Los Angeles County College of Nursing and Allied Health
Program Review Process
COLLEGE STRATEGIC PLAN 2010-2015

Strategic Plan must include measurable objectives (Std I.B. supplemental recommendation – buried in report)

OBJECTIVES & STRATEGIES	STANDARD	ACCOUNTABILITY	ANNUAL PROGRESS		
			2013	2014	2015
GOAL I: Enhance the Learning Environment					
I.A. Maintain current educational equipment & materials to support student learning					
1. Identify & obtain up to date learning materials	ACCJC: 1, 2, 3, 4 BRN: 1424 CG	Director ERC Dean EDCOS Dean SON	• Developed & implemented an ERC specific Hardware/Software Technology Maintenance/Replacement Plan for tracking & triggering updates to skills lab equipment to match current technology & support student learning • Coordinated review and planned replacement of outdated instructional videos Purchased books & journals	• Reviewed and planning for replacement of outdated instructional videos • Obtained Nursing Reference Center • Reviewed Alexander Street to provide streaming and current skills videos	• Reviewed and planning for replacement of outdated instructional videos • Obtained Nursing Reference Center • Reviewed Alexander Street to provide streaming and current skills videos
2. Upgrade educational software		Dean SSS-A Director ERC Information Officer	• Expanded existing hardware & software inventories to create a Hardware/Software Technology Maintenance/Replacement Plan, which includes acquisition, maintenance, and targeted renewal/replacement dates • Improved email capabilities for all employees by installing full version of MS Outlook • Created student learning application software short cuts in Student Computer Labs to allow remote desktop connection. Developed user guides • Updated applications used by Financial Aid for processing and managing Title IV student financial aid records	• Reviewed Hardware/Software Technology Maintenance/Replacement Plan, which includes acquisition, maintenance, and targeted renewal/replacement dates • Added more student learning application software short cuts in Student Computer Labs to allow remote desktop connection. Developed user guides • Updated applications used by Financial Aid for processing and managing Title IV student financial aid records •	The following software were expanded: ▪ Nursing Reference Center Plus - student reference for disease process, nursing skills, medications, patient teaching, and management topics ▪ Alexander Street Press video database - nursing videos to demonstrate and review nursing assessments ▪ Nursing News database - current nursing topics in the news media ▪ Shadow Health Virtual Patient database - customized interactive experience with patients that includes assessment, nursing interventions, planning, teaching, and clinical communication with the healthcare team ▪ Clinical healthcare/nursing e-book database - expanded from 44 to 1,500 resource titles.
3. Acquire additional electronic resources		Director ERC Information Officer	• Installed new computer workstations in 3 large classrooms to enhance faculty presentations and student learning. Computers are directly	• Expanded computer workstations to 5 large classrooms to enhance faculty presentations and student learning. Computers are directly • Expanded Wi-Fi capabilities of the College	• Replaced 134 new computers for faculty, staff and students • Upgraded student computer lab from Thin Client terminals to fully

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			• linked to the network & provide faculty with direct access to their documents, the Internet, & intranet • Acquired Nursing Resource Center & eBook databases for student learning support & clinical preparation	• Acquired Nursing Resource Center & eBook databases for student learning support & clinical preparation	functional workstations • Installed computer workstations in 6 of 8 classrooms to reduce resource requests, enhance IT security/network integrity and improve operational convenience
4. Convert card catalog to electronic database		Director ERC	Reviewed previous proposals. Will continue to investigate current technology	Investigating electronic catalog and collaborating with LAC+USC medical library for its implementation	Investigating electronic catalog and collaborating with LAC+USC medical library for its implementation
5. Implement the College Academic Management System (CAMS) & upgrade to enterprise system		Dean SSS-A Information Officer	• Obtained installation specifications for CAMS enterprise student information systems software. Maintained progress towards implementing the upgraded system within scheduled timelines • Established current student database and data dictionary for data conversion • Installed hardware and software in collaboration with the Medical Center server group, coordinated hardware and software function, and migrated current CAMS data to new database servers	• Established current student database and data dictionary for data conversion • Utilizing CAMS for student admission	• Developed and implemented a guide for data entry • Standardized the applicant/student data entry process • Activated the Student Admission Module • Initiated new student data entry • Began development of the Faculty Portal.
6. Identify & replace any outdated equipment		Dean SSS-A Director ERC Director Ops Information Officer	• Installed 131 new computers including the Student Computer Laboratories in collaboration with Medical Center Regional Field Support staff • Maintained the integrity of the Student Computer Labs. Provided assistance for user problems. Ensured computers were secured in all computer labs • Purchased and installed new testing scanner and conducted faculty training • Installed new scanner for financial aid office • Ordered 4 new laptops for faculty use • Ordered 25 new printers as part of the DHS wide replacement plan • Provided USB encrypted flash drives to faculty and staff to ensure document	• Maintained the integrity of the Student Computer Labs. Provided assistance for user problems. Ensured computers were secured in all computer labs	• Replaced 134 new computers for faculty, staff and students • Upgraded student computer lab from Thin Client terminals to fully functional workstations • Installed computer workstations in 6 of 8 classrooms to reduce resource requests, enhance IT security/network integrity and improve operational convenience • Replaced all laptops and the majority (66%) of LCDs. Obtained wireless microphone audio system • Installed new scanners for financial aid and student support offices • Ensured computers were secured in all

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			security in line with DHS requirements		computer labs
					• Purchased and installed new testing scanner
					• Provided USB encrypted flash drives to faculty and staff to ensure document security in accordance with Los Angeles County Department of Health Services (DHS) requirements
					• Received approval for purchasing 25 new printers as part of the DHS wide replacement plan
					  • Upgraded Class Climate software and hardware for generating surveys
					  • Obtained approval to purchase/upgrade ParScore/ParTest software for generating test questions and analyzing data
					  • Initiated the process to upgrade network and bandwidth to improve access and connectivity

7. Develop & maintain plan for ongoing equipment maintenance		Dean SSS-A Information Officer	Created 5-year technology action plan & timeline that included: • Coordinating ongoing technical support specific to College needs • Optimizing functionality of hardware/software • Maintaining currency of software/maintenance agreements • Redesigning/updating College Internet and intranet Managing network issues in collaboration with • Medical Center IT • Establishing & implementing an improved web-based, student information database • Upgrading multimedia materials, equipment, and workstations • Identifying & address faculty, staff, and student training needs • Collaborated with DHS & Med Center IT	Created 5-year technology action plan & timeline that included: • Coordinating ongoing technical support specific to College needs • Optimizing functionality of hardware/software • Maintaining currency of software/maintenance agreements • Redesigning/updating College Internet and intranet Managing network issues in collaboration with • Medical Center IT • Establishing & implementing an improved web-based, student information database • Upgrading multimedia materials, equipment, and workstations • Identifying & address faculty, staff, and student training needs	The Planning Committee reviewed and updated the Hardware and Software Technology Maintenance/Replacement Plan annually, to ensure that maintenance agreements were current. The College worked with vendors and Medical Center Supply Chain Operations to maintain current contracts.

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			divisions & with various hardware and software vendors to coordinate College technology functions & Worked with vendors & Med Center Supply Chain Operations to reinstate & enforce maintenance contracts:		
8. Renew service contracts on equipment		Dean SSS-A Information Officer	• Reinstated maintenance contract for survey scanner hardware & software • Coordinated test scanner repair • Obtained installation specifications for CAMS enterprise student information systems software. • Collaborated with Scantron to resolve technical issues. Upgraded testing software	• Maintaining currency contract for survey scanner hardware & software	•During the annual review of the Hardware and Software Technology Maintenance/ Replacement plan, Planning Committee determined that the plan required integration of all maintenance agreements and equipment inventories into one comprehensive document
9. Obtain IT personnel to maintain ongoing technology support		Provost	Collaborated with Medical Center IT department to ensure functioning hardware & software	Selected, hired, & oriented College Information Officer	Objective met
I.B. Promote & enhance maintenance of operational systems & campus					
1. Develop & implement maintenance plans for Plant Management in collaboration with LAC+USC Medical Center	ACCJC: 1, 2, 3, 4 BRN: 1424	Director Ops	• Ongoing needs were met	• Ongoing needs were met	• Ongoing needs were met
2. Improve the aesthetic environment		Provost	• Collaborated with Alumni to replace missing & damaged class photos	• Collaborating with Alumni to hang additional class photos	Collaborating with Alumni to hang additional class photos
I.C. Seek acquisition of additional building space to accommodate students, staff, faculty, & DHS training					
1. Acquire additional classroom & office space		Provost Director Ops	• Acquired additional space in vacated Pediatric Clinic for Simulation Lab	• Acquired additional space in vacated Pediatric Clinic for Simulation Lab	• Utilizing acquired additional space in vacated Pediatric Clinic for Simulation Lab
2. Remodel acquired space to meet college needs		Provost Director Ops	• Drafted Simulation Lab action plan & timeline	• Remodeled space for the Simulation Lab	• Utilizing remodeled space for the Simulation Lab
I.D. Recruit, promote & retain qualified leadership, faculty, & support staff					

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1. Stabilize college leadership positions	BSC: L1, L2, L3 BRN: 1425	Provost Director Ops	• Oriented new Allied Health Director • Selected & oriented new ERC Director • Selected & oriented interim Research Director Submitted budget request to fund EDCOS dean (Nsg Dir., Ed) position	• Submitted budget request to fund EDCOS dean (Nsg Dir., Ed) position	• Submitted budget request to fund EDCOS dean (Nsg Dir., Ed) position • Opened Exam for Research Director • Opened exam for Provost item
2. Acquire items/resolve issues of classification/ compensation to meet college workload needs	DHS: G5S4-O4	Provost Director Ops	• Selected & hired 1 EDCOS & 3 SON faculty members • Promoted 1 EDCOS instructor & 3 SON instructors Submitted budget request to fund 2 support staff positions	•Submitted budget request to fund 2 support staff positions •Opened Exam for EDCOS Clinical Instructor	
3. Hire needed support staff		Divisional Deans & Directors	Developed & implemented plans to staff Library due to reassignment of LA-I	Developed & implemented plans to staff Library due to reassignment of LA-I	
4. Evaluate the revised hiring, orientation, competency, peer review, employee education, & training policies	LAC SP-09: 1.4 DHS: G3-S8	Divisional Deans	• Updated Faculty Competency policy • Updated ERC Director duty statement • Created Nursing Instructor: Skills Lab Coordinator duty statement Continued update of Nursing Instructor (NI) interview tool		
5. Submit budget requests to fund ordinance only items		Provost	Submitted budget request to fund Nsg Dir. Ed position	Submitted budget request to fund Nsg Dir. Ed position	Submitted budget request to fund Nsg Dir. Ed position
I.E. Recruit & maintain a diverse student body, faculty, & staff					
1. Continue to attend student recruitment activities in elementary, secondary academic institutions & health facilities	CV: 6, 9	Dean SSS-A Dean SON	Participated in SON recruitment activities: • Allesandro Elementary School Career Day Maria will check – Church in S. Central LA	Participated in SON recruitment activities: • Allesandro Elementary School Career Day	Participated in SON recruitment activities: • Allesandro Elementary School Career Day • Crozier Middle School • Eagle Rock High School
2. Target efforts towards faculty hiring & student enrollments reflective of LA community demographics		Dean SSS-A	Student body & faculty demographics are representative of the LA County population. BOT reviews student demographics biannually	Student body & faculty demographics are representative of the LA County population. BOT reviews student demographics biannually	Student body & faculty demographics are representative of the LA County population. BOT reviews student demographics biannually
3. Participate in Nursing Career Awareness Project through		Dean SSS-A	Participated in career awareness activities: • Allessandro Elementary School	Participated in SON recruitment activities: • Allesandro Elementary School Career Day	Participated in SON recruitment activities: • Allesandro Elementary School Career Day • Crozier Middle School

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			2013	**2014**	**2015**
LAUSD					• Eagle Rock High School

GOAL II: Promote Student Success

II.A.   Explore use of alternative teaching/learning models/methods & integrate technology in teaching & learning

1. Implement increased use of technology in teaching & learning	ACCJC: 2 LAC SP-09: 2.1 CG BSC: C4, P4 CV: 3 BRN: CCR 1426A	Dean SON Dean EDCOS Director ERC	▪ Acquired additional simulation manikin ▪ Obtained additional clinical scenarios so that both manikins can use the same scenarios at the same time & twice the number of students can use simulation to practice patient care situations	▪ Utilized additional simulation manikin ▪ Obtained additional clinical scenarios so that both manikins can use the same scenarios at the same time & twice the number of students can use simulation to practice patient care situations	▪ Utilized additional simulation manikin •Obtained additional clinical scenarios so that both manikins can use the same scenarios at the same time & twice the number of students can use simulation to practice patient care situations
2. Implement online teaching/learning through the use of LMS		Divisional Deans	Responsibility for LMS offerings reassigned from facility education divisions to DHS HR		
3. Implement & incorporate audio/visual conferencing		Dean SON	Piloted distance learning equipment for selected SON classes. Project discontinued with the grantor & BOT consent		

II.B.   Increase student retention in college programs

1. Increase the availability of clinical remediation	BSC: C4, P7-10 CV: 4	Dean SON	**SON** (3rd and 4th Semesters) implemented mandatory clinical remediation for returning students who have withdrawn or failed that included: • Skills Practice to strengthen assessment & psychomotor skills • Patient Care to strengthen clinical reasoning, and application of the nursing process in providing patient care. **EDCOS** adapted critical care clinical workshops to meet specific student cohort needs	**SON** (3rd and 4th Semesters) continue to implement mandatory clinical remediation for returning students who have withdrawn or failed that included: • Skills Practice to strengthen assessment & psychomotor skills • Patient Care to strengthen clinical reasoning, and application of the nursing process in providing patient care. **EDCOS** adapted critical care clinical workshops to meet specific student cohort needs	**SON** (3rd and 4th Semesters) continue to implement mandatory clinical remediation for returning students who have withdrawn or failed that included: • Skills Practice to strengthen assessment & psychomotor skills • Patient Care to strengthen clinical reasoning, and application of the nursing process in providing patient care. **EDCOS** adapted critical care clinical workshops to meet specific student cohort needs
2. Provide student tutoring		Divisional Deans	**SON** • Developed & implemented tutoring action plan in anticipation of loss of WDP-sponsored tutoring program • Implemented faculty tutoring in Fall semester	**SON** • Implemented faculty tutoring in spring and fall semester **EDCOS** provided tutoring as needed	**SON** • All semester are providing scheduled tutoring for students **EDCOS** provided tutoring as needed

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			2013	2014	2015
			EDCOS provided tutoring as needed		
3. Review & implement high risk student identification process & intervention		Divisional Deans	**SON** • Updated High Risk Student Remediation policy & forms • Updated Student Status Report form to include specific reasons for withdrawal Implemented early interventions to identify high risk students	**SON** Implemented early interventions to identify high risk students	**SON** Implemented early interventions to identify high risk students
4. Implement methods to improve student on time program completion		Dean EDCOS Dean SON Research Director	**SON**: • Developed & implemented retention/attrition action plan • Formed Ad Hoc committee to evaluate all tests for adherence to Test Item Analysis policy **EDCOS**: • Collaborated with nursing management to develop pre critical care program preparation methodologies • Developed EKG review class to assist RNs to successfully complete the Telemetry program **Research** conducted comparison studies to support program review & improvement	**SON**: • Implemented retention/attrition action plan • Implemented Student Success Workshop • Content expert reviewing all item test bank **EDCOS**: • Collaborated with nursing management to develop pre critical care program preparation methodologies • Developed EKG review class to assist RNs to successfully complete the Telemetry program **Research** provides data to Admission and Promotion as needed to support student progression	**SON**: • Implemented retention/attrition action plan • Implemented Student Success Workshops • Content expert reviewing all item test bank **EDCOS**: • Collaborated with nursing management to develop pre critical care program preparation methodologies • Developed EKG review class to assist RNs to successfully complete the Telemetry program **Research** provides data to Admission and Promotion as needed to support student progression
5. Revise SON admission criteria		Dean SON	Drafted & approved: • Formalized Award of Academic Credit policy Updates to Student Registration, Enrollment, & Progression policy	• Formalized Award of Academic Credit policy Updates to Student Registration, Enrollment, & Progression policy	
6. Continue to assist students in obtaining financial aid		FAA	Ongoing student support		
7. Continue with assistance to students in need that are not eligible for financial aid		FAA	Ongoing student support		
II.C. Maintain articulation (transfer credit) agreements with community colleges & BSN programs					
1. Maintain articulation agreements with other community colleges		Dean SSS-A	Maria will check re ELAC	Maria	Three agreements have been maintained but ELAC and Glendale College are due for update. The agreement with University of Phoenix is not due for update at this time. Action plan include

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					renewing the Glendale and East Los Angeles College (ELAC) agreements, establishing Articulation Agreements page on the College website and use current course equivalency log to send via email to college counselors for approval.
2. Maintain articulation agreements with BSN programs		Dean SSS-A	• Ongoing discussions with Chamberlain College Joined CSULA ADN to BSN collaborative project		
II.D. Promote DHS as an employer for degree program graduates & identify opportunities to improve retention					
1. Maintain clinical affiliation placement for nursing & other health care programs	CG-09: 3	Director AH Director Clinical Affiliations	Get 2013 stats from Doris/IE Committee	Get 2014 stats from Doris	Get 2015 stats from Doris
2. Participate in Career Day events		Dean SSS-A Dean SON	None	▪ Participated in "Meet and Greet" session with LAC+ USC Medical Center CNO and Managers	Participated in "Meet and Greet" session with LAC+ USC Medical Center CNO and Managers
3. Participate in planned DHS job fairs & established recruitment activities		Dean SON Dean SSS-A	None held	▪ Participated in "Meet and Greet" session with LAC+ USC Medical Center CNO and Managers ▪ Met with OVMC Recruiter	▪ Participated in "Meet and Greet" session with LAC+ USC Medical Center CNO and Managers
4. Continue with student & graduate tracking in regards to hiring & retention in DHS		Provost Dean SON	**DHS graduate Hiring** (as of 11/2013) Spring 2012: 45% Fall 2012: 18% **Research** • 2011-I graduate surveys: 42% response rate	**DHS graduate Hiring** Class 2013-I: 31% Class 2013-II: 73% **Research** 2012-I- graduate surveys: 14% response rate 2012-II graduate surveys: 40% response rate	**DHS graduate Hiring** Class 2014-I: 30%. Class 2014-II: 41% **Research** 2013-I graduate surveys: 40% response rate 2013-II graduate surveys: 45% response rate
5. Collaborate with Nurse Recruitment to develop & implement retention strategies		Dean SON, Dean EDCOS Dean SSS-A	Beyond College scope of responsibility		
II.E. Improve opportunities for career advancement & professional development for DHS nursing workforce					
1. Implement LMS to track professional development data	LAC SP-09: 3.1.a.1 CV: 2	Dean SSS Dean EDCOS	• Responsibility for LMS offerings reassigned from facility education divisions to DHS HR • Implemented LMS to track mandatory training		

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			2013	2014	2015
2. Implement new professional development courses & adapt existing courses to meet workforce needs		Divisional Deans	EDCOS: • Offered 234 CE and non-CE classes & programs to over 6100 DHS participants • Created and implemented new EDCOS classes: ▪ Annual Trauma Update – offered 4 times/year	EDCOS: • Offered 400 CE and non-CE classes & programs to over 7000 DHS participants • Created and implemented new EDCOS classes: ▪ Annual Trauma Update – offered 4 times/year	EDCOS: • Offered 423 CE and non-CE classes & programs to over 6483DHS participants • Created and implemented new EDCOS classes: ▪ Annual Trauma Update – offered 4 times/year
II.F. Improve the educational process & student success through SLO assessments					
1. Attain a proficient level on assessment of student learning outcomes	CV: 1, 5	Research Director	Met. See Goal V.F.2		
GOAL III: Develop Coalitions and Partnerships					
III.A. Optimize the use of DHS facilities for clinical placements					
1. Expand clinical rotations to DHS facilities	ACCJC: 2, 3 LAC SP-09: 2.4 CG BRN: CCR 1427	Dean SON	No new clinical rotations needed	No new clinical rotations needed	No new clinical rotations needed
2. Increase the number of semester levels at DHS facilities		Dean SON	SON clinical sites/semester: • I: LAC+USC, OVMC • II: LAC+USC, OVMC • III: LAC+USC, OVMC, H-UCLA, A. Hawkins, Hudson CHC • IV: LAC+USC, OVMC, H-UCLA	SON clinical sites/semester: • I: LAC+USC • II: LAC+USC, OVMC • III: LAC+USC, OVMC, H-UCLA, A. Hawkins, CHC IV: LAC+USC, OVMC, H-UCLA	SON clinical sites/semester: • I: LAC+USC • II: LAC+USC, OVMC • III: LAC+USC, OVMC, H-UCLA, A. Hawkins, CHC IV:LAC+USC, OVMC, H-UCLA
III.B. Partner with local colleges to provide additional learning opportunities					
1. Identify potential partnerships	BSC: P2, P5 DHS: G5-S6,S7	Dean SSS-A Dean SON Dean EDCOS AH Director	• Initiated participation in RN to BSN collaborative project with CSULA Distributed SC A.D.N. list serve information to CONAH/SON committees	There are presently 5 students enrolled in the first cohort that started in June 2014. The project is collaboration with other 10 colleges within the area. After graduating from CONAH, the students have 1 year to complete their BSN degrees at CSULA. The program is through extended education.	Ten students started on June 15, 2015. The project is collaboration with other 10 colleges within the area. After graduating from CONAH, the students have 1 year to complete their BSN degrees at CSULA. The program is through extended education.

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III.C. Maintain partnerships with WDP & other organizations					
1. Retrain DHS employees to fill critical vacancies in health professions within LA County	CV: 8	Provost Dean SSS-A Dean SON AH Director	WDP students enrolled in all SON semesters	WDP concluded on December 2013?	N/A
III.D. Develop & implement classes & programs in support of the Network & DHS					
1. Respond to the training needs of DHS & the Network	CG	Dean EDCOS AH Director	**EDCOS** • Skills Validation: >2400 RNs, LVNs, & NAs attended • Annual Countywide Sidewalk CPR event: >1000 laypersons • Assessment courses for Juvenile Court Health Systems • Trauma education to meet American College of Surgeons requirements • Competency videos for DHS wide use • Offered professional development classes for DHS facilities: ▪ Emergency nursing ▪ Basic & advanced adult critical care ▪ Pathophysiology	**EDCOS** • Skills Validation: >2400 RNs, LVNs, & NAs attended • Annual Countywide Sidewalk CPR event: >1000 laypersons • Assessment courses for Juvenile Court Health Systems • Trauma education to meet American College of Surgeons requirements • Competency videos for DHS wide use • Offered professional development classes for DHS facilities: ▪ Emergency nursing ▪ Basic & advanced adult critical care Pathophysiology	**EDCOS** • Skills Validation: >2400 RNs, LVNs, & NAs attended • Annual Countywide Sidewalk CPR event: >1000 laypersons • Assessment courses for Juvenile Court Health Systems • Trauma education to meet American College of Surgeons requirements • Competency videos for DHS wide use • Offered professional development classes for DHS facilities: ▪ Emergency nursing ▪ Basic & advanced adult critical care Pathophysiology
GOAL IV: Improve Financial Standing					
IV.A. Strengthen link between planning & resource allocation					
1. Increase participation of all divisions in identifying needed resources	CG BSC: F3, F4 CV: 10	Provost Deans & Directors	• Drafted new College Resource Request & Allocation policy Added Technology Maintenance & Replacement Plans standing item to Planning agenda	Utilizing the College Resource Request & Allocation policy	Utilizing the College Resource Request & Allocation policy
2. Prioritize needs for allocation of resources & optimize use of funds in a cost effective manner	LAC SP-09: 2.3	Provost Deans & Directors	Reviewed Needs Assessments & submitted annual Budget Request	Reviewed Needs Assessments & submitted annual Budget Request	Reviewed Needs Assessments & submitted annual Budget Request
3. Submit annual budget		Provost	Submitted 2014-2015 Budget Request:	Submitted 2015-2016 Budget Request:	Submitted 2016-2017 Budget Request:

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requests			• Items: 1 Nsg Dir. Ed; 2 support staff	• Items: 1 Nsg Dir. Ed; 2 support staff	Items: 1 Nsg Dir. Ed; 2 support staff
4. Review expenditure management report quarterly		Provost	Reviewed KPI Indicators report. Requested Expenditure Management presentation/ clarification	Reviewed KPI Indicators report. Requested Expenditure Management presentation/ clarification	
5. Track & benchmark college costs to increase efficiency in allocation & management of funds	LAC SP-09: 2.5	Provost	Reviewed tracking logs at Operations meetings: • On Line Requisitions Organizational Fees	Reviewed tracking logs at Operations meetings: • On Line Requisitions Organizational Fees	Reviewed tracking logs at Operations meetings: • On Line Requisitions Organizational Fees
IV.B. Seek additional funding sources & other measures to decrease reliance on County General Funds					
1. Conduct regular review & analysis of financial condition	BSC: F2 DHS: G4-S8	Provost Dean SSS-A	See IV. A	See IV. A	See IV. A
2. Increase participation in grant seeking activities		Dean SSS-A Research Director	2012-2014 OSHPD Song Brown Program grant for $100,000: Special Projects – NCLEX-RN Review Course	<mark>Any other grants</mark>	No Grants for 2015
3. Continue to seek Alumni support		Director Ops	• Alumni Assoc President attended BOT meetings • Alumni ▪ Recommended new BOT alumni representative • Provided A.M. Yates, C. Kelley, & book scholarships	• New BOT member is an Alumni representative • Provided A.M. Yates, C. Kelley, & Liddy Dye book scholarships	• Provided A.M. Yates, C. Kelley, & Liddy Dye book scholarships to 4 students
GOAL V: Enhance Institutional Reputation & Capabilities					
V.A. Maximize participation of the Board of Trustees					
1. Provide opportunities for BOT to advocate for college		Provost	BOT participated in ACCJC site visit and received commendations for: • Persistent engagement in reviewing & approving the mission, goals, & processes that affect the learning programs, financial stability, accreditation, self-evaluation development, and institutional improvement • Vigorous commitment to the mission by ensuring graduates have a quality education that enables them to become vital contributors to LAC health care institutions	BOT members: • Continue to advocate for hiring of graduates within the DHS • Advocated for the Hiring of Provost	BOT members: • Continue to advocate for hiring of graduates within the DHS • Advocated for the Hiring of Provost

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			BOT member successfully advocated for funding: • 131 new computers including student computer lab 25 new printers, pending DHS replacement plan		
2. Consult BOT members in areas of expertise		Provost	BOT members: • Advocated for successful acquisition & upgrade of technology hardware/software • Monitored & facilitated completion of Self Evaluation report & preparation for Site Visit • Participated in accreditation Site Visit interviews Edited Self Evaluation Report	BOT members: • Advocated for hiring of graduates within the DHS • Collaborated with the College Leadership in drafting Provost minimum requirements	
V.B. Strengthen leadership & support staff structure					
1. Conduct regular review of leadership & support staff structures & develop improvement plans as applicable		Provost	• Conducted assessment and redesign of governance structure to clarify linkages and streamline decision-making • Designed formalized method for evaluating effectiveness of governance structure & decision-making • Included funding for EDCOS Dean (Nsg Dir. Ed) in annual budget request	• Conducted assessment and redesign of governance structure to clarify linkages and streamline decision-making • Designed formalized method for evaluating effectiveness of governance structure & decision-making Included funding for EDCOS Dean (Nsg Dir. Ed) in annual budget request	
V.C. Participate in professional, academic, & community organizations					
1. Attend conferences to develop skills necessary to further College objectives		Provost Deans & Directors Information Officer Faculty	**EDCOS/SON** Participated actively in nursing practice & educational org. meetings: • DHS, LAC+USC, & nursing department committees • Professional conferences • Maintained certifications from various credentialing agencies **CONAH** 1 faculty member presented at international nursing conferences in Czechoslovakia and Jamaica. Dean of Administrative & Student Services attended the national conference of college	**EDCOS/SON** Participated actively in nursing practice & educational org. meetings: • DHS, LAC+USC, & nursing department committees • Professional conferences • Maintained certifications from various credentialing agencies • Dean of Administrative & Student Services attended the national conference of college registrars **FA** Remained members of CASFAA and attended	**EDCOS/SON** Participated actively in nursing practice & educational org. meetings: • DHS, LAC+USC, & nursing department committees • Professional conferences • Maintained certifications from various credentialing agencies • Dean of Administrative & Student Services attended the national conference of college registrars **FA** Remained members of CASFAA and attended

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			registrars **FA** Remained members of CASFAA and attended the Department of Education Federal Student Aid annual conference	the Department of Education Federal Student Aid annual conference	the Department of Education Federal Student Aid annual conference
2. Access benchmarks including state & national databases to improve institutional effectiveness		Provost Divisional Deans	**Research** State and national averages used to assess SON student status and achievement	**Research** State and national averages used to assess SON student status and achievement	**Research** State and national averages used to assess SON student status and achievement
3. Identify & utilize accessible governmental & private institutional services		Divisional Deans & Directors	Participated in community events: • American Heart Association walk • Volunteered at community centers: Flu clinics • USC Men's Health Fair sponsored by the Roybal Gerontology Institute LA County health fairs & safety events	Participated in community events: • American Heart Association walk • Volunteered at community centers: Flu clinics LA County health fairs & safety events	Participated in community events: • American Heart Association walk • Volunteered at community centers: Flu clinics • Students and faculty participated in 2015 Special Olympics
V.D. Implement College information systems					
1. Redesign & update team services		Research Director	Redesigned intranet site and completed data migration	Provided guidance with Intranet update	CIO maintaining the intranet
2. Establish system for updating Information on the website & intranet		Dean SSS-A Research Director Information Officer	Updated Internet & developed plans for future revisions in collaboration with DHS Web designer: • Ensured all links were functional • Updated postings: college documents, publications, site information, & faculty contact information Designated College webmasters & participated in training	• Continuously updating postings: college documents, publications, site information, & faculty contact information • College have 3 designated webmasters to manage the College website	• Continuously updating postings: college documents, publications, site information, & faculty contact information • College have 3 designated webmasters to manage the College website • Website control within the college resulted to a more efficient update of the internet site.
3. Implement online capability for improving the dissemination of information	LAC SP-09: 2.2.6	Dean SSS-A Research Director	Created College document backup & assigned individual & group folders on shared drive to eliminate faculty & staff data loss. Provided access to shared folder for document sharing	• Created College document backup & assigned individual & group folders on shared drive to eliminate faculty & staff data loss. Provided access to shared folder for document sharing	• Continuously updating postings: college documents, publications, site information, & faculty contact information • College have 3 designated webmasters to manage the College website
4. Enable student access to forms & documents.		Dean SSS-A Research Director Information Officer	Piloted posting SON semester 1 & 2 class handouts on the College website	Posted SON semester 1 & 2 class handouts on the College website	Posted SON semester 1,2, and 4 class handouts on the College website

OBJECTIVES & STRATEGIES	STANDARD	ACCOUNTABILITY	ANNUAL PROGRESS		
			2013	2014	2015
5. Track, trend, & evaluate student data for comparative studies		Divisional Deans & Directors	Tracked & used student data for program improvement: • Petition/grievances • Course completion • Academic status • Retention & attrition rates.	Tracked & used student data for program improvement: • Petition/grievances • Course completion • Academic status • Retention & attrition rates.	Tracked & used student data for program improvement: • Petition/grievances • Course completion • Academic status • Retention & attrition rates.
V.F. Maintain accreditation readiness					
1. Attain a proficient level of implementation for program review through continuous quality improvement	CG: 5 BSC: P12 CV: 7 BRN NPA 2788, CCR1421 ACCJC: 1	Provost Research Director	• Completed AY 12-13 APERs: ERC, & OES Completed College Program Review for AY 08-09, 09-10, & 10-11	• Completed AY 13-14 APERs: ERC, FA, & OES	• Completed AY 13-14 APERs: EDCOS, ERC, FA, OES and SON
2. Attain & sustain continuous quality improvement level of implementation for student learning outcomes		Provost	• EDCOS & SON program review completed ERC, FA, & OES program review completed	• EDCOS & SON program review completed ERC, FA, & OES program review completed	• EDCOS & SON program review completed ERC, FA, & OES program review completed
3. Access & follow up with ACCJC changes in accreditation expectations		Research Director Divisional Deans & Directors	Reviewed, discussed, and disseminated standards as indicated	Reviewed, discussed, and disseminated standards as indicated	Reviewed, discussed, and disseminated standards as indicated Started working on 2016 Midterm Report
4. Promote a college wide culture of evidence through data utilization for programmatic evaluation & improvements		Research Director Dean SSS-A	• IE Program Review Plan updated Data & recommendations used for program reports & improvement plans	• IE Program Review Plan updated Data & recommendations used for program reports & improvement plans	• IE Program Review Plan updated Data & recommendations used for program reports & improvement plans
5. Address all deficiencies & recommendations identified by accrediting agencies		Provost	• Accreditation reaffirmed. Initiated program improvements & Follow-Up Report for the 3 recommendations to meet standards Completed 1 of 2 recommendations to improve institutional effectiveness	• Follow-Up Report for the 3 recommendations approved by the Commission.	Worked on the 2016 Midterm Report

LEGEND:

ACCJC:	Accrediting Commission for Community & Junior Colleges	CONAH:	College of Nursing & Allied Health	LAUSD:	Los Angeles Unified School District
AH:	Allied Health	CV:	CONAH Values	LMS:	Learning Management System
BOT:	Board of Trustees	DHS:	Department of Health Services	NPA:	Nursing Practice Act
BSC:	Balance Score Card/LAC+USC Strategy Map	EDCOS:	Education Consulting Services	OES:	Office of Educational Services

LAC College of Nursing & Allied Health
Program Review
Strategic Plan 2010-2015: Evaluation

BSN:	Bachelor of Science in Nursing		ERC:	Educational Resource Center		Ops:	Operations
BRN:	Board of Registered Nursing		FAA:	Financial Aid Administrator		SON:	School Of Nursing
CG-Yr:	College Goals – Year & Goal Number		IT:	Information Technology		SSS-A:	Student Support Services Administration
CCR:	California Code of Regulations Title 16		LAC SP:	Los Angeles County Strategic Plan Goal		WDP:	Workforce Development Program

DATA SOURCES:

ACCJC Accreditation Reference Handbook
ACCJC Guide to Evaluating Institutions
Annual Program Evaluation Reports
Balance Score Card /LACUSC Strategy Map
California Board of Registered Nursing Regulations
CONAH Annual Goals

CONAH Mission, Vision, & Values
College Committee Minutes
County of Los Angeles Strategic Plan 2010
Department of Health Services Strategic Plan 2011
LACCNAH Midterm Report, 2008

Los Angeles County + USC Strategic Plan 2010
Program Student Learning Outcome Assessments
Request for Program Needs
School of Nursing Annual Reports
Strategic Plan 2005-2010 Evaluation

Orig: 8/26/09

Reviewed: 6/2/10, 11/27/12, 2/22/13, 3/12/15,