LACCD District Strategic Plan, 2006-2011

Final Assessment and Future Planning Recommendations

In September 2009, the District Planning Committee (DPC) agreed to undertake the final (summative) assessment of the District Strategic Plan, 2006-2011 (DSP). The decision to initiate a new planning cycle was made because a number of the key assumptions underpinning the original plan had been rendered obsolete by changes in the economy and by the accelerating pace of technological change. It was also agreed that an early revision of the 2006-2011 plan would allow the incoming Chancellor the opportunity of working with the colleges in the development of a new strategic direction and vision for the District.

Final Assessment

To facilitate its evaluation of the plan, the DPC created a “Summative Assessment Scorecard” and used it to rank the progress made on the 5 goals and 33 objectives contained in the 2006-2011 DSP. These rankings indicated the extent to which the District had “Substantially实现了,” “Made Progress” on, or “Made Little Progress” on each of the plan’s objectives. The Scorecard also contains recommendations for which of the objectives should be considered for continuation in the next strategic planning cycle. Overall, DPC members agreed that 6 of the plan’s 33 objectives have been “Substantially Achieved,” that some significant progress has been made on 21 others, and that little or no progress had been made on 6 of the objectives. In addition, 24 of the plan’s objectives were recommended for continuation in some form in the next District Strategic Plan. (See the attached District Strategic Plan Summative Assessment Scorecard.)

DSP Goal 1 Access: Expand Educational Opportunity and Access
The District exceeded all original targets established for this goal. Overall enrollment, enrollment of first-time students, and enrollment of recent high school graduates all increased by 20-30% or more between 2005 and 2010. Enrollments of Hispanic and African American male students also increased significantly. Indeed, four of the LACCD colleges have been ranked in the top 15 fastest growing community colleges in the nation (CC Week, Nov. 30, 2009). Either “Substantial Progress” or some progress has been made on all six of the objectives related to this goal.

DSP Goal 2 Success: Enhance all Measures of Student Success
The District “Substantially Achieved” one and made progress on three other objectives associated with this goal—most having to do with implementation of the infrastructure needed for a district-wide student success effort and with the use of technology for student success. However, little progress was made in relation to three objectives which focused on improving basic skills instructional methods, improving equity outcomes for all students, and improving job placement. While overall persistence and transfer rates increased slightly between 2005 and 2009, most success indicators either remained relatively flat or declined, the largest decline occurring in the rate of students receiving CTE certificates.

DSP Goal 3 Excellence: Support Student Learning and Educational Excellence
The District “Substantially Achieved” one of the 8 objectives associated with this goal and made progress on the remaining 7. LACCD colleges offered nearly 30 new CTE programs in 2009, more than 3 times the number created from 2000 to 2005. Total Distance Education enrollment has increased significantly since 2005, going from 16,120 to 55,508. As of Spring 2010, District colleges report that they have established Student Learning Outcomes for ???% of their courses and ???% of their instructional programs.

DSP Goal Accountability: Create A District-wide Culture of Service and Accountability
The District has “Substantially Achieved” the objectives of developing a district-wide culture of planning and accountability and supporting the development of administrative leadership. It has made progress on objectives related to the improvement of administrative systems, communications, leadership development and decentralization. However, little progress has been made on the issue of fostering a culture of “customer service” across the District.
DSP Goal 5 **Collaboration & Resources: Explore New Resources and External Partnerships**
The District “Substantially Achieved” or made progress on 4 of the 5 objectives related to this goal. District colleges have reported significantly greater success in negotiating external partnerships and external grants since 2005, increasing their grants success by nearly 40% during that time. Little progress has been made, however, in enhancing college foundations. All but one of the objectives associated with this goal are recommended for continuation, the exception being Objective 5.3 which deals with support for student-centered legislation which should be a normal operating goal of the District and the Board of Trustees.

**“Lessons Learned”: Additional Planning Recommendations**

As part of the assessment process, the DPC also formulated the following recommendations for the development of the next District plan. Based on practical lessons learned during the first planning cycle, these recommendations are offered to help guide those who will undertake the next plan’s formulation.

**Plan Development Oversight**

It is recommended that, as occurred in 2005-6, the in-coming Chancellor convene a special Strategic Planning Taskforce to oversee the development of the *District Strategic Plan, 2012-2017*. It is further recommended that this taskforce include the following stakeholder group representatives:

- The Chancellor
- The Deputy Chancellor
- The Vice Chancellor of Educational Programs and Institutional Effectiveness
- 2 College Presidents
- One Vice President of Academic Affairs
- One Vice President of Student Services
- One Vice President of Administration
- District Academic Senate appointees (as negotiated with the DAS)
- One representative of the AFT Faculty Guild
- One representative of the AFT Staff Guild
- The Student Trustee or his/her designee representing the ASO
- The District CFO (Staff, as needed)
- The Director of the Division of Facilities Planning & Development (Staff, as needed)
- The Dean of Institutional Effectiveness (Staff, as needed)

**Plan Development Timeline**

It is proposed that the Taskforce be created in Fall 2010 and that it begin work in Spring 2011, with a completion date for delivery of a final District Strategic Plan, 2012-2017 to the Board of Trustees by no later than January 2012.

**Plan Review and Revision**

It is recommended that the next District Strategic Plan be formally evaluated at the end of each academic year and that the results of this assessment be shared with the Board, the Cabinet and the District Academic Senate by no later than the following September. It is also recommended that the plan be revised as needed every other year during the planning cycle.

**Planning Data Inputs & Research**

As outlined in the LACCD *District Governance and Functions Handbook (p. 18-19)*, the next District Strategic Plan should, at a minimum, incorporate the following inputs:
It is strongly recommend that all internal and external scans, SWOTS, and other forms of data collection be overseen by the District Office of Research in coordination with the District Research Committee and that no outside consult be engaged to provide this service. It is further recommended that baseline and benchmark data be established at the beginning of the planning process and that clear core outcome indicators be defined prior to the plan’s presentation to the Board, and that a single district-level data warehouse be used to provide consistent reports on these indicators for all District colleges.

**Plan Scope & Integration**

It is strongly recommended that the Chancellor’s Taskforce address the challenge of integrating the next District Strategic Plan with all other district-level planning and strategic goal-setting activities, including budget planning, long-term bond and energy planning, IT planning and long-term enrollment management. This should be done at the beginning of the planning process as part of establishing process goals and outcomes.

**District & College Implementation/Responsibility**

The DPC recommends that the goals and objectives in the next District Strategic Plan be broadly written to provide a general framework for college-level activity, unless they call for specific district-level or district-wide action or initiatives. Responsibilities for implementing each objective should be assigned prior to the plan’s presentation to the Board.