

2013-2018 LAMC Strategic Master Plan

LAMC Mission Statement: Los Angeles Mission College is committed to the success of our students. The College provides accessible, affordable, high quality learning opportunities in a culturally and intellectually supportive environment by ensuring that students successfully transfer to four-year institutions, prepare for successful careers in the workplace, and improve their basic skills; by encouraging students to become critical thinkers and lifelong learners; and by providing services and programs that improve the lives of the diverse communities we serve. (This mission statement was approved by the LACCD Board of Trustees on October 17, 2012.)

Strategic Goal	Objective	Performance Measure	Committee(s)* Responsible
Goal 1: Expand access to educational programs and services and prepare students for success.	1.1. Ensure access to education.	1.1.1. Number of course offerings (so as to expand access to educational opportunities)	SEM, EPC
		1.1.2. Percentage of eligible students receiving financial aid	SSSC
	1.2. Increase the percentage of new students who complete the matriculation process by the end of their first semester.	1.2.1. Number and percentage of new students completing matriculation disaggregated by age, gender, ethnicity, and low income status: <ul style="list-style-type: none"> 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 	SSSC
	1.3. Increase the percentage of new students successfully completing at least one English/ESL/Developmental Communications and Math class in their first year and the percentage of new students persisting to subsequent terms.	1.3.1. Percentage of new students successfully completing at least one English/ESL/Developmental Communications and Math class in their first year	SEM, SSSC
		1.3.2. Persistence (Fall-to-Spring and Fall-to-Fall)	ALL
	1.4. Increase the number of course offerings that accelerate students' transition from pre-college-level English/ESL/Developmental Communications and Math coursework to college-level English and Math courses.	1.4.1. Number of courses offered that are part of a program/initiative to accelerate students' transition from pre-college-level English/ESL/Developmental Communications and Math coursework to college-level English and Math courses	SEM, SSSC, Essential Skills/Achieving the Dream Committee, EPC
	1.5. Develop and expand student recruitment and outreach efforts	1.5.1. Number of students participating in recruitment and/or outreach activities (e.g., STEM, Title V, concurrent enrollment)	SSSC, EPC
	1.6. Provide early assessment, remediation, concurrent enrollment, and counseling to feeder high schools.	1.6.1. Number of high schools initiating early interventions and concurrent enrollment	SSSC, EPC

*** Committee Abbreviations:**

AS – Academic Senate; **BPC** – Budget and Planning Committee; **EPC** – Educational Planning Committee; **LOAC** – Learning Outcomes Assessment Committee; **PROC** – Program Review Oversight Committee; **SEM** – Strategic Enrollment Management; **SGOC** – Shared Governance Oversight Committee; **SSSC** – Student Support Services Committee

Strategic Goal	Objective	Performance Measure	Committee(s)* Responsible
Goal 2: Strengthen institutional effectiveness through a culture of evidence-based decision making, planning, and resource allocation, process assessment, and activities that promote professional development and collegiality.	2.1. Develop and implement an evidence-based ranking system of resource requests from Program Review based on criteria and evidence that requests will assist the College in meeting College and/or program goals/objectives, SLOs and/or SAOs, and student achievement standards.	2.1.1. The effectiveness of the ranking system will be assessed by increases in achievement of College and/or program goals/objectives, SLOs and/or SAOs, and student achievement outcome measures, as documented in the Program Reviews of applicants successful in obtaining resources to implement improvements	PROC, BPC
	2.2. Assess and improve College processes and services.	2.2.1. Number/percentage of program reviews completed satisfactorily and the number of planned improvements	EPC, SSSC, BPC, PROC, Facilities Committee
		2.2.2. Committee effectiveness (based on committee evaluations)	SGOC
	2.3. Improve College governance and communications.	2.3.1. Effectiveness of College governance (Faculty/Staff Survey)	SGOC
		2.3.2. College communications (Faculty/Staff Survey)	SGOC
	2.4. Improve employee development opportunities and activities that promote collegiality.	2.4.1. Survey questions on professional development opportunities, participation, effectiveness and collegiality	AS, Professional and Staff Development, AFT/all Unions
		2.4.2. Resources and opportunities dedicated to employee development	Professional and Staff Development
		2.4.3. Number of employees participating in employee development or training and/or attending events that build collegiality	Professional and Staff Development
Goal 3: Improve quality of educational programs and services so as to increase students' success in attaining their educational goals.	3.1. Provide a learner-centered educational environment that encourages active learning and student engagement.	3.1.1 From the District and Campus Student Survey: <ul style="list-style-type: none"> • Measure of active learning/project learning • Measure of student engagement in and out of class • Measure of self-efficacy/self-directed learning 	EPC, LOAC
		3.1.2 SLO measures (number and percentage of SLOs, PLOs, SAOs, and ILOs assessed)	EPC, LOAC
		3.1.3 Measure of whether/how technology is being used to improve student learning and engagement (from District student survey)	EPC, LOAC, Technology Committee

Strategic Goal	Objective	Performance Measure	Committee(s)* Responsible
	3.2. Increase successful course completion and course retention rates.	3.2.1 Successful course completion rate 3.2.2 Course retention rate	EPC, SSSC
	3.3. 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 123C/125; and earning a certificate, degree, or transferring to a 4-year college or university. Increase the number of students earning certificates, degrees, and/or transferring to 4-year colleges/universities.	3.3.1 Percentage of new student cohort successfully completing 30 and 60 units	ALL
3.3.2 Percentage of new student cohort successfully completing English 101 and Math 123C/125		ALL	
3.3.3 Completion Rate (i.e., certificate, degree, or transfer)		ALL	
3.3.4 Number of students completing degrees		ALL	
3.3.5 Number of students completing certificates		ALL	
3.3.6 Number of students transferring to 4-year colleges/universities		ALL	
	3.4. Increase the number of students who complete career-focused certificates in a timely manner.	3.4.1 On-time program completion rates	EPC, SSSC
	3.5. Increase equity in successful outcomes by identifying achievement gaps and increasing performance of under-performing groups.	3.5.1 Measures from Objectives 2, 3, and 4 disaggregated by age, gender, ethnicity, and low-income status	ALL
Goal 4: Maintain fiscal stability through effective planning and evaluation, and encourage a greater focus on revenue enhancement.	4.1. (Same as Goal 2, Objective 1) Develop and implement an evidence-based ranking system of resource requests from Program Review based on criteria and evidence that requests will assist the College in meeting College and/or program goals/objectives, SLOs and/or SAOs, and student achievement standards.	4.1.1 (Same as Goal 2, Measure 2.1.1) The effectiveness of the ranking system will be assessed by increases in achievement of College and/or program goals/objectives, SLOs and/or SAOs, and student achievement outcome measures, as documented in the Program Reviews of applicants successful in obtaining resources to implement improvements	PROC, BPC
	4.2. Develop and diversify sources of revenue.	4.2.1 Number and type of revenue sources and amount of revenue generated	BPC, Enterprise Programs
	4.3. College Foundation will significantly increase external resources in order to support the College.	4.3.1 Funds raised (annual and cumulative)	Foundation, BPC
4.3.2 Dollar amount of Foundation endowments		Foundation, BPC	
4.3.3 Dollar amount of scholarships awarded		Foundation, BPC	
	4.4. Make the campus accessible to groups that would like to rent any college facilities, and ensure that all setups are completed to the renter's specifications and do not cause disruption to regular student activities.	4.4.1 Amount of revenue generated from rentals	Facilities Committee
4.4.2 Evaluate quality of services via Building Users Exit Surveys		Facilities Committee	

Strategic Goal	Objective	Performance Measure	Committee(s)* Responsible
	4.5. Use new building technologies to run buildings as efficiently as possible.	4.5.1 Facilities maintenance and operations costs	Facilities Committee
		4.5.2. Measurement and Demand Response Program metrics of energy usage	Facilities Committee
	4.6. Schedule appropriate class offerings/load to meet FTES targets without deficit spending.	4.6.1. Class size	SEM, EPC, BPC
		4.6.2. FTES targets met	SEM, EPC, BPC
		4.6.3. Overall ending balance	SEM, EPC, BPC
Goal 5: Sustain user-friendly and innovative technology to meet the needs of students, faculty, and staff.	5.1. Sustain current and install new technologies to maintain the latest innovations in teaching and learning.	5.1.1. Measure of whether/how technology is being used to improve student learning (from District student survey and program reviews)	Technology Committee, BPC
		5.1.2. Student and faculty/staff satisfaction with campus technology (from LAMC's Student and Faculty/Staff Surveys)	Technology Committee, BPC
	5.2. Identify and evaluate emerging technologies for possible benefit to the College.	5.2.1. Evaluate student technology usage (through measures of general usage, LMS usage, stats, page views, and surveys) of resources such as Email, Outlook, LMS, Adobe creative software, SOCO, Portal, Academic Calendar, and video tutorials	Technology Committee
		5.2.2. Number of Program Review requests related to emerging technology	Technology Committee
	5.3. Ensure compliance with accessibility standards for all students including those with disabilities.	5.3.1. Annual report of DSPS will assess technology compliance	SSSC
Goal 6: Increase community engagement and expand business, community, and civic partnerships.	6.1. Increase business and community partnerships to support innovation and student learning.	6.1.1. Number and type of community/business partnerships	EPC
		6.1.2. Number of CTE advisory committee meetings and number of local business and industry participants attending these meetings	EPC
	6.2. Keep campus facilities available and inviting for use by community groups for functions that have benefit to the local population (e.g., Farmers Market, Olive Fest, and Springfest).	6.2.1. Number of functions occurring on campus that have benefit to the local population	Facilities Committee
		6.2.2. Evaluate quality of services via Building Users Exit Surveys	Facilities Committee
	6.3. Expand partnerships with Community-Based Organizations, Unions, and Workforce centers to serve at-risk youth and adults.	6.3.1. Number of partnerships	President's Office