

# Guiding Framework

## Mission Statement

Los Angeles Harbor College serves our diverse community by providing access to associate and transfer degrees, certificates, economic and workforce development, and adult and noncredit instruction. We promote equity, diversity, and student success through academic programs and support services that ensure our students become productive members of a global society.

## Vision

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

## Values

Student Success, Excellence, Integrity, Supportive Environment, Personal and Institutional Accountability, and Civic Responsibility.

## Institutional Student Learning Outcomes

**ISLO 1 - Communication:** Use oral, written, and non-verbal modes of expression appropriate to the audience and purpose.

**ISLO 2 - Cognition:** Use critical thinking skills and quantitative reasoning to analyze, synthesize, and evaluate ideas and information to interpret real world information in the context of a discipline.

**ISLO 3 - Information Literacy and Technological Competency:** Utilize technology for research and learning skills necessary to achieve educational, professional, and personal objectives.

**ISLO 4 - Social Responsibility and Ethics:** Demonstrate sensitivity to and respect for others by promoting equity, diversity, and success by participating as responsible citizens that empower self, others, and the community.

# Goals and Objectives

## 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.

Measures	Target	Responsibility
1.1.1: Completion-based class schedules (Guided Pathways)	2023	VPAA, SSCC
1.1.2: Enrollment efficiency measures (FTES growth goals, average section size, fill rate, FTES/FTEF)	2023	VPAA, AAC

**Objective 2:** Increase the percentage of new students receiving financial aid and matriculation services through advising, assessment, educational plans, and orientation, before they enroll in their first semester.

Measures	Target	Responsibility
1.2.1: Number of eligible students that receive a Pell grant	100%	VPSS, SSCC
1.2.2: Number and percentage of new students completing orientation	100%	VPSS, SSCC
1.2.3: Number and percentage of new students completing assessment	100%	VPSS, SSCC
1.2.4: Number and percentage of new students completing abbreviated educational plans	100%	VPSS, SSCC
1.2.5: Number and percentage of new students completing comprehensive educational plans	100%	VPSS, SSCC

**Objective 3:** Increase the percentage of new students enrolling in college level English and math in their first year.

Measures	Target	Responsibility
1.3.1: Percentage of new students successfully enrolling in college level English and math classes in the first year	100%	VPAA, VPSS, SSCC
1.3.2: Implementation of multiple measures for English assessment as required by AB 705	Fall 2019	VPAA, VPSS, SSCC
1.3.3: Implementation of multiple measures for math assessment as required by AB 705	Fall 2019	VPAA, VPSS, SSCC

**Objective 4:** Increase full-time enrollment for students through the development of flexible programs focused on working students and students with barriers to attending traditionally scheduled programs.

Measures	Target	Responsibility
1.4.1: Percentage of students enrolled full time	40% increase	VPAA, VPSS, SSCC
1.4.2: Number of CTE course enrollments	10% increase	VPAA, VPSS, AAC, SSC
1.4.3: Number of full-time students enrolled in online courses	10% increase	VPAA, VPSS, AAC, SSC
1.4.4: Increase the number of online degrees available	100% increase	VPAA, VPSS, Curriculum

**Objective 5:** Expand educational opportunities to local high school students by increasing the number of courses offered through dual enrollment.

Measures	Target	Responsibility
1.5.1: Number of sections offered through dual enrollment	10% increase	VPAA, VPSS, AAC
1.5.2: Number of students who are dual enrolled	25% increase	VPAA, VPSS, AAC

**Objective 6:** Increase the number of students who receive a California College Promise Grant and participating in the LA College Promise program.

Measures	Target	Responsibility
1.6.1: Number of students who receive a California College Promise Grant (formerly known as the BOG Fee Waiver)	100%	VPSS, SSCC
1.6.2: Number of students participating in the LA College Promise program	50% increase	VPAA, VPSS, SSCC

**Objective 7:** In partnership with Los Angeles Regional Adult Education Consortium, increase educational opportunities to non-traditional students through the expansion of non-credit adult education courses focused on skills improvement and vocational training.

Measures	Target	Responsibility
1.7.1: Number of noncredit adult education sections	25% increase	VPAA, AAC
1.7.2: Number of students enrolled in noncredit adult education courses	25% increase	VPAA, VPSS, AAC

**Objective 8:** Improve outreach strategies for new and returning students through effective marketing and branding that increases the recognition of Los Angeles Harbor College and its programs as a premier college in the community.

Measures	Target	Responsibility
1.8.1: Number of first-time students	25% increase	VPSS, SSCC
1.8.2: Number of returning students	25% increase	VPSS, SSCC

**Objective 9:** Increase the number of students who use Guided Pathways to complete their program of study.

Measures	Target	Responsibility
1.9.1: Number of guided pathways developed and implemented	2023	VPSS, SSCC, AAC
1.9.2: Number of students using guided pathways	100%	VPAA, VPSS, SSCC, AAC

## 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 as assessed through the District-wide student survey.

Measures	Target	Responsibility
2.1.1: Students' level of active learning and engagement	2023	VPAA, VPSS

**Objective 2:** Improve facilities and technologies to effectively serve and connect with students and enhance the student experience.

Measures	Target	Responsibility
2.2.1: Assessment of classroom and laboratory facilities for current and future usage needs	Fall 2019	VPAA, VPSS, VPAS, CORE
2.2.2: Assessment of student services facilities for current and future usage needs	Fall 2019	VPAA, VPSS, VPAS, CORE
2.2.3: Usage survey of technology-based learning environments	Fall 2019	VPAA, VPAS, TAC
2.2.4: Utilize assessment results to make improvements to the student experience as assessed by the District Student Survey	Fall 2023	VPAA, VPSS, VPAS, CORE

**Objective 3:** Increase completion of awards.

Measures	Target	Responsibility
2.3.1: Completion rates	10% increase	VPAA, VPSS, SSCC
2.3.2: Number of students who receive a degree or certificate	20% increase	VPAA, VPSS, SSCC
2.3.3: Number of students who receive a degree	20% increase	VPAA, VPSS, SSCC
2.3.4: Number of students who receive a certificate of achievement	20% increase	VPAA, VPSS, SSCC
2.3.5: Number of students who receive a skills certificate	20% increase	VPAA, VPSS, SSCC
2.3.6: Number of students who receive an Associate's Degree for Transfer	20% increase	VPAA, VPSS, SSCC
2.3.7: Increase Associate's Degree for Transfer to 100% of available campus disciplines	Fall 2023	VPAA, SSCC, Curriculum

**Objective 4:** Increase the number of students transferring to four-year institutions.

Measures	Target	Responsibility
2.4.1: Number of students who transfer to a four-year institution	35% increase	VPSS, SSCC
2.4.2: Number of students in the Honors transfer program	35% increase	VPSS, SSCC
2.4.3: Number of students in CHAMPS	35% increase	VPSS, SSCC
2.4.4: Number of students in Equity programs	35% increase	VPSS, SSCC
2.4.5: Number of students enrolled in PACE who transfer	35% increase	VPAA, VPSS, SSCC

**Objective 5:** Increase the number of students who complete career-focused certificates in a timely manner.

Measures	Target	Responsibility
2.5.1: Number of students who receive a certificate of achievement	20% increase	VPAA, VPSS, CTEC
2.5.2: Percentage of students who completed more than nine units in CTE course in six years	Exceed statewide performance	VPAA, VPSS, CTEC
2.5.3: Number of Skills Certificates awarded	20% increase	VPAA, VPSS, CTEC

**Objective 6:** Increase career and job placement rates and living wages in the field of study by enhancing business and industry partnerships, internships, and employment opportunities.

Measures	Target	Responsibility
2.6.1: Median percentage change in wages for students who completed higher level CTE coursework	Exceed statewide performance	VPAA, CTEC
2.6.2: Percentage of students who report being employed in their field of study	District: 69%	VPAA, CTEC
2.6.3: Proportion of exiting students who attained a living wage	Exceed statewide performance	VPAA, CTEC

**Objective 7:** Decrease time to completion by enhancing academic and student support programs.

Measures	Target	Responsibility
2.7.1: Average number of units accumulated by students earning an associate's degree	Decrease to 69 units	VPAA, VPSS, AAC, SSC
2.7.2: Median time to complete a degree	Decrease to 4 years	VPAA, VPSS, AAC, SSC
2.7.3: Graduation rates of full-time, first-time degree/certificate seeking undergraduates with 150% of normal time to completion	26% increase	VPAA, VPSS, AAC, SSC
2.7.4: Median time to complete a certificate	Decrease to 3 years	VPAA, VPSS, AAC, SSC

**Objective 8:** Increase the percentage of new degree seeking students successfully completing college level English and math in their first year.

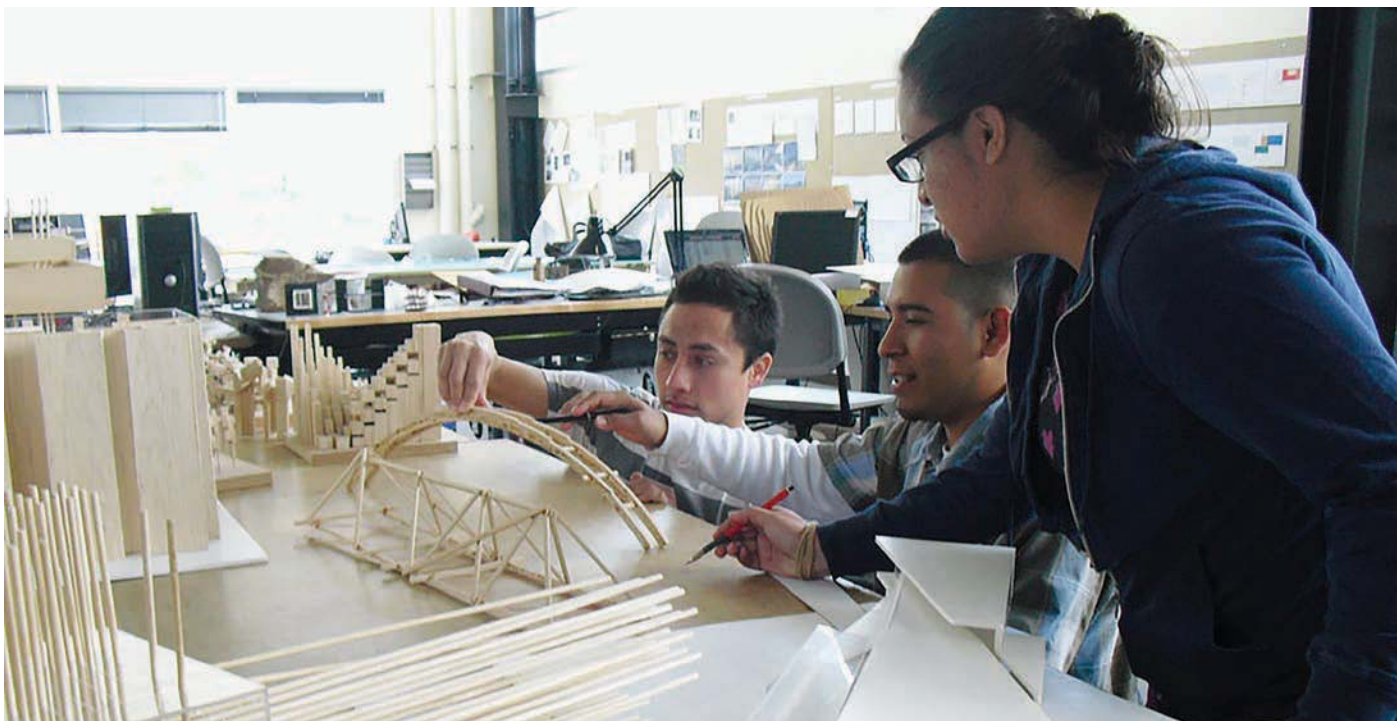
Measures	Target	Responsibility
2.8.1: Percentage of new students successfully completing college level English class in the first year	100%	VPAA, VPSS, AAC, SSC
2.8.2: Percentage of new students successfully completing college level Math class in the first year	100%	VPAA, VPSS, AAC, SSC

**Objective 9:** Increase student persistence and successful course completion through effective practices in the classroom and through student services.

Measures	Target	Responsibility
2.9.1: Course completion rate	Exceed statewide performance	VPAA, VPSS, AAC, SSC
2.9.2: Persistence Rate	Exceed statewide performance	VPAA, VPSS, AAC, SSC

**Objective 10:** Increase equity in successful outcomes by identifying achievement gaps and increasing performance of under-performing groups.

Measures	Target	Responsibility
2.10.1: Achievement gap (by gender, age, ethnicity, military, and low-income status) for the percentage of new students who are enrolled in their first three consecutive terms	40% decrease	VPAA, VPSS, AAC, SSC, SSCC
2.10.2: Achievement gap (by gender, age, and ethnicity, military, and low-income status) for the percentage of new students completing 30 units in three years	40% decrease	VPAA, VPSS, AAC, SSC, SSCC
2.10.3: Achievement gap (by gender, age, and ethnicity, military, and low-income status) for the percentage of new students who earned a degree, certificate, or transfer within six years	40% decrease	VPAA, VPSS, AAC, SSC, SSCC





## 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 assessment, planning, program review and resource allocation processes

Measures	Target	Responsibility
3.1.1 Outcomes assessment participation rates	100%	VPAA, VPAS, VPSS, AAC, ASC, SSC, Assessment
3.1.2 Percentage of program reviews completed	100%	VPAA, VPAS, VPSS, AAC, ASC, SSC, Assessment
3.1.3 Percentage of validated unit plans completed	100%	VPAA, VPAS, VPSS, AAC, ASC, SSC, Assessment
3.1.4 Documentation of allocation of resources to address College priorities	100%	VPAA, VPAS, VPSS, AAC, ASC, SSC, Assessment, Budget

**Objective 2:** Improve communications and governance throughout the College.

Measures	Target	Responsibility
3.2.1 Committee self-assessment completion	100%	VPAA, VPAS, VPSS, CPC
3.2.2 Annual college effectiveness survey	Annually in April	VPAA, VPAS, VPSS, CPC
3.2.3 Effective website that assists faculty, staff and administrators with their information needs as assessed by the annual College effectiveness survey	90% Satisfaction Rate	VPAA, VPAS, VPSS, CPC

**Objective 3:** Support and update the technology infrastructure.

Measures	Target	Responsibility
3.3.1 Implementation of College Technology Plan	2018-19	VPAS, TAC
3.3.2 Assessment of College Technology Plan	Fall 2019	VPAS, TAC

**Objective 4:** Increase professional development opportunities for faculty, staff, and administrators to enhance work performance, broaden skills for leadership and career advancement, leverage academic programs, and allow for effective and clear career pathways for all employees.

Measures	Target	Responsibility
3.4.1 Number of professional development opportunities available to faculty and staff	20% increase	VPAA, VPAS, VPSS, Staff Development
3.4.2 Number of employees participating in employee development or training	100%	VPAA, VPAS, VPSS, Staff Development

**Objective 5:** Improve processes to increase responsiveness to and within the College, eliminate barriers, and accelerate timely completion of required business processes and tasks.

Measures	Target	Responsibility
3.5.1: Participation in college-wide District Student Survey activities to collect student feedback	Increase student participation by 50%	VPAA, VPAS, VPSS, AAC, ASC, SSC
3.5.2: Satisfaction ratings with student services on District Student Survey	90% of student services having high satisfaction	VPAA, VPAS, VPSS, AAC, ASC, SSC
3.5.3: Agreement with the statement: I feel safe and secure at this college	96% of students stating they agree with the statement	VPAA, VPAS, VPSS, AAC, ASC, SSC
3.5.4: Responding to requests in a timely manner	90% of departments with high satisfaction	VPAA, VPAS, VPSS, AAC, ASC, SSC
3.5.5: Overall satisfaction ratings of departments and programs	90% of departments with high overall satisfaction	VPAA, VPAS, VPSS, AAC, ASC, SSC

**Objective 6:** Review and refine curriculum and programs to ensure that they are responsive to student needs and meet the economic, industry, and societal needs of the region.

Measures	Target	Responsibility
3.6.1 Programs with no completions	None	VPAA, Curriculum





## 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:** Effectively manage the total College budget to achieve a positive general fund ending balance.

Measures	Target	Responsibility
4.1.1 Review College expenditures	Monthly	VPAA, VPAS, VPSS, President, Budget
4.1.2 Revise and adjust college expenditures as needed to achieve a positive general fund balance	Monthly	VPAA, VPAS, VPSS, President, Budget
4.1.3: Seek other opportunities for revenue generation to augment the College general fund	Monthly	VPAA, VPAS, VPSS, President, Budget

**Objective 2:** Effectively use College resources and implement position control to support the ongoing improvements of academic, administrative and student support programs.

Measures	Target	Responsibility
4.2.1: FTES growth	District guidelines	VPAA, VPAS, VPSS, AAC, ASC, SSC
4.2.2: Expenditures per FTES	\$4,869	VPAA, VPAS, VPSS, AAC, ASC, SSC
4.2.3: WSCH/FTEF	540	VPAA, VPAS, VPSS, AAC, ASC, SSC
4.2.4: Average class size	36	VPAA, VPAS, VPSS, AAC, ASC, SSC
4.2.5: Maximize revenue based on the new funding formula	District guidelines	VPAA, VPAS, VPSS, AAC, ASC, SSC

**Objective 3:** Enhance communication, support, and collaboration associated with budget, categorical, grant development, implementation and institutionalization processes for academic, administrative and student support services.

Measures	Target	Responsibility
4.3.1 Number and type of revenue sources and amount generated	10% increase	VPAA, VPAS, VPSS, AAC, ASC, SSC, Budget, Senate
4.3.2 Regular reporting for budget and actuals for general fund, categorical and grant programs and other sources of revenue	Monthly reporting	VPAA, VPAS, VPSS, AAC, ASC, SSC, Budget, CPC, Senate
4.3.3 Information related to the achievement program outcomes as defined by project objectives, work plans and reflected in unit plans	Quarterly reporting	VPAA, VPAS, VPSS, AAC, ASC, SSC, Budget, CPC, Senate
4.3.4 Successful completion of program audits as defined by program evaluation, and internal, state, federal and private audits	Annual reporting	VPAA, VPAS, VPSS, AAC, ASC, SSC, Budget, CPC, Senate

**Objective 4:** Enhance the College Foundation and improve alumni relations leading to the development of endowments from which additional resources for students and academic and support programs can be drawn.

Measures	Target	Responsibility
4.4.1 Funds raised (annual)	10% increase	President, Foundation Board
4.4.2 Foundation endowment growth consistent with the adopted investment policy	5%	President, Foundation Board
4.4.3 Amount/number of Foundation scholarships awarded	10% increase	President, Foundation Board
4.4.4 Annual Foundation audited financial report	Annually	President, Foundation Board

**Objective 5:** Develop community and business partnerships to assist the District in achieving its mission and enhance student success by providing additional support to students and appropriate referrals to external resources for non-academic needs.

Measures	Target	Responsibility
4.5.1 Number and type of community/business partnerships	10% increase	President, VPAA

**Objective 6:** Effectively plan and use resources to build and maintain College facilities and infrastructure in support of the academic and student support programs.

Measures	Target	Responsibility
4.6.1: Students agreement with the statement: To what extent do you agree with the statement, buildings are clean and well maintained?	3.5 survey rating (out of 4)	VPAS
4.6.2: Students agreement with the statement: To what extent do you agree with the statement, learning facilities (equipment, classrooms, and labs) are adequate and up-to-date?	3.5 survey rating (out of 4)	VPAS
4.6.3: Facilities Condition Index	10% decrease	VPAS
4.6.4: Capitalization Load Ratio	150% decrease	VPAS
4.6.5: Maintain staffing levels for maintenance, operations and grounds consistent with minimum District standards	APPA Level 3	VPAS, President