

LAHC Strategic Educational Master Plan 2014-17, approved 7/27:

Our Mission: *Los Angeles Harbor College promotes access and student success through associate and transfer degrees, certificates, economic and workforce development, and basic skills instruction. Our educational programs and support services meet the needs of diverse communities as measured by campus institutional learning outcomes.*

Goal 1: Access and Preparation for Success

Provide equitable access to and provide clear pathways for students to attain important early educational momentum points.

Objective 1: Efficiently manage enrollment to maximize student access to education.

- **Measure 1:** Equity gaps in access
- **Measure 2:** Percentage of eligible students receiving financial aid
- **Measure 3:** Completion-based class schedules
- **Measure 4:** Enrollment efficiency measures (average section size, fill rate, FTES/FTEF)

Objective 2: Provide orientation, assessment and educational plans to all new students before they enroll in their first semester

- **Measure 1:** Number and percentage of new students completing orientation, assessment and educational plans disaggregated by age, gender, ethnicity, military and low income status

Objective 3: Increase the percentage of new students enrolling in and successfully completing at least one English and Math class in their first year and persisting through the first year.

- **Measure 1:** Percentage of new students successfully enrolling in and completing at least one English and Math class in their first year
- **Measure 2:** Persistence (Fall to Spring and Fall to Fall)

Goal 2: Teaching and Learning for Success

Strengthen effective teaching and learning by providing a learner-centered educational environment that provides student-centered pathways to help students attain their goals of certificate and degree completion, transfer, and job training and career placement; increase equity in the achievement of these outcomes.

Objective 1: Provide a student-centered learning environment that encourages active learning and student engagement.

- **Measure 1:** Measure of active learning/project learning (from student survey)
 - Measure of student engagement in and out of class (from student survey)
 - Measure of self-efficacy/self-directed learning (from student survey)
- **Measure 2:** Outcomes assessment participation rates
- **Measure 3:** Measure of whether/how technology is being used to improve student learning and engagement (from student survey)

Objective 2: Increase the percentage of new students who have reached the following milestones within three and six years: successfully completing 30 and 60 units; successfully completing Associate Degree level Math and English; and earning a certificate, degree, or transferring to a 4-year college or university.

- **Measure 1:** Percentage of new student cohort successfully completing 30 and 60 units
- **Measure 2:** Percentage of new student cohort successfully completing Associate Degree level Math and English
- **Measure 3:** Course, degree, certificate and transfer completion rate

Objective 3: Increase the number of students who complete career-focused certificates in a timely manner, find employment in high growth/high earning occupations, or realize higher earnings as a result of their educational experience.

- **Measure 1:** On-time program completion rates
- **Measure 2:** Program placement rates and earnings of program participants

Objective 4: Increase equity in successful outcomes by identifying achievement gaps and increasing performance of under-performing groups.

- **Measure 1:** Measures from Objectives 2 and 3 disaggregated by age, gender, ethnicity, military and low income status

Goal 3: Organizational Effectiveness

Improve organizational effectiveness through data-informed planning and decision-making, process assessment, and professional development.

Objective 1: Assess and improve college planning, program review and resource allocation processes

- **Measure 1:** Percentage of program reviews completed
- **Measure 2:** Percentage of validated unit plans completed
- **Measure 3:** Documentation of allocation of resources to address college priorities

Objective 2: Improve communications and governance throughout the college.

- **Measure 1:** Committee self-assessment completion
- **Measure 2:** Annual college effectiveness survey

Objective 3: Provide employee development opportunities to increase institutional effectiveness

- **Measure 1:** Survey questions on professional development opportunities, participation, and effectiveness (college effectiveness survey)
- **Measure 2:** Number of employees participating in employee development or training

Goal 4: Resources and Collaboration

Manage, increase and diversify sources of revenue in order to maintain fiscal stability and to support state, district and local initiatives to achieve the college mission. Enhance and maintain mutually beneficial external partnerships with business, labor, and industry and other community and civic organizations in the greater Los Angeles area.

Objective 1: Stabilize college budget

- **Measure 1:** Maintain baseline (AY 2014-15) expenditure levels
- **Measure 2:** Achieve targeted growth within existing budget levels

Objective 2: Develop and diversify sources of revenue.

- **Measure 1:** Number and type of revenue sources and amount generated.

Objective 3: The college foundation will increase external resources in order to support the college.

- **Measure 1:** Funds raised (annual and cumulative)
- **Measure 2:** Foundation endowment growth
- **Measure 3:** Amount/number of scholarships awarded
- **Measure 4:** Return on investment for foundation activities

Objective 4: Increase business and community partnerships to support innovation and student learning.

- **Measure 1:** Number and type of community/business partnerships