# LOS ANGELES COMMUNITY COLLEGE DISTRICT

## STRATEGIC PLANNING COMMITTEE

## MINUTES

**Friday, November 29, 2011 • 9:00 a.m.**
**Educational Services Center • Board Room**
**770 Wilshire Boulevard • Los Angeles, California 90017**

Participants:  Belinda Acuña, Dean, Institutional Effectiveness; David Beaulieu, President, District Academic Senate; A. Susan Carleo, President, Los Angeles Valley College; Felicito Yasmin Delahoussaye, Vice Chancellor, Educational Programs and Institutional Effectiveness; Donald Gauthier, Vice President of Equivalency, District Academic Senate; Carol Kozeracki, Researcher, Pierce College; Jorge Mata, Chief Information Officer, Information Technology; Richard Moyer, Vice President, Academic Affairs, East Los Angeles College; Maury Pearl, Interim Associate Vice Chancellor, Institutional Effectiveness; Tom Rosdahl, Academic Senate President, Pierce College; Joanne Waddell, President, Los Angeles College Faculty Guild; Michael Romo, AFT 1521; Sarah Master, Senior Researcher, District Office

The participants introduced themselves.

Review Minutes of the October 21st Meeting

Yasmin Delahoussaye informed the committee that Laurie Green was unable to complete the minutes due to additional duties and would provide them at the January 27, 2012 meeting for approval. She then gave an overview of the meeting which was sent out prior to the meeting. Each person received a data packet that was put together by Maury Pearl and Sarah Master. Included in the data packet was the Board SWOT analysis.

Prior to beginning the internal scan review, David expressed concern about the lack of attendance at the meeting and the fact that the CSSO representative was not in attendance and had hardly attended any of the meetings. He asked how what we were doing for today (review internal scan data) would fit into what we would do next. Yasmin explained how the internal scan data would fit into the strategic plan.

Internal Scan Data Review

Yasmin Delahoussaye informed the committee that the planned activity for the meeting was to break into committees to review and discuss the strategic challenges (internal and external) to consolidate the trends/issues and see if they fit into one of the five existing strategic goals. The committee requested to stay together due to the small number in attendance.

Mr. Maury Pearl distributed a revised version of the "Internal Scan for LACCD Strategic Plan, 2012-2017" which included a summary sheet of the internal scan. This is a condensed version of the critical trends seen in the external and internal scans.  Any trends that appeared in the last strategic plan were starred.

A question was brought up if the current goals should be renamed or revised due to the changing needs of the students. As Maury reviewed the internal scan and the critical trends, there was discussion of where each of these trends fit into our current goals.

The committee discussed proprietary schools (University of Phoenix, National University, Universal Technical Institute, etc.) and their ability to market job placement to students, degree audit concerns, adult participation population, improving technology, developing human capital and the Districts' responsiveness to information. We have not developed an expertise in job placement. If this is a weakness, what would we do to counteract it? A

promise of job placement is a pitch for some of these schools. How do we show our students that they can meet their goals when we are cutting our marketing and placement budget? Maybe we should get some expertise on getting grants that include job placement so that we can then compete. Look how cost effective we are in getting students through. There is an opportunity there that we can capitalize on. The job placement piece needs to be worked on to get students to the next level. Are there alliances that we can form with the Cooperative Education faculty? We have a lot of strong connections with EDD. We should look to forming other collaborations and partnerships within our grasp that we should leverage. We could then be much more competitive and counter some of these perceived threats from these proprietary schools. If students also had an academic pathway, wouldn't students tend to stay?

Sue Carleo asked about the process of establishing goals before objectives. The committee decided to discuss the trends in the data item by item and to look at where they fit into the existing goals. For example, it was determined that the following issues and trends fit into existing goals:

- Decline in public funding for California community colleges (Goal 1: Access—Expand Educational Opportunity and Access and Goal 2: Success—Enhance all Measures of Student Success)
- Lack of student readiness for college-level coursework (Goal 2: Success—Enhance all Measures of Student Success)
- Increasing accountability requirements (Goal 4: Accountability—Foster A District-wide Culture of Service and Accountability)
- Competitive pressures from other educational institutions (Goal 3: Excellence—Support Student Learning and Educational Excellence)
- Growth in occupations requiring post-secondary education, particularly AA degree (Goal 3: Excellence—Support Student Learning and Educational Excellence)
- Low graduation and transfer rates and significant gaps in student achievement (Goal 1: Access—Expand Educational Opportunity and Access)
- Low population growth in District service area (Goal 2: Success—Enhance all Measures of Student Success)
- Keeping up with changes in technology(Goal 3: Excellence—Support Student Learning and Educational Excellence)
- Complexity of district systems (Goal 4: Accountability—Foster A District-wide Culture of Service and Accountability)
- Ineffective communication (Goal 4: Accountability—Foster A District-wide Culture of Service and Accountability)
- Weak employee development (Goal 3: Excellence—Support Student Learning and Educational Excellence)

Further concern was expressed regarding whether or not we are losing students to ITT and ICDC, etc. Who are the students we are losing? Are they the students who are two to three levels below college level? Is the competition helping them progress? Is the competition promising what we do not? The committee then went on to discuss the need for more PR and marketing, and the need to develop our own internal expertise so that we remain competitive.

Next the committee discussed Degree works. Does it work? Can it be used to identify students who complete certificates and associates degrees but have failed to pick them up. Yasmin agreed to look into this issue of students who completed the coursework but failed to pick up their degrees or are close to finishing.

There was a discussion regarding technology issues. The District needs to assist faculty and staff in keeping current with technology. Teaching faculty need professional development on how to use new technologies in

teach and we need to facilitate access for students from remote locations. We also need to consider seeking a technology fee from each student to assist with the costs.

Subsequent discussion centered around the Student Success Task Force. Yasmin discussed the fact that the Student Success Task Force Recommendations need to be included in the District's Strategic Plan since they will become the State Chancellor's Office Strategic Plan for the next five years. District goals are expected to be aligned with state goals.

The committee then discussed fundraising and strategies to manage finances including a budget allocation model that the District Budget Committee will address. The committee also had a discussion about the effectiveness of the Personnel Commission, given the large number of district-wide complaints from the SWOT analysis. Sue suggested that perhaps there needed to be a review of the Personnel Commission every five years to ensure compliance with the California Education code.

<u>Next Steps</u>

There was discussion regarding agenda items for future Strategic Planning Committee meetings.