LACCD Improvement Cycle:

Planning, Implementation, and Evaluation

Planning

Implementation

Improvement

Plans Resource Needs

Assessment

and Evaluation

# District Strategic Planning

In the LACCD, colleges are directly responsible for establishing their own strategic goals and objectives in response to the educational, workforce, and cultural needs of the communities they serve. The District Strategic Plan (DSP), ***Vision 2017***, provides a framework for integration of college and district-level planning. College strategic plans are integrated with the District Strategic Plan (DSP), ***Vision 2017***, through alignment of goals between the two.

The DSP created a framework for district-wide integration of college-level activities and initiatives, allowing colleges to implement the goals and objectives of the District plan, based on local conditions and institutional priorities. DSP measures were developed for each college, and the District as a whole, based on a uniform methodology and data sources. Formally adopted by the LACCD Board of Trustees on February 6, 2013, ***Vision 2017*** built on the District’s first plan, the *LACCD District Strategic Plan 2006-2011*, which was designed to achieve the District’s newly revised mission and to support the goals of the California Community College System’s Strategic Plan.

***Vision 2017*** was developed by the District Strategic Planning Committee. Over the period of 2011-2012, this Committee conducted extensive internal and external scans that provided the following information:

|  |  |
| --- | --- |
| Student access data | Student success data |
| Financial aid data | Student and employee profiles |
| Fiscal effectiveness data | Area demographics |
| Area educational attainment | High school achievement data |
| Regional business and economic trends | Regional labor market demand |

The Committee also conducted “SWOT” focus groups with stakeholders at all locations to gather information about current District strengths and weaknesses as well as the opportunities and threats the District would face in future years. The resulting ***Vision 2017*** contains four goals, thirteen objectives, and multiple outcome measures and describes the collective priorities of all LACCD colleges and the Educational Services Center (ESC) toward improving student learning and achievement.

The DSP is evaluated at the mid-point of the planning cycle and is revised during the final year of the cycle. Mid-cycle evaluation is conducted by the District Planning and Accreditation Committee (DPAC), which re- evaluates the District mission, goals, objectives, and metrics for currency and relevance, with a focus on alignment with national and state-wide initiatives, accreditation standards, and utility of data.

Annual

Mid-Term

End of Cycle

* College Effectiveness

Reports

* Report to DPAC and Board of Trustees
* Evaluation by District

Institutional Effectiveness

* Report to DPAC and Board of Trustees
* Evaluation by District

Institutional Effectiveness

* Report to DPAC and Board of Trustees

**Figure 1: Reporting and Evaluation Cycle for District Strategic Plan**

# District-Level Enrollment and Financial Planning

Colleges and the District jointly establish district-wide FTES targets for the upcoming academic year during the spring semester. Targets incorporate college and district-level enrollment projections and are reviewed by the Chancellor’s Cabinet, District Budget Committee, and the Board’s Budget and Finance Committee prior to final adoption of the budget in August of each year.

The District’s Budget Allocation Model utilizes FTES projections and additional revenue streams to determine each college’s allocation and funding for ESC centralized services. During the operational planning process, in March of each year, colleges and the ESC develop budgets that reflect their planning and institutional priorities. Prior to adoption, college and ESC budgets are reviewed by Board’s Budget and Finance Committee to ensure that priorities align with the District’s Strategic Plan’s, and Board of Trustees’ goals, as well as Chancellor’s recommendations.

**Enrollment and Revenue Planning (January-May**)

**College Resource Allocation and Budget Preparation (March-June)**

**Financial Review (Quarterly Ongoing, July-June)**

**Figure 2: District-Level Enrollment and Financial Planning**

As the year progresses, both the colleges and the District monitor revenue and expenditure projections, update financial plans, and review budgets and FTES growth targets. The District’s Chief Financial Officer, college, and ESC staff meet on a quarterly basis to review revenue and cost projections and discuss adjustments or actions needed to maintain their alignment within colleges stated goals.

College-level financial planning informs the District’s overall budget. The following figure shows how the District utilizes college financial plans coupled with its State allocation, year-end balances, and its own Strategic Plan priorities and needs to develop its budget.

Budget Prep (Sept-Dec)

Preliminary Allocation (Jan-Feb)

Preliminary Budget (March-June)

Final Budget (July-Sept)

* DBC reviews college

financial plans

* Adoption of budget development calendar
* Initial assessment projections of centralized accounts
* First quarterly report submitted to State
* Review preliminary

allocation

* Review college dedicated revenue projections
* Provide initial ending balance projections
* Second quarterly report submitted to State
* Update ending

balance projections

* Preliminary budget available
* May revise; revenue projections adjusted
* Third quarterly report submitted to State
* Adoption of proposed tentative budget
* Final year-end closing;

actual balances established

* Publication and public review of proposed budget
* Review and adopt final budget
* Final budget filed with County and State

**Figure 3: District Budget Development Process**

# District-Level Facilities Planning

Facilities planning in the LACCD is an integrated process between the colleges and the District’s Division of Facilities Planning and Development (FPD). FPD staff work collaboratively with college leadership to support facilities planning, as follows.

College strategic and educational plans serve as the basis for development of their local ***Facility Master Plans***, which address both the long-term (20-25 year) as well the short-term (5 year), building and infrastructure needs of each college.

In accordance with State requirements, the LACCD, on behalf of all colleges, submits a District-level ***LACCD Capital Construction Plan,*** *a* five year plan that is updated yearly. Colleges work with the FPD to update their individual plans prior to submittal to the State as part of the overall LACCD plan.

Acknowledging the need for a planning process that would incorporate individual college plans with the external bond funding, the LACCD developed its ***Master Building Program Budget Plan*** for expenditure of bond funds (BoT approval date October 5, 2011). This took into account local 5-year planning cycles as well as funding streams from Props A, AA and J, laying the foundation for an integrated planning and budgeting process driven by each of the nine colleges’ Strategic and Educational Master Plans.

Within this framework, the colleges and the FPD determined the types of facilities projects that should be pursued, their size and scope, when and how they should be changed, and their cost-effectiveness in addressing college facility needs. These prioritized projects are reflected in each college’s ***Strategic Execution Plan for Bond Funded Projects.***

Bond funded projects are managed at the college level by the College Project Director, and district-wide by the LACCD Project Management Office (Build LACCD), which is overseen by the FPD. Facilities projects are subject to oversight by the Board’s Facilities Master Planning and Oversight Committee (FMPOC). Bond funded projects are subject to additional oversight that occurs through the Bond Steering Committee and the District Citizen’s Oversight Committee.

**College** •College Strategic and Educational Plans

**College** •College Facility Master Plans

**College** •College Strategic Execution Plan (for Bond-funded Programs)

**District**

**District**

* District Capital Construction Plan (includes all College

Facility Master Plans)

* Master Building Program Budget Plan (for Bond-funded construction; incorporates College Strategic Execution Plans)

**Figure 4: College and District Facilities Planning**