

Los Angeles Community College District

Strategic Plan Implementation Matrix

This matrix outlines the short-term (qualitative) and long-term (quantitative) outcome measures of effectiveness for each of the five goals and thirty-three objectives contained in the Los Angeles Community College District Strategic Plan, 2006-2011. It also designates the agents or groups responsible for implementing the objectives at the college and District level as well as the individuals or groups responsible for monitoring their implementation. The District Planning Committee (DPC) that is proposed within the framework of the Strategic Plan will bear the primary responsibility for monitoring implementation of these objectives. The DPC will fulfill this monitoring function during regular reviews of college strategic and educational master plans and accreditation self-studies. The results of these reviews—conducted at the time of five-year plan revisions, periodic planning updates, and prior to accreditation site visits—will be communicated to the Board of Trustees during presentations to its committee on Planning and Student Success. It should be noted that the names of the “responsible agent” committees may vary from campus to campus. It should also be noted that the short and long-term outcomes included below are tentative and will need to be defined and detailed more fully by the DPC once it has been formed. They are offered here to indicate the types of data that will likely be used to judge the effectiveness of future District and college efforts related to the implementation of this plan.

<u>Goal 1: Access—Expand Educational Opportunity and Access</u>				
<i>Increase awareness of the educational opportunities available at LACCD colleges and expand access to vocational, transfer, basic skills, and life-long learning programs among all populations in the greater Los Angeles area, including those that have been traditionally underserved by institutions of higher education.</i>				
	Short-Term Qualitative Outcomes	Long-Term Quantitative Measures	Responsible Agent	Monitoring Body
Objective 1.1 Institute a District-wide College Access Initiative				
Launch a District-wide <i>College Access Initiative</i> that will 1) encourage colleges to identify potential target populations, 2) align them with appropriate academic programs and course offerings, 3) create a cyclical calendar of activities designed to provide these groups with basic college information, 4) systematically analyze process and procedural barriers to easy access, and 5) implement action plans for mitigating or eliminating these obstacles.	<ul style="list-style-type: none"> • Establishment of a District-wide access initiative coordinating body • Creation of access plans and goals for all colleges 	<ul style="list-style-type: none"> • A 20% increase in district enrollment overall • A 20% increase in the application to enrollment yield rate • A 5% relative increase in enrollments among students 18-20 	Enrollment Management Committees CSSOs	DPC BOT
Objective 1.2 Enhance Outreach to Under-served Populations				
Extend college access to under-represented groups, including male students, African Americans, and Native Americans through targeted outreach initiatives, special support programs, and the creation of group-specific support organizations.	<ul style="list-style-type: none"> • Evidence of targeted outreach programs • Evidence of enhanced college support for underserved populations 	<ul style="list-style-type: none"> • A 20% increase in enrollments among male Hispanic, African American and Native American students 	Chancellor’s Office CSSOs	DPC BOT

Objective 1.3 Expand Early College Awareness				
<p>Expand early awareness of community college degree and career opportunities by reaching out to 6-8th grade students in collaboration with local K-16 partners.</p>	<ul style="list-style-type: none"> • Establishment of early outreach goals, programs, and activities at District colleges 	<ul style="list-style-type: none"> • Verified numbers of student contacts at local feeder schools in grades 6-10 • A 5% relative increase in enrollments among students 18-20 	<p>CIOs CSSOs Enrollment Management Committees</p>	<p>DPC BOT</p>
Objective 1.4 Increase Outreach Efforts to Disconnected Youth				
<p>Increase outreach to disconnected youth—young Angelenos who are both out of work and out of school—by collaborating with K-12 providers, city agencies, the LA Chamber of Commerce, local businesses, organized labor, faith-based organizations and other community partners to create a system of “college portals” that will provide disconnected youth with the information and support they need to reconnect with productive activity and educational pathways.</p>	<ul style="list-style-type: none"> • Documentation of new efforts to reach the disconnected and establishment of new initiatives 	<ul style="list-style-type: none"> • Verified numbers of contacts with disconnected youth • Verified enrollments of disconnected youth in college programs • Referrals of disconnected youth to other providers 	<p>Chancellor’s Office CSSOs Enrollment Management Committees</p>	<p>DPC BOT</p>
Objective 1.5 Coordinate District and College Marketing to Enhance District Image				
<p>Implement a city-wide marketing campaign that coordinates and enhances college marketing efforts, that conveys the benefits of District educational programs and highlights District strengths as an educational leader, and that directly supports the goals established in each college’s Strategic and Educational Master Plans.</p>	<ul style="list-style-type: none"> • Visible evidence of District-wide marketing campaign in various media outlets • Evidence of positive initial community reaction to campaign 	<ul style="list-style-type: none"> • Increases in public recognition and approval of LACCD colleges • A 20% increase in district enrollment 	<p>Chancellor’s Office District Marketing Committee PIOs</p>	<p>DPC BOT</p>
Objective 1.6 Explore the Creation of New Centers and Satellites				
<p>Assess community needs for expanded educational opportunity, and, when appropriate, plan and implement the creation of new LACCD instructional centers and satellite campuses.</p>	<ul style="list-style-type: none"> • Reports documenting formal assessment of additional community needs • Proposals for new satellites and centers 	<ul style="list-style-type: none"> • Increases in college capacity if warranted 	<p>Chancellor’s Office Presidents CIOs</p>	<p>Chancellor’s Office BOT</p>

Goal 2: Success—Enhance all Measures of Student Success

Help students identify and achieve their educational goals—including transfer to four-year institutions, job and career preparation and placement, basic skills improvement, and life-long learning.

	Short-Term Qualitative Outcomes	Long-Term Quantitative Measures	Responsible Agent	Monitoring Body
Objective 2.1 Plan for Student Success				
Establish and use clear benchmarks of student success to gauge institutional improvement, report on success outcomes on a regular basis, and use student success outcomes measures to assess the effectiveness of all institutional, educational, departmental, and student services, and administrative planning processes.	<ul style="list-style-type: none"> Evidence of use of student success measures in college strategic and educational master planning goals and processes Evidence that student success is considered as a factor in revising college planning, allocation, and decision making processes 	<ul style="list-style-type: none"> A 15% increase in successful course completion A 15% increase in semester-to-semester persistence rates A 20% increase in transfer and degrees and certificates A 15% increase in all AB 1417 measures 	College Councils &/or Educational Planning & SSI Committees	DPC BOT
Objective 2.2 Use Enrollment Management to Meet Student Needs				
Implement systematic enrollment management processes and strategies to 1) advance college educational master plan and program review goals, 2) provide up-to-date, reliable data for schedule management decision making, 3) incorporate the use of state-of-the-art technologies, 4) assure that students can complete degree and certificate programs in a reasonable period of time, and 5) assure that evening and weekend students can have easy access to the courses they need.	<ul style="list-style-type: none"> Evidence of active enrollment management teams at District colleges, as documented by committee rosters, minutes, etc. 	<ul style="list-style-type: none"> Achievement of college planning goals for increasing average section enrollment Evidence of more effective and equitable scheduling to student demand 	CIOs CSSOs Enrollment Management Committees	DPC BOT
Objective 2.3 Institute a District-wide Student Success Initiative				
Establish a “Student Success Committee” or taskforce at each college, charged with 1) identifying and eliminating barriers to student success; 2) enhancing student engagement, persistence, and goal attainment; 3) improving the way students identify and monitor their progress toward educational and career objectives; 4) enhancing students’ ability to assess their personal academic strengths and learning styles; and 5) developing strategies for helping students become autonomous, self-regulated life-long learners.	<ul style="list-style-type: none"> Formation of standing Student Success Committees or the equivalent at all district colleges Evidence of on-going Student Success committee activity, including the publishing of formal SS goals 	<ul style="list-style-type: none"> A 15% increase in successful course completion A 15% increase in semester-to-semester persistence rates A 20% increase in transfer and degrees and certificates A 15% increase in all AB 1417 measures 	District & Coilege SSI Committees CIOs/CSSOs	DPC BOT

Objective 2.4 Re-Think Basic Mathematics & Language Arts Instruction				
Strengthen basic skills instruction in mathematics and English language arts by assessing problems in the current basic skills pipeline, exploring alternative curricular and pedagogical approaches to basic skills instruction, and researching and implementing emerging best practices intended to help students move more rapidly and effectively through all preparatory course sequences.	<ul style="list-style-type: none"> Evidence of basic skills pipeline examination and reform efforts at the college and District level, as documented by taskforce agendas, minutes, and reports 	<ul style="list-style-type: none"> A 15% increase in basic skills improvement rates Verifiable increases in student learning outcomes in basic skills courses Increases in the percentage of students who transition successfully from basic skills into college-level courses 	District & College SSI Committees Basic Skills Discipline Committees	DPC BOT
Objective 2.5 Improve Equity Outcomes for All Students				
Assure equity outcomes for all groups in relation to transfer rate, degree and certificate completion, persistence, and basic skills improvement.	<ul style="list-style-type: none"> Evidence that colleges have assessed equity of all student success outcome measures for all demographic groups Establishment of equity plan goals 	<ul style="list-style-type: none"> Evidence of equitable increases in successful course completion, persistence, and goal attainment for male and female students of all backgrounds 	District SSI Steering Committee College SSI Committees	DPC BOT
Objective 2.6 Expand Job Placement				
Expand job placement and internship opportunities for students in vocational programs by enhancing job placement centers in collaboration with local businesses, corporations, unions, public agencies, and private organizations.	<ul style="list-style-type: none"> Evidence of increased contacts and partnerships with local businesses and other employers 	<ul style="list-style-type: none"> Verified increases in job placement and internships for vocational students 	CIOs CSSOs	DPC BOT
Objective 2.7 Use High Technology for Student Success				
Explore the use of interactive digital technologies, such as Pod-casting, e-portfolios, degree audit systems, and student “portals,” to enhance student engagement and student success and to expand college access.	<ul style="list-style-type: none"> Implementation of technological innovations to enhance student success and engagement as documented in college strategic plans. 	<ul style="list-style-type: none"> Evidence of increasing student use of and satisfaction with instructional and student success technologies 	District & College SSI Committees College DE & IT Committees	DPC BOT

Goal 3: Excellence—Support Student Learning and Educational Excellence

Place student learning at the center of all District endeavors by transforming LACCD colleges into vibrant learning communities that offer challenging, student-centered courses and programs taught in a variety of “state-of-the-art” modes of delivery by engaged, professional faculty who expect the best from themselves and from their students.

	Short-Term Qualitative Outcomes	Long-Term Quantitative Measures	Responsible Agent	Monitoring Body
Objective 3.1 Implement and Use Student Learning Outcomes				
Define, disseminate, and assess student learning outcomes for all LACCD courses, programs, and degrees and use the results of outcome assessments to make measurable improvements in all instructional and support programs.	<ul style="list-style-type: none"> Establishment and wide dissemination of student learning outcomes for all courses, degrees, certificates, and GE competencies Evidence of program change in response to SLO assessment 	<ul style="list-style-type: none"> Verifiable increases in student learning outcome measures at the course, degree/certificate, and GE levels at all District colleges 	<p>CIOs</p> <p>College Curriculum, Educational Planning, & SLO Committees</p>	<p>DPC</p> <p>BOT</p>
Objective 3.2 Foster a District-wide Culture of Evidence				
Create a culture of evidence and assessment that gives all administrators and faculty high quality, reliable, relevant and easily usable data so they can frame their own research agendas and make informed decisions about how to modify instructional, support, and administrative services to foster student success and educational excellence.	<ul style="list-style-type: none"> Establishment of District-wide “core indicators” and “strategic measures” of institutional effectiveness Evidence of the integration of data in all levels of decision making 	<ul style="list-style-type: none"> Increased user satisfaction with the reliability and usefulness of District and college research 	<p>College Planning Committees</p> <p>District & College Researchers & DRC</p>	<p>DPC</p> <p>BOT</p>
Objective 3.3 Strengthen Educational Planning & Program Development				
Strengthen educational master planning, program review, and viability processes across the District so that they 1) meet the documented workforce, technological, and educational needs of local communities; 2) involve objective, research-based assessments of program effectiveness; 3) include specific goals and action plans for program improvement; 4) and assure the vigorous development of new course and program offerings in high priority growth areas and emerging technologies and disciplines, such as green technologies and environmental science.	<ul style="list-style-type: none"> The identification of specific academic and vocational areas for new program development within college educational master plans Documentation of efforts to improve program review and educational planning at the college level 	<ul style="list-style-type: none"> Verifiable increases in educational program innovation and development Evidence of program viability review and elimination in response to changing workforce and academic needs 	<p>Academic Senates</p> <p>CIOs/CSSOs</p> <p>College Educational Planning Committees</p>	<p>DPC</p> <p>BOT</p>

Objective 3.4 Diversify Modes of Instructional Delivery				
<p>Diversify modes of instructional delivery in response to student demand by developing comprehensive alternative instructional programs leading to clear academic goals that are delivered through interactive Distance Learning technologies, such as hybrid courses, and by means of alternative scheduling and intensive educational programs.</p>	<ul style="list-style-type: none"> • Development of new hybrid courses • Implementation of alternative scheduling patterns, intensive courses, etc. as documented in college strategic plan updates 	<ul style="list-style-type: none"> • Documented increases in the number of students enrolled in DE and hybrid courses • Documented increases in students served in programs involving alternative scheduling patterns, intensive courses, etc. 	<p>CIOs</p> <p>College Educational Planning & DE Committees</p>	<p>DPC</p> <p>BOT</p>
Objective 3.5 Focus Professional Development on Institutional Goals and Student Success				
<p>Refocus faculty professional development programs so that they directly support the advancement of student learning and the goals established in college strategic and educational master plans, and create permanent “Teaching/Learning Centers” that 1) focus professional development activities on the improvement of student learning, 2) encourage faculty to experiment with new “student-centered” pedagogies, 3) help faculty adapt to the use of cutting-edge instructional technologies, and 4) encourage faculty to explore emerging trends in their disciplines.</p>	<ul style="list-style-type: none"> • Evidence of the alignment of faculty professional development activities with college strategic and educational master plan goals and student learning outcome priorities • Creation of Teaching/ Learning Centers at District colleges 	<ul style="list-style-type: none"> • Documented increase in the number of FLEX hours dedicated to activities that support college goals and student success efforts 	<p>College Presidents</p> <p>Academic Senates</p> <p>Pro. Dev. Coordinators</p>	<p>DPC</p> <p>BOT</p>
Objective 3.6 Establish New & Part-Time Faculty Academies				
<p>Establish new faculty academies that will orient new probationary and part-time faculty to their professional responsibilities, including accreditation, program review, the curriculum process, educational planning, student learning outcomes, college budget allocation formulas, shared governance procedures, collective bargaining procedures, and the AFT Contract.</p>	<ul style="list-style-type: none"> • Establishment of new and part-time faculty academies at colleges across the District as warranted by new hires 	<ul style="list-style-type: none"> • Increases in probationary and part-time faculty satisfaction with professional development programs 	<p>CIOs</p> <p>Academic Senates</p> <p>AFT Chapters</p> <p>Pro. Dev. Coordinators</p>	<p>DPC</p> <p>BOT</p>
Objective 3.7 Connect with Educational Partners				
<p>Strengthen ties with regional educational partners, including UC, CSU, and the K-12 system to improve the alignment of academic standards and expectations, to leverage resources, and to create new learning opportunities for LACCD students.</p>	<ul style="list-style-type: none"> • Evidence of new collaborative initiatives between the colleges and K-16 educational partners 	<ul style="list-style-type: none"> • Documented numbers of students benefited by these contacts through increased transfers, enrollments, etc. 	<p>Chancellor’s Office</p> <p>Presidents</p> <p>CIOs/CSSOs</p>	<p>DPC</p> <p>BOT</p>

Objective 3.8 Launch a Career Technical Education (CTE) Workforce Initiative				
<p>Support vigorous workforce development across the Los Angeles area by implementing new high-demand, high-wage, high-tech workforce and career-technical educational programs in emerging career/technical occupational areas, including, for example, green technologies, green construction, alternative fuels and advanced transportation technologies, logistics, allied health services, culinary arts, hospitality services, interactive media technologies, entertainment, etc.</p>	<ul style="list-style-type: none"> • Creation of a committee charged with promoting innovation and excellence District-wide • Production of formal policy recommendations for enhancing innovation across the District and for improving the quality of all faculty and staff hiring processes 	<ul style="list-style-type: none"> • Increases in the numbers of new programs developed by District colleges • Increases in regional, statewide, and national recognition for District colleges, programs, administrators, faculty, staff, and students 	<p>Chancellor's Office</p> <p>Academic Senates</p> <p>Unions</p>	<p>DPC</p>

Goal 4: Accountability—Create A District-wide Culture of Service and Accountability

Foster a culture of service and accountability across the District that maximizes the ability of our colleges to act as highly-effective and efficient independent entities while simultaneously capturing the benefits of being a large, multi-college district.

	Short-Term Qualitative Outcomes	Long-Term Quantitative Measures	Responsible Agent	Monitoring Body
Objective 4.1 Develop a District-wide Culture of Planning and Accountability				
Establish clear, mutually-reinforcing District and college strategic goals supporting the goals established in the State System Strategic Plan, assess the effectiveness of these planning efforts, and report the results of these assessments to the Board of Trustees and the community at large on a regular basis.	<ul style="list-style-type: none"> Evidence of the alignment of college strategic planning goals with District and System goals Evidence of regular public reporting on District and college strategic goal outcomes 	<ul style="list-style-type: none"> Documented increases in District and college strategic planning goal attainment Documented increases in community recognition and approval of the LACCD and District colleges 	DPC College Councils	DPC BOT
Objective 4.2 Create a Culture of “Customer Service” Across the District				
Institute a District-wide “Customer Service Initiative” to reassess all office policies and procedures in order to make them more streamlined, less time-consuming, more welcoming and more “user-friendly,” and to guarantee quick response to all requests and inquiries, to enhance the “personal” connection in all transactions, and to assure individual accountability.	<ul style="list-style-type: none"> Establishment and assessment of service outcomes for all District offices Establishment of benchmarks of user satisfaction for all District and college administrative systems 	<ul style="list-style-type: none"> Increased levels of user satisfaction for all District and college administrative systems Increases in quantitative measures of effectiveness for all District and college administrative offices 	District & College Senior Staff VP Councils	DPC BOT
Objective 4.3 Professionalize Staff Development				
Re-examine and professionalize current District-wide staff development efforts and institute a “New Staff Academy” that complements current college staff development efforts, enhances the skills and productivity of all administrative support staff, facilitates effective cross-training and personal and career advancement, and addresses district-wide issues at all levels of the organization.	<ul style="list-style-type: none"> Recommendations for the immediate improvement of the district-wide and college staff development activities Evidence of creation of a District-wide “New Staff Academy” 	<ul style="list-style-type: none"> Increasing numbers of staff enrolling in District Staff Development activities Increasing numbers of staff enrolled in the New Staff Academy Increasing staff satisfaction with District and college staff development programs 	District & College Senior Staff Unions	DPC BOT

Objective 4.4 Support the Development of Administrative Leadership				
Establish an <i>Administrative Leadership Initiative</i> in order to provide college personnel who have leadership potential with the skills and competencies they will need to become effective executive-level decision makers and “agents of change” and to encourage the development of the vision required to guide District colleges as they navigate the challenges posed by future economic, educational, and demographic changes.	<ul style="list-style-type: none"> Evidence of the establishment of a District-wide Administrative Leadership Program 	<ul style="list-style-type: none"> Increases in the number of administrators, faculty, and staff attending District and state-wide administrative leadership programs Increases in the number of District administrators filling regional and statewide leadership positions 	Chancellor’s Office Presidents	DPC BOT
Objective 4.5 Improve all District-wide Administrative Systems				
Re-assess and re-engineer all District-wide administrative systems and associated business processes to maximize system strengths and capabilities, increase overall system efficiency, and to minimize error.	<ul style="list-style-type: none"> Establishment and assessment of service outcome effectiveness measures and benchmarks for all District and college administrative systems and their use for system improvement 	<ul style="list-style-type: none"> Elimination of all errors related to employee payroll and position reporting Increased levels of user satisfaction for all District and college administrative systems 	Office of the Senior Vice Chancellor District Senior Staff	DPC BOT
Objective 4.6 Improve District-wide Communications				
Enhance District-wide communications by improving the District phone response system, redesigning and promoting the active use of District and college web sites, issuing regular “state of the institution” reports, publishing timely updates on issues of broad concern, and implementing paperless operations.	<ul style="list-style-type: none"> Creation of systems that provide quick responses to all phone and email inquiries Redesign of District and college websites Evidence of regular reports to the public on the state of the District and District colleges 	<ul style="list-style-type: none"> Increases in faculty, staff, and student satisfaction with college and District communications Evidence of movement to paperless operations 	Office of the Senior Vice Chancellor District Senior Staff	DPC BOT
Objective 4.7 Revisit Decentralization and the District Budget Allocation Model				
Assess past efforts to decentralize District functions and explore new ways of improving District/college functional relationships, and, as part of this effort, revise the budget allocation model to guarantee that it supports the educational goals of all colleges equitably, ensures continued District financial stability, and encourages colleges to become fiscally independent.	<ul style="list-style-type: none"> A revised delineation of the division of District/college functions via the District Office service outcomes project Development of a new budget allocation model 	<ul style="list-style-type: none"> Increasing understanding among all personnel of the division of District/college responsibilities Balanced budgets and surpluses at all nine District colleges 	Chancellor’s Office DBC	DPC BOT

Goal 5: Collaboration & Resources—Explore New Resources and External Partnerships

Strengthen external partnerships at all levels in order to enhance political support for District initiatives, expand District financial resources, and improve District relationships with all communities in the greater Los Angeles area so that LACCD colleges can offer more responsive, relevant, and affordable educational programs and support services.

	Short-Term Qualitative Outcomes	Long-Term Quantitative Measures	Responsible Agent	Monitoring Body
Objective 5.1 Collaborate with Community Partners to Leverage Resources				
Establish new partnerships with local businesses and corporations, the Chamber of Commerce, city agencies, organized labor, and other community partners to develop new occupational and academic programs, provide more job placement and internships, and re-engage the “disconnected.”	<ul style="list-style-type: none"> Documented establishment of new District/college community partnerships as evidenced in District and college strategic plan updates 	<ul style="list-style-type: none"> Increased number of job placements and internships Documented placement referrals of disconnected youth Increased numbers of students served in partnership programs 	Office of the Chancellor College Presidents	DPC BOT
Objective 5.2 Support Student-Centered Legislation				
Support local, state, and national legislative initiatives to expand educational access and excellence by reducing student fees, increasing financial assistance, increasing compensation for non-credit instruction to facilitate outreach to underserved populations, easing restrictions on concurrent enrollment to stimulate inter-institutional collaboration, and facilitating future bond construction programs.	<ul style="list-style-type: none"> Implementation of District legislative agenda 	<ul style="list-style-type: none"> Reduced student fees Increased financial assistance & lower book costs Higher compensation rates Reduction of concurrent enrollment restrictions Reduce red-tape 	Office of the Chancellor Presidents	BOT
Objective 5.3 Enhance District and College Foundations				
Create a District/College foundation coordination group that will identify common goals, share best practices, leverage resources, and synchronize activities in order to increase foundation effectiveness and provide additional financial support for students.	<ul style="list-style-type: none"> Evidence of the establishment of a District-wide foundation coordination committee 	<ul style="list-style-type: none"> An increase of 20% in foundation-sponsored student scholarships across the district An increase of 20% in foundation funding provided to colleges across the District 	Office of the Chancellor Presidents	BOT

Objective 5.4 Strengthen Support for Grants and External Funding				
<p>Create an Office of External Funding that helps the colleges identify public and private funding sources, aligns college needs and foundation priorities, provides college faculty and administrators with regular updates, coordinates inter-institutional efforts for collaborative grants, augments college research capabilities, and offers district-wide in-service grants-related training.</p>	<ul style="list-style-type: none"> • Establishment of an Office of External Funding • Provision of grant opportunity updates to colleges on a semester-by-semester basis 	<ul style="list-style-type: none"> • A 20% increase in grant dollars awarded to District colleges • A documented increase in collaborative grants involving District colleges 	<p>Office of the Chancellor</p> <p>Presidents</p>	<p>DPC</p> <p>BOT</p>
Objective 5.5 Identify Resources to Supplement College Master Plans				
<p>Explore additional sources of funding—including the possible implementation of future bond measures—to supplement current facilities master planning projects across the District and to provide additional resources in support of increased maintenance costs as the result of Prop A/AA construction.</p>	<ul style="list-style-type: none"> • Identification of measures to enhance current bond programs via economies of scale • Recommendations on the feasibility of a new bond initiative in 2007-2008 	<ul style="list-style-type: none"> • A documented increase in capital funding for additional projects to complete college master plans • Possible implementation of a new bond initiative 	<p>Office of the Chancellor</p> <p>Office of Facilities Planning</p> <p>CFO</p>	<p>BOT</p>