Joint Administrative Council and Divisional Council Committee
Retreat
Thursday, January 21, 2010
8:30 a.m., HLRC 4th Floor


Guests: Mary-Jo Apigo, Joyce Sweeney, Gwen-Marie Thomas

The retreat started at 9:09 a.m.

M. Rocha welcomed everyone and went over the topics and activities for the day. He announced the delay on the MSA opening due to the heavy rain that had prevented completion of some work. The decision to postpone the move was made to ensure that everything will be done properly before the move-in. As decided in BMPC meeting, people will stay at their current location until their permanent location is ready for occupation.

REVIEW COLLEGE MISSION STATEMENT

The College needs to review and revise its current mission statement as part of the accreditation process. The mission statement was first reviewed at the College Leadership Retreat back in November 2009 and then during the Administration Retreat last week.

The group reviewed mission statement of the different institutions: Cascadia Community College, Mira Costa College, Atlanta Technical College, and Santa Monica College.

One suggestion was to keep the new mission statement short but meaningful and contain words that can be used as branding.

Task: To have the new mission statement be presented at the Board of Trustees (BOT) meeting at West on May 26, 2010, for its approval.

REVIEW OF DISTRICT INSTITUTIONAL EFFECTIVENESS DATA

The (LACCD) College Effectiveness Report (December 11, 2009) had been presented to the BOT and serves as the colleges’ report card. The data on the report shows that West is number one among the nine colleges. M. Rocha acknowledged everyone’s hard work in making this successful outcome.
He asked everyone to look at the data and point out the three criteria in which West is the best and three criteria in which the College needs to improve.

Among the criteria, West is the best at the following:

- Number of Pell Grants Awarded
- AA/AS Degrees awarded
- Transfers to CSU
- Fall to Fall Persistence (First-time students completing 6 units or more)
- New credit courses offered in the past year
- Increase in Distance Education unduplicated headcount in past year
- Percent of all instructional programs with SLOs, etc.

Areas that need improvement:

- Transfers to UC
- Success within course-Basic Skills/ESL
- New CTE certificate programs offered in past year (over 18 units)
- New “green technology” & “sustainability” courses offered in the past year
- Increase in foundation balance in the past year

**SMALL GROUP ACTIVITY – MISSION STATEMENT**

The goal is to come up with a mission statement that identifies who we are as a college. M. Rocha read the three College Goals he took on when he first started: to be no. 1 among the small colleges by 2009, ...

The goals may seem grandiose back then; however, they are closer to reality now. To accomplish the task at hand, everyone needs to brainstorm ideas of what is important and meaningful for the college and how the college environment can be improved. The group jotted down ideas with the following phrases in mind: “The one thing I would like to get accomplished by the time I get out of here is…” and “The one thing that I’m working on right now is…”

Everyone was divided into five small groups to discuss and come up with a vision, a value and one-sentence mission statement using the following key words:

<table>
<thead>
<tr>
<th>Current key words:</th>
<th>New key words (from leadership retreat):</th>
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<tbody>
<tr>
<td>Quality</td>
<td>Empower</td>
</tr>
<tr>
<td>Serve</td>
<td>Ethics</td>
</tr>
<tr>
<td>Success</td>
<td>Excellence</td>
</tr>
<tr>
<td>Respect</td>
<td>Leader</td>
</tr>
<tr>
<td>Diversity</td>
<td>Transform</td>
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</tbody>
</table>
The five groups came up with the following value, mission and vision statements:

1. Value: Empowerment  
   Mission: to empower students to achieve their goals through a challenging learning experience.  
   Vision: *By the 50th anniversary, West will be* the premier environment for educating local and global leaders.

2. Value: Ethics  
   Mission: to provide a quality education to support students in achieving their goals of degrees, certificates, transfer and long life learning.  
   Vision: ...will be a model learning community with a global perspective.

3. Value: Excellence  
   Mission: to offer a quality education for transfer, career advancement or personal enrichment.  
   Vision: ...will be the top in the District, top 10 in the state, and top 100 in the U.S.

4. Value: Self-efficacy  
   Mission: to provide highly regarded and valuable degrees and certificates using advanced technology and developing enhanced self-knowledge and worth.  
   Vision: ...will be no. 1 in the world.

5. Value: Empowerment  
   Mission: to empower students to succeed through innovative programs and responsive community services. Go west. Go far  
   Vision: ... will be the first choice for regional, international and online in seeking a community college education.

The following statements are from the Administrator Retreat on January 14, 2010:

1. Help students realize their potential by providing an excellent and technologically forward learning environment.

2. Empower our diverse college community to define and achieve educational goals through a transformative learning experience.

3. Change minds to change the world by providing rigorous and relevant programs leading to career advancement and degrees.

**LINKING PLANNING TO BUDGETING**

Demonstrating a link between planning and budgeting process is another item that is required for the accreditation. A flowchart showing the process was distributed. The work done by the College Council is the basis for the flowchart. M. Rocha and R. Tillberg went over the flowchart.

The Educational master plan is the base for the College work plan. The Educational Policy Committee is working on revising and updating the report. The Student Services master plan was updated in 2009 and will be presented to the College Council. The Budget Committee will update the fiscal plan to reflect the current economic situation.
Task: To have the updated Educational, Technology and Student Services Master Plans ready by April 15 for the president to review, so the plans can be presented at the BOT meeting at West on May 26.

The next program review will include linking planning and budget. Rebecca explained the annual cycle process that begins at step 3 in which program plans will be reviewed, assessed and aligned to the college’s master plans and SLO. The program plans will be prioritized and forwarded to the Budget Committee and College Council for their review and then to the president for a final decision. The concern over budget issue should not hinder divisions from prioritizing their plans because there are external funding sources that can be sought.

Each step represents the various works being done in the process, and it needs to be defined and articulated, for example, what is the method used for budget prioritization, etc. Items on the priority list should be tied up to the College mission. In addition to having a process, the College is also required to evaluate and document it.

Isabella pointed out that since salaries and benefits account for 94% of the budget, the divisions planning becomes visible through course offerings and that can be one way of representing the relationship between planning and budgeting.

A concern was brought up over the District’s budget process timeline not lining up with the campus’ timeline. The issue came up at the last self study. What can be done to align the timelines, so that the campus can get ahead of the process rather than having to catch up? The College needs to submit the preliminary budget to District by March, so we need to start the process in January. The College will not know the actual budget until the revised budget come out in May.

iWEST PROPOSAL

The iWest concept comes from the work that is being done by Academic Affairs and the divisions. The idea is to focus on award, degree and transfer outcomes. Targeted funding sources to be used for the implementation of the concept’s pilot project are the American Graduation Initiative (AGI), that focuses on increasing awards outcome, and the Title V grant.

L. Clowers is heading the work on iWest. A group of people is assigned to work on each of the step. The goal is to prepare students to be college ready and be able to follow the tracks toward an award, a degree or transfer. The groups will start their work in the spring. If anyone would like to, or know someone who wants to, participate please contact Linda Clowers.

GRANTS AND EXTERNAL REVENUE PLANS

B. Sprague distributed two handouts: Academic Affairs Revenue Enhancing Initiative: Non-Program 100 Funded Positions and Academic Affairs Revenue Enhancing Initiative Narrative. The first handout lists the positions that are grants funded.

New grants opportunities that are in the process are the four Title V proposals for a total of $7.5 million in which three are in collaboration with CSUDH, Harbor, and City.
Also in the work is an $11 million proposal in collaboration with 15 colleges in four states with West as the lead. The proposal is for information data management system that will connect programs such as computer science, allied health and library and learning center. Other proposals that are also in the work are the basic entry level training in hotels and restaurants in the LAX area, green technology related proposals, etc.

ACCREDITATION

F. Leonard gave an update on the self study process. She and Dr. Rocha will present the accreditation timeline to the BOT. West is in good shape and is going according to the timeline. She thanked everyone for their contribution in the process, and she encouraged everyone to get involved.

The Accreditation Steering Committee, consists of vice presidents, faculty and staff leaders, will have its first meeting on Thursday, January 28. The committee has been assigned to work on the mission statement.

She went over the FAQs on the Western Association of Schools and Colleges website regarding the Leadership Academy. The College will send one faculty member to the Academy. Upon completing the Academy, the faculty member will be ready to provide leadership in the institutional effectiveness areas of the College. If anyone is interested, please contact Fran Leonard.

Other item: M. Rocha gave an update on John Oester’s condition. In John’s absence, signatory authority will be assigned as follows: Isabella Chung for business office and budget matters and Allan Hansen for facilities and construction matters.

The retreat ended at 1:59 p.m.