

STRATEGIC DIRECTION

4

COLLABORATION, ENGAGEMENT & RESPECT

STRATEGIC GOAL 4.1	Be collegial.
DIRECT GOAL MEASURE	Faculty, staff, and administrator responses to survey questions regarding collegiality
GOAL COORDINATOR	College Council

OBJECTIVE 4.1.1	Design and implement an initiative to systematically raise the proportion of faculty, both full-time and adjunct, staff, students and administrators involved in committees and leadership activities.
Point Person/ Group	College Council Chair
Relative Priority	High
Target Term	Initiate Actions by Fall 2014; Measure in Fall 2014 and each Spring thereafter
Measure of Progress 1	Number and proportion of individuals in each group serving on committees and participating in leadership activities
Initiators	College Council Chair
Suggested Action Steps	<ol style="list-style-type: none"> 1. Identify patterns in governance participation for faculty, staff and administrators (e.g., the proportion of individuals in each group participating, the proportion of committees with representation from each group, and the number of individual participants overall). 2. Identify barriers to participation. 3. Develop a plan to address the barriers, including practices that show the best promise of increasing representation. 4. Present the plan to the College via College Council; adjust as necessary. 5. Implement the plan. 6. Assess results annually (repeat step 1), and adjust plan as indicated

OBJECTIVE 4.1.2	Train the College community in shared governance processes.
Point Person/ Group	College Council Chair
Relative Priority	Medium
Target Term	First training by Fall 2015; then ongoing
Measure of Progress 1	Workshops with College Council; with Academic Senate; with ASO; with unions
Measure of Progress 2	Faculty, staff, and administrator responses to survey questions regarding knowledge of shared governance processes
Initiators	College Council Chair
Suggested Action Steps	<ol style="list-style-type: none"> 1. Offer workshops on the shared governance processes to College Council; to constituency groups, such as ASO, Academic Senate and unions; and to other groups as appropriate. 2. Evaluate the workshops based on responses to survey questions regarding shared governance processes and committee feedback. 3. Revise the workshops, as indicated by the results of the evaluation. 4. Repeat workshops as needed.

STRATEGIC GOAL 4.2	Eliminate organizational silos.
DIRECT GOAL MEASURE	Faculty, staff, administrator, and student responses to survey questions regarding the incidence of silos
GOAL COORDINATOR	President's Cabinet

OBJECTIVE 4.2.1	Develop and implement a plan to improve collaboration between instructional and student services departments.
Point Person/ Group	VP Academic Affairs and VP Student Services
Relative Priority	Medium
Target Term	Initiate Actions by Fall 2015; Implementation by Fall 2016; then ongoing
Measure of Progress 1	Adoption of plan by College Council and Academic Senate
Measure of Progress 2	Annual report of collaborative activities, drawn from program review documents
Initiators	VP Academic Affairs and VP Student Services
Suggested Action Steps	<ol style="list-style-type: none"> 1. Identify faculty and staff who will represent instructional and student services departments in development of a plan. 2. Identify activities that enhance communication and collaboration between instructional and student services departments. 3. Develop a plan to promote engagement in the identified activities. 4. Implement the plan. 5. Report the progress in collaboration at least annually. 6. Evaluate the effectiveness of the plan, and make improvements as needed.

STRATEGIC GOAL 4.3	Celebrate the achievements of our entire community.
GOAL COORDINATOR	Public Relations

OBJECTIVE 4.3.1	Collect and effectively disseminate information about significant achievements by campus community members.
Point Person/ Group	Public Relations
Relative Priority	Medium
Target Term	Initiate Actions by Fall 2015; then ongoing
Measure of Progress 1	Documentation of the system
Measure of Progress 2	Periodic summary report of significant achievements, disseminated campus-wide
Initiators	Public Information Officer

Suggested Action Steps	<ol style="list-style-type: none"> 1. Assess current processes for documenting significant achievements by campus community members, identifying strengths and weaknesses. 2. Refine the processes to address any weaknesses. 3. Implement the revised processes. 4. Produce a list of all achievements. 5. Seek campus feedback on the list, focusing in particular on what was left out. 6. If necessary, adjust the documentation processes to be more inclusive (based partially on the feedback). 7. Document and disseminate information about the documentation processes. 8. Devise an achievement dissemination plan and request any needed resources through Public Relations Program Review. 9. Pilot elements of the plan that do not require additional resources (e.g., large displays in public spaces like lobbies, short articles in WestWeek). 10. Evaluate the results. 11. Implement the full plan, so far as resources allow. 12. Evaluate the results, and make improvements as needed.
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STRATEGIC DIRECTION

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CONNECTIONS WITH COMMUNITIES

STRATEGIC GOAL 5.1	Forge effective alliances with local schools, organizations and individuals.
DIRECT GOAL MEASURE	List of alliances with each target group
GOAL COORDINATOR	College President

OBJECTIVE 5.1.1	Establish pathways for students at specific high schools to transition to West and succeed.
Point Person/ Group	VP of Student Services
Relative Priority	Medium
Target Term	Initiate Actions by Fall 2015; First pathways by Fall 2016; then ongoing
Measure of Progress 1	Number of students applying and enrolling from each target school
Measure of Progress 2	2a) Number of students assessed and oriented (with SEP) from each target school 2b) Student achievement milestones attained by graduates of each target school
Initiators	VP of Student Services
Suggested Action Steps	<ol style="list-style-type: none"> 1. Establish an ad hoc workgroup to identify target high schools, meet with HS counselors and clarify blockages. 2. Design an Expressway-like system for students at the target high schools to learn about West, enroll, assess, make an SEP, and register for classes. 3. Discuss the system with Student Service Council and Academic Senate; adjust as indicated. 4. Discuss the system with counselors at the target high school; adjust as indicated. 5. Pilot the system. 6. Assess results of pilot in terms of applications, enrollment, and course completion. Adjust system as indicated by assessment results. 7. Implement the system at scale. 8. Assess the system annually and adjust as needed.

OBJECTIVE 5.1.2	Establish a mentoring program for low-achieving students, drawing mentors from among community leaders and West alumni and retirees.
Point Person/ Group	Student Equity, Access and Completion Committee
Relative Priority	Low
Target Term	Initiate Actions by Fall 2016; then ongoing maintenance
Measure of Progress 1	Number of mentors identified for mentor bank
Measure of Progress 2	2a) Number of students mentored 2b) Student achievement milestones attained by mentored students
Initiators	Administrative Co-Chair of Student Equity, Access and Completion Committee
Suggested Action Steps	<ol style="list-style-type: none"> 1. Develop a plan for a mentoring program, including identifying the target student population, the scope of the intervention, the number of mentors needed, how to incentivize and evaluate them, and the size of a pilot program. 2. Pilot selected elements of the plan that do not require additional resources. 3. Evaluate the pilot and adjust the plan as indicated. 4. Implement the plan, including publicity. 5. Assess the program annually, and adjust as needed.

OBJECTIVE 5.1.3	Strengthen relationships with local cities, businesses, and residents.
Point Person/ Group	Public Relations
Relative Priority	Low
Target Term	Initiate Actions by Fall 2016; Measure Fall 2016 and yearly thereafter.
Measure of Progress 1	Number of memberships in business groups such as Chambers of Commerce
Measure of Progress 2	Number of Homeowner Association, City Council, and other meetings attended
Initiators	Public Information Officer
Suggested Action Steps	<ol style="list-style-type: none"> 1. Identify the College's organizational memberships within its service area in fiscal year 2014-15 (e.g., Culver City Chamber of Commerce). 2. Map the memberships to constituencies the College wishes to target for outreach (e.g., local businesses). 3. Inventory the meetings and community functions within the service area in which the College participates during 2014-15, including functions hosted by the College (e.g., semiannual HOA/City meetings). 4. Identify the target constituencies represented at the meetings/functions (e.g., adjoining homeowners, City officials) and what the College's attendance was intended to accomplish (e.g., build support for the College's updated facilities master plan). 5. Evaluate accomplishments resulting from these memberships and participation in these functions (e.g., community support for Facilities Master Plan SEIR addendum). 6. Identify problem areas in relationships with key constituencies. 7. Develop a plan for improving relations with those groups and enhancing accomplishments resulting from memberships and participation in functions. 8. Present plan to College governance bodies and obtain all necessary approvals. 9. Implement plan in fiscal year 2015-16. 10. Reassess results and adjust the plan as indicated.

STRATEGIC GOAL 5.2	Open the College to the world.
GOAL COORDINATOR	Dean, Sponsored Programs and Development

OBJECTIVE 5.2.1	Open students to global issues through curriculum and co-curricular activities.
Point Person/ Group	Dean, Sponsored Programs and Development
Relative Priority	Low
Target Term	Initiate Actions by Fall 2016; then ongoing
Measure of Progress 1	1a) Number of Global Studies Programs 1b) Number of students completing those programs
Measure of Progress 2	2a) Number of campus activities staged 2b) Number of participants in those campus activities 2c) Student responses to survey questions regarding their awareness of global issues
Initiators	Dean, Sponsored Programs and Development
Suggested Action Steps	<ol style="list-style-type: none"> 1. Develop full curriculum for the Global Studies Programs degrees and certificates (Asian, Middle-East, Africa, and Latin America). 2. Develop a plan to offer the degrees and certificates, including library collection development to support the curriculum. 3. Identify and hire faculty to teach in the identified geographic areas. 4. Map the Global Studies courses so that students can complete certificates and degrees within one or two years. 5. Publicize the Global Studies Programs (pages in Schedule of Classes, WLAC website). 6. Evaluate the success of the Global Studies Programs, in part based on the number of students completing the applicable degrees and certificates, and make improvements as warranted. 7. Develop a plan for campus events on global issues (e.g., exhibit in the FA Gallery, exhibits in the Library, musical performances, sponsored forums, films, food tasting event, international/global studies book collection in the library for display and book talk). 8. Pilot elements of the plan that do not require additional resources. 9. Evaluate the effectiveness of the plan activities in raising students' awareness of global issues. 10. Improve the plan as indicated and re-evaluate.