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Goal/Objective	Performance Measure	Baseline (2017-18)	2019-20 Performance	Target/Benchmark	
Goal 1: Expand access to educational programs and services that meet community and student needs through enhanced outreach and course offerings					
1.1. Expand educational opportunities to local high school students by increasing dual enrollment.	1.1.1. 25% increase in the number of students who are dual-enrolled	2,350	3,026	2,938	
1.2. Expand the LA College Promise program and enrollments.	1.2.1. 25% increase in the number of new students who are enrolled in the LA College Promise Program	440 (Fall 2017)	656 (Fall 2019)	550	
1.3. Expand noncredit adult education courses/programs focused on skills improvement and vocational training.	1.3.1. 25% increase in the number of students enrolled in noncredit adult education courses	1,931	2,032	2,414	
1.4. Expand online offerings and online pathways in accordance with Guided Pathways.	1.4.1. 10% increase in the number of online sections offered	258	362	284	
	1.4.2. 15% increase in the number of online enrollments	11,627	15,249	13,371	
1.5. Improve outreach through effective marketing and branding strategies.	1.5.1. 25% increase in the number of first-time students	1,736 (Fall 2017)	1,478 (Fall 2019)	2,170	
	1.5.2. 25% increase in the number of AB540 students	646	606	808	
	1.5.3. 25% of students endorsing very much or quite a bit when asked whether their decision to enroll was impacted by newspaper, radio, or television advertisements	16.7% (Spring 2017)	19.4% indicated Very much or Some in Fall 2018	25%	
	1.5.4. 25% of students endorsing very much or quite a bit when asked whether their decision to enroll was impacted by social media	20.2% (Spring 2017)	22.3% indicated Very much or Some in Fall 2018	25%	
Goal 2: Student-centered institution that effectively supports students in attaining educational goals.					
2.1. Offer student services with a high standard for customer service.	2.1.1. 90% of student services having high satisfaction ratings (defined as 80% of students indicating that they are somewhat or very satisfied)	100% (Spring 2017)	95% (19/20) had 80% rate Very satisfied or Satisfied in Fall 2018	90%	
2.2. Foster an environment that embraces inclusion and the diversity found in a global society.	2.2.1. ≥3.5 survey rating (out of 4) when students are asked: At this college, how often do you engage with students who differ from you in terms of their religious beliefs, political opinions, or ethnic background?	3.17 (79.6% reported Often or Sometimes in Spring 2017)	70.7% reported Often or Sometimes in Fall 2018	3.5 (87.5%)	
	2.2.2. ≥3.5 survey rating (out of 4) when students are asked: How much have your experiences at this college, both in and out of class, improved your ability to understand people of other racial, cultural, or religious backgrounds?	3.33 (82.9% reported Very much or Quite a bit in Spring 2017)	75.0% reported Very much or Quite a bit in Fall 2018	3.5 (87.5%)	

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2.3. Increase full-time enrollment through flexible scheduling and program offerings. In addition, ensure scheduled class offerings meet the needs of students and align with Guided Pathways.	2.3.1. 26% of students enrolled full time	21.7% (Fall 2017)	20.3% (Fall 2019)	26%	
	2.3.2. See also student success metrics under objectives 3.2 through 3.5	N/A	N/A	N/A	
2.4. Review and refine curriculum and programs to ensure that they are responsive to student and industry needs.	2.4.1. No programs with zero annual completions (excluding programs for the first four years they are offered)	5 programs*	No data	Zero programs	
2.5. Provide technology to effectively serve students.	2.5.1. ≥3.5 survey rating (out of 4) when students are asked: To what extent do you agree with the statement "This college's Wi-Fi is reliable"?	3.21 (83.6% reported Strongly agree or Agree in Spring 2017)	80.6% reported Strongly agree or Agree in Fall 2018	3.5 (87.5%)	
	2.5.2. ≥3.5 survey rating (out of 4) when students are asked: In general, to what extent do you agree with the statement "My instructors adequately use available technology in and out of the classroom"?	3.49 (96.7% reported Strongly agree or Agree in Spring 2017)	95.6% reported Strongly agree or Agree in Fall 2018	3.5 (87.5%)	
	2.5.3. ≥3.5 survey rating (out of 4) when students are asked: How often do you use email, social media, text messaging, or this college's website to keep informed about college events?	3.11 (74.9% reported Often or Sometimes in Spring 2017)	88.2% reported Often or Sometimes in Fall 2018	3.5 (87.5%)	
2.6. Ensure that all students have access to financial aid, orientation, educational planning, and proactive counseling.	2.6.1. 10% increase in the number of students receiving a Pell Grant	2,783	2,714	3,061	
	2.6.2. 10% increase in the number of students receiving a California Promise Grant	8,374	7,631	9,211	
	2.6.3. ≥95% of new students completing orientation	79.7%	77.0%	95%	
	2.6.4. ≥95% of new students completing an educational plan	74.1%	78.4%	95%	
2.7. Increase student persistence and successful course completion through effective practices in the classroom and by being responsive to student needs.	2.7.1. Meet institution-set target for successful course completion rate (currently 67% by 2022)	66.5% (Fall 2017)	65.8% (Fall 2019)	67%	
	2.7.2. Increase fall-to-spring student persistence to State-level of performance (currently 69.9%)	59.6% (Fall 2017 to Spring 2018)	56.7% (Fall 2018 to Spring 2019)	69.9%	
2.8. Increase student participation in activities, including Athletics and arts, and in governance and decision-making.	2.8.1. 10% increase in the percentage of students that report that they have participated in a College activity and/or event outside the classroom.	45.6% (Spring 2017)	47.6% (Fall 2018)	50.2%	
	2.8.2. 100% of campus shared governance committees will have an active student member	TBD	TBD	100%	

* Value has been recalculated since the original ISMP draft

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Goal 3: Increase student success and equity.					
3.1. Increase the percentage of students successfully completing transfer-level English and mathematics in their first year within the district.	3.1.1. Meet statewide performance on this metric (6.6% in 2017-18)	3.9%*	5.7% (2018-19)	6.6%*	
3.2. Increase completion of degrees and certificates.	3.2.1. 20% increase in the number of students who receive an AA/AS/ADT degree	585*	634 (not final)	702*	
	3.2.2. 20% increase in the number of students who receive a Chancellor's Office Approved Credit Certificate	648*	636 (not final)	778*	
3.3. Increase the number of students transferring to four-year institutions.	3.3.1. 35% increase in the number students who receive an ADT degree	273*	323 (not final)	369*	
3.4. Decrease time to completion.	3.4.1. 10% decrease in the average number of units accumulated by students earning an associate's degree	98*	98 (2018-19)	88.2*	
3.5. Increase career and job placement rates.	3.5.1. 10% increase in the percentage of exiting CE students who report being employed in their field of study	62%	61.2% (CTEOS 2019)	68.2%	
3.6. Reduce equity gaps in student achievement.	3.6.1. 40% decrease in identified achievement gaps in metrics used by the State	See Student Equity Plan			
Goal 4: Enhance organizational effectiveness through improved infrastructure and expanded communication and training.					
4.1. Provide campus facilities that are clean, safe, and responsive to staff and student needs.	4.1.1. <3.6% of students indicating that they disagree or strongly disagree with the question: To what extent do you agree with the statement, I feel safe and secure at this college?	2.9% (Spring 2017)	3.1% (Fall 2018)	<3.6%	
	4.1.2. ≥3.5 survey rating (out of 4) when students are asked: To what extent do you agree with the statement "Buildings are clean and well maintained"?	3.29 (88.2% reported Strongly agree or Agree in Spring 2017)	93.4% reported Strongly agree or Agree in Fall 2018	3.5 (87.5%)	
	4.1.3. ≥3.5 survey rating (out of 4) when students are asked: To what extent do you agree with the statement "Learning facilities (equipment, classrooms, and labs) are adequate and up-to-date"?	3.25 (92.1% reported Strongly agree or Agree in Spring 2017)	92.4% reported Strongly agree or Agree in Fall 2018	3.5 (87.5%)	
	4.1.4. Establish list of essential services to be available at all campus locations	Not established	Not established	Establish list	
4.2. Ensure the College website is up-to-date, dynamic, and user- and mobile-friendly.	4.2.1. ≥3.5 survey rating (out of 4) when students are asked: To what extent do you agree with the statement "I can easily find the information I need on the college website"?	3.34 (90.9% reported Strongly agree or Agree in Spring 2017)	92.0% reported Strongly agree or Agree in Fall 2018	3.5 (87.5%)	
	4.2.2. ≥3.5 survey rating (out of 4) when students are asked: To what extent do you agree with the statement "Information on the college website is current and accurate"?	3.38 (92.7% reported Strongly agree or Agree in Spring 2017)	92.8% reported Strongly agree or Agree in Fall 2018	3.5 (87.5%)	

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4.3. Increase professional development opportunities for faculty, staff, and administrators.	4.3.1. At least 20 events annually that provide professional development opportunities for faculty, staff, and administrators	41	> 20	20
4.4. Ensure timely evaluations	4.4.1. 100% of evaluations completed on time per their respective contracts	<100%	No data	100%
Goal 5: Improve financial stability by eliminating inefficiencies, enhancing resource development, and developing partnerships.				
5.1. Increase funding brought in through alternative sources, such as by enhancing grant development processes for curricular and student support programs.	5.1.1. 10% increase in the amount of grants awarded	No data	No data	N/A
	5.1.2. 10% increase in amount of revenue generated through other sources of revenue	No data	No data	N/A
5.2. Develop community and business partnerships.	5.2.1. 10% increase in community and business partnerships	No data	No data	N/A
5.3. Enhance the College Foundation.	5.3.1. 10% increase in the amount of funds raised by the Foundation	No data	No data	N/A
	5.3.2. 10% increase in the amount of scholarships dispersed by the Foundation	No data	No data	N/A
5.4. Identify and implement strategies to eliminate inefficiencies and streamline processes, including the efficient use of facilities and resources.	5.4.1. Maintain expenditures per FTES	\$5,453	\$6,152	\$5,453
	5.4.2. ≥36 average class size	34.0 (Fall 2017)	34.7 (Fall 2019)	>36
	5.4.3. Capitalization Load Ratio (CAP Load) (the ratio of Net Operating Income to property asset value) of 150% for lecture and laboratory spaces	No data	No data	150%

