLOs, PLOs, and ILOs assessed)
- 1.3: Measure of whether/how technology is being used to improve student learning and engagement (from student survey)

Objective 2: Increase the percentage of new students who have reached the following milestones within three and six years: successfully completing 30 and 60 units; successfully completing English 101 and Math 125; and earning a certificate, degree, or transferring to a 4-year college or university.

- 2.1: Percentage of new student cohort successfully completing 30 and 60 units
- 2.2: Percentage of new student cohort successfully completing English 101 and Math 125
- 2.3: Completion Rate (i.e., certificate, degree, or transfer)

Objective 3: Increase the number of students who complete career-focused certificates in a timely manner, find employment in high growth/high earning occupations, or realize higher earnings as a result of their educational experience.

- 3.1: On-time program completion rates
- 3.2: Program placement rates and earnings of program participants

Objective 4: Increase equity in successful outcomes by identifying achievement gaps and increasing performance of under-performing groups.

- 4.1: Measures from Objectives 2 and 3 disaggregated by age, gender, ethnicity, and low-income status

GOAL 3: Organizational Effectiveness

Improve organizational effectiveness through data-informed planning and decision-making, process assessment, and professional development.

Objective 1: Assess and improve District processes and services.

- 1.1: Number/percentage of District Customer Service Area Outcomes assessed and for which improvements are being made based on results
- 1.2: Percentage of program reviews completed and the number of planned improvements

Objective 2: Improve communications and governance throughout the district.

- 2.1: Committee effectiveness
- 2.2: Effectiveness of District-wide governance
- 2.3: Employee communications

Objective 3: Improve employee development opportunities.

- 3.1: Survey questions on professional development opportunities, participation, and effectiveness
- 3.2: Resources dedicated to employee development (amount and percent of budget)
- 3.3: Number of employees participating in employee development or training

GOAL 4: Resources and Collaboration

Increase and diversify sources of revenue in order to achieve and maintain fiscal stability and to support District initiatives. Enhance and maintain mutually beneficial external partnerships with business, labor, and industry and other community and civic organizations in the greater Los Angeles area.

Objective 1: Develop and diversify sources of revenue.

- 1.1: Number and type of revenue sources and amount generated

Objective 2: District and college Foundations will significantly increase external resources in order to support the District and colleges.

- 2.1: Funds raised (annual and cumulative)
- 2.2: Foundation endowment
- 2.3: Amount of scholarships awarded

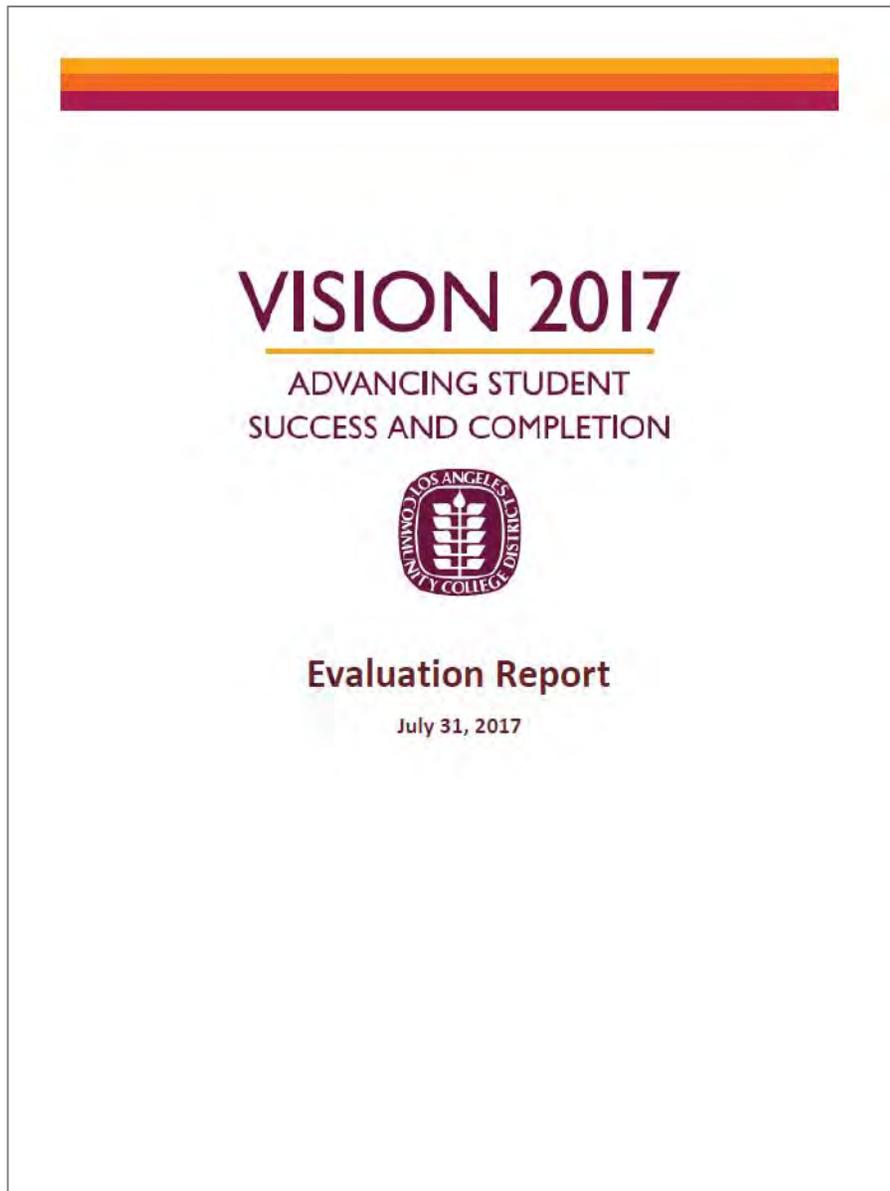
Objective 3: Increase business and community partnerships to support innovation and student learning.

- 3.1: Number and type of community/business partnerships

2018-23 DSP: Guiding Principles for Plan Development

- Incorporate input from Board, colleges, and external constituencies
- Utilize evaluation of 2012-17 DSP
- Include measures utilized in state and federal accountability systems
- Set targets for each measure based on Board, state, and federal accountability targets
- Identify high quality data sources for each measure
- Do not prescribe strategies
- Allows colleges to align with DSP according to their own priorities and planning cycles

2012-17 DSP: Evaluation



- EPIE compiled data on plan metrics and College Effectiveness Reports over the period 2012-17
- EPIE and District Planning Committee developed a District Strategic Plan Comprehensive Evaluation Report
 - Vetted through the District Planning Committee and District Research Committee
 - Analyzed outcomes data on plan metrics
 - Analyzed validity of metrics
 - Obtained qualitative input from colleges on plan outcomes
 - Developed recommendations for 2012-18 DSP
- Presented DSP Evaluation Report to Institutional Effectiveness and Student Success Committee

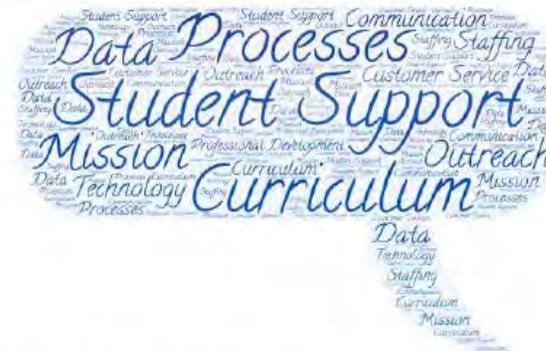
2018-23 DSP: Data Inquiry and Input Gathering Processes

- Board's Annual Planning Meeting (August 2016) provided focus areas and Board goals:
 - Student Completion (10% pt. increase)
 - Improve Customer Service
- Full day planning retreat facilitated by Governance Institute for Student Success (GISS) at LAMC in Oct. 2016
- EPIE conducted DSP planning forums at each college and for education, workforce, and civic groups
- Input was used by District Planning Committee to develop goals and objectives

Summary of GISS Feedback

Question 1: What will my college do to impact the target 10% increase in completion?

A total of 53 responses were given by most colleges (except East) and the ESC. The responses were categorized and 11 themes emerged, which are listed by frequency: student support (12), curriculum (10), processes (8), mission (5), outreach (4), communication (3), customer service (3), professional development (3), data (2), technology (2), and staffing (1).



As seen in the figure above, the focus on student support services, curriculum, and improved processes were the most crucial ways in which colleges will impact completion. The student support service cited most often to help increase completion rates was the implementation, support, and eventual expansion of the Los Angeles College Promise (LACP) program. In addition, many colleges wanted to increase and expand their student support services, in particular they wanted to work with students beyond their First Year Experience (FYE) programs so that they could continue to provide academic support (e.g., Supplemental Instruction), academic advising, and outreach through social media. In terms of curriculum, the most common theme that emerged was the need for the development, revision, and communication of various new and accelerated educational pathways. In order to help students efficiently complete their programs, colleges are looking to align their curriculum with high schools, have structured schedules for entering cohorts, and keep degree requirements to below 60 units. When examining processes, most colleges stated the need for structured and streamlined processes for matriculation, with a focus on connecting students to success programs. Additionally, there was a suggestion to evaluate and implement district-wide business practices in order to increase efficiency and leverage purchasing power.

Some colleges also mentioned the importance of remaining focused on student engagement and the need to integrate various plans, such as the Student Success and Support Program (SSSP), Basic Skills Initiative (BSI), and Student Equity Plans. Colleges also cited the need for more outreach (i.e., with high school and their own students), better communication (i.e., with employees, among departments, and with external stakeholders), more professional development opportunities, better customer service (i.e., responding more rapidly to requests and taking responsible action), and the ability to provide relevant data that can be used to make informed decisions. Last, the successful implementation of the new Student Information System (SIS) before Fall 2017 will also impact completion time for students.



2018-23 DSP: 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%

2018-23 DSP: Feedback and Approvals

- Obtain College, SAC, and Cabinet, and Board approvals (Nov.- Dec. 2017)
- Complete and distribute full narrative of DSP (Nov.- Dec. 2017)
- Obtain approval by Board (Jan. 2018)

DSP Information and Documentation

[http://spidev.laccd.edu/administrative/Educational-Programs/Institutional-Effectiveness/Pages/District-Strategic-Plan-\(2018-2023\).aspx](http://spidev.laccd.edu/administrative/Educational-Programs/Institutional-Effectiveness/Pages/District-Strategic-Plan-(2018-2023).aspx)



LOS ANGELES COMMUNITY COLLEGE DISTRICT
 EMPLOYEE INTRANET

Go!

HOME

ADMINISTRATIVE

COUNCILS & COMMITTEES

PROJECTS

CALENDARS

Institutional Effectiveness

District Strategic Plan (2018-2023)

- › Accreditation Resources
- › 2014-15 ESC Program Review
- › ESC Online Program Review System
- › PeopleSoft Resources
- › District Research Committee
- › LACCD Fall 2017 Enrollment Summit
- › District Strategic Plan (2018-2023)

Evaluation of District Strategic Plan (2012-2017)

-  [DSP Evaluation Report_2012-2017](#)

Governance Institute for Student Success, Planning Retreat *(October 20, 2016)*

-  [Springboard to Strategic Planning Presentation](#)
-  [Feedback from GISS Planning Retreat](#)

Update on District Strategic Plan *(Board Presentation on 4.19.17)*

-  [DSP Update](#)

Documents Developed by the District Planning Committee

-  [Proposed Mission and Vision Statement](#)
-  [DSP Proposed Goals and Objectives](#)
-  [DSP Proposed Alignment of Measures *\(Updated 10.31.17\)*](#)

Report on Development of the 2018-2023 District Strategic Plan

-  [DSP Presentation for Colleges](#)
-  [DSP Handout_Proposed Strategic Goals, Objects, and Plan Target](#)

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Questions?

