

Los Angeles Southwest College Partnership Resource Team (PRT) Process Summary Report Institutional Effectiveness Partnership Initiative

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Areas of Focus

- A. Integrated Strategic Master Planning
- B. Human Resources Restructure
- C. Foundation Support
- D. Professional Development

Summary by Area of Focus

A. Integrated Strategic Master Planning

Los Angeles Southwest College had eight objectives in their Innovation and Effectiveness Plan:

1. Per recommendation from Cambridge West report, engage the college, especially faculty, in vision-setting that determines the array of educational programs for which LASC will be known. As part of this activity, determine the desired size of the college (FTES) and make the criteria understood and well known by all stakeholders.
2. Conduct a detailed analysis of student success and retention metrics, and use an inquiry-based approach for identifying institution-based barriers to timely completion of certificates, degrees and transfer as well as strategies for addressing these barriers.
3. Task the Enrollment Management Committee to develop the Enrollment Management Plan while prioritizing equity and guided pathways.
4. To increase access to higher education and reduce time to completion of degree or transfer to four-year college/university, implement strategies for scaling up dual enrollment pathways from the high schools that directly articulate with programs at LASC, and expand the College Promise Program.
5. Implement pathways, organizational structures, and support services that accelerate student progress from adult education, into non-credit, to CTE programs and into well-paying employment.
6. In the revision of the technology plan, include guiding principles around emerging technologies, accessibility, service integration, data security and reliable infrastructure. Connect these principles to the college's strategic goals and the desire to maximize progress to date with IT consolidation and lessons learned during the pandemic in acquisition of technology in support of teaching, learning and administrative operations.
7. Enhance marketing and public relations to reflect LASC's strong community relations.
8. Update the college's decision-making process handbook so that it clearly identifies how governance committees are connected to one another, delineates roles, and responsibilities, explains how work flows between committees, develops a common method of disseminating information, provides templates for post-meeting communication to the campus and establishes guidance on the representation of each constituency group and their value in the process.

Progress

The college made significant progress in all these objectives through:

1. Completion of a comprehensive strategic master plan that is integrated, streamlined for efficiency, and approved through college shared governance and approved by the district governing board.
2. Engagement of the whole college in development and implementation of an enrollment management plan that is data-informed by the strategic educational master plan, requirements of the Student Centered Funding Formula, and sustainable with a balanced budget. The enrollment management plan has clearly defined action steps, responsible parties, and regular assessment points, and is visibly connected to the college's accreditation QFE. Progress is communicated out monthly by the president, reports in governance committees, and progress reports published on the college webpage.
3. The college has aligned its Technology Master Plan with the district technology plan, leveraged district-provided and college resources to equip and update technology in classrooms as well as those in support of online delivery of instruction, student support services, and college operations.
4. The college has contracted an architectural firm to engage college stakeholders and community in rich conversations about priorities for the college going forward and revision of the facility master plan. In addition to discussion in college governance bodies, broad participation has been achieved through surveys, focus groups, town hall meetings, and regular communication on progress.

Suggestions for Sustaining Progress

- Hire a research analyst.
- Create opportunities to celebrate achievements and accomplishments of goals in your plans.
- Continue to focus on restoring enrollment through targeted marketing, expansion of dual enrollment programs, expansion of the promise program, associate degree awards completions among middle college high school students, and increased capture rate for adults bridging from adult education and noncredit into credit short-term certificates.
- Continue to cultivate communication and relationships with business partners and regional employers.

B. Human Resources Restructure

Los Angeles Southwest College had five objectives in their Innovation and Effectiveness Plan:

1. Develop an institute-like employee onboarding program that fosters ongoing professional development and connects new employees with mentors.
2. Establish an Inclusion, Diversity, Equity and Access/Anti-Racism (IDEA) task force charged with reviewing the District's EEO Plan, developing a DEI Workplan based on the CCCCCO Vision for Success Report and DEI Action Plan, monitoring DEI progress in hiring new employees and making recommendations regarding retention of existing employees.
3. Increase partnerships and collaboration initiatives throughout the college that promote diversity and inclusiveness. Provide college wide professional development in diversity and bias awareness and consider this training as a requirement for serving on interview panels.
4. To the extent practical, include students on hiring committees.

5. Continue working with consultant on human resources restructuring, including conducting a needs analysis of all positions including total cost of positions.

Progress

The college made significant progress in all these objectives through:

1. The professional development committee has begun to explore different models for employee onboarding, mentorship programs and employee retention. They seek to be more inclusive and involve all employee groups. In collaboration with the college president they are considering using a focus-group approach for gathering information and ideas from all employee groups. They are also considering contracting with an outside firm to conduct the focus groups.
2. Completed needs analysis, conducted town halls for feedback, and have produced a human resources restructure plan with focus on sustainable hiring and maintaining a balanced budget.
3. Inclusive, thorough, data-informed approach for establishing principles and actions around hiring.
4. College-based human resources officer with employee relations focus is currently in recruitment. Responsibilities will include hiring process, employee onboarding and orientation, oversight of all required training, and serving as liaison to district human resources.
5. College has made the determination that aligning and integrating college strategies for Inclusion, Diversity, Equity, Access/Anti-Racism (IDEA) with existing District IDEA task force is more effective than establishing a separate structure. The college efforts are focused on active participation, connecting with district resources, and infusing IDEA into college culture, shared governance structures and processes, and expectations.
6. Working with consultant to review and revise policies and procedures.
7. Integrated and aligned college plans and goals with District Equity plan.
8. Academic Senate has passed resolution supporting intentional professional development on governance and leadership.

Suggestions for Sustaining Progress

- Use the results from inclusive, data-informed, external assessment conducted by consultant to prioritize filling vacant positions and hiring new positions in alignment with the college's strategic plan goals over the next 1-3 years.
- Align all hiring practices, policies and procedures with EEO Plan, Board policy, administrative procedures and internal standard operating procedures.
- Develop clearly defined and commonly understood processes which EEO data are discussed and inform all aspects of the hiring process.
- Continue building leaders and focusing on succession planning and retention; codify succession planning through policy/procedure.
- Explore feasibility of creating a classified senate to focus on professional development, employee recognition and training programs.
- Continue auditing policies and procedures and use data to make appropriate changes.
- Task college-based human resources official with attending district personnel commission meetings and disseminating information to managers and employees when appropriate.
- Continue participation in district level training and task forces surrounding hiring committees.
- Continue engaging with employees to better understand their needs for professional development and provide opportunities for growth and training.

- Continue exploration of opportunities to include students in hiring committees, where appropriate and feasible to do so.

C. Foundation Support

Los Angeles Southwest College had two objectives in their Innovation and Effectiveness Plan:

1. Develop and implement a Foundation Strategic Plan to maintain momentum and successes of President's Change Circle Initiative, community-building efforts, and program ties to businesses.
2. Join and access resources from the Network of California Community College Foundations.

Progress

The college made significant progress in all these objectives through:

1. The college has formally joined the Network of California Community College Foundations (NCCCF) and has begun to access resources available through that membership.
2. Independent audits of all foundations affiliated with Los Angeles Community College District colleges have been completed. Additionally, the chancellor has formally advised all foundation presidents that LACCD is conducting a comprehensive assessment of performance measures detailed in the board-approved agreements, including that for the foundation affiliated with Los Angeles Southwest. This work is expected to be completed soon and the results communicated to college presidents for review with the foundation presidents.
3. The college president has successfully launched the President's Change Circle Initiative, raised and distributed \$35,000 for student scholarships, established an on-campus Family Resource Center, secured financial and technology resources for Promise Students, established a Business Advisory group, and cultivated additional support and donations from major employers.
4. Developed marketing materials to promote LASC, its hallmark educational programs, and support services.

Suggestions for Sustaining Progress

- To more effectively support the president and college in fundraising, consider adding a position dedicated to advancement to encourage major donations and gifts.
- Continue strategies that raise the visibility of LASC programs.
- Regularly meet with and cultivate relationships with major employers.
- Continue President's efforts to focus on fundraising through campus and community support.
- Add direct appeals to retirees and alumni for donations and gifts.
- Actively connect with NCCCF member colleges, including those in LACCD and others located in southern California, for advice and mutual assistance.

D. Professional Development

Los Angeles Southwest College had three objectives in their Innovation and Effectiveness Plan:

1. Seek a higher degree of engagement from classified staff in professional development and working with the 4CS, build leadership and engagement among Classified Professionals.

2. Provide leadership professional development opportunities to all constituency groups by developing and implementing a comprehensive Professional Development Plan that aligns to strategic goals and initiatives and is updated annually. Conduct annual needs assessment for all employee groups.
3. Provide opportunities to celebrate and recognize Faculty and promote on-going academic excellence.

Progress

The college made significant progress in all these objectives through:

1. Planning has begun for new employee on-boarding and orientation.
2. Revision to faculty professional development plan is in progress.
3. Making strides in expanding opportunities for and participation by classified employees in professional development activities.
4. The college has an annual recognition of all employees at the end of the spring term, including peer-nominated awards for distinguished full-time and part-time faculty.

Suggestions for Sustaining Progress

- Hire a professional growth coordinator for the college or increase reassigned time for faculty assigned to role of professional development coordinator.
- Complete revision of professional development plan.
- Expand professional development opportunities for classified staff through such models as the Caring Campus Program (Institute for Evidence Based Change); participate in 4CS; mentor classified employees to champion opportunities for their constituency; and explore opportunities for collaboration with the district.
- Conduct employee surveys.

Conclusion

LA Southwest is to be congratulated for their collaborative approach, commitment to sustainable processes, and ongoing work toward accomplishment of their goals.