Los Angeles Harbor College Annual College Plan

2014 - 2015

Approved by the College Planning Council
January 26, 2015

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Los Angeles Harbor College, located in Wilmington, California is one of nine colleges in the Los Angeles Community College District. Its primary service area includes the 15th Congressional District of Los Angeles (Harbor City, Harbor Gateway, San Pedro, and Wilmington). The College mission, "Los Angeles Harbor College fosters learning through comprehensive programs that meet the educational needs of the community as measured by student success, personal and institutional accountability, and integrity," addresses a diverse student body of 10,104. Of that count, 2,920 students hold full-time status (twelve or more units) in a variety of transfer and certificated programs. In 2013, the College employed 480 administrators, faculty, and staff. (2013-14 LAHC Fact book)

Academic Affairs: The Academic Affairs Cluster at Harbor College includes nine divisions: Business; Communications; Health Sciences; Humanities and Fine Arts; Kinesiology, Health and Wellness; Library Science, Math and Technology, Science/Family and Consumer Studies, and Social and Behavioral Sciences (including PACE). The Cluster also includes the Learning Assistance Center. The Cluster also includes Economic and Workforce Development. The Cluster is supported by a vice president, two Academic Affairs deans, a dean of Economic and Workforce Development, two associate deans, and classified support staff. The Cluster includes 85 FTE faculty and 125 FTE hourly faculty. (2014 Fact Book)

Student Services: The Student Services Cluster offers a comprehensive program of services that assists students who are enrolled in credit and non-credit courses. Student Services departments include: Admissions and Records; Student Success and Support Program (SSSP); Cal Works/GAIN Program, Child Development Center; Extended Opportunity Programs and Services (EOPS) Program/Cooperative Agencies Resources for Education Program (CARE); Counseling (Including Information Center, Career Center and Transfer Center); Financial Aid/Veterans Office; Health Center; Intercollegiate Athletics; International Student Program; Life Skills Center (College Health Center: Mental Health Component); Student Recruitment and Welcome Center; Student Activities and the Associated Students Organization (ASO); and Special Programs and Services (SPS - Disabled Student Programs and Services) and the TRIO Program – Project A.S.A.P.

Administrative Services: The goal of the Administrative Services Cluster is to provide excellent operational support for student success. The Cluster continues to meet this challenging goal within the framework of an increase in workload and fewer staff. Administrative Services includes the Administrative Office, the Bookstore, the Business Office, Facilities, Instructional Technology, and Payroll/Personnel. In regards to Budget and Procurement, the Office of Administrative Services continues to focus on efficiency and meeting all state, federal, and district policies, procedures and timelines. The office strives for a fully funded budget and seek ways to increase dedicated revenue and efficiency. The workload in the Business Office has also increased dramatically, as has the workload in other areas including an increase in technology (1,600 to 1,700 computers) and managing the technology infrastructure and an increase in the square footage of the facilities with the addition of the Science Complex and the Library & Learning Resources Center.

Program/Pathway Update

The mission of Los Angeles Harbor College is to foster learning through comprehensive programs that meet the educational needs of the community as measured by student success, personal and institutional accountability, and integrity. The Academic Affairs Cluster pursues this mission through a variety of programs and services that support student success in conjunction with student support offered through the Student Services Cluster. Existing efforts and future plans provide opportunities for all students to meet their educational goals. A summary of those efforts and plans is detailed below.

Enrollment Growth Plan

Academic Affairs continues to address enrollment management efforts, particularly in FTES generation to attain sustainable planning for the College. In fall 2012, the FTES for the college was 6,531; in fall 2013 the FTES increased to 7,153. To facilitate both growth and decline, the College has identified "high demand" courses and programs at LAHC and established a proposed set of courses which will facilitate growth/decline goals while maintaining high efficiency. The Enrollment Plan also includes support for campus wide programs such as the Harbor Advantage, recognizing that enrollment management is a college wide effort as students need strong instructional programs, support services, and the technology and facilities needed to succeed.

Assessment of Program Review

Academic Affairs: Academic Affairs has fully implemented the program review process, and all program reviews, both academic and vocational, are currently up-to-date. Highlights from the divisions include:

- The Math Department is reviewing and restructuring remedial curriculum in order to shorten the pathway to transfer level classes. The department will offer new classes to prepare students for Statistics and Algebra sequences. Also, the Mathematics faculty took the math placement test last summer and determined that it is ineffective and needs to be replaced and has worked with Student Services and a district consultant to facilitate the piloting and adoption of a new assessment beginning fall 2014.
- The Chemistry Department provides students with college level courses that are transferable to the UC and CSU systems. Currently the courses have the option of honors through the use of Honors Contracts; however, the HTCC (Honors Transfer Council of California) is developing honors sections in order to full-fill UCLA-TAP (Transfer Alliance Program) requirements.
- The Communication Studies Department has been offering all the required courses toward an AA-T degree, and each course prepares students to enter into a four-year university. Every Communication Studies 101 course (Public Speaking) includes teaching the student about the importance of integrity and honesty as it prepares the students to speak persuasively based on their audience analysis.
- Nursing has consistently produced the most graduates of any program in the college and is second only to the Liberal Arts degree. Additionally, RN is ranked first in the top 20 jobs requiring an AA degree in the LAHC service area (Educational Master Plan, 2012- 2013). The Human Resources Master Plan (2012-2013) identifies the top 10 highest class sizes by discipline—8 of these are either pre- or co- requisites to the nursing program.
- The Communications Division serves the needs of both developmental and transfer students, offering developmental and transfer-level courses along with advanced courses that fulfill certificate, graduation, and transfer requirements. Students in specific departmental courses develop intellectual and cultural awareness, engage in critical and independent thought, and become productive members of the communities served.

- The Kinesiology Department is offering a new 17-unit Personal Fitness Training Certificate and is developing additional certificates including Officiating and Coaching for several sports, which addresses college goal #1, Learning and Instruction, Career Tech Education (CTE), Basic Skills and Transfer. In addition, the department worked with the counseling office to develop the AA-T Kinesiology degree. This addresses college goal #2, Student Support and Services.
- The SLOs established for the Learning Assistance Center in previous years address success and retention for students receiving tutoring. These were and continue to be assessed. Changes have been instituted due to the assessment results; for example, students who received additional individual tutoring beyond what they were receiving in the math lab were not successful in their classes. It was determined that the extra tutoring was not helpful; therefore, all mathematics tutoring is now conducted through the math lab only and more attention is focused on diagnosing students' difficulties in math.
- The primary and number one priority for the Humanities and Social Science division is to maintain a minimum staffing level of tenured faculty members in each discipline as a baseline to maintain program continuity and student success, and to meet the college goals in the educational master plan. Secondly, the division factors in the justification revenue and cost analysis.
- The Business Division plans to offer more online classes and an online business degree, to complete a viability study to combine finance, international business, marketing, management and supervision, and to respond to educational needs that are unique to information-age learners.

Student Services: Student Services has fully implemented the program review process and all program reviews are currently up to date. Highlights from this cluster programs are:

- The Admissions and Records Office was unable to fill positions vacated due to retirement and resignations. As a result, new computer technology was implemented to compensate for lack of staffing and to maintain a satisfactory level of services to students, faculty, the College community and external entities.
- Athletics uses a method of instructional teaching that encourages teamwork, courage, and discipline. The department maintains compliance with the South Coast Conference, National Central Conference and California Community College constitution and bylaws relating to student eligibility.
- The Child Development Center has maintained stable enrollment during difficult times, caused by reduction of state grant funding and campus monetary support. A major goal of a permanent building was achieved, which was built with planned expansion of students served.
- The Counseling Division scaled up face-to-face orientation, abbreviated and comprehensive Student Education Plans, and increased the number of counseling appointments and drop in services. The Transfer and Career Center offer additional workshops and counseling appointments so students can explore majors, develop educational plans and evaluate their transcripts to assess transfer eligibility. The transfer admissions rate has increased by 5%.
- The Financial Aid Office packaged 3% more students than in 2012-13 by hiring a new Financial Aid Technician and transitioned to solely using the college supplied email address to encourage students to complete the financial aid application process and receive information/updates primarily online. The Veterans Center now has a counseling Intern for 20 hours a week funded by the South Bay Center for Counseling. Services to former Foster Youth has increased using positions provided through a Financial Literacy Grant.

- The International Student Office continues to meet the needs of international students by providing prospective students information on the college website and through marketing efforts, clearing them for admission based on college and U.S. Government regulations, providing them with appropriate documentation for entry into the U.S., orienting them to the college's academic programs and to college life and proactively ensuring that students maintain academic eligibility with the college while maintaining their international student status with the Department of Homeland Security.
- The Student Activities Office is making progress on providing services and activities for the student body through increasing the number of ASO Senators, ASO events, attendance at shared governance meetings, participations/knowledge/understanding of the college decision making process, new clubs, club member participation, and club events.
- The Recruitment Office coordinates most of the College's outreach activities, including high school visits, tours, college and career fairs, workshops and other activities requested by community agencies
- Although the CalWORKs program is faced with a funding shortage, staffing challenges and shrinking resources, the program has continued to utilize emerging technology, streamline/leverage resources with other programs, collaborate with the office of Economic and Workforce Development to identify grant funding opportunities and train faculty/staff of other program/service areas about their services.
- As a result of reduced state funding, EOP&S/CARE has streamlined program operations, serving fewer students and reducing or eliminating services such as tutoring, peer advising, book awards, hourly counseling and other direct services. CARE, a supplemental program of EOP&S to help welfare recipients with young children, primarily focuses on basic skills, career technical education and transfer alignment and continues to provide reduced grants to students to provide child care, transportation, book/supply purchases and other critical needs.
- Special Programs and Services (SPS) has streamlined testing accommodation services and increased the number of students served by operating a new secure e-mail box for more efficient delivery of exams to the SPS office and hired supplemental staff to meet the increasing need for essential services.
- Student Health Center continues to contribute to the educational aims and matriculation of students by promoting their physical and emotional wellbeing.
- Student Success and Support Services, formally Matriculation, is implementing new mandates that focus on providing services to ensure that all students complete their college courses, persist to the next academic term and achieve their educational objectives. They are providing comprehensive support services which include orientation, assessment, counseling leading to Student Educational Plans (SEPs) and student follow up.

Administrative Services: Highlights from the Administrative Services Program Reviews for each service area include the following accomplishments and goals/challenges:
Accomplishments:
- Quarterly reconciliation meetings are scheduled with the Vice President of Administrative Services and cluster support staff and all employees with budgetary responsibilities
- Reprographics and Bookstore departments were combined into one unit to maximize efficiency.
- The textbook rental program was losing money so it has been discontinued temporarily.
- Sales from the books continue to decline by 7.7% than last year but with the new effort to introduce new product and the change in the product mix, the non-book sales (consumables and class supplies) increased by 7.63%.

- The Business office updated vault and safe control procedures and installed cameras as recommended by the auditor.
- IT has built greater redundancy and reliability into the IT infrastructure and virtualized most of the servers; updated most of the computer labs around the campus and continued rollout of VoIP phones systems; supported campus security systems with the rollout of the new Lenel server; and supported the Campus web update project with the setup of a Joomla server to support an updated campus web site.
- Payroll/Personnel Department has trained staff on the PCR and SAP computer systems; taken steps to create a paperless department, created the Human Resources website allowing staff better access to forms, handbooks, and providing current information on human resources policies and procedures.

Goals/Challenges:
- More training in procurement policy and SAP is needed for budget managers and their staff.
- The Bookstore needs a computer system that interacts with the other colleges in the District and to create new avenues of revenue.
- The Business Office needs to reorganize and redistribute workloads, review Business Office policy and procedures, increase cross training to provide better service, begin use of new software for off-line collection, and implement the new SIS Financial system.
- Facilities has experienced increases in expenses due to the District mandate to switch to green cleaning and needs to outsource annual maintenance of the central plant; hire additional custodians and tradesmen to support cleaning and maintenance of the college; including new buildings; and outsource the management of the central cooling and heating plants.
- IT needs to ensure the capabilities and reliability of the campus network infrastructure; obtain better tools to manage the ever more complex and growing network so that we can track, find, and correct problems quickly and effectively; find better methods to manage the rollouts of software to the systems across the campus; provide a better, more collaborative method of ensuring the classrooms have everything they need for instruction.
- Payroll/Personnel needs to provide training for classified staff on submitting their payroll time electronically and update the constantly changing campus organizational charts.

Activities to Address Program Needs

Academic Affairs: Academic Affairs has implemented numerous activities and changes to meet program needs as identified in Program Review, including:

AD-T: Overall program needs include offering students opportunities to transfer to the CSU and UC. Development of associate in arts and associate in science transfer degrees (AA-T, AS-T) is a priority for the Academic Affairs divisions. Currently, LAHC has nine AD-Ts approved and five in progress:

Approved		In Progress
AS-T Early Childhood Development	AA-T Music	AS-T Administration of Justice
AA-T English	AS-T Physics	AS-T Anthropology

AA-T History	AA-T Psychology	AA-T Business Administration
AA-T Kinesiology	AA-T Studio Arts	AA-T Communication Studies
AS-T Math		AS-T Computer Science

The divisions included in their Unit Plans a variety of activities that will lead the Cluster to achieving its mission of fostering learning, meeting the educational needs of the community, and addressing program needs, including:

- The Math Department will offer Math 137 (Pre-Stats), a one semester class in place of Math123A-B-C to more quickly prepare students for Statistics and to reduce the number of semesters students must prepare for the 200 level classes. The math department will also offer Math 115 (Elementary Algebra) and Math 125 (Intermediate Algebra) with labs as an alternative to Math 123A-B-C to more quickly prepare students for the 200 level classes. Also, we will be replacing Learning Skills 10 and Math 112 with Math 110 to more quickly prepare student for 200 level classes. The Math faculty will reexamine the math assessment test and decide whether to replace it or to use multiple measures to gauge students' abilities.
- The Science/Family and Consumer Studies division faculty continue to regularly attend workshops, seminars, and conferences to update curriculum and improve instruction. Faculty members actively participate in several campus committees as part of the STEM grant program and are involved in community issues. The division purchased some new anatomical models, skeletons, and loose bone collections to replace damaged items, but still need more to continue replacing damaged items. Also needed are more equipment and supplies to fully accommodate current course offerings, especially in the biology courses included in the major.
- Nursing continues to submit grant applications as they align with the philosophy and mission of the nursing program. An RFP for Song-Brown grants became available in December 2013, and it is expected there will be a renewal application for the Enrollment grant. Nursing will also pursue the continuation of curriculum review, incorporating QSEN into the nursing curriculum. This will require a minor curriculum revision submission to the BRN Continuation of SPEP—assessment, analysis of data, and informed program changes The division is also preparing for the BRN Approval visit in spring 2015 and any required follow up
- In addition to the Digital Media Arts efforts to integrate industry standards-based criteria into the curricula of Art 633, 637, 639 (the three Digital Media Arts classes core to the Skills Certificate in Media Arts), on-line training and instruction will be made available to students starting in classes of spring semester 2014 based on learning paradigms that "flip" the classroom. The department feels that by offering more training on-line, asynchronously, outside of the classroom, more time can be devoted to one-on-one explanation, expansion, elucidation and extension of technical concepts, conceptual techniques and critical thought.
- The Architecture Department is currently considering a partnership with the engineering department to strengthen STEM and CTE pathways for students. The department has been reviewing and rewriting many existing courses and integrating sustainability into most of courses. New course ARC 165 is planned to be offered in spring 2014. With BIM, the new software and approach that is changing the industry, a greater understanding of building assembly and construction is needed by students at an earlier point in their studies.
- The Communications division faculty is strengthening the Language Arts Learning Center and the Writing Lab by developing additional writing workshops, revising the English 28 Exit Essay to more effectively reflect the skills students need in order to succeed as they move on to English 101, and developing and providing additional hybrid and online courses in both the English and

Foreign Language departments to meet student demands and to insure there are sufficient course offerings to support the English Transfer Degree program.

- Kinesiology intends to expand the Skills Certificate in Personal Training (17 units) to provide an opportunity for student athletes to transfer to a four year college where they can continue their education in health related fields as well as elementary and secondary education. The divisions will also increase retention rate from 89.8% up to 94.8%.
- The Learning Assistance Center will increase visibility on campus via a revitalized home page with links identifying the LAC as "Tutoring/Learning Assistance Center" or "Tutoring/Learning Resource Center" and cross-listing the services on the Student Services home page and on the home pages of academic departments. The LAC will also survey campus instructional staff for study tips for particular subject matter areas and provide these tips to tutors in tutor workshops so that they can pass on to students. This information will also be posted on the LAC homepage, as well as in individual department homepages.
- Political Science offers the only courses that fulfill the entire CSU national, state, and local "institutions" requirements. The CTE vocational programs and basic skills are linked throughout the college curriculum through this discipline. The faculty members have been developing inter-disciplinary coursework as an educational pathway track to offer an alternative transfer route for student success in the study of 'Public Policy' as the emphasis for graduation under "Liberal Arts Social and Behavioral Sciences" transfer degree.

Student Services: Student Services included in their Unit Plans a variety of activities that will lead the cluster in achieving the mission of fostering learning, meeting the educational and support services of the community and addressing program needs, including:

- The Admissions office implemented the following activities to compensate for the lack of staffing and maintain satisfactory level of services: a document management program on all computer stations, e-transcript to transmit transcript data, district wide online exclusion roster and grad submission, and expanded services related to the Common Application.
- Athletics activities included providing equal opportunity to ensure gender equity, yearly exams on CCCAA By-Laws, safe equipment and facilities, increased and improved marketing efforts and transfer of athletes, and fundraising events to cover all the expenses not covered by the college needed for all the sports offered.
- The Child Development Center had all enrolled student parents complete two different surveys to address parent satisfaction, provide information about additional services the students would like to see and any suggestions they may have for program improvement.
- The Counseling Department implemented the R.I.S.E. Academic and Progress Probation Program. Last year the Retention Counselor selected and monitored 150 students on probation; provided additional career exploration workshops and career assessment testing sessions to motivate students to choose a major by their second semester; and increased transfer workshops, visits by representatives from CSU, UC and private universities and bus trips to universities and colleges.
- With the hiring of a new Financial Aid Technician, processing of student applications has increased. The program also worked with counseling to provide group counseling for students who were disqualified for not maintaining Satisfactory Academic Progress guidelines. The Veterans Center continued to thrive with services for veterans, but growth is limited without a Coordinator.

- EOP&S counselor, staff and student workers work together to ensure that students attend their three mandated contacts and fulfill other program requirements to maintain eligibility. They have refined program policies and procedures; implemented an Access database; SARS Suite; cross trained staff in EOP&S, CARE and CalWORKS and implemented document imagining. All of the programs use social media to further communications with students and engage them in the digital domain.
- The College established an International Advisory Committee with broader campus and community representation. An effort has been made to make the program web pages more user friendly and more informative for both students and parents.
- The Recruitment and Welcome Center conducted weekly visits to LAUSD District high schools; worked with Academic Affairs to assist with Outreach Classes offered at local high schools; and assisted the Admissions Office with student applications, K-!2 concurrent enrollment forms, AB540 waivers, assessment scheduling and other admissions related forms.
- The Student Activities Office and ASO provided activities to engage students in campus life that included Club Rush Days, Student Council meetings and training retreats, club advisor meetings, and cultural events.
- The Student Health Center improved the efficiency of the Health Center to increase the number of student visits. Services were provided to many students who do not have medical insurance, coverage for medicine, or easy access to the health system.
- The Special Programs and Services (SPS) office provided ADA mandated services to students with disabilities through individual and rehabilitation counseling, SPS special classes, technical support services through the High Tech Center, note takers, interpreters and other requested accommodations. The Life Skills Center provided workshops and psychological services for students with personal, relational, and other coping skills as well as study skills.
- The Student Success & Support Program (SSSP), (formerly Matriculation) began implementation of SB 1456. Planning to advertise and increase state mandated requirements for assessment, orientation, counseling and SEPs, and follow up for new students were developed. The Harbor Advantage program was created jointly with Student Services and Academic Affairs to ensure that students are afforded the tools and resources the college has to offer to achieve student success.

Administrative Services: The Administrative Services Cluster divisions included in their unit plans a variety of activities that will lead the Cluster in achieving its goal of providing excellent operations support for student success, including:
- Administrative Services: provide more group and individual training to the campus staff in regards to budget, procurement, and SAP; identify revenue streams that can produce significant dollars for the college; provide District Procurement Policy Training on campus every two years.
- Bookstore: implementation of the new WinPrism system to improve the monitoring of the bookstore's inventory, sales and purchasing activities.
- Business Department: improve procedures in the office, including cash procedures; utilize a coin counting machine and bill counting machine to increase efficiency in counting parking meters and parking machines revenues; utilize cameras to increase vault security.
- Facilities: implement more preventative maintenance by tradesmen; provide additional training for staff on the new systems in the new buildings; implement new cleaning concepts and enforce a checklist on building cleanliness; establish and enforce policy and procedures on

planning, scheduling, and coordinating programmatic needs for space alterations, improvements, and known equipment replacement needs.

- IT: rollout wireless network to those areas which currently have insufficient coverage; roll out the pay-for-print system to allow the college to recover money to support updates to the student printing systems; update the network and server infrastructures and build in greater reliability and capabilities; install a new backup and recovery system to ensure data is not lost in case of system failures.
- Payroll/Personnel: obtain sufficient staffing to replace the retirees to avoid issues related to paychecks, leaves of absence, and time reporting.

Campus wide activities to meet program needs include participation in the following initiatives:

Achieving the Dream: Achieving the Dream activities are a focal point for the Academic Affairs and Student Services clusters.

- **Front Door to Success.** The FYE project has resulted in significant initial success: in English 28, students in FYE had an 82% success rate compared to 61% the success rate of the research comparison group. In addition, the average units completed in fall 2012 for the FYE cohort was 9.70 compared to 6.97 for the comparison group. Following the advice of the ATD coaches, an additional cohort group was added for the 2013-14 academic year, bringing the project to three cohorts serving a total of 105 students.

    The success of the FYE program led to the development of the Harbor Advantage so the college can scale up the project to include, potentially, all incoming new students. Harbor Advantage, a collaborative effort between Academic Affairs and Student Services clusters, is a prescriptive approach to student success that guarantees new incoming students and continuing students with fewer than 10 units a full-schedule of classes in fall 2014 and spring 2015, including math, English, a success course, and general education course in the students chosen area of interest/major. The first target group is new incoming students and continuing students with fewer than 10 units. These students will primarily be recruited from local high schools—students who normally come to Harbor College in the fall term following high school graduation. Students must commit to enrolling in four classes in the fall 2014 and spring 2015 semesters, including math, English, a success course, and a general education course that connects to their area of interest and aptitude. They must also participate in/complete orientation, assessment, counseling/advising, and a student educational plan prior to registration.

    Students who select to be in the Harbor Advantage will receive a guaranteed full schedule of classes in the fall and spring semesters and additional academic support resources from counselors and faculty in their chosen pathway. They will also be invited to participate in summer and winter session math and English refresher workshops or courses.

    Harbor Advantage will impact the scheduling of courses, not only in English and math, but also in elective courses across the divisions and including counseling. Strategic scheduling will be implemented for the fall 2014 semester to appropriately distribute the students though out the schedule of classes based on their individual student educational plans as created by Student Services and the Academic Affairs enrollment strategies.

- **Math Success and Completion.** Progress continues in the Math Fast Track project, including a reassessment of the math placement instrument and revisiting which students will most benefit from the Fast Track experience in order to meet to goal of decreasing the time it takes for students to progress through the math course sequence. The Math department has also

created new pathways for students, including adding a pre-statistics class for non-math majors and Math 115 (Elementary Algebra) and Math 125 (Intermediate Algebra) which together offer a short pathway for students as they are equivalent to Math 123A, 123B, and 123C.

- **Cultural Equity Awareness.** Supported by a Learning Works grant, the Cultural Equity Awareness committee has developed an interactive Culturally Responsive Training workshop that brings faculty, staff, and administrators from across campus together to develop a stronger understanding of multicultural and social perspectives—one that allows the whole college to better address the needs of students both in and out of the classroom. The one-day workshop, based on a model developed by the Community College of Baltimore County, gives participants the toolkit they need to mentor students and help them develop diverse social capital networks that lead to success. Culturally Responsive Training is done by integrating cognitive, affective, and behavioral dimensions of learning. By bridging differences and moving participants to deeper and more meaningful levels of interaction, we aim to build a relationship between participants that engages the heart as well as the intellect. The outcomes include: compiling a cultural competency trainer's toolkit, mentoring students to develop social capital networks, and offering pre/post reading material to enhance knowledge and application of information.
  In spring 2014, the Cultural Equity Awareness committee sponsored three CRT workshops. Fifty faculty and staff participated in the trainings. A fourth workshop will be held that in June, and then a wrap-up workshop will be scheduled to invite all of the participants back to collect their feedback, to gather questions/concerns, and to discuss what they have implemented on campus and what experiences they have had. A goal of the committee is to create a multicultural center at LAHC.

Students continue to be offered essential academic support activities, including the Grammar Slam, tutoring, workshops, and reading and language programs in the Literacy Center. Other activities of divisions and departments include: development of a speech lab for supplemental instruction and practicum; re-institution of the music department STARS program to offer networking, tutoring, career and academic guidance and counseling to music majors; creation of an online orientation demonstration for the Weight Room class; re-establish SI for traditionally high risk classes; continue an Information Competency program; institutionalize tutorial services in the Math Lab; and support a Teacher Pathway program in partnership with CSU Dominguez Hills. Student Services continues its implementation of SB 1456 with new ways of ensuring that an increased number of students participate in assessment and orientation and ensuring more students have abbreviated and comprehensive educational plans.

Grants: Finally, progress continues on two federal grants: the STEM Title III grant, the goal of which is to transform STEM education by attracting students to STEM majors and increasing their ability and motivation to succeed in and complete STEM fields; and the Title V grant, the goal of which is to establish career and four-year university transfer pathways in engineering.

Program Improvements Associated with SLOs

Academic Affairs: A major endeavor of the Academic Affairs Cluster is to oversee SLO development and assessment and the implementation of program improvements based on the outcomes.

- Fall 2013 the college assessed ILO 4 & 5, results were initially shared during several Flex activities/workshops during fall 2014 opening day
- Discussions and dialogue occur during department and discipline meetings for appropriate actions to be taken based on assessment results
- Continues progress to complete SAOs/PLOs via scheduled group or one on one group meetings with the SLO coordinator
- All scheduled 2013-2014 program reviews were completed

The SLO coordinator continues to work with individuals and programs to develop and assist faculty on program SLO development and assessment.

In the division Unit plans, faculty reported program improvements associated with their specific SLOs and with ISLOs:
- The Math department tutorial support: LAC data collection of grades and retention in individual Math classes for which students receive tutoring indicate that over 70% received grades of A, B, or C. For those who dropped or received substandard grades, further assessment is needed. The 2011, 2012, and 2013 LAC student satisfaction surveys indicated that students are satisfied with these services.
- Science/Family and Consumer Studies moved into a new state-of-the-art Science Complex, which includes internet access, multimedia projection capability, and some new equipment. A computer is available in every lab. Laboratory instruction includes state-of-the-art software, basic biotechnology equipment, microscopes for non-majors and anatomy laboratories, and digital microscopes for microbiology laboratories. The faculty is working to incorporate the new technology into the curricula to enhance instruction and increase student success.
- Nursing 321 (Nursing Process) has been revised based on SLO #1. Student satisfaction has increased per end-of-course surveys. Outcomes which have met benchmark will continue to be monitored and maintained. All course SLOS are complete and posted on-line.
- As a result of the data collected in music theory/musicianship course SLO assessment, and program SLO 2 assessment, the music department has revised and updated the Music Theory and Musicianship curriculum. The Music advisory committee has also consistently stressed the importance of rigorous study of music theory and musicianship. The department has revamped and updated the theory sequence, now requiring four semesters of theory and musicianship courses. The courses will stress concepts and skills required by professional musicians and those transferring to four-year degree programs.
- In the Communication Division, SLO results have been analyzed by each of the student outcome committees that makeup the core tracks of key courses. Each of the narrative reports that have been completed illustrates results and findings of the particular student learning outcome evaluated. From the results and conclusions, committees have implemented teaching strategies based on the recommendations and findings from the reports. Recommendations have included more class time spent on a particular concept, incorporating new exercises, and employing new teaching strategies to facilitate student understanding and the student's demonstration of that understanding of the selected student learning outcome.
- The Kinesiology and Health Program SLO's will be redefined and updated to fit the needs of the new Kinesiology and Health Pathway. All of the Kinesiology courses have been archived; the faculty members are in the process of converting all these courses to Kinesiology, which in turn will require new updated SLO's and new assessments for all. The department full-time and

adjuncts faculty have been very involved in creating, implementing, assessing and updating SLOs for all courses offered.

- Student Surveys pertaining to student satisfaction of services received or accessed in the LAC are used each semester. Results from the 2008 survey indicated that some of the students were not happy with the noise levels in the facility. Subsequent surveys in spring 2010, fall 2010, and spring and fall 2011 all indicate that issues in the LAC revolve around having adequate computers, printing, quiet atmosphere, and assistance using the computers for classroom projects including online courses are highly valued by students.

Student Services: Student Services continued to develop, assess, and evaluate SLOs/SAOs and used data outcomes to make program and service improvements. All staff was encouraged to actively participate in this process through cluster meetings, workshops, retreats, attendance at college wide forums and town halls and working closely with the SLO Coordinator. Each program/office reported program improvement associated with their SLOs/SAOs:

- The Admissions office implemented a Document Management System, a new student email system to better facilitate communication with students, and an E-transcript system to improve processing time in sending out student transcripts.
- Athletics has increased activities to educate student athletes about the importance of education, following rules and guidelines of athletic participation, ensure safety and welfare of athletics, counseling services and provide equal opportunity for individual growth and development to all student athletes.
- The Child Development Center continues to serve as a classroom laboratory for several departments including child development, math, English, psychology and nursing. The number of observations and practicum's for students has increased.
- SLO assessment outcomes confirmed the need to hire a Transfer Center Counselor/Director and Career Counselor to meet student transfer and career planning needs through increasing office hours; providing more access to CSU, UC and private university information workshops; additional appointments; and additional personal development classes.
- Financial Aid surveys confirmed that students approved of changes to online financial aid processes that will help the area adjust to the new SIS system beginning 2015.
- EOP&S/CARE/CalWORKS use of SARS Site and the Search Express document imaging system has allowed the area to track the number of students completing student educational plans. Increased attendance at workshops and increased use of social media has allowed the area to communicate with students instantaneously in a technological manner, which is especially preferable to younger students.
- By assessing hard data such as enrollment, numbers of applicants, transfer rates, and surveying students, the International Student Office has been able to identify improvements that will assist them in retaining students, increasing enrollment, and helping the College do more towards internationalizing the campus.
- Recruitment and providing admissions assistance will increase individuals in Harbor's service area to complete intake processes and attend college.
- Program improvements and activities provided by Student Activities and ASO are leading to student civic engagement and participation in campus participatory governance and recommendations.
- The Student Health Center program improvements include students receiving follow up care when needed and no cost and low cost referral sources increased.

- SPS program improvements are data driven from results of all planning documents, measurements, satisfaction surveys and state and local audit processes.
- SSSP improvements to the orientation/assessment process and the scheduling of assessments align with their SLO 2 – Students will be satisfied with the testing and orientation process. The amount of time needed by students to complete orientation and assessment has decreased. Improvements to the scope of information provided and continuous updating of orientation align with their SLO 3 – As a result of completing the orientation, students will demonstrate awareness of the college process and support services available to them.

Administrative Services: Administrative Services continuously improves their service areas through a review of service area outcomes. Planned program improvements include:
- Administrative Services: SAO's are determined by district procedures, evaluative reports, and audits. In order to update the Administrative Services SAO's, the office will continue to review and analyze student district and staff surveys. Offering more training in procurement policy and SAP is supported by the SAO assessment.
- Bookstore: Continuation of the textbook rental program to allow students the opportunity to rent textbooks instead of paying the full price. Inventory reduction by shipping books back to the publisher at the end of each semester.
- Business Office: More types of payments for the students are now being facilitated by the Business Office, including registration, A.S.O., parking permit fees, CDC payments, library fees, Financial Aid payments and check disbursements, and field trip payments.
- Facilities: Measure the progress of the SAOs and the condition of campus buildings and grounds through a review of campus work requests submitted by users.
- IT: Continue to poll students in to ensure the technology systems are meeting their needs.
- Payroll/Personnel: Provide staff support in personnel and payroll issues, recruiting, training, and retention of employees.

Staffing Requirements

Academic Affairs: The Faculty Hiring Priorities Committee evaluated campus needs and developed instructor hiring priorities for the hiring process. First round faculty hiring include math, nursing, music, English, math, history, kinesiology, psychology, and a counselor. These positions will be hired to start fall 2014.

Overall, 21 requests for non-faculty positions were reviewed and prioritized by the Human Resources Committee. The positions are all critical in order to meet the guidelines set forth by District, State, Federal, and local laws and to ensure the success of students. The Academic Affairs positions included: instructional assistants for the Culinary, Art, and Music departments and for the Literacy Center; and instructional assistant Information technology for the Library and Learning Resource Center, and a .5 secretary for business. Departments overall report that more full-time faculty members are needed to ensure continuity and support for committees and campus wide student success efforts.

Assistance is also needed in the grants area to more strategically submit grant request, following college and district goals, and to implement grants effectively.

Student Services: In order to provide in person and online comprehensive, efficient and timely support services, additional Student Service support staffing is needed as follows:

- Filling of the Dean of Admissions and Records, B shift A &R Supervisor, and an A & R Assistant are needed to provide consistent staffing and implement the new systems such as Open CCC, including Open CCCApply and the new LACCD SIS system.
- In addition to a 60% Athletic Director and full-time Secretary, head coaches for each sport and part-time assistant coaching staff, the Athletic program needs a game management supervisor, sport information director and 50% athletic counselor.
- The CDC needs to replace one certificated teacher and the director position.
- In order to provide additional services and operation hours the Counseling Division would like a 'B' shift clerical position, adjunct faculty funding, replacement of a retired counselor and three student Career Guidance Counselor Assistants (CGCA).
- An additional financial aid technician is needed to properly handle the wave of applicants for financial assistance in a timely manner. A Veterans Center coordinator would make it possible to provide necessary services to a growing student veteran population.
- EOP&S/CARE/CalWORKS would like to increase the part-time director to full-time, and hire an assistant director, two counselors, one data management support assistant, senior office assistant and student workers including tutors.
- The International Student Office needs a permanent full-time coordinator.
- In addition to the current recruitment coordinator, two CGCA's to assist with recruitment and part time clerical assistance to provide in office services are needed.
- Student Activities is appropriately staffed with an ASO advisor, student services assistant and student workers. Due to the increase in student club activities and provide evening hours, a .5 student services position is needed.
- The Student Health Center currently includes a full time college nurse and part time director/ physician. The office counter is currently manned by a student worker; to better provide office coverage and health assistance a full-time medical office assistant needs to be hired.
- A SPS permanent coordinator, an SPS counselor and disability specialist, a full-time replacement special services assistant and other part time and student workers are needed.
- The SSSP program currently has a dean administering it and one full time student services aide on leave and a student services assistant. A full time counselor, hourly counselors, student services specialist, data management support assistant, senior secretary, additional exam proctors and student workers will need to be hired.

Administrative Services:
Administrative Services: Current staffing includes the following: Vice President of Administrative Services, Associate Vice President of Administrative Services, Assistant Administrative Analyst, and an Administrative Aide
- Bookstore: Student workers are needed for the bookstore and reprographics.
- Business Office: In addition to current staffing, an additional accounting technician is needed to handle the financial transactions of the LAHC Foundation and additional work from Athletics and other Student Services areas and an additional cashier is needed to work in the cafeteria.
- Facilities: The Facilities Department currently consists of the following staff:
  1 - Director of College Facilities , 1 – Facilities Assistant, 1 – General Foreman, 1 – Operations Manager, 1 – Senior Custodial Supervisor, 1 – Stock Control Supervisor, 1 – Stock Control Aid (Provisional), 1 – Locksmith, 1 – Painter, 1 – HVAC Technician, 1 – Electrician, 1 – Electronics Technician, 1 – Lead Gardener, 1 – Groundskeeper, 3 – Maintenance Assistants, 3 – Gardeners, 22 – Custodians. Future needs include: additional custodial supervisor, additional maintenance

assistants, a facilities system specialist/BIM modeler, a mechanic, two building engineers, additional custodians, and a campus operator or office assistant.

- IT: In addition to current staffing, an assistant support specialist is needed to handle minor system problems and a senior computer network support specialist or even a software systems engineer to oversee the IT activities and help design and rollout new systems and services
- Payroll/Personnel: In addition to current staffing, one payroll assistants and one personnel assistant to assist the SPOC with personnel issues such as processing of paperwork, review of assignments, insure compliance with rules and regulations, review applications, license and credentials explain the purpose of various employment forms, prepare correspondence, bulletins, scan documents and maintain personnel files are needed.

<div align="center"><h3>Technology Requirements</h3></div>

Academic Affairs: LAHC needs to maintain a plagiarism platform (Turnitin) both to assist instructors at monitoring plagiarism, to assist students at properly citing source materials, and to assist in the accounting of SLO achievement. In addition, the College needs to permanently fund library data bases as a "technological destination" means of conducting research and fulfilling distance learning support requirements.

Specific needs in Academic Affairs departments include discipline software, DVDs and CDs to support instruction, updates to aging hardware in computer labs, proper audio/video presentation equipment in classrooms, wireless internet needs, ParScore equipment, simulation laboratory upgrades, and updates to faculty office computers. Of concern is the training for and maintenance of the approximately 140 new computers in the LLRC that opened in spring 2013. In addition, support for the growth and maintenance of the AccuTrack system that accounts for student hours in several positive attendance laboratories, is needed.

Division specific technology needs, as outlined in the Unit Plans, include:
- The Math and Technology Division needs to incorporate computer technology in its classes to help students conceptualize abstract concepts and should have a computer lab to assist students with study and individual projects. The Technology Department requests updated equipment to prepare students for the design/manufacturing industry in Southern California.
- The Life Sciences department has a limited number of new laptops and desktop computers available in the new Science Complex. These new devices require consistent maintenance, service, and upgrades to keep pace with ever-changing technology. Additionally, we need approximately 40 more laptops and appropriate software to effectively meet student needs
- Nursing needs to update or replace the computers for students and possibly those that are in faculty offices. The wireless Internet is not reliable in the building; it was installed 3 years ago and it is limited in the amount of users that be connected at one time as it competes with the surrounding areas of the nursing building. Computers in the classroom at the Smart podiums also need updating as they are older.
- For the Digital Media Arts department, the issue of maintaining software up-to-date is essential, and the hardware in the two computer labs are four years old and will need to be updated within the next two years in order to function properly with newly acquired and updated software that increasingly is more demanding on RAM and processor speeds. A large format scanner and a networked, fee-for-print-photo quality printer would be assets to the lab that would give students better tools to create projects and see those digital creations realized as physical products.

- It is critical to student success that the new classroom created during the renovation of the Fine Arts Building is furnished with the proper audio/video presentation equipment. The installation of a networked computer and DVD player connected to a projector, as well as a projection screen , are vital aspects of the renovation of the Fine Arts building that seeks to increase SLO success by providing increased access and exposure to contemporary and historical artists and their art.
- For Architecture, many computers remain non-functional or not updated with the latest software. Resources to utilize existing hardware/software such as render farm, 3D VR, and building energy modeling remain un-installed. We would like to look into hiring a "tech support" to serve STEM programs. Possible funding source can be from STEM or Perkins Grant. Offer latest versions of software to remain current with industry. Current upgrade subscription for Autodesk products (AutoCAD, 3DS Max, Revit) expires in 2015. The Department's Laser cutter is a key piece of equipment heavily used in multiple courses. It is aging and will need replacement in 2014-15 academic year.
- The Communications Division has many technical needs, including:
    - Maintenance of computers in Language Arts Learning Center
    - Update of Abode Creative Suite for *Harbor Tides*
    - Update of software for Literacy Center and Writing Center when housed in LLRC
    - Maintenance of computers in Language Arts Learning Center
    - Update of Adobe Creative Suite for *Harbor Lights* (Harbor's literary magazine)
    - A classroom in LLRC to provide reading and writing workshops for students enrolled in Developmental Communications
    - Purchase of a site license ($70) for Sheppard Software Language Arts Games bundle to be used with Grammar Slam and in the Language Arts Literacy Center
- Learning Resource Center software needs continual updating, and all LRC staff will continue to need training on using the tracking software program (AccuTrack) and print station machines. Staff will also need training on instructional software packages
- The computers in faculty offices and computer labs in the Social and Behavioral Sciences division must be on a replacement cycle as the equipment is beginning to routinely breakdown

Student Services: All of the Student Services programs and offices need one or more of the following: new or updated computers and monitors, laptops, printers, copiers, software, scanning equipment, document imaging systems, and photo ID equipment. Also required is training for the new SIS system and assistive and adaptive technology for all the college labs and other student areas to ensure compliance with state and federal mandates.

Administrative Services:
- Administrative Services: Computers, printers, copier, scanner, telephones, various programs, such as SAP, Portal, BW, PaperVision license, PaperFlow license
- Bookstore: A new copier is needed for Reprographics for the photocopying of items for the staff and faculty. New drink machines would allow the Bookstore to sell additional drinks and increase the vending profit. A new computer system and POS are being installed and this will make the bookstore in-line with the system used by the District's colleges. A continuous update and patches for the system is needed to avoid and correct any errors.
- Business Office: Two security Cameras had been installed. A laser printer for checks will soon be needed due to District Office changes being implemented. Eight new computers are needed to replace the more than 5 year old machines.

- Facilities: The Receiving area needs a scanner so they can move to a paperless system. A fax machine is needed for the Facilities Department. Updated computers and oversize monitors for all FMO staff is needed to allow use of new Building Integration Management (BIM) and Computerized Maintenance Management Systems (CMMS) mandated by the District.
- IT: We need to update the local systems. We need updated network management software. There is a regular need for updated equipment in the network and data centers. Additional software is needed to allow IT to support student learning.

Payroll/Personnel: Screensavers for all the computers located in Payroll/Personnel need screensavers to ensure privacy when working on personnel matters.

Facilities Requirements

Academic Affairs: To support instructional programs, Academic Affairs has a new Library and Learning Resource Center and a new Science building, and renovations of the Humanities Quad and the Nursing facility have been completed. Work on the Music Building is ongoing. Specific department needs include: a dedicated foreign language lab; a dedicated math lab and additional assigned classrooms; and classroom improvements including new furniture, wireless access, and general maintenance in all the areas. Overall, the divisions require expanded IT support and additional custodial services.

Student Services: Many of the Student Services areas need room for additional staff: the International Students Office and Recruitment and Welcome Center need to be relocated back to their original offices, a second assessment lab is needed to meet the requirement to assess and orient all new students, the CDC playground is in need of major repairs to ensure the safety of children and additional shading in tropical weather, the repair of the football field is needed to prevent accidents and provide for safety of athletes, an additional room in the health center for dedicated use of students who are sick and must lie down. Permanent new facilities for the Student Health Center, SPS offices, Life Skill Center and Veterans office need to be identified to complete bond facilities planning.

Administrative Services:
- Bookstore: More electric power in the Bookstore is required before any additional drink machines can be installed, and a new counter would be needed depending on the location of the new machines; replace or fix the aging air-conditioning system.
- Business Office: Replace the carpets; cosmetic face-lift.
- Facilities: Compliance with the numerous city, county, and state regulations requires the payment of fees and the testing, inspection, servicing, and certification of equipment. Costs are not standard year-to-year as the State, City, and County agencies change the fees as they deem necessary. As more systems are upgraded and new buildings come on-line, the fees increase accordingly. The FMO Department is also required to keep the public buildings safe and have fire alarms, exit signs, extinguishers, and evacuation drills to ensure that all who enter the buildings have a safe way to exit in case of an emergency.
- Payroll/Personnel: Update of the ergonomic equipment

Implementation Plans

Academic Affairs: Overall, the divisions in Academic Affairs include in their implementation plans:
- Creating new CTE pathways

- SLO alignment with industrial standards
- Support for the new LLRC building, including technical support, tutorial support, upgrades and maintenance of on-line tutoring and tracking services, staff training, and supervision requirements
- Building maintenance for new and existing buildings
- Re-initiation of programs that provide students a venue to apply their educational knowledge, including re-instating the Forensics Team and publishing a college newspaper
- Website development and/or revision
- Fundraising
- Curriculum revisions, including development of AD-T degrees
- Maintaining instructional materials, including library resources and software programs for various instructional programs

Student Services: Student Services will provide comprehensive, any time, and any place support services for all students. All guidelines, regulations and procedures will be followed established by SB 1456, the Accrediting Commissions, state and federal regulations to accommodate students with disabilities, and the college and district missions. All staff will be included in planning, professional development and implementation of the vision and goals of the college for instructional and support services in collaboration with the Academic and Administrative Services areas.

Administrative Services: Administrative Services includes the following in the area implementation plan:
- Administrative Services: Administrative Services will follow district policies and procedures to implement activities.
- Bookstore: The Bookstore is in negotiations with the textbook rental companies for them to manage the accounts of those students renting programs. While lowering the profit rate for the Bookstore on these rental books, this will reduce the monetary liability for those students who do not pay for or return the books. The Bookstore will also be returning books to the publishers at the end of each semester instead of holding the inventory over into the following semester.
- Business Office: The funding for purchasing and replacement of old computers and carpets are needed to improve efficiencies and prevent interruptions due equipment failure.
- Facilities: Without proper and adequate funding we are unable to hire the additional staff that is paramount to implement the Facilities plan and to maintain the functionality and safety of the campus for the staff and students.
- IT: IT maintains a list of the projects planned and currently underway. Those projects are assigned to members of the IT staff and are regularly tracked and have regular reports. With the recent addition of an ACNSS to the IT staff, changes will be made to the roles of the IT staff to make the best usage of skills and resources over the next few months. Without funds to purchase software and to hire additional staff, it will be difficult to implement the Network Management System.
- Payroll/Personnel: In regards to the self-time reporting, the plan is to continue to update organization charts for all departments in the college and continue to train classified staff on how and when to report their time. In addition, the Payroll/Personnel Department is working on a Drug and Alcohol Abuse Prevention Program and a website with this information for employees and students.