

Summary

2012-2017 District Strategic Plan

MISSION

The mission of the Los Angeles Community College District is to provide an excellent education that prepares our students for transfer to four-year institutions, successful careers in the workplace, lifelong learning, and civic engagement.

VISION

Over the next five years, the Los Angeles Community College District will become a national leader in student success by providing high quality, accessible, educational opportunities across the greater Los Angeles area that change students' lives, enrich the area's many diverse cultures, and make a lasting contribution to the regional economy. The District will do so by creating a culture of continuous improvement driven by data and by closing persistent equity gaps.

CORE VALUES

Access & Opportunity. We are committed to maximizing educational opportunity and access to everyone who has the desire to learn, and we actively engage all students, especially those from communities that have traditionally been underserved by higher education or who require special accommodation or support.

Excellence & Innovation. In all of our services and institutional activities, we strive to create a culture of excellence and continuous improvement through the use of innovative pedagogy and technologies that challenge our students, faculty, staff and administrators to meet the highest educational and professional standards.

Student Learning & Success. All of our institutional efforts and resources are dedicated to one central purpose—the support of all students as they work toward the achievement of their academic and career goals.

Free Inquiry. We value the vigorous, critical and free exchange of ideas and opinions, and we work actively to create communities of mutual respect and shared concern that support and sustain open debate and constructive, democratic discourse.

The Power of Diversity. We embrace diversity as a central part of our civic and institutional identity and as a powerful element in the education and development of every individual.

Equity. We will eliminate achievement gaps by identifying and removing barriers to student success.

Community Connection. Our colleges must be rooted in the communities they serve, and we are determined to build and maintain strong, durable, and responsive collaborations with our educational partners across Los Angeles, and with business, labor, and other organizations that contribute to the fabric of our larger community.

Public Accountability and Transparency. We are accountable to the public for all aspects of our mission, and we owe the students we serve, the people of Los Angeles, and the State of California regular and timely assessments of all of our efforts through shared governance processes that are open and transparent.

STRATEGIC GOALS

GOAL 1: Access and Preparation for Success – Improve equitable access; help students attain important early educational momentum points.

GOAL 2: Teaching and Learning for Success – Strengthen effective teaching and learning by providing a learner-centered educational environment; help students attain their goals of certificate and degree completion, transfer, and job training and career placement; increase equity in the achievement of these outcomes.

GOAL 3: Organizational Effectiveness – Improve organizational effectiveness through data-informed planning and decision-making, process assessment, and professional development.

GOAL 4: Resources and Collaboration – Develop and diversify sustainable sources of revenue in order to achieve and maintain fiscal stability and to support District initiatives. Enhance, strengthen, and maintain mutually beneficial external partnerships with business and industry and other community and civic organizations in the greater Los Angeles area.

GOALS, OBJECTIVES, MEASURES, AND TARGETS

OBJECTIVES AND PERFORMANCE MEASURES	BASELINE DATA																																																						
<p>GOAL 1: Access and Preparation for Success Improve equitable access; help students attain important early educational momentum points.</p>																																																							
<p><i>Objective 1: Ensure equitable access to education.</i></p>																																																							
<p><i>1.1: Participation rate in underserved areas</i></p>																																																							
<p><i>1.2: Percentage of eligible students receiving financial aid</i></p>	<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 10%;">Est. % of eligible students receiving need based fin aid</th> <th style="width: 10%;">City</th> <th style="width: 10%;">East</th> <th style="width: 10%;">Harbor</th> <th style="width: 10%;">Mission</th> <th style="width: 10%;">Pierce</th> <th style="width: 10%;">South-west</th> <th style="width: 10%;">Trade-Tech</th> <th style="width: 10%;">Valley</th> <th style="width: 10%;">West</th> <th style="width: 10%;">All Colleges</th> </tr> </thead> <tbody> <tr> <td>2011-12</td> <td>47.0%</td> <td>51.4%</td> <td>60.3%</td> <td>50.9%</td> <td>61.0%</td> <td>57.3%</td> <td>41.2%</td> <td>51.8%</td> <td>47.5%</td> <td>51.2%</td> </tr> </tbody> </table>											Est. % of eligible students receiving need based fin aid	City	East	Harbor	Mission	Pierce	South-west	Trade-Tech	Valley	West	All Colleges	2011-12	47.0%	51.4%	60.3%	50.9%	61.0%	57.3%	41.2%	51.8%	47.5%	51.2%																						
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<p><i>Objective 2: Increase the percentage of new students who complete the matriculation process by the end of their first semester</i></p>																																																							
<p><i>2.1: Number and percentage of new students completing matriculation disaggregated by age, gender, ethnicity, and low income status:</i></p>																																																							
<p><i>Number and percentage of new students completing assessment</i></p>	<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 10%;">Fall 2011</th> <th colspan="9">College</th> <th style="width: 10%;">Total</th> </tr> <tr> <th></th> <th style="width: 10%;">C</th> <th style="width: 10%;">E</th> <th style="width: 10%;">H</th> <th style="width: 10%;">M</th> <th style="width: 10%;">P</th> <th style="width: 10%;">S</th> <th style="width: 10%;">T</th> <th style="width: 10%;">V</th> <th style="width: 10%;">W</th> <th></th> </tr> </thead> <tbody> <tr> <td>English</td> <td>58.1%</td> <td>61.9%</td> <td>71.4%</td> <td>76.0%</td> <td>73.9%</td> <td>78.2%</td> <td>28.8%</td> <td>72.7%</td> <td>62.7%</td> <td>63.6%</td> </tr> <tr> <td>Math</td> <td>60.2%</td> <td>79.5%</td> <td>69.2%</td> <td>38.4%</td> <td>62.9%</td> <td>77.4%</td> <td>31.4%</td> <td>71.6%</td> <td>55.1%</td> <td>62.3%</td> </tr> </tbody> </table>											Fall 2011	College									Total		C	E	H	M	P	S	T	V	W		English	58.1%	61.9%	71.4%	76.0%	73.9%	78.2%	28.8%	72.7%	62.7%	63.6%	Math	60.2%	79.5%	69.2%	38.4%	62.9%	77.4%	31.4%	71.6%	55.1%	62.3%
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Objective 3: <i>Increase the percentage of new students successfully completing at least one English and Math class in their first year and persisting to subsequent terms.</i>																																												
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3.2: <i>Persistence [Fall to Spring and Fall to Fall]</i>	<table border="1" data-bbox="611 1021 2028 1239"> <thead> <tr> <th data-bbox="611 1021 762 1092"></th> <th data-bbox="762 1021 877 1092">City</th> <th data-bbox="877 1021 1031 1092">East</th> <th data-bbox="1031 1021 1157 1092">Harbor</th> <th data-bbox="1157 1021 1289 1092">Mission</th> <th data-bbox="1289 1021 1409 1092">Pierce</th> <th data-bbox="1409 1021 1560 1092">Southwest</th> <th data-bbox="1560 1021 1667 1092">Trade-Tech</th> <th data-bbox="1667 1021 1793 1092">Valley</th> <th data-bbox="1793 1021 1906 1092">West</th> <th data-bbox="1906 1021 2028 1092">All Colleges</th> </tr> </thead> <tbody> <tr> <td data-bbox="611 1092 762 1164">Fall11-Fall12</td> <td data-bbox="762 1092 877 1164">72.3%</td> <td data-bbox="877 1092 1031 1164">80.0%</td> <td data-bbox="1031 1092 1157 1164">74.6%</td> <td data-bbox="1157 1092 1289 1164">74.6%</td> <td data-bbox="1289 1092 1409 1164">79.1%</td> <td data-bbox="1409 1092 1560 1164">68.8%</td> <td data-bbox="1560 1092 1667 1164">65.3%</td> <td data-bbox="1667 1092 1793 1164">75.8%</td> <td data-bbox="1793 1092 1906 1164">68.4%</td> <td data-bbox="1906 1092 2028 1164">75.2%</td> </tr> <tr> <td data-bbox="611 1164 762 1239">Fall 11-Spring 12</td> <td data-bbox="762 1164 877 1239">86.9%</td> <td data-bbox="877 1164 1031 1239">91.0%</td> <td data-bbox="1031 1164 1157 1239">89.0%</td> <td data-bbox="1157 1164 1289 1239">83.8%</td> <td data-bbox="1289 1164 1409 1239">90.2%</td> <td data-bbox="1409 1164 1560 1239">83.2%</td> <td data-bbox="1560 1164 1667 1239">79.2%</td> <td data-bbox="1667 1164 1793 1239">85.6%</td> <td data-bbox="1793 1164 1906 1239">83.3%</td> <td data-bbox="1906 1164 2028 1239">87.2%</td> </tr> </tbody> </table>												City	East	Harbor	Mission	Pierce	Southwest	Trade-Tech	Valley	West	All Colleges	Fall11-Fall12	72.3%	80.0%	74.6%	74.6%	79.1%	68.8%	65.3%	75.8%	68.4%	75.2%	Fall 11-Spring 12	86.9%	91.0%	89.0%	83.8%	90.2%	83.2%	79.2%	85.6%	83.3%	87.2%
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<p>Objective 1: Provide a learner-centered learning environment that encourages active learning and student engagement.</p>																																											
<p>1.1: Measure of active learning/project learning (from student survey)</p>	<p>Measure of active learning/project learning (from student survey; items 70b,c,d): 70. At this college, how often do you do each of the following? 70b. Give a presentation or performance in class 70c. Work with other students in groups during class 70d. Work with others outside of class to prepare class assignments Average (70 b, c, d)</p> <table border="1" data-bbox="611 1015 2028 1161"> <thead> <tr> <th data-bbox="611 1015 774 1105"></th> <th colspan="9" data-bbox="774 1015 1923 1062">College</th> <th data-bbox="1923 1015 2028 1105">Total</th> </tr> <tr> <th data-bbox="611 1105 774 1161">Often or Sometimes</th> <th data-bbox="774 1105 905 1161">C</th> <th data-bbox="905 1105 1031 1161">E</th> <th data-bbox="1031 1105 1157 1161">H</th> <th data-bbox="1157 1105 1283 1161">M</th> <th data-bbox="1283 1105 1409 1161">P</th> <th data-bbox="1409 1105 1535 1161">S</th> <th data-bbox="1535 1105 1661 1161">T</th> <th data-bbox="1661 1105 1787 1161">V</th> <th data-bbox="1787 1105 1923 1161">W</th> <th data-bbox="1923 1105 2028 1161">Total</th> </tr> </thead> <tbody> <tr> <td data-bbox="611 1105 774 1161">Often or Sometimes</td> <td data-bbox="774 1105 905 1161">61.4%</td> <td data-bbox="905 1105 1031 1161">66.9%</td> <td data-bbox="1031 1105 1157 1161">64.0%</td> <td data-bbox="1157 1105 1283 1161">64.3%</td> <td data-bbox="1283 1105 1409 1161">60.9%</td> <td data-bbox="1409 1105 1535 1161">67.4%</td> <td data-bbox="1535 1105 1661 1161">59.4%</td> <td data-bbox="1661 1105 1787 1161">63.0%</td> <td data-bbox="1787 1105 1923 1161">60.3%</td> <td data-bbox="1923 1105 2028 1161">63.1%</td> </tr> </tbody> </table>											College									Total	Often or Sometimes	C	E	H	M	P	S	T	V	W	Total	Often or Sometimes	61.4%	66.9%	64.0%	64.3%	60.9%	67.4%	59.4%	63.0%	60.3%	63.1%
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<p>Measure of student engagement in and out of class (from student survey)</p>	<p>Measure of student engagement in and out of class (from student survey; items 73a,b,c,d, 74b, and 76): 73. During your attendance at this college, have you done any of the following? 73a. Participated in a community-based or service project as part of a class 73b. Tutored or taught other students 73c. Attended a college sporting event, theatre production or musical performance 73d. Attended a college club meeting</p>																																										

OBJECTIVES AND PERFORMANCE MEASURES	BASELINE DATA											
	Average (73 a, b, c, d)											
		College									Total	
	Yes	18.6%	23.0%	18.8%	15.9%	24.2%	21.6%	16.2%	20.1%	16.2%	19.7%	
	74b. During the previous school week, how many hours did you spend in college-sponsored activities?											
		College									Total	
	74b. How many hours in college-sponsored activities?	None	77.0%	74.1%	77.0%	77.2%	74.5%	71.4%	75.2%	77.0%	77.2%	75.7%
		1-5	13.6%	16.0%	12.9%	12.4%	14.6%	16.2%	12.3%	12.2%	12.2%	13.6%
		6-10	3.3%	4.2%	3.9%	3.0%	4.0%	3.7%	3.6%	3.8%	3.2%	3.7%
		11-20	1.5%	2.1%	1.7%	2.1%	2.2%	2.0%	1.7%	2.0%	2.1%	1.9%
		21-30	.7%	.9%	1.0%	.9%	.8%	1.0%	1.1%	.7%	.9%	.9%
30 plus		.8%	.9%	1.5%	1.2%	1.3%	1.9%	1.2%	1.2%	1.1%	1.2%	
NO ANSWER THIS QUESTION	3.1%	1.8%	2.0%	3.2%	2.7%	3.8%	4.9%	2.9%	3.3%	3.0%		
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		

OBJECTIVES AND PERFORMANCE MEASURES	BASELINE DATA										
76. Outside of class time and time spent in on-campus employment, how many hours per week do you spend on campus studying, using the library, and/or engaging in cultural and/or leisure activities?											
		College									
		C	E	H	M	P	S	T	V	W	Total
76. Outside of class/work time, how many hours a week do you spend on campus?	None	21.7%	26.0%	29.1%	27.0%	27.2%	30.3%	36.8%	31.9%	30.0%	28.8%
	Three hours or less	32.4%	33.4%	36.0%	36.2%	33.9%	33.8%	32.1%	33.6%	34.2%	33.9%
	Three to six hours	22.3%	20.2%	18.8%	19.7%	20.4%	18.5%	15.0%	17.8%	19.2%	19.1%
	Six to nine hours	10.1%	9.4%	7.7%	7.6%	8.2%	7.7%	6.9%	7.7%	7.8%	8.2%
	Nine to twelve hours	5.4%	4.3%	3.4%	3.4%	4.0%	3.4%	3.1%	3.7%	3.6%	3.9%
	Twelve hours or more	6.4%	5.2%	3.9%	4.4%	4.5%	3.7%	4.0%	4.1%	3.2%	4.5%
	NO ANSWER THIS QUESTION	1.7%	1.4%	1.1%	1.8%	1.8%	2.6%	2.2%	1.2%	2.0%	1.7%
Total		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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<p><i>Measure of self-efficacy/self-directed learning (from student survey)</i></p>	<p>Measure of self-efficacy/self-directed learning (from student survey; items 75i,j,l,n,p): 75. How much have your experiences at this college both in and out of class helped/improved your ability to do the following? 75i. Learn effectively on your own 75j. Understand yourself 75l. Develop a personal code of values and ethics 75n. Develop clearer career goals 75p. Set educational goals and monitor your progress</p> <p>Average (75 i, j, l, n, p)</p> <table border="1" data-bbox="611 867 2039 1040"> <thead> <tr> <th data-bbox="611 867 762 959"></th> <th colspan="9" data-bbox="762 867 1913 914">College</th> <th data-bbox="1913 867 2039 959">Total</th> </tr> <tr> <th data-bbox="611 914 762 959"></th> <th data-bbox="762 914 884 959">C</th> <th data-bbox="884 914 1008 959">E</th> <th data-bbox="1008 914 1131 959">H</th> <th data-bbox="1131 914 1255 959">M</th> <th data-bbox="1255 914 1379 959">P</th> <th data-bbox="1379 914 1503 959">S</th> <th data-bbox="1503 914 1627 959">T</th> <th data-bbox="1627 914 1751 959">V</th> <th data-bbox="1751 914 1875 959">W</th> <th data-bbox="1913 914 2039 959"></th> </tr> </thead> <tbody> <tr> <td data-bbox="611 959 762 1040">Very much or Quite a bit</td> <td data-bbox="762 959 884 1040">65.3%</td> <td data-bbox="884 959 1008 1040">71.0%</td> <td data-bbox="1008 959 1131 1040">67.5%</td> <td data-bbox="1131 959 1255 1040">69.2%</td> <td data-bbox="1255 959 1379 1040">63.5%</td> <td data-bbox="1379 959 1503 1040">67.0%</td> <td data-bbox="1503 959 1627 1040">66.9%</td> <td data-bbox="1627 959 1751 1040">64.0%</td> <td data-bbox="1751 959 1875 1040">64.8%</td> <td data-bbox="1913 959 2039 1040">66.8%</td> </tr> </tbody> </table>		College									Total		C	E	H	M	P	S	T	V	W		Very much or Quite a bit	65.3%	71.0%	67.5%	69.2%	63.5%	67.0%	66.9%	64.0%	64.8%	66.8%
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<p>1.2: <i>SLO measures (number and percentage of SLOs, PLOs, and ILOs assessed)</i></p>																																		
<p>1.3: <i>Measure of whether/how technology is being used to improve student learning and engagement (from student survey and District Employee Survey, which is to be developed)</i></p>	<p>Student Survey items 71 a,c-j 71. How often do you use a computer for each of the following activities? 71a. Used a computer at home to do school work 71b. Used a computer at work to do school work (not included) 71c. Used a computer on campus to do school work</p>																																	

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	<p>71d. Used the Internet to do research for an assignment 71e. Used email or instant messaging, social media to work on assignment 71f. Used email or instant messaging, social media to communicate with an instructor 71g. Used a course website 71h. Used the College website 71i. Used the Library website 71j. Used the Internet to apply, register, check grades, add or drop classes</p> <p>Average (71a,c-j)</p> <table border="1" data-bbox="611 654 2032 800"> <thead> <tr> <th rowspan="2"></th> <th colspan="10">College</th> <th rowspan="2">Total</th> </tr> <tr> <th>C</th> <th>E</th> <th>H</th> <th>M</th> <th>P</th> <th>S</th> <th>T</th> <th>V</th> <th>W</th> </tr> </thead> <tbody> <tr> <td>Often or Sometimes</td> <td>72.1%</td> <td>73.2%</td> <td>71.1%</td> <td>75.5%</td> <td>72.9%</td> <td>70.5%</td> <td>62.8%</td> <td>70.0%</td> <td>72.3%</td> <td>71.1%</td> </tr> </tbody> </table> <p>75g. How much have your experiences at this college both in and out of class helped/improved your ability to use computers and other information technology?</p> <table border="1" data-bbox="611 907 2032 1365"> <thead> <tr> <th rowspan="2"></th> <th colspan="10">College</th> <th rowspan="2">Total</th> </tr> <tr> <th>C</th> <th>E</th> <th>H</th> <th>M</th> <th>P</th> <th>S</th> <th>T</th> <th>V</th> <th>W</th> </tr> </thead> <tbody> <tr> <td>75g. Very much or Quite a bit</td> <td>60.3%</td> <td>69.5%</td> <td>61.4%</td> <td>67.5%</td> <td>58.6%</td> <td>64.7%</td> <td>63.3%</td> <td>58.1%</td> <td>59.5%</td> <td>62.9%</td> </tr> <tr> <td>Some</td> <td>20.3%</td> <td>18.0%</td> <td>21.6%</td> <td>18.6%</td> <td>21.0%</td> <td>18.0%</td> <td>18.6%</td> <td>20.7%</td> <td>22.0%</td> <td>19.8%</td> </tr> <tr> <td>Very little</td> <td>16.4%</td> <td>10.9%</td> <td>15.5%</td> <td>12.1%</td> <td>17.9%</td> <td>14.2%</td> <td>14.3%</td> <td>18.4%</td> <td>16.3%</td> <td>14.9%</td> </tr> <tr> <td>NO ANSWER THIS QUESTION</td> <td>3.0%</td> <td>1.6%</td> <td>1.5%</td> <td>1.8%</td> <td>2.4%</td> <td>3.1%</td> <td>3.8%</td> <td>2.8%</td> <td>2.2%</td> <td>2.4%</td> </tr> <tr> <td>Total</td> <td>100.0%</td> <td>100.0%</td> <td>100.0%</td> <td>100.0%</td> <td>100.0%</td> <td>100.0%</td> <td>100.0%</td> <td>100.0%</td> <td>100.0%</td> <td>100.0%</td> </tr> </tbody> </table>												College										Total	C	E	H	M	P	S	T	V	W	Often or Sometimes	72.1%	73.2%	71.1%	75.5%	72.9%	70.5%	62.8%	70.0%	72.3%	71.1%		College										Total	C	E	H	M	P	S	T	V	W	75g. Very much or Quite a bit	60.3%	69.5%	61.4%	67.5%	58.6%	64.7%	63.3%	58.1%	59.5%	62.9%	Some	20.3%	18.0%	21.6%	18.6%	21.0%	18.0%	18.6%	20.7%	22.0%	19.8%	Very little	16.4%	10.9%	15.5%	12.1%	17.9%	14.2%	14.3%	18.4%	16.3%	14.9%	NO ANSWER THIS QUESTION	3.0%	1.6%	1.5%	1.8%	2.4%	3.1%	3.8%	2.8%	2.2%	2.4%	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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<i>completing English 101 and Math 125</i>												
	2009 Cohort	College									Total	
	Completed English and Math in 3 years	C	E	H	I	M	P	S	T	V	W	23.4 %
	2006 Cohort	College									Total	
	Completed English and Math in 6 years	C	E	H	I	M	P	S	T	V	W	32.9 %
2.3: Completion Rate (i.e., certificate, degree, or transfer)												
	2009 Cohort	College									Total	
	Completion in 3 years	C	E	H	I	M	P	S	T	V	W	11.5 %
	2006 Cohort	College									Total	
	Completion in 6 years	C	E	H	I	M	P	S	T	V	W	34.0 %
Objective 3: Increase the number of students who												

OBJECTIVES AND PERFORMANCE MEASURES	BASELINE DATA
<i>complete career-focused certificates in a timely manner, find employment in high growth/high earning occupations, or realize higher earnings as a result of their educational experience.</i>	
3.1: <i>On-time program completion rates</i>	
3.2: <i>Program placement rates and earnings of program participants</i>	
Objective 4: <i>Increase equity in successful outcomes by identifying achievement gaps and increasing performance of under-performing groups.</i>	
4.1: <i>Measures from Objectives 2 and 3 disaggregated by age, gender, ethnicity, and low-income status</i>	

OBJECTIVES AND PERFORMANCE MEASURES	BASELINE DATA
<p>GOAL 3: Organizational Effectiveness Improve organizational effectiveness through data-informed planning and decision-making, process assessment, and professional development.</p>	
<p>Objective 1: <i>Assess and improve district processes and services</i></p>	
<p>1.1: <i>Number/percentage of District Customer Service Area Outcomes assessed and for which improvements are being made based on results (District Employee Survey)</i></p>	
<p>1.2: <i>Percentage of program reviews completed and the number of planned improvements</i></p>	
<p>Objective 2: <i>Improve communications and governance throughout the district.</i></p>	
<p>2.1: <i>Committee effectiveness (based on committee evaluations and the District Employee Survey)</i></p>	
<p>2.2: <i>Effectiveness of District-wide governance (District Employee Survey)</i></p>	
<p>2.3: <i>Employee communications (District Employee Survey).</i></p>	
<p>Objective 3: <i>Improve employee development opportunities.</i></p>	
<p>3.1: <i>Survey questions on professional development opportunities, participation, and effectiveness (District Employee Survey)</i></p>	
<p>3.2: <i>Resources dedicated to employee development (amount & percent of budget) .TBD</i></p>	

OBJECTIVES AND PERFORMANCE MEASURES	BASELINE DATA
<i>3.3: Number of employees participating in employee development or training</i>	
<p>GOAL 4: Resources and Collaboration Increase and diversify sources of revenue in order to achieve and maintain fiscal stability and to support District initiatives. Enhance, strengthen, and maintain mutually beneficial external partnerships with business, labor, & industry and other community and civic organizations in the greater Los Angeles area.</p>	
<i>Objective 1: Increase and diversify sources of revenue.</i>	
<i>1.1: Number and type of revenue sources and amount generated</i>	
<i>Objective 2: District and college Foundations will significantly increase external resources in order to support the District and colleges</i>	
<i>2.1: Funds raised (annual and cumulative)</i>	
<i>2.2: Foundation endowment</i>	
<i>2.3: Amount of scholarships given awarded?</i>	
<i>Objective 3: Increase business and community partnerships to support innovation and student learning.</i>	
<i>3.1: Number and type of community/business partnerships</i>	