Los Angeles Valley College

Educational Planning Committee
Website: http://www.lavc.edu/epc

Committee Members
Mark an "x" next to each person who is present:

Administration
☐ *Karen Daar, VP, Academic Affairs (EPC Co-Chair)*
☐ *Deborah diCesare, Academic Affairs*
☐ *M. Elizabeth Negrete, Student Services*

Faculty Members
☐ *Kevin Sanford, Senate (EPC Co-Chair)*
☐ *Phung Huynh, Faculty*
☐ *------, Faculty*
☐ *Michelle Lewis, Chairs & Directors*
☐ *Wesley Oliphant, Faculty*
☐ *Gloria Daims, Faculty*
☐ *Magda Walsh, Faculty, DE Coordinator*

Staff Members
☐ *------, Staff*

Student Members
☐ *Maricela Garcia-Pena, ASU Representative*

Ex Officio
☐ *Michelle Fowles, Research & Planning*

Resource Members
☐ *Sorangel Hernandez; Matt Jordan (EMC)*

LAVC Mission Statement:
Los Angeles Valley College serves as our students' pathway to their success and career goals. We embrace the diversity of our community and strive to empower all members to be engaged, confident, and productive. Our comprehensive curriculum and support services enrich learning and inspire our students to achieve their personal goals, including completion of certificates, degrees, and transfer requirements. We are dedicated to providing continuing education, and enhancing personal development and quality of life.

EPC Mission Statement:
The mission of the EPC is to oversee the implementation of the Educational Master Plan and develop educational related policies.

EPC Goals: 2019-2020 – Pending
1. Complete a final draft of the Context and Strategic Research sections of our EMP 2020-2026.
2. Create opportunities for different constituents on campus to engage in the EMP revision process.

Monday, November 4, 2019
1:30 PM
ACA 2507

Agenda – Draft

1. Approval of Agenda

2. Approval of Minutes:
   a. Approval of October 14, 2019 Minutes

3. Old Business:
   a. EPC Goals 2019-20 (Amended: Pending IEC 11/5)
   b. PEPC needs an EPC rep Viability Workgroup
   c. EPC-2019-20 Program Review Goals
      i. Assignments
      ii. Rubrics
      iii. Updates/Timeline

4. New Business:
   a. EMC Strategic Enrollment Management Plan draft, 2019-2020 (Jordan/Hernandez)
   b. EPC Membership (2 vacancies: 1-staff & 1-faculty)
   c. EMP Workgroup Oct 31, Results (Sanford/Daar)
   d. EMP Goals/Objectives/Strategies draft (Sanford/Daar)
      i. Updates (with track changes)
      ii. Timeline
      iii. Working Session

5. Reports
   a. IEC – (Daar/Sanford)
   b. CDEC – (Walsh)
   c. Enrollment Mgmt Committee (EMC) – (Jordan/Hernandez)
   d. Grants Committee (GC) – (DiCesare)
   e. Study Away Committee (DiCesare)
   f. VP Academic Affairs Report – (Daar)

6. Public Agenda Speakers

7. Items from the floor

8. Adjournment

Campus & Committee Acronyms:
ASU - Associated Student Union
CDEC - Campus Distance Education Committee
EMC - Enrollment Management Committee
EMP – Educational Master Plan
EPC - Educational Planning Committee
GC - Grants Committee
IEC - Institutional Effectiveness Council
PEPC - Program Effectiveness and Planning Committee

Committee Meeting Dates (2019-2020): **9/9/19, 10/14/19, 11/4/19, 12/9/19, 1/13/20, 2/10/20, 3/9/20, 4/6/20, 5/11/20**

Los Angeles Valley College

EDUCATIONAL PLANNING COMMITTEE MINUTES
OCTOBER 14, 2019 – 1:30 P.M.
ACA 2507

Present: Karen Daar, Deborah diCesare, Elizabeth Negrete, Michelle Lewis for Patty Melody, Kevin Sanford, Magda Walsh, Wesley Oliphant, Gloria Daims

Absent: Phung Huynh, Chad Baugher

Resources:

Guests:

Recorded by: Ilene Sutter

AN = Action Needed	AT = Action Taken	D = Discussion	I = Information Only

Agenda Item		Discussion/Decisions
Meeting called to order:		1:38 pm
1. **Approval of Agenda**	AT	**M/S/P** *K. Sanford/M. Walsh*
2. **Approval of May 13, Sept. 9, 2018 Minutes**	AT	**M/S/P** *M. Lewis/M. Walsh*
3. **Old Business:**		
a. EPC meeting dates reminder --	I	• Please see below.
b. Nov 11 (Veterans Day) meeting moved to Nov 4 (1st Monday)(reminder)	I	• Members were reminded that the next EPC meeting will be held on the first Monday, November 4.
c. EPC Goals 2019-20 (approved?)	I, D, AN	• The goals passed in a motion at the October 1 IEC meeting were incorrect. EPC approved the following revised goals at the last meeting: ○ Complete a final draft of the Context and Strategic research sections of our EMP 2020-2026. ○ Create opportunities for different constituents on campus to engage in the EMP revision process.

			• An amended motion will be brought to the next IEC meeting.
d.	PEPC needs an EPC rep Viability Workgroup	I, AN	• PEPC is requesting an EPC appointee for a viability workgroup. • Committee members were encouraged to volunteer; K. Sanford will send a reminder email.

e.	EPC-2019-20 Program Review Goals Assignments, Rubrics, and Updates/Timeline	I, D, AN	• A printout of program review assignments and a rubric were distributed to committee members.
			  o An error on the rubric repeating Goals 1 and 2 will be corrected.
			• The procedure for completing forms was reviewed.
			  o Completed forms will be brought or emailed to K. Sanford by November 1.
			• K. Sanford will meet with M. Fowles regarding committee program review procedures.

4. **New Business:**

a.	EPC Website Needs Update	I, D, AN	• The web site was reviewed for changes to membership, corrections to committee chairs, and placement of the link to the Educational Master Plan. • Ilene Sutter will make the necessary changes.
b.	Goals for Grants committee 2019-2020	I, AT	The Grants committee submitted goals for 2019 – 2020: • Keep database and website up-to-date • Raise awareness of grant processes, as well as grants applied for and funded • Motion: Approve 2019-2020 Grants Committee goals. **M/S/P** *K. Sanford/G. Daims*

c.	EMP Workgroup Oct 7, Results (Sanford/Daar)	I, D	• A workgroup convened to discuss the Educational Master Plan (EMP).
			  o The overarching goals were grouped and a structure was developed. The workgroup focused on how many goals would be effective enough to college expectations for the next 5-6 years. The last EMP was consulted, and simple language is desired.
			  o Existing state and district and campus documents were consulted to align them with the strategic goals of the campus.
			    ▪ Please see agenda item 4.d.

d.	EMP Documents Summary (Oliphant)	I, D	• Following the workgroup discussion, W. Oliphant distributed a document summarizing institutional documents and how they relate to the proposed goals and objectives of the revised EMP. Alignments included the Vision for Success goals and the LACCD District Strategic Plan. The expectations outlined in these plans should be included in the EMP.
e.	EMP draft (Sanford/Daar)	I,D, AN	• K. Daar noted that the structure of Guided Pathways should be a key consideration, particularly as the EMP currently also serves as the campus's strategic plan.

- o A handout depicting the [four pillars of Guided Pathways](#) was distributed; the pillars should provide a framework for the EMP and be reflected in the plan's objectives.
    - ▪ Strategies for meeting the objectives should also be incorporated into the plan.
- A Strategic Planning Workgroup, convened through the IEC, is discussing whether there would be benefit to creating an overall strategic plan because of concerns on campus that not everyone has been included in the EMP.
  - o Specifically, concerns were raised over the plans focus on educational goals.
  - o Other campuses have adopted an EMP and a strategic plan that encompasses other plans such as those addressing facilities and technology.
- The Strategic Planning Workgroup is attempting to align timelines for plans so that the other campus plans will use the EMP as a guide; currently plan timelines are very disparate.
- An approach to integrating completion, equity, institutional effectiveness and other areas was discussed, including the possibility of infusing equity throughout the plan rather than as a singular goal.
  - o M. Lewis shared that equity seems like a strategy to achieving success and completion, so they should perhaps not be separated as a goal.
  - o M. Garcia-Pena added that community engagement and communication should be under equity. To increase student equity resources and enrollment the college must also increase engagement and communication.
- The EMP would address traditionally underrepresented student groups identified at our campus and create goals and objectives for those groups based upon data specific to our college.
  - o Objectives for meeting the overarching goal to eliminate equity gaps is defined differently from campus to campus.
    - ▪ Example Objective: Increase access for disproportionately impacted to students for STEM opportunities.
    - ▪ The strategy could be more defined.
- In summary, the EMP goals address general, overarching issues and become more specific in the objectives. Strategies are very specific to meeting the goal.
  - o Objectives must remain broad in order to allow for creativity in developing strategies and reporting them through program review.
  - o Strategies should be measurable so we can provide data about whether something actually worked.

i. Updates	AN	• The workgroups will bring back a more complete goals and objectives list to the November meeting. Workgroup attendance will be crucial. • Strategies would be identified later; some are already in place, and others may be drawn from program review. o Reviewing program review goals modules will identify strategies and whether something important might not align to the EMP.
ii. Timeline (proposed)	I, AN	• A Doodle poll to decide meeting dates will be sent by K. Sanford. • The next meeting with focus on goals and objectives.

5. **Reports**

a. IEC – (Daar/Sanford)	I	• The council reached a conclusion that the SWOT analysis conducted with council members did not provide a wide enough perspective. o Committee self-evaluations will continue to be used to identify the strengths and weaknesses of the committee. • The IEC approved all of the Tier II committee goals.
b. CDEC – (Walsh)	I	• The committee discussed Canvas permissions. • Professors can now drop students from Canvas. • Several courses are available through professional development; emails have been sent to the campus.

c. Enrollment Management Committee – (Daar/Negrete)	I	• L. Negrete reported that the committee is revising the Enrollment Management Plan.
		• The committee's focus and discussion has been clarifying the language of the objectives and increasing the articulation agreements with high schools.
		    o High school articulation varies from college articulation because the materials and assessments must match those of the high school.
		    o Discussion addressed whether a significant increase was feasible, whether this was a good strategy for CTE areas or certain areas that should increase more or maintain what they are doing, and whether this type of articulation meets the college's objectives.
		        ▪ This is not part of enrollment, the funding formula or dual enrollment, and students can test out.
		    o M. Jordan met with the CTE committee. The lack of structure for articulating classes, advertising and other issues were cited as obstacles in increasing this type of enrollment.
		        ▪ Objectives of the plan should be clearly identified initiatives for which we have evidence and real expectations of meeting our metrics.
		• Slowing down the timing of the Enrollment Management Plan will help it align more closely with the revised EMP.

d. Grants Committee –	I	**Subject: 2019 – September Grants Update #2**

Educational Planning Committee Minutes

(DiCesare)

Project Title**: Projecto Adelante - Connect, Continue, Complete – FUNDED**
Funding Agency: US Department of Education
Grant Amount: $3,000,000
Funding Period: October 2019 - September 2024
Project Director: Sorangel Hernandez
Description: Proyecto Adelante: Connect, Continue, Complete (PAC3) is designed to make the most meaningful impact for LAVC to move forward/ahead (adelante in Spanish) by bringing about a transformation that connects students to the college, so they can continue their educational endeavors, and complete their education. The following PAC3 goals provide the necessary framework for increasing student success: (1) Improve the rate of Hispanic and/or low-income student enrollment; (2) Improve Hispanic and/or low-income student retention, persistence, and completion rates; (3) Transform the College's instructional environment and support services by offering all college personnel a year-round calendar of culturally inclusive and equity-minded professional development activities; and (4) Provide students ongoing guidance and training beyond transfer to increase their personal literacy and their knowledge of higher education financing and repayment, and their skills to aim building personal financial understanding and responsibility.
PAC3 will implement the following components:
1: CONNECT - Redesign onboarding practices to connect students to the college community with one-stop shop Monarch Welcome Center for onboarding, multi-language modular online orientation, strategic financial health information, and early connection with faculty and staff.
2: CONTINUE - Develop an integrated student support system using success milestones and student engagement encouraging students to continue and persist in their educational endeavors.
3: COMPLETE - Provide professional development activities to all college personnel and promote best practices in equity-minded and culturally inclusive pedagogy inspiring students to complete their education

e. Study Away Committee (diCesare)

f. VP Academic Affairs Report – (Daar)

6. **Public Agenda Speakers**

7. **Items from the floor**

8. **Adjournment**

- Applications are now being accepted for summer 2021; the next deadline will be in March for summer of 2022.

- No report.

- There were no public agenda speakers.

- There were no items from the floor.

3:19 pm

Draft Goals, Objectives and Strategies/Activities for 2020-2026 Educational Master Plan

Goal 1: Cultivate an innovational learner-centered environment and a culture of equity that will inspire student progression towards completing associate degrees, credentials, certificates and transfers.

1. Develop a campus equity mindset to reduce equity gaps ~~by~~ to 40%.
    a. Provide professional development opportunities on equity-minded practices and cultural inclusiveness to faculty, classified staff and administrators.
    b. Engage with students to understand each student's experience.
    c. Hire and retain equity-minded people
    d. Integrate student equity data analysis and data literacy across campus.

2. Increase the number of students annually who acquire associate's degrees, credentials, certificates, or specific skill sets that prepare them for in-demand jobs by 20% and transfer to a UC or CSU by 35%.
    a. Decrease the average number of units for student completion to 79 total units.

3. Improve employment prospects for graduates and increase the percent of exiting CTE students who report being employed in their field ~~by~~ to 76%.

4. Increase equity in student outcomes and attainment of student milestones by implementing specific support strategies and programming, identifying unintentional structural barriers and best practices in pedagogy, and promoting their awareness to aggressively reduce gaps.
    a. Implement and promote College 101, faculty CAP mentors, and Program Mapper.
    b. Enhance quality and visibility of face-to-face classes and online offerings and tutoring, early alert, mid-semester check-in, and follow up on milestone interventions.
    c. Identify competency-based learning practices and implementation of a completion team model.
    d. Provide curricular and tutoring support systems in English and Math to ensure timely completion of transfer-level courses within the first year.
    e. Develop strategies for increasing full-time students.

5. Support students through a strong advising process (supported by appropriate technology) to help students make informed choices on career/college options.

6. Expand opportunities for experiential learning such as internships, voluntary experiences, group projects and applied learning experiences.

7. Create targeted professional development activities to increase the effectiveness of educational practices.

8. Strategically employ the results of learning outcome assessments to revitalize course offerings and design new courses and programs that expand educational programming to intersect with community and marketplace needs.

Goal 2: Foster a culture of community and engagement on campus, as well as enhance the connections between the college and the community.

1. Provide professional development to all faculty, staff, and administrators on policies and procedures relating to the campus and the district and their successful navigation through them.

2. ~~Create community partnerships to support students in internships, cooperative education, and service learning. To~~ ~~Improve both interior and exterior cleanliness and create a secure, welcoming and attractive campus that enhances interactions between students, faculty, staff and community members.~~

3. ~~P~~provide mechanisms to ensure ~~low-income~~ students' (NOTE: needed to be revised) ~~low-income students'~~ financial stability needs (e.g., nutrition, transportation, child care, public benefits, emergency assistance) are being met so they can make progress toward program completion.

4. 2.

5. ~~Create community partnerships to support students in internships, cooperative education, and service learning.~~

6. 3. Disseminate and ensure continual discussion on data associated with program completion and retention, learning outcomes and equity populations among college, staff, with students and the outside community.

7. 4. Increase opportunities for institutional collaboration and creating a campus climate that supports diversity, a sense of community, belonging and academic excellence.

8. 5. Increase awareness and positive attitudes toward LAVC campus identity (brand) amongst prospective students, current students and alumni.

9. 6. Strengthen ties with the college's feeder high schools, adult education centers and community partners.

10. 7. Develop the college's Foundation and improve alumni relations from which additional resources for students and academic and support programs can be drawn.

8. Expand counseling and career outreach to adult education centers, dual enrollment to feeder high schools and charter schools, and access to prospective international students.

11. 9. Create a standardized method of communication, in which information such as campus news, updates, and events are shared with all enrolled students.

Goal 3: Maximize institutional effectiveness by ensuring financial stability, increasing access, and committing resources to cultivate and support student learning.

1. Set a distinct and consistent vision for our image and purpose, and establish a visual identity for LAVC by launching a successful marketing and rebranding campaign.
    a. Market programs according to CAP.
    b. Promote and expand on the Los Angeles College Promise to the service area.

2. Streamline the on-boarding experience and simplify student access to the college's various processes and services.

3. Ensure websites and program pages are easy to navigate for all student populations, including a directory of all student support services.

4. Make clear to students the financial cost, potential debt, and economic benefits (financial literacy) of program completion and increase access to financial aid.

5. Provide ~~academic departments~~programs with the resources necessary to promote ~~their programs~~, kindle interest among students, and sustain their viability. (NOTE: Need to get more specific: Loans, Scholarships … as it relates to student success.)

6. Implement integrated, data-driven business practices, long-range fiscal planning, and sustainable resource development and allocation that is equity focused. (NOTE: Needed to add something about equity)

7. Enhance proactive funding diversification through the LAVC Foundation, grants, and private sector partnerships.

8. Ensure the college's technological infrastructure, software and applications support student completion and success initiatives and campus processes while facilitating regular and effective communication.

9. Improve both interior and exterior cleanliness and create a secure, welcoming and attractive campus that enhances interactions between students, faculty, staff and community members.

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Strategic Enrollment Management Plan
Los Angeles Valley College
2019-2022

DEFINITION & GUIDING PRINCIPLES

Enrollment management is the process used by a college to realize the ideal student recruitment, retention, and graduation rates, which are determined within the context of each institution[1]. Furthermore, strategic enrollment management (SEM) takes a holistic view of the student experience from first contact with the institution through goal completion[2]. Strategic enrollment management at Los Angeles Valley College is guided by these principles:

- SEM focuses on fiscal sustainability and student access, equity, and success. While the college is committed to meeting its enrollment targets in order to ensure the greatest possible revenue for its programs, it will do so in ways that support access, academic quality and achievement, and equity.
- SEM emphasizes the key role of support services in student success.
- SEM planning aligns with college and state-wide plans, initiatives, and goals, like the college's Educational Master Plan, the Chancellor's Office Vision for Success goals, the Student Equity and Achievement Program, and the Guided Pathways framework.
- SEM planning will be an inclusive process with opportunities for input for all college constituencies.
- SEM is the responsibility of every college faculty member, staff member, and administrator. No single person is responsible for achieving the goals set forth in this plan; rather, all campus members must collaborate and coordinate to achieve success.
- SEM concentrates on our local community with special commitments to our area K-12 schools and to meeting the employment needs of the region.
- SEM planning will be data informed and include defined and measurable goals.

LAVC ENROLLMENT MANAGEMENT COMMITTEE

The Enrollment Management Committee (EMC) was formed in 2013-14 as a subcommittee of the Educational Planning Committee (EPC). Made up of faculty, classified staff, and administrators representing all the divisions of the college, the EMC evaluates the implementation of the Strategic Enrollment Management Plan and recommends periodic revisions to the plan. Additionally, the EMC discusses and makes recommendations on enrollment management strategies.

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[1] Dolence, M. G. (1993). Strategic Enrollment Management: A Primer for Campus Administrators.
[2] Bontrager, B., & Hossler, D. (2015). *Handbook of Strategic Enrollment Management* (1st Edition). San Francisco, CA: Jossey-Bass.

SEM PLAN FRAMEWORK

The LAVC Strategic Enrollment Management Plan, 2019-2022, is organized around the following categories, which are comprised of specific activities:

- Scheduling, Curriculum, & Program Pathways
- Support & Services
- Marketing & Communications
- Outreach & College Entry
- Success, Retention, Persistence, & Completion
- College Environment

OVERALL SEM INDICATORS

College-wide data will be reviewed by the EMC on at least an annual basis, including:

Productivity Measures	Efficiency Measures	Student Outcomes
• Headcount	• FTES/FTEF Ratio	• Success
• Enrollment	• WSCH/FTEF	• Retention
• FTES	• Fill Rates	• Persistence

SEM PLAN TARGETED STUDENT GROUPS

Targeted student groups are a distinctive feature of *strategic* enrollment management[3]. They are the specific groups of students that SEM activities are designed to impact. The groups listed below align with the college mission and the Student Centered Funding Formula's student success allocation categories. For each targeted student group, specific goals have been identified. The groups are:

- Credit (CTE, Degree, Transfer)
  - Increase dual enrollment credit FTES by 30 in 2019-20
  - Increase efficiency from 485 WSCH/FTEF in Fall 18 to 500 WSCH/FTEF in Fall 19
  - Maintain AB 540 headcount at 1,055 in 2019-20
  - Maintain Promise Grant (formerly BOG) recipient headcount by 14,086 in 2019-20
  - Maintain Pell Grant recipient headcount by 5,478 in 2019-20
- Noncredit
  - Increase noncredit FTES by 55 through enhanced Adult Education Workforce offerings in 2019-20
- Dual enrollment
  - Increase dual enrollment FTES by 30 in 2019-20
- College Promise
  - Increase new College Promise student headcount by 500 in 2020-21

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[3] Hasson, Cathy. "A Roadmap for Strategic Enrollment Management Planning." Sacramento, CA: California Community Colleges Vision Resource Center, Spring 2018. https://visionresourcecenter.cccco.edu/sites/default/files/asks/SEMPlanningResource.pdf.

Strategic Enrollment Management Plan
Los Angeles Valley College
2019-2022

SCHEDULING, CURRICULUM, & PROGRAM PATHWAYS
*Clearly defined program pathways that lead to concise student
education planning and class schedule development*

- Shift FTEF as needed to support the implementation of Guided Pathways (College 101, etc.).
- Develop two-year scheduling plans for each discipline that aligns with the program maps for each of their degrees and certificates.
- Adjust course offerings within English, Math, Statistics, and ESL to implement AB 705.
- Increase dual enrollment offerings.
    - Offer pathway-related options that will entice dual enrollment students to take two to three classes per year.
    - Increase the number of sections offered at each feeder school.
    - Target charter/magnet schools for dual enrollment.
- Develop articulation agreements with Adult Education Centers.
- Increase high school articulation agreements for Career Education program pathways.
- Develop new programs in alignment with industry standards and high growth job opportunities. Continue to align the college's Career Education curriculum with industry standards.
- Review the total number of Distance Education offerings, student success and retention in DE courses, and the FTES generated from them to ensure offerings are meeting the needs of students, while proportionately supporting the college's FTES targets.

SUPPORT & SERVICES

Wrap around support services that promote student success

- Establish a Welcome Center.
- Enhance existing SSD Targeted Tutoring.
- Institutionalize Puente Campus Tours/Mentor Program.
- Develop Student Life Ambassador program.
- Develop Leadership Training for Associated Student Union.
- Promote transfer awareness to equity populations through university trips/visits, transfer fairs, Puente/TAP/Honors Recognition, etc.
- Promote the success of Umoja program students by ensuring they are enrolled full time.
- Provide ongoing Training and Development of all student services front-line personnel in all areas.
- Collaborate with special programs to conduct financial aid workshops.
- Provide hands-on Financial Aid Application workshops on Saturdays (at least one per term) and evenings.
- Strengthen outreach to Adult Education Centers.

MARKETING & COMMUNICATIONS

*Market analyses and varied marketing strategies that focus on targeted student
groups, promote educational value, and position the institution as reputable*

- Develop a comprehensive marketing and branding plan.
- Create brand awareness of Los Angeles Valley College in target communities through advertising.
- Create equity focused awareness and marketing campaign to promote completion and transfer (include Associate degrees for transfer, banners, flyers, posters, classroom visits, workshops, social media, website, laptops, etc.) on and off campus.
- Evaluate the effectiveness of advertising campaigns.
- Develop and implement a process to ensure accuracy of the website.
- Participate in district-led initiative to redesign the website.

OUTREACH & ONBOARDING

*Focused recruitment and admissions policies, processes, and practices that
ensure students enroll and move toward success and completion with ease*

- Host Annual College Fest.
- Evaluate and improve the dual enrollment registration process.
- Plan, implement, and evaluate outreach efforts to increase participation during high school outreach activities (HS Visits, Senior Days, College Fest).
- Plan, implement, and evaluate outreach efforts to increase participation in Summer Transition Activities (GPS, Welcome Week).
- Design and distribute a family of printed materials to promote the campus. Design and distribute promotional items such as folders, bags, footballs, and pens.
- Embed Financial Aid Office presentations during senior days and summer transition activities.
- Conduct supplemental Financial Aid Application Workshops at the High Schools.
- Develop a community outreach plan. Hire and train staff to provide community outreach.
- Redesign the onboarding process to better serve students.

SUCCESS, RETENTION, PERSISTENCE, & COMPLETION

*Scalable strategies and interventions that improve
student success, retention, persistence, and completion*

- Develop an integrated professional development plan.
- Establish a structure and process for the college's professional development program.
- Establish an annual operating budget for the professional development center.
- Explore a model for faculty discipline advising.
- Increase participation in College 101 and other student success courses.
- Strengthen the quality of distance education offerings through faculty professional development.

COLLEGE ENVIRONMENT

A campus environment that is safe, inviting, and well-maintained

- Improve campus cleanliness, especially grounds and restrooms (reallocate or increase custodial staff, if needed).
- Improve internet access and reliability throughout the campus, especially as it affects instruction in the classroom; IT evaluation of the problem and implementation of solutions.
- Explore and develop strategies to improve campus security in the evening.

SCHEDULING, CURRICULUM, & PROGRAM PATHWAYS

*Clearly defined program pathways that lead to concise student
education planning and class schedule development*

Activity	Activity Lead(s)	Target Completion Date	Measurable Outcomes	Status
Shift FTEF as needed to support the implementation of Guided Pathways (College 101, etc.).	VP, AA	Ongoing	FTEF Allocations	
Develop two-year scheduling plans for each discipline that aligns with the program maps for each of their degrees and certificates.	Department Chairs	June 2020	Scheduling plans	
Adjust course offerings within English, Math, Statistics, and ESL to implement AB 705.	Department Chairs	June 2020	Schedules	
Increase dual enrollment offerings. • Offer pathway-related options that will entice dual enrollment students to take two to three classes per year. • Increase the number of sections offered at each feeder school. • Target charter/magnet schools for dual enrollment.	Dean, Dual Enrollment; Department Chairs; Student Services Specialist, Dual Enrollment	June 2020; ongoing	Schedules	
Develop articulation agreements with Adult Education Centers.	Dean, Adult Ed; Faculty	June 2020; ongoing	Articulation agreements	
Increase high school articulation agreements for Career Education (CE) program pathways.	Dean, CE; CE faculty	June 2020; ongoing	Articulation agreements	
Develop new programs in alignment with industry standards and high growth job opportunities. Continue to align the college's CE curriculum with industry standards.	Dean, CE; CE faculty	June 2020; ongoing	Curriculum alignment	
Review the total number of Distance Education offerings, student success and retention in DE courses, and the FTES generated from them to ensure offerings are meeting the needs of students, while proportionately supporting the college's FTES targets.	Dean, DE; Faculty in program reviews	Ongoing	Review of DE data for success, retention, and FTES in program review	

LAVC Strategic Enrollment Management Plan, 2019-2022

SUPPORT & SERVICES

Wrap around support services that promote student success

Activity	Activity Lead(s)	Target Completion Date	Measurable Outcomes	Status
Establish a Welcome Center.	Dean, Student Success	June 2020	Welcome Center	
Enhance existing SSD Targeted Tutoring.	Dean, SSD	Ongoing	Increased participation	
Institutionalize Puente Campus Tours/Mentor Program.	Puente Coordinator; Counselor, Puente; Deans, Puente	June 2020	Institutionalized budget	
Develop Student Life Ambassador program.	Dean, Student Life; Student Engagement, Coordinator	Ongoing	Review of program components	
Develop Leadership Training for Associated Student Union.	Dean, Student Life; Student Engagement, Coordinator; ASU, Counselor	June 2021	Leadership training materials	
Promote transfer awareness to equity populations through university trips/visits, transfer fairs, Puente/TAP/Honors Recognition, etc.	TAP Coordinator; UMOJA Counselor; Puente Counselor & Coordinator; Career & Transfer Counselor; Counseling Chair; Assoc. Dean, Equity	Ongoing	Review of transfer awareness activities	
Promote the success of Umoja program students by ensuring they are enrolled full time.	UMOJA, Counselor	Ongoing	Enrollment status	
Provide ongoing Training and Development of all student services front-line personnel in all areas.	VP, Student Services All Student Services Leads	Ongoing	Trainings	
Collaborate with special programs to conduct financial aid workshops.	Director, Financial Aid	Ongoing	Count of workshops	
Provide hands-on Financial Aid Application workshops on Saturdays (at least one per term) and evenings.	Director, Financial Aid	Ongoing	Count of workshops	
Strengthen outreach to Adult Education Centers.	Dean, Adult Ed; Outreach Coordinator	June 2020; ongoing	Review of outreach activities	

LAVC Strategic Enrollment Management Plan, 2019-2022

MARKETING & COMMUNICATIONS

Market analyses and varied marketing strategies that focus on targeted student groups, promote educational value, and position the institution as reputable

Activity	Activity Lead(s)	Target Completion Date	Measurable Outcomes	Status
Develop a comprehensive marketing and branding plan.	Manager, PR	Dec. 2020	Marketing and branding plan	
Create brand awareness of Los Angeles Valley College in target communities through advertising.	Manager, PR	June 2020; ongoing	Review of advertising	
Create equity focused awareness and marketing campaign to promote completion and transfer (include Associate degrees for transfer, banners, flyers, posters, classroom visits, workshops, social media, website, laptops, etc.) on and off campus.	Manager, PR Assoc. Dean, Equity	June 2020; ongoing	Review of marketing campaign	
Evaluate the effectiveness of advertising campaigns.	Manager, PR Dean, OIE	June 2021; ongoing	Evaluations	
Develop and implement a process to ensure accuracy of the website.	Manager, PR Manager, IT Web Designer	June 2020; ongoing	Process documents	
Participate in district-led initiative to redesign the website.	Manager, PR	Ongoing	Redesigned website	

OUTREACH & ONBOARDING

*Focused recruitment and admissions policies, processes, and practices that
ensure students enroll and move toward success and completion with ease*

Activity	Activity Lead(s)	Target Completion Date	Measurable Outcomes	Status
Host Annual College Fest.	Outreach Coordinator	Ongoing	College Fest	
Evaluate and improve the dual enrollment registration process.	Outreach Coordinator; Dean, Dual Enrollment; Dean, Student Success; Registrar	Ongoing	Dual enrollment students are enrolled before classes begins	
Evaluate, plan, and implement outreach efforts to increase participation during high school outreach activities (HS Visits, Senior Days, College Fest).	Outreach Coordinator	Ongoing	Participation in high school outreach efforts	
Evaluate, plan, and implement outreach efforts to increase participation in Summer Transition Activities (GPS, Welcome Week).	Outreach Coordinator	Ongoing	Participation in Summer Transition	
Design and distribute a family of printed materials to promote the campus. Design and distribute promotional items such as folders, bags, footballs, and pens.	All Student Service Dept. Leads	June 2020	Printed materials	
Embed Financial Aid Office presentations during senior days and summer transition activities.	Director, Financial Aid; Outreach Coordinator	Ongoing	Count of presentations	
Conduct supplemental Financial Aid Application Workshops at the High Schools.	Director, Financial Aid; Outreach Coordinator	Ongoing	Count of workshops	
Develop a community outreach plan. Hire and train staff to provide community outreach.	Outreach Coordinator; Dean, Student Success	June 2020	Community Outreach Plan	
Redesign the onboarding process to better serve students.	Onboarding Committee	Spring 2021	Redesigned onboarding process	

SUCCESS, RETENTION, PERSISTENCE, & COMPLETION

Scalable strategies and interventions that improve
student success, retention, persistence, and completion

Activity	Activity Lead(s)	Target Completion Date	Measurable Outcomes	Status
Develop an integrated professional development plan.	PD Coordinator; ISA, PD	June 2020	Integrated PD Plan	
Establish a structure and process for the college's professional development program.	PD Coordinator; ISA, PD	June 2020	PD structure and process documents	
Establish an annual operating budget for the professional development center.	PD Coordinator ISA, PD President	June 2020	Established budget	
Explore a model for faculty discipline advising.	Academic Senate Guided Pathways Committee; Faculty Union	Dec. 2020	Faculty advising model	
Increase participation in College 101 and other student success courses.	GP Committee; Counseling Faculty	Fall 2020	College 101and Counseling enrollment data	
Strengthen the quality of distance education offerings through faculty professional development.	DE, Coordinator; Dean, DE	June 2020	DE PD participation data	

COLLEGE ENVIRONMENT

A campus environment that is safe, inviting, and well-maintained

Activity	Activity Lead(s)	Target Completion Date	Measurable Outcomes	Status
Improve campus cleanliness, especially grounds and restrooms (reallocate or increase custodial staff, if needed).	Director, M&O; VP, Admin. Services; President	June 2020; ongoing	Survey responses on college environment; custodial staff count	
Improve internet access and reliability throughout the campus, especially as it affects instruction in the classroom; IT evaluation of the problem and implementation of solutions.	VP, Admin. Services; Manager, IT	June 2020; ongoing	Satisfaction survey results	
Explore and develop strategies to improve campus security in the evening.	VP, Admin. Services; Campus Sheriff	June 2020; ongoing	Survey responses on college environment	