

West Los Angeles College

4th Annual Leadership Retreat

Report

The 4th Annual Leadership Retreat was held Friday, June 3, 2005, at the Marina Del Rye Hotel, Marina Del Rye, and California. Dr. Kikanza Nuri Robins was the facilitator. This year the layout plan was focused on the governance structure of the college. Fifty-three of the college leaders attended the retreat.

The following areas were action-packed during the day:

- Shared governance structure
- Definition of AB1725
- Working styles (contributing with our strengths)
- Relationship of Planning to Accreditation
- 2005 Goals and Accomplishments
- Integrating Student Learning Outcomes (SLOs)
- Relating WASC Standards to SLO and West's
- Mission
- Prioritizing Action Items
- Relationship of SLO to WASC Standard to Action Items
- Goals for 2006-2007
- Plan of Implementation

Note: A Resource Data Book was developed for the college leaders to utilize with their divisions, refer to college resources, and update accordingly. (See attached index)

Shared Governance

Proposal:

1. An Ad Hoc Committee to consolidate the 9 “effective governance” agreements into one. (To be completed within the next 30 days – by 4th of July)
2. An Ad Hoc Committee to decide the process for ratifying the recommendation of committee #1. (To be completed within the next 30 days – by 4th of July)

Comments

- Create a timeline
- The campus as a whole should make the decision
- Members of #1 will take docs to constituents
- President and academic senate co-chair committees and present recommendations at Flex Day
- All nine agreements need to be available

President's Decision

The body has voted that Frank will appoint the one ad hoc team divided by two teams and complete their work by July 10th.

Have different people on two separate committees represented by their constituents. All names will be publicized. Work is to be completed by July 10th.

1. An Ad Hoc committee to consolidate the 9 “effective governance” agreements into one. (To be completed by 10th of July)
2. An Ad Hoc committee to decide the process for ratifying the recommendation of committee #1. (To be completed by 10th of July)

Relationship of Planning to Accreditation

Prioritize Action Items

Standard 1

- Revisit the college’s mission statement at 2005 leadership retreat
- Continue developing specific SLOs through all discipline programs services
- Evaluate the findings from Spring ‘05/Fall ’05 in terms of measuring the effectiveness of student learning
- Clarify the distinction between charges/functions of the CCC and those of CPC.
- Work with college researcher to ensure that each area of the college focuses on how to incorporate SLO measures into Program Review and Unit Plans
- Identify programs that are no longer viable (Program Viability)
- Include measures to assess effectiveness
- The college needs to continue to orient every segment of the college that engages in Program Review and Unit Plans to the college’s SLOs.
- The college will review the budget prioritizing process to ensure smoother implementation of the college’s identified goals.
- The college needs to address concerns about redundancies in committees and the convoluted shared governance process.
- After the institutional SLOs have been sunshine to key constituencies for their review, the CPC will develop ways to measure these SLOs to better determine how well WEST LA College support student learning.

Standard 2A

- Instructional Programs
- Update Course Outlines
 - Systems to identify old outlines
 - Include SLOs/prerequisites
 - Workshops
 - Liaison with UC/CSU
- Establish SLOs in all classes and develop assessment to measure this learning
- Establish Program SLOs for all divisions
- Develop “Assessment”
 - Framework
 - Course, program, institution
 - Use pass rate data to verify this learning

Standard 2B -

- Discuss Assessment
- Develop Research Plan
- Hire additional counselors
- Hire staff for Disabled Student Program
- Request state funding for EOPS Program
- Increase staff for Financial Aid
- Plan for expansion of Health Center
- Transfer Director
- Student Services catalog review
- On Line Assessment

Standard 2C

- Repair book detection system in Library
- Tutoring incorporate SLOs in new course outlines ; all learning skills courses will be updated in 2005/06 with new SLOs
- Supply budget for maintenance and operation of cameras
- Work with administration to restore hourly librarian budget to restore library hours in evening, Fridays and Saturdays. (and tutoring budget)
- Work with College Researcher to track students taking library science courses to determine whether they contribute to academic success.

Standard 3A - Human Resources

- Employee Evaluations:
- Establish a system for monitoring and tracking employee evaluations (accountability system)

Standard 3B – Physical Resources

- Replacement of HLRC-Chiller and cooling tower (Dead AC)
- Office and storage space utilization
- Vending machine miser to save energy costs

Standard 3C - Technology Resources

- Establish a Director of Information Technology, organizational hierarchy, and protocol for technology requests.

Standard 3D – Financial Resources

- Evaluate major committees
- Consolidate/reduce number of committees
- Create options to generate sufficient FTEs to provide full revenue allocation

Standard 4

- Streamline and clarify governance structures and processes (12)
- Consolidate the nine shared governance agreements. (8)
- Keep written minutes and disseminate them which must reflect membership participation.
- Recommendations are put forward for Presidential decision and implementation.
- Develop an evaluation mechanism to give feedback on the governance and decision making structure and processes.

Evaluation Report:

How would you rate the leadership retreat overall?

Poor (0) 1(1) 2(3) 3(8) 4(12) Excellent - 11

What did you like about the retreat?

- Facilitator (5)
- Sharing goals for college
- Decision making & Self-empowerment
- The way the subject was kept in course without repeating itself
- Pointing out the college penchant for endless, on going discussion misted of action
- Getting unanimous content to make decisions on a strict timeline
- The Facilitator keeps us focus
- The Shared Governance section
- Hopefully made some progress or Shared governance
- The listing of accomplishments for this academe
- Finally discussing pertinent issues with a neutral mediator
- Action
 - *A) List of 04-05 accomplishments B) Handouts C) Social Styles*
- New Participants to the dialogue
- Location/Goal setting process
- One of the best yet!
- Location; Meeting of Allan Hansen and Jim Lynch
- Excellent presenter. Presenter did not let people get off topic.
- Focus on getting some decisions
- Focused facilitating; working with colleagues to get things done from across the college.
- Moderator was exceptionally good!
- Independent agent leading the group
- Well organized; excellent Facilitator
- Clarification of the governing process
- Facilitator; She pegged us!
- The discussion & guidance from Kikanza
- Progress was made
- Food
- The Facilitator and Shared Governance
- The open discussion of ideas
- Made decision to consolidate committees & re-structure shared governance.

Were your expectations of the retreat met?

Yes- 31 No- 5

How can we improve?

- Keep on like today.
- Go back and do the work joyfully and working together w/ mutual respect for each other.
- Have her meet with us next year.
- Trust and collaboration

- This retreat was better than last year because there was someone stopping us from repeating ourselves.
- Continue this process
- Following through our plans & goals
- This was a good start
- Eliminate conflict between AFT and Senate
- Allow Planning to come up with goals based on unit plans, accreditation & program to present at retreat.
- Adopt the written recommendation of the AFT/Academic Senate Leadership about the College Planning Committee presenting a comprehensive planning proposal for next academic year. Also evaluate the goals before we attend the retreat.
- More Brainstorming in different areas.
- Communication and trust.
- Emphasize “Next Step” action so we return the benefits of the retreat.
- Goal setting for the college
- Situational examples of how this applies to individual work place
- Use our planning cycle- meet deadline on decisions
- More work on how to assess effectiveness based on evidence
- Have more retreat
- Not the typical WLAC party!!! Great
- Limit the number of topics
- Follow up
- Further address problems/ needed more time
- More in advance input into the agenda to establish priorities and a structure that supports progress toward specific objective.

How would you rate the facilitator?

Poor 0

1-0

2- 1

3- 5

4- 14

Excellent- 17

What topic was most valuable?

- Facilitator keeping us on track
- Decision making
- Keep us in unity
- College culture of non-decision making
- The new action items
- Trust and excellence
- Goal setting
- All of the items were!
- How we as a college subvert ourselves in making decision. How to see this and address it.
- Goals for 2 years

- Shared Governance (5)
- Trust; Styles, AB, 725 and the need to restructure the 9 campus agreements.
- SLOs (3)
- Facilitator
- Setting master plan (but no conclusive ending)
- Personality/ interaction styles
- Relationship of planning to accreditation
- The college goals 2006/07
- Creating goals but should have been addressed in morning when there is more college representation.
- Work place styles – Fun and revealing
- Prioritization
- Order

How would you rate the facility?

Poor- 0

1- 0

2- 1

3- 5

4- 21

Excellent- 10

How would you rate the food?

Poor- 0

1- 1 (Less carbohydrates)

2- 6

3- 12

4- 8

Excellent- 7

Comments:

- Keep up the good work
- Definitely worth
- The facilitator was great , but sounded like the person was running out of “source” to deal with the group
- Great job
- Same as above
- Pay Kikanza to come back – she was a great facilitator!
- Change is good – But difficult for WLAC
- Good job – many thanks.
- More info on why we are doing what are doing @ the retreat.
- Find a way to consolidate committee.
- Hard show!
- We need to receive a summary of the day’s discussion/ agreements.
- Dr. Robins *Advice was very instructive *Building a college with trust
- Good choice

- Hope for pretty good next time
- Bring back the facilitators
- WLAC AFT/ACADEMIC SENATE LEADERSHIP JOINT RECOMMENDATION FOR THE 4th ANNUAL LEADERSHIP RETREAT

We propose that there would be an addendum to the current agenda to include for discussion and approval the following recommendation from the AFT/Academic Senate leadership:

“The leadership of both the AFT and the Academic Senate recommends that prior to next college annual leadership retreat all shared governance committees and the college administration would have submitted a brief report of their work during the previous academic year and the goals for the upcoming year. These recommendations would be used by the College Planning Committee (CPC) to evaluate the past year’s goals and to present a comprehensive planning proposal for the next year. This comprehensive planning proposal is to be presented for approval at the annual leadership retreat.”

6/02/05

DRAFT