Los Angeles Southwest College Work Plan
Updated April 1, 2021

LEGEND
Green – Immediately/Urgent
Blue – Hold
Yellow – Not Urgent
Gray – In Progress
Purple – 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.

	Objective	Owners	Status	Activities	Dates	Comments	ACCJC Standard
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.	• Fiscal Recovery Taskforce	Completed	• ~~Change Theory and Logic Model – 3 year implementation plan~~	• In progress – Summer 2020-Summer 2023		1.A.2, 1.A.3, 1.A.4, 1.B.5, 1.B.7, 1.B.9, 2.A.1, 2.C.1
1.2	The College should conduct a Strategic Planning Retreat, or a similar process, to revise and update, the College Mission, Vision, and Values. -The College would be well served by hiring a facilitator to assist the college in this process - The Vison 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.	• Strategic Planning Committee/SEMP Update	In-Progress	• ~~SEMP Survey~~ • ~~SEMP focused campus-wide forums with all constituency groups~~ • ~~Complete SEMP~~ • Board approve updated College mission • Board approve SEMP	• IESS Approval Expected – April 2021 • LACCD Board Approval Expected – May 2021		1.A.3, 1.B.9, 3.D.2, 3.D.4, 4.A.1, 4.A.3, 4.B.3

	Objective	Owners	Status	Activities	Dates	Comments	ACCJC Standard
1.3	Create strategic goals and objectives with defined timelines that support the Mission, Vision and Values.	• Strategic Planning Committee/SEMP Update	In-Progress	• SEMP Survey • SEMP focused campus-wide forums with all constituency groups • Complete SEMP • Board approve updated College mission • Board approve SEMP	• IESS Approval Expected – April 2021 • LACCD Board Approval Expected – May 2021		1.A.3, 1.B.5, 3.D.2, 4.B.3
1.4	Create and assign action activities to accomplish the strategic objectives of the LASC Work Plan	• Fiscal Recovery Taskforce	Completed	• 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	• Expected Completion Date – December 2020		1.B.5
1.5	Ensure the Institutional Capacity Recommendations align with the ACCJC Accreditation Standards.	• LASC ALO/Accreditation Steering Committee	Completed	• Training on October 23, 2020 • Confirm as a group that this workplan aligns with the ACCJC • Begin planning in fall 2020	Expected Completion Date – December 2020		3.A.1, 3.A.7, 3.A.9, 3.A.10
1.6	Engage our surrounding community in surveys and town halls/forums to assess how to best serve	• Fiscal Recovery Taskforce • Strategic Education Master Plan/SEMP • Dean of IE – Gallegos • Public Relations Manager-Demers	Completed	• Community townhalls/forums/zooms • Surveys • Community meeting attendance • Data Collection – focus groups • K-12 and Higher Ed Partners	Expected Completion Date – December 2020		2.A.16

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.

	Objective	Owners	Status	Activities	Dates	Comments	ACCJC Standard
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.	• Dan Hall/Budget Committee - Lead • Support from J. Gordon – for budget allocation and approval	In-Progress	• ~~Meet to develop updates with budget committee~~ • ~~Approve with Budget Committee~~ • Approve with Academic Senate • Approve with College Council	• Expected Completion April 2021		3.D.1, 3.D.2, 3.D.3, 3.D.5, 3.D.7, 3.D.10
2.2	Incorporate all College funds into the College's planning and budgeting process.	• Dan Hall/Budget Committee – Lead • Awan – Support • Support from J. Gordon for allocations	In-Progress	• 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 June 2021		3.D.3, 3.D.4, 3.D.6, 3.D.10
2.3	Develop and submit a proposal for IEPI-PRT assistance.	EPIE can assist in the proposal - LASC already has work done on this	Completed 10/09/20	• ~~Submit IEPI application~~			1.B.9, 3.A.7, 3.A.9, 3.A.10 3.D.10, 3.A.14
2.4	Identify and establish partnerships with local business and industry.	• CTE Faculty • Department Chairs • Deans • Vice President • President	HOLD until enroll. Mgt. plan and ed master plan are complete	• Create repository to document partnerships and contact information in a central location • Add information to our community page on the website (summary version)	• Completed by June 2021		2.A.16, 3.D.4

	Objective	Owners	Status	Activities	Dates	Comments	ACCJC Standard
2.5	Identify economic development opportunities.	• Events and Venue Coordinator • Grant Writer (To Be Hired)	HOLD until enroll. Mgt. plan and ed master plan are complete	• Base opportunities on data and SEMP guidance • Possibly create a grant writing taskforce for the campus	• Currently in-progress informally, once SEMP is adopted, this will become more formalized with activities		2.A.16, 3.D.4
2.6	Evaluate the effectiveness of the LASC Foundation and seek additional contribution sources.	• Awan – Lead • Budget Committee - Support • J. Gordon – Support	In-Progress	• ~~Budget Committee to connect with Foundation to support operations~~ • IEPI consultant to provide training and revamping • ~~Training for the Foundation Board Completed 02/20/21~~	• June 2021		3.D.10, 3.D.14
2.7	Formulate a plan to reduce costs of employee benefits.	• Roman/Gutierrez, Nish, Awan • This is HR/HBU but it is a negotiable issue, not a college issue.	In-Progress	• ~~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	• July 2021		3.A.7, 3.A.9, 3.A.10, 3.D.1, 3.D.2, 3.D.4
2.8	Complete an analysis of release/reassignment time for faculty.	• Roman & Awan	Completed 02/28/20	• ~~Identify Release Time~~	• Confirmed release time assignments 02/28		3.A.7, 3.D.1, 3.D.4
2.9	Seek and secure a grant writer which may initially need to be on a contract basis.	• Awan • Grant Writer (to be hired)	HOLD until SERP & SEMP and Reorg are completed	• Reorg Plan has Grant Coordinator	• June 2021		3.D.10, 3.D.14

	Objective	Owners	Status	Activities	Dates	Comments	ACCJC Standard
2.10	Ensure the Financial Capacity Recommendations align with the ACCJC Accreditation Standards	• LASC ALO/Accreditation Steering Committee	Completed	• ~~Training on October 23, 2020~~ • ~~Confirm as a group that this workplan aligns with the ACCJC~~ • ~~Begin planning in fall 2020~~	Expected Completion Date – December 2020		1.C.12, 4.B.3, 4.B.4

The College should review its organizational structure.

Goal 3– Employee compensation should be reduced.

	Objective	Owners	Timeline	Activities	Dates	Comments	ACCJC Standard
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.	• Awan/Leadership Team • Approved through participatory governance	In-Progress	• IEPI Consultant assistance • 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	• June 2021		3.A.7, 3.A.9, 3.A.10, 3.D.1, 3.D.2, 3.D.4
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.	• Lidz – District IT • Hall – Campus Lead • Campus Technology Planning Committee - Support • Academic Technology Committee - Support	In-Progress	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	• June 2021		1.A.9, 2.B.1, 3.C.1, 3.C.2, 3.C.3, 3.C.4, 3.C.5
3.3	Establish a target for the percentage of the unrestricted fund budget dedicated to compensation and incorporate in the FRP.	• Hall/Budget Committee – Lead • Awan – Support	In-Progress	• Identify goal for personnel funding • ~~Complete SERP~~ • Complete Reorg	• June 2021		3.D.10

	Objective	Owners	Status	Activities	Dates	Comments	ACCJC Standard
3.4	Establish a target for WSCH/FTEF that is based on program and course offerings and facilities availability vis-a-vis the recommended standard of 595; develop a plan for reaching that target; then incorporate into the FRP.	• Enrollment Management Committee • Cornner, Awan, Gallegos to support • Academic Council	In-Progress	• ~~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~~	• October 2020 & June 2021		3.D.1, 3.D.2, 3.D.3, 3.D.5
3.5	Develop a human resources development plan— recruitment and hiring procedures, College orientation, onboarding, performance evaluation, and ongoing training.	• Awan • VP's & Deans • Professional Growth Coordinator • Professional Dev Committee • Union Leadership • Academic Senate • District Human Resources o Roman & Gutierrez	In-Progress	• 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	• July 2021		3.A.1, 3.A.7, 3.A.9, 3.A.10, 3.A.14
3.6	Explore the possibility of offering an Early Retirement Incentive.	• Roman/Gutierrez	Completed 09/02/20	• ~~Identify SERP possibilities~~ • ~~Develop Timeline~~ • ~~Inform LASC employees~~	• December 2020/June 2021		3.D.1, 3.D.2
3.7	Ensure the Human Resources Capacity Recommendations align with the ACCJC Accreditation Standards	• LASC ALO/Accreditation Steering Committee	In-Progress	• ~~Training on October 23, 2020~~ • ~~Confirm as a group that this workplan aligns with the ACCJC~~ • Begin writing in fall 2020	Expected Completion Date – June 2021		3.A.1, 3.A.7, 3.A.9, 3.A.10

	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.						
	Objective	**Owners**	**Status**	**Activities**	**Dates**	**Comments**	**ACCJC Standard**
4.1	The Facilities Plan should be reviewed, revised and followed	• Hall/Facilities Planning Committee – Lead • Awan – Support • Possible Facilitator Needed	In-Progress	• ~~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	• June 2021		3.B.1, 3.B.2, 3.B.3
4.2	The plan should include procedures to delete unused space from the inventory to save utility, maintenance and custodial costs.	• Hall/Facilities Planning Committee – Campus Lead • Work Environment Committee • Awan – Campus Support • R. Smith – District Lead	In-Progress	• ~~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	• June 2021		3.B.1, 3.B.2, 3.B.3
4.3	Review M&O staffing and management with an eye towards increased efficiencies.	• Hall – Campus Lead • R. Smith – District Lead • Work Environment Committee	In-Progress	• Dan and Rueben can begin meeting to analyze this • Bring to Work Environment Committee for review • 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		3.A.9, 3.A.14
4.4	Continue to seek appropriate lease agreements for unused college facilities.	• Hall – Lead • Events & Venue Coordinator – Lead • Awan – Support	In-Progress	• Need support from legal counsel, purchasing, and contracts department			3.B.2, 3.B.3, 3.D.10

	Objective	Owners	Status	Activities	Dates	Comments	ACCJC Standard
4.5	Develop a facilities stewardship plan relative to improving student engagement, facilities maintenance, community image & standard care	• Hall & Irvin – Leads • Facilities Planning Committee • Awan – Support • Work Environment Committee • ASO • GP Ambassadors	In-Progress	• ~~Hold until Strategic Educational Master Plan is complete~~ • Once completed, begin plan	• June 2021		3.B.1, 3.B.2, 3.B.3
4.6	Explore which facilities can be taken off-line to eliminate maintenance costs and inefficiencies.	• Hall/Facilities Planning Committee – Campus Lead • Work Environment Committee • Awan – Campus Support • R. Smith – District Lead	In-Progress	• ~~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	• Will need participatory governance review at Academic Senate, Facilities Planning, and College Council • June 2021		3.B.1, 3.B.2, 3.B.3
4.7	Ensure the Facilities Capacity Recommendations align with the ACCJC Accreditation Standards	• LASC ALO/Accreditation Steering Committee	In-Progress	• ~~Training on October 23, 2020~~ • ~~Confirm as a group that this workplan aligns with the ACCJC~~ • Begin writing in fall 2020	Expected Completion Date – December 2021		3.B.1, 3.B.2, 3.B.3

The College, through a variety of methods, should strengthen College image and increase community involvement.						
Goal 5– Strengthen the College's constituency capacity.						

	Objective	Owners	Status	Activities	Dates	Comments	ACCJC Standard

5.1	Explore the expansion of athletics programs, such as women and men's soccer and women's softball.	• 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	• 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):
				  o Women's Soccer
				  o Women's Volleyball
				  o Track (both)
				  o Swimming (both)
				  o Women's Softball
					• ISA Athletic Director – TBD
					• Athletics Reorganization – TBD
					• New sports online – TBD
							2.C.4, 3.D.10

5.2	Assess the community use of facilities and determine ways to expand the community's presence on the campus.	• 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	• Community Services TBD			3.B.1, 3.B.2, 3.B.3

	Objective	Owners	Status	Activities	Dates	Comments	ACCJC Standard
5.3	Consider the establishment of a College Advancement Office	• Awan – Lead • Institutional Advancement Officer (To Be Hired)	HOLD Until SERP and Reorg are complete	• Reorganization plan for campus • Approve by Senate • Approve by College Council			3.D.5, 3.D.9, 3.D.10
5.4	Assess involvement of faculty, staff, and students in community organizations and activities as well as Statewide community college-related organizations.	• College-wide • Professional Growth Committee	HOLD – on hold until COVID-19 is resolved	• Repository – how our employees are serving in the community and on local, state, and national committees/groups			2.A.16
5.5	Conduct student forums to gain insights relative to their needs, interests, and concerns regarding the advancement of the College.	• Cornner – District Lead • Gallegos – Campus Lead • ASO Facilitators • GP Ambassadors • ASO	HOLD – on hold until COVID-19 is resolved (need to complete +3) 1st Forum – 02/27/20	• President's Office in partnership with ASO will organize students for student forums	• completed 02/27/20 • Working with Ryan to coordinate additional forums as recommended • Data will be imbedded into upcoming planning processes		1.A.2, 1.A.4, 1.B.5, 2.C.2

The College needs to evaluate its technology capacity.

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

	Objective	Owners	Status	Activities	Dates	Comments	ACCJC Standard
6.1	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. Equipment Refresh Plan: Assessment: • 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 Planning: • Develop refresh plan based on aging and utilization reports – 2 – 3 weeks after assessment complete Implementation: • Replace aging equipment – most critical areas first – 4 months • Replace other areas based on priority and introduce refresh cycle model for ongoing refresh	• Lidz – District Lead • Hall – Campus Lead • Technology Planning Committee • Academic Technology Committee • Facilities Planning Committee	In-Progress	Review of Technology Plan -2 weeks. Revisions 60 days Equipment Refresh Plan: • Assessment 6-10weeks • Planning 2-3 weeks • Implementation of critical areas – 4 months Ongoing plan based on refresh cycle model			1.A.9, 2.B.1, 3.C.1, 3.C.2, 3.C.3, 3.C.4, 3.C.5

	Objective	Owners	Status	Activities	Dates	Comments	ACCJC Standard
6.2	Develop the reporting systems necessary for class scheduling and events management.	• 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	• 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	• Enrollment management plan as already begun. • Once campus work is completed in October 2020, we can continue this discussion		3.C.1, 3.D.1, 3.D.2, 3.D.3, 3.D.5
6.3	Provide ongoing employee and student technology training.	• Lidz – District Lead • Hall – Campus Lead • Awan – Support • Professional Growth Coordinator • Professional Growth Committee • Technology Planning Committee • Academic Technology Committee • ASO	In-Progress	• 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	• TBD		3.A.14

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.

	Objective	Owners	Status	Activities	Dates	Comments	ACCJC Standard
7.1	Complete and implement the Strategic Educational Master Plan.	• Braford/Gallegos/Stewart – Campus Leads • Strategic Planning Committee • Chair of Chairs or Designee – Moore	Completed 03/15/21	• 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	• February 2021		1.A.3, 1.B.9, 3.D.2, 3.D.4, 4.A.1, 4.A.3, 4.B.3
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.	• Gallegos – Campus Lead • Cornner – District Lead	In-Progress	• 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		1.A.2, 1.A.4, 1.B.5, 2.C.2
7.3	The entire class schedule should be coordinated with all divisions to ensure that the classes do not overlap in time slots, etcetera.	• Enrollment Management Committee – Campus Lead • Gallegos & Bradford – Campus Lead • Moore – Campus Lead • Awan – Support • Cornner – District Lead • Public Relations Manager – Demers • GP Ambassadors/Committee	In-Progress	• Enrollment management plan will be assigned to Enrollment Management Committee with support from dean of IE and oversight by 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		2.A.6

		Objective	Owners	Status	Activities	Dates	Comments	ACCJC Standard
7.4		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.	• Enrollment Management Committee – Campus Lead • 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	In-Progress	• 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	• June 2021		2.A.4, 2.A.5, 2.A.7, 2.A.10
7.5		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.	• Enrollment Management Committee – Campus Lead • 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	In-Progress		• June 2021		2.A.1, 2.A.5, 2.A.6, 2.A.7, 2.A.10, 2.A.16

	Objective	Owners	Status	Activities	Dates	Comments	ACCJC Standard
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.	• Enrollment Management Committee – Campus Lead • 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	In-Progress	• Will need to expand outreach staffing and resources • Coordinate and implement counseling department changes	• June 2021		2.A.4, 2.A.5, 2.A.7, 2.A.10
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.	• Enrollment Management Committee – Campus Lead • 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	In-Progress		• June 2021		2.A.4, 2.A.5, 2.A.7, 2.A.10
7.8	Strengthen the Associated Students Organization and provide gathering spaces for students.	• Irvin – Campus Lead • Awan – Support • Hall – Support • ASO Faculty Advisors • GP Ambassadors	In-Progress	• ~~Have new ASO advisors in place~~ • Currently rebuilding ASO	• Fall 2019 – New advisors • Spring 2020 – Energized ASO with multiple		2.B.1, 2.C.3, 2.C.4, 2.B.3

	Objective	Owners	Status	Activities	Dates	Comments	ACCJC Standard
						• 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.	• Gallegos & Irvin – Campus Leads • FA Director – Bruton • Public Relations Manager – Demers • Counseling Chair - Wilson • Awan – Support • Cornner – Dstrict Lead	URGENT	• TBD			2.C.1, 2.C.2, 2.C.3
7.10	Determine if the operational hours provided for student services meet the needs of the students.	• 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	• Surveys and evaluation • Program Reviews	• June 2021		2.C.1, 2.C.2, 2.C.3

	Objective	Owners	Status	Activities	Dates	Comments	ACCJC Standard
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.	• Enrollment Management Committee • Cornner, Awan, Gallegos, Bradford • Counseling Chair • Academic Council • Chair of Chairs or Designee – Moore	In-Progress	• Enrollment management plan will be assigned to Enrollment Management Committee • Strategic Educational Master Plan Completion	• October 2020		2.A.1, 2.A.5, 2.A.6, 2.A.7, 2.A.10, 2.A.16
7.12	Provide a seamless path for degree/certificate completion with strong advisement and success monitoring.	• Enrollment Management Committee • Cornner, Awan, Gallegos, Bradford • Academic Council • Counseling Chair – Wilson • Guided Pathways – Ambassadors and Leads • Public Relations Manager - Demers	In-Progress	• Enrollment management plan will be assigned to Enrollment Management Committee • Strategic Educational Master Plan Completion • Catalog Updates – Program Mapper and identifying when classes are offered • Two Year Schedule Development • Class Schedule	• October 2020		2.A.6, 2.C.5
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.	• Gallegos, Hodge, Bradford • Cornner • Laura Perez • Chair of Chairs or Designee • Career Center - Danielly • Academic Council • CTE Faculty	Immediate	• Enrollment management plan will be assigned to Enrollment Management Committee Strategic Educational Master Plan Completion	• June 2021		2.A.12, 2.A.13, 2.A.14, 2.A.16