Los Angeles Mission College
2011-2012 Strategic Plan Inventory
Revised December 2012
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Goal	Objective	Activities	Outcomes / Deliverables	Responsible Area/Person and Related Governance Committee(s) and Support Units	Status / Evidence
1. Expand access to educational programs and services **Technology Goals 3, 4**	1.1 Expand on-site and online course offerings to increase access to educational opportunities	1.1.1 Analyze trends in onsite/hybrid courses offered.	Expansion of new online courses by discipline, type and number of online/hybrid courses	Educational Planning Comm. Student Support Services Comm. Technology Research Office, Academic Affairs Student Services ASO Distance Ed. Comm.	Status: Ongoing Evidence: Course offerings at high schools maintained locations despite fiscal constraints.
		1.1.2 Submit substantive change request	ACCJC acceptance of LAMC's assessment and proposal for future online offerings.	Educational Planning Comm. Distance Ed. Comm.	Status: Ongoing Evidence:
	1.2 Increase the variety and number of locations at which the college conducts classes.	1.2.1 Assess the feasibility of offering classes in underserved areas as well as to underserved populations.	Identification of new partnerships within LAMC's service area and proposal for number, type, and location of offsite locations in Spring 2009, subject to feasibility* *(space availability/lease negotiations)	Educational Planning and Student Support Services	Status: Ongoing Evidence: Offsite locations identified and current class offerings scheduled. Sunland-Tujunga site in negotiations

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		1.2.2 Create a contact list of community agencies, businesses, etc. that might be interested in offering courses at their sites.	Contact List	Office of the President LAMC Foundation VP Admin Svc Research Office Marketing Office	Status: In Progress Evidence: Contacts identified for some academic disciplines using advisory boards. All sources not yet identified and list not and not yet compiled.
	1.3 Develop and expand student recruitment and outreach efforts to enhance the image of the college and increase the distribution of information about programs and services	Establish a College Marketing, Outreach and Recruitment Committee	Annual update of College Marketing, Outreach and Recruitment Plan.	Marketing, Outreach and Recruitment Committee President's Office Marketing Office Research Office Student Services ASO	Status: On-going Evidence: College Marketing Committee established with regular membership and meetings. Recruitment Plan updated. Activity calendar to be revised Sept. 2010
	1.4 Coordinate reports and share information with Student Services Committee				Status: Not Started; need to revise objective 1.4.

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2. Refine institutional governance and planning processes and procedures to enhance the delivery of programs and services. **Technology Goals 6, 7**	2.1 Develop and refine integrated planning linkages, i.e., Strategic Master Plan., Educational Master Plan, Facility Master Plan, Enrollment Management Plan in order to allocate resources in a systematic fashion	2.1.1 Update program review model and data elements.	Improved quality of instruction, student services, and curriculum. Better data elements for decision making. EPC changes for 12-13. Online counseling, and access to documents through scanning. (e.g. transcripts) Live orientations and one semester plans, group financial aid workshops, and automated notification of academic probation and satisfactory academic progress.	Research office EPC, Academic Affairs, Admin services and Student Services	Status: On-going Evidence: Data elements and changes to prompts requested by EMP added.

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		2.1.2 Improve consistency of program review validation process	Form Program Review Committee. Establish program review validation policies and procedure across all divisions.	College Council --------------------------	Status: In Progress Evidence: College council approved the formation of the Program Review Oversight Committee. The first meeting was scheduled in August, 2011. Baseline data and faculty survey will be completed 11-12.
		2.1.3 Review Shared Governance charters on an annual basis to ensure all planning documents and mission statements are updated regularly to strengthen the integrative planning process.	Planning documents and mission statement updated annually.	Dean of Institutional Effectiveness	Updated planning documents and Mission Statement.
	2.2 Develop system to track and report plan objective completion and linkages	Design and development tracking system	System for reporting plan outcomes, linkages, and impacts.	Research and Planning Office SGTF, College Council	Status: Need to revise objective 2.2 Evidence:
	2.3 Develop common template for college plans.	List common elements of planning document. review by SG committees	Template or common elements for plan objectives	SGTF	Status: Ongoing Evidence: Common elements were incorporated in the planning documents such as goals, objectives, activities, responsibilities, and timelines.

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	2.4 Formalize the process for periodic review and revision of mission statement 2.4,.1. College Council will review the mission statement annually	Conduct survey and review in SG Committees Review of mission statement	Approved mission statement Review completed and / or changes recommended	College Council	Status: Ongoing Evidence: Results of survey; presentation of survey results to College Council and Academic Senate. Item at 2010 College Council retreat Mission statement was revised and approved by the BOT 2012
	2.4.2	Incorporate College Council Charter	College Council Charter evaluation conducted by Academic Senate, Faculty Surveys & Town Hall meetings	Dean of Institutional Effectiveness	On-going
	2.5 Formalize process for periodic review and revision of College Strategic Master Plan in coordination with Shared Governance Committees	Develop a plan for College Council approval.	Process for periodic review and revision of College Strategic master Plan approval.	Dean of Institutional Effectiveness	On-going

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3. Improve Quality of Educational Programs and Services **Technology Goals 1 - 4**	3.1 Refine and assess SLOs at course, program, and institutional outcome levels, implement instructional modifications, and reassess for evidence of improvements.	• Refine SLO Online Management System • Modify and update SLO Web page as needed • Provide avenues for broad-based discussion	• Web-based Online SLO management system • SLO Web page • Flex Day and Assessment Retreat	SLO Coordinator, Assistant SLO Coordinator, Web Designer, and VP of Academic Affairs	Status: On-going Evidence: • SLO Online Management System implemented in fall 2010 • SLO Web page.
	3.2 Provide strategies to improve the connection between SLO assessment, planning, and resource allocation.	Incorporate Resource Allocation Requests into the SLO Online System and link to Program Review.	• Web-based Online SLO management system • Program Review Online System	SLO Coordinator, Assistant SLO Coordinator, Web Designer, VP of Academic Affairs, College President	Status: Completed Evidence: • SLO Online System • Program Review Online System
	3.3 Enhance students' and faculty awareness of SLOs, PLOs, and ILOs.	• Incorporate SLOs into all course syllabi • Post ILOs in classrooms, on bulletin boards, and in LRC • Distribute ILO bookmarks with textbooks Spring 2013	• Web-based Online SLO management system • Flex Day • Assessmnet Retreats	SLO Coordinator, Assistant SLO Coordinator, Web Designer, VP of Academic Affairs, College President	Status: Continuing Evidence: • SOCO • Posters in classrooms • Bookmarks in Bookstore • Minutes of COI, ASO, and Shared Governance Committee meetings
	3.4 Develop an online Student Services reporting system for SAOs and SLOs.	• Transfer SAOs and assessments posted on SSS Web Page to Online System.	Using SAO Online System, assess outcomes and use the results to improve the service areas.	SLO Coordinator and Assistant Coordinator, Web Designer, VP of Student Services, College President	Status: Ongoing Evidence: Student Services Web Page and SLO/SAO Online Report System.

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	3.5 Update curriculum and catalog to accurately reflect college program	• Update and review courses, degrees, and certificates. • Establish a production schedule with deadlines and responsible parties.	• Up-to-date college catalog • Production Schedule	Curriculum Dean, Academic Affairs, Curriculum Committee	Status: Ongoing Evidence: • Up-to-date and accurate college catalog • Electronic Curriculum Development System (ECD)
	3.6 Develop process for program and resource development	Study of current campus grant funding process and exploration of Grants Office	Recommendation for developing and coordinating grant funding proposals	EPC Academic Affairs and CTE Admin Services	Status: Not started Evidence: No centralized grants office; grant funding still decentralized
	3.7 Implement the action items in the Basic Skills Matrix.	Establish a (1) first-year experience and (2) Establish a student faculty one stop center. (3) participate in the L.A. Regional network and plans for institutionalization	Basic Skills-Student success committee re-activated Implementation of Basic Skills Initiative	Basic Skills Committee Academic Affairs	Status: First-year experience developed and implemented in fall 2010. Regular participation in regional network.
4. Maintain Fiscal Stability and encourage a greater focus on revenue enhancement **Technology Goals 6**	4.1 Implement an effective budget development and maintenance process in order to support the efficient and effective allocation and distribution of resources	4.1.1 Link district resource allocation to college process. Orient campus leadership on district funding model	Regular presentations to college leadership on status of budget and district to campus allocations	Budget & Planning committee B&P VPAS/Budget Office	Status: Ongoing Evidence: Budget analyst reported budget status weekly in the President cabinet meeting. B&P Committee procedure to obtain expenditure reports from SFPs. Institutionalized Math Center

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		4.1.2 Integrate funding sources with budget dev.	Planning Budgeting Matrix	Budget & Planning committee B&P VPAS/Budget Office	Status: not started Evidence: There is no planning budgeting matrix.
	4.2 Upgrade Facilities to ensure safety, attractiveness, and utility	Review accident reports (monthly), WEC reports on-going and any other reports as a part of the regular review process Staffing as new buildings are opened	Recommendations for facilities improvements and staffing	Chair of WEC Co-chairs of Facilities Planning Committee Campus Sheriff Director of College Facilities, VP Admin Services	Status: Ongoing Evidence: WEC agendas and minutes; facilities survey and program review; bond project updates to College Council
	4.3 Develop new sources of revenue	4.3.1 Develop relationships with business and industry for contract education programs	Contracts for delivery of related training and professional development programs	Educational Planning Committee co- chairs Academic Affairs (Contract Ed and Community Extension)	Status: In Progress Evidence: Employment and training grants under CTE
	4.4 Develop and/or refine the college foundations strategic friend and fund raising plan	4.4.1 Design an organizational structure to support a development initiative	Plan that identifies appropriate staffing	President Public Relations office	Status: Ongoing Evidence: A Scholarship Committee has been formed. Established donor program (Giving Tree and building naming opportunities)
		4.4.2 Foundation to develop strategic plan	Three Year Strategic "fund and friend raising" plan with specific goals and objectives	President Public Relations office	Status: Ongoing

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		4.4.3 Foundation to identify additional ways to support the mission of the college	Improve the awareness and awarding of Foundation scholarships	President Public Relation office	Status: Not Started; need to review and revise.
	4.5 Maintain balanced budget	Administrative oversight of division spending	Balanced budget	College-wide	Status: Ongoing Evidence: Budget Surplus 2010-11 (1M)
	4.6 Attain FTES target	Expand outreach program	Target FTES	College-wide Outreach & recruitment	Status: Ongoing Evidence: 2010-11 FTES exceeded base.
	4.7 Improve instructional efficiency		Increased average class size	Academic Affairs	Status: Ongoing Evidence: Class size increased from 40 in fall 2009 to 43 in fall 2010.
	4.8 Improve effectiveness of college food services	Form task force; conduct study; make recommendations	Recommendations for food service menu and operations	Food Service Task Force Dean Academic Affairs	Status: Ongoing Evidence: Task formed; conducted study and food service surveys.
5. Provide user friendly technology to meet the needs of faculty, staff and students **Technology Goals 1 - 7**	5.1 Provide and maintain the college professional development program to improve faculty and staff skill in the effective use of technology	Use faculty/staff needs assessment results to identify and prioritize training needs.	Faculty web portal training; smart classroom training; Faculty Academy training.	Technology Committee Staff Development Committee IT department	Status: In Progress Evidence: Technology Committee representation on Staff Development Committee Status: On going Evidence: Increase the numbers of workshop sessions at the beginning and during fall 10 and spring 11 semester; Microsoft IT Academy Faculty and Staff Training

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	5.2 Assess status of current technology using IT equipment inventory	Send recommendations to appropriate Shared Governance committees. Actions to be taken after approval.	Upgrade hardware, software for students, staff and faculty.	IT department	Status: Ongoing Evidence: all student computers upgraded with MS office 10, Windows 7 and Internet Explorer 8. Refer to Technology Master Plan for further evidence.
	5.3 Establish linkages to District Technology Plan and other college Technology Plans. Continue linkages to campus Shared Governance Committees.	Receive yearly updates from District IT Manager. Review reports from campus Shared Governance Committees and recommend to appropriate committee for training.	Integrate District technology updates and plans into campus Technology Master Plan goals. Review goals outcomes of Shared Governance Committee evaluations.	Technology Committee Co-Chair	Status: Ongoing, Started in Fall 2012. Evidence: Fall 12 update from District IT manager.
	5.4 Enhance and Improve College website and support systems (Faculty & Student email, DEC, Portals, etc.)	Review website visual appearance, navigation, functionality	Updated website Updated discipline pages. Updated faculty/staff resources.	Manager College Info. Systems Web Designer Tech Committee	Status: In Progress, On-going Evidence: Web-based calendar system developed. Smart Technology website developed. Redesign of college website completed. Faculty print system completed. SLO Portal completed. ILO Portal in progress. Outlook email update completed.

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6. Increase community responsiveness and expand business, community and civic partnerships **Technology Goals 3**	6.1 Establish and/or enhance existing relationships with business, education and community organization to increase support within the community.	6.1.1 Conduct an external environmental scan of business and community to determine educational and training needs and demands	Prioritized list of business and community needs	VPAA College marketing, Outreach and Recruitment Committee	Done
		6.1.2 Establish a campus point of reference for greater community access to the college	College Contact office announced to the college community and added to college website	President's Office	Done
		6.1.3 Develop strategies that establish and maintain partnerships with business and other community and civic organizations.	Plan describing links with the business community. Plan describing vocational programs with area local high schools. Plan to respond to community needs and gain community support.	President and Foundation CTE, Work Source Center, President and VPAA	Status: In Progress The college has initiated an allied health faculty committee, expanded special funded programs (e.g. STEM), engaged the LAMC foundation, and developed partnerships with Communities and Schools, Verizon and Velozzi Corp. to develop cyber security and light technology programs.

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		6.1.4 Link students and their families to college resources, informing the community of college opportunity	Plan describing vocational programs with area local high schools. Plan to respond to community needs and gain community support.	President and VPAA	Status: In Progress College is expanding linkages to students and families with assistance from LAMC Foundation.