

**West Los Angeles College  
2011- 2014 EDUCATIONAL MASTER PLAN**

<b>Goal 1. Affirm institutional commitment to student learning.</b>		
Objective	1a	<b>Strongly encourage all students to participate in comprehensive orientation and assessment before class registration.</b>
Implementation Specifics		Revise online registration system to direct students to online orientation and appointment for assessment
Facilitators		Office of Student Services
Measures of Achievement		# new, full-time students who participate in orientation & assessment % of new, full-time students who participate in orientation & assessment
Objective	1b	<b>Adopt &amp; publish recommended preparation advisories and appropriate validated prerequisites across the curriculum.</b>
Implementation Specifics		<ol style="list-style-type: none"> <li>1. Strongly encourage faculty to institute advisories and appropriate prerequisites and prepare required entry skills &amp; methodology paperwork</li> <li>2. Require submitters of course outlines &amp; course outline updates to include written explanation for lack of advisories or pre-requisites. Curriculum Committee will report inclusion/lack of inclusion to Academic Senate.</li> <li>3. Publish advisories and prerequisites in online registration system</li> </ol>
Facilitators		Division Chairs, Curriculum Committee, Office of Academic Affairs
Measures of Achievement		# preparation advisories adopted & published # prerequisites adopted & published # course outlines reviewed specifically for inclusion of advisories and/or prerequisites
Objective	1c	<b>Evaluate the effectiveness of all college courses and programs using assessment of student learning outcomes.</b>
Implementation Specifics		<ol style="list-style-type: none"> <li>1. Provide SLO assessment training workshops</li> <li>2. Conduct SLO assessment</li> <li>3. Adjust course content as appropriate</li> <li>4. Further assessment</li> </ol>
Facilitators		Division Chairs, Office of Academic Affairs
Measures of Achievement		# courses whose SLOs have been assessed Increased # students successfully completing courses after completion of SLO cycle Increased # students successfully completing next course in sequence Changes made as a result of assessment

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Objective	1d	<b>Provide students academic skills support via tutoring, classes, and workshops.</b>
Implementation Specifics		<ol style="list-style-type: none"> <li>1. Provide tutoring</li> <li>2. Provide Learning Skills classes and workshops</li> <li>3. Provide Personal Development classes and workshops</li> </ol>
Facilitators		Office of Student Services, Office of Academic Affairs, Division Chairs
Measures of Achievement		Increased # students enrolled in tutoring & other study skills classes
Objective	1e	<b>Guide all students to the appropriate associate degree</b>
Implementation Specifics		<ol style="list-style-type: none"> <li>1. Publish roadmaps to obtain associate degrees in two years</li> <li>2. Articulate the relationship between requirements for each associate degree major and the transfer major requirements</li> </ol>
Facilitators		Office of Student Services, Office of Academic Affairs, Division Chairs
Measures of Achievement		# roadmaps published # transfer majors articulated with associate degree requirements for corresponding associate degree major
Objective	1f	<b>Maintain full-time faculty in the Learning Center, including a director who would coordinate student support services.</b>
Implementation Specifics		TBA
Facilitators		TBA
Measures of Achievement		TBA

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<b>Goal 2. Support students in preparing for transfer.</b>		
Objective	2a	<b>Recruit college-ready students</b>
Implementation Specifics		<ol style="list-style-type: none"> <li>1. Visit high schools and encourage college-ready students to come to West for transfer preparation.</li> <li>2. Publish roadmaps to transfer in 2 years.</li> <li>3. Promote roadmaps to transfer in 2 years</li> </ol>
Facilitators		Office of Student Services
Measures of Achievement		# high schools visited # transfer roadmaps posted on West's website Change in # of 1 <sup>st</sup> time freshmen
Objective	2b	<b>Enhance the college's transfer program by developing a comprehensive, integrated transfer plan.</b>
Implementation Specifics		<p><b>Curriculum:</b> Institute and enforce appropriate prerequisites.  Develop and offer curricula that successfully prepares full-time student to transfer in 2 years.  Develop and offer curricula that successfully prepares part-time student to transfer in 3-4 years.</p> <p><b>Scheduling:</b> Develop and publish roadmaps to transfer.  Schedule required transfer major classes so that full-time student can transfer in 2 years.</p> <p><b>Student support:</b> Institute transfer major clubs.  Institute faculty advising groups for transfer majors.  Institute peer advising groups for transfer majors.  Integrate the existing Student Services and Academic Affairs transfer activities.</p>
Facilitators		Division Chairs, Office of Academic Affairs, Office of Student Services.
Measures of Achievement		Increase in student transfers. # roadmaps for transfer in 2 years. # roadmaps for transfer in 3-4 years. Increase in # of clubs for transfer majors. # new peer advising groups.
Objective	2c	<b>Strengthen pathways to transfer to 4-year colleges and universities.</b>
Implementation Specifics		<ol style="list-style-type: none"> <li>1. Maintain updated articulation agreements for all courses and transfer major requirements.</li> <li>2. Develop clear guidelines to be used by division chairs to track transfer major requirements.</li> </ol>

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<b>Goal 2. Support students in preparing for transfer.</b> (Continued)	
Objective 2c continued	Strengthen pathways to transfer to 4-year colleges and universities
Implementation Specifics (continued)	<ul style="list-style-type: none"> <li>3. Develop clear guidelines to be used by division chairs to establish and maintain articulation for all transfer major requirement courses as well as for all general education courses.</li> <li>4. Check the current articulation status for transfer major requirements during the course outline approval process.</li> </ul>
Facilitators	Articulation Officer, Division Chairs, Curriculum Committee
Measures of Achievement	<ul style="list-style-type: none"> <li># articulation agreements</li> <li># courses articulated for transfer major preparation</li> <li>% transfer majors with all transfer major requirements articulated</li> <li>% General education courses articulated</li> </ul>

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<b>Goal 3. Build on West's success in Career Technical Education (CTE) to improve the whole college.</b>		
Objective	3a.	<b>Strengthen relevant and effective vocational programs.</b>
Implementation Specifics		Evaluate the Career Technology Education programs to identify effective practices
Facilitators		CTE Dean, CTE Program directors, Advisory Boards
Measures of Achievement		Increased # students receiving job promotions Increased # students passing industry or professional certification/licensing exam Increased # students obtaining employment after receiving certificate or degree in career technology. Increased # annual Advisory Board meetings for each CTE program
Objective	3b.	<b>Provide appropriate foundation skills support for vocational programs.</b>
Implementation Specifics		1. Identify prerequisites (=entrance requirements) for CTE programs 2. Create roadmaps for entrance into CTE programs
Facilitators		CTE program directors
Measures of Achievement		# CTE programs with identified pre-requisite courses (=entrance requirements) # roadmaps created for entrance into CTE % students entering CTE programs with prerequisites satisfied at West.
Objective	3c.	<b>Strengthen relationship between counselors and CTE programs</b>
Implementation Specifics		Provide to counselors and advisors appropriate professional development training in CTE program requirements.
Facilitators		CTE program directors & Counseling Division
Measures of Achievement		# counselors receiving training in CTE program requirements. # advisors receiving training in CTE program requirements. # counselors active on CTE Advisory Boards # CTE programs with counselors on Advisory Boards
Objective	3d.	<b>Develop new vocational education program offerings in growth areas the college is well-equipped to serve.</b>
Implementation Specifics		Clarify steps in process of program development and the chain of command in development process
Facilitators		Office of Academic Affairs
Measures of Achievement		# new programs developed & offered Written policy on process for designing and obtaining approval of new programs.

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**Goal 4. Improve # students advancing into transfer preparation & Career Technology Education programs by supporting the college's Foundation Skills Program.**

Objective	4a	Institute educationally-sound class sizes in all foundation skills classes.
Implementation Specifics		<ol style="list-style-type: none"> <li>1. Perform literature search on student success &amp; class size limit</li> <li>2. Agree on target class limit for foundation skills classes that is lower than general education class sizes</li> </ol>
Facilitators		Basic Skills Committee, Division Chairs, Office of Academic Affairs
Measures of Achievement		Publish class sizes for foundation skills classes Compare completion rates for foundation skills classes with lower enrollment size with historical data
Objective	4b	De-stigmatize pre-collegiate classes
Implementation Specifics		Re-label basic skills as foundation skills.
Facilitators		Educational Policies and Standards Committee
Measures of Achievement		Name change reflected in schedules of classes and catalog and on college website
Objective	4c	Establish and support learning communities and recruit students during registration.
Implementation Specifics		<ol style="list-style-type: none"> <li>1. Continue and evaluate UMOJA, FACE, and Puente initiatives</li> <li>2. Investigate establishment of other learning communities</li> </ol>
Facilitators		Division Chairs, Office of Academic Affairs, Office of Student Services, Dean of Planning and Research
Measures of Achievement		Compare student success rates from learning community programs with overall student success rates
Objective	4d	Prepare students with intensive writing instruction
Implementation Specifics		Implement a "write your story project" in English 21-28-101 tied to eFolios
Facilitators		Language Arts faculty members
Measures of Achievement		# of eFolios uploaded Increase in % students who successfully complete English sequence Increase in % students who successfully transfer
Objective	4e	Prepare students with subject integrated college reading instruction
Implementation Specifics		Provide to faculty professional development activities on subject integrated college reading instruction to build understanding among faculty and come to consensus.
Facilitators		Basic Skills Committee designees
Measures of Achievement		# of faculty attending these professional development activities

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Goal 4 continued		
Goal 4. <b>Improve # students advancing into transfer preparation &amp; Career Technology Education programs by supporting the college's Foundation Skills Program.</b>		
Objective	4f	Prepare students using diversified mathematics instruction
Implementation Specifics		1. Survey CTE faculty to determine the math skills students need for successful completion of CTE program 2. Support Objective 1b by reviewing math skills advised/required for successful completion of General Education courses other than Mathematics courses.
Facilitators		Dean of General Education and Transfer, Division Chairs, Basic Skills Committee designees
Measures of Achievement		Receipt of data from CTE programs and disciplines with General Education courses Chart developed and published summarizing math skills advised/required for successful completion of General Education courses # new diversified approaches instituted
Objective	4g	Prepare ESL students for successful transfer and/or career.
Implementation Specifics		1. Offer a broad range of ESL classes as well as hybrid ESL classes. 2. Pair ESL classes with transfer GE class.
Facilitators		Dean of General Education and Transfer, Language Arts Division Chair or designee
Measures of Achievement		Increased student persistence in ESL sequence Increase in % students who complete ESL sequence Increase in % ESL students who successfully transfer



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<b>Goal 5. Ensure highest levels of educational quality within West’s diversified modes of instructional delivery.</b>		
Objective	5a.	Support a variety of learning communities
Implementation Specifics		1. Evaluate our current learning communities to identify effective practices. 2. Expand implementation of effective practices. 3. Consider developing interest-driven learning groups (e.g. cinema production, environmental sustainability)
Facilitators		Learning Community Program Directors, Dean of Research and Planning
Measures of Achievement		Successful completion rates Successful retention rates Successful persistence rates Graduation counts
Objective	5b	Make online student services available to all students.
Implementation Specifics		1. Expand online services (including but not limited to, online counseling, library, financial aid, and tutoring). 2. Evaluate effectiveness of online services
Facilitators		Office of Student Services, Office of Academic Affairs
Measures of Achievement		# students using online counseling # students using online library services # students using online financial aid services # students using online tutoring
Objective	5c	Support highest quality online and hybrid courses
Implementation Specifics		1. Expand pedagogy training for online courses 2. Implement best practices guidelines for online teaching. 3. Implement best practices for online instructional design. 4. Provide for an instructional designer to support or assist instructors with online instructional design. 5. Implement best practices for review of online teaching.
Facilitators		Division Chairs, Dean of Distance Learning

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Goal 5. continued		
Goal 5. <b>Ensure highest levels of educational quality within West's diversified modes of instructional delivery.</b>		
Objective	5c	Support highest quality online and hybrid courses
Measures of Achievement		Increased # training sessions for ETUDES Increased # participants in ETUDES training sessions Increased # faculty who have been trained in online pedagogy # courses instituted or updated with assistance of instructional designer # reviewers trained in online instruction
Objective	5d	Identify best practices for implementation by programs in evening, on weekends, and off-campus.
Implementation Specifics		1. Provide survival guide to evening, weekend, and off-campus instructors. 2. Conduct review of evening, weekend, and off-campus programs to identify best practices. 3. Expand best practices for programs in evening, on weekends, and off-campus. 4. Expand support services for evening and weekend students 5. Improve the awareness by the Sheriff's Office and Plant Facilities of the classes in session on weekends.
Facilitators		Office of Academic Affairs, Office of Student Services, Office of Administrative Services
Measures of Achievement		# survival guides distributed # reviews completed # best practices adopted # hours of support services provided on weekends # hours of support services provided in the evening
Objective	5e	Provide the most effective technologies in and out of the classroom to support student learning.
Implementation Specifics		1. Update Technology Master Plan. 2. Implement Technology Master Plan.
Facilitators		Technology Committee, Senior Administrative Staff
Measures of Achievement		Refer to Technology Master Plan