



2008-2013 Strategic Master Plan
Draft 7

Goals, Objectives, Strategies
and Measures

Goals ASAP

- Access
- Success
- Accountability
- Partnerships

Goal A: Expand Student Access—Awareness and Opportunity

Objective A.1	Institute matriculation programs and services that enhance student access and promote student success.	Responsible Agent
Strategies	<p>A.1.1 Create an onsite/on-demand assessment process that includes diagnostic assessment of basic skills proficiency.</p> <p>A.1.2 Assess and evaluate all non-exempt students upon admission.</p> <p>A.1.3 Institutionalize a one-stop process for all new students that provides assessment, orientation, educational plans, counseling, and enrollment.</p> <p>A.1.4 Expand financial aid workshops to increase student awareness of the various financial aid programs.</p>	Academic Affairs Student Services Curriculum Dean Academic Affairs

Goal A: Expand Student Access—Awareness and Opportunity

Objective A.2 Promote academic options and career pathways as viable options.	Responsible Agent
Strategies A.2.1 Expand outreach programs and college offerings at local public and private secondary schools. A.2.2 Create additional outreach programs that focus directly on special populations. A.2.3 Develop college-wide recruitment efforts that involve all campus departments and services. A.2.4 Explore the possibility of additional satellite sites.	Student Service Academic Affairs Outreach Dean Workforce Dean

Goal A: Expand Student Access—Awareness and Opportunity

Objective A.3 Increase college readiness and improve articulation with K-12 and four-year colleges.	Responsible Agent
Strategies A.3.1 Establish a general education advisory board with links to secondary schools and four-year colleges. A.3.2 Create more effective curricular articulation from high school classes to community college classes. A. 3.3 Strengthen and expand partnerships with K-12 to increase access and student success.	Student Services VP Academic Affairs VP Outreach Dean

Goal A: Expand Student Access—Awareness and Opportunity

Objective A.4 Improve student population diversity.	Responsible Agent
<p>Strategies</p> <p>A.4.1 Create and implement innovative programs and services that attract underrepresented student populations.</p> <p>A.4.2 Create additional opportunities to celebrate cultural diversity by sponsoring events that focus on the achievements of diverse student populations.</p> <p>A.4.3 Establish a speakers' forum and invite faculty and community leaders from diverse cultures.</p>	Academic Affairs Outreach Dean Student Services Dean

Goal A: Expand Student Access—Awareness and Opportunity

Objectives and Strategies

Quantitative Measures: Increasing ARCC Measures Enrollments as Compared to Other Colleges, Increases in the Numbers of New Students, Increases in Percentage of New Students Receiving Assessment, Increases in the Percentage of New Students Receiving Orientation, Increases in the Percentage of New Students Creating an Educational Plan with a Counselor, Increases in the Ethnic Distribution of New Students Compared with Ethnic Distribution of Service Area, Increases in the number of Underrepresented Students Enrolled, Increases in the Number of Students Enrolled in Distance Education, Increases in the Number of High School Students Concurrently Enrolled, Increases in the Number of Students Receiving Services from EOPS, Financial Aid and DSPP. Improved Feedback from student surveys regarding student access.

Goal B: Expand Student Success and Academic Excellence

Objective B.1 Increase Associate degrees awarded and transfers to four year colleges for all students.

Responsible Agent

Strategies

- B.1.1 Expand Fast Track Transfer Program and transfers to four year colleges.
- B.1.2 Schedule classes to ensure that students can complete degree and certificate programs in a reasonable period of time.
- B.1.3 Explore additional AA to BA programs to create a university center on campus in areas of demand, such as business, psychology, and sociology.
- B.1.4 Expand access to transfer advisement.
- B.1.5 Strengthen and expand partnerships with transfer institutions to improve transfer and student success.

Academic Affairs
VP
Student Services
VP
Outreach Dean

Goal B: Expand Student Success and Academic Excellence

Objective B.2 Expand Career Technical Education (CTE).	Responsible Agent
Strategies	
B.2.1 Establish innovative career pathways and ladders that align with long range economic and workforce trends.	
B.2.2 Ensure that curriculum, program development, and approval processes are relevant to workforce needs, meet high standards of academic rigor, and provide a timely response to the emerging needs of business and industry.	CTE Dean Academic Affairs VP
B.2.4 Increase CTE enrollments in underperforming disciplines by establishing an outreach initiative and by offering more flexible courses scheduling.	Student Services VP
B.2.5 Provide counseling, intern programs and career placement services to CTE students.	
B.2.6 Provide support to assist faculty and staff in developing skill standards, certifications and workforce needs, and support for faculty and staff to stay current in technologies and business practices.	
B.2.7 Strengthen vocational and academic partnerships.	

Goal B: Expand Student Success and Academic Excellence

Objective B.3 Improve essential skills outcomes for all students.

Responsible Agent

Strategies

- B. 3.1. Implement the matrix of activities submitted as part of 2008 Basic Skills Self Assessment (Established as a result of 26 effective practices described in *Basic Skills a Foundation for Student Success in California Community Colleges* by RP Group, 2007.)
<http://www.ccsf.edu/Departments/BSI/PDF/BSIAssessmentTool.pdf>
- B.3.2 Add strategies for enhancing essential skills to course outlines.
- B.3.3 Expand tutoring programs.
- B.3.4 Develop more effective curricular links between basic skills and general educational and CTE programs and classes.

Academic
Affairs
Student Services
Student Success
Committee

Goal B: Expand Student Success and Academic Excellence

Objective B.4 Expand the role of Staff and Organizational Development and create opportunities that assist faculty in addressing students' academic preparedness.

Responsible Agent

Strategies

- B.4.1 Establish additional ways to formally recognize outstanding teaching strategies and/or student success.
- B.4.2 Establish faculty/student mentoring programs within all departments and programs.
- B.4.3 Provide faculty with training to effectively apply essential skills strategies to teaching methods.
- B.4.4 Encourage collaborative efforts between departments, such as Faculty Inquiry Groups (FIG), that lead to improved student success.
- B. 4.5 Raise faculty awareness of value of collaboration and partnerships.

Staff and Organizational Development

Student Skills Committee

Goal B: Expand Student Success and Academic Excellence

Objective B.5 Create a distance education program that offers online certificates, degrees, and transfer requirements.

Responsible Agent

Strategies

- B.5.1 Offer full academic, technical, and student support services online.
- B.5.2 Provide improved training programs for faculty who are preparing to teach online.
- B.5.3 Implement and monitor distance education policy and procedures.
- B.5.4 Secure ACCJC approval for Distance Education degree, certificate, and transfer programs.
- B.5.5 Expand online class offerings to increase opportunities to complete courses, certificates, and degrees online.
- B.5.6 Establish online degree, certificate, and transfer programs.

Academic Senate
Academic Affairs
Student Services

Goal B: Expand Student Success and Academic Excellence

Objective B.6 Complete the Implementation of student learning outcomes and assessment processes.	Responsible Agent
Strategies B.6.1 Complete the implementation of course and program level SLOs. B.6.2 Complete course and program assessments that measure SLOs. B.6.3 Continue the implementation of continuous cycle of course and program improvements and institutional outcomes based on assessments.	SLO Coordinator Curriculum Committee Academic Affairs Student Services Administrative Services

Goal B: Expand Student Success and Academic Excellence

Objective B.7 Create additional programs and activities that encourage student engagement and lead to greater student success.

Responsible Agent

Strategies

B.7.1 Create innovative programs that improve success rates among underrepresented student populations.

Academic Affairs
VP

B.7.2 Develop collaborative projects between student services programs (TRIO, EOPS, etc.) and basic skills, general education, and career-technical education departments.

Student Services
VP

B.7.3 Strengthen and support the Student Success Committee to ensure improved outcomes for all students.

B.7.4 Sponsor campus-wide events that integrate student services and basic skills, general education/transfer, and career technical education departments.

Student Success
Committee

Goal B: *Expand Student Success and Academic Excellence*

Objectives and Strategies

Quantitative Measures: Increases in the college's ARCC Measures, Increases in the Number of Degrees, Increases in the Number of Certificates, Increases in the Number of DE Classes and programs created. Increases in DE enrollments, Increases in the Number of new CTE classes and programs created, Increases in the number of professional development activities staged related to student success; Increases in the Number of faculty and staff involved in Student Success activities.

Goal C: Enhance Resources and Accountability

Objective C.1 Expand and strengthen participation in the campus-wide culture of planning and accountability to ensure that strategic planning, assessment, decision-making, and allocation of resources are guided by the College's 2008-2013 goals and mission and vision statements.

Responsible Agent

Strategies

- C.1.1 Refine the existing planning, budgeting, staffing, and decision-making processes so that they align with the College's 2008-2013 mission, vision, goals, and priorities.
- C.1.2 Leverage the college's resources to advance institutional core competencies.
- C.1.3 Assess the effectiveness of the current online program review process as used by Academic Affairs and Administrative Services and integrate Student Services into the online process.

Institutional Effectiveness

Goal C: Enhance Resources and Accountability

Objective C.2 Increase efficiency and resource optimization .	Responsible Agent
Strategies C.2.1 Evaluate and update as necessary college-wide budget/planning processes and streamline work processes and procedures for greater efficiency. C.2.2 Review financial management strategies to maximize resources. C.2.3 Develop a culture of “customer service.”	Administrative Services VP Student Services VP Academic Affairs VP

Goal C: Enhance Resources and Accountability

Objective C.3 Fortify accountability reporting and ensure that data are presented as information that can be acted upon to improve programs and services.

Responsible Agent

Strategies

- C.3.1 Develop on-line reports to support enrollment management, schedule preparation, curriculum and program development, and accreditation processes.
- C 3.2 Enhance the College's capacity for data driven decision making.
- C.3.3 Use data-informed SLO assessment in budget and planning to monitor and continuously improve outcomes.
- C.3.4 Enhance the established process of monitoring and tracking the Strategic Master Plan and expand the process to all College plans, including Educational Master Plan, the Facilities Master Plan, the IT Plan, and the Student Equity Plan.

Institutional
Effectiveness
Research
Advisory Council

Goal C: Enhance Resources and Accountability

Objective C.4 Enhance resource development.

Strategies

- C.4.1. Expand the College's financial base through traditional state funding resources.
- C.4.2 Establish corporate partnerships and entrepreneurial opportunities.
- C.4.3 Increase the College alumni programs and scholarship development.
- C.4.4 Identify activities the Foundation can support.
- C.4.5 Create and support a Grants Office.
- C.4.6 Participate in multi-college grant proposals.
- C.4.7 Collaborate with economic and workforce development agencies, educational institutions, business and industry, and other community partners to create networks and leverage resources.

President's
Office

Institutional
Effectiveness

Goal C: Enhance Resources and Accountability

Objective C.5 Improve existing facilities and facility utilization for more efficient and productive use of learning and work spaces.

Responsible Agent

Strategies

- C.5.1 Leverage funding sources to ensure current equipment, training, and job placement.
- C.5.2 Create facilities and opportunities for increased social interaction and increased faculty, staff, and student engagement.

Administrative Services

Goal C: Enhance Resources and Accountability

Objective C.6 Foster a positive and healthy physical environmental.	Responsible Agent
Strategies C.6.1 Maintain and enhance a safe, healthy, and aesthetically pleasing environment. C.6.2 Promote GREEN and sustainable approaches to resource management. C.6.3 Create and implement a plan that assures that restrooms are adequate maintained. C.6.4 Provide additional opportunities for faculty, administration, staff, and students to enhance their wellness and optimize personal and professional productivity.	Administrative Services Academic Affairs Student Services

Goal C: Enhance Resources and Accountability

Objectives and Strategies

Quantitative Measures: SLO Assessments, Budget Measures—Ending Balances, Efficiency Measure—Cost per FTES, Building Measures—Progress Toward Achieving the Facilities Plan, Number and Total amount of Annual Grants Received by the College, Size of the LACC Foundation Endowment and Number of Scholarships Awarded, Number of emergency exercises, number of injuries reported on campus, percentage of budget devoted to building and grounds maintenance and beautification.

Goal D: Expand Community Partnerships

Objective D.1. Strengthen links between the College and other academic institutions.

**Responsible
Agent**

Strategies

- D.1.1 Strengthen academic partnerships with four-year colleges to improve matriculation.
- D.1.2 Strengthen partnerships with K-12 institutions to enhance growth.

Outreach Dean
Academic Affairs
VP
Student Services
VP

Goal D: Expand Community Partnerships

Objective D.2. Strengthen links between the College and business and industry.

Responsible Agent

Strategies

- D.2.1 Strengthen partnerships with local businesses and workforce agencies to provide workforce training.
- D.2.2 Improve and extend the use of advisory boards as a means to revitalize academic programs, ensure currency, and facilitate resource development efforts.
- D.2.3 Create additional contract educational partnerships.
- D.2.4. Expand job placement and intern programs.
- D.2.5. Identify and respond to immediate and long-range economic and workforce trends and State and local labor market needs and prepare students to compete in a global economy.

Outreach Dean
Academic Affairs
VP
Student Services
VP

Goal D: Expand Community Partnerships

Objective D.3

Strengthen relationships between the College and community, civic and cultural organizations.

Responsible Agent

Strategies

- D.3.1 Expand collaboration with civic and community groups to identify unmet needs and develop collaborative responses to those needs.
- D.3.2 Expand opportunities for cultural enrichment and life-long learning for our community.

Workforce
Dean

Academic
Affairs VP

Student
Services VP

Goal D: Expand Community Partnerships

Objectives and Strategies

Quantitative Measures: List of Partnerships—AA to BA Programs, High School Partnerships, Partnerships with Business Community Numbers—Number of Partnerships, Number of Students Involved in Partnership Programs, Job Placement, Employee Survey, Student Survey, Number of New Career Pathways and Career Ladders, Number of New Grants