



# 2025-2028 Strategic Plan (Draft)

# 2025-28 Strategic Plan - DRAFT

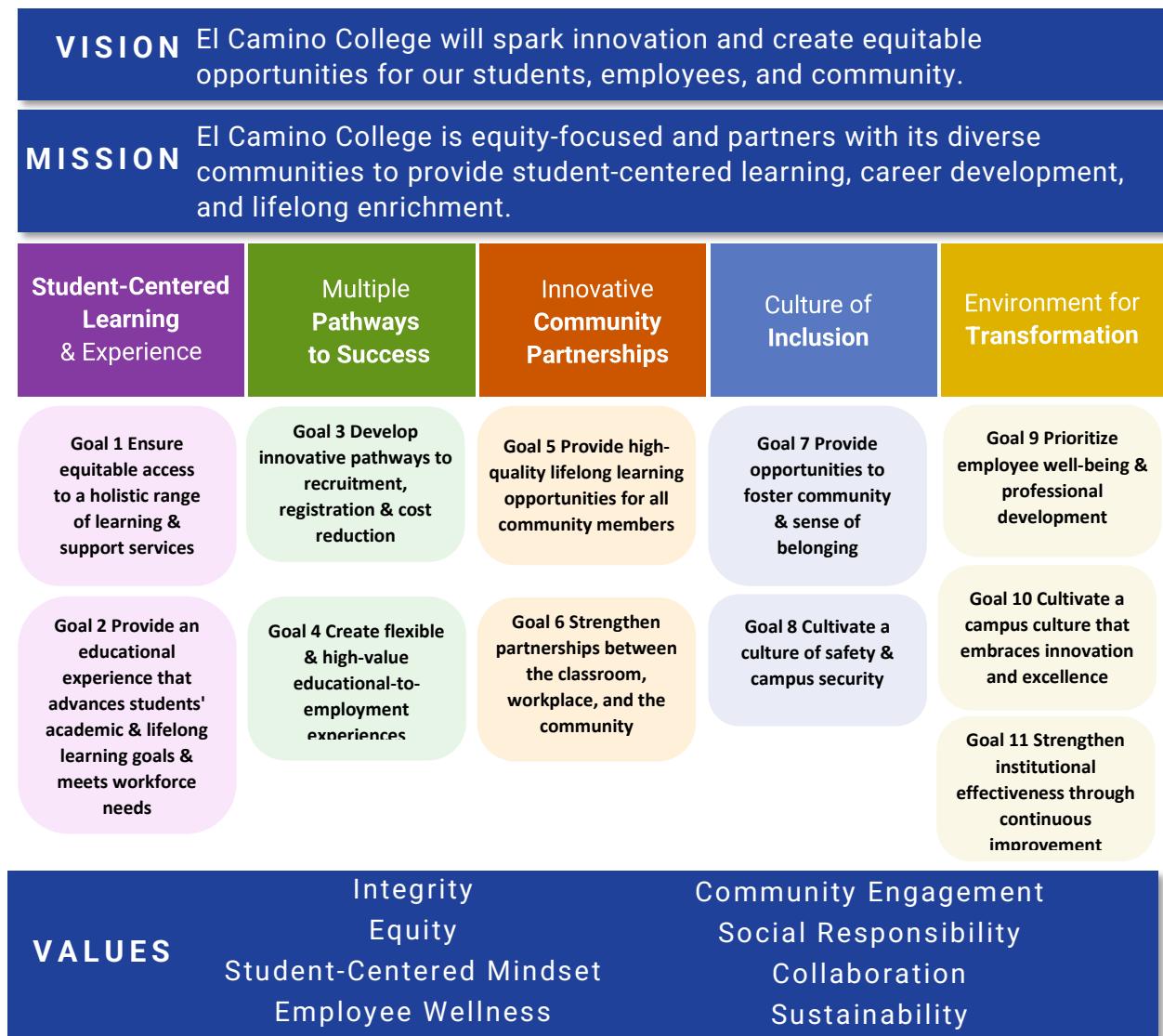
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## Purpose of the Strategic Plan

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.



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.

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## 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**.

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

3- year STRATEGIC OUTCOMES	10-Year CIP THEMES & GOALS				
	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			
OUTCOME 4: Seamless Pipeline of Educational and Career Opportunities for Continued Learning and Long-Term Workforce Success		Goal 4 Create flexible & high-value educational-to-employment experiences	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

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## 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 underserved 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

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## 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.

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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 (SEA) 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

- 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.

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

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

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## Measures of Success<sup>1</sup>

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)*

<sup>1</sup> 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).

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## **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%)*

## **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

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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.

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](#).



El Camino College