

**STRATEGIC PLAN**

**LOS ANGELES HARBOR COLLEGE**

**2008 - 2012**

**Approved by the  
College Planning Council on September 22, 2008**

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## *Los Angeles Harbor College*

### ***Vision***

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***The College vision is to create*** a personalized, student-centered learning environment dedicated to preparing our community for life's challenges and opportunities.

### ***Mission Statement***

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The mission of Los Angeles Harbor College is to offer an environment that fosters learning by providing comprehensive programs that meet the educational needs of students and are appropriate and useful to the community we serve, including:

- Degree and Transfer programs
- Vocational and workforce preparation
- Basic skills instruction
- English as a second language
- Credit and noncredit courses for life-long learning
- Contract education including customized corporate training
- Community services
- Support services
- Information literacy

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 and civic responsibility.

We are committed to student learning in a supportive educational environment that recognizes the uniqueness of individuals, provides a center for the cultural enrichment of the community, and seeks dynamic dialogue and reflective evaluation and improvement of the institution through ongoing assessment and evaluation of measurable student learning outcomes.

### ***Values***

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

## *Our Goals to Achieve Student Success*

### *LEARNING & INSTRUCTION*

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

### *STUDENT SUPPORT & SERVICES*

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

### *PARTICIPATORY GOVERNANCE*

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

### *ECONOMIC RESOURCES*

To optimize and be accountable for the responsible use of all financial resources.

### *PARTNERSHIPS*

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

### *INSTITUTIONAL ENVIRONMENT & PHYSICAL RESOURCES*

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

### *HUMAN RESOURCES AND DEVELOPMENT*

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

## *Our Student Learning Outcomes*

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A student who successfully completes a Learning Experience (from enrichment to Transfer AA) at Los Angeles Harbor College demonstrates the following (appropriate to the individual students goals)

### **EFFECTIVE COMMUNICATION SKILLS:**

- Interpret clearly content materials presented in written, verbal, non-verbal and graphic formats
- Compose thoughts, ideas, and information verbally and in writing
- Articulate clearly and creatively a body of information
- Listen critically and respond appropriately to verbal and nonverbal messages

### **CRITICAL THINKING AND PROBLEM SOLVING:**

- Understand the modes of inquiry of the major disciplines
- Demonstrate flexibility in thinking
- Differentiate facts from opinions or emotional responses
- Use evidence and sound reasoning to justify a position
- Analyze and solve numerical concepts

### **APPRECIATION OF CULTURAL DIVERSITY, GLOBAL AWARENESS AND AESTHETICS:**

#### **Appreciation of Cultural Diversity**

- Show tolerance and respect for diverse cultural traditions
- Understand the significance of major cultural, historic, and geographic issues and events that shape contemporary perceptions

#### **Appreciation of Global Awareness**

- Recognize the interdependence of a global environment

#### **Appreciation of Aesthetics**

- Appreciate how the arts enrich the human experience

## **PERSONAL, PROFESSIONAL AND CIVIC RESPONSIBILITY:**

### **Personal Responsibility**

- Have a clear sense of self
- Demonstrate respect, honesty and integrity
- Assess the range of one's ability
- Accept responsibility for setting realistic goals
- Implement a plan for lifelong personal well-being and success
- Make ethical decisions
- Take responsibility for one's actions

### **Professional Responsibility**

- Demonstrate behaviors consistent with institutional and professional values
- Implement a plan for professional success
- Work effectively and collaboratively with others
- Prioritize, meet deadlines, and complete assignments
- Adapt to a constantly changing workload and environment

### **Civic Responsibility**

- Understand one's role in society
- Participate and contribute to the community for the greater good of society

## **INFORMATION MANAGEMENT AND TECHNOLOGICAL COMPETENCE**

### **Information Management**

- Identify the existence and the nature of the information need
- Given a problem or question, define specific information needed to solve the problem or answer the question
- Identify and use appropriate information resources
- Locate appropriate and relevant information to match information needs
- Evaluate information for currency, relevance, reliability and validity
- Transfer/apply information into a product or an action

### **Technological Competence**

- Understand the application and implications of technology
- Use technology in ways appropriate to the situation

## ***Goals & Strategies to Achieve Student Success with Accountability Measures***

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### **GOAL 1**

#### **Learning & Instruction**

#### **Vice President Academic Affairs**

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

#### **Strategies:**

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

#### **Accountability Measures**

##### **Curriculum Quality**

*How does the College determine curriculum quality?*

##### Measures:

- a. Program review up-to-date:
  1. Course outlines current with measurable student learning outcomes (SLO), and 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 including accreditation and certification)
- d. Articulation of courses and programs
- e. Qualitative and/or quantitative measures to assure technological support is current and relevant for instruction.

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**Educational Innovation**

*Does the College have evidence of seeking, developing and applying innovative methodologies?*

Measures:

- Participation of on-going learning by faculty and staff and integration into learning.
- Recognition and awards given by external bodies.
- Documentation of innovation activities in the classroom.
- Documentation of best practices.
- Program Review.

**Educational Goal Achievement**

*How do we know when goals are achieved?*

Measures:

- a. Student Learning Outcomes
- b. Course completion
- c. Program completion
- d. Transfers
- e. Transfer readiness
- f. Vocational preparation

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**GOAL 2**

**Student Support and Services**

**Vice President Student Services**

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

**Strategies:**

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

**Accountability Measures**

**Enrollment Development**

*Are we enrolling students who apply to the College so that they achieve their educational and personal goals?*

Measures:

- a. Matriculation tracking
- b. Completion and Retention tracking

**Student Services Program Quality & Utilization of Services**

*Is the College providing efficient and needed services to assist student achievement?*

Measures:

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

**Educational Goal Achievement**

*Are students able to successfully reach their goals?*

Measures:

- a. Course completion
- b. Degree and Certificate completion
- c. Transfers
- d. Transfer readiness

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GOAL 3

**Participatory Governance**

**College President  
Academic Senate President  
A.S.O. President  
Union Representatives**

To maintain an environment where students and all college personnel have a voice and an opportunity to participate effectively 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.
- 3.5 Offer meaningful opportunities for students to participate in the governance process.

**Accountability Measures**

**Institutional Efficiency**

*Do we have a functioning Participatory Governance process?*

**Measures:**

- a. Annual determination of goals achieved for strategic and operational plans
- b. Active participation of all college constituencies in governance process. Given opportunity for participation, identify a participation target for each constituency.
- c. Active participation of all college constituencies in accreditation process.
- d. On-going review and implementation of operational plan.

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**GOAL 4**

**Economic Resources**

**Vice President Administrative Services**

To optimize and be accountable for the responsible use of all financial resources.

**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.
- 4.4 Conduct an ongoing review of the budget to respond to the dynamic fiscal and political environment.

**Accountability Measures**

**Institutional Efficiency**

*How does the College allocate resources and align college resources with expenditures?*

Measures:

- a. Cost/FTES (students)
- b. WSCH/FTEF (faculty)
- c. Percent of budget linked with plans
- d. Classroom utilization
- e. Identify sources of revenue and amount available related to need:
  - Enrollment
  - Non-enrollment
  - Categorical
  - Grants and Specially Funded Programs
  - District Allocation formula
- f. Fiscal effectiveness of expenditures
  - Determine target dollars needed
  - Assess appropriateness of allocation of revenues
  - Determine fiscal effectiveness of revenues to expenditures
  - Minimize liability

**Enrollment Development**

*How does the College optimize our economic resources to enhance enrollment?*

Measures:

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

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**GOAL 5**

**Partnerships**

**Vice President Workforce Development**

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 college and community educational needs.
- 5.2 Communicate and coordinate college resources for initiating effective partnerships.

Accountability Measures

**Community Relations**

*Are the partnerships consistent with the Mission of the College?*

Measures:

- a. Coordinate tracking of informal and formal partnerships with:
  - Job placement tracking
  - Employer surveys (pay and not-for pay)
  - Advisory committee participation
  - Community surveys and feedback
- b. Maintain an inventory of community and industry partnerships documenting the qualitative and quantitative value of each.
- c. Document frequency and effectiveness of community outreach by College administration, staff and students.
- d. Monitor contributions and support from the community:
  - Foundation campaign successes
  - Scholarship donations
  - Student activity accounts
- e. Document public relations articles

**Program Innovation and Instructional Partnerships**

*Are we responding to our community's instructional needs?*

Measures:

- a. Number of programs developed in response to community needs and demands.
- b. Number of community outreach programs.
- c. Surveys and tracking of program participants.

**Educational Goal Achievement**

*How can we document goal achievement?*

- a. Occupational Career Certificates, Skills Certificates, and Degrees

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**GOAL 6**

**Institutional Environment &  
Physical Resources**

**Vice President  
Administrative Services**

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

**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 and safety of the campus.
- 6.4 Maintain evacuation and disaster plans.

Accountability Measures

**Satisfaction Surveys**

*How safe, healthy and pleasing is our environment?*

Measures:

- a. Internal surveys
- b. External surveys

**College and Community Relations**

*How does the community perceive the College environment?*

Measures:

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

**Institutional Efficiency**

*Does the College make a deliberate effort to maintain a safe and efficient environment?*

Measures:

- a. Student-Right-To-Know (SRTK)
- b. Workmen's Compensation data
- c. Compliance issues

**Progress on Campus Construction and Development**

*Has the College developed and initiated a construction plan that will result in a facility that will serve our community and will be completed in a timely manner?*

Measures:

- a. Development of campus plan
- b. Adhere to timelines in the 5-year Facilities Master Plan
- c. Achievement of 5-year Capital Construction Plan
- d. Internal and community Climate surveys

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**GOAL 7**

**Human Resources &  
Development**

**Vice President Academic Affairs  
Vice President Administrative Services**

To ensure a campus community that values diversity and promotes and encourages a climate of mutual respect, personal and professional growth, effective communi-

**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.
- 7.5 Support of policies that maximize diversity and quality in hiring and performance.

**Accountability Measures**

**Satisfaction Surveys**

*Is Human Resource and Development responsive to College needs?*

Measures:

- a. Internal surveys
- b. Staff development reports
- c. Documentation of College diversity
- d. Employee evaluation

**Personnel Goal Achievement**

*Are the College personnel enabled to learn, grow and achieve?*

Measures:

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

**Knowledgeable and Effective Selection and Retention of Personnel**

*Is the College being staffed appropriately, competently, and as needed to serve our students?*

Measures:

- a. Ability to fill positions in scheduled time frames
- b. Retention and attrition of staff
- c. Documentation of College diversity
- d. Complete personnel evaluations as specified in contracts and policies

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***PLANNING LEXICON***

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<b>College Strategic Plan</b>	A concise statement of the enduring College wide vision, values, mission, goals, strategies, and accountability measures that inspire the operational plans.
Includes:	
Vision	An ideal state of where the College sees itself in the future.
Values	Agreed upon principles that guide 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.
Accountability Measures	Objective, measurable and observable benchmarks specifically designed to assess progress towards College goals.
Operational Plans	Cluster, unit or single focus plans that include specific measurable/observable objectives and activities.
Includes:	
Measurable/Observable 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 external factors influencing the performance and responsiveness of the College to the needs of the community.
Internal Scan	An assessment of internal factors influencing the performance and responsiveness of the College towards the fulfillment of its mission.
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.