**LACC VISION STATEMENT**

Los Angeles City College is an urban oasis of learning that educates minds, opens hearts, and celebrates community.

**LACC MISSION STATEMENT**

As a comprehensive community college, Los Angeles City College offers life-long learning opportunities and provides programs, coursework, support, and guidance to develop and sustain a community of learners – both near and far – with the knowledge, skills, and attitudes necessary for optimal growth and achievement in their personal and professional lives.

Los Angeles City College primarily serves students who are eighteen years of age or older; the college also extends outreach to anyone with ability to benefit from the programs and services provided.

Los Angeles City College offers post-secondary lower division arts and sciences coursework, career and technical education, and essential skills classes designed to provide students with degrees, certificates, and fundamental skills. The primary mission includes the following educational components enabling students to complete:

- a curriculum designed for transfer to a four-year university
- an associate degree and/or certificate leading directly to entrance into the work force
- an essential skills program designed to assist underprepared students and others who seek special assistance to achieve their educational goals

The College affirms the fundamental roles of English as a Second Language (ESL), essential skills, and support services that are intrinsic to student success at the post-secondary level.

The College promotes awareness of local, regional, state, and global development; fosters skills that enhance personal growth and contribute to success in the workplace; and encourages cooperative efforts aimed at sustainability of the community and its environment.
Los Angeles City College has a long and proud tradition of providing quality educational programs to our community. For eight decades, educational excellence has served as our compass and as the guiding, overarching principle for decision making. This strategic plan draws on that foundation while charting a new and innovative course based on goals and objectives that are ambitious and aggressive, yet achievable. The new course considers the challenges inherent in the times in which we live and recognizes the need to preserve access to quality education for all students. The new goals – Access, Success, Accountability, and Partnerships (ASAP) – have been established to ensure that Los Angeles City College continues to provide quality and accessible education for our community.

Hundreds of individuals including students, faculty, staff, district employees, community members, and members of the Board of Trustees worked together over a period of many months to shape the course of the strategic plan and ensure that every goal, objective, strategy, and activity supports the vision and mission of the college.

The new strategic plan is designed to expand and enhance the many programs and services we provide to support your educational journey. Please check our website at www.lacitycollege.edu for current information on new classes, campus events, and to access the catalog that describes all of our programs and services. We also invite you to visit the college where new buildings are being constructed throughout the campus thanks to Proposition funding and the generous support from our community. You will find that the outward appearance of the college is undergoing a physical renaissance that is equal to the excellent programs and outstanding faculty and staff within its walls.

As President of Los Angeles City College, I look forward to working with the campus community as we implement changes outlined in the strategic plan and sustain past practices that make LACC your urban oasis of learning.

Sincerely,

JAMILLAH MOORE
Los Angeles City College
2008–2013 Strategic Master Plan
Strategic Goals
Access, Success, Accountability, Partnerships (ASAP)
EXPAND STUDENT ACCESS: AWARENESS AND OPPORTUNITY

OBJECTIVE A.1
Institute matriculation programs and services that enhance student access and promote student success.

Strategies
A.1.1 By June 30, 2010, create an onsite/on-demand assessment process that includes diagnostic assessment of basic skills proficiency.
A.1.2 By June 30, 2010, increase by 25% assessment and evaluation all non-exempt students upon admission.
A.1.3 By June 30, 2011, institutionalize a one-stop process for all new students that provides assessment, orientation, educational plans, counseling, and enrollment.
A.1.4 By June 30, 2010, expand financial aid workshops by 5% to increase student awareness of the various financial aid programs.

Responsible Agents Goal A.1
Admissions Dean
Matriculation Director
Financial Aid Dean

OBJECTIVE A.2
Promote academic options and career pathways as viable options.

Strategies
A.2.1 By December 31, 2011, expand outreach programs and college offerings at local public and private secondary schools by at least 10%.
A.2.2 By December 31, 2010, create at least two additional outreach programs that focus directly on special populations.
A.2.3 By June 30, 2010, develop college-wide recruitment efforts that involve 20% more of the campus faculty, staff, and administrators departments and services.
A.2.4 By December 31, 2010, explore the possibility of at least one additional satellite site.

Responsible Agents Goal A.2
Academic Affairs Dean, IDWG 3
Student Services Dean
Educational Planning Committee Chair
OBJECTIVE A.3
Increase college readiness and improve articulation with K-12 and four-year colleges.

Strategies
A.3.1 By December 31, 2010, establish a general education advisory board with links to secondary schools and four-year colleges.
A.3.2 By June 30, 2010, create more effective curricular articulation and increase articulation from high school classes to community college classes by 5%.
A.3.3 By June 30, 2010, strengthen and expand partnerships with K-12 to increase access and student success by 3%.

Responsible Agents Goal A.3
Admissions Dean
Articulation Officer
Tech Prep Director

OBJECTIVE A.4
Improve student population diversity.

Strategies
A.4.1 By December 31, 2009, create and implement innovative programs and services that attract underrepresented student populations.
A.4.2 By December 31, 2009, create additional opportunities to celebrate cultural diversity by sponsoring at least two new events that focus on the achievements of diverse student populations.
A.4.3 By December 31, 2009, establish a speakers’ forum and invite faculty and community leaders from diverse cultures.

Responsible Agents Goal A.4
Student Services Vice President
Student Equity Dean
Student Life Dean

Goal A Quantitative Measures
- Increases in ARCC Measures Enrollments as Compared to Other Colleges
- Increases in the Numbers of New Students
- Increases in Percentage of New Students Receiving Assessment
- Increases in the Percentage of New Students Receiving Orientation
- Increases in the Percentage of New Students Who Create an Educational Plan
- Increases in the Ethnic Distribution of New Students Compared to Service Area Ethnicity
- Increases in the number of Underrepresented Students Enrolled
- Increases in the Number of Students Enrolled in Distance Education
- Increases in the Number of High School Students Concurrently Enrolled
- Increases in the Number of Students Receiving Services from EOPS, Financial Aid, and DSPS
- Improved Feedback from Student Surveys Regarding Student Access
GOAL B

INCREASE STUDENT SUCCESS AND ACADEMIC EXCELLENCE

OBJECTIVE B.1
Increase Associate degrees awarded and transfers to four year colleges for all students.

Strategies
B.1.1 By June 30, 2010, expand Fast Track Transfer Program and increase transfers to four year colleges by at least 5%.
B.1.2 By June 30, 2011, implement a class scheduling system to ensure that students can complete degree and certificate programs in a reasonable period of time.
B.1.3 By June 2010, explore additional AA to BA programs to create a university center on campus in areas of demand, such as business, psychology, and sociology.
B.1.4 By June 30, 2010, expand access to transfer advisement by at least 5%.
B.1.5 By June 30, 2010, strengthen and expand partnerships with at least two transfer institutions to improve transfer and student success.

Responsible Agents Goal B.1
Academic Affairs Dean, IDWG 3
Transfer Director
Enrollment Management Chair
Academic Affairs Deans
Educational Planning Committee Chair
Academic Affairs Vice President
Transfer Center Director
Counseling Chair
Articulation Officer
Outreach Dean

OBJECTIVE B.2
Expand Career Technical Education (CTE).

Strategies
B.2.1 By June 30, 2010, establish at least two new innovative career pathways and ladders that align with long range economic and workforce trends.
B.2.2 Ensure that curriculum, program development, and approval processes are relevant to workforce needs, meet high standards of academic rigor, and by June 30, 2010, increase CTE enrollments by 5% in underperforming disciplines by establishing an outreach initiative and by offering more flexible courses scheduling.
B.2.3 Provide counseling, intern programs and career placement services to CTE students.
B.2.4 Provide support to assist faculty and staff in developing skill standards, certifications and workforce needs, and support for faculty and staff to stay current in technologies and business practices.
B.2.5 Strengthen vocational and academic partnerships.
OBJECTIVE B.3
Improve essential skills outcomes for all students.

Strategies
B.3.1 by June 30, 2010, implement at least 75% of the activities from the matrix submitted as part of 2008 Basic Skills Self Assessment (Established as a result of 26 effective practices described in Basic Skills a Foundation for Student Success in California Community Colleges by RP Group, 2007.)
http://www.ccsf.edu/Departments/BSI/PDF/BSIAssessmentTool.pdf
B.3.2 By June 30, 2010, add strategies for enhancing essential skills to at least an additional 5% of all course outlines.
B.3.3 By June 30, 2010, expand tutoring programs by 10%.
B.3.4 By June 30, 2010, develop at least 5% more effective curricular links between basic skills and general educational and CTE programs and classes.

OBJECTIVE B.4
Expand the role of Staff and Organizational Development and create opportunities that assist faculty in addressing students’ academic preparedness.

Strategies
B.4.1 By December 31, 2011, establish at least three additional ways to formally recognize outstanding teaching strategies and/or student success.
B.4.2 By June 30, 2013, establish faculty/student mentoring programs within departments and programs.
B.4.3 By June 30, 2013, provide an additional 5% of faculty with training to effectively apply essential skills strategies to teaching methods.
B.4.4 By June 30, 2013, increase collaborative efforts by 50% of all departments, such as Faculty Inquiry Groups (FIG), that lead to improved student success.
B.4.5 By June 30, 2012, implement at least three new strategies that raise faculty awareness of value of collaboration and partnerships.
OBJECTIVE B.5
Create a distance education program that offers online certificates, degrees, and transfer requirements.

Strategies
B.5.1 By June 30, 2010, offer full academic, technical, and student support services online.
B.5.2 By December 31, 2009, provide improved training programs for faculty who are preparing to teach online.
B.5.3 By June 30, 2010, implement a system to monitor distance education policy and procedures.
B.5.4 By June 30, 2010, secure ACCJC approval for at least one distance education degree, at least two certificate programs, and at least one transfer program.
B.5.5 By June 30, 2010, expand online class offerings by 30% to increase opportunities to complete courses, certificates, and degrees online.
B.5.6 By June 30, 2010, establish at least one online degree, certificate, or transfer program.

Responsible Agents Goal B.5
Distance Education Committee Chair
Staff and Organizational Development Coordinator
Accreditation Liaison Officer (ASO)
Academic Affairs Vice President
Educational Planning Committee Chair

OBJECTIVE B.6
Complete the Implementation of student learning outcomes (SLOs) and assessment processes.

Strategies
B.6.1 By August, 2011, complete identification of course and program level SLOs.
B.6.2 By June 30, 2012, complete the first cycle of assessments that measure SLOs.
B.6.3 By June 30, 2012, complete the implementation of at least 5% of continuous cycle of course and program improvements and institutional outcomes based on assessments.

Responsible Agents Goal B.6
SLO Coordinator
Academic Affairs Vice President
Student Services Vice President
Administrative Services Vice President
OBJECTIVE B.7
Create additional programs and activities that encourage student engagement and lead to greater student success.

Strategies
B.7.1 By June 30, 2010, create innovative programs that improve success rates by 5% among underrepresented student populations.
B.7.2 By June 30, 2010, develop at least two new collaborative projects between student services programs (TRIO, EOPS, etc.) and basic skills, general education, and career-technical education departments.
B.7.3 Strengthen and support the Student Success Committee to ensure improved outcomes for all students.
B.7.4 By June 30 2011, sponsor two additional campus-wide events that integrate student services and basic skills, general education/transfer, and career technical education departments.

Goal B.7
Student Success Committee Chair
Basic Skills Committee Chair
Academic Affairs Vice President
Student Services Vice President

Goal B Quantitative Measures
• Increases in the College's ARCC Measures
• Increases in the Number of Degrees
• Increases in the Number of Certificates
• Increases in the Number of Distance Education (DE) Classes and programs Created
• Increases in DE Enrollments
• Increases in the Number of New CTE Classes and Programs Created
• Increases in the Number of Professional Development Activities Related to Student Success
• Increases in the Number of Faculty and Staff Involved in Student Success Activities
ENHANCE RESOURCES AND ACCOUNTABILITY

OBJECTIVE C.1
Expand and strengthen participation in the campus-wide culture of planning and accountability to ensure that strategic planning, assessment, decision-making, and allocation of resources are guided by the College's 2008-2013 goals and mission and vision statements.

Strategies
C.1.1 By June 30, 2010, implement a system that refines the existing planning, budgeting, staffing, and decision-making processes so that the processes align with the College's 2008-2013 mission, vision, goals, objectives, and strategies and strengthen the ties between planning and budget.
C.1.2 By June 30, 2010, leverage the college's resources to advance institutional core competencies by 5%.
C.1.3 By June 30, 2010, assess the effectiveness of the current online program review process (as used by Academic Affairs and Administrative Services), integrate Student Services into the online process, and implement improvements.

Responsible Agents Goal C.1
Shared Governance Committee Chair
Shared Governance Budget Chair
Shared Governance Planning Chairs
Program Review Chair

OBJECTIVE C.2
Increase efficiency and resource optimization.

Strategies
C.2.1 Evaluate and update as necessary college-wide budget/planning processes and streamline work processes and procedures for greater efficiency.
C.2.2 Review financial management strategies to maximize resources.
C.2.3 By December 31, 2009, develop a culture of “customer service” and implement at least one program designed to improve customer service.

Responsible Agent Goal C.2
Shared Governance Budget Chair
Staff and Organization Development Coordinator
OBJECTIVE C.3
Fortify accountability reporting and ensure that data are presented as information that can be acted upon to improve programs and services.

Strategies
C.3.1 By December 31, 2009, develop at least two new online reports to support enrollment management, schedule preparation, curriculum and program development, and accreditation processes.
C.3.2 By December 31, 2009, enhance the College's capacity for data driven decision making.
C.3.3 By December 31, 2012, use data-informed SLO assessment in budget and planning to monitor and continuously improve outcomes of at least 30% of programs.
C.3.4 By December 31, 2010, enhance the established process of monitoring and tracking the Strategic Master Plan to include base level from which to measure progress as well as reports of accomplished goals, and expand the process to all College plans, including Educational Master Plan, the Facilities Master Plan, the IT Plan, and the Student Equity Plan.

Responsible Agents Goal C.3
Institutional Effectiveness Dean
Academic Department Chairs
Non-academic Department Heads
Shared Governance Planning Chairs

OBJECTIVE C.4
Enhance resource development.

Strategies
C.4.1 By December 31, 2010, expand the College's financial base through traditional state funding resources by at least 2%.
C.4.2 By December 31, 2010, establish at least three new corporate partnerships and entrepreneurial opportunities.
C.4.3 By June 30, 2012, increase the College alumni programs and scholarship development by 8%.
C.4.4 By June 30, 2013, identify ten additional activities the Foundation can support.
C.4.5 By December 31, 2010, create and support a Grants Office.
C.4.6 By December 31, 2010, participate in at least three multi-college grant proposals.
C.4.7 By June 30, 2010, collaborate with at least three additional economic and workforce development agencies, educational institutions, business and industry, and other community partners to create networks and leverage resources.

Responsible Agents Goal C.4
Administrative Services Vice President
Workforce Development Dean
Foundation Director
LACC President
OBJECTIVE C.5
Improve existing facilities and facility utilization for more efficient and productive use of learning and work spaces.

Strategies
C.5.1 By December 31, 2010, leverage funding sources and improve by at least 5%, current equipment, training, and job placement.
C.5.2 By June 30, 2012, create facilities and opportunities for increased social interaction (three additional opportunities) and increased faculty, staff, and student engagement (five additional opportunities).

Responsible Agent Goal C.5
Administrative Services VP
Staff and Organizational Development Coordinator

OBJECTIVE C.6
Foster a positive and healthy physical environmental.

Strategies
C.6.1 By June 30, 2010, develop a plan that lists at least 10 ways to maintain and enhance a safe, healthy, and aesthetically pleasing environment.
C.6.2 By June 30, 2010, promote at least five GREEN and sustainable approaches to resource management.
C.6.3 By December 31, 2009, create and implement a plan that assures that restrooms are adequate maintained.
C.6.4 By December 31, 2010, provide at least two additional opportunities for faculty, administration, staff, and students to enhance their wellness and optimize personal and professional productivity.

Responsible Agents Goal C.6
Administrative Services Vice President
Work Environment Committee Chair
Facilities Committee Chair
Custodial Services Manager
Personnel Department Manager

Goal C Quantitative Measures
- SLO Assessments, Budget Measures—Ending Balances
- Efficiency Measure—Cost Per FTES
- Building Measures—Progress Toward Achieving the Facilities Plan
- Number and Total Amount of Annual Grants Received by the College
- Size of the LACC Foundation Endowment and Number of Scholarships Awarded
- Number of Emergency Exercises
- Number of Injuries Reported on Campus
- Percentage of Budget Devoted to Building and Grounds Maintenance and Beautification
EXPAND COMMUNITY PARTNERSHIPS

OBJECTIVE D.1
Strengthen links between the College and other academic institutions.

Strategies
D.1.1 By June 30, 2011, strengthen academic partnerships with at least two four-year colleges to improve matriculation.
D.1.2 By June 30, 2011, strengthen partnerships with at least five K-12 institutions to enhance growth.

Responsible Agents Goal D.1
Academic Department Chairs
Workforce Dean

OBJECTIVE D.2
Strengthen links between the College and business and industry.

Strategies
D.2.1 By June 30, 2011, strengthen partnerships with at least three local businesses and workforce agencies to provide workforce training.
D.2.2 By June 30, 2011, improve and extend the use of at least three advisory boards as a means to revitalize academic programs, ensure currency, and facilitate resource development efforts.
D.2.3 By June 30, 2012, create three additional contract educational partnerships.
D.2.4 By June 30, 2011, expand job placement and intern programs by 5%.
D.2.5 By June 30, 2013, identify and respond to at least five immediate and long-range economic and workforce trends and State and local labor market needs and prepare students to compete in a global economy.

Responsible Agents Goal D.2
Workforce Dean

OBJECTIVE D.3
Strengthen relationships between the College and community, civic and cultural organizations.

Strategies
D.3.1 By June 30, 2011, expand collaboration with at least three additional civic and community groups to identify unmet needs and develop collaborative responses to those needs.
D.3.2 By June 30, 2012, add at least five additional opportunities for cultural enrichment and life-long learning for our community.
Responsible Agents Goal D.3
LACC President

Goal D Quantitative Measures
- List of Partnerships—AA to BA Programs, High School Partnerships, Partnerships with Business Community
- Numbers—Number of Partnerships, Number of Students Involved in Partnership Programs
- Job Placement, Employee Survey, Student Survey
- Number of New Career Pathways and Career Ladders
- Number of New Grants
PLANNING PRINCIPLES

The Shared Governance Planning Subcommittee developed the following planning principles to guide the planning process and inform decision-making.

**Vision and Mission.** The planning process will clearly connect with the vision and mission of the college as well as the other college plans.

**Integration of other college plans.** The planning process will support the integration of the Educational Master Plan, the Facilities Master Plan, the Information Technology Plan, the Student Equity Plan, the LACCD Strategic Master Plan, and the CCC System Plan.

**Learning-centered.** The planning process and the resulting plan will be learning-centered focusing on student access, student success and readiness.

**Collaborative.** The planning process will be collaborative, operate within the shared governance structure, and ensure broad-based participation from all college constituencies.

**Foster trust.** The planning process will foster trust and collegiality through effective communication, focusing on shared values and commitments, encouraging participation that leads to exploring and challenging assumptions and by supporting and honoring agreements as the plan is implemented.

**Provide guidance for decisions.** The planning process will be meaningful and visionary and will provide guidance and sustainability for the plan and for future decisions.

**Performance indicators.** The planning process will include agreed upon performance indicators (measures) and methods of evaluating both the planning process and the implemented plan.

**Data driven.** The planning process will be data-driven and qualitative and quantitative data will be used to monitor the plan and insure continuous improvement once the plan is implemented.

**Budget.** The planning process will be clearly linked to the budgeting process.

**Accreditation.** The planning process will exceed WASC standards and will be structured to begin and end with the WASC accreditation cycle.
LOS ANGELES CITY COLLEGE VALUES*

**Academic Excellence and Student Success.** We are dedicated to providing a system that fosters academic excellence and student success as measured by learning outcomes. Areas of competencies include the following: Information proficiency, critical and creative thinking, written and oral communication, mathematical competency/quantitative reasoning, and technological literacy.

**Access, Diversity and Equity.** We are dedicated to expanding access and educational opportunities to all students. We value diversity and promote programs and strategies that lead to equity in student success, intercultural knowledge, and global understanding.

**Life-Long Learning.** We are committed to values that promote self-assessment and growth, intellectual engagement, physical wellness, aesthetic awareness and appreciation, and ethical reasoning.

**Public Accountability, Partnerships and Economic Development.** We are accountable to our students and community and to the public for all aspects of our mission. We value community partnerships and collaborative efforts that lead to sustainable economic, social, and environmental solutions, and we recognize the interdependence of the global environment and human existence.

* Values incorporate the College's Core Competencies.

The Core Competencies are the skills and abilities graduates of Los Angeles City College are expected to possess.

**AREA A: ESSENTIAL ACADEMIC SKILLS**

1. Information Competency: Critical Creative Thinking
2. Written and Oral Communication
3. Mathematical Competency/Quantitative Reasoning
4. Technology Literacy

**AREA B: PERSONAL GROWTH AND DEVELOPMENT**

5. Self Assessment and Growth
6. Intellectual Engagement and Physical Wellness
7. Ethical Reasoning
8. Aesthetic Awareness and Appreciation

**AREA C: INTERPERSONAL/INTERCULTURAL/GLOBAL AWARENESS**

9. Interpersonal Interaction and Community Participation
10. Intercultural Knowledge and Exploration
11. Discovering Global Issues
CREATING THE PLAN

Shared Governance Planning Subcommittee
Visioning Team

A team made up of members of the Shared Governance Planning Subcommittee reviewed and monitored the implementation of the 2002-2008 strategic Master Plan and set the direction for creating the 2008-2013 Strategic Master Plan. This team of faculty, staff, administrators, and students were guided by shared values and principles and by the College’s Vision and Mission Statements.

TEAM LEADERS AND SGC PLANNING CO-CHAIRS

Co-Chairs
MaryAnne DesVignes, Faculty
Joyce Moore, Administrator

Team Participants
Anna Badalyan, Researcher, Institutional Effectiveness
Dr. Kathleen Burke-Kelly, VP Academic Affairs
Maryanne DesVignes, Educational Planning Chair, Co-Chair SGC Planning
John Freitas, President, SGC (2009)
Mickey Hong, Staff / Organizational Development (2008)
Dr. Daryl Kinney, Chair, EPC
David Lopez, ASO President
Dr. Jamillah Moore, President LACC
Dr. Joyce Moore, Dean of Academic Affairs, Co-Chair SGC Planning
Maria Reisch, Senate Vice President
Ken Sherwood, Senate President
Myra Siegel, VP Student Services
Linda Tong, VP ASO
Barbara Vasquez, President, SGC (2008)
Rebecca Tillberg, Dean, Institutional Effectiveness, 2008

PLANNING PROCESS

In developing the vision and mission statements and master plan, the Shared Governance Planning Committee solicited input through campus-wide meetings, focus groups, workshops, forums, and email. The final vision statement was overwhelmingly selected by a campus-wide vote from a group of final vision options. The mission statement also received campus-wide endorsement before being forwarded to the Shared Governance Council (SGC) for approval.

The planning process included a complete review of the 2002-2008 Strategic Master Plan, internal and external environmental scans, and a series of all-college forums and focus groups. Extensive participation by all college constituencies was generated throughout the process.
SPRING 2005 – FALL 2007
• Reviewed and tracked progress of strategies and goals within the 2002-2008 Strategic Master Plan.
• Met with responsible individuals, developed report, and made recommendations to SGC.

FALL 2007 – FALL 2008
• 2008 – 2013 Strategic Master Planning Process
• SGC Planning began drafting of the strategic plan including internal and external scans and other research, meeting monthly to develop planning strategies, drafting goals and objectives, and reporting monthly to SGC.

Campus-wide Forums
• November 29, 2007
• May 6, 2008
• October 20, 2008

Communication Email All Users
February 27, 2008 (Academic Senate President sent materials including sample vision and mission statements and requested input on new vision and mission statements)

Focus Groups/Strengths Weaknesses, Opportunities, Threats (SWOT)
• March 12, 2008 ASO
• March 12, 2008 Classified Unit A
• March 12, 2008 Classified Unit B
• March 13, 2008 AFT
• March 13, 2008 Academic Senate

Workshops
• March 18, 2008 Classified Unit A Shift
• March 19, 2008 Classified Unit B Shift
• March 19, 2008 ASO Clubs
• March 20, 2008 Management Team

SPRING 2008 – FALL 2008
• Created drafts vision and mission statements using campus-wide input from email, focus groups and workshops
• Sent out options of vision mission statements for campus revision and received additional input
• Sent out a list of possible vision statements to all email users and received college wide selection of final vision statement

Strategic Master Plan was reviewed and approved by Academic Senate, AFT classified and faculty units, ASO, Chairs Council, the Management Team, and the Shared Governance Council.

Vision and Mission Statements were approved by Board of Trustees in December 2008 and January 2009, respectively.

Strategic Master Plan approved by Board of Trustees.
COLLEGE ADMINISTRATION
Dr. Jamillah Moore, President
Dr. Kimberly Perry, Acting Vice President, Academic Affairs
Dr. Lawrence Bradford, Vice President, Student Services
Victor Hanson, Acting Vice President, Administrative Services
Belinda Acuna, Dean, Student Services
Randy Anderson, Dean, Special Programs & Services
Dr. Merrill Eastcott, Dean, Academic Affairs
Allison Jones, Dean, Academic Affairs
William Marmolejo, Dean, Student Service Enrollment
Dr. Joyce Moore, Dean, Academic Affairs
Christi O’Conner, Bookstore Manager
Dr. Edward Pai, Dean Institutional Effectiveness
Cristy Passman, Compliance Officer
Earic Peters, Associate Dean, Student Activities
Corey Rodgers, Associate Dean, EOP&S
Lenore Saunders, Administrative Analyst
Alex Vaughn, Dean, Workforce Development
Jeremy Villar, Associate Dean, Financial Aid Office

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Mona Field, President
Georgia L. Mercer, Vice President
Kelly G. Candaele
Tina Park
Nancy Pearlman
Miguel Santiago
Sylvia Scott-Hayes
Rodney D. Robinson, Student Trustee

DISTRICT ADMINISTRATION
Dr. Tyree Wieder, Acting Chancellor
Dr. Adriana D. Barrera, Deputy Chancellor
John Clerx, Vice Chancellor for Educational Support Services
Gary Colombo, Vice Chancellor for Institutional Effectiveness
Marvin Martinez, Vice Chancellor for Economic & Workforce Development
Larry H. Eisenberg, Executive Director, Facilities Planning & Development
Camille A. Goulet, General Counsel
Jeanette Gordon, CFO/Treasurer
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