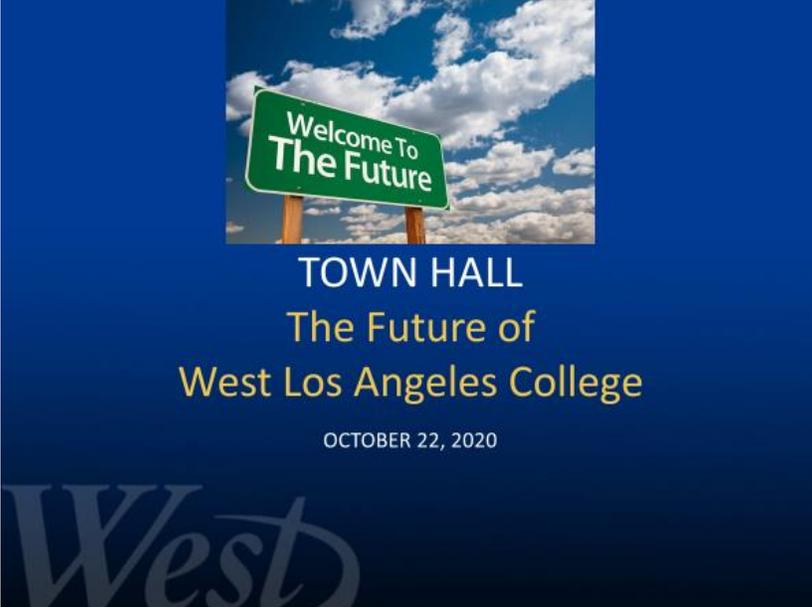


SLIDE	NOTES
 <p>TOWN HALL The Future of West Los Angeles College OCTOBER 22, 2020</p>	<p><i>The purpose of and focus of this presentation is to inform the campus of significant influences, both external and internal, that are facing the College as we emerge from the pandemic. The information presented is meant to inform and supplement the participatory processes surrounding the update of the College’s Educational Master Plan.</i></p>
<p>TOWN HALL. Challenges and Opportunities Facing a Post-Pandemic West. OCTOBER 22, 2020</p>	
 <p>THE FUTURE OF WLAC</p> <p>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.</p>	<p><i>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.”</i></p>
<p>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.</p>	

 <h2 style="text-align: center;">THE FUTURE OF WLAC</h2> <p>“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.”</p> <p><i>“The Indispensable Institution: Re-Imagining Community College,” Opportunity America, June 2020</i></p> 	<p>According to its website, “Opportunity America is a Washington think tank and policy shop promoting economic mobility – work, skills, careers, ownership and entrepreneurship for poor and working Americans.”</p>
<p>THE FUTURE OF WLAC</p> <p>“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.”</p> <p>“The Indispensable Institution: Re-Imagining Community College,” Opportunity America, June 2020</p>	
 <h2 style="text-align: center;">THE FUTURE OF WLAC</h2> <p>“Community colleges need to be at the center of talent development for millions of American workers.”</p> <p><i>New York Times, “Community Colleges Can Be Engines of Economic Recovery,” September 20, 2020</i></p> 	<p><i>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.”</i></p>
<p>THE FUTURE OF WLAC</p> <p>“Community colleges need to be at the center of talent development for millions of American workers.”</p> <p>New York Times, “Community Colleges Can Be Engines of Economic Recovery,” September 20, 2020</p>	

SLIDE

NOTES



## 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*



*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”



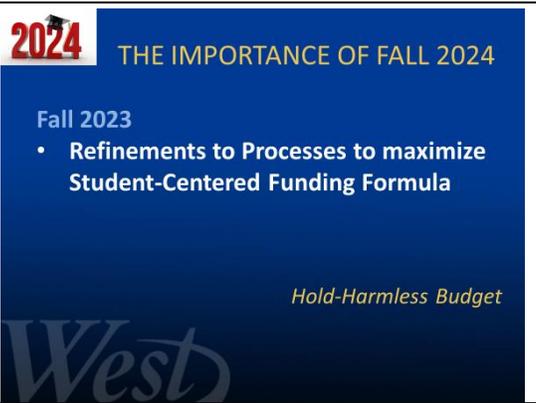
## The Importance of Fall 2024

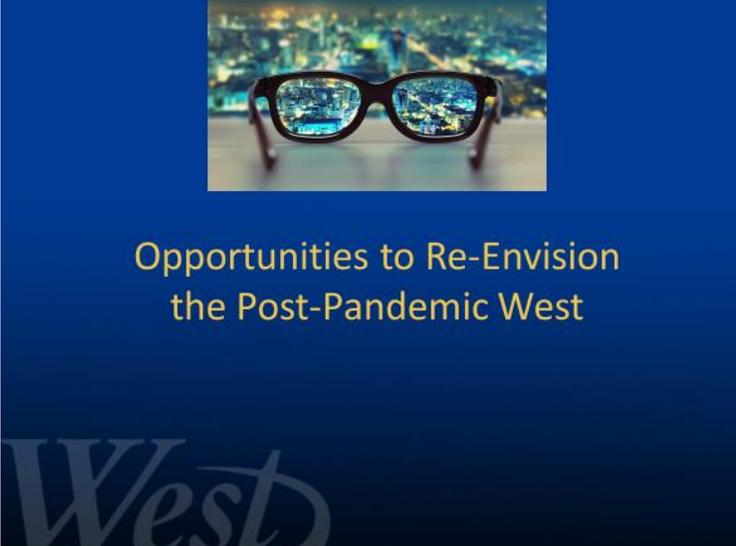


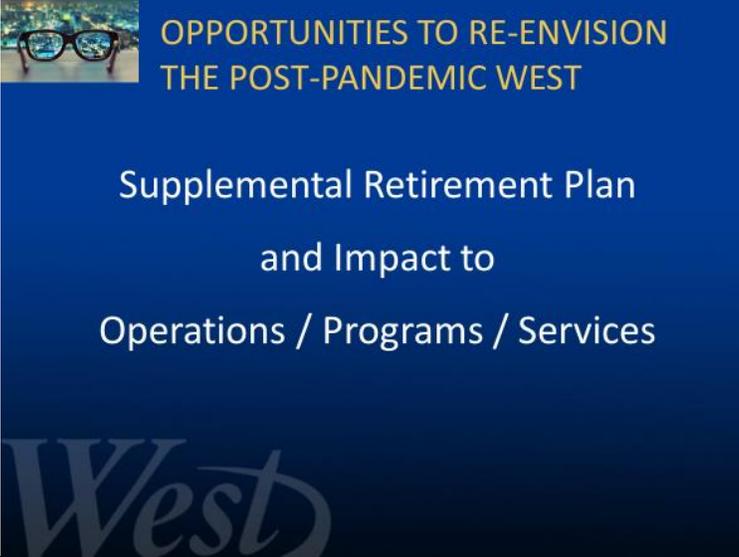
*I have identified fall 2024 as being particularly important in the life of the College, as further explained in the following slides.*

THE IMPORTANCE OF FALL 2024

SLIDE	NOTES
<p><b>2024</b> THE IMPORTANCE OF FALL 2024</p> <p>2020-2021 Still enduring the pandemic</p> <p><i>Hold-Harmless Budget</i></p> 	<p><i>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.</i></p>
<p>THE IMPORTANCE OF FALL 2024 2021-2021 Still enduring the pandemic Hold-Harmless Budget</p>	
<p><b>2024</b> THE IMPORTANCE OF FALL 2024</p> <p>2021-2022</p> <ul style="list-style-type: none"> <li>• Rebuilding our enrollment</li> <li>• Refining our structures and programs</li> <li>• Impact of SRP</li> <li>• First year of new Strategic Plan</li> </ul> <p><i>Hold-Harmless Budget</i></p> 	<p><i>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.</i></p>
<p>THE IMPORTANCE OF FALL 2024 2021-2022</p> <ul style="list-style-type: none"> <li>• Rebuilding our enrollment</li> <li>• Refining our structures and programs</li> <li>• Impact of SRP</li> <li>• First year of new Strategic Plan</li> </ul> <p>Hold-Harmless Budget</p>	

SLIDE	NOTES
 <p><b>2024</b> THE IMPORTANCE OF FALL 2024</p> <p>2022-2023</p> <ul style="list-style-type: none"> <li>• Full implementation of Guided Pathways</li> <li>• Accreditation site visit (spring)</li> </ul> <p><i>Hold-Harmless Budget</i></p> <p>West</p>	<p><i>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.</i></p>
<p>THE IMPORTANCE OF FALL 2024 2022-2023</p> <ul style="list-style-type: none"> <li>• Full implementation of Guided Pathways</li> <li>• Accreditation site visit (spring)</li> </ul> <p>Hold-Harmless Budget</p>	
 <p><b>2024</b> THE IMPORTANCE OF FALL 2024</p> <p>Fall 2023</p> <ul style="list-style-type: none"> <li>• Refinements to Processes to maximize Student-Centered Funding Formula</li> </ul> <p><i>Hold-Harmless Budget</i></p> <p>West</p>	<p><i>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.</i></p>
<p>Fall 2023, Refinements to the Processes to maximize Student-Centered Funding Formula Hold-Harmless Budget</p>	
 <p><b>2024</b> THE IMPORTANCE OF FALL 2024</p> <p>Fall 2024 <b>ELIMINATION</b> of Hold-Harmless Budget</p> <p><i>Full Implementation of Student-Centered Funding Formula</i></p> <p>West</p>	<p><i>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.</i></p>
<p>THE IMPORTANCE OF FALL 2024 Fall 2024. ELIMINATION of Hold-Harmless Budget. Full Implementation of Student-Centered Funding Formula</p>	

SLIDE	NOTES
 <p data-bbox="240 380 732 468">Opportunities to Re-Envision the Post-Pandemic West</p>	<p data-bbox="894 138 1511 453"><i>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.</i></p>
<p data-bbox="110 709 699 737">Opportunities To Re-Envision The Post-Pandemic West</p>	
 <p data-bbox="269 800 781 877">OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST</p> <p data-bbox="232 961 760 1098">Educational Master Plan / Strategic Plan Update</p>	<p data-bbox="894 779 1495 989"><i>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.</i></p>
<p data-bbox="110 1392 776 1451">OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST Educational Master Plan / Strategic Plan Update</p>	

SLIDE	NOTES
 <p>OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST</p> <p>Supplemental Retirement Plan and Impact to Operations / Programs / Services</p> <p>West</p>	<p><i>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.</i></p>
<p>OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST Supplemental Retirement Plan and Impact to Operations / Programs / Services</p>	
 <p>OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST</p> <p>Enrollment</p> <p>West</p>	<p><i>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.</i></p>
<p>OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST Enrollment</p>	

SLIDE

NOTES



OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST

Focus on Personalization of Outreach, Services to Students



*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.*

OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST  
Focus on Personalization of Outreach, Services to Students



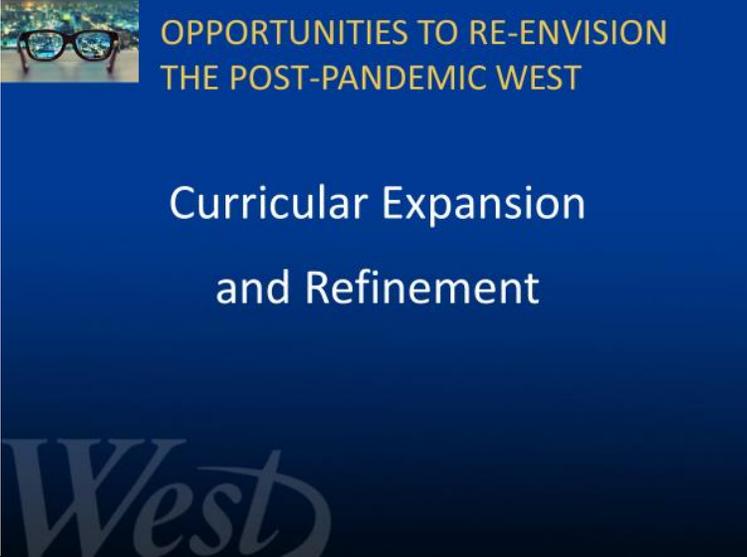
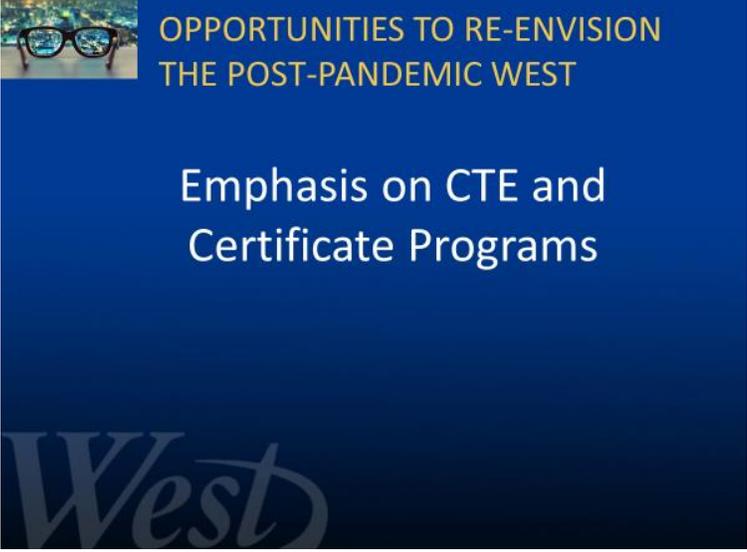
OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST

Institutional Differentiation



*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.*

OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST  
Institutional Differentiation

SLIDE	NOTES
 <p>OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST</p> <p>Curricular Expansion and Refinement</p> <p>West</p>	<p><i>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.</i></p>
<p>OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST Curricular Expansion and Refinement</p>	
 <p>OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST</p> <p>Emphasis on CTE and Certificate Programs</p> <p>West</p>	<p><i>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.</i></p>
<p>OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST Emphasis on CTE and Certified Programs</p>	

SLIDE	NOTES
 <p data-bbox="264 155 776 233">OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST</p> <p data-bbox="224 310 760 537">Growth in credit-for-prior-learning, cooperative education, and apprenticeships</p> 	<p data-bbox="889 138 1500 306"><i>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.</i></p>
<p data-bbox="110 709 857 806">OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST Growth in credit-for-prior-learning, cooperative education, and apprenticeships</p>	
 <p data-bbox="264 869 776 947">OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST</p> <p data-bbox="297 1058 646 1104">Guided Pathways</p> 	<p data-bbox="889 852 1500 949"><i>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.</i></p>
<p data-bbox="110 1455 776 1514">OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST Guided Pathways</p>	

SLIDE	NOTES
 <p>OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST</p> <p>Accreditation</p> <p>West</p>	<p><i>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.</i></p>
<p>OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST Accreditation</p>	
 <p>OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST</p> <p>Racial Equity</p> <p>West</p>	<p><i>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."</i></p> <p><i>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"</i></p>
<p>OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST Racial Equity</p>	

SLIDE	NOTES
 <p data-bbox="264 153 776 237">OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST</p> <p data-bbox="232 310 711 447">Distance Education and “The Big Question”</p> 	<p data-bbox="886 138 1511 415"><i>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?”</i></p>
<p data-bbox="110 709 776 772">OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST Distance Education and “The Big Question”</p>	
 <p data-bbox="264 831 776 915">OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST</p> <p data-bbox="207 989 764 1203">Basic Needs and Expanded Support Services</p> 	<p data-bbox="886 821 1511 982"><i>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.</i></p>
<p data-bbox="110 1423 776 1486">OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST Basic Needs and Expanded Support Services</p>	

**SLIDE**

**NOTES**



**OPPORTUNITIES TO RE-ENVISION  
THE POST-PANDEMIC WEST**

Sustainability



*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.*

OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST  
Sustainability



**OPPORTUNITIES TO RE-ENVISION  
THE POST-PANDEMIC WEST**

Community  
Engagement/Outreach



*As we emerge from the pandemic, the importance of maximizing partnership with our service region and identifying new opportunities will take on increased importance.*

OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST  
Community Engagement / Outreach

SLIDE	NOTES
 <p data-bbox="266 155 781 235">OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST</p> <p data-bbox="342 310 669 441">Non-Credit/ Adult Education</p> 	<p data-bbox="891 138 1481 310"><i>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.</i></p>
<p data-bbox="110 709 776 772">OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST Non-Credit / Adult Education</p>	
 <p data-bbox="266 837 781 917">OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST</p> <p data-bbox="342 1062 675 1108">Dual Enrollment</p> 	<p data-bbox="891 821 1511 917"><i>Dual enrollment will continue to be an important component of community partnerships and time-to-degree efforts.</i></p>
<p data-bbox="110 1423 776 1486">OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST Dual Enrollment</p>	

**SLIDE**

**NOTES**



**OPPORTUNITIES TO RE-ENVISION  
THE POST-PANDEMIC WEST**

**WLAC Foundation**



*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.*

OPPORTUNITIES TO RE-ENVISION THE POST-PANDEMIC WEST  
WLAC Foundation

**What is the most important  
resource we have?**



What is the most important resource we have?

SLIDE

NOTES



Committed, Engaged Faculty and Staff  
Community Advocates

*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.*



Committed, Engaged Faculty and Staff Community Advocates

Our Vision...

"To be a gateway to success for every student"



OUR VISION: "To be a gateway to success for every student"