



STRATEGIC PLAN
2020-2023

Table of Contents

	Page
I. Introduction	2
II. Purpose of the Document	2
III. El Camino College Mission, Vision, and Values	3
IV. 2020-2023 Strategic Initiatives and Objectives	4
a) Strategic Initiative A: Student Learning	4
Objective A1	
Objective A2	
Objective A3	
Objective A4	
b) Strategic Initiative B: Student Success and Support	5
Objective B1	
Objective B2	
Objective B3	
c) Strategic Initiative C: Collaboration	5
Objective C1	
Objective C2	
Objective C3	
d) Strategic Initiative D: Community Responsiveness	6
Objective D1	
Objective D2	
e) Strategic Initiative E: Institutional Effectiveness	6
Objective E1	
Objective E2	
Objective E3	
Objective E4	
f) Strategic Initiative F: Modernization	7
Objective F1	
Objective F2	
Objective F3	
Objective F4	
Objective F5	
	8
V. Appendix	
a) Board Policy 1200, December 2014	8
b) Board Policy 1200, June 2019	11

I. Introduction

In December 2014, Board Policy 1200 was revised to include both the El Camino College foundational statements (mission, vision, and values) and the 2015-20 Strategic Plan (see Appendix 1). After three years of work, in March 2017, the College released the 2017-22 Comprehensive Master Plan. Through the work of the Strategic Planning Committee, followed by collegial consultation, Board Policy 1200 was amended once again in June 2019 (see Appendix 2) to include only the District Mission, Vision and Values statements. Currently, Board Policy 1200 and the Strategic Plan are officially separate documents.

During Spring 2018, the Strategic Planning Committee revised the El Camino College strategic initiatives and objectives, as well as the College's mission, vision, and values. The present document constitutes an update of the El Camino College 2015-20 Strategic Plan and supports the 2017-22 Comprehensive Master Plan. The document presented below also includes the revised version of ECC's mission, vision, and values. The 2020-23 Strategic Plan reflects the progress achieved in the implementation of the plan and California legislation that mandates community college districts to align their local goals with the Chancellor's Office Vision for Success system-wide goals by May 31, 2019.

In Fall 2019, the 2020-23 Strategic Plan and the College's revised mission, vision and values will proceed through collegial consultation (Academic Senate, Calendar Committee, Technology Committee, Facilities Committee, Planning and Budgeting Committee, and College Council). After modifications and updates have been incorporated into the document, the plan will go to the Board of Trustees for final approval. The expectation is to have this document ready to be disseminated by January 2020. The implementation of the plan will commence in Fall 2020.

The 2020-23 Strategic Plan in its final version will contain the College's updated mission, vision and values, the strategic initiatives, the objectives associated with each initiative, and the key performance indicators (KPIs) that will be used to monitor and measure the level of accomplishment of all initiatives, and ultimately the ECC's mission.

II. Purpose of the Document

The collegial consultation process that will take place through Fall 2019 has the purpose of reviewing the present document, and suggest necessary adjustments to reflect the strategic initiatives and objectives that will guide the College forward throughout the next three years (Fall 2020 – June 2023). The final version of the 2020-23 Strategic Plan will reflect the shared vision of El Camino College stakeholders to assure that all members of the community are moving in the same direction and aspire to accomplish the same goals. The Key Performance Indicators (KPIs) for the plan will be determined by the Strategic Planning Committee once collegial consultation concludes.

All annual planning at the level of programs, units, and areas, designed between Fall 2020 and June 2023 should use the 2020-23 Strategic Plan as an essential guide to determine goals, tasks, resources, and performance indicators. Program reviews developed during the mentioned period should also take the 2020-2023 Strategic Plan as a key document to write the self-study and determine programmatic recommendations.

III. El Camino College Vision, Mission and Values

As mentioned in the previous section, the Strategic Planning Committee decided to take the College's foundational statements through collegial consultation. The following are the El Camino College updated vision, mission, and values:

Mission

El Camino College makes a positive difference in people's lives. We provide innovative and excellent comprehensive educational programs and services that promote student learning, equity, and success in collaboration with our diverse communities.

Vision

El Camino will be the college of equity and innovation by transforming, strengthening, and inspiring our community to excel through learning.

Values

People - We strive to inspire our diverse students, employees, and community with purpose, passion, and pride.

Respect - We work in a spirit of civility, cooperation, and collaboration.

Integrity - We act ethically and honestly toward our students, colleagues, and community.

Diversity - We embrace our similarities and differences to promote an inclusive campus community with equitable outcomes for all.

Excellence - We deliver quality, innovation, and excellence in all we do.

IV. 2020-2023 Strategic Initiatives and Objectives

The 2020-2023 strategic initiatives are pressing and significant opportunities that must be addressed by the El Camino College community for the institution to meet its mission. Each initiative has its own objectives, which are specific, measurable outcomes that the College intends to accomplish by the end of the 2022-2023 academic year.

a) Strategic Initiative A: Student Learning

SI A: Student Learning Support student learning using a variety of effective instructional methods, educational technologies, and college resources.	By 2023,
4 Objectives	A1. Implement a faculty-led, data informed professional development plan that serves ECC's diverse student population.
	A2. Implement curricular and instructional innovations to increase successful completion of transfer-level Math and English courses in the first year.
	A3. Increase faculty use of educational technology (e.g.: Learning Management System) to facilitate regular communication with students and referral to campus student services.
	A4. Expand the use of Open Educational Resources, innovative technologies, and community partnerships to reduce cost barriers that negatively impact student learning and completion.

b) Strategic Initiative B: Student Success and Support

<p>SI B: Student Success and Support Strengthen the quality of educational and support services to close equity gaps and empower student learning, success, and self-advocacy.</p>	<p>By 2023,</p>
<p>3 Objectives</p>	<p>B1. Implement changes to campus programs, services, and initiatives to close the 40% student equity gap closure.</p>
	<p>B2. Improve orientation, assessment, counseling and student educational planning, and follow-up services so that comprehensive support becomes the typical ECC student experience.</p>
	<p>B3. Implement a data informed professional development plan for classified staff and management that serves ECC's diverse student population</p>

c) Strategic Initiative C: Collaboration

<p>SI C: Collaboration Maintain an effective process of collaboration and collegial consultation with regard to the planning, budgeting, implementation and evaluation of college programs and processes.</p>	<p>By 2023,</p>
<p>3 Objectives</p>	<p>C1. Enhance the planning process for all campus programs and areas to ensure collaboration, inclusiveness, collegial consultation, and sharing of resources.</p>
	<p>C2. Strengthen collaboration between academic programs and student services programs so that all students experience comprehensive student support.</p>
	<p>C3. Improve college internal communications to ensure all stakeholders know and understand college committees' decisions and decision-making processes.</p>

d) Strategic Initiative D: Community Responsiveness

<p>SI D: Community Responsiveness Support transfer and workforce preparedness, as well as community well-being, through the development of strategic partnerships with schools, colleges, universities, businesses, and community-based organizations.</p>	<p>By 2023,</p>
<p>2 Objectives</p>	<p>D1. Implement programs that link high school districts with ECC to introduce students to the college's higher education pathways.</p>
	<p>D2. Improve a structured process of gathering and disseminating program requirements and data from regional colleges and universities that informs student planning for transfer and degree attainment.</p>

e) Strategic Initiative E: Institutional Effectiveness

<p>SI E: Institutional Effectiveness Strengthen processes, programs, and services through the effective and efficient use of assessment, program review, planning and resource allocation</p>	<p>By 2023,</p>
<p>4 Objectives</p>	<p>E1. Ensure that all college areas complete a formal program review in accordance with institutional templates and established cycles.</p>
	<p>E2. Ensure alignment between program review and planning templates so that program review recommendations are addressed within the process of planning and resource allocation for all college areas.</p>
	<p>E3. Conduct an annual review of institutional benchmarks and student achievement goals to ensure alignment with the College's vision for success.</p>
	<p>E4. Utilize ongoing, timely and relevant data to inform decision-making when prioritizing the support given to college programs and services.</p>

f) Strategic Initiative F: Modernization

<p>SI F: Modernization Enhance infrastructure, services, and resources related to facilities and technologies to maintain a highly flexible learning and working environment.</p>	<p>By 2023,</p>
<p>5 Objectives</p>	<p>F1. Utilize up-to-date technology to support college programs that meet the needs of students, faculty, staff, and the community.</p>
	<p>F2. Maximize campus facilities, technology and infrastructure which can adapt to current and future health and safety needs of students, faculty, and staff.</p>
	<p>F3. Ensure that the faculty and staff selection processes, as well as professional development, align with institutional strategic initiatives and the College's Equal Employment Opportunity plan.</p>
	<p>F4. Provide security, privacy, and protection of all systems, properties, and data to ensure safekeeping of student and College information.</p>
	<p>F5. Refine the sustainability infrastructure to minimize impacts of climate change, mitigate the depletion of resources, and improve natural and built environments.</p>

V. Appendix

a) Board Policy 1200: December 2014

Board Policy 1200

District Mission and Strategic Plan 2015-2020
The El Camino College Mission, Vision, Values,
and Strategic Initiatives

Mission Statement

El Camino College makes a positive difference in people's lives. We provide excellent comprehensive educational programs and services that promote student learning and success in collaboration with our diverse communities.

Vision Statement

El Camino College will be the college of choice for successful student learning that transforms lives, strengthens community, and inspires individuals to excel.

Statement of Values

Our highest value is placed on our students and their educational goals; interwoven in that value is our recognition that the faculty and staff of El Camino College are the College's stability, its source of strength and its driving force. With this in mind, our five core values are:

- People – We strive to balance the needs of our students, employees and community.
- Respect – We work in a spirit of cooperation and collaboration.
- Integrity – We act ethically and honestly toward our students, colleagues and community.
- Diversity – We recognize and appreciate our similarities and differences.
- Excellence – We aspire to deliver quality and excellence in all we do.

Institutional Effectiveness Outcomes

Institutional effectiveness involves the College's efforts toward continuous improvement in institutional quality, student success, and fulfillment of the Mission. The College's integrated assessment, evaluation, and planning processes are put into practice with the ultimate outcome of greater institutional effectiveness—more students from our diverse communities will attain educational success and achieve their academic goals.

The following outcomes will be used to measure progress on student achievement and improvements in institutional effectiveness at El Camino College.

1. Student Readiness Rate
2. Successful Course Completion Rate
3. Remedial English Completion Rate
4. Remedial Math Completion Rate
5. Three-Term Persistence Rate
6. 30-Units Achievement Rate
7. Completion Rate

- 8. Transfer Rate
- 9. Degrees and Certificates awarded
- 10. Number of Transfers

Improvement goals to be achieved by the end of the Strategic Plan (Academic Year 2019-2020) are developed through College-wide consultation, with annual progress compared with a baseline year. Institutional effectiveness outcomes will be monitored annually for progress on each goal. In addition, an overriding priority is to reduce existing differences in achievement by demographic characteristics across all measures.

Strategic Initiatives

In order to fulfill the mission and make progress toward the vision, El Camino College will focus on the following strategic initiatives. Strategic Initiatives represent the areas of focused improvement. Objectives are College-wide plans to make progress on each initiative. Measures assess that progress during the period of the Strategic Plan (2015-16 to 2019-2020).

A - STUDENT LEARNING

Support student learning using a variety of effective instructional methods, educational technologies, and college resources.

Objectives:

1. Develop a comprehensive professional development plan that ties in with campus plans and initiatives to promote student success.
2. Incorporate instructional approaches that are positively associated with student success and persistence.
3. Provide specific and relevant technology training to support integration of technology with instruction.
4. Provide equipment needed to support faculty use of technology.
5. Institute outcomes-based conference attendance with a required sharing component for broader College benefit, where applicable.

B - STUDENT SUCCESS & SUPPORT

Strengthen quality educational and support services to promote and empower student learning, success, and self-advocacy.

Objectives:

1. Implement programs and services as detailed in the Student Success & Support
2. Program Plan (SSSP), focused on pre-enrollment (access in), post-enrollment (access through), and graduation or transfer (access out).
3. Implement the plans indicated by the Student Equity Plan (SEP), focused on improving successful outcomes for all students.
4. Implement the College Master Plan, focused on carrying out the Strategic Plan through educational and resource planning.

C - COLLABORATION

Advance an effective process of collaboration and collegial consultation conducted with integrity and respect to inform and strengthen decision-making.

Objectives:

1. Develop, promote, and implement an employee recognition plan.
2. Conduct annual review of the Making Decisions at El Camino College document, which includes member orientation, purpose review, planning, goal-setting, and self-evaluation for all consultation committees.
3. Strengthen collaboration among programs across disciplines and College areas.
4. Improve publication of the broad input on College processes.
5. Add this initiative to the purpose statement of each collegial consultation committee.

D - COMMUNITY RESPONSIVENESS

Develop and enhance partnerships with schools, colleges, universities, businesses, and community-based organizations to respond to the educational, workforce training, and economic development needs of the community.

Objectives:

1. Develop strategic partnerships that include program advisory committees that address the current and future workforce development needs of the local communities and the region.
2. Develop corporate partnerships that enhance STEM training to prepare our students for STEM programs and careers.
3. Develop inter-segmental programs linking feeder high school districts with El Camino College and regional universities to create strong and clear pathways for students.

E - INSTITUTIONAL EFFECTIVENESS

Strengthen processes, programs, and services through the effective and efficient use of assessment, program review, planning, and resource allocation.

Objectives:

1. Develop an integrated program review and planning tool.
2. Establish benchmarks and aspirational goals for student achievement.
3. On a regular basis, gather current information on our community to ensure that we are responsive to community needs.
4. Strengthen collaboration between programs serving students.
5. Maintain fiscal stability.
6. Add this initiative to the purpose statement of each committee involved with institutional effectiveness processes.

F - MODERNIZATION

Modernize infrastructure and technological resources to facilitate a positive learning and working environment.

Objectives:

1. Implement the Technology Plan to meet the developing information technological needs of the campus.
2. Continue implementation of the Facilities Master Plan to modernize campus facilities and infrastructure, revising as needed.
3. Implement safety cameras and other technological aspects of campus safety plan.

El Camino College

Adopted: 1/16/01

Amended: 1/22/02, 6/18/07, 6/21/10, 12/15/2014

b) Board Policy 1200: June 2019

Board Policy 1200

District Mission Vision and Values

Mission Statement

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Excellence – We aspire to deliver quality and excellence in all we do.

To advance the mission, vision and values, El Camino College develops strategic initiatives and action items for institutional improvement as part of long-range master planning. A set of aspirational goals on selected student achievement measures informs institutional progress.

The College uses evidence and the collegial consultation process to evaluate the mission, vision, and values, and revises them on a regular basis.

El Camino College

Adopted: 1/16/01

Amended: 1/22/02, 6/18/07, 6/21/10, 12/15/14, 6/17/19



El Camino College