



## District Strategic Plan Summative Assessment Scorecard

### Summary Report

February 10, 2010



#### **Goal 1: Access—Expand Educational Opportunity and Access**

*Increase awareness of the educational opportunities available at LACCD colleges and expand access to vocational, transfer, basic skills, and life-long learning programs among all populations in the greater Los Angeles area, including those that have been traditionally underserved by institutions of higher education.*

<b>Outcome Measures/Targets</b>	<b>Target</b>	<b>Change since 05</b>		
Increase in District-wide enrollment overall (FTES)	+20%	<b>+21%</b>		
Increase in application to enrollment yield	+20%	<b>N/A</b>		
Increase in enrollment of students 18-20 (FTES)	+5%	<b>+31%</b>		
Increase in enrollment of male Hispanic, Af. Am. & Nat. Am. students	+20%	<b>+30%</b>		
	Done	Continue	Revise	Drop
<b>Objective 1.1 Institute a District-wide College Access Initiative:</b> Launch a District-wide <i>College Access Initiative</i> that will 1) encourage colleges to identify potential target populations, 2) align them with appropriate academic programs and course offerings, 3) create a cyclical calendar of activities designed to provide these groups with basic college information, 4) systematically analyze process and procedural barriers to easy access, and 5) implement action plans for mitigating or eliminating these obstacles.	4	8	4	
<b>Objective 1.2 Enhance Outreach to Under-served Populations:</b> Extend college access to under-represented groups, including male students, African Americans, and Native Americans through targeted outreach initiatives, special support programs, and the creation of group-specific support organizations.	1	15		
<b>Objective 1.3 Expand Early College Awareness:</b> Expand early awareness of community college degree and career opportunities by reaching out to 6-8 <sup>th</sup> grade students in collaboration with local K-16 partners.		13	2	1
<b>Objective 1.4 Increase Outreach Efforts to Disconnected Youth:</b> Increase outreach to disconnected youth—young Angelenos who are both out of work and out of school—by collaborating with K-12 providers, city agencies, the LA Chamber of Commerce, local businesses, organized labor, faith-based organizations and other community partners to create a system of “college portals” that will provide disconnected youth with the information and support they need to reconnect with productive activity and educational pathways.		9	5	2
<b>Objective 1.5 Coordinate District and College Marketing to Enhance District Image:</b> Implement a city-wide marketing campaign that coordinates and enhances college marketing efforts, that conveys the benefits of District educational programs and highlights District strengths as an educational leader, and that directly supports the goals established in each college’s Strategic and Educational Master Plans.		10	5	2
<b>Objective 1.6 Explore the Creation of New Centers and Satellites:</b> Assess community needs for expanded educational opportunity, and, when appropriate, plan and implement the creation of new LACCD instructional centers and satellite campuses.	1	9	4	3

<b>Goal 2: Success—Enhance all Measures of Student Success</b>				
<i>Help students identify and achieve their educational goals—including transfer to four-year institutions, job and career preparation and placement, basic skills improvement, and life-long learning.</i>				
<b>Outcome Measures/Targets</b>	<b>Target</b>	<b>Change since 05</b>		
Increase in Successful Course Completion	+15%	<b>0%</b>		
Increase in Fall to Spring Persistence Rate	+15%	<b>+1.4%</b>		
Increase in transfers	+20%	<b>+2% total number</b>		
% of entering students completing 12+ units who transfer within six years.		<b>-12.7% in rate</b>		
Increase in degrees	+20%	<b>-6% total number</b>		
% of entering students completing 12+ units who complete an Associate degree within six years		<b>-1.1% in rate</b>		
Increase in certificates	+20%	<b>-4% total number</b>		
% of entering students completing 12+ units who complete a certificate within six years		<b>+19.8% in rate</b>		
	Done	Continue	Revise	Drop
<b>Objective 2.1 Plan for Student Success:</b> Establish and use clear benchmarks of student success to gauge institutional improvement, report on success outcomes on a regular basis, and use student success outcomes measures to assess the effectiveness of all institutional, educational, departmental, and student services, and administrative planning processes.	<b>1</b>	<b>13</b>	<b>2</b>	
<b>Objective 2.2 Use Enrollment Management to Meet Student Needs:</b> Implement systematic enrollment management processes and strategies to 1) advance college educational master plan and program review goals, 2) provide up-to-date, reliable data for schedule management decision making, 3) incorporate the use of state-of-the-art technologies, 4) assure that students can complete degree and certificate programs in a reasonable period of time, and 5) assure that evening and weekend students can have easy access to the courses they need.	<b>2</b>	<b>11</b>	<b>3</b>	
<b>Objective 2.3 Institute a District-wide Student Success Initiative:</b> Establish a “Student Success Committee” or taskforce at each college, charged with 1) identifying and eliminating barriers to student success; 2) enhancing student engagement, persistence, and goal attainment; 3) improving the way students identify and monitor their progress toward educational and career objectives; 4) enhancing students’ ability to assess their personal academic strengths and learning styles; and 5) developing strategies for helping students become autonomous, self-regulated life-long learners.	<b>5</b>	<b>10</b>	<b>2</b>	
<b>Objective 2.4 Re-Think Basic Mathematics &amp; Language Arts Instruction:</b> Strengthen basic skills instruction in mathematics and English language arts by assessing problems in the current basic skills pipeline, exploring alternative curricular and pedagogical approaches to basic skills instruction, and researching and implementing emerging best practices intended to help students move more rapidly and effectively through all preparatory course sequences.	<b>2</b>	<b>14</b>	<b>1</b>	
<b>Objective 2.5 Improve Equity Outcomes for All Students:</b> Assure equity outcomes for all groups in relation to transfer rate, degree and certificate completion, persistence, and basic skills improvement.		<b>14</b>	<b>2</b>	
<b>Objective 2.6 Expand Job Placement:</b> Expand job placement and internship opportunities for students in vocational programs by enhancing job placement centers in collaboration with local businesses, corporations, unions, public agencies, and private organizations.		<b>13</b>	<b>3</b>	
<b>Objective 2.7 Use High Technology for Student Success:</b> Explore the use of interactive digital technologies, such as Pod-casting, e-portfolios, degree audit systems, and student “portals,” to enhance student engagement and student success and to expand college access.	<b>1</b>	<b>13</b>	<b>3</b>	

<b>Goal 3: Excellence—Support Student Learning and Educational Excellence</b>				
<i>Place student learning at the center of all District endeavors by transforming LACCD colleges into vibrant learning communities that offer challenging, student-centered courses and programs taught in a variety of “state-of-the-art” modes of delivery by engaged, professional faculty who expect the best from themselves and from their students.</i>				
<b>Outcome Measures/Targets</b>	<b>Target</b>		<b>Change since 05</b>	
(No Quantitative Targets Established. See College Self Inventory.)				
	Done	Continue	Revise	Drop
<b>Objective 3.1 Implement and Use Student Learning Outcomes:</b> Define, disseminate, and assess student learning outcomes for all LACCD courses, programs, and degrees and use the results of outcome assessments to make measurable improvements in all instructional and support programs.	1	14	1	
<b>Objective 3.2 Foster a District-wide Culture of Evidence:</b> Create a culture of evidence and assessment that gives all administrators and faculty high quality, reliable, relevant and easily usable data so they can frame their own research agendas and make informed decisions about how to modify instructional, support, and administrative services to foster student success and educational excellence.	1	15	1	
<b>Objective 3.3 Strengthen Educational Planning &amp; Program Development:</b> Strengthen educational master planning, program review, and viability processes across the District so that they 1) meet the documented workforce, technological, and educational needs of local communities; 2) involve objective, research-based assessments of program effectiveness; 3) include specific goals and action plans for program improvement; 4) and assure the vigorous development of new course and program offerings in high priority growth areas, such as green technologies and environmental science.	1	16		
<b>Objective 3.4 Diversify Modes of Instructional Delivery:</b> Diversify modes of instructional delivery in response to student demand by developing comprehensive alternative instructional programs leading to clear academic goals that are delivered through interactive Distance Learning technologies, such as hybrid courses, and by means of alternative scheduling and intensive educational programs.	2	13	2	
<b>Objective 3.5 Focus Professional Development on Institutional Goals and Student Success:</b> Refocus faculty PD programs so that they directly support the advancement of student learning and the goals established in college strategic and ed master plans, and create permanent “Teaching/Learning Centers” that 1) focus professional development activities on the improvement of student learning, 2) encourage faculty to experiment with new “student-centered” pedagogies, 3) help faculty adapt to cutting-edge instructional technologies, and 4) encourage faculty to explore emerging trends in their disciplines.	1	16		
<b>Objective 3.6 Establish New &amp; Part-Time Faculty Academies:</b> Establish new faculty academies that will orient new probationary and part-time faculty to their professional responsibilities, including accreditation, program review, the curriculum process, educational planning, student learning outcomes, college budget allocation formulas, shared governance procedures, collective bargaining procedures, and the AFT Contract.	5	12	1	
<b>Objective 3.7 Connect with Educational Partners:</b> Strengthen ties with regional educational partners, including UC, CSU, and the K-12 system to improve the alignment of academic standards and expectations, to leverage resources, and to create new learning opportunities for LACCD students.		14	3	
<b>Objective 3.8 Launch a Career Technical Education (CTE) Workforce Initiative:</b> Support vigorous workforce development by implementing new high-demand, high-wage, high-tech workforce and CTE programs in emerging career/technical occupational areas, including green technologies, green construction, alternative fuels and advanced transportation technologies, logistics, allied health services, culinary arts, hospitality services, interactive media technologies, entertainment, etc.	3	11	3	

<b>Goal 4: Accountability—Create A District-wide Culture of Service and Accountability</b>				
<i>Foster a culture of service and accountability across the District that maximizes the ability of our colleges to act as highly-effective and efficient independent entities while simultaneously capturing the benefits of being a large, multi-college district.</i>				
<b>Outcome Measures/Targets</b>	<b>Target</b>		<b>Change since 05</b>	
(No Quantitative Targets Established. See College Self Inventory)				
	Done	Continue	Revise	Drop
<b>Objective 4.1 Develop a District-wide Culture of Planning and Accountability:</b> Establish clear, mutually-reinforcing District and college strategic goals supporting the goals established in the State System Strategic Plan, assess the effectiveness of these planning efforts, and report the results of these assessments to the Board of Trustees and the community at large on a regular basis.	2	14	1	
<b>Objective 4.2 Create a Culture of “Customer Service” Across the District:</b> Institute a District-wide “Customer Service Initiative” to reassess all office policies and procedures in order to make them more streamlined, less time-consuming, more welcoming and more “user-friendly,” and to guarantee quick response to all requests and inquiries, to enhance the “personal” connection in all transactions, and to assure individual accountability.		15	2	
<b>Objective 4.3 Professionalize Staff Development:</b> Re-examine and professionalize current District-wide staff development efforts and institute a “New Staff Academy” that complements current college staff development efforts, enhances the skills and productivity of all administrative support staff, facilitates effective cross-training and personal and career advancement, and addresses district-wide issues at all levels of the organization.		11	5	
<b>Objective 4.4 Support the Development of Administrative Leadership:</b> Establish an <i>Administrative Leadership Initiative</i> in order to provide college personnel who have leadership potential with the skills and competencies they will need to become effective executive-level decision makers and “agents of change” and to encourage the development of the vision required to guide District colleges as they navigate the challenges posed by future economic, educational, and demographic changes.	5	10	2	
<b>Objective 4.5 Improve all District-wide Administrative Systems:</b> Re-assess and re-engineer all District-wide administrative systems and associated business processes to maximize system strengths and capabilities, increase overall system efficiency, and to minimize error.		14	3	
<b>Objective 4.6 Improve District-wide Communications:</b> Enhance District-wide communications by improving the District phone response system, redesigning and promoting the active use of District and college web sites, issuing regular “state of the institution” reports, publishing timely updates on issues of broad concern, and implementing paperless operations.		13	3	1
<b>Objective 4.7 Revisit Decentralization and the District Budget Allocation Model:</b> Assess past efforts to decentralize District functions and explore new ways of improving District/college functional relationships, and, as part of this effort, revise the budget allocation model to guarantee that it supports the educational goals of all colleges equitably, ensures continued District financial stability, and encourages colleges to become fiscally independent.		11	6	

<b>Goal 5: Collaboration &amp; Resources—Explore New Resources and External Partnerships</b>				
<i>Strengthen external partnerships at all levels in order to enhance political support for District initiatives, expand District financial resources, and improve District relationships with all communities in the greater Los Angeles area so that LACCD colleges can offer more responsive, relevant, and affordable educational programs and support services.</i>				
<b>Outcome Measures/Targets</b>	<b>Target</b>	<b>Change since 06</b>		
Increase in foundation-sponsored scholarships	+20%	<b>+23%</b>		
Increase in foundation balances	+20%	<b>N/A</b>		
Increase in grant dollars awarded to colleges	+20%	<b>+39%</b>		
	Done	Continue	Revise	Drop
<b>Objective 5.1 Collaborate with Community Partners to Leverage Resources:</b> Establish new partnerships with local businesses and corporations, the Chamber of Commerce, city agencies, organized labor, and other community partners to develop new occupational and academic programs, provide more job placement and internships, and re-engage the “disconnected.”	<b>1</b>	<b>14</b>	<b>1</b>	<b>1</b>
<b>Objective 5.2 Support Student-Centered Legislation:</b> Support local, state, and national legislative initiatives to expand educational access and excellence by reducing student fees, increasing financial assistance, increasing compensation for non-credit instruction to facilitate outreach to underserved populations, easing restrictions on concurrent enrollment to stimulate inter-institutional collaboration, and facilitating future bond construction programs.	<b>1</b>	<b>14</b>	<b>1</b>	<b>1</b>
<b>Objective 5.3 Enhance District and College Foundations:</b> Create a District/College foundation coordination group that will identify common goals, share best practices, leverage resources, and synchronize activities in order to increase foundation effectiveness and provide additional financial support for students.		<b>15</b>	<b>1</b>	<b>1</b>
<b>Objective 5.4 Strengthen Support for Grants and External Funding:</b> Create an Office of External Funding that helps the colleges identify public and private funding sources, aligns college needs and foundation priorities, provides college faculty and administrators with regular updates, coordinates inter-institutional efforts for collaborative grants, augments college research capabilities, and offers district-wide in-service grants-related training.	<b>2</b>	<b>13</b>	<b>2</b>	
<b>Objective 5.5 Identify Resources to Supplement College Master Plans:</b> Explore additional sources of funding—including the possible implementation of future bond measures—to supplement current facilities master planning projects across the District and to provide additional resources in support of increased maintenance costs as the result of Prop A/AA construction.	<b>3</b>	<b>11</b>	<b>2</b>	<b>1</b>