

Strategic Goals, Performance Measures, Baseline Data and Targets

In order to meet our vision and fulfill our mission, the Los Angeles Community College District is committed to pursuing four strategic goals. These goals will be assessed through performance measures with baseline data and targets that will strengthen accountability and ideally will bring about the successful student outcomes we desire. These goals are linked to the California Community College State Chancellor's Strategic Plan, and all four goals will be reviewed annually during the Board's Institutional Effectiveness Committee meetings. Comprehensive updates occur every two years and are completed by the District's Planning Council.

District Goals

Goal 1: Access and Preparation for Success

Improve equitable access; help students attain important early educational momentum points.

Objective 1: Ensure equitable access to education.

Measure 1: Participation rate in underserved areas.

Measure 2: Percentage of eligible students receiving financial aid.

Objective 2: Increase the percentage of new students who complete the matriculation process by the end of their first semester.

Measure 1: Number and percentage of new students completing matriculation disaggregated by age, gender, ethnicity, and low income status:

Number and percentage of new students completing assessment.

Number and percentage of new students completing orientation.

Number and percentage of new students creating an educational plan.

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

Measure 1: Percentage of new students successfully completing at least one English and Math class in their first year.

Measure 2: Persistence (Fall to Spring and Fall to Fall).

Strategic Goals, Performance Measures, Baseline Data and Targets

Goal 2: Teaching and Learning for Success

Strengthen effective teaching and learning by providing a learner-centered educational environment; 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 learner-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: SLO measures (number and percentage of SLOs, PLOs, and ILOs assessed).

Measure 3: Measure of whether/how technology is being used to improve student learning and engagement (from student survey and District Employee Survey, which is to be developed).

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 English 101 and Math 125; 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 English 101 and Math 125.

Measure 3: Completion Rate (i.e., certificate, degree, or transfer).

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, and low-income status.

Strategic Goals, Performance Measures, Baseline Data and Targets

Goal 3: Organizational Effectiveness

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

Objective 1: Assess and improve district processes and services.

Measure 1: Number and percentage of District Customer Service Area Outcomes assessed and for which improvements are being made based on results (District Employee Survey).

Measure 2: Percentage of program reviews completed and the number of planned improvements.

Objective 2: Improve communications and governance throughout the district.

Measure 1: Committee effectiveness (based on committee evaluations and the District Employee Survey).

Measure 2: Effectiveness of District-wide governance (District Employee Survey).

Measure 3: Employee communications (District Employee Survey).

Objective 3: Improve employee development opportunities.

Measure 1: Survey questions on professional development opportunities, participation, and effectiveness (District Employee Survey).

Measure 2: Resources dedicated to employee development (amount and percent of budget).

Measure 3: Number of employees participating in employee development or training.

Strategic Goals, Performance Measures, Baseline Data and Targets

Goal 4: Resources and Collaboration

Increase and diversify sources of revenue in order to achieve and maintain fiscal stability and to support District initiatives. 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: Develop and diversify sources of revenue.

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

Objective 2: District and college Foundations will significantly increase external resources in order to support the District and colleges.

Measure 1: Funds raised (annual and cumulative).

Measure 2: Foundation endowment.

Measure 3: Amount of scholarships awarded.

Objective 3: Increase business and community partnerships to support innovation and student learning.

Measure 1: Number and type of community/business partnerships.