



WestWords

A bi-weekly communique from the Office of the President

ISSUE #11: July 31, 2017



Colleagues:

It's been quite a summer here at West.

- **GOODBYES** have been said to valued faculty and staff as the result of the early retirement incentive, but more departures are in our collective future for those who chose a December retirement date.
- **A NEW ORGANIZATIONAL STRUCTURE** has been implemented that focuses on integration of services to aggressively address student success goals.
- A rightful sense of pride pervades the campus because of its accomplishments in **ACHIEVING A 7% ENROLLMENT GROWTH IN 2016-2017** (thus exceeding our target of 6%) and a 38% increase in summer school, while at the same time we faced significant enrollment challenges in the District.
- Plunging headfirst into the implementation of the new **PEOPLESOFT SYSTEM**, so many of you have worked extra hours to ensure that the system meets the needs of our students (and for that you have the thanks of the entire campus).
- The tenets of **MEASURE CC** related to project evaluation and dollars available to each campus have been confirmed. You will find more information later in this newsletter.
- The interest in and commitment to **COLLEGE-TO-CAREER/INTEGRATED PATHWAYS** continues to accelerate unabated as the Governor approved a \$150 million infusion of funds into the California Community Colleges for implementation of pathways (guidelines for the use of the funds are still forthcoming).
- The College's leadership team will benefit greatly from the skills of three highly-qualified and talented **INDIVIDUALS WHO WERE SELECTED THIS SUMMER**:
 - Ms. Ara Aguiar, Vice President for Academic Affairs,
 - Dr. Roberto Gonzalez as Vice President for Student Services; and
 - Dr. Allison Tom-Miura, Dean of Adult and Continuing Education.
- **A SEARCH IS UNDERWAY FOR THE DEAN OF WORKFORCE EDUCATION**, for whom a prime responsibility will be the management and oversight of our Strong Workforce efforts.
- **A NEW DINING SERVICES CONTRACTOR**—Pacific Dining Services—will take over the Café at West and will also offer catering services to the campus as an option (but not a requirement) for campus offices.
- **OUR NEW SYSTEM CHANCELLOR, DR. ELOY ORTIZ OAKLEY**, has announced a [compelling new vision](#) for the California Community College system.

As a result, 2017-2018 is promising to be a pivotal year in the ongoing success story that is West Los Angeles College—a story made tangible by your dedication to our students and to our mission of service. Please read on to learn about other news of the summer.

Cordially,

Jim Limbaugh

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Two Events of Note During Flex Week August 21-25

MON, AUG 21 – PATHWAYS SEMINAR & LUNCH: I encourage all faculty and staff interested in the future direction of California Community Colleges to attend the special **Pathways Seminar sponsored by Academic Senate on Monday, August 21, 9 a.m.-noon, followed by lunch.**

Pathways are figuring prominently in the vision of the future espoused by Chancellor Oakley. In fact, in the aforementioned [Vision for California Community Colleges](#), the Chancellor notes that “Colleges can use the Guided Pathways framework to bring about transformational change . . . and the entire system is expected to adopt Guided Pathways over time.”

The presenter at our seminar will be Dr. Janet Fulks, professor of microbiology at Bakersfield College who has played a significant role in the development of BC’s pathways initiative as part of the California Guided Pathways project.

More information will be provided by Holly Bailey-Hofmann, President of Academic Senate, but for now please reserve Monday morning, August 21, on your calendar.

FRI, AUG 25 – PICNIC: The second event of note during Flex Week is a **Back-to-School/Thank You Picnic on Friday, August 25**, from 12 noon to 1:30 p.m. in the Fine Arts Quad. We want to take a break and say “thank you” to everyone who has worked so hard on Peoplesoft implementation, facilities improvements, IT enhancements, and multiple other projects over the summer—and to look forward to an exciting fall semester. More details will be provided as the event approaches.



Tentative Construction Schedule for TLC and Watson Center



The following details have been released regarding the **construction schedules for the Watson Center and the Teaching and Learning Center (TLC)**. Please understand that these are tentative and can be impacted by such factors as weather, availability of materials, unexpected work stoppages, etc.

Watson Center:

- Construction notice to proceed: December 2017.
- Current estimate of substantial completion: October 2018.
- Current estimate of academic occupancy: January 2019.

Teaching and Learning Center:

- Construction notice to proceed: September 2018.
- Current estimate of substantial completion: January 2020.
- Current estimate of academic occupancy: January 2020.

New Travel Guidelines from the LACCD Board of Trustees



At its July 12 meeting, the Los Angeles Community College Board of Trustees adopted a resolution stating that “Effective January 1, 2017, Assembly Bill No. 1887 of the California Legislature **prohibits any California state-funded or state-sponsored travel to states that authorize or allow authorize or allow discrimination on the basis of sexual orientation, gender identity, gender expression, same-sex relationship, or same-sex marriage.** These states to which travel is not permitted are Alabama, Kansas, Kentucky, Mississippi, North Carolina, South Dakota, Tennessee, and Texas.”

Therefore, in the aforementioned resolution, the Board further declared that “LACCD funds and resources shat not be used to fund, sponsor, or support employee or student travel to any of these states.” As a result, please be aware of these restrictions as you plan your professional development activities or your student field trips.

Projects on the President's Desk

Here's a list of the many projects/initiatives that we will strive to move ahead in the coming months in partnership with members or our leadership team and as part of the campus-wide participatory governance process.

-  Meeting West's self-identified **ENROLLMENT TARGET OF 4%** annualized growth for 2017-2018
-  Holding the campus consultations necessary to develop our **MEASURE CC BOND PROPOSAL** (including updating our facilities master plan to provide a foundation for said proposal)
-  Implementing, through Academic Senate, **THE ACADEMIC PROGRAM VIABILITY PROCESS** as an important component of building "centers of excellence" and as part of the Measure CC process
-  Establishing **A STABLE FOUNDATION** for our Strong Workforce initiative
-  Introducing and implementing a cohesive, inclusive **PATHWAYS** environment
-  Expanding and refining our program in **ADULT AND NON-CREDIT EDUCATION**
-  Exploring the concept of **WRAPAROUND SERVICES** as a key component to our commitment to becoming a college that demonstrates its commitment to social justice
-  Improving and re-defining **BASIC SKILLS EDUCATION**, both in terms of approach and outcomes
-  Building on a positive environment to **EXPAND COMMUNITY OUTREACH** and to capitalize on community interest in West
-  Broadening the scope and depth of **PROFESSIONAL DEVELOPMENT** for both faculty and staff
-  Embarking on the "shakedown cruise" of **NEW ORGANIZATION CHART** and the attendant evaluation of same as per our ACCJC recommendation (including engaging in IEPI fact-finding tours to evaluate campus structures)
-  Supporting Academic Senate review of academic program structure as the final component of our **ORGANIZATIONAL RE-STRUCTURING**
-  Completing the full and successful **IMPLEMENTATION OF PEOPLESOFT**

West's Pre-Apprenticeship Program in Aerospace Engineering First of its Kind in the State

In partnership with the South Bay Workforce Investment Board (SBWIB), West Los Angeles College has established the Aero-Flex Pre-Apprenticeship Program in Aerospace Engineering, formed with two major objectives in mind:

1. To develop an employer-driven pre-apprenticeship framework that meets the workforce development needs common to its industry partners and
2. To provide a customized layer to allow each employer to design ("flex") its own program within the framework.

Other partners in this initiative include Northrop Grumman and El Camino College.

According to the SBWIB, this is the first pre-apprenticeship program in the field of aerospace engineering in the State and most likely in the country. Our thanks go to former Vice President of Workforce Education Mark Pracher, whose vision contributed significantly to bringing this program to fruition; and to Barry Sloan, who is providing the campus leadership for the process of implementation.

Moving Forward on Measure CC

The remainder of this newsletter is dedicated to Measure CC. The attached Status Report will be the first of several communications to the campus to keep you abreast of the progress of our Measure CC projects.



MEASURE CC Consultation/Deliberation Process

Status Report #1 | August 2, 2017



West is slated to receive approximately \$87.85 million through Measure CC for projects that fall into categories including repair of facilities and preparing students for jobs and transfer. Our goal is to have all campus consultations regarding our proposed projects completed and a consensus agreement in hand by early spring 2018. The following outlines initial steps underway and is the first in a series of updates that will be provided to the campus community.

1. A **one-paragraph statement summarizing West's project under Measure CC** has been submitted to the Facilities and Master Planning Oversight Committee of the Board of Trustees, thus making it part of public records:

Heldman Learning Resource Center (HLRC) Replacement. A multiple-purpose four/five-story building that will house flexible classroom space to meet the instructional needs of our health sciences programs (including dental hygiene, the only baccalaureate degree in the LACCD) as well as to provide an IT data center, learning resources center, and student support offices (including a student union). This construction will replace, cumulatively, 19 structures and will result in a net reduction of approximately 58,000 gross square feet. [Please note: The 19 structures cited are all buildings on campus that are colloquially considered "bungalows" or "temporary construction." JML]
2. To complete the project as presented, the **following buildings will be demolished**: all bungalows, Science Center, Greenhouse, Career Education A & B, and the Heldman Learning Resource Center.
3. **Framework for project approvals** has been confirmed by Chancellor Rodriguez as of July 19, 2017 and as detailed in documents distributed previously to Cabinet and leadership of Academic Senate and College Council (additional copies are available on request to any member of the West community):
 - a. Four categories of consideration of individual campus projects (growth in instructional space; modernization of instructional space; support services [the "whole campus concept"], and support services [operational]);
 - b. Projects to be clearly aligned with consideration of Educational Master Plan (see Attachment 1), Facilities Master Plan, and calculations related to growth (both institutional and programmatic), Facilities Condition Index of the buildings identified for demolition, capacity load ratios, and net change in square footage;
 - c. Clear support of campus stakeholders, with evidence of transparency in discussion with campus constituencies;
 - d. Mandate that all remaining bungalows must be demolished; and
 - e. Alignment with ballot language: *"To repair local community colleges/ prepare students/veterans for jobs/ university transfer by upgrading vocational/ career education for veterans, firefighters, paramedics nurses/ police, removing lead paint/ asbestos, upgrading campus safety/ security systems, technology, handicapped accessibility/ earthquake safety, repairing deteriorating gas, water/ sewer lines, acquiring, constructing, repairing facilities, sites/ equipment..."*
4. Under the framework as approved, **West is slated to receive approximately \$87.85 million**. However, this is an estimate only and will be adjusted as the process of review and disbursement is further refined.
5. West will be **updating its facilities master plan** beginning this fall—a requirement placed on all nine campuses, with funding coming from Measure CC.
6. **Alignment with West's Educational Master Plan** will be a key component of the evaluation. Attachment 1 details said alignment, the result of a previous evaluation meeting with key campus individuals involved with writing and evaluating our educational master plan.
7. Preliminary campus discussions with leadership have revealed **a list of common concerns/goals** for the HLRC that will require further campus consultation:
 - a. Four-to-five-story building that includes meeting rooms on the top floor (based on an oft-repeated request to maintain the views currently afforded by HLRC's fourth floor);

- b. A library/learning resource center that is reflective of current best practices in the discipline;
- c. Classrooms that feature flexible learning spaces, possibly extending to outdoor areas;
- d. Classrooms configured to meet the specific needs of Health Science disciplines;
- e. Administrative offices;
- f. Student gathering space (to respond to the “common campus concept”);
- g. Maintaining the name (Heldman) in honor of West’s first president.

8. *Immediate next steps*

- a. We must first confirm the roster of offices/units affected by the demolition as noted in #2 above. A preliminary listing is presented in Attachment 2. Please review closely and let me know of any entities I may have inadvertently omitted.
 - b. Next, we will create an inventory of space needed/desired by the affected entities presented in Attachment 2. Your respective vice presidents will be responsible to collect information from offices under their jurisdiction so that we have a comprehensive overview of space requirements. More information on this process is forthcoming.
 - c. As a third immediate step, we will establish a schedule of campus review and consultation throughout the fall semester to provide ample opportunity for input into the design and configuration of the building as we wish to present it to the Board of Trustees. I will be partnering with campus leadership, including President’s Cabinet, College Council, and Academic Senate, to form a comprehensive itinerary of public forums.
9. The *goal for the fall semester* is to have all campus consultations completed and a consensus agreement in hand by early spring 2018 so that next-level discussions can occur regarding data needs, etc. A schedule for presentations by each campus to the Board has not yet been determined or announced.

Other Options to Consider

The use of other facilities on campus must be part of the overall discussion about space optimization, because it is important to show that we are maximizing our existing facilities due to a perception that we are overbuilt because 40% of our enrollment is on-line (this is one reason why our statement about the new building includes a commitment to reduction of square footage). Therefore, the following concepts, as well as other ideas, should be considered as part of the campus-wide discussion.

- a. It is possible that a decision about the District property located at 10100 Jefferson Boulevard (on the corner of College Boulevard) can come as early as this fall. In the current plan, the College has 15,000 square feet assigned to it in a yet-to-be-fully-developed format (10,000 SF for prop storage for our film production program and 5,000 SF whose use has not been identified). I believe that West needs a face on one of Culver City’s busiest streets; therefore, moving Westside Extension to that location would provide such a visual and operational presence. If that is the case, then a significant portion of the first floor of the new Teaching and Learning Center (where Westside Extension is currently slated to move) would be available for other uses.
- b. Remodel the Fine Arts Complex to include both classrooms and student support spaces. We have confirmed that funding for this project will be included in the scope documents for Measure CC.

JML: August 2, 2017

ATTACHMENT 1**Alignment of Measure CC Projects with WLAC Educational Master Plan***The new HLRC will support the following Strategic Directions, Strategic Goals, and Objectives.*

Strategic Direction 1: Dedication to Learning	
Strategic Goals	Objectives
1.1 Improve student achievement, both overall and among historically lower-achieving groups.	1.1.2 Strengthen the effectiveness and coverage of the tutoring program. 1.1.4 Create a Math Lab.
1.2 Create a culture in which faculty develop and apply expertise in proven, effective learner-centered teaching strategies.	1.2.1 Offer and incentivize ongoing training in proven, effective learner-centered teaching strategies (e.g., RA, FELI). 1.2.3 Facilitate forums for dialogue on newly developed and implemented learning/teaching strategies.
1.4 Inspire and increase the rate of faculty, staff, and administrators' involvement in professional learning activities.	1.4.1 Establish an exemplary professional learning program.

Strategic Direction 2: Culture of Continuous Improvement	
Strategic Goals	Objectives
2.2 Systematize the evaluation and improvement of West's effectiveness, focusing on planning and resource allocation processes	2.2.1 Establish and promote a systematic, evidence-based process for proposing, developing, implementing, evaluating and sustaining programs.
2.4 Enhance and maintain facilities and technology to promote effective teaching and learning.	2.4.1 Ensure that modifications of facilities optimize flexibility of use and build in appropriate technologies. 2.4.2 Enhance the safety and cleanliness of the learning and teaching environment. 2.4.3 Expand the use of up-to-date technology for teaching and learning. 2.4.4 Promote student engagement in campus life through creation and/or enhancement of inviting spaces.

Strategic Direction 3: Programs and Services Responsive to Student Needs	
Strategic Goals	Objectives
3.2 Develop and implement systematic services to help at-risk students identify goals early in their programs of study and to progress towards them.	3.2.1 Improve pre-enrollment services targeted to potential at-risk students. 3.2.2 Enhance services to improve the retention and success rates of Black/African American and Hispanic/Latino students.
3.3 Prepare students to enter a competitive workforce.	3.3.1 Develop a career and job placement center. 3.3.5 Create baccalaureate programs where feasible.

Strategic Direction 4: Collaboration, Engagement, and Respect	
Strategic Goals	Objectives
4.2 Eliminate organizational silos.	4.2.1 Develop and implement a plan to improve collaboration between instructional and student services departments.

ATTACHMENT 2

Preliminary Roster of Offices/Units Affected by Demolition of Bungalows, Science Center, Career Center, and HLRC

DRAFT ONLY: If an office/function is missing, please contact Dr. Limbaugh so that this roster can be updated.

Bungalows	HLRC
ASO	Learning Skills Center
Health Center	Tutoring
Data Center	Math Lab
Year Up	Writing Lab
Black Scholars	Library
TRiO: Talent Search	Administrative Offices (Library, LS, etc.)
TRiO: Upward Bound Math/Science	Dean, Teaching and Learning
TRiO: Educational Opportunity Center	Digital Design Studio
TRiO: Student Support Services	Instructional Media Support
Reprographics	Distance Education
Convenience Store	Meeting Rooms
AFT Faculty Guild President	Employee Training Room
Food Pantry	Black Box Theater
International Student Hub	Professional Learning Hub
Mailroom	Library Instruction Room
Adjunct faculty offices	Video Conference Room
Classrooms	
CalWORKS/GAIN	
U.S. Postal Service	
Career Education Building	Science Center
Paralegal (<i>moving to TLC</i>)	Adult/Continuing Education
Business (<i>moving to TLC</i>)	Health Sciences classrooms
Computer Science (<i>moving to TLC</i>)	Laboratory/Classroom (Anthropology)
Faculty: Dental/Medical Assisting	
Academic Affairs/Academic Deans and staff	
Institutional Effectiveness	
Public Relations and Graphic Design	
Vice President Student Affairs	
Academic Senate	
Associate Dean Contract Education	
Meeting room	
Employee break room	
Classrooms	