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| **TOWN HALL**  
The Future of West Los Angeles College  
OCTOBER 22, 2020 | The purpose of and focus of this presentation is to inform the campus of significant influences, both external and internal, that are facing the College as we emerge from the pandemic. The information presented is meant to inform and supplement the participatory processes surrounding the update of the College’s Educational Master Plan. |
| **TOWN HALL. Challenges and Opportunities Facing a Post-Pandemic West. OCTOBER 22, 2020** | As we dialogue about the opportunities and challenges facing West Los Angeles College, it is important to remember that we exist for two fundamental reasons. These are reflected in our vision statement: “To be a gateway to success for every student.” |
| **THE FUTURE OF WLAC**  
A community college exists for two reasons: to successfully transfer a student to a baccalaureate institution or to provide a student the credentials to access living-wage employment. |  |
| **THE FUTURE OF WLAC. A community college exists for two reasons: to successfully transfer a student to a baccalaureate institution or to provide a student the credentials to access living-wage employment.** |  |
**THE FUTURE OF WLAC**

“Today more than ever, as the nation rebuilds after the pandemic, what’s needed is a new vision. Community colleges have an opportunity to embrace a new, more ambitious role—to accept and champion that they are the nation’s primary provider of job-focused education and training.”

“*The Indispensable Institution: Re-Imagining Community College,*” *Opportunity America, June 2020*

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**THE FUTURE OF WLAC**

“This Times article further states that “community colleges should be the main place to train America’s workers, because they are mission-oriented and well trusted. They can do so in close partnership with local employers and, yes, private providers.”

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**THE FUTURE OF WLAC**

“Community colleges need to be at the center of talent development for millions of American workers.”

Evolution (yes three “L’s”), an online newspaper that focuses on higher education, further notes that “The realization that each region is unique in its local workforce needs is paramount. The ability to deconstruct the economic needs as it relates to a job progression is important to determine how the needs will be met” (“How Community Colleges Support the Local Workforce,” May 11, 2018).

### The Future of WLAC

“The most successful community colleges will understand their localness, and will make their communities’ social, economic, and cultural success a central part of their mission.”

*The Post-Pandemic College, “Chronicle of Higher Education*

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I have identified fall 2024 as being particularly important in the life of the College, as further explained in the following slides.
The District has already confirmed that in-person instruction will not occur until at least summer 2021. Meanwhile, our budget is in a “hold harmless” mode; i.e., we will continue to be funded at 2016-2017 levels through June 30, 2024, regardless of enrollments. However, addressing enrollment challenges will be a recurring theme for the foreseeable future.

### THE IMPORTANCE OF FALL 2024

#### 2020-2021
Still enduring the pandemic

*Hold-Harmless Budget*

#### 2021-2022
- Rebuilding our enrollment
- Refining our structures and programs
- Impact of SRP
- First year of new Strategic Plan

*Hold-Harmless Budget*

Enrollment strategies will continue to be a topic of primary concern at both the local and the Board level. We will deal with the impact of the Supplemental Retirement Plan, and the new Educational Master Plan/Strategic Plan will provide a framework for decision-making and resource allocation that reflects the participatory governance process.

THE IMPORTANCE OF FALL 2024

2021-2022
- Rebuilding our enrollment
- Refining our structures and programs
- Impact of SRP
- First year of new Strategic Plan

*Hold-Harmless Budget*
**THE IMPORTANCE OF FALL 2024**

**2022-2023**
- Full implementation of Guided Pathways
- Accreditation site visit (spring)

*Hold-Harmless Budget*

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**THE IMPORTANCE OF FALL 2024**

2022-2023

- Full implementation of Guided Pathways
- Accreditation site visit (spring)

*Hold-Harmless Budget*

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**THE IMPORTANCE OF FALL 2024**

Fall 2023
- Refinements to Processes to maximize Student-Centered Funding Formula

*Hold-Harmless Budget*

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**THE IMPORTANCE OF FALL 2024**

Fall 2024
- **ELIMINATION of Hold-Harmless Budget**

*Full Implementation of Student-Centered Funding Formula*

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All California community colleges are expected to have a fully-developed Guided Pathways program in place for fall 2022. The accreditation visits in spring 2023 is an important benchmark for the College.

By the fall of 2023, we should have fully in place the data, the processes, and the programs to maximize funding capabilities of the Student-Centered Funding Formula.

As of fall 2024, the Student-Centered Funding Formula will be fully enacted. Our budget will not be built exclusively on enrollment, but also on multiple success factors (e.g., number of students completing transfer-level Math and English in the first year, number of Pell grants awarded, etc.). Fall 2024 is also the deadline for the District to have returned to its 2016-2017 enrollment levels of approximately 107,000 FTES.
On the horizon are exciting possibilities and intriguing challenges to establish at West an educational environment that is truly reflective of the needs of its students and the community that it serves. Coupled with these opportunities are some operating realities of which the entire campus must be aware as we move forward. These topics can serve as catalysts for discussion during our planning process this year.

The update to the Educational Master Plan/Strategic Plan is our foremost opportunity to hold the important conversations necessary to create a document that reflects our participatory governance process and serves as a foundation for resource allocation and decision-making.
As of this writing, colleges have been instructed that no position vacated through the SRP will be filled unless it is deemed essential. As a result, West and the other eight colleges will have to consider re-imagining of services and programs in order to most effectively use available human resources.

Enrollment will continue to be the top priority of the College and the District for the next several years. The District must return, by fall 2024, to its 2016-2017 enrollment levels of approximately 107,000 FTES or face re-basing, which means a reduction of State apportionment dollars.
In light of the pandemic, the importance of personalization of services to students has become a “hot button” issue across the District and has been identified several times by the Board and the Chancellor as a priority as we deal with the pandemic and its after-effects.

The concept of each of the LACCD institutions having a particular identity and related “signature programs” is gaining traction. I project this premise will serve as a backdrop for subsequent discussions related to SRP impact, program viability, and resource allocation.
A focus on the curriculum and programs that should be “grown, maintained, reduced, or eliminated” is expected to be an outgrowth of the nexus of budget, enrollment, SRP impact, and market positioning.

As cited in the quotations opening this presentation, community colleges can serve as important economic catalysts by developing programs that get individuals back to work.
In tandem with the emphasis on CTE and certificate programs are these alternative/complementary pathways to certification and degree attainment. Preliminary conversations have already begun at the local level.

Every aspect of students’ learning experiences at West will be framed by our Guided Pathways initiative, which will be fully in place as of fall 2022.
We are fully in preparation for our accreditation visit in spring 2023. More importantly, however, is the understanding that accreditation principles should undergird all our programmatic, policy, and governance activities as a year-round priority.

The Board of Trustees’ Framework for Racial Equity and Social Justice (approved on August 5, 2020) will drive the College’s efforts in promoting all equity initiatives. In addition, our curriculum will be revised to reflect the inclusion of an ethnic studies course as a requirement. "Community colleges are a huge part of access for higher ed, in general, for disadvantaged students. I think it’s especially troubling that we risk an increasingly more inequitable society if we don’t address these gaps in access. And do so quickly."

Robert Shapiro, Director of the National Student Clearinghouse Research Center, Addressing a national decline of 9.4% in community college enrollments and a 23% decline in first-year community college students. “Enrollment Continues
In May 2020 I circulated this question: “As a campus community, how do we take advantage of our proven leadership in distance education and continue to meet the needs of our students while, at the same time, institutionalizing what we’ve learned about online/remote education that can strategically position the College in a post-coronavirus world?”

The provision of services to address students’ basic needs (food, clothing, child care, etc.) has become an irrevocable part of the College’s mission. Support for basic needs is a priority of the District and of the WLAC Foundation.
The College will be expected to support the District’s Clean Energy and Sustainability Resolution (approved July 8, 2020) which includes such initiatives as achieving 100 percent renewable, carbon-free electricity consumption at all District facilities by 2030.

As we emerge from the pandemic, the importance of maximizing partnership with our service region and identifying new opportunities will take on increased importance.
Noncredit and adult education will continue to be important to the College on several levels: expansion of community partnerships, service to marginalized groups, support for student success, and contributor to enrollment efforts.

Dual enrollment will continue to be an important component of community partnerships and time-to-degree efforts.
The College now has a fully-functioning Foundation with committed, enthusiastic Board members who are ready to support the College’s initiatives in student success.
The purpose of and focus of this presentation is to inform the campus of significant influences, both external and internal, that are facing the College as we emerge from the pandemic. The information presented is meant to inform and supplement the participatory processes surrounding the update of the College’s Educational Master Plan.

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| Our Vision...  
“To be a gateway to success for every student” |

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