Los Angeles Community College District

District Strategic Plan

2018-2023

Proposed Strategic Goals, Institutional Objectives, and Plan Targets

November 2017

Table of Contents

Guiding Framework

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.

Strategic Goals, Institutional Objectives, and Plan Targets

Comprised of the nine colleges; Los Angeles City College, East Los Angeles College, Los Angeles Harbor College, Los Angeles Mission College, Los Angeles Pierce College, Los Angeles Southwest College, Los Angeles Trade Technical College, Los Angeles Valley College and West Los Angeles College, we, the Los Angeles Community College District have set these goals as fundamental to the success of our District, the colleges, and the students we serve.

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 who are 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

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

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 extend 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 extend 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, three consecutive terms
- 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

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

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

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

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

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 Capitalization Load Ratio to 150%

Objective 7: We will develop and implement districtwide standards in information technology, facilities, and human resources that apply to all colleges.
- The development of districtwide standards in information technology, facilities, and human resources