

Los Angeles Southwest College Work Plan

Updated September 10, 2020

LEGEND

- Immediately/Urgent
- Hold
- Not Urgent
- In Progress
- Completed

The college should focus on strengthening institutional capacity by strategically deciding what the College should look like. This process should identify the degree/certificates the College should offer.

Goal 1– Decide how the college will best serve the surrounding community.

	Activity	Owners	Timeline	Activities	Dates	Completed On
1.1	The College should review the current planning processes, evaluate the College’s culture, and review and assess data in preparation for the next steps.	<ul style="list-style-type: none"> • Fiscal Recovery Taskforce 	In-Progress	<ul style="list-style-type: none"> • Change Theory and Logic Model – 3 year implementation plan 	<ul style="list-style-type: none"> • In progress – Summer 2020- Summer 2023 	
1.2	<p>The College should conduct a Strategic Planning Retreat, or a similar process, to revise and update, the College Mission, Vision, and Values.</p> <ul style="list-style-type: none"> -The College would be well served by hiring a facilitator to assist the college in this process - The Vision statement will yield a picture of the College’s future that motivates and inspires others to act. - The Mission will define what the college will do and not do; who it will serve and not serve; and how will they be served. -All constituents of the college, including students, should be involved throughout this process and future planning processes. 	<ul style="list-style-type: none"> • Strategic Planning Committee/SEMP Update 	In-Progress	<ul style="list-style-type: none"> • SEMPER Survey • SEMPER focused campus-wide forums with all constituency groups 	<ul style="list-style-type: none"> • Expected Completion Date – January 2021 	

1.3	Create strategic goals and objectives with defined timelines that support the Mission, Vision and Values.	<ul style="list-style-type: none"> Strategic Planning Committee/SEMP Update 	In-Progress	<ul style="list-style-type: none"> SEMP Survey SEMP focused campus-wide forums with all constituency groups 	<ul style="list-style-type: none"> Expected Completion Date – January 2021 	
1.4	Create and assign action activities to accomplish the strategic objectives.	<ul style="list-style-type: none"> Fiscal Recovery Taskforce 	In-Progress	<ul style="list-style-type: none"> Taskforce will review and approve workplan Workplan will be reviewed and approved by Academic Senate and College Council Goals will be distributed to the College Committees for Completion 	<ul style="list-style-type: none"> Expected Completion Date – December 2020 	
1.5	Ensure the Institutional Capacity Recommendations align with the ACCJC Accreditation Standards.	<ul style="list-style-type: none"> LASC ALO/Accreditation Steering Committee 	Immediate	<ul style="list-style-type: none"> Training on October 23, 2020 Confirm as a group that this workplan aligns with the ACCJC 	<ul style="list-style-type: none"> Expected Completion Date – December 2020 	
1.6	Engage our surrounding community in surveys and town halls/forums to assess how to best serve	<ul style="list-style-type: none"> Fiscal Recovery Taskforce Strategic Education Master Plan/SEMP Dean of IE – Gallegos Public Relations Manager- Demers 	Immediate	<ul style="list-style-type: none"> Community townhalls/forums/zooms Surveys Community meeting attendance Data Collection – focus groups K-12 and Higher Ed Partners 	<ul style="list-style-type: none"> Expected Completion Date – December 2020 	

The College has struggled with years of financial instability; thus, this process has been initiated.

Goal 2– The College needs to reach financial stability to ensure that its students and community achieve their academic and career goals.

	Activity	Owners	Timeline	Activities	Dates	Completed On
2.1	The College should update the 2016-17 Financial Recovery Plan for the next five fiscal years with definitive and measurable targets, actions steps, timelines and staffing assignments.	<ul style="list-style-type: none"> Dan Hall/Budget Committee - Lead Support from J. Gordon – for budget allocation and approval 	Immediately	<ul style="list-style-type: none"> Meet to develop updates with budget committee Approve with Budget Committee Approve with Academic Senate Approve with College Council 	Expected Completion December 2020	
2.2	Incorporate all College funds into the College’s planning and budgeting process.	<ul style="list-style-type: none"> Dan Hall/Budget Committee – Lead Awan – Support Support from J. Gordon for allocations 	Immediately	<ul style="list-style-type: none"> Identify all funds Develop new processes with checks and balances Create and share timeline for all budget recommendations through shared governance Notify budget managers Train campus 	Expected Completion December 2020	
2.3	Develop and submit a proposal for IEPI-PRT assistance.	EPIE can assist in the proposal - LASC already has work done on this	HOLD - Need due date for proposals –can submit within a few months HOLD until SERP and Reorganization are complete	<ul style="list-style-type: none"> The SERP and reorganization need to occur before this process 		

2.4	Identify and establish partnerships with local business and industry.	<ul style="list-style-type: none"> • CTE Faculty • Department Chairs • Deans • Vice President • President 	HOLD until enroll. Mgt. plan and ed master plan are complete	<ul style="list-style-type: none"> • Create repository to document partnerships and contact information in a central location • Add information to our community page on the website (summary version) 	<ul style="list-style-type: none"> • Completed by June 2021 	
2.5	Identify economic development opportunities.	<ul style="list-style-type: none"> • Events and Venue Coordinator • Grant Writer (To Be Hired) 	HOLD until enroll. Mgt. plan and ed master plan are complete	<ul style="list-style-type: none"> • Base opportunities on data and SEMP guidance • Possibly create a grant writing taskforce for the campus 	<ul style="list-style-type: none"> • Currently in-progress informally, once SEMP is adopted, this will become more formalized with activities 	
2.6	Evaluate the effectiveness of the LASC Foundation and seek additional contribution sources.	<ul style="list-style-type: none"> • Awan – Lead • Budget Committee - Support • J. Gordon – Support 	In-Progress	<ul style="list-style-type: none"> • Budget Committee to connect with Foundation to support operations 	<ul style="list-style-type: none"> • June 2021 	
2.7	Formulate a plan to reduce costs of employee benefits.	<ul style="list-style-type: none"> • Roman/Gutierrez, Nish, Awan • This is HR/HBU but it is a negotiable issue, not a college issue. 	In-Progress	<ul style="list-style-type: none"> • Have debt forgiven • Reduce expenses to address deficit spending • Implement hiring freeze • Implement SERP • Be funded by the District appropriately using position control for actual human resource expenses including step and column and cola increases • TBD - Identify funding to cover funding deficit and reorganization 	<ul style="list-style-type: none"> • June 2021 	
2.8	Complete an analysis of release/reassignment time for faculty.	<ul style="list-style-type: none"> • Roman & Awan 	Completed	<ul style="list-style-type: none"> • Identify Release Time 	<ul style="list-style-type: none"> • Confirmed release time assignments 02/28 	02/28/20

2.9	Seek and secure a grant writer which may initially need to be on a contract basis.	<ul style="list-style-type: none"> • Awan • Grant Writer (to be hired) 	HOLD until SERP & SEMP and Reorg are completed	<ul style="list-style-type: none"> • Reorg Plan has Grant Coordinator 	<ul style="list-style-type: none"> • June 2021 	
2.10	Ensure the Financial Capacity Recommendations align with the ACCJC Accreditation Standards	<ul style="list-style-type: none"> • LASC ALO/Accreditation Steering Committee 	Immediate	<ul style="list-style-type: none"> • Training on October 23, 2020 • Confirm as a group that this workplan aligns with the ACCJC 	Expected Completion Date – December 2020	

The College should review its organizational structure.

Goal 3– Employee compensation should be reduced.

	Activity	Owners	Timeline	Activities	Dates	Completed On
3.1	Review the College’s organizational structure, its staffing patterns and position descriptions with an eye to what the College needs prospectively and to improve efficiencies.	<ul style="list-style-type: none"> • Awan/Leadership Team • Approved through participatory governance 	HOLD – On hold until SERP/SEMP and final budget is released	<ul style="list-style-type: none"> • College needs to be funded appropriately for all budgeted positions including step, column, cola and raises • Complete reorganization plan • Prioritize positions • Share and approve with Academic Senate • Share and approve with College Council 	<ul style="list-style-type: none"> • June 2021 	
3.2	Identify College needs for systems upgrades so that data are available when and where needed and that operating policies and procedures are in line therewith.	<ul style="list-style-type: none"> • Lidz – District IT • Hall – Campus Lead • Campus Technology Planning Committee - Support • Academic Technology Committee - Support 	Not Urgent – COVID-19 impact	<ul style="list-style-type: none"> Identify college system updates needs Assessment – 6-10 weeks Consolidate to district-wide solution for systems – 6-12 months Introduce standard operating procedures and standard processes – 6 months 	<ul style="list-style-type: none"> • June 2021 	
3.3	Establish a target for the percentage of the unrestricted fund budget dedicated to compensation and incorporate in the FRP.	<ul style="list-style-type: none"> • Hall/Budget Committee – Lead • Awan – Support 	HOLD – On hold until SERP and final budget is released	<ul style="list-style-type: none"> • Identify goal for personnel funding • Complete SERP • Complete Reorg 	<ul style="list-style-type: none"> • June 2021 	

3.4	Establish a target for WSCH/FTEF that is based on program and course offerings and facilities availability vis-a-vis the State standard of 595; develop a plan for reaching that target; then incorporate into the FRP.	<ul style="list-style-type: none"> • Cornner, Awan, Gallegos • Enrollment Management Committee • Academic Council 	In-Progress	<ul style="list-style-type: none"> • SEMP in progress • Enrollment Mgt plan will then be completed • Two-year schedule in progress with Department Chairs and Admin Team • Instructional Hours Allocation Model in progress with Department Chairs and Admin Team 	<ul style="list-style-type: none"> • October 2020 & June 2021 	
3.5	Develop a human resources development plan— recruitment and hiring procedures, College orientation, onboarding, performance evaluation, and ongoing training.	<ul style="list-style-type: none"> • Awan • VP's & Deans • Professional Growth Coordinator • Professional Dev Committee • Union Leadership • Academic Senate • District Human Resources <ul style="list-style-type: none"> ○ Roman & Gutierrez 	Immediate – Due to SERP	<ul style="list-style-type: none"> • All college classified and administrator evaluations are in-progress • Hire professional development coordinator (position currently funded in LASC budget) • Balance budget and begin planning for HR plan for campus – reorganization • Build plans for this 	<ul style="list-style-type: none"> • June 2021 	
3.6	Explore the possibility of offering an Early Retirement Incentive.	<ul style="list-style-type: none"> • Roman/Gutierrez 	Completed	<ul style="list-style-type: none"> • Identify SERP possibilities • Develop Timeline • Inform LASC employees 	<ul style="list-style-type: none"> • December 2020/June 2021 	09/02/20
3.7	Ensure the Human Resources Capacity Recommendations align with the ACCJC Accreditation Standards	<ul style="list-style-type: none"> • LASC ALO/Accreditation Steering Committee 	Immediate	<ul style="list-style-type: none"> • Training on October 23, 2020 • Confirm as a group that this workplan aligns with the ACCJC 	Expected Completion Date – December 2020	

The College is currently overbuilt and needs to explore alternative uses of excess space.

Goal 4– The Facilities Plan should be reviewed, revised and followed.

	Activity	Owners	Timeline	Activities	Dates	
4.1	The Facilities Plan should be reviewed, revised and followed	<ul style="list-style-type: none"> Hall/Facilities Planning Committee – Lead Awan – Support Possible Facilitator Needed 	HOLD-on Hold until SEMP is complete	<ul style="list-style-type: none"> Hold until Strategic Educational Master Plan is complete Once completed, begin facilities master plan revision Create and approve by Facilities Planning Committee Approve by Senate Approve by College Council 	<ul style="list-style-type: none"> June 2021 	
4.2	The plan should include procedures to delete unused space from the inventory to save utility, maintenance and custodial costs.	<ul style="list-style-type: none"> Hall/Facilities Planning Committee – Campus Lead Work Environment Committee Awan – Campus Support R. Smith – District Lead 	HOLD-on Hold until SEMP is complete	<ul style="list-style-type: none"> Hold until Strategic Educational Master Plan is complete Once completed, begin facilities master plan revision Create and approve by Facilities Planning Committee Approve by Senate Approve by College Council 	<ul style="list-style-type: none"> June 2021 	
4.3	Review M&O staffing and management with an eye towards increased efficiencies.	<ul style="list-style-type: none"> Hall – Campus Lead R. Smith – District Lead Work Environment Committee 	In-Progress	<ul style="list-style-type: none"> Dan and Rueben can begin meeting to analyze this Bring to Work Environment Committee for review 	<ul style="list-style-type: none"> Changes can be identified and implemented by the beginning of the Fall 2020 Semester Any staffing needs will be addressed through the SERP and Reorg June 2021 	
4.4	Continue to seek appropriate lease agreements for unused college facilities.	<ul style="list-style-type: none"> Hall – Lead Events & Venue Coordinator – Lead Awan – Support 	In-Progress	<ul style="list-style-type: none"> Need support from legal counsel, purchasing, and contracts department 		

4.5	Develop a facilities stewardship plan relative to improving student engagement, facilities maintenance, community image & standard care	<ul style="list-style-type: none"> • Hall & Irvin – Leads • Facilities Planning Committee • Awan – Support • Work Environment Committee • ASO • GP Ambassadors 	HOLD-on Hold until SEMP is complete	<ul style="list-style-type: none"> • Hold until Strategic Educational Master Plan is complete • Once completed, begin plan 	<ul style="list-style-type: none"> • June 2021 	
4.6	Explore which facilities can be taken off-line to eliminate maintenance costs and inefficiencies.	<ul style="list-style-type: none"> • Hall/Facilities Planning Committee – Campus Lead • Work Environment Committee • Awan – Campus Support • R. Smith – District Lead 	HOLD-on Hold until SEMP is complete	<ul style="list-style-type: none"> • Hold until Strategic Educational Master Plan is complete • Once completed, begin this process • All enrollment data should be used from prior to COVID-19 to reflect accurate campus enrollment 	<ul style="list-style-type: none"> • Will need participatory governance review at Academic Senate, Facilities Planning, and College Council • June 2021 	
4.7	Ensure the Facilities Capacity Recommendations align with the ACCJC Accreditation Standards	<ul style="list-style-type: none"> • LASC ALO/Accreditation Steering Committee 	Immediate	<ul style="list-style-type: none"> • Training on October 23, 2020 • Confirm as a group that this workplan aligns with the ACCJC 	Expected Completion Date – December 2021	

The College, through a variety of methods, should strengthen College image and increase community involvement.

Goal 5– Strengthen the College’s constituency capacity.

	Activity	Owners	Timeline	Activities	Dates	Completed On
5.1	Explore the expansion of athletics programs, such as women and men’s soccer and women’s softball.	<ul style="list-style-type: none"> • Irvin/Davis – Lead • Faculty Hiring – Senate/Union • Dean of IE – Gallegos • Facilities Planning Committee • Dean of Non-Credit • ASO • GP Ambassadors • Awan – Support 	HOLD – on hold until COVID-19 is resolved	<ul style="list-style-type: none"> • ON HOLD • Data and surveys on sports popularity • Intermural sports • ISA Athletic Director • Community Services • Evaluate athletic facilities and renovate as needed • Once hired, will reorganize Athletics to build capacity • Need to hire eligibility technician/admin analyst to support growth • Add the following sports (not in order): <ul style="list-style-type: none"> ○ Women’s Soccer ○ Women’s Volleyball ○ Track (both) ○ Swimming (both) ○ Women’s Softball 	<ul style="list-style-type: none"> • ISA Athletic Director – TBD • Athletics Reorganization – TBD • New sports online – TBD 	
5.2	Assess the community use of facilities and determine ways to expand the community’s presence on the campus.	<ul style="list-style-type: none"> • Hall – Lead • Events & Venue Coordinator – Lead • Facilities Planning Committee • Dean of Non-Credit • ASO • Awan – Support 	HOLD until enroll. Mgt. plan and ed master plan, and Facilities Master Plan are completed	<ul style="list-style-type: none"> • Community Services TBD 		

5.3	Consider the establishment of a College Advancement Office	<ul style="list-style-type: none"> • Awan – Lead • Institutional Advancement Officer (To Be Hired) 	HOLD Until SERP and Reorg are complete	<ul style="list-style-type: none"> • Reorganization plan for campus • Approve by Senate • Approve by College Council 		
5.4	Assess involvement of faculty, staff, and students in community organizations and activities as well as Statewide community college-related organizations.	<ul style="list-style-type: none"> • College-wide • Professional Growth Committee 	HOLD – on hold until COVID-19 is resolved	<ul style="list-style-type: none"> • Repository – how our employees are serving in the community and on local, state, and national committees/groups 		
5.5	Conduct student forums to gain insights relative to their needs, interests, and concerns regarding the advancement of the College.	<ul style="list-style-type: none"> • Cornner – District Lead • Gallegos – Campus Lead • ASO Facilitators • GP Ambassadors • ASO 	HOLD – on hold until COVID-19 is resolved (need to complete +3)	<ul style="list-style-type: none"> • President’s Office in partnership with ASO will organize students for student forums 	<ul style="list-style-type: none"> • completed 02/27/20 • Working with Ryan to coordinate additional forums as recommended • Data will be imbedded into upcoming planning processes 	<ul style="list-style-type: none"> • 02/27/20

The College needs to evaluate its technology capacity.

Goal 6– The College will provide a technology infrastructure that supports an effective learning environment.

	Activity	Owners	Timeline	Activities	Dates	Completed On
6.1	<p>Review and revise the Technology Plan to ensure the currency of IT/MIS systems vis-à-vis the College’s internal and external data reporting.</p> <p>Equipment Refresh Plan: Assessment:</p> <ul style="list-style-type: none"> • Technology assets inventory - if none exists this will take 4-6 weeks • Aging report for equipment vs. equipment refresh cycle – 1-2 weeks after the inventory is created • Equipment utilization report - 1-2 weeks after the inventory is created <p>Planning:</p> <ul style="list-style-type: none"> • Develop refresh plan based on aging and utilization reports – 2 – 3 weeks after assessment complete <p>Implementation:</p> <ul style="list-style-type: none"> • Replace aging equipment – most critical areas first – 4 months • Replace other areas based on priority and introduce refresh cycle model for ongoing refresh 	<ul style="list-style-type: none"> • Lidz – District Lead • Hall – Campus Lead • Technology Planning Committee • Academic Technology Committee • Facilities Planning Committee 	HOLD – on hold until COVID-19 is resolved	<p>Review of Technology Plan -2 weeks.</p> <p>Revisions 60 days</p> <p>Equipment Refresh Plan:</p> <ul style="list-style-type: none"> • Assessment 6-10weeks • Planning 2-3 weeks • Implementation of critical areas – 4 months <p>Ongoing plan based on refresh cycle model</p>		

6.2	Develop the reporting systems necessary for class scheduling and events management.	<ul style="list-style-type: none"> • Lidz – District Lead • Cornner – District Lead • Hall – Campus Lead • Gallegos – Campus Lead • Bradford – Campus Lead • Chair of Chairs or Designee (Moore) – Campus Lead • Academic Technology Committee • Technology Planning Committee • Events and Venue Coordinator - Shetland • Awan – Support 	In-Progress	<ul style="list-style-type: none"> • Campus already has Facilitron system for events management • IT may be needed to evaluate if there is a capability to have Facilitron and PeopleSoft communicate 	<ul style="list-style-type: none"> • Enrollment management plan as already begun. • Once campus work is completed in October 2020, we can continue this discussion 	
6.3	Provide ongoing employee and student technology training.	<ul style="list-style-type: none"> • Lidz – District Lead • Hall – Campus Lead • Awan – Support • Professional Growth Coordinator • Professional Growth Committee • Technology Planning Committee • Academic Technology Committee • ASO 	Not urgent - Review existing training options Institute technology day – 1 day dedicated for IT training each term	<ul style="list-style-type: none"> • Could also be through non-credit • Need professional development coordinator • Can identify topics and trainings needed and facilitate with the campus • Develop assessment of training need 	<ul style="list-style-type: none"> • TBD 	

The College should strategically increase enrollment by offering relevant degrees and certificates while attracting its students who are attending neighboring colleges and potential students.

Goal 7– The enrollment management plan should be completed, and recommendations implemented. The same holds with the marketing plan, which is an important element of enrollment management.

	Activity	Owners	Timeline	Activities	Dates	Completed On
7.1	Complete and implement the Strategic Educational Master Plan.	<ul style="list-style-type: none"> • Braford/Gallegos/Stewart – Campus Leads • Strategic Planning Committee • Chair of Chairs or Designee – Moore 	Immediate	<ul style="list-style-type: none"> • Embed planning activities into the new strategic educational master plan • Implement plan to then create other plans, marketing, enroll mgt, facilities, etc. • Review and Approve by Senate • Review and Approve by College Council 	December 2020	
7.2	Assure that decision makers have access to dynamic enrollment data so decisions regarding class cancellations and additions are data-driven based on student needs and interests.	<ul style="list-style-type: none"> • Gallegos – Campus Lead • Cornner – District Lead 	In-Progress	<ul style="list-style-type: none"> • Ed Plan data is being shared with academic/faculty leadership • Additional data and dashboards are in progress • Need to fill research analyst vacancy 	June 2021	
7.3	The entire class schedule should be coordinated with all divisions to ensure that the classes do not overlap in time slots, etcetera.	<ul style="list-style-type: none"> • Gallegos & Bradford – Campus Lead • Moore – Campus Lead • Awan – Support • Cornner – District Lead • Public Relations Manager – Demers • GP Ambassadors/Committee 	Immediate	<ul style="list-style-type: none"> • Enrollment management plan will be assigned to dean of IE and VP of AA • New structure and format of the class schedule for students • Block scheduling and 2-year program development meetings scheduled and in-progress 	October 2020	

7.4	<p>Increase concurrent enrollment by improving outreach to high school students and modifying the college schedule to accommodate their needs. As previously mentioned, the college currently hosts a LAUSD Middle College High School and a Charter School on campus.</p>	<ul style="list-style-type: none"> • Gallegos & Bradford – Campus Lead • Awan – Support • Cornner – District Lead • Chair of Chairs or Designee – Moore • Outreach Coordinator – Barron • Public Relations Manager – Demers • Dual Enrollment Sub-Committee (Senate) • Dean of CTE – Hodge • Dual Enrollment Coordinator – Mackey 	<p>HOLD – Until Enrollment Management and Ed Master Plan are Complete/In-Progress</p>	<ul style="list-style-type: none"> • Will need to expand outreach staffing and resources • Coordinate and implement counseling department changes • Creating a new Sub-Committee for Dual Enrollment under the Senate 	<ul style="list-style-type: none"> • June 2021 	
7.5	<p>Additional evening and weekend classes could be offered to reach the working student. More online and hybrid classes could be added but only after students and faculty are trained to navigate the process.</p>	<ul style="list-style-type: none"> • Gallegos & Bradford – Campus Lead • Awan – Support • Cornner – Support • Chair of Chairs or Designee – Moore • PAWS Program - Kathy Wilson/LaShawn Brinson • Academic Council • Enrollment Management Committee • DE Coordinator – DuBry • ASO/Student Services 	<p>HOLD – Until Enrollment Management and Ed Master Plan are Complete</p>		<ul style="list-style-type: none"> • June 2021 	

7.6	High school and middle school outreach efforts should be evaluated and expanded. High school and middle school students should be invited to campus for programs and events.	<ul style="list-style-type: none"> Gallegos & Bradford – Campus Lead Awan – Support Cornner – Support Outreach Coordinator – Barron Dual Enrollment Coordinator – Mackey Dual Enrollment Sub-Committee (Senate) Dean of Non-Credit – Perez Events and Venue Coordinator - Shetland 	HOLD – Until Enrollment Management and Ed Master Plan are Complete	<ul style="list-style-type: none"> Will need to expand outreach staffing and resources Coordinate and implement counseling department changes 	<ul style="list-style-type: none"> June 2021 	
7.7	High school counselors should become ambassadors for the College. Ways in which this can occur is to have counselor to counselor conferences, special luncheons for high school counselors and so forth.	<ul style="list-style-type: none"> Gallegos & Bradford – Campus Lead Awan – Support Cornner – Support Counseling Chair – Wilson Academic Council Dual Enrollment Sub-Committee (Senate) Dual Enrollment Coordinator Dual Enrollment Faculty Outreach Coordinator - Barron 	HOLD – Until Enrollment Management and Ed Master Plan are Complete		<ul style="list-style-type: none"> June 2021 	
7.8	Strengthen the Associated Students Organization and provide gathering spaces for students.	<ul style="list-style-type: none"> Irvin – Campus Lead Awan – Support Hall – Support ASO Faculty Advisors GP Ambassadors 	In-Progress	<ul style="list-style-type: none"> Have new ASO advisors in place Currently rebuilding ASO 	<ul style="list-style-type: none"> Fall 2019 – New advisors Spring 2020 – Energized ASO with multiple activities Student Union in progress 	

7.9	Assess financial aid services to determine if data are properly captured and that students are assisted in completing the process. During our research, we noted a very low number of students were receiving the BOG Waiver (Promise Grant) and the Pell Grants, compared to the number of students who would qualify. The 2018-19. Financial Aid data revealed that the headcount for the College was 11,389, but only 6,700 received the BOG Waiver (Promise Grant) and only 2,100 received the Pell Grant.	<ul style="list-style-type: none"> • Gallegos & Irvin – Campus Leads • FA Director – Bruton • Public Relations Manager – Demers • Counseling Chair - Wilson • Awan – Support • Cornner – District Lead 	URGENT	<ul style="list-style-type: none"> • TBD 		
7.10	Determine if the operational hours provided for student services meet the needs of the students.	<ul style="list-style-type: none"> • Gallegos & Irvin – Campus Leads • Counseling Chair – Wilson • Students Services Managers and Supervisors • Bookstore – Tatum and Hall • Business Office – Zhu and Hall • Library – Samaie • SSC – Turner-Odom • Career Center – Danielly/Hodge • Child Dev Center - Grey • Awan – Support • Cornner – Support 	In-Progress	<ul style="list-style-type: none"> • Surveys and evaluation • Program Reviews 	<ul style="list-style-type: none"> • June 2021 	
7.11	Complete an analysis of degree/certificate patterns; schedule classes that allow students the ability to complete the degree/certificate on site rather than transferring to a neighboring college.	<ul style="list-style-type: none"> • Cornner, Awan, Gallegos, Bradford • Enrollment Management Committee • Counseling Chair • Academic Council • Chair of Chairs or Designee - Moore 	In-Progress	<ul style="list-style-type: none"> • Enrollment management plan will be assigned to dean of IE • Strategic Educational Master Plan Completion 	<ul style="list-style-type: none"> • October 2020 	

7.12	Provide a seamless path for degree/certificate completion with strong advisement and success monitoring.	<ul style="list-style-type: none"> • Cornner, Awan, Gallegos, Bradford • Enrollment Management Committee • Academic Council • Counseling Chair – Wilson • Guided Pathways – Ambassadors and Leads • Public Relations Manager - Demers 	In-Progress	<ul style="list-style-type: none"> • Enrollment management plan will be assigned to dean of IE • Strategic Educational Master Plan Completion • Catalog Updates – Program Mapper and identifying when classes are offered • Two Year Schedule Development • Class Schedule 	<ul style="list-style-type: none"> • October 2020 	
7.13	Expand Career Tech programs that offer job placement for students in accordance with the College’s Mission and the needs of the community.	<ul style="list-style-type: none"> • Gallegos, Hodge, Bradford • Cornner • Laura Perez • Chair of Chairs or Designee • Career Center - Danielly • Academic Council • CTE Faculty 	Immediate	<ul style="list-style-type: none"> • Enrollment management plan will be assigned to dean of IE • Strategic Educational Master Plan Completion 	<ul style="list-style-type: none"> • June 2021 	