

# 2024-2034 Comprehensive Integrated Plan



## About the Comprehensive Integrated Plan

El Camino’s Comprehensive Integrated Plan (CIP) provides a roadmap to inform everything that the College will do to strengthen student access and improve student success over the next ten years. Since El Camino’s last comprehensive plan was drafted, the educational landscape has changed with new technologies and new expectations for learning. Additionally, El Camino expects its student demographics to shift over the next ten years as the South Bay population becomes increasingly older and more diverse. The attached Comprehensive Integrated Plan (CIP) reflects the collaborative efforts of El Camino students, faculty, staff, and administrators to uphold our commitment to serve our diverse communities.

With the shift in the educational landscape and student demographics, the foundation of the Comprehensive Integrated Plan (CIP) rests on a renewed vision, mission, and statement of values.

## Our Vision

El Camino College will spark innovation and create equitable opportunities for our students, employees, and community.

## Our Mission

El Camino College is equity-focused and partners with its diverse communities to provide student-centered learning, career development, and lifelong enrichment.

## Our Values

### **Integrity**

We commit to ethical practices and act with transparency, sincerity, and respect in all situations.

### **Community Engagement**

We contribute to the social, economic, and cultural development of our neighboring communities.

### **Equity**

We celebrate the unique strengths of all individuals and support the marginalized to cultivate a diverse, inclusive, anti-racist environment.

### **Social Responsibility**

We support our students to become the next generation of responsible leaders who recognize our collective duty to contribute to the well-being of our communities and the world at large.

### **Student-Centered Mindset**

We proactively respond to the needs of our students and prioritize their success and well-being.

### **Collaboration**

We work together with respect and open-mindedness to achieve common goals.

### **Employee Wellness**

We support the physical, emotional, and mental well-being of our employees by providing resources and services to meet their professional needs.

### **Sustainability**

We steward the college’s human, financial, and non-financial resources responsibly and pursue innovation and continuous improvement to impact future generations.

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## Themes and Goals

To make this new vision, mission, and values a reality, El Camino will commit to:

- Providing a student-centered learning experience
- Developing multiple pathways to success
- Establishing innovative community partnerships
- Fostering a welcoming and inclusive community
- Cultivating an environment ready for transformation and excellence

All Campus constituents will contribute to these five thematic commitments by prioritizing efforts over the next ten years around the following goals.

Student-Centered Learning & Experience	Multiple Pathways to Success	Innovative Community Partnerships	Culture of Inclusion	Environment for Transformation
<p><b>G1</b> Ensure <b>equitable access</b> to a holistic range of <b>learning &amp; support services</b></p>	<p><b>G3</b> Develop innovative pathways to <b>recruitment, registration &amp; cost reduction</b></p>	<p><b>G5</b> Provide high-quality <b>lifelong learning opportunities</b> for all community members</p>	<p><b>G7</b> Provide opportunities to foster <b>community &amp; sense of belonging</b></p>	<p><b>G9</b> Prioritize <b>employee well-being &amp; professional development</b></p>
<p><b>G2</b> Provide an <b>educational experience</b> that advances students' academic &amp; lifelong learning goals &amp; meets workforce needs</p>	<p><b>G4</b> Create flexible &amp; high-value <b>educational-to-employment experiences</b></p>	<p><b>G6</b> Strengthen partnerships between the <b>classroom, workplace, and the community</b></p>	<p><b>G8</b> Cultivate a culture of <b>safety &amp; campus security</b></p>	<p><b>G10</b> Cultivate a campus culture that embraces <b>innovation and excellence</b></p>
				<p><b>G11</b> Strengthen <b>institutional effectiveness</b> through <b>continuous improvement</b></p>

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## Key Considerations

The CIP aligns with several frameworks, each offering valuable insights and guiding principles to ensure a holistic and robust approach to student achievement and institutional growth.

### [California Community Colleges Chancellor's Office Vision 2030](#)

The Vision 2030 plan from the California Community Colleges Chancellor's Office sets a long-term strategic agenda aimed at transforming the community college system to better meet the needs of California's diverse population. This vision prioritizes increasing the number of students earning credentials, closing equity gaps, and improving the workforce preparedness of graduates. El Camino's CIP incorporates Vision 2030's ambitious goals in the themes *Student-Centered Learning and Experience*, *Multiple Pathways to Success*, and *Innovative Community Partnerships*. Goals such as ensuring equitable access to a holistic range of learning & support services (G1), creating flexible and high-value educational-to-employment experiences (G4), and strengthening partnerships between the classroom, workplace, and the community (G6) embody the vision's core objectives. These efforts are aimed at improving student outcomes and fostering a culture of continuous improvement.

### [Multi-Year Roadmap between the California Governor's Administration and the California Community Colleges](#)

This 2022-27 roadmap outlines key priorities to bolster student outcomes and educational equity. The California Governor's Administration roadmap emphasizes improving access to higher education, enhancing student success, and fostering economic mobility through partnerships with industry and community organizations. By integrating the Governor's priorities, the ECC CIP seeks to align institutional goals with state-wide educational policies, ensuring that the college's efforts contribute to broader objectives of economic growth, social mobility, and community well-being. Our themes of *Student-Centered Learning & Experience* and *Multiple Pathways to Success* resonate with the roadmap's emphasis on access and success. Goals such as providing an educational experience that advances students' academic and lifelong learning goals and meets workforce needs (G2), creating flexible and high-value educational-to-employment experiences (G4), and providing high-quality lifelong learning opportunities for all community members (G5) are integral to achieving the multi-year roadmap objectives.

### [California Guided Pathways \(El Camino Evolve\)](#)

California Guided Pathways offers a transformative approach to student success by creating clear, structured educational pathways that guide students from enrollment through completion. The framework emphasizes designing academic and career pathways that are accessible, clearly mapped, and aligned with student goals. Guided Pathways, rebranded as *Evolve* at El Camino, highlights the importance of comprehensive student support services, integrated teaching and learning strategies, and a commitment to equity. Goals in the themes *Student-Centered Learning & Experience* and *Multiple Pathways to Success* directly align with the principles of this approach: ensure equitable access to a holistic range of learning and support services (G1), develop innovative pathways to recruitment, registration, and cost reduction (G3), and provide high-quality lifelong learning opportunities for all community members (G5). By adopting the *Evolve* principles, the CIP aims to streamline student journeys, reduce barriers, and ensure that all students can achieve their educational and career objectives efficiently.

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## Caring Campus Initiative (Institute for Evidence-Based Change)

The Caring Campus initiative, led by the Institute for Evidence-Based Change (IEBC), focuses on building a culture of care and connection within community colleges. This approach recognizes that students' sense of belonging and connection to their institution significantly impacts their success. Our Comprehensive Integrated Plan draws inspiration from the Caring Campus principles as reflected in the themes *Culture of Inclusion* and *Environment for Transformation*. Goals such as providing opportunities to foster community and sense of belonging (G7), cultivating a culture of safety and campus security (G8), prioritizing employee well-being & professional development (G9), and cultivating a campus culture that embraces innovation and excellence (G10) align with the Caring Campus framework. These goals are designed to create a nurturing atmosphere where every student feels valued and supported.

## Accrediting Commission of Community and Junior Colleges (ACCJC) Standards

The Accreditation Standards set forth by the ACCJC provide a comprehensive framework for institutional effectiveness and continuous improvement. These standards emphasize accountability, transparency, and a commitment to student learning and achievement. The El Camino CIP aligns with the ACCJC Standards by embedding quality assurance practices, fostering a culture of assessment and improvement, and ensuring that institutional policies and practices meet the highest standards of excellence. Adhering to these standards ensures that our college remains accountable to our stakeholders and committed to delivering high-quality education. Goals in the last theme *Environment for Transformation* reflect ECC's commitment to these standards: cultivate a campus culture that embraces innovation and excellence (G10) and strengthen institutional effectiveness through continuous improvement (G11). These goals are aimed at maintaining and enhancing the quality of education and the highest institutional performance.

The Comprehensive Integrated Plan (CIP) is a strategic blueprint that will create an inclusive, effective, and forward-thinking educational environment. By integrating the principles of Vision 2030, the Governor's Roadmap, Guided Pathways (Evolve), Caring Campus, and ACCJC Standards, El Camino College is poised to enhance student success, foster equity, and contribute to the economic and social vitality of our community.

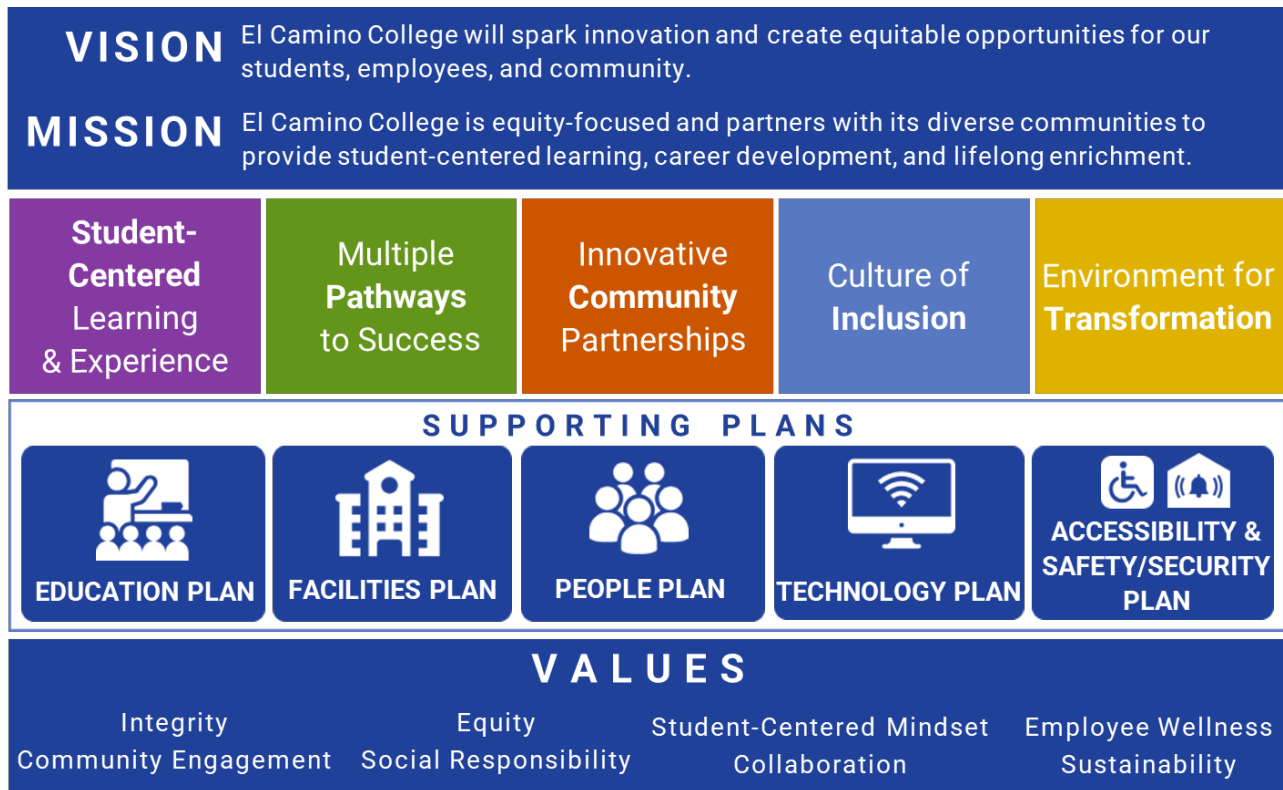
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## Supporting Plans

The goals of the CIP are centered around the five strategic themes that support El Camino’s mission and vision. The CIP’s goals are further operationalized through five supporting plans: the Education, Facilities, People, Technology Plan, and Accessibility & Safety/Security Plans.

Each of the goals and initiatives will be implemented according to El Camino’s core values and, in the process, strengthen the values that are necessary to achieve everything the College sets out to do.



## Education Plan

The Education Plan highlights long-range strategies to address state requirements while preparing El Camino to continue to meet the needs of students, the workforce, and the community. The Education Plan also serves to document all current support and academic programs at the College with current snapshots, growth projections, and long-term goals for each program. It will inform capital construction and development plans included in the Facilities Plan. The Education Plan will also serve to guide priorities in the Technology, People and Accessibility & Safety/Security Plans to ensure an exceptional teaching and learning experience.

## Facilities Plan

The Facilities Plan outlines capital outlay improvements for El Camino College. This plan seeks to align capital, and renewal and capacity-building projects and factors in the College’s educational program and technological needs, enrollment forecast, funding opportunities, and changes in community demographics while simultaneously improving campus safety and security, accessibility, and infrastructure.

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## Technology Plan

El Camino College's Technology Plan reflects a comprehensive and forward-looking strategy to integrate technology seamlessly into its educational fabric, fostering an inclusive, dynamic, and resilient institution while contributing to El Camino's renewed mission and vision. The Technology Plan goals will support the goals of the Education Plan; align to the initiatives in the Accessibility & Safety/Security Plan; and inform the priorities of the Facilities Plan. As a 3-Year plan, the Technology Plan will consider the most recent technological advancements to deliver an exceptional teaching and learning experience. Through these initiatives, El Camino will position itself to meet the evolving needs of its diverse community and prepare students for success in an ever-changing technological landscape.

## People Plan

The People Plan aims to strengthen the foundation of El Camino, its employees, in order to deliver an exceptional student-centered experience. To support the CIP and its related plans, the People Plan aims to foster an inclusive, collaborative culture that empowers a service-oriented workforce which will support the implementation of the CIP goals and related plans, and drive El Camino to fulfill its renewed mission, vision, and values.

## Accessibility & Safety/Security Plan

The Accessibility & Safety/Security Plan will also assist El Camino College in meeting program and facility-related requirements under federal disability nondiscrimination laws, and support a safe and secure learning environment for all students, employees, and visitors. This plan articulates more specific ways El Camino can increase student access to facilities, technology and programs. In addition, the Accessibility & Safety/Security Plan will establish policies and procedures, and determine equipment and facilities enhancements required to support the security and safety of all students, staff and visitors. While El Camino's rapid campus growth can create new accessibility and security challenges, building construction and renovation, as well as engaging El Camino campus constituents on an ongoing basis, can present opportunities to improve accessibility, implement more effective security measures, and enhance the campus experience to foster community and a sense of belonging.

The Comprehensive Integrated Plan will be instrumental in driving positive change for generations to come—not only in each of the communities within the El Camino Community College District, but also across the entire South Bay region and beyond. Through the coordinated strategies detailed in this CIP, El Camino College aims to “spark innovation and create equitable opportunities for our students, employees, and community”. We will change lives for the better—forever.

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## Acknowledgements

The Comprehensive Integrated Planning process was made possible through the work of the dedicated members of the El Camino community who served on the CIP Working Group and Strategy Steering Committee, and countless others who attended focus groups and campus-wide meetings, as well as members of the various consultation committees including the Academic Senate, College Council, Associated Student Organization (ASO), Technology Committee, Facilities Steering Committee, and Human Resources Area Council. El Camino College especially acknowledges the contribution of the following faculty, students, staff, and administrators.

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3	CIP Working Group
4	Strategy Steering Committee
5	Facilities Working Group

6	Human Resource Area Council
7	Technology Strategy Committee
8	Accessability/ADA Working Group
9	Safety, Security, and Emergency Operations WG