California Community Colleges
Institutional Effectiveness

**Institutional Effectiveness Partnership Initiative
Partnership Resource Teams
Institutional Innovation and Effectiveness Plan**
Date: May 11, 2021

Name of Institution: Los Angeles Southwest College

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
A. **Integrated Strategic Master Planning** (Development of an integrated strategic education master plan that includes Enrollment Management, Technology, Facilities, and Marketing with emphasis on Guided Pathways and Vision for Success)	1. Per recommendation from Cambridge West report, engage the college, especially faculty, in vision-setting that determines the array of educational programs for which LASC will be known. As part of this activity, determine the desired size of the college (FTES) and make the criteria understood and well known by all stakeholders.	Lawrence Bradford, Vice President of Academic Affairs Howard Irvin, Vice President of Student Services Dan Hall, Vice President of Administrative Services Alfred Gallegos, Dean of Institutional Effectiveness & SPC Co-Chair Robert L Stewart Jr, Academic Senate President & SPC Co-Chair	December 2021	a. Hold vision-setting forums for each constituency group, including students, in the fall semester focused on the academic identity of LASC aligned with the Strategic Education Master Plan (SEMP) goals b. Assess the LASC service area market research to identify future needs for the community c. Memorialize the findings of the forums and the market research, and define the academic focus of the college for the next five years, aligned with the SEMP d. Complete an analysis of the potential size of the college with both FTES and FTEF based on the HR Restructuring Plan and the Student-Centered Funding Formula	a. Completion of the vision-setting forums with each constituency b. Memorialized findings from the forums and the market research; academic identify of the college set and aligned with the SEMP c. Student-Centered Funding Formula budget planning tool updated to include the target-size FTES and FTEF	
	2. Conduct a detailed analysis of student success and retention metrics, and use an inquiry-based approach for identifying institution-based barriers to timely completion of certificates, degrees and transfer as well as strategies for addressing these barriers.	Alfred Gallegos, Dean of Institutional Effectiveness & SPC Co-Chair Guided Pathways Committee Howard Irvin, Vice President of Student Services Student Success Committee	March 2022	a. Identify internal stakeholders to assist with completing the data analysis b. Complete the data analysis and report the findings c. Streamline processes and remove barriers to improve completion and student outcomes	a. Stakeholders identified; data analysis completed, with documented findings b. Processes streamlined and barriers removed c. Increased student outcomes d. Decreased time to completion	
	3. Task the Enrollment Management Committee to develop the Enrollment Management Plan while prioritizing equity and guided pathways.	Kristi Blackburn, Dean, Academic Affairs & Enrollment Management Committee Co-Chair Rhea Pitre, Counselor & Enrollment Management Committee Co-Chair Lawrence Bradford, Vice President of Academic Affairs Alfred Gallegos, Dean of Institutional Effectiveness	September 2021	a. In assigned EMC work groups, draft the Enrollment Management Plan b. Use the LASC Databook to inform development of the Plan c. Align Plan to the SEMP d. Align Plan to the Guided Pathways framework e. Align Plan to College Work Plan f. Finalize the Strategic Enrollment Management Plan, obtain the necessary approvals, and commence implementation	a. Draft Enrollment Management Plan completed, based in part on the LASC Databook b. Alignments built into Plan as specified c. Enrollment Management Plan approved by Enrollment Management Committee d. Enrollment Management Plan approved by Academic Senate e. Enrollment Management Plan approved by College Council	

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	4. To increase access to higher education and reduce time to completion of degree or transfer to four-year college/university, implement strategies for scaling up dual enrollment pathways from the high schools that directly articulate with programs at LASC, and expand the College Promise Program.	Lawrence Bradford, Vice President of Academic Affairs Gail Amos, Faculty & Dual Enrollment Committee Co-Chair Jamail Carter, Dean Of Academic Affairs & Dual Enrollment Committee Co-Chair Rhea Pitre, Counselor & Promise Coordinator Rick Hodge, Dean of CTE	June 2022	a. Utilizing the Dual Enrollment Committee, identify strategies for expanded dual and concurrent enrollment b. Create a clear process to transition dual and concurrently enrolled students into the Promise Program prior to their final semester in high school. c. Provide HR infrastructure to support this enrollment growth for the Promise and Dual Enrollment Programs d. Document all processes and timelines in one consistent handbook e. Create and implement trainings for dual and concurrent enrollment faculty members to be successful working at offsite locations f. Create dashboards to measure success, outcomes, and enrollment growth	a. Strategies identified b. Infrastructure increased to support enrollment growth c. LASC dual and concurrent enrollment handbook completed, documenting all processes and timelines d. Trainings implemented e. Ddashboard developed to track data	
	5. Implement pathways, organizational structures and support services that accelerate student progress from adult education, into non-credit, to CTE programs and into well-paying employment.	Lawrence Bradford, Vice President of Academic Affairs Howard Irvin, Vice President of Student Services Rick Hodge, Dean Of CTE Laura Perez, Dean Of Non-Credit Naja El-Khoury, Faculty & Curriculum Chair	June 2022	a. Complete the certificate mapping for CTE programs b. Complete mapping for all non-credit programs to credit programs and create a visual representation that can be shared with students c. Implement the two-year schedule beginning fall 2021	a. CTE certificate mapping completed b. Non-credit-to-credit mapping completed; visual representation completed and widely disseminated to students c. Full implementation of the two-year schedule	

	6. In the revision of the technology plan, include guiding principles around emerging technologies, accessibility, service integration, data security and reliable infrastructure. Connect these principles to the college's strategic goals and the desire to maximize progress to date with IT consolidation and lessons learned during the pandemic in acquisition of technology in support of teaching, learning and administrative operations.	Dan Hall, Vice President of Administrative Services
		Kirk Yamamoto, Regional IT Director
		Parisa Samaie, Chair, Academic Technology
			June 2022	a. Update Technology Master Plan (TMP) to include the guiding principles, and to align it with the following:
				  i. College SEMP and District's Technology Plan
				  ii. GP needs, goals, and objectives
				  iii. Distance education goals and objectives
				  iv. LASC Work Plan Goals
				b. Leverage district resources for instructional software and other technology procurement
				c. Align technology training opportunities with institutional goals
				d. Include technology training/resources in onboarding for both employees and students
				e. Include ongoing assessment of college's technology needs to keep up with emerging technology and best practices
					a. Completed LASC Technology Master Plan update
					b. Accomplishment of LASC Work Plan goals tied to Technology\
					c. District resources applied
					d. Technology training opportunities aligned
					e. Technology training included in all onboarding
					f. Needs assessment system incorporated	

	7. Enhance marketing and public relations to reflect LASC's strong community relations.	Seher Awan, President Ben Demers, Public Relations Manager	December 2021	a. Contract with Intesa to complete market research about strengthening outreach to Black Men and the Hispanic Community b. Leverage new college branding to expand program-specific outreach c. The President's Office will begin hosting an annual LASC Showcase event with the business community d. The President's Office will begin hosting an annual Principals/Superintendents Breakfast to strengthen the K-12 partnerships	a. Completed market research by Intesa; outreach enhancement commenced b. Increased program-specific outreach c. Successful LASC Showcase event with the business community held d. Successful LASC Principals Breakfast with K-12 partners held	

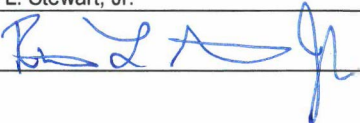| Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
	8. Update the college's decision-making process handbook so that it clearly identifies how governance committees are connected to one another, delineates roles and responsibilities, explains how work flows between committees, develops a common method of disseminating information, provides templates for post-meeting communication to the campus and establishes guidance on the representation of each constituency group and their value in the process.	Alfred Gallegos, Dean of Institutional Effectiveness/SPC Co-Chair Lawrence Bradford, Vice President of Academic Affairs Robert L Stewart Jr, Academic Senate President & SPC Co-Chair Academic Senate College Council	June 2022	a. Develop separate Participatory Governance and Decision-making Handbooks that together meet the specifications in the Objective b. Ensure alignment of both Handbooks with SEMP and LASC Work Plan c. Strategic Planning Committee reviews/approves the Decision-making Handbook d. Academic Senate and College Council review/approve the Participatory Governance Handbook	a. Completed and approved participatory governance handbook aligned with SEMP and LASC Work Plan b. Completed and approved Decision-making Handbook aligned with SEMP and LASC Work Plan	
B. **Human Resources Restructure** (Assessing human resources infrastructure and staffing to provide recommendations on an infrastructure that supports LASC's strategic priorities and goals; best practices on embedding equity and diversity into hiring committees and processes)	1. Develop an institute-like employee onboarding program that fosters ongoing professional development and connects new employees with mentors.	Professional Growth Coordinator Professional Growth Committee Academic Senate College Council Collective Bargaining Unit Leadership	December 2021	a. Develop and disseminate consistent goals, values, and objectives for overarching professional development and onboarding b. Develop outcomes and timelines for all employee onboarding processes for consistency c. Identify additional onboarding needs by constituency, and incorporate them in a comprehensive onboarding process d. Identify and add training modules such as EEO and purchasing to ensure all employees have a baseline of knowledge e. Develop a new faculty academy/mentorship program f. Assess both programs to ensure continuous quality improvement	a. Goals, values, and objectives approved and disseminated b. Outcomes and timelines established c. Additional needs identified and incorporated d. Training modules added e. Successful, comprehensive onboarding process for all new employees launched f. New faculty academy/mentorship program launched g. Assessment and improvement process implemented	
	2. Establish an Inclusion, Diversity, Equity and Access/Anti-Racism (IDEA) task force charged with reviewing the District's EEO Plan, developing a DEI Workplan based on the CCCCO Vision for Success Report and DEI Action Plan, monitoring DEI progress in hiring new employees and making recommendations regarding retention of existing employees.	Seher Awan, President Robert L Stewart Jr, Academic Senate President & SPC Co-Chair	June 2022	a. Hold consultation between College President and Academic Senate on the prospective task force b. Develop timeline, outcomes, and membership of the task force, consistent with the charge stated in the Objective c. Recruit membership for the taskforce d. Commence task force meetings and tasks as set forth in the Objective e. Taskforce makes recommendations to support the retention of LASC employees f. Taskforce makes recommendations on increasing diversity within new hires	a. Consultation completed b. Timeline, outcomes, and membership established c. Recruitment completed d. Task force established and meetings and tasks commenced e. Recommendations for LASC employee retention and increasing diversity issued f. Increased employee retention g. Increased diversity to reflect our student populations	
	3. Increase partnerships and collaboration initiatives throughout the college that promote diversity and inclusiveness. Provide college wide professional development in diversity and bias awareness and consider this training as a requirement for serving on interview panels.	Seher Awan, President Professional Growth Coordinator Professional Growth Committee	June 2022	a. Develop a list of potential trainers and partnership opportunities to support diversity and inclusion work on campus b. Establish partnerships and collaboration initiatives c. Establish a schedule of applicable professional development events for the academic year d. Enforce training requirements for serving on interview panels e. Assess results and use findings to improve outcomes	a. Identified trainer and partner list b. Partnerships and collaboration initiatives established c. Developed schedule of applicable professional development d. All interview panels staffed by trained personnel e. Assessment used for continuous quality improvement	
	4. To the extent practical, include students on hiring committees.	Seher Awan, President Constituency Leadership	December 2021	a. Consult guidance provided by the California Community College Chancellor's Office on	a. Guidance reviewed	

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		Associated Student Organization		student participation in recruitments. (https://www.cccco.edu/-/media/CCCCO-Website/Office-of-General-Counsel/Legal-Opinion-2020-08-Student-Participation-in-Community-College-Recruitment.pdf?la=en&hash=539E87369FCA38C1F12B0201CB404774AA81477B) b. Define and document the composition of all hiring committees by constituency c. Identify which committees should have student representation d. Develop and implement a system for identifying students to serve on hiring committees e. Establish the required EEO training for students wishing to serve on committees f. Identify and implement any other required training for hiring committee members	b. Documented hiring committee composition by constituency c. Committees identified d. System implemented e. Required training implemented for all hiring committee members, including students	
	5. Continue working with consultant on human resources restructuring, including conducting a needs analysis of all positions including total cost of positions	Seher Awan, President Dan Hall, Vice President of Administrative Services HR Restructuring Taskforce Academic Senate College Council	August 2021	a. Identify and complete all required interviews with campus employees for the plan b. Complete needs analysis b. Work with HR Consultant to complete the HR Restructuring Plan c. Prioritize all needed vacancies to identify urgent rehires d. Ensure alignment of restructuring with the SEMP and LASC Work Plan	a. Interviews completed b. Needs analysis completed c. Completed HR Restructuring Plan aligned with the SEMP and LASC Work Plan d. Completed list of prioritized vacancies needed to support the college with accomplishing the SEMP	
C. **Foundation Support** (Developing a strategic fundraising plan for the Foundation to increase its fundraising capacity to support scholarships, innovation and institutional needs)	1. Develop and implement a Foundation Strategic Plan to maintain momentum and successes of President's Change Circle Initiative, community-building efforts, and program ties to businesses.	Seher Awan, President	December 2021	a. Use IEPI resources to develop and execute the Foundation Strategic Plan, to include the following elements, among many others: i. President's Change Leaders infrastructureii. Publication of the President's Change Leaders webpage iii. Continuing to develop relationships with the Alumni Association and grow engagement iv. Development of a retiree engagement opportunity	a. Foundation Strategic Plan developed, approved, and disseminated b. President's Change Leaders launch and website c. Alumni Association engagement enhanced d. Retiree engagement program established	
	2. Join and access resources from the Network of California Community College Foundations (NCCCF). www.ncccfweb.org	Seher Awan, President	August 2021	a. Join the NCCCF	a. Membership to NCCCF	
D. **Professional Development** (Development of a comprehensive program that provides sustainable professional development experience for all employees)	1. Seek a higher degree of engagement from classified staff in professional development and working with the 4CS, build leadership and engagement among Classified Professionals.	Cassaundra Walker, AFT 1521A Chair Chris Ozan, Local 99 Steward Stephanie Burrus, Professional Growth Coordinator Professional Development Committee Seher Awan, President	December 2021	a. Host a classified summit to solicit input from all classified professionals regarding inclusion and engagement b. Develop strategies collaboratively that can be embedded into the existing governance structure c. Complete research to identify the 4CS models that best align with LASC needs d Develop and implement a classified professionals orientation e. Assess outcomes and use findings to improve experiences	a. Successful Classified Summit held b. Identified 4CS model c. Feedback gathered and analyzed d. Inclusion of the 4CS Model within the professional development plan e. Documented strategies to increase engagement f. Classified professionals new employee orientation launched	

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				f. Include identified model within the professional development plan g. Develop and implement leadership and engagement training for all classified professionals h. Develop and implement recognition awards for classified professionals serving on committees	g. Increased engagement of Classified Professionals at college committees h. Additional awards added into the employee recognition day event i. Assessment used for continuous quality improvement	
	2. Provide leadership professional development opportunities to all constituency groups by developing and implementing a comprehensive Professional Development Plan that aligns to strategic goals and initiatives and is updated annually. Conduct annual needs assessment for all employee groups	Cassaundra Walker, AFT 1521A Chair Stephanie Burrus, Professional Growth Coordinator Professional Development Committee Seher Awan, President Constituency leadership Academic Senate College Council	June 2022	a. Solicit feedback through surveys, town halls, and interviews of the different constituency groups about the types of leadership professional development desired, and apply to design of opportunities b. Align professional development opportunities with LASC mission, vision, and values c. Identify and access allowable funding d. Develop professional development schedule for each constituency group e. Develop a roundtable discussion series for current and future leaders about succession planning f. Review sample Professional Development Plans, select one that aligns with LASC needs; and modify as needed, ensuring alignment with the SEMP College mission, vision, and values g. Apply a model for bringing together divergent activities and applying broader understanding to each community member's context. Utilize resources including 3CSN. h. Utilize state-wide resources to leverage professional development training support and opportunities for distance education including California Virtual College (CVC-OEI) and ASCCC. i. Utilize Higher Education Emergency Relief Funding (HEERF) (CARES Act III funds) for distance education and technology training as allowable j. Obtain approval by Academic Senate and college council k. Assess outcomes and use findings to improve experiences	a. Feedback received, analyzed, and applied b. Review of other plans completed; model selected and adapted to LASC c. Completed professional development plan aligned with College SEMP, mission, vision, and values d. Professional development opportunities aligned with LASC mission, vision, and values e. Allowable funding identified and accessed f. Constituency-specific professional development scheduled g. Roundtable discussion series established h. Plan approved i. Commence implementation of plan j. Plan Implementation commenced k. Assessment used for continuous quality improvement l. 3CSN, CVC-OEI, ASCCC, and HEERF resources included in the professional development plan, as appropriate and allowable	
	3. Provide opportunities to celebrate and recognize Faculty and promote on-going academic excellence.	Robert L Stewart Jr, Academic Senate President Stephanie Burrus, Professional Growth Coordinator Professional Development Committee Lawrence Bradford, Vice President of Academic Affairs Academic Deans	June 2022	a. Establish faculty recognition awards beginning spring 2021 b. Academic Affairs Deans introduce new faculty (within their areas) at fall FLEX Day c. Develop and implement a new Faculty Orientation d. Enhance Newsletters with highlights of excellence and articles about faculty accomplishments	a. New faculty recognition awards embedded in the College culture b. New faculty members introduced at Fall FLEX c. New Faculty Orientation implemented d. Highlights from faculty added to the weekly and monthly newsletter	

Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan

Applicable Area(s) of Focus (Copy from table above.)	Applicable Objective(s) (Copy from table above.)	Description of Resource Needed (Refer to Action Steps above as appropriate.)	Cost of Resource
A. **Integrated Strategic Master Planning** (Development of an integrated strategic education master plan that includes Enrollment Management, Technology, Facilities, and Marketing with emphasis on Guided Pathways and Vision for Success)	1. Per recommendation from Cambridge West report, engage the college, especially faculty, in vision-setting that determines the array of educational programs for which LASC will be known. As part of this activity, determine the desired size of the college (FTES) and make the criteria understood and well known by all stakeholders. 7. Enhance marketing and public relations to reflect LASC's strong community relations.	• Vision Setting forums - $10,000 gift cards for participation • Intesa Market Research – Phase 1 - $50,000 • Business Showcase - $15,000 • Principals Breakfast - $15,000	$90,000
B. **Human Resources Restructure** (Assessing human resources infrastructure and staffing to provide recommendations on an infrastructure that supports LASC's strategic priorities and goals; best practices on embedding equity and diversity into hiring committees and processes)	5. Continue working with consultant on human resources restructuring, including conducting a needs analysis of all positions including total cost of positions	• HR Consultant to complete HR Restructuring Plan	$40,000
C. **Foundation Support** (Developing a strategic fundraising plan for the Foundation to increase its fundraising capacity to support scholarships, innovation and institutional needs)	2. Join and access resources from the Network of California Community College Foundations (NCCCF). www.ncccfweb.org	• Membership fee for NCCCF - $400 • NCCCF Training - $10,000	$10,400
D. **Professional Development** (Development of a comprehensive program that provides sustainable professional development experience for all employees)	1. Seek a higher degree of engagement from classified staff in professional development and working with the 4CS, build leadership and engagement among Classified Professionals. 2. Provide leadership professional development opportunities to all constituency groups by developing and implementing a comprehensive Professional Development Plan that aligns to strategic goals and initiatives and is updated annually. Conduct annual needs assessment for all employee groups	• Host Classified Summit - $5,000 • 4CS Virtual Classified Leadership Institute (10 spots/$250) • Survey and forums - $5,000 gift cards/food • Faculty and Facilitator Support to Develop Comprehensive Professional Development Plan - $47,100	$59,600
Total IEPI Resource Request (not to exceed $200,000 per college)			200,000

Approval		Collegial Consultation with the Academic Senate	
Chief Executive Officer		**Academic Senate President** (As applicable; duplicate if needed for district-level I&EP)	
Name: Seher Awan		Name: Robert L. Stewart, Jr.	
Signature or E-signature:	Date: 05/28/21	Signature or E-signature:	Date: 05/28/21

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