

WLAC's 2006 LEADERSHIP RETREAT REPORT

December 18, 2006



Developed And Submitted By:

The Ad Hoc College Leadership Retreat Committee

Ara Aguiar
Norma Jacinto
Margo Michels
Joyce Sweeney
Linda Thompson
Patricia Siever, Facilitator

WLAC FALL LEADERSHIP RETREAT

"MISSION ACCOMPLISHED"

The November 3, 2006 College Leadership Retreat was the first Fall Retreat that West Los Angeles College has ever had. All of the College community was invited to participate, and about 90% (95 persons) of those who responded, to the RSVP, were in attendance. The lively participants at the Retreat worked diligently and effectively together. The anticipated results of this productive teamwork became realities:

OVERARCHING RESULTS

1. A draft College Code of Ethics was created (a work in progress)
2. An enhanced collegiality amongst the faculty, staff, students and administrators permeated the Retreat environment
3. A plethora of well-thought out educational and academic priorities were developed through the SWOT process, that can help guide the WLAC Academic Senate in its' charge to come forth with a new/revised Educational Master Plan (EMP) by June, 2007

PROCESS

This document is evidence to the quality of the work done at the Retreat. Using the draft LACCD Strategic Plan with its 5 major goals and priorities and the LACCD separate faculty and staff Code of Ethics, the participants were divided into 6 major groups. These groups were charged with localizing the LACCD Plan and "SWOTTING"(S=strengths, W=weaknesses, O=opportunities and T=threats) the objectives of the assigned Goal: i.e., Goal 1 (Group#1, note that there were some groups where two groups were working on the same Goal).

THE FIVE GOALS: OBJECTIVES – PRIORITIZED

GOAL#1 = ACCESS (Group#1A&B)

- 1.1 Institute A College-Wide Access Initiative
- 1.2 Expand Early College Awareness
- 1.3 Enhance Outreach To Disconnected Youth
- 1.5 Coordinate College Marketing
- 1.6 Explore New Centers and Satellites

GOAL#2 = SUCCESS (Group#2A&B)

- 2.1 Plan For Student Success
- 2.2 Enrollment Management To Meet Student Needs
- 2.7 High Technology For Student Success
One of the group 2s SWOTTED the Goal and not the objective

GOAL #3 = EXCELLENCE (Group #3)

- 3.1 Focus On Learning
- 3.3 Strengthen Ed. Planning & Program Development
- 3.4 Diversify Modes of Instructional Delivery
- 3.5 Focus Professional Development on Institutional Advancement
- 3.6 Establish a Faculty Academy
- 3.7 Connect with Educational Partners

GOAL#4 = ACCOUNTABILITY (Group#4)

- 4.1 College- Planning & Accountability
- 4.2 Customer Service: Communication
- 4.3 Professionalize Staff Development

GOAL#5 = COLLAB. & RESOURCES (Group 5)

- 5.1 Collaborate with commun ./ partners
- 5.5 Identify Resources for Master Plan

COLLEGE CODE OF ETHICS (Group#6)

A draft College Code of Ethics was created by Group#6 within 10 days after the College Leadership Retreat. Read the draft on pages 18 & 19 of this document.

(Read note from the College Leadership Committee on page 19. Thanks

WLAC FALL LEADERSHIP RETREAT

On November 3, 2006

Participants

Note: 90% of the people who responded (R.S.V.P.) were in attendance at the Retreat. Congratulations!

- | | |
|-------------------------------|-------------------------|
| 1. AGUIAR, ARACELY | 49. MATEO, MARIA L. |
| 2. AMAUGO, CHUKWUEMEKA | 50. MENDOZA, MIRIAM |
| 3. BEAULIEU, DAVID | 51. MICHELS, MARGOT |
| 4. BLAKE, LUCY | 52. MICHELSON, IOLA |
| 5. BLUSTEIN | 53. MISNER, CHRISTINA |
| 6. BRODETSKAYA, VERA | 54. MIZUKI, APRIL |
| 7. BROWN, STEPHEN | 55. MONTENEGRO, LOLITA |
| 8. BUCHYNSKI, BILL | 56. MONTOUR, MARIE |
| 9. BURZINSKI, KAREN | 57. MOORE, MARUSKA |
| 10. CANALES, CARRIE | 58. MOOREHEAD, ARLENE |
| 11. CARTER, JILL | 59. MORRISON, PHYLLIS |
| 12. CHUNG, ISABELLA | 60. MORRISSETTE, DIONE |
| 13. COLBERT, NIA | 61. OEPOMO, TEDJA |
| 14. CULTON, JOSEPHINA | 62. OESTER, JOHN |
| 15. DOERFLER, CHERYL | 63. OWENS-DEATRY, FOX |
| 16. DU BOIS, MAY | 64. PAI, EDWARD |
| 17. DZHAMBAZYAN, AYKANUSH | 65. PARK, AERAN |
| 18. ELAHI, FAZ | 66. PATIL, ASHOK |
| 19. FARKAS, ABE | 67. PATRIARCA, LORRAINE |
| 20. FIERRO, JUDITY | 68. PATTERSON, ROD |
| 21. FIFE, PAMELA | 69. PHAM, TRACEY |
| 22. FOSTER, ADRIENNE | 70. PIERRE, AGATHA |
| 23. FRIEDMAN, DR. JUDITH-ANNE | 71. PREZIOSI, AIMEE |
| 24. GAMBLE, TONY | 72. RAMOS, CARLOS |
| 25. GAUSS, ELEONORE | 73. *RIZHAVSKAYA, ZINA |
| 26. GROUNDS, VIKKI | 74. ROCHA, MARK |
| 27. GROSSMAN, MERLYN | 75. RODRIQUEZ, ABEL |
| 28. GUERTIN, ED | 76. RUEBENSAAL, JACK |
| 29. HAKOBYAN, GAYANE | 77. SHEPHERD, MARLEN |
| 30. HANSEN, ALLAN | 78. SHEMWELL, RITA |
| 31. HARRIS, LARTEE | 79. SINGH, HARBARSHISH |
| 32. HAYWOOD, JOANNE | 80. SIEVER, PATRICIA |
| 33. ICHON, ERIC | 81. SIMONE, YVONNE |
| 34. JACINTO, NORMA | 82. SMITH, KRISTIAN |
| 35. JACOBS, BETTY | 83. SPRAGUE, ROBERT |
| 36. JARMON, LAWRENCE | 84. STANSBURY, PAUL |
| 37. JENNINGS, GREGORY | 85. STAPLETON, BUCK |
| 38. JETER – WILLIAMS, SHIELA | 86. SWEENEY, JOYCE |
| 39. JORDAN, JAY | 87. TAKAYAMA, LISA |
| 40. KHOROOSHI, SHOLEH | 88. THOMAS, FAITH |
| 41. KONG, EMY | 89. THOMAS, LLOYD |
| 42. KORNEY, AURORA | 90. THOMPSON, LINDA |
| 43. LARA, ARTHUR | 91. WAITES, JACK |
| 44. LEONARD, FRAN | 92. WILLIAMS, GINNY |
| 45. LEVY, MURRAY | 93. WOLF, KATHY |
| 46. LINCKE-IVIC, NUALA | 94. WORKMAN, JOHN |
| 47. MANCIA, MARIA | 95. XIE, HAO |
| 48. MARTIN, MARIE | |

Goal 1: Access

Expand Educational Opportunity and Access

Increase awareness of the educational opportunities available at West Los Angeles College and expand access to vocational, transfer, basic skills, and life-long learning programs among all populations in the college's service area, including those that have been traditionally underserved by institutions of higher education.

Objective 1.1 Institute a College-wide College Access Initiative*

Objective 1.2 Expand Early College Awareness*

Objective 1.3 Enhance Outreach to Under-served Populations**

Objective 1.4 Increase Outreach Efforts to “Disconnected” Youth

Objective 1.5 Coordinate College and District Marketing*

Objective 1.6 Explore the Creation of New Centers and Satellites*

GOAL 1 = ACCESS (Group #1A)

1.1 INSTITUTE A COLLEGE-WIDE ACCESS INITIATIVE	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Financial Aid • Programs – Variety • Good faculty • Physical plant and good parking 	<ul style="list-style-type: none"> • Lack of Basic Skills • Stigma attached to Basic Skills • Campus incomplete (i.e., Cafeteria, Student Center) • Student perception of lack of interest by College
Opportunities	Threats
<ul style="list-style-type: none"> • Complete campus building • Complete plans for a Student Center & Cafeteria • Improve classroom facilities • Create communications device, i.e., a college newspaper • Have a definite Plan to get students here • Improve collective communication as a vehicle for improved self image • Reevaluate campus security 	<ul style="list-style-type: none"> • Competition from private institutions • High school stigma • Budget problems/low enrollment • Nearby community colleges

1.3 ENHANCE OUTREACH TO UNDER-SERVED POPULATIONS	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Online classes • Extension 	<ul style="list-style-type: none"> • Impact of unprepared students on existing classes/students • Funds • Programs
Opportunities	Threats
<ul style="list-style-type: none"> • Teach classes at jails • Introduce students/parents to the benefits of long and short term education. • Satellite classrooms 	<ul style="list-style-type: none"> • Decrease in prepared (student) enrollment if unprepared student enrollment increases

1.5 COORDINATE COLLEGE MARKETING	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Alumni • Local industry • WLAC Foundation involvement 	<ul style="list-style-type: none"> • Professional marketing is required • We are educators not marketers
Opportunities	Threats
<ul style="list-style-type: none"> • Huge area for improvement 	<ul style="list-style-type: none"> • None Listed

GOAL 1 = ACCESS (Group # 1B)

1.2 EXPAND EARLY COLLEGE AWARENESS	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Small college with feeder schools connections • Desire to improve (the above) those connections 	<ul style="list-style-type: none"> • Lack of staff monitoring, training and coordination with staff development • Lack of organization results in no school visits • No identification of where our students are needed as volunteers
Opportunities	Threats
<ul style="list-style-type: none"> • Dedicated resources • Most career days • Use of volunteers (staff, student and volunteers) 	<ul style="list-style-type: none"> • Lack of accountability • Competition from other colleges

1.4 INCREASE OUTREACH EFFORTS TO “DISCONNECTED” YOUTH:	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Prior experience with career development center • Established connection with at-risk population • TRIO programs, Upward Bound, Talent Search, Education Opportunity Center • Hollywood CPR(20 students taken to field of cinema production resources program) 	<ul style="list-style-type: none"> • No initial reaction to disconnected youth at high school level • Hard to identify students
Opportunities	Threats
<ul style="list-style-type: none"> • Mentoring and Outreach • Promo Material • Partnerships and Orientation • Job Placement/ Academic Transfer 	<ul style="list-style-type: none"> • Attitudes (overcoming academic attitudes and anxiety)

1.6 EXPLORE NEW CENTERS AND SATELLITES	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong Distance Learning Program • Prior experience with satellite locations • Centered focus on community colleges (Davis Focus Report) 	<ul style="list-style-type: none"> • Funding (lack of money available) • Need to develop; continuing Life Long Education
Opportunities	Threats
<ul style="list-style-type: none"> • Publicity – word of mouth • Access to workforce(local) in need of continuing education • Access to additional enrollment 	<ul style="list-style-type: none"> • Overcrowding, stretched resources • Maintaining consistency in curriculum

Goal 2: Success

Enhance all Measures of Student Success

Help students identify and achieve their educational goals—including transfer to four-year institutions, job and career preparation and placement, basic skills improvement, and life-long learning.

Objective 2.1 Plan for Student Success*

Objective 2.2 Use Enrollment Management to Meet Student Needs*

Objective 2.3 Institute a College-wide Student Success Initiative

Objective 2.4 Re-Think Basic Math & Language Arts Instruction

Objective 2.5 Improve Equity Outcomes for All Students

Objective 2.6 Expand Job Placement

Objective 2.7 Use High Technology for Student Success*

GOAL 2 = SUCCESS (Groups #2A&B)

2.1 PLAN FOR STUDENT SUCCESS	
Strengths	Weaknesses
<ul style="list-style-type: none"> • College is committed • Staff expertise • Student involvement • How we make a plan • Organized governance process • Vigorous program review process • Workforce development • Lending of T183 calculators to students • Planning process in place 	<ul style="list-style-type: none"> • Not everyone is committed • Lack of course sequencing • Low expectations & racism • Support for academically challenged • Too much talk not enough action • Change student textbooks too often • Class size • Incomplete program offerings
Opportunities	Threats
<ul style="list-style-type: none"> • Scheduling of classes to meet student needs • Expand the online use of interact form • Strengthen math computer lab • AB 1417 	<ul style="list-style-type: none"> • College is too “numbers” conscious in scheduling of classes, resulting in incomplete program offerings

2.2 USE ENROLLMENT MANAGEMENT TO MEET STUDENT NEEDS	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Continue to develop a “student friendly” college website 	<ul style="list-style-type: none"> • Class size
Opportunities	Threats
<ul style="list-style-type: none"> • Course scheduling • Increase awareness via website tools and opportunities 	<ul style="list-style-type: none"> • None Listed

2.7 USE OF HIGH TECHNOLOGY FOR STUDENT SUCCESS	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Workforce Development Program 	<ul style="list-style-type: none"> • None Listed
Opportunities	Threats
<ul style="list-style-type: none"> • Develop program management • Intellectual opportunity • Job placement • Strengthen how instructors are hired • Strengthen program development • Prioritize developing programs • Prepare students fro high pay programs – preceptor ships • Cooperative education 	<ul style="list-style-type: none"> • None listed

GOAL #2 = SUCCESS	
<i>(One of the Goal #2 groups used the SWOT process below for the Goal #2 not for the objectives).</i>	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong, nurturing faculty • Transferring to excellent colleges • Strong fundamentals in arts, dental hygiene, EOPS/CARE, TRIOS • Transfer Honors Program • Non-traditional students' success • Monthly representatives from 4 year universities & colleges Transfer Center. • New partnership with UC Berkley • Unique Programs (Aviation, DH, CAN-geriatrics, EMT, ACT) 	<ul style="list-style-type: none"> • No Basic Preparation • Counseling is not required for all the students. • Not marketing SUCCESS • Self-selection of course is permitted. • Transfer Center is only open 2 days/week • Part-time transfer director • Dependence on adjunct faculty • The largest caps on English classes (40!!), 50 for Speech class. • Not tracking all the transfer, 8 transfers to Otis in 2006, 4 to SCIARC not counted.
Opportunities	Threats
<ul style="list-style-type: none"> • Early tracking of student's performance • Recruitment of working adults from the community for degrees & certificates • Establish closer communication between counseling, faculty & academic divisions • Offer Baccalaureate Degrees in selected program areas 	<ul style="list-style-type: none"> • Poor public image (bad face) • Under funded Advertising & Marketing & few marketing efforts • Insufficient & Inaccurate communication • Conflicts in Interests • Lack of Cohesion, among personnel • Faculty/staff, silent/under spoken in articulation of vision for campus future direction.

PRIORITIZATION OF GOAL #2

<p>First Priority (#1)</p> <ol style="list-style-type: none"> 1. Class size for basic skills classes 2. Course sequencing and programs 3. Fewer early class cancellations 	<p>Second Priority (#2)</p> <ol style="list-style-type: none"> 1. Support academically challenged students 2. Articulation with high schools 3. Develop textbook policies
<p>Third priority (#3)</p> <p>Develop programs in high-end hi-demand technical fields – partnerships</p>	<p>Fourth Priority (#4)</p> <p>Use existing governance process</p>

RECOMMENDED ACTION FOR GOAL #2

- Establish mini-academies to 2-year college program that will assist preparation
- Create bonafide freshman (first) year program
- Mandatory counseling & assessment
- Provide course repeatability to ensure students studio proficiency through exposure.
- Mentoring program.
- Initiate internship program (E.T.) & work more closely with e7 program
- Track students through Basic Skills prior to entry into higher level coursework
- Communicate follow through on results of this SWOT study

Goal 3: Excellence

Support Student Learning and Educational Excellence

Place student learning at the center of all College endeavors by transforming WLAC into a vibrant learning community that offers challenging, student-centered courses and programs taught in a variety of “state-of-the-art” modes and means of delivery by engaged, professional faculty who expect the best from themselves and from their students.

- Objective 3.1 Focus on Student Learning***
- Objective 3.2 Foster a College-wide Culture of Evidence**
- Objective 3.3 Strengthen Ed. Planning & Program Development***
- Objective 3.4 Diversify Modes of Instructional Delivery***
- Objective 3.5 Focus Professional Development on Institutional Advancement***
- Objective 3.6 Establish a Faculty Academy***
- Objective 3.7 Connect with Educational Partners***

GOAL 3 = EXCELLENCE (Group#3)

3.1 FOCUS ON STUDENT LEARNING

Strengths	Weaknesses
<ul style="list-style-type: none"> • Core faculty dedicated to education of students • Mandatory orientation for Freshman 	<ul style="list-style-type: none"> • Preparing students to learn how to study • Need more coordination of faculty to collaborate on issues goals pertinent to students (basic skills committee) • Basic skills of students/poor • Instructors giving “F” to students who don’t withdraw with a “W”
Opportunities	Threats
<ul style="list-style-type: none"> • Workshop in Resource Library 1 to 3x/semester to learn study skills • Implement resource packet for students • Announce resources to students on the 1st day of class through 2nd week of school in each class (resources available on campus, services) • Instructors becoming more “engaged” with students to assist in progress/their success...Extend “W” time 1-2 weeks longer 	<ul style="list-style-type: none"> • Losing students to other institutions • Dropping out of school WLAC students

3.3 STRENGTHEN EDUCATIONAL PLANNING & PROGRAM DEVELOPMENT

Strengths	Weaknesses
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Part-time faculty need more workshops/sense of community @ WLAC to know what is available here
Opportunities	Threats
<ul style="list-style-type: none"> • Establish a fund (to reach out to students) for: new programs & activities to recruit students and keep them @ WLAC 	<ul style="list-style-type: none"> •

3.4 DIVERSIFY MODES OF INSTRUCTIONAL DELIVERY

Strengths	Weaknesses
<ul style="list-style-type: none"> • we use grant resources to develop & explore delivery systems/hybrid courses 	<ul style="list-style-type: none"> • WLAC website is not student friendly to navigate, especially for coursework or support services
Opportunities	Threats
<ul style="list-style-type: none"> • Provide instruction for distance/online courses – orientation • Provide websites for all instructors to provide course requirements online for students • Recruit over radio stations like 92.3 “ the beat” • Marketing 	<ul style="list-style-type: none"> • None Listed

3.5 FOCUS PROFESSIONAL DEVELOPMENT ON INSTITUTIONAL ADVANCEMENT	
Strengths	Weaknesses
<ul style="list-style-type: none"> Faculty in vocational: training hi-tech, up to date instruction and equipment 	<ul style="list-style-type: none"> Lack of infrastructure institutional advancement, faculty willingness
Opportunities	Threats
<ul style="list-style-type: none"> Offer training on campus 	<ul style="list-style-type: none"> Special interests (silo's) Where the money is best spent?

3.6 ESTABLISH A FACULTY ACADEMY	
Strengths	Weaknesses
<ul style="list-style-type: none"> Utilize new faculty open to new ideas Guide book to procedures 	<ul style="list-style-type: none"> Cynicism People set in ways Compressed calendar 4 day week
Opportunities	Threats
<ul style="list-style-type: none"> Friday afternoon classes 	None listed

3.7 CONNECT WITH EDUCATIONAL PARTNERS	
Strengths	Weaknesses
<ul style="list-style-type: none"> Existing relationships Local companies Internships Apprentice Marketing K-12 	<ul style="list-style-type: none"> Transfer No partnerships with high schools exist with college Need to establish monetary support for liaison
Opportunities	Threats
None listed	None listed

Goal 4: Accountability

Create A College-wide Culture of Service and Accountability

Foster a culture of service and accountability across the college that maximizes the ability of WLAC to act as a highly-effective and efficient independent entity while simultaneously capturing the benefits of being in a large, multi-college district.

- Objective 4.1 Develop a College-wide Culture of Planning and Accountability***

- Objective 4.2 Create a Culture of “Customer Service” Across the College***

- Objective 4.3 Professionalize Staff Development***

- Objective 4.4 Support the Development of Administrative Leadership**

- Objective 4.5 Improve all College-wide Administrative Systems**

- Objective 4.6 Improve College-wide Communications**

- Objective 4.7 Revisit Decentralization and the District Budget Allocation Model**

GOAL 4 = ACCOUNTABILITY (Group# 4)

- 4.1 Develop a College Wide Culture of Planning & Accountability**
- 4.2 Create a Culture of “Customer Service” Across the College**
- 4.3 Professionalize Staff Development**

4.1 DEVELOP A COLLEGE WIDE CULTURE OF PLANNING & ACCOUNTABILITY

Strengths	Weaknesses
<ul style="list-style-type: none"> • Accreditation recommendation committee • Unit plans & Program Review • Communication • Good people • Specially funded programs • Desire to improve • Shared governance system 	<ul style="list-style-type: none"> • Communication (intra-college) • Financial resources • SFP’s not integrated • Complex systems—all steps necessary for planning • Isolation of adjuncts • Not many division meetings
Opportunities	Threats
<ul style="list-style-type: none"> • Mentor program – new staff & adjuncts • Mandatory division meetings • Student activity – involvement in planning • Cross training – within department and experimenting “other people’s shoes” outside own department • Accreditation re-visit • Financial aid & scholarships • Put “faces” on numbers • Federal work study? • International student: pre-planned & in areas not yet covered 	<ul style="list-style-type: none"> • Miscommunication • Less \$ if less enrollment • District office imposes detailed procedures to purchase equipment, etc. • SFP’s no benefit to students or college • Mind-set, over-reliance on SFP’s

4.2 CREATE A CULTURE OF “CUSTOMER SERVICE” ACROSS THE CAMPUS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Great Location • Friendly staff and faculty • Desire for success • Improved signage • Child Development service center 	<ul style="list-style-type: none"> • Location (hard to find) • No information kiosks • No refreshments, café, etc. • Pedestrian traffic flow • Lack of adequate counseling • Limited library hours/staff • Night lighting on campus • No means of communicating with students • Delays in receiving purchases (office) • Closed offices • Weeds, leaves, in front of Admissions

Opportunities	Threats
<ul style="list-style-type: none"> • Student government website • Information kiosks • More creative utilization of fine arts gallery, etc by community • More library hours & staff • Improve transfer & career centers • Treat co-workers like clients • Better phone directory & email service directories • Help desk run by students • Clean up classrooms & campus – allocation of \$ • Invite community & high schools to new building openings, etc. 	<ul style="list-style-type: none"> • Loss of students • Poor retention due to poor services

4.3 PROFESSIONALIZE STAFF DEVELOPMENT	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Computer helpers to all staff • Reimbursement for online positions • Tuition reimbursement for education • Distance learning center staff extremely helpful • Information tech support 	<ul style="list-style-type: none"> • Need district training on crucial systems (SAP, BW, PCR) • Lack of division meetings – especially for adjuncts • Out of date job descriptions • No \$ for staff development (except online) • Fast track test has no requirement for computer literacy • No office space for adjuncts within their division/department
Opportunities	Threats
<ul style="list-style-type: none"> • Reimbursement for tuition • Mentor for staff and faculty • Seek staff volunteers to train others • Research funding sources • Enliven foundation re: staff & faculty • Free classes for other opportunities (as well as online) – workshops • Let adjuncts know ahead (1yr) of what courses they will be teaching 	<ul style="list-style-type: none"> • Lack of funding • Lack of communication • No free time in schedule • Dead-end job syndrome & burn out

Goal 5: Collaboration & Resources

Explore New Resources and External Partnerships

Strengthen external partnerships at all levels in order to enhance political support for District initiatives, expand District financial resources, and improve District relationships with all communities in the greater Los Angeles area so that LACCD colleges can offer more responsive, relevant, and affordable educational programs and support services

- Objective 5.1 Collaborate with Community Partners to Leverage Resources***
- Objective 5.2 Support Student-Centered Legislation**
- Objective 5.3 Enhance the WLAC Foundation**
- Objective 5.4 Strengthen Support for Grants and External Funding**
- Objective 5.5 Identify Resources to Supplement College Master Plan***

GOAL 5 = COLLABORATION AND RESOURCES (Group#5)

5.1 COLLABORATE WITH COMMUNITY PARTNERS TO LEVERAGE RESOURCES	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Aviation industry • Film industry (CEMA) • Dental Hygiene Program • Hospitals • Culver City Chamber of Commerce • Probation department • Veterans • Motel industry • High schools • Police department 	<ul style="list-style-type: none"> • Difficult to deal with district and college bureaucracy • College not generating enough funds from community partners • Lack of follow-through; system to follow-up • Agendas not synonymous between community partners and college • Little outreach to local and junior high schools •
Opportunities	Threats
<ul style="list-style-type: none"> • Inside college departments should coordinate with outside resources • Stay current with technological trends/advances (IPOD) • Renting facilities = more revenue • More technology/training – keeping up with trends • More internship/volunteer opportunities with companies, to increase enrollment • Seek ideas from community to strengthen resources • 	<ul style="list-style-type: none"> • Traffic • Not keeping up with new technology and that stifles the college’s growth and competitive edge against other community colleges • No development department that can do tasks...grant writing to get the college funds/resources to offer more • Shrinking budget of city/state government

5.5 IDENTIFY RESOURCES TO SUPPLEMENT COLLEGE MASTER PLAN	
Strengths	Weaknesses
<ul style="list-style-type: none"> • Looking for ways to increase enrollment • Location – large population in area • Community • Rich academic programs • Staff assigned to bring in filming 	<ul style="list-style-type: none"> • Poor marketing (visibility), lack of knowledge in the community • Not enough staff to do all the work • Fiscal management
Opportunities	Threats
<ul style="list-style-type: none"> • Marketing/Grants • Outreach to local schools • Strengthen the Master Plan (this process!) • Extension programs • Suggestion Box • 	<ul style="list-style-type: none"> • All the committees that already exist take the faculty away from teaching • Insufficient funding with District goals • Competition for funds with each department and other community colleges

GROUP #6 = COLLEGE CODE OF ETHICS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Cafeteria – (breaking bread together) • Lacking academic rigor (transfer rate!) • Retreats for faculty/staff/students • Capability and willingness to be proactive/achieve synergy – 100% potential • location/beauty 	<ul style="list-style-type: none"> • Lack of campus image • “Openness” • Inclusiveness
Opportunities	Threats
<ul style="list-style-type: none"> • Self- Awareness of problem with politics: • Code/Standardization (“We’re all integral parts of a whole.”) ethical code: Equal rights – <u>respect</u> for staff-faculty – students-admin. • Personalize plan for our specific campus 	<ul style="list-style-type: none"> • More important then teaching/ than running the college/than learning • Territoriality • Cronyism (cliques) • Bureaucracy: rules more important than effectiveness • Year of “loose cannon” – Compromise ethics reputation • Faculty/Staff relations: • Disregard for system/structure – undermining each others efforts • “Your job is not as important as mine” • Integrity of records • Respect - of opinions; Civility – good manners

BRAINSTORMING WORKSHEET

3 EXAMPLES

1. Avoid compromising authority of position and integrity of college by forming inappropriate relationships.
2. Communicate with civility, even when disagreeing with others’ viewpoints. Respect and advocate integrity of educational institution by adhering to all
3. established rules and policies.

COLLEGE CODE OF ETHICS = A BEGINNING DRAFT

One uniform code of ethics based on general principles that apply to all of us (students, faculty, staff, and administration).

1. Value institutional integrity by respecting all established rules and procedures.
2. Refrain from engaging in inappropriate relationships that compromise your position and the integrity of the college.
3. Recognize all individual contributions to projects, not just the contributions of group leaders.
4. Meet deadlines in a timely manner.
5. Use all college communication systems respectfully and responsibly.
6. Communicate with civility, even when disagreeing with others’ viewpoints.
7. Demonstrate awareness that you represent the institution as a whole.

8. Treat everyone respectfully and equitably, regardless of ethnicity, cultural differences, class, gender, or lifestyle choice.
9. Create a culture of customer service in keeping with the College Master Plan.

A COLLEGE CODE OF ETHICS FOR WLAC *(Recommended amendment to the above)*

All members of the West Los Angeles College community (students, faculty, staff, and administration) will practice and demonstrate standards of personal and professional integrity, honesty, and fairness.

1. We will value institutional integrity by:
 - a. Respecting established rules, deadlines, and procedures.
 - b. **Effectively communicating our ideas, needs, and concerns in an open and constructive manner**
 - c. Demonstrating awareness that each of us represents the institution as a whole
 - d. **Applying self-assessment and reflection strategies as part of our work together**
 - e. **Creating a culture of student service**
2. We will value every person, both within and outside the college community, by:
 - f. Respectfully engaging with others in an effort to understand their points of view.
 - g. Treating everyone equitably, honoring all, whatever their ethnicity, cultural differences, class, gender, or lifestyle choice.
 - h. Utilizing all college communication systems effectively and responsibly.
 - i. Applying **the principles of civility in all situations, especially** when disagreeing with others' viewpoints.
 - j. Recognizing all individual contributions to projects, not just those of group leaders.
3. We will practice personal integrity by refraining from inappropriate relationships of any sort that could compromise our positions as individuals as well as the integrity of the college.



A Note from the AdHoc College Leadership Retreat Committee: We have worked hard since the Retreat trying to assemble a document that truly reflects the work of the Retreat participants. We've pained over deciphering some information that was difficult to clarify. In addition, we've, typed, formatted and organized the document, in an attempt to make it easy to read. So, if you see an error, please understand that it was not intentional. We have had no clerical aid or assistance, – we alone have taken our time, in addition to our regular duties and work, to complete this work. It is not perfect, but it is completed and, no longer in our hands.

The College Council should go forward with ensuring that a College Ethics Policy is completed, because this is the body where all of the college constituents have representatives.

We are now forwarding the document to the Academic Senate and we feel that all of our volunteer work before, during and after the Retreat will give the Senate a good foundation to guide it, in its' charge of completing a new/revised Educational Master Plan by June, 2007. Thank all of you for your patience, consideration, work and good thoughts. "West is Best!"