COMPREHENSIVE INTEGRATED PLANNING

2025-2028 STRATEGIC PLAN

El Camino College

The Comprehensive Integrated Plan provides a roadmap to inform everything that El Camino College will do to support student access and improve student success. It serves to guide planning, decision-making, and resource allocation at all levels of the College.

TABLE OF CONTENTS

Purpose of the Strategic Plan 2

Our Values 2

Our Vision 2

Our Mission 2

3-Year Strategic Outcomes 3

Contribution of the 3-Year Strategic Outcomes to the 10-Year CIP Goals 3

Connecting Strategic Outcomes to Institutional Action 4

Outcome 1: Relevant and Responsive Instructional and Support Programs 4

Outcome 2: Access to Credit-for Prior Learning and Hands-on, Work-Based Experiences 4

Outcome 3: Clear, Coordinated, and Affordable Academic Pathways for High-Wage Careers 4

Outcome 4: Pipeline of Educational and Career Opportunities for Cont. Learning and Long-Term Workforce Success 5

Outcome 5: Data Governance Framework and Infrastructure 5

Outcomes Implemented by Other Institutional Plans 6

Strategic Enrollment Management Plan 6

Student Equity & Achievement Plan 6

People Plan 6

Technology Plan 6

Facilities Plan 6

Contribution of 3-Year Outcomes in Other Institutional Plans to the 10-Year CIP Goals 7

Measures of Success 8

Outcome 1: Relevant and Responsive Instructional and Support Programs 8

Outcome 2: Access to Credit-for Prior Learning and Hands-on, Work-Based Experiences 8

Outcome 3: Clear, Coordinated, and Affordable Academic Pathways for High-Wage Careers 8

Outcome 4: Pipeline of Educational and Career Opportunities for Cont. Learning and Long-Term Workforce Success 9

Outcome 5: Data Governance Framework and Infrastructure 9

Cip Goal 11: Strengthen Institutional Effectiveness Through Continuous Improvement 9

Appendix 10

Contextual Framework 10

Strategic Plan Development Process 10

The El Camino Community College District is committed to providing an educational and employment environment in which no person is subjected to discrimination on the basis of actual or perceived race, color, ancestry, national origin, religion, creed, age (over 40), disability (mental or physical), sex, gender (including pregnancy and childbirth), sexual orientation, gender identity, gender expression, medical condition, genetic information, marital status, military and veteran status, or retaliation; or on any other basis as required by state and federal law.

PURPOSE OF THE STRATEGIC PLAN

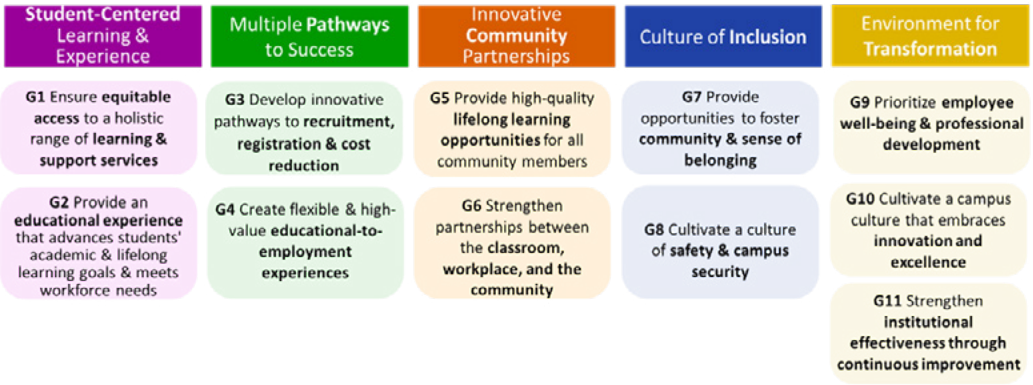
El Camino's 2025-35 Comprehensive Integrated Plan (CIP) provides a roadmap to inform everything that El Camino College will do to strengthen student access and improve student success over the next ten years. More specifically, El Camino will strive to address the following goals by 2035. These goals are organized into five interconnected thematic areas, in support of our vision and mission and guided by our 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.

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

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

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

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

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.

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

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

El Camino College's 2025-28 Strategic Plan serves as the tactical blueprint for the first phase in the 10-year Comprehensive Integrated Plan. It aligns the College's priorities and operations over the next three years with the 2025-35 CIP goals. While the 10-year CIP establishes a broad, long-term vision, the 3-year strategic plan translates the aspirational 10-year vision into actionable steps with accountable champions to ensure progress.

3-YEAR STRATEGIC OUTCOMES

At the end of 2028:

Outcome 1

Students will use and experience relevant and responsive instructional and support programs that help them engage, persist, and achieve their educational goals.

Outcome 2

Students will have increased access to credit for prior learning and hands-on, work-based experiences (internships, apprenticeships, and service learning) that enhance their career readiness.

Outcome 3

Students will experience clear, coordinated, and affordable academic pathways that provide equitable access to certificates, degrees, and transfer opportunities, preparing them for high-wage careers through workforce-aligned programs.

Outcome 4

Students will benefit from a seamless pipeline of educational and career opportunities supported by strong partnerships with K–12 schools, universities, and industry, ensuring preparation for continued learning and long-term workforce success.

Outcome 5

Students, faculty, and staff will benefit from a strong data governance framework and infrastructure that provides accurate, accessible, and secure data to support informed decision-making and institutional effectiveness

CONTRIBUTION OF THE 3-YEAR STRATEGIC OUTCOMES TO THE 10-YEAR CIP GOALS

3- Year Strategic Outcomes	Student-Centered Learning & Experience	Multiple Pathways to Success	Innovative Community Partnerships	Culture of Inclusion	Environment for Transformation
Outcome 1 Relevant and Responsive Instructional and Support Programs	**Goal 1** Ensure equitable access to a holistic range of learning & support services	-	-	-	-
Outcome 2 Access to Credit-for Prior Learning and Hands-on, Work-Based Experiences	-	**Goal 4** Create flexible & high-value educational-to-employment experiences	-	-	-
Outcome 3 Clear, Coordinated, and Affordable Academic Pathways for High-Wage Careers	**Goal 2** Provide an educational experience that advances students' academic & lifelong learning goals & meets workforce needs	**Goal 3** Develop innovative pathways to recruitment, registration & cost reduction **Goal 4** Create flexible & high-value educational-to-employment experiences	-	-	-
Outcome 4 Seamless Pipeline of Educational and Career Opportunities for Continued Learning and Long-Term Workforce Success	-	-	**Goal 6** Strengthen partnerships between the classroom, workplace, and the community	-	-
Outcome 5 Data Governance Framework and Infrastructure for Informed Decision-Making and Institutional Effectiveness	-	-	-	-	**Goal 10** Cultivate a campus culture that embraces innovation and excellence

CONNECTING STRATEGIC OUTCOMES TO INSTITUTIONAL ACTION

Every unit at the college plays a key role in achieving the 3-year strategic outcomes. While specific initiatives are led by designated units, their success depends on the support of all employees who provide the foundational support for the college's continued success. In this way, every member of the El Camino College community—whether directly or indirectly—contributes to the success of this Strategic Plan. Examples of initiatives that contribute to the strategic outcomes include:

OUTCOME 1: RELEVANT AND RESPONSIVE INSTRUCTIONAL AND SUPPORT PROGRAMS

Evidence-Based Teaching for Equity
Adopt evidence-based high impact teaching and learning practices that benefit students, especially those from undeserved demographic groups

Infrastructure for Evening & Working Students
Create an infrastructure of support on campus for evening students and students with work and family responsibilities

One-Stop Student Support Model
Create a centralized student support model that streamlines enrollment steps and connects students to support programs and services.

Peer Mentoring for Student Success
Establish a peer mentoring program where current students support new students in academic performance, social integration, and career readiness

Support Services Awareness for Underrepresented Students
Increase awareness of relevant support services for underrepresented students to help them persist through college and complete their program goals

Communications Strategy to Promote Use of Student Services
Implement a comprehensive student communications plan to increase the utilization of student support programs and services

OUTCOME 2: ACCESS TO CREDIT-FOR PRIOR LEARNING AND HANDS-ON, WORK-BASED EXPERIENCES

Integrated Career and Work-Based Learning Supports
Integrate career development, job placement, and work-based learning interventions across all pathways

Labor Market Analysis for Curriculum Alignment
Conduct a labor market analysis to identify skills gaps and ensure curriculum alignment for work-based experiential learning opportunities

Industry and Employer Partnership Strengthening
Strengthen relationships with industry partners, advisory boards, and employers to shape programs and curriculum aligned with labor market needs

OUTCOME 3: CLEAR, COORDINATED, AND AFFORDABLE ACADEMIC PATHWAYS FOR HIGH-WAGE CAREERS

Stackable Certificates for Accelerated Workforce Preparation
Create stackable certificates to more quickly prepare students for the workforce

CTE Pathway Mapping with K–12 and Industry
Fully integrate CTE pathway maps with K-12 and industry stakeholders, making them accessible to students, faculty, and employers

OER/ZTC Degree and Certificate Pathways
Provide pathways where students can obtain degrees and certificates completely using Open Educational Resource (OER) or Zero Textbook Cost (ZTC) options

Institutional Structures for CTE Sustainability
Develop initial institutional structures to support long-term CTE expansion and program sustainability

New Workforce-Aligned Bachelor's Degrees
Implement additional baccalaureate degrees that meet demonstrated workforce needs within the Los Angeles area

Expand Non-Credit Pathways
Strengthen pathways from noncredit certificates to credit degrees/transfer. Strengthen non-credit to credit transitions for certificates, degrees, and transfer

OUTCOME 4: SEAMLESS PIPELINE OF EDUCATIONAL AND CAREER OPPORTUNITIES FOR CONTINUED LEARNING AND LONG-TERM WORKFORCE SUCCESS

Dual Enrollment and Early College Expansion
Strengthen relationships with high schools to expand dual enrollment and build Early and Middle College programs, providing pathways aligned to career and college readiness and for students to access college-level coursework

Enhanced Transfer Pathways to 4-Year Institutions
Increase transfer pathways to 4-year institutions to increase the number of students transferring

Industry Partnerships for Direct Employment Pathways
Work with industry partners to develop clear direct employment pathways

OUTCOME 5: DATA GOVERNANCE FRAMEWORK AND INFRASTRUCTURE

Project Plan for Data Governance Framework and Infrastructure
Develop a project timeline and prioritized scope of work to support a robust data governance framework and infrastructure for accurate, accessible, and secure data

OUTCOMES IMPLEMENTED BY OTHER INSTITUTIONAL PLANS

In addition to the strategic outcomes in this Strategic Plan, other institutional plans will also contribute to the CIP goals through 2028. These supporting plans contain outcomes and initiatives that, when achieved, will enhance the feasibility of the five strategic outcomes in this Strategic Plan. Together, these aligned efforts form an integrated approach to achieving the institution's long-term goals. The outcomes in these supporting plans include:

STRATEGIC ENROLLMENT MANAGEMENT PLAN

Optimized Student Scheduling
Students will experience more efficient course scheduling that supports timely progress toward their academic goals.

Optimized Student Registration
Students will navigate a streamlined, responsive registration process informed by continuous feedback and supported by user-friendly technology.

Enhanced Student Recruitment
Students from diverse backgrounds will be more effectively reached and engaged through coordinated, data-informed marketing and outreach strategies that promote equitable enrollment.

STUDENT EQUITY & ACHIEVEMENT PLAN

Childcare Support System
Students and employees will have access to a well-communicated and accessible childcare support system that enables them to balance parenting, academic, and professional responsibilities in a supportive campus environment.

Inclusive Campus Environment
Students will experience a supportive and inclusive campus culture where they build meaningful relationships, access identity-affirming spaces, and actively engage with the campus community.

PEOPLE PLAN

Employee Engagement
Employees will be more engaged and satisfied in their roles through actions informed by the Employee Engagement Survey findings.

Inclusive Campus Culture for Employees will experience an inclusive and welcoming campus environment where they have meaningful opportunities to engage with the college community.

Leadership Development Aligned with Institutional Values
Managers will lead effectively in alignment with institutional values, supported by the competencies, tools, and evaluation systems necessary to foster a supportive, high-performing workplace culture.

TECHNOLOGY PLAN

Streamlined Student-Facing Operations
Students will experience more responsive, streamlined services that meet their evolving needs through improved student-facing operations.

AI literacy for Employees
Employees will demonstrate increased literacy in the ethical and responsible use of AI.

Streamlined Technology-Enhanced Operations
The campus community will benefit from streamlined, technology-enabled operations that foster a culture of innovation and excellence.

FACILITIES PLAN

Modernized Campus Facilities
Students will benefit from student-centered campus facilities designed to enhance their success and college experience.

Strategic Infrastructure Planning
The college will implement a robust, data-informed process to prioritize infrastructure upgrades in response to evolving needs and technological advancements.

CONTRIBUTION OF 3-YEAR OUTCOMES IN OTHER INSTITUTIONAL PLANS TO THE 10-YEAR CIP GOALS

Outcomes in Other Institutional Plans	Student-Centered Learning & Experience	Multiple Pathways to Success	Innovative Community Partnerships	Culture of Inclusion	Environment for Transformation
Strategic Enrollment Management Plan	**Goal 1** Ensure equitable access to a holistic range of learning & support services	**Goal 3** Develop innovated pathways to recruitment, registration & cost reduction	**Goal 5** Provide high-quality lifelong learning opportunities for all community members	-	**Goal 10** Cultivate a campus culture that embraces innovation and excellence **Goal 11** Strengthen institutional effectiveness through continuous improvement
Student Equity & Achievement (SEA) Plan	-	-	-	**Goal 7** Provide opportunities to foster community & sense of belonging	-
People Plan	-	-	-	**Goal 7** Provide opportunities to foster community & sense of belonging	**Goal 9** Prioritize employee well-being & professional development
Technology Plan	**Goal 2** Provide an educational experience that advances students' academic & lifelong learning goals & meets workforce needs	**Goal 3** Develop innovated pathways to recruitment, registration & cost reduction	-	**Goal 8** Cultivate a culture of safety & campus security	**Goal 9** Prioritize employee well-being & professional development **Goal 10** Cultivate a campus culture that embraces innovation and excellence
Facilities Plan	**Goal 2** Provide an educational experience that advances students' academic & lifelong learning goals & meets workforce needs	-	-	-	**Goal 11** Strengthen institutional effectiveness through continuous improvement
Safety, Security & Accessibility Plan	-	-	-	**Goal 8** Cultivate a culture of safety & campus security	-

MEASURES OF SUCCESS[1]

A subset of the CIP goal metrics will be used to measure the successful implementation of this Strategic Plan. By 2028, El Camino will show progress in the following metrics:

OUTCOME 1: RELEVANT AND RESPONSIVE INSTRUCTIONAL AND SUPPORT PROGRAMS

Course Success (intermediate metric)
Maintain the 2028-19 baseline percentage of students who received an A, B, C or Pass as a final course grade (71%)

Fall to Spring retention (intermediate metric)
Increase the percentage of students retained from Fall semester to the following Spring semester by 2 percentage points from the Fall 2018 baseline (70% to 72%)

Transfer Level Math and English Completion in the first year (intermediate metric)
Increase the percentage of first time, full-time students who plan to transfer to a 4-year institution and who received a passing grade (A, B, C, P) in transfer-level Math and English within the first year by 2 percentage points from the 2018-19 baseline (27% to 29%)

Transfer Level Math and English Completion within 30 units (intermediate metric)
Increase the percentage of first time, part-time students who plan to transfer to a 4-year institution and who received a passing grade (A, B, C, P) in transfer-level Math and English within their first 30 units by 2 percentage points from the 2018-19 baseline (18% to 20%)

OUTCOME 2: ACCESS TO CREDIT-FOR PRIOR LEARNING AND HANDS-ON, WORK-BASED EXPERIENCES

# of ECC work-based learning opportunities (intermediate metric)

# of students participating in work-based learning (intermediate metric)

# of credits awarded for prior learning, training, or experience (intermediate metric)

# of students who were awarded credits for prior learning, training, or experience (intermediate metric)
For the above, establish a 2025 baseline measure to set milestones and targets for subsequent years

OUTCOME 3: CLEAR, COORDINATED, AND AFFORDABLE ACADEMIC PATHWAYS FOR HIGH-WAGE CAREERS

# of students enrolled at ECC (long-term metric)
Increase the number of students enrolled at ECC by 1.9 percent from the 2024-25 baseline (35,120 to 35,787)

# of students age 25 or older enrolled at ECC (long-term metric)
Increase the number of students ages 25 or older who enroll at ECC by 2 percent from the 2019-20 baseline (9,904 to 10,102)

# of Pell Grant recipients (long-term metric)
Increase the number of Pell Grant recipients by 4 percent from the 2023-24 baseline (7,610 to 7,889)

# of Promise Grant recipients (long-term metric)
Increase the number of Promise Grant recipients by 2 percent from the 2023-24 baseline (14,599 to 14,964)

Degree Completion (long-term metric)
Increase the number of students who earned a degree by 2 percent from the 2019-20 baseline (2,898 to 2,956)

Certificate Completion (long-term metric)
Increase the number of students who earned a certificate by 2 percent from the 2020-21 baseline (428 to 450)

Transfer to 4-Year Institution (long-term metric)
Increase the number of students who transfer to a 4-year institution by 2 percent from the 2019-20 baseline (4,575 to 4,667)

Job in the Field of Study (long-term metric)
Increase the percent of career education students who find a job closely related to their field of study by 4 percentage points from the 2016-17 baseline (66% to 70%)

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[1] *ECC will use a three-tier metrics system (long-term, intermediate, and operational) to make clear who is responsible for tracking and acting on different measures (governance alignment) and to help the college focus its time and resources where they will have the most impact (resource prioritization).*

30+ Units (intermediate metric)
Increase the percentage of first time, full-time students who plan to transfer to a 4-year institution and completed 30+ units within their first year by 2 percentage points from the 2018-19 baseline (20% to 22%)

9+ CTE Units (intermediate metric)
Increase the percentage of students who earned 9 or more career education units within a year by 2 percentage points from the 2018-19 baseline (9% to 11%)

OUTCOME 4: SEAMLESS PIPELINE OF EDUCATIONAL AND CAREER OPPORTUNITIES FOR CONTINUED LEARNING AND LONG-TERM WORKFORCE SUCCESS

# of dual enrollment students who enroll at ECC (long-term metric)
Increase the number of dual enrollment students from 2,606 in 2023-24 to 3,301.

# of partnership outreach meetings held per year (operational metric)

# of industry partnerships (operational metric)

# of K-12 partnerships (operational metric)
For the last three metrics, establish a 2025 baseline measure to set milestones and targets for subsequent years

OUTCOME 5: DATA GOVERNANCE FRAMEWORK AND INFRASTRUCTURE

Completion of an initial data quality assessment (operational metric)
This qualitative milestone serves as a capacity-building indicator that establishes the foundation for ongoing data quality and accessibility improvements.

# of data elements with formally identified data stewards/owners (operational metric)
Establish a 2025 baseline measure to set milestones and targets for subsequent years

Approval of data governance policy (operational metric)
This qualitative milestone serves as a capacity-building indicator that establishes the foundation for ongoing data quality and accessibility improvements.

CIP GOAL 11: STRENGTHEN INSTITUTIONAL EFFECTIVENESS THROUGH CONTINUOUS IMPROVEMENT

Qualitative summaries of large-scale and/or high impact continuous improvement initiatives and examples of how assessment summaries have informed decisions that drive measurable change:
This qualitative milestone captures narrative evidence of how the college uses assessment findings for continuous improvement and demonstrates the link between assessment, decision-making, and institutional action.

Unlike the measures above that are directly tied to a single strategic outcome, this measure cuts across all five outcomes of the Strategic Plan. Because continuous improvement efforts and evidence-based decision-making can apply to any area of the college's work, this qualitative measure is intended to capture institution-wide progress and highlight how assessment is being used as a driver of change.

As noted above, some metrics will require the first year of the plan to establish a baseline before monitoring progress can begin. Building this baseline involves several key steps, including: a) consulting key stakeholders, b) clearly defining the metric, c) conducting a data inventory, d) mapping data sources and identifying gaps, e) establishing a plan for ongoing data collection, f) cleaning and standardizing existing data, g) calculating and validating a baseline, and h) documenting the methodology used to develop the baseline.

Successful implementation of this 3-year Strategic Plan is essential to achieve the longer-term goals of the 2025-2035 Comprehensive Integrated Plan. To ensure accountability and effective coordination, each strategic outcome will be championed by a committee or team, whose chair or manager will serve as the point of contact for progress reports regarding the strategic outcomes.

Progress on implementing this Strategic Plan will be measured against the 2028 milestones described above for each metric. These quantitative measures will be supplemented by qualitative reports from committees and teams describing contributions to each strategic outcome. A full review of the plan will occur annually throughout the three-year implementation period to ensure meaningful advancement toward the outcomes.

APPENDIX

CONTEXTUAL FRAMEWORK

The 2025-28 Strategic Plan is guided by the same key state and institutional frameworks as the 2025-35 Comprehensive Integrated Plan (CIP). These frameworks include the Accrediting Commission of Community and Junior Colleges (ACCJC) Standards, California Guided Pathways (Evolve at El Camino), the Caring Campus Initiative, and the Student-Centered Funding Formula (SCFF).

STRATEGIC PLAN DEVELOPMENT PROCESS

The 2025-28 Strategic Plan was developed in Spring 2025 through the work of multiple campus and governance committees. These committees first proposed outcomes and initiatives to guide El Camino's work over the next three years in support of the 10-year CIP goals.

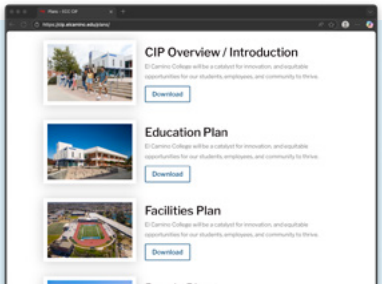
- Education Plan 3-year priorities: Academic Affairs and Student Services areas
- Technology Plan 3-year initiatives: Technology Committee
- Facilities Plan 3-year priorities: Facilities Steering Committee
- People Plan 3-year priorities: HR Area Council
- Safety, Security, and Accessibility Plan 3-year priorities: Campus/Workplace Safety/Security Advisory Committee

The Strategic Planning Taskforce, a representative team of all constituency groups of the college, then provided input on the consolidated list of proposed outcomes and targets for the 3-year progress metrics. While the initial outcomes proposed were comprehensive and ambitious, the executive leaders and chairs of the related committees met throughout the Summer of 2025 to refine them further for a more realistic scope of work over the next three years and with a focus on outcomes where cross-campus collaboration would be essential. These strategic outcomes will focus El Camino College's activities through 2028 to achieve tangible results that contribute to the 10-year CIP goals.

2025-2035 Comprehensive Integrated Plan

More details regarding the contextual framework and broader process for the development of the 10-year goals can be found in:

El Camino College's 2025-2035 Comprehensive Integrated Plan



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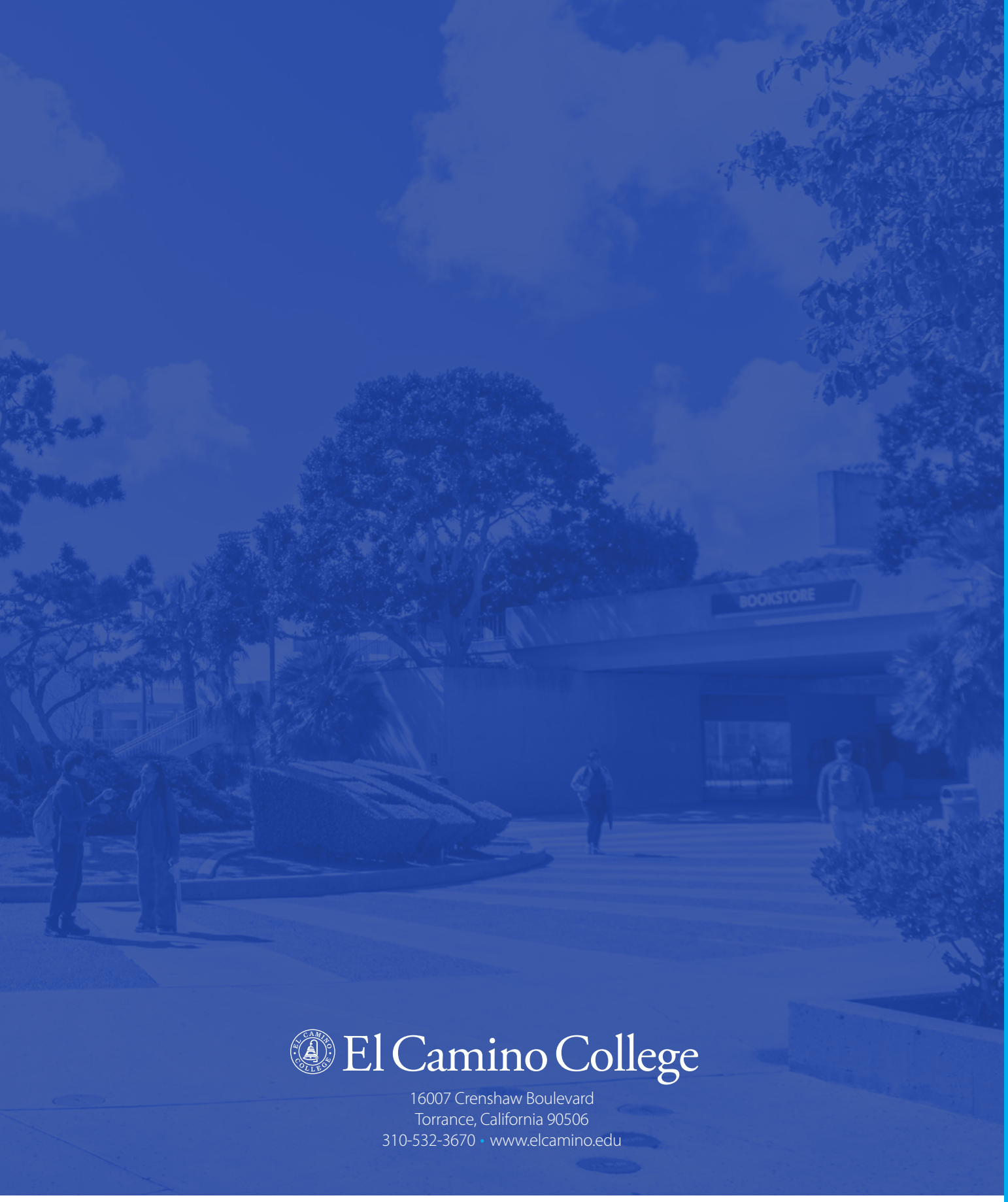

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