



2017-2021 District Strategic Plan Alignment

Goal	Objective	Proposed Measure	Target	Data Source
Goal 1: We will increase college going rate for the Los Angeles region through enhanced outreach to community and educational partners and expanded access to academic programs that meet community and student needs.	Objective 1: We will expand educational opportunities to local high school students by increasing the number of courses offered through dual enrollment.	Measure 1.1.1: Number of courses offered through dual enrollment		SIS/PeopleSoft
		Measure 1.1.2: Number and percentage of students who are dual enrolled		SIS/PeopleSoft
	Objective 2: We, in partnership with Los Angeles Regional Adult Education Consortium will expand educational opportunities to nontraditional students through the expansion of noncredit adult education courses focused on skills improvement and vocational training.	Measure 1.2.1: Number of noncredit adult education courses		SIS/PeopleSoft
		Measure 1.2.2: Number and percentage of students who are enrolled in noncredit adult education courses		SIS/PeopleSoft
	Objective 3: We will fully implement the LA College Promise by offering all graduates of the Los Angeles Unified School Districts and local charter schools free tuition and will seek to expand the promise to additional school districts and municipalities in the service area.	Measure 1.3.1: Number and percentage of first year LA College Promise students		SIS/PeopleSoft
		Measure 1.3.2: Number of school districts served by LA College Promise program		SIS/PeopleSoft
	Objective 4: We will increase access to those traditionally underrepresented in higher education by assisting students in gaining access to financial aid and ensuring all students receive orientation, multiple measures assessment and educational planning.	Measure 1.4.1: Number and percentage of students receiving financial aid		DataMart
		Measure 1.4.2: Number and percentage of new students completing services in Assessment, Orientation, and Counseling		SIS/PeopleSoft

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<p><i>There was no direct measure of enrollment or college going rate for all students, perhaps consider adding a measure/objective to capture enrollments?</i></p>	<p>Objective: Increase the college going rate for the Los Angeles Region</p>	<p>Measure: Enrollment rate</p>		<p>DataMart</p>
		<p>Measure: College going rate</p>		<p>Enrollment and College Data Reports (CCCCO)</p>
<p>Goal 2: We will develop a premier learning environment that places students as the first priority in the institution and effectively supports students in attaining educational goals.</p>	<p>Objective 1: We will improve campus climate by improving student services, providing a safe learning environment and by establishing a standard for customer service.</p> <p><i>May need to clarify this objective to reflect what the focus/intent of this objective is? Included in the measures for this objective are items related to customer service and to safety on campus.</i></p>	<p>Measure 2.1.1: Satisfaction rates with student services (<i>Admissions and Records, Assessment and Placement Services, Associated Student Organization/Union, Athletics, Bookstore, Business and Fiscal Office, CalWORKs, Career and Employment Center, Child Care Center, College Sheriff, Disabled Student Programs and Services, EOPS or CARE, Financial Aid Office, Food Services, Foster Youth, General College Counseling Services, Health Center, Instructional or Computer Labs, International Student Program and Services, Library, On-campus Orientation, Online Orientation, PUENTE, Transfer Center, Tutoring Services, Umoja, and Veterans Office</i>) <i>May consider including only a selection of student services</i></p>	<p>Survey Options: Very Satisfied, Somewhat Satisfied, Not Satisfied, Not Applicable</p>	<p>Student Survey</p>
		<p>Measure 2.1.2: To what extent do you agree with the statement, I feel safe and secure at this college?</p>	<p>Survey Options: Strongly Agree, Agree, Disagree, Strongly Disagree, Not Applicable</p>	<p>Student Survey</p>

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		Measure 2.1.3: To what extent do you agree with the statement, this college is free of safety hazards?	Survey Options: Strongly Agree, Agree, Disagree, Strongly Disagree, Not Applicable	Student Survey
		Measure 2.1.4: To what extent do you agree with the statement, parking lots are safe, well lighted, and well maintained?	Survey Options: Strongly Agree, Agree, Disagree, Strongly Disagree, Not Applicable	Student Survey
	<p>Objective 2: We will increase fulltime enrollment for all students through the development of flexible programs focused on working students and other students with barriers to attending traditionally scheduled programs.</p> <p><i>This objective may be more appropriate in Goal 1 that focuses on access to college programs.</i></p>	Measure 2.2.1: Percentage of students enrolled full time		DataMart
		Measure 2.2.3: Number of degree programs offered online		SIS/PeopleSoft
		Measure 2.2.4: Number of courses offered online		SIS/PeopleSoft
	<p>Objective 3: We will develop community partnerships that can assist the District in achieving its mission and enhance student success by providing additional support to students.</p>	<p>Possible Measure 2.3.1?: Number and types of District partnerships</p> <p><i>Questions for Colleges: Who on campus or what office keeps track of these types of measures?</i></p>		<p><i>This is a measure that no one, to our knowledge, keeps track of.</i></p>
	<p>Objective 4: We will create an environment that is respectful to the needs of diverse populations and that embraces the diversity of opinions found in a global society.</p>	Measure 2.4.1: At this college, how often do you engage with students who differ from you in terms of their religious beliefs, political opinions, or ethnic background?	Survey Options: Often, Sometimes, Seldom, Never	Student Survey
		Measure 2.4.2: My experience at this college, in and out of class, has improved my ability to understand people of other racial, cultural, or	Survey Options: Very much, Quite a Bit, Some, Very Little	Student Survey

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		religious backgrounds?		
		Measure 2.4.3: Campus Climate Questions. Rate the general climate towards students at your campus along the following dimension: Hostile to Friendly	Survey Options: 1 (Hostile) to 6 (Friendly) Scale	CalMHSA Survey (questions can be added to Student Survey)
		Measure 2.4.4: Campus Climate Questions. Rate the general climate towards students at your campus along the following dimension: Impersonal to Caring	Survey Options: 1 (Impersonal) to 6 (Caring) Scale	CalMHSA Survey (questions can be added to Student Survey)
		Measure 2.4.5: Campus Climate Questions. Rate the general climate towards students at your campus along the following dimension: Intolerant to Diversity to Tolerant to Diversity	Survey Options: 1 (Intolerant to Diversity) to 6 (Tolerant to Diversity) Scale	CalMHSA Survey (questions can be added to Student Survey)
		Measure 2.4.6: Campus Climate Questions. Rate the general climate towards students at your campus along the following dimension: Dangerous to Safe	Survey Options: 1 (Dangerous) to 6 (Safe) Scale	CalMHSA Survey (questions can be added to Student Survey)
		There are other measures that may help capture this objective, such as number of outreach events or other questions related to campus climate. Questions for campuses: Do you complete an annual campus climate survey? Is this measure similar to a goal in your college's strategic plan? Is there someone on campus who keeps track of campus events or outreach efforts?		
	Objective 5: We will review and refine curriculum and programs to ensure that they are responsive to student needs and meeting the economic, industry, and societal needs of the region.	Measure 2.5.1: Number of new courses offered		SIS/PeopleSoft
Measure 2.5.2: Number of new programs offered			SIS/PeopleSoft	
Measure 2.5.3: Number of archived courses			SIS/PeopleSoft	

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	<p>This type of objective that suggests the completion of a progress (such as, review the curriculum) is difficult to measure as it seems to be a one-time event (as it is currently written). The measures listed do not directly capture the objective, but are attempting to capture something tangible that is a result of this objective and that is an ongoing.</p>	<p>Measure 2.5.4: Number of archived programs</p> <p>Questions for colleges: How frequently is this currently done? What is the process for reviewing the curriculum?</p>		SIS/PeopleSoft
	<p>Objective 6: We will utilize facilities and technology to connect with the modern student and enhance regular and effective communication.</p>	<p>Measure 2.6.1: In general, to what extent do you agree with the statement, my instructors adequately use available technology in and out of the classroom?</p>	<p>Survey Options: Strongly Agree, Agree, Disagree, Strongly Disagree, I don't know</p>	Student Survey
		<p>Measure 2.6.2: How often do you use email, social media, or text messaging to communicate with an instructor?</p>	<p>Survey Options: Often, Sometimes, Seldom, Never, Not Applicable</p>	Student Survey
		<p>Measure 2.6.3: How often do you use email, social media, text messaging, or this college's website to keep informed about college events?</p>	<p>Survey Options: Often, Sometimes, Seldom, Never, Not Applicable</p>	Student Survey
		<p>This may be a good place to add a measure related to the implementation of PeopleSoft. Although it is unclear exactly what type of information we may have available, but perhaps number of student notifications sent or number of checklist items generated for students?</p>		
	<p>Objective 7: We will employ effective</p>	<p>Measure 2.7.1: Persistence rate, Fall to Spring</p>		SIS/PeopleSoft

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	practices to increase student persistence and successful course completion.	Measure 2.7.2: Persistence rate, Fall to Fall		SIS/PeopleSoft
		Measure 2.7.3: Successful course completion rates		IEPI
Goal 3: We will increase the student completion to exceed the state median and improve all milestones indicative of academic success.	Objective 1: We will enhance academic and student support programs to decrease time to completion.	Measure 3.1.1: Completion rates		Scorecard
		Measure 3.1.2: Median time to complete a degree		SIS/PeopleSoft
		Measure 3.1.3: Median time to complete a certificate		SIS/PeopleSoft
	Objective 2: We will increase completion of degrees and certificates.	Measure 3.2.1: Number of degrees conferred		SIS/PeopleSoft
		Measure 3.2.1: Number of certificates conferred		SIS/PeopleSoft
	Objective 3: We will increase the number of students transferring to four-year institutions.	Measure 3.3.1: Number of students who transfer to a 4-year institution		DataMart
	Objective 4: We will enhance business and industry partnerships to increase internship and employment opportunities for students. The intent of this object was unclear, so the measures chosen reflected CTE outcomes and not the creation of partnerships.	Measure 3.4.1: Percentage of students completing more than eight units in CTE courses		Scorecard
		Measure 3.4.2: Number of CTE Skills Certificates awarded		Scorecard
		Measure 3.4.3: Number of CTE Certificates of Achievement awarded		Scorecard
		Measure 3.4.4: Number of students placed in jobs or internships after completing CTE programs		Annual CTE Outcomes Survey
Measure 3.4.5: Median percentage change in wages for student who			Scorecard	

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		completed higher level CTE coursework (Skills Builder)		
Goal 4: We will improve organizational effectiveness through streamlined processes, minimized duplication of efforts and enhanced communication and training.	Objective 1: We will invest in 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.	Measure 4.1.1: Funds allocated and spent for professional development		Human Resources
		Measure 4.1.2: Tuition reimbursement funds distributed to employees		Human Resources
		Measure 4.1.3: Number of employees reclassified to a higher position <i>I am unsure if this is possible or tracked</i>		Human Resources
		Possible Measure 4.1.4?: Number and types of professional development opportunities for faculty, staff, and administrators Questions for Colleges: How are professional development opportunities tracked?		<i>This is a measure that no one, to our knowledge, keeps track of.</i>
	Objective 2: We improve recruiting, hiring, and evaluation processes to include enhanced customer service and the implementation of a comprehensive orientation, with a goal of becoming the employer of choice. <i>The objective is hard to measure directly as it is related to improving a process. Included in the measures are only outcomes that can be tracked over time. We may need to explore other sources of information.</i>	Measure 4.2.1: Number of new hires		Human Resources
		Measure 4.2.2: Percentage of employee evaluations completed annually		Human Resources
		Question for Colleges: Is there a survey done for people recently hired to LACCD? How do colleges get feedback about the hiring process?		

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	<p>Objective 3: We will improve processes to increase responsiveness to and within colleges, limit barriers, and accelerate completion of required business processes and tasks.</p> <p>The measures only include measures that are available for the ESC, it is still unknown what information we can track for the colleges.</p>	<p>Measure 4.3.1: The office responds to my queries or requests in a timely manner. <i>(Chancellor’s Office, Deputy Chancellor’s Office, ADA Compliance Administration, Business Services, Diversity Programs and Services, Information Technology, Board of Trustees, Attendance Accounting, Curriculum Support, Dolores Huerta Institute, Institutional Effectiveness, Student Success, CalWORKs, Workforce Development, Accounts Payable, Budget and Management Analysis, Central Financial Aid, General Accounting, Internal Audit, Payroll, Bond Programs, Facilities, Real Estate Program, Employee Relations, Employment Services, Operations, Risk Management, Total Wellness Program, General Counsel, Personnel Commission)</i></p> <p>May consider including only a selection of ESC departments</p>	<p>Survey Options: Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree</p>	<p>ESC Services Survey</p>
		<p>Measure 4.3.2: The office keeps me informed about the progress of my inquiries or requests.</p>	<p>Survey Options: Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree</p>	<p>ESC Services Survey</p>
		<p>Measure 4.3.3: The office explains issues in terms that are understandable.</p>	<p>Survey Options: Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree</p>	<p>ESC Services Survey</p>
		<p>Measure 4.3.4: I am satisfied with the performance of the office overall.</p>	<p>Survey Options: Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree</p>	<p>ESC Services Survey</p>
		<p>Question for Colleges: Do you ask customer service questions during your program review?</p>		
	<p>Objective 4: We will use current technology to improve communication,</p>	<p>Measure 4.4.1: To what extent do you agree with the statement, I can easily</p>	<p>Survey Options: Strongly Agree, Agree,</p>	<p>Student Survey</p>

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	<p>including the development of a dynamic web presence that assists students, employees and the community with collaborating with the District and developing a shared message.</p> <p>The objective is hard to measure directly, so measures that reflect a web presence were included.</p>	<p>find the information I need on the college website?</p>	<p>Disagree, Strongly Disagree</p>	
	<p>Measure 4.4.2: To what extent do you agree with the statement, information on the college website is current and accurate?</p>	<p>Survey Options: Strongly Agree, Agree, Disagree, Strongly Disagree</p>	<p>Student Survey</p>	
	<p>Measure 4.4.3: Number of colleges with a social media presence (Facebook, Instagram, Twitter, etc.) and number of followers</p>		<p>Internet</p>	
	<p>The measures above only reflect engagement with the student, but not with employees and communities collaborating with the District. There is no current way, that we are aware of, to measure this. Perhaps questions may be added to a staff survey or program reviews?</p>			
	<p>Objective 5: We will revise all District policies and procedures to implement the Community College League of California model policy.</p> <p>The objective is hard to measure directly as the revision of policies and procedures appear to be a one-time event. Instead measures listed attempt to capture the outcomes of this review process.</p>	<p>Measure 4.5.1: Number of policies reviewed in the current cycle</p>		<p>General Counsel</p>
		<p>Measure 4.5.2: Policies were posted on-line and were easily accessible</p>		<p>Internet</p>
<p>Goal 5: We will enhance fiscal integrity through enhanced resource development,</p>	<p>Objective 1: We will enhance communication, support and collaboration surrounding grant development processes in support of curricular and student support programs.</p>	<p>Measure 5.1.1: Number and amount of grants awarded</p>		<p>Finance</p>

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institutional advancement, and effective use of existing resources.	<p>It is difficult to directly measure enhancements of communication, support, and collaboration. The measures listed are related to the number of grants received.</p>	<p>Measure 5.1.2: Budget allocated for specially funded programs</p>		Finance
	<p>Objective 2: We will enhance the District and College foundations and improve alumni relations leading to the development of endowments from which additional resources for students and academic and support programs can be drawn.</p>	<p>Measure 5.2.1: Foundation annual financial and income statement</p>		Annual financial statement and specially funded programs
				Foundations
	<p>It is difficult to directly measure enhancements of communication, support, and collaboration. The measures listed are related to the number of grants received.</p>	<p>Possible Measure 5.2.3?: Foundation activities related to endowment, fundraising, and scholarship award activity</p> <p>Question to Colleges: Do your foundations track their activities or events they host? Is that information available somewhere?</p>		<p>This is a measure that no one, to our knowledge, keeps track of.</p>
	<p>Objective 3: We will effectively use District and College resources and implement position control to support the ongoing improvements of academic and student support programs.</p>			Final Budget Document
				Financial Accountability Measures
	<p>It is difficult to measure effect use of resources, so the measures included reflect how funds are used relating to classes.</p>			Attendance & Accountability
			<p>Measure 5.3.4: Expenditures per FTE</p>	Financial Accountability Measures

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		Measure 5.3.5: Average class size		Databook- Accountability
		Measure 5.3.6: Fund balance		Final Budget Document
	<p>Objective 4: We will improve the resource allocation processes to be integrated with District strategic plan.</p> <p>Perhaps this objective is better placed in Goal 4, which focuses on organizational effectiveness. It is also difficult to measure a one-time event on an ongoing basis. What will the integrated strategic plan yield? This information may provide some insight on which measures to choose, unless the desired measure is simply the completion of the integrated District Strategic Plan.</p>			
	<p>Objective 5: We will effectively plan and use resources to build and maintain District and College facilities and infrastructure in support of the academic and student support programs.</p> <p>It is difficult to measure effect use of resources, so the measures included will reflect the condition of facilities and a measure of facility utilization.</p>	Measure 5.5.1: To what extent do you agree with the statement, buildings are clean and well maintained?	Survey Options: Strongly Agree, Agree, Disagree, Strongly Disagree, Not Applicable	Student Survey
		Measure 5.5.2: To what extent do you agree with the statement, restrooms are clean and well maintained?	Survey Options: Strongly Agree, Agree, Disagree, Strongly Disagree, Not Applicable	Student Survey
		Measure 5.5.3: To what extent do you agree with the statement, the grounds and public areas are clean and well maintained?	Survey Options: Strongly Agree, Agree, Disagree, Strongly Disagree, Not Applicable	Student Survey

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		Measure 5.5.4: To what extent do you agree with the statement, learning facilities (equipment, classrooms, and labs) are adequate and up-to-date?	Survey Options: Strongly Agree, Agree, Disagree, Strongly Disagree, Not Applicable	Student Survey
		Measure 5.5.5: To what extent do you agree with the statement, there are enough labs and study spaces to meet my needs?	Survey Options: Strongly Agree, Agree, Disagree, Strongly Disagree, Not Applicable	Student Survey
		Measure 5.5.6: The capitalization (cap) rate (the ratio of Net Operating Income to property asset value)		Facilities
	<p>Objective 6: We will develop and implement districtwide standards in information technology, facilities, and human resources that apply to all colleges.</p> <p>This comment is similar to one for Objective 4. Perhaps this objective is better placed in Goal 4, which focuses on organizational effectiveness. It is also difficult to measure a one-time event on an ongoing basis. What results will the new standards yield? This information may provide some insight on which measures to choose, unless the desired measure is simply the completion of the new, districtwide standards.</p>	Possible Measure 5.6.1?: Accreditation status		IEPI Website
		Possible Measure 5.6.2?: Overall audit status		IEPI Website