West Los Angeles College Leadership Retreat

Facilitator: Steve Siegel, Triunfo Institute

The leadership retreat was held at the Harbor House Marina, Marina del Rey, CA and was well attended.

Welcome -
President Quiambao welcomed the leaders of the college and expressed his gratitude to their continued efforts to implement the master plan. He also gave the purpose of the retreat, which is to make WLAC a premier college and this retreat is to help us focus on

- Fran Leonard, gave an overview of the of the 2003-2004 Leadership Retreat and .......

- Each vice president gave a presentation on the status of the college master plan and the goals and projections for 2004-2005.

Steve Siegel, was the facilitator. He began with a discussion on what we felt was already working and build from that.....

For instance

**PARKING LOT**

* Narrow the mission statement
Stopping staff while doing priority job to divert them for a job we need done.

Recommend English Prerequisite /Advisory Get students into the idea

of going through a sequence of courses.

For non-math and English courses.

Develop agreement with administration to avoid negative impact on FTES goals.

Market to students curriculum sequences.

10 red stickers, 3 blue stickers, 7 green stickers.
**Group 5**
We want to have pride in our college in terms of teacher/student relationships.

Pride In:
Quality instruction/high class standards. Clean environment

Enhance Transfer to 4-year institutions.
Encourage a personal development class.
Workshops EOPS
Newspaper/website (communication)
Personal Orientation
Continuity in counseling

**IMPLEMENT MANDATORY FRESHMAN YEAR PROGRAM**

Increase outreach marketing
Student web Portal
Curriculum sequencing
Include clubs in orientation
Include club rush/Pro-active
Promoting co-curricular activities
Marketing-Increased enrollment
   - Increase outreach
Programs for freshman year implement

Better faculty care and concern for student success.

1) Enhanced reach function.
2) Personnel and structure
3) Class visits responding services to student’s ASO news letters and technology.
4) Enrollment management to insure target enrollment and 2-year schedule ensure student success to transfer.
5) Training tech and software i.e. e-mail phone, files.
6) Student center-plans strategies revitalize Pavilion designated areas.
7) AD’s in high school newspaper to market the college.
8) Hand deliver schedules to target locations.
Evaluating the Mission and Values of the College

What forces pushing TOWARD student success and what forces are pushing against it. (Group synopsis below)

**Group 1**

<table>
<thead>
<tr>
<th>ENERGY</th>
<th>TOWARD</th>
<th>AGAINST</th>
<th>MINIMIZE</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Fundraising</em></td>
<td><em>Counseling</em></td>
<td><em>Budget deficit</em></td>
<td><em>Disciplinary Action</em></td>
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<tr>
<td><em>Team Building</em></td>
<td>Transfer Center</td>
<td>Resistance to Change</td>
<td>Establishing Clear Standard</td>
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<tr>
<td>Recognition</td>
<td>EOP/P.D. Classes</td>
<td>Poor Public Image</td>
<td>Marketing</td>
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<tr>
<td>Capitalize on</td>
<td>DSP&amp;S</td>
<td>Lack of Accountability</td>
<td>Staff Development</td>
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<tr>
<td>Student involvement</td>
<td></td>
<td></td>
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<tr>
<td>Stakeholders buy-in</td>
<td>TRIO</td>
<td>Low Expectations</td>
<td></td>
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<tr>
<td>Utilize Alumni</td>
<td>CalWorks</td>
<td>Apathy</td>
<td></td>
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<td></td>
<td>Title 3</td>
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<tr>
<td></td>
<td>Matriculation</td>
<td></td>
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<td></td>
<td>Tutoring</td>
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**Group 2**

<table>
<thead>
<tr>
<th>Energy</th>
<th>Toward</th>
<th>Against</th>
<th>Minimize</th>
</tr>
</thead>
<tbody>
<tr>
<td>Committee Structure</td>
<td>More Faculty</td>
<td>Disjointed</td>
<td>website</td>
</tr>
<tr>
<td>Students</td>
<td>Written Documentation</td>
<td>No evaluation of what is working</td>
<td>More follow through</td>
</tr>
<tr>
<td>EOP/Care</td>
<td>More effective meetings</td>
<td>Lack of resources/communication</td>
<td>Action</td>
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<td></td>
<td>Follow Through</td>
<td>Limited services</td>
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**Group 3**

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<thead>
<tr>
<th>ENERGY</th>
<th>TOWARD</th>
<th>AGAINST</th>
<th>MINIMIZE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market and Mandate</td>
<td>Pd classes</td>
<td>Budget</td>
<td>Rules more staff</td>
</tr>
<tr>
<td>Effective plant Mandate</td>
<td>Sequencing</td>
<td>Proper Planning</td>
<td>Cross discipline</td>
</tr>
<tr>
<td>Lobby</td>
<td>Financial Aid</td>
<td>Legislation lack of knowledge &amp; info to structure pride</td>
<td>neg. press/mini mize</td>
</tr>
<tr>
<td>Collaboration w/ other depts</td>
<td>Tutoring</td>
<td>Budget &amp; not enough qualified Self registered tutors</td>
<td></td>
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<tr>
<td>Partnership w/ staff facts adopt area students</td>
<td>Security/safety</td>
<td>inadequate media</td>
<td></td>
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<tr>
<td>Mandatory process</td>
<td>Aesthetics of campus</td>
<td>Lack of adequate personnel student pick up participation</td>
<td></td>
</tr>
<tr>
<td>*Partnership/Implement Regularly Scheduled</td>
<td>Assessment/Matric.</td>
<td>Fac. &amp; admin support</td>
<td></td>
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<tr>
<td>*Website cross dept. comm.</td>
<td>Extra Curricular</td>
<td>None Avail.</td>
<td></td>
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<tr>
<td>Communications</td>
<td></td>
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**Reception Table Group:**

<table>
<thead>
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<tbody>
<tr>
<td>Good Programs</td>
<td>Personal Agendas</td>
<td></td>
<td>Implement the final goal</td>
</tr>
<tr>
<td>New Facilities</td>
<td>Favoritism</td>
<td></td>
<td>Tangible rewards/incentives</td>
</tr>
<tr>
<td>Campus Environment</td>
<td>Stagnation</td>
<td></td>
<td>Develop a “real” active shared governance</td>
</tr>
<tr>
<td></td>
<td>Lack of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Group 5</td>
<td>ENERGY</td>
<td>TOWARD</td>
<td>AGAINST</td>
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<tr>
<td>---------</td>
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<tr>
<td>College Adm. support of academic standards</td>
<td>Committed Faculty</td>
<td>Non Uniform inconsistent academic standards</td>
<td>-Develop code of Academic Honesty</td>
</tr>
<tr>
<td>Faculty buy in of rigorous Standards</td>
<td>Administration</td>
<td>Resistance to change</td>
<td>-Promote academic standards at adjunction orientation in Fall</td>
</tr>
<tr>
<td>-Staff</td>
<td></td>
<td>Epidemic Plagiarism</td>
<td>-Increase human resources</td>
</tr>
<tr>
<td>Student Demand for course increasing</td>
<td>Insufficient funding</td>
<td></td>
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<tr>
<td>High academic standards among many faculty</td>
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<thead>
<tr>
<th>Group 6</th>
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<th>TOWARD</th>
<th>AGAINST</th>
<th>MINIMIZE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Web Portal</td>
<td>College committees</td>
<td>apathy</td>
<td>Consolidate committees</td>
<td></td>
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<tr>
<td>Intranet</td>
<td>skills</td>
<td>Under staffing</td>
<td>Stream line reg. And enrollment with technology</td>
<td></td>
</tr>
<tr>
<td>Pay on line for classes newspaper Club rush</td>
<td>Shared governance ASO New Technology</td>
<td>Hrly faculty budget</td>
<td>Survey and feedback from alumni</td>
<td></td>
</tr>
<tr>
<td>Transfer honors</td>
<td>AC</td>
<td>bureaucracy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recognition of faculty Increase college wide activities advertising</td>
<td>Nature of student body</td>
<td></td>
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Making Participatory (Shared) Governance More Effective

After the leadership of the college discussed and reviewed the mission and values of the College, the following areas of concern became the highest priority:

2004-2005 College Goals:
1. Developing a Student Center
2. Create an Environment where Faculty Care and have Genuine Concern for Students
3. Create more extracurricular activities for students
4. Improve curriculum sequencing where students can have continuity with their class schedule
5. Improve communication via newspaper and website
6. Improve quality instruction (high standards)
7. Incorporate technology into the college infrastructure to optimize student success and institutional effectiveness

Activity #1 Shared Governance Committee chairs identify goals, successes, and lessons learned.

COMMITTEES

Following are the committees that were clustered together to identify specific actions that they would implement to support the seven college goals.
1. Program Review
Committee Chairs: C. Froloff and F. Leonard

Committee Goals:
- Quality instruction and services
- Technology Communication
- Curriculum Sequencing

Action Items to Meet College Goals
- Develop Instrument for Administrative Services - July
- Communication Workshop- Academic Affairs
- August 17th - Div. Chairs
- Curriculum Sequencing
- Intro. Combined Program Review Rev. and unit plan instrument

- Workshop- Administration and Student Services
- Sept.-Late
- Report findings to planning Comm. And academic senate for English, ESL and Dental Hygiene- Late Sept
- Commendations and Recommendations
- Annual Review of instruments- to incorporate input for improvement

Work Environment

Chair: Elizabeth Jordan

Action Items to Meet College Goals:
- Develop and publish campus wide standards of maintenance: classrooms, outside of buildings.
- Elizabeth and Lloyd- work with emergency preparedness and plant facilities.
- This will help with campus pride have accountability campus wide
- ID areas on campus where students can hold outside extra curricular activities- Work with ASO and Administration to build trust
- Technology in classroom- More access
- Identify where students, faculty, staff can go to voice concerns regarding work environment.

Marketing
Action Items to Meet College Goals:
• Goals for student center not App. for Marketing Committee
• Faculty Care/Concern
  • At first Flex Meeting, help faculty understand their roles as PR people for the campus, i.e. by treating students with respect and concern. Senate, Flex Chair, Academic Affairs, Fall Semester
• Extra Curricular Activities free opportunity for students to market their clubs, student government etc.

College Planning

Action Items to Meet College Goals:
• Identify the goals the college agrees to implement next year (based upon retreat)
• Assist the leadership of these areas in developing a clear plan that includes SMART goals and ensures that all areas impacted get involved and provide input (sign off. And marketing committee, etc.)
• Assure that there are adequate resources. Have a month status report.

Technology Committee

Action Items to Meet College Goals:
• Student Portal Website
  • Content and
  • ASO Oversee
• Newspaper
• Ongoing activity
• Student feedback
• Surveys
• Announcement
• WLac college Announcements
• Requirements
• Small server
• 3 months development
• ½ time staff person
• 1 student assistant
• full time
• **Accreditation (College Self-Study)**

• **Chair:**
  - Steering Committee: G. Walton, J. Sweeney, J. Lynch

• **Goals of the Committee:**
  - Iterate the goals of the college
  - Implement the Master Plan
  - Admin-Faculty-Physical Plant
  - Student Learning Outcome (SLO)
  - Class - Department
  - Course - College
  - Quality Instruction
  - Curriculum Sequencing

• **Committees:**
  - Research where we are;
  - “where we need to be.”

• **Timeline**
  - 3/05 Data Collected
  - 3/06 Presentation

• **College Coordinating Council**

  - The Decision
  - Request for input
  - Classified
  - Administration
  - Input
  - Student / ASO
  - A.F.T.
  - Faculty Senate
  - Committees
  - Issues
• Explain shared Governance process with College Community Constituents thru workshops and brochures, student and staff orientations.

2) Communicate issues and Decisions to the college community thru website link, newsletter, and minutes.

3) Implement goals in Fall 2004.

**Staff Development**

Margot Michels, Sheila Williams

Goals
1) Develop and promote

2) ID areas of training and development.

3) Share talents and expertise (workshops, seminars, etc.)

4) Recognition

Smart Goals
1) Ice Cream Social  
   (Beginning of year)

2) Division Workshops student outreach and faculty/student inter-change (fall semester)

3) Active website= Communication

4) Via training in effective strategies for classroom instruction.

5) Encourage conference attendance and reports to campus.

**Transfer Center**

*Action Items to Meet College Goals:*

• Develop research agenda on persistence retention related to basic skills and prerequisites- Chairs of B.S., Transfer, matriculation comm.

• Have joint meeting of BS, Transfer and matriculation comm. To deter responsibility for action plans
- Tony Gamble/Paul Stansbury
- Sept 2004

- Provide written plans
  - Minutes of committee chairs to be distributed
  - Develop technology method to record minutes/plans be distributed on website.

Registration Committee (i.e. Assessment, ASO, Business Office, Financial aid)

Action Items to Meet College Goals:

- **Goals**
  - Improve/Personalize Orientation
  - Work in conjunction with the Academic senate to improve Curriculum sequences.
- **Technology/Calendar**

Budget Committee

Action Items to Meet College Goals:

Goals: Quality Instruction

- **Goals: Technology**
  - Research outside resources to implement technology plan.
- **Goals: Extra Curricular activities**
- **Goals: Student Center**
  - Support an upgrade student center for West LA students by end of Fall semester
- **Goals: Communication**
  - Provide funding to implement ASO newspaper and update college website by spring '05
- **Goals: Faculty care/concern for students**
- Identify outside funding for recognition program.
- **Goals: Student Center**
- -Identify project-Amy
- -Funding sources-Isabella
- -Develop timeline- Lee Felthoven
These are the recommended clustered committees:

- College Planning/Program Review
- Basic Skills/Transfer/Retention and Success