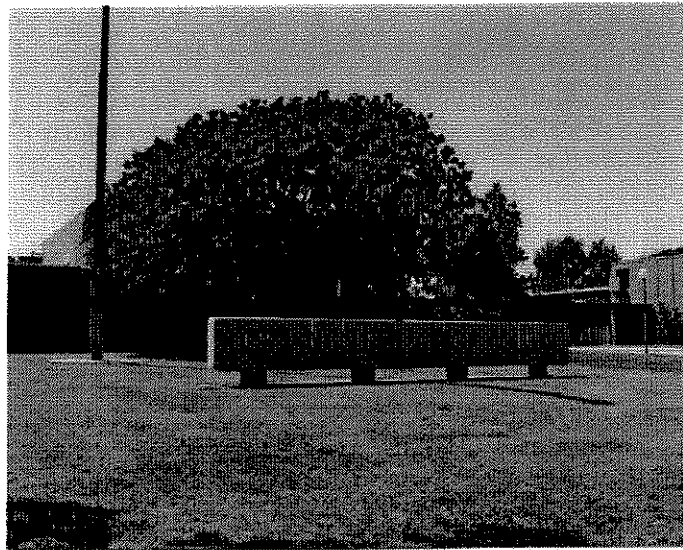


Los Angeles Harbor College

STRATEGIC PLAN

2001 - 2003



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OUR VISION

LOS ANGELES HARBOR COLLEGE - THE COLLEGE OF CHOICE:

A personalized, student-centered learning environment, dedicated to preparing our community for life's challenges and opportunities.

Personal and Institutional Accountability

A Supportive Environment

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Personal and Institutional Accountability

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A Supportive Environment

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INTRODUCTION

This document represents the first step in the process of developing a systematic, integrated, comprehensive planning process at Los Angeles Harbor College. It is the result of a college-wide effort developed through the Planning Advisory Council (PAC) and the Strategic Planning Task Force (SPTF). The Strategic Planning Task Force is a subcommittee of the Planning Advisory Council and includes representatives of all constituency groups (faculty, staff, students, and administration), all members of PAC, and all division chairs.

The work on the Strategic Plan began in August 2000 with a community planning meeting initiated by the newly appointed President, Dr. Linda M. Spink. The results of this activity were presented to the academic divisions in the opening-day planning meeting on August 16, 2000. The divisions and departments reviewed and revised the Educational Plans they had developed during 1999 - 2000, incorporating the results of the community planning meeting.

The Strategic Planning Task Force, cochaired by the President of the Academic Senate and the Dean of Planning and Research, met eight times during 2000 - 2001 with numerous workgroup meetings in between. All recommendations were forwarded to the Planning Advisory Council for final adoption.

As part of the strategic planning effort, an on going planning process has been drafted, with the final approval expected in early Fall 2001. This process will establish the steps, activities, timelines, and responsible parties for planning. It will include Cluster planning and a systematic process for program review.

The Strategic Plan 2001 - 2003 will serve as a guide to all college planning efforts. The college's progress on the key performance indicators identified will allow the college to determine its measure of success as it progresses in accomplishment of its goals and strategies.

PARTICIPANTS IN THE PLANNING PROCESS

ADMINISTRATION

Bossler, Charles
Carson, Nancy
Ching, David
Ealer, George
Hudson, Rochelle
Liddle, Cheryl
Malone, Nina
McNeel, Bobby
Menzies, Leila
Muldoon, Carla
Ricci, Joyce
Rosas, Luis
Spink, Linda

CLASSIFIED

Chappell, Joan
Khorrooshi, Sholeh
Mendoza, Gonzalo
Thomas-Spiegel, Joan
Wood, Gary
Youins, Claudette

STUDENTS

Grace, Kim
Hawley, Andi
Webb, Nick

FACULTY

Abarbanel, Josh
Barakat, Nabeel
Caldwell, Ellen
Campbell, Kate
Carrillo, Carmen
Carter, King
Daniels, Harold
Fasteau, Sally
Fisher, Joy
Gogin, Sally
Grady, Paul
Guertin, Brenda
Hall, Amarylles
Hiscocks, Michael
Hollis, Wendy
Juno, Coni
Keller, Kathy
Lemon, Bruce
Lindsay, Robin
McKenzie, Lauren
McMurray, Susan
Naranjo, Juanita
Oakes, Rod
Pueblos, Yvonne
Sandell, Stan
Sandt, Sam
Shue, Beverly
Smith, June
Stanbery, Jim
Steele, Sue
Sutherland, Craig
Tull, Debbie
Wood, Mark
Woodley, Laurel

MISSION STATEMENT

The mission of Los Angeles Harbor College is to provide comprehensive educational programs that meet the educational needs of students and are appropriate and useful to the community we serve, including:

- ◆ Academic programs
- ◆ Vocational and workforce preparation
- ◆ Basic skills instruction
- ◆ English as a second language
- ◆ Adult noncredit courses for life-long learning
- ◆ Customized corporate training
- ◆ Contract education
- ◆ Community services
- ◆ Support services

An essential aspect of the mission for the community we serve is to advance economic growth and global competitiveness through education, training, and services that contribute to continuous workforce improvement.

We are committed to student learning in a supportive educational environment that recognizes the uniqueness of individuals and provides a center for the cultural enrichment of the community.

VALUES

- ◆ Student Success
- ◆ Excellence
- ◆ Integrity
- ◆ A Supportive Environment
- ◆ Personal and Institutional Accountability

GOALS AND STRATEGIES WITH KEY PERFORMANCE INDICATORS

GOAL #1 STUDENT SUCCESS

To provide a positive and respectful environment that fosters educational and personal achievement.

Strategies:

- 1.1 Promote awareness of and response to students' needs.
- 1.2 Provide students with opportunities to develop informed decisions toward the achievement of their goals.
- 1.3 Develop and support teaching/learning strategies and student services that promote student success.

Key Performance Indicators:

Educational Goal Achievement

Measures:

- a. Course completion
- b. Program completion
- c. Transfers
- d. Transfer readiness

Enrollment Development

Measures:

- a. WSCH (Weekly Student Contact Hours)
- b. FTES (Full-time Equivalent Students)
- c. Retention

Curriculum Quality

Measures:

- a. External standards met
(licensure, certification, accreditation, etc.)

Utilization of Services

Measures:

- a. Matriculation tracking
- b. Point of Service student surveys
- c. Student services program review



GOAL #2 INSTRUCTIONAL PROGRAMS

To offer innovative, state-of-the-art, student-focused, quality instruction in all Harbor College programs to promote effective learning.



Strategies:

- 2.1 Develop an Educational Master Plan that addresses emerging and ongoing instructional priorities.
- 2.2 Use program review as a means to evaluate the relevance, content, and methodology of instructional programs and adjust, revise and develop accordingly.
- 2.3 Ensure a technological infrastructure that supports academic and administrative needs and functions.
- 2.4 Promote teaching excellence and innovation that results in effective teaching/learning environment.
- 2.5 Provide sufficient staff, supplies, space, and equipment for an optimal teaching/learning environment.

Key Performance Indicators:

Educational Innovation

Measures:

- a. Integrated learning resources of the community into the LAHC curriculum
- b. Staff development records and feedback
- c. Technology in the curriculum with support
- d. Educational initiatives implemented throughout college publications
- e. Evaluation of classroom preparation, learning, and outcomes provided to instructors

Educational Goal Achievement

Measures:

- a. Course completion
- b. Program completion
- c. Transfers and readiness

Curriculum Quality

Measures:

- a. Program review up-to-date:
 1. Course outlines current with entry/exit competencies
 2. Clear and specific course syllabi
 3. Consistency of materials
 4. Industry and enrollment trends considered
- b. Appropriateness of learning experience measured against needs to perform in that domain (e.g. Nursing Board pass rate)
- c. External standards met (Health and Safety, student assessment validation, prerequisite validation)
- d. Learning outcomes other than final grades
- e. Articulation of courses and programs

GOAL #3 GOVERNANCE

To maintain an environment where students and all college personnel have a voice and an opportunity to effectively participate in governance.

Strategies:

- 3.1 Involve all governance bodies in the development and implementation of the strategic plan.
- 3.2 Establish an open system of communication that supports timely decision-making.
- 3.3 Ensure accountability in decision-making processes and implementation.
- 3.4 Ensure compliance with required rules, regulations and policies.

Key Performance Indicators:

Enrollment Development

Measures:

- a. Internal surveys

Institutional Efficiency

Measures:

- a. Achievement of goals and objectives
- b. Accreditation

GOAL #4 FINANCIAL MANAGEMENT

To optimize and be accountable for the responsible use of all financial resources to meet strategic planning goals.

Strategies:

- 4.1 Align budgeting and planning so that all expenditures are connected to the master plan.
- 4.2 Develop and maintain a budgeting process that is understandable, accessible, and accountable to all members of the college community.
- 4.3 Develop alternative strategies to increase revenue streams.

Key Performance Indicators:

Enrollment Development

Measures:

- a. WSCH (Weekly Student Contact Hours)
- b. FTES (Full-time Equivalent Students)
- c. Retention

Institutional Efficiency

Measures:

- a. Cost/FTES (students)
- b. WSCH/FTEF (faculty)
- c. Percent of budget linked with plans
- d. Classroom utilization

GOAL #5 PARTNERSHIPS

To collaborate with local and global communities and organizations to enhance opportunities that are beneficial to our students, the college, and its mission.

Strategies:

- 5.1 Identify and implement partnerships that support the master plan.
- 5.2 Communicate and coordinate college resources for initiating effective partnerships.

Key Performance Indicators:

Community Relations

Measures:

- a. Job placement tracking
- b. Employer surveys (pay and not-for-pay)
- c. Advisory committee participation
- d. Community surveys and feedback
- e. Public relations articles and measures
- f. Contributions and support from community

Educational Innovation

Measures:

- a. Integrated learning resources of the community into LAHC curriculum
- b. Number of community outreach programs

Educational Goal Achievement

- a. Occupational Career Certificates and Skills Certificates



GOAL #6 PHYSICAL ENVIRONMENT

To provide and ensure an aesthetically pleasing, safe and healthful physical environment conducive to learning and working.

Strategies:

- 6.1 Identify the college facilities and equipment needs and develop a plan to address these needs.
- 6.2 Update facilities and equipment to support current and future college functions.
- 6.3 Create a college-wide commitment to the care of the campus.

Key Performance Indicators:

Satisfaction Surveys

Measures:

- a. Internal surveys

Community Relations

Measures:

- a. Community surveys and feedback
- b. Contributions and support from community

Institutional Efficiency

Measures:

- a. SRTK
- b. Workmen's Compensation data
- c. Compliance issues



GOAL #7 HUMAN RESOURCES AND DEVELOPMENT

To ensure a campus community that promotes and encourages a climate of mutual respect, personal and professional growth, and effective communication and

Strategies:

- 7.1 Establish an effective college communication system.
- 7.2 Support and implement a staff development plan that maximizes human resources.
- 7.3 Value and recognize contributions that benefit the college community.
- 7.4 Provide sufficient staff for efficient operation of a comprehensive college.

Key Performance Indicators:

Satisfaction Surveys

Measures:

- a. Internal surveys

Personnel Educational and Goal Achievement

Measures:

- a. Staff development reports
- b. Tuition reimbursement
- c. Conference attendance



PLANNING LEXICON

This Planning Lexicon was developed as an initial one-step to facilitate discussions by ensuring that the planning groups were using a common vocabulary for the planning process.

College Strategic Plan	A concise statement of the enduring college wide vision, values, mission, goals, strategies, and key performance indicators that inspire the operational plans.
Includes:	
Vision	An ideal state of where the college sees itself in the future.
Values	Agreed upon principles of the college and the population to be served as defined in state law.
Mission	States the purpose of the college and the population to be served as defined in state law.
Goals	Long-term outcomes identified to achieve the vision and mission of the college.
Strategy	A plan, method, or sequence of activities for accomplishing a specific college goal.
Key Performance Indicators	Objective, measurable benchmarks specifically designated to gauge progress towards college goals.
Operational Plans	Cluster, unit or single focus plans that include specific measurable objectives and activities.
Includes:	
Measurable Objectives	Statement of what will be achieved and how it will be measured with a timeline.
Activities	A specific action or actions that will be carried out to achieve the objectives.
Other Terms	
Unit Review/ Evaluation	The systematic review of the degree to which objectives of a program or unit have been achieved and upon which an operational plan is revised.
External Scan	An assessment of all internal factors influencing the performance and behavior of the LAHC and /or its units and the success of the college and/or unit plans.
Internal Scan	An assessment of all internal factors influencing the performance and behavior of the LAHC and/or its units and the success of the college and/or unit plans.
Single Focus Plan	Covers a unified subject matter or issue, which may emanate from that single aspect of all unit plans.
Cluster	All the units reporting to a single senior staff member.
Unit	The smallest organizational sub-division headed by a manager or supervisor.

