



California Community Colleges

Institutional Effectiveness

Institutional Effectiveness Partnership Initiative Partnership Resource Teams

List of Primary Successes and Menu of Options for Institutional Consideration

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Primary Institutional Successes

Description of Primary Institutional Successes	Notes and Comments
Integrated Planning - The college has accomplished significant steps toward the development of an integrated strategic plan. - The college has completed shared governance review of the Strategic Educational Master Plan, presented the plan before the LACCD Board Committee and is on track for Board approval of the plan this spring. - The college's transformational theory of change is reflected in the revision of the mission, vision and values statements. - The college has well defined guided pathways, dual enrollment programs, two college-based middle college high schools, and student-focused support systems. - During the pandemic, the college capitalized on the district IT consolidation, and leveraged various funding streams to secure technology and web-based software and tools to ensure the continuity of instruction, academic and student support services and administrative functions. - The college effectively and assertively employs social media, newsletters and forums to communicate with internal and external constituencies. - The college has contracted with an architect and design team to assist with updating the facilities plan.	- Guided pathways have directly informed the two-year scheduling plan to be implemented in fall 2021. - The college has involved key stakeholders in a strategic enrollment retreat and a budget-enrollment summit. - A strategic planning retreat planned for late April builds upon the previous enrollment retreat and budget summit to set two-year enrollment targets based upon the college's strategic goals and the Student-Centered Funding Formula. - The college is making progress in establishing three-year goals based on the Strategic Education Master Plan while also addressing findings from the Cambridge West Report. - There is a desire to maximize and sustain progress to date with technology and software acquisitions in support of teaching, learning and administrative operations secured during the pandemic by leveraging district and college resources. - Forums and surveys to inform the update of the college facilities master plan are scheduled for the fall term.
Human Resources Restructure - The college has begun a needs assessment and position analyses central to decisions about streamlining, restructure, and staffing plans. - The college has effectively used this year to address a deficit and balance the budget.	Consultant-led interviews to learn more about units, their roles, and needs are underway. The interview plan is comprehensive, inclusive of management and other personnel and expected to result in work products useful in decisions about potential streamlining, restructuring and prioritized staffing plans.

Description of Primary Institutional Successes	Notes and Comments
Foundation - The President's Change Circle has successfully raised funds in support of student scholarships and college programs. - The college has established an alumni association.	- There is a desire to strengthen and scale up the President's Change Circle to work with community partners, alumni and the college to raise funds for student scholarships, and to cultivate donors and financial gifts in support of LASC programs and student support services. - The college has engaged the services of a consultant who has conducted workshops with the college Foundation board.
Professional Development - During this pandemic there has been considerable professional learning for faculty around distance education, communities of practice, and social and racial justice. - The college participates in the California Community College Racial Equity Leadership Alliance and sends teams to monthly convenings hosted by USC Race and Equity Center.	- There is a desire to explore opportunities to more fully engage all employees in professional development, and where appropriate to bring all employee groups together for professional development. - The college is implementing a Teaching and Learning Institute that will commence in fall 2021.

Menu of Options for Institutional Consideration for Its Innovation and Effectiveness Plan

Area of Focus	Options for Institutional Consideration: Ideas, Approaches, Solutions, Best Practices	Models, Examples, and Comments
A. Integrated Strategic Master Planning (Development of an integrated strategic education master plan that includes Enrollment Management, Technology, Facilities, and Marketing with emphasis on Guided Pathways and Vision for Success)	- Per recommendation from Cambridge West report, engage the college, especially faculty, in vision-setting that determines the array of educational programs for which LASC will be known. As part of this exercise determine the desired size of the college (FTES) and make the criteria understood and well known by all stakeholders. - Bring in the RP Group or similar organization to assist the college with conducting a detailed analysis of student success and retention metrics, and use an inquiry-based approach for identifying institution-based barriers to timely completion of certificates, degrees and transfer as well as strategies for addressing these barriers. - Set up a Strategic Enrollment Management task force comprised of membership from instruction and student services, equity, guided pathways and strategic planning committees. Organizing this work around the four pillars of guided pathways, with prescribed action items, assigned responsibilities, and regular reporting to the college community will inform a more inclusive and student-success-focused result. - To increase access to higher education and reduce time to completion of degree or transfer to four-year college/university, implement strategies for scaling up dual	- Useful resources available through Society for College and University Planning include: Integrated Planning as an Institutional Manifestation A Guide for Planning for Change - Examples of colleges that have integrated Equity, Guided Pathways, Vision for Success Goals, and college strategic goals into master and strategic planning include: San Diego Mesa College Comprehensive Master Plan San Diego Mesa College 5-Year Strategic Plan Long Beach City College Norco College Strategic Planning and Governance Manual 2020-2025 - Examples of integrated strategic enrollment management plans include: Berkeley City College Integrated Strategic Enrollment Management Plan Long Beach City College Strategic Enrollment Plan 2017-2020 Santa Monica College Strategic Enrollment Management Plan 2021-2026 - San Jose City College Integrated Strategic Enrollment Plan Ensuring Retention (<i>iSEMPER</i>) - Riverside Community College District (Moreno Valley College, Norco College, and Riverside City College) provides a useful example of interactive and Power BI-based dashboards and metrics for

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	enrollment pathways from the high schools that directly articulate with programs at LASC. 5. Implement pathways, organizational structures and support services that accelerate student progress from adult education, into non-credit, to CTE programs and into well-paying employment. 6. In the revision of the technology plan, include guiding principles around emerging technologies, accessibility, service integration, data security and reliable infrastructure. Connect these principles to the college's strategic goals and the desire to maximize progress to date with IT consolidation and lessons learned during the pandemic in acquisition of technology in support of teaching, learning and administrative operations. 7. Join the state-wide CVC-OEI to provide additional opportunities for further training in distance education to faculty, administrators and students. 8. Seek opportunities for marketing and public relations to reflect LASC's strong community relations. 9. Update the college's decision-making process handbook so that it clearly identifies how governance committees are connected to one another, delineates roles and responsibilities, explains how work flows between committees, develops a common method of disseminating information, provides templates for post-meeting communication to the campus and establishes guidance on the representation of each constituency group and their value in the process.	enrollment management, tracking access and student success. Riverside Community College District also has a model for total cost of ownership budget allocation by program that is used for establishing and adjusting enrollment targets. 5. Examples for bridging between high school and college, tracking results, and partnerships to enhance success and completion are found in the Guided Pathways Library of Resources. Specific examples to note include: • 2.03 Benchmarking & Benchmarks: Effective Practices with Entering Students Community College Survey of Student Engagement (CCSSE) • 2.05 Roadmap for Tracking Your Student Results • 5.03 Community College and High School Partnerships Source: Community College Research Center (CCRC): 6. Example of a vision statement related to technology: https://www.smc.edu/administration/governance/district-planning-policies/technology-planning-committee.php 7. Model Technology Plans and Distance Education and Technology Resources include: • Long Beach City College Information Technology Plan 2018-2021 • Grossmont-Cuyamaca District: https://www.gcccd.edu/about-us-area/documents/IT-Plan_2012-2017_4-11-12.pdf 8. Online training resources • CVC-OEI (online initiative) https://cvc.edu/about-the-oei/college-participation/ • For faculty support teaching Canvas, this link provides help and FAQs: https://community.canvaslms.com/t5/help/faqpage • For student support, this link offers free access to Office 365: https://www.microsoft.com/en-us/education/products/office 9. Examples of two colleges that included different approaches to marketing in their strategic plan document: • Long Beach City College • Santa Monica College 10. Best practices for marketing, using technology for student contact and retention may be found in these sources: • https://www.lbcc.edu/sites/main/files/file-attachments/strategic-mgmt-plan.pdf • https://www.gcccd.edu/about-us-area/documents/Strategic%20Plan-Grossmont.pdf

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		• https://www.wordstream.com/blog/ws/2020/08/26/marketing-strategies-college-students • https://www.smc.edu/administration/governance/district-planning-policies/strategic-planning-task-force.php • https://www.sdccd.edu/docs/ISPT/stratplan/pdfs/strategicPlan_2017-2021.pdf (community collaboration)
B. Human Resources Restructure (Assessing human resources infrastructure and staffing to provide recommendations on an infrastructure that supports LASC's strategic priorities and goals; best practices on embedding equity and diversity into hiring committees and processes)	1. Develop an institute-like employee onboarding program that fosters ongoing professional development and connects new employees with mentors. 2. Establish a Diversity, Equity and Inclusion task force charged with reviewing the college's EEO Plan, developing a DEI Workplan based on the CCCC Vision for Success Report and DEI Action Plan, and monitoring DEI progress in hiring new employees and retention of existing employees. 3. Increase partnerships and collaboration initiatives throughout the college that promote diversity and inclusiveness. Provide college wide professional development in diversity and bias awareness and consider this training as a requirement for serving on interview panels. 4. To the extent practical, consider inclusion of students on hiring committees. Consult guidance provided by the California Community College Chancellor's Office on student participation in recruitments. https://www.cccco.edu/-/media/CCCCO-Website/Office-of-General-Counsel/Legal-Opinion-2020-08-Student-Participation-in-Community-College-Recruitment.pdf?la=en&hash=539E87369FCA38C1F12B0201CB404774AA81477B. 5. Continue working with consultant on human resources restructuring and as part of this work, conduct a needs analysis of all positions including total cost of positions. 6.	1. Examples of institute-like employee onboarding programs include College of the Canyons Leadership Training (https://www.canyons.edu/administration/pd/leap/index.php) and San Diego Mesa College New Faculty Institute (http://www.sdmesa.edu/about-mesa/professional-learning/new-faculty-institute.shtml) 2. A model for how to engage employees in the core mission, and engage with one another and the community is Stanford University's Cardinal at Work Manager Toolkit https://cardinalatwork.stanford.edu/manager-toolkit/engage/resources 3. A framework for action for diversity, equity and inclusion is provided by the American Association of Community Colleges (AACC) https://www.aacc.nche.edu/wp-content/uploads/2021/01/Diversity_Framework_for_Action_0121.pdf 4. An example of how one college used awareness and inclusivity workshops to create an inclusive educational and employment environment, and ultimately transformed the college EEO plan, is Long Beach City College https://www.lbcc.edu/sites/main/files/file-attachments/diversitybooklet.pdf and www.LBCC.edu/Equal-Employment-Opportunity 5. An example of a college with advisory committees comprised of college employees and business and civic leaders that shape the college diversity and inclusion initiatives, including hiring processes, is Pasadena City College https://pasadena.edu/about/president/advisory-councils-and-committees/plac.php 6. San Bernardino Community College District uses a framework for conducting needs analysis of positions, including total cost of positions, that may be of interest. 7. Citrus College has a model that combines adult education, noncredit and CTE https://www.citruscollege.edu/academics/programs/Pages/default.aspx. 8. Sample organizational model for Outreach and Marketing https://www.chaffey.edu/eoc/index.php

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		9. Organizational Model that combined VPI/VPSS https://www.paloverde.edu/faculty-staff/pdf/org-charts/Instructional-and-Student-Services-3-8-21.pdf 10. Organizational Model that combined Administrative Services, Business Services and Human Resources https://www.chaffey.edu/facilitiesdevelopment/docs/2020-21_management_org_chart.pdf 11. Irvine Valley College has clear mission, vision and strategic goals that are aligned to the Strategic Education Master Plan, which is reflected in their staffing model.
C. Foundation Support (Developing a strategic fundraising plan for the Foundation to increase its fundraising capacity to support scholarships, innovation and institutional needs)	1. Maintain momentum and successes of President's Change Circle Initiative, community-building efforts, and program ties to businesses by developing a Foundation Strategic Plan. Components of the strategic plan might include a President's Circle/Advisory Council, Alumni Association with programs, and Retiree Programs. 2. Join and access resources from the Network of California Community College Foundations (NCCCF). www.ncccfweb.org .	1. Examples and models for components of the foundation strategic plan include: A. President's Circle / Advisory Council Mira Costa President's Circle Santa Monica President's Circle Cypress College Foundation President's Circle Cypress College Presidential Advisory Council B. Alumni Associations & Programs College of the Desert Alumni Cypress College Alumni Network of California Community College Foundations Alumni Resources C. Retiree Programs Pasadena City College Retiree Association GCCCD Retiree Network 2. Examples of foundation strategic plans and models include: - Crafton Hills College https://www.craftonhills.edu/visitors-and-alumni/giving-to-chc/index.php - Grossmont Cuyamaca Community College District : https://foundation.gcccd.edu/ 3. An example of a foundation plan that is closely aligned with the college and district strategic plans is Riverside Community College District Foundation: RCCD Foundation Strategic Plan Link ; RCCD Strategic Plan Link .
D. Professional Development (Development of a comprehensive program that provides sustainable professional development experience for all employees)	1. Seek a higher degree of engagement from classified staff in professional development. 2. Provide leadership professional development opportunities for faculty and classified professionals. 3. Develop a comprehensive Professional Development Plan that aligns to strategic goals and initiatives and is updated	1. Examples of classified and faculty professional development programs that may be useful include: - San Bernardino Valley College: https://depts.valleycollege.edu/professional/committee/ - San Diego Mesa College: https://www.sdmesa.edu/about-mesa/professional-learning/

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	annually. Conduct annual needs assessment for all employee groups. 4. Apply a model for bringing together divergent activities and applying broader understanding to each community member's context. Utilize resources including 3CSN. 5. Utilize state-wide resources to leverage professional development training support and opportunities for distance education including California Virtual College (CVC-OEI) and ASCCC. 6. Utilize Higher Education Emergency Relief Funding (HEERF) (CARES Act III funds); distance education and technology training is an eligible use of the funding. 7. Consider evaluating the role of the Classified Professionals in the Participatory Governance Model to ensure inclusive participation of all constituencies. Work with the 4CS and explore models to build leadership with Classified Professionals. 8. Provide opportunities to celebrate and recognize Faculty and promote on-going academic excellence.	2. Support and training for Classified Professionals: http://www.ccccs.org/publications/4cs_documents/resource_manual-sm.pdf 3. Learning Resources for Classified Professionals: https://cardinalatwork.stanford.edu/engage/ideal-engage/learning-resources 4. Examples of Consolidated Professional Development Program Plans: • Orange Coast College: https://www.claudiamontoya.com/uploads/1/2/2/4/122473797/strategic_prof_dev_plan_occ_2019-2022.pdf • College of the Canyons: https://www.canyons.edu/resources/documents/administration/pd/COCProfDevProgramPlan2020-21.pdf 5. Examples of Models for bringing together divergent activities: • Caring Campus: http://www.iebcnow.org/wp-content/uploads/2020/12/IEBC-CC_Guide3-v5.pdf • BCSN Network BiSili conference bringing a team of faculty, classified professionals and managers to annual BSili conference: California Community Colleges' Success Network (3csn.org) 6. Additional resources for professional development for faculty and staff working in times of crisis: • https://www.asccc.org/content/collegiality-and-vigilance-time-crisis • Faculty training from CVC-OEI: https://cvc.edu/about-the-oei/ 7. Examples of Classified Senate Models that may be useful include: • California Community Colleges Classified Senate: http://www.ccccs.org/ • Chaffey College: https://www.chaffey.edu/faculty-staff/classified-senate/index.php • CLIP in the Chabot-Las Positas Community College District: http://districtazure.clpccd.org/clip/index.php • Santa Rosa Junior College - Professional Development Pathways: https://pd.santarosa.edu/professional-development 8. Example of program to inspire and recognize faculty: • https://www.grossmont.edu/why-choose-grossmont/awards/excellence-in-teaching.php