

LOS ANGELES SOUTHWEST COLLEGE

INTEGRATED STRATEGIC PLAN

2011 – 2014

GOAL 1—ACCESS

A three-year *strategic goal of this college is to expand educational opportunities and access to under-represented groups from the service area by:*

- improving relationships with service area high schools,
- engaging departments, faculty, and staff in addressing the needs of academically underprepared students, and
- ensuring all students are able to navigate the college environment

STRATEGIC OBJECTIVES FOR ACCESS (RANKED BY PRIORITY)

1. Increase the percentage of students by 30% who participate in formal orientation, assessment, and enrollment in math and English placements during their first year using 2010-2011 as a base year
2. Increase the percentage of Latino student enrollment in credit courses by 30% over 2010-2011.
3. Increase the percentage of credit enrollments for African American and Latino males by 15% using Fall 2010 as a baseline
4. Increase the service area capture rate from local high schools by 15% over Fall 2010
5. Implement the current *program improvement model* focused on capacity building, student retention and enrollment growth within the CTE programs and services
6. Establish an index¹ and develop and implement a process that will result in increasing the visibility of LASC and its programs in the surrounding community by 20% using 2011-2012 as a base year
7. Increase the percentage of students who identify a program goal and enroll in at least two classes in that program during their first academic year by 20% over 2010-2011

GOAL 2—SUCCESS

A three-year *strategic goal of this college is to implement strategies for student success reflected in:*

- *successful course completion rates,*
- *UC/CSU transfer rates,*
- *successful achievement of course, program, and institutional SLOs,*
- *the development of CTE programs that address local labor market needs, and*
- *the development of methods to track future success when students leave LASC (for example, degree attainment and employment after enrolling at LASC)*

¹ An index would aggregate and quantify the elements of program and college visibility into one index in which the progress toward visibility could be quantified and measured

STRATEGIC OBJECTIVES FOR SUCCESS (RANKED BY PRIORITY)

1. Establish a Student Success index² and increase³ that index by 20% using the 2010-2011 academic year as a baseline
2. Improve by 5% each year the number of non-credit English and math students who matriculate to the first level of the subsequent credit course using Fall 2011 as a benchmark
3. Establish and implement a series of interventions that would place special emphasis on underperforming African American and Latino male students that would result in eliminating the achievement gap between males and females enrolled in basic skills classes
4. Improve the percentage of African American/Latino males who earn a degree or certificate by 15% over the 2010-2011 academic year
5. Achieve SUSTAINABILITY LEVEL OF IMPLEMENTATION FOR SLOs (using the ACCJC rubric) at the institutional, program, and course levels by Spring 2014
6. Implement widespread institutional dialogue about the results of SLO assessment and identification of gaps by end of Spring 2012 and increase the number of participants in these discussions by 5% per year for each subsequent year
7. Establish an index to evaluate, respond, and comply with recent Perkins IV and Gainful Employment legislation

GOAL 3—EXCELLENCE

A three-year strategic goal of this college is to foster a college-wide culture of excellence by:

- *investing in faculty and staff excellence and supporting faculty and staff members in attaining excellence and achieving recognition as leaders and innovators in their fields,*
- *providing resources and incentives for faculty and staff to pursue ongoing intellectual growth and engagement,*
- *encouraging student participation and engagement beyond the classroom, and*
- *increasing the visibility and day-to-day enactment of the college's core values*

STRATEGIC OBJECTIVES FOR EXCELLENCE (RANKED BY PRIORITY)

1. Increase the number of faculty staff participating in professional development activities by 20% using 2011-2012 as a baseline
2. Improve communication and morale among college faculty and staff by 25% using the 2011 climate survey as a baseline
3. Strengthen CTE existing current LASC Master Agreements with local school districts which are feeder secondary institutions and regional employers in a manner that responds to and complies with recent Perkins IV legislation by increasing participation among the schools and employers by 15%
4. Increase student participation and engagement on campus beyond the classroom by 50% using 2010-2011 as a baseline.
5. Create a comprehensive and sustainable plan to promote a positive college image in the community by highlighting faculty, staff, and student achievements in public relations and marketing campaigns

² A student success index would aggregate and quantify the elements of student success, e.g. transfer, degree and certificate attainment, successful course completions, attainment of student goals other than degrees or certificates, term to term persistence, etc., into one index in which the progress toward student success could be quantified and measured

³ The college would develop and implement a comprehensive student success plan that would provide the mechanism for increasing overall student success as indicated by the student success index.

GOAL 4—ACCOUNTABILITY

A three-year strategic goal of this college is to foster a college-wide culture of service and accountability that streamlines the cycle of evaluation, planning, and improvement in all areas and increases transparency in decision-making procedures

STRATEGIC OBJECTIVES FOR ACCOUNTABILITY (RANKED BY PRIORITY)

1. Increasing communication about decision-making procedures by 20% using the Spring 2011 Campus Climate Survey as a baseline
2. Develop and implement a plan to increase the discussion and application of accountability practices, such as on time and objective evaluations, personal professional development plans; after establishing a baseline year, increase these practices by 5% per year
3. Increase by 25% the number of students who develop a formal educational plan using 2010-2011 as a base academic year
4. Develop and implement a process that will encourage student participation and engagement with the campus through volunteering and service learning

GOAL 5—COLLABORATION & RESOURCES

A three-year strategic goal of this college is to cultivate and maintain new resources and external partnerships by:

- *encouraging the pursuit of external funding at all levels of the college,*
- *increasing partnerships with local businesses, government agencies, and non-profit organizations particularly but not exclusively in CTE areas,*
- *increasing partnerships between community organizations and academic programs, and*
- *continuing efforts to build a positive college image in the community*

STRATEGIC OBJECTIVES FOR COLLABORATION & RESOURCES (RANKED BY PRIORITY)

1. Increase successful external funding by 50% using 2010-2011 as a baseline
2. Encourage the pursuit of external funding at all levels of the college so that 10% of staff, 20% of all fulltime faculty, and 50% of all administrators are engaged in the pursuit of external funding activities
3. Improve the CTE revenue generating capacity by 15% over 2010-2011
4. Develop and improve partnerships by 10% with regional employers and community-based organizations, including municipalities, and other workforce and economic development practitioners over 2010-2011
5. Build a college-wide database to be used for resource development, scholarships, internships, endorsements, partnerships, etc.