



Los Angeles Harbor College

**Strategic Educational
Master Plan**

2014-2017



Adopted by the College Planning
Committee August 25, 2014
and the Academic Senate
September 4, 2014;
Revised July 27, 2015

Dr. Otto Lee, President

Table of Contents

District/College Administration	3
College Mission, Vision, and Values	4
Introduction to the Educational Master Plan	4
2014-17 Strategic Educational Master Plan Goals, Objectives and Measures	6
1. Access and Preparation for Success	6
2. Teaching and Learning for Success	6
a. Institutional Student Learning Outcomes	7
3. Organizational Effectiveness	7
4. Resources and Collaboration	7
Resources	9

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College Mission, Vision, and Values

College 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.

College Vision

Los Angeles Harbor College provides a stimulating learning environment that prepares members within the community to meet goals and opportunities successfully.

College Values

Student Success * Excellence * Integrity * Supportive Environment * Personal & Institutional Accountability * Civic Responsibility

Introduction to the Educational Master Plan

Planning Retreat Outcomes

LAHC undertook a comprehensive evaluation of the 2012-13 planning process in February 2014 in order to continue to improve its outcomes and processes. The college has previously built upon the planning evaluations completed in 2011 and 2012, and in 2012, as a result of an Accreditation recommendation, the college further clarified its planning process. The 2012-13 academic year was the first year following the clarified process and serves as a baseline for further refinement of planning activities. The evaluation activities that took place at the College Planning Committee (CPC) Retreat in February 2014 were well attended with engaged participation that resulted in several recommendations regarding the planning process. Following the retreat, a survey regarding the alignment of unit, cluster, and college planning was distributed, and 49 responses were generated. Survey results from a few areas are being further explored and evaluated due to small number of responses on specific questions; however, the areas in which many responses were gathered provided additional evidence that supports the activities of the retreat.

LAHC has made a concerted effort to align its Educational Master Plan (EMP) with the Los Angeles Community College District Strategic Plan. The most significant recommendation made during the planning evaluation retreat was to implement a multi-year planning cycle that would have at its foundation an Educational Master Plan spanning three or more years. The benefit to this multi-year planning would be alignment of all planning documents to the EMP timeline: planning document development in one year, program reviews completed on a cycle that feeds into the planning documents, and a year in which to complete evaluation. With the current annual cycle for all planning documents, the college has a lot of planning/evaluation activities to attend to and a very sparse staff to complete the work. Implementing a multi-year cycle will hopefully give each planning cycle its due focus/energy. Structuring the EMP to have goals identified with objectives/activities and outcomes will further aid in the evaluation of the EMP in the future.

Through the comprehensive evaluation process, the College Annual Plan evaluation indicated an overlap with the college's Educational Master Plan. De-threading the two documents into two separate plans with distinct purposes is needed. The evaluation indicated that a multi-year planning process may benefit the college in this regard as well. Also, in examining the process, it was determined that functional plans need to be integrated into the comprehensive planning cycle. The comprehensive evaluation discussed above is available on the college's Institutional Effectiveness webpage (Planning Support tab) and listed in the resource section at the end of this planning document.

Evaluation of the ISLOs and SLO Process (June 2014)

In Spring 2014, the college evaluated its Student Learning Outcomes process and products. The results of the survey indicated that over 90% of the participants believe that SLO assessment is pervasive and a part of the institutional culture and that the outcomes are discussed within academic and service areas of the college.

An area for improvement is sharing results of SLOs, PSLOs, and ISLOs as nearly 20% of those surveyed believed that this information is difficult to find. With the hiring of a college web designer, this issue is being addressed.

An additional area identified for improvement is alignment of the assessment process with the institution's budgeting process. In order for the college to be intentional with authentic assessment and ensure that these activities are represented in the planning process, we have included ISLOs in this version of the College's Educational Master Plan.

One of the outcomes of the analysis, which was vetted through the Academic Senate and CPC Committee, was to combine two Institutional Student Learning Outcomes. In the analysis of ISLO 4 and 5, we determined that the constructs overlapped in such a way that the Assessment Committee recommended a modification. The college's ISLOs are as follows:

- ISLO 1: Communication
- ISLO 2: Cognition
- ISLO 3: Information Competency
- ISLO 4: Social Responsibility in a Diverse World

The constructs within each ISLO are listed on the college's Student Learning Outcomes webpage (listed and hyperlinked in the Resources section of this document). Nearly 90% of the participants in the survey of assessment indicated that the ISLOs reflect appropriate education goals and college-level rigor.

2014-17 Strategic Educational Master Plan

As detailed in the College Planning Policy and Procedures Manual, the College Mission Statement is implemented by our college plans, all of which align directly with and derive directly from the **College Strategic Educational Master Plan**, specifying college goals, objectives, and performance measures conforming with those provided for in the Los Angeles Community College District Strategic Plan. The achievement of these goals, objectives, and measures is documented through the program review process detailed in our College Program Review Manual.

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

Resources

Los Angeles Community College District, District Strategic Plan:

<http://www.laccd.edu/Departments/EPIE/PlanningAccreditation/Pages/District-Strategic-Plan.aspx>

LAHC External Scans: <http://www.lahc.edu/research/index.html>

LAHC Fact Book: <http://www.lahc.edu/research/index.html>

LAHC Planning Evaluation 2012-13 (Comprehensive):

<http://www.lahc.edu/govplanning/collegeplans/planningProcess.html>

LAHC Student Learning Outcomes: <http://www.lahc.edu/facultystaff/slo/>

Human Resources Plan: <http://www.lahc.edu/govplanning/planning.html>

Technology Plan: <http://www.lahc.edu/govplanning/planning.html>

Enrollment Management Plan: <http://www.lahc.edu/govplanning/planning.html>

Academic Affairs Cluster Plan: <http://www.lahc.edu/govplanning/planning.html>

Administrative Services Cluster Plan: <http://www.lahc.edu/govplanning/planning.html>

Student Services Cluster Plan: <http://www.lahc.edu/govplanning/planning.html>

Student Equity Plan 2014 (in progress; November 2014)

SSSP Plan 2014-2017 (in progress; November 2104)