



September 5, 2016

Faculty, Staff, Students, Welcome to West in the Fall 2016.

BENCHMARKS

- Unity among West's leadership, unity of purpose, from trust, of expectations that our institutions, and our practice of them, can bind us to our purpose of students' success
- Growing leadership in the region
- Strong leadership in West's institutions
- One of California's 5 fastest growing community colleges
- Fastest growing college in LA
- 54% increase in degrees and certificates
- \$3.2M budget balance
- 13% enrollment increase so far
- Excellent and meaningful accreditation report
- Construction on time and on budget

As West starts this Fall 2016, here are some early highlights and trends:

FLEX DAY

- UCLA's Pedro Noguera spoke to the college community on FLEX day. He was joined by Trustee Pearlman. Professor Noguera talked about the philosophy of students learning versus faculty teaching. We plan a series of sessions to engage with him through the year.
- This is the second week of the semester, and already so many things are happening:
 1. Black Scholars just returned from Sias University in China, the college's first cohort of students studying abroad, with many more trips in planning.
 2. West hosted 500 seniors from Culver City High School, and we have college courses in over 11 schools in our service area-plus a dozen community-based organizations. After 4 years of no activity in the high schools, this has been our first year back, and we have plans for vastly extended college enrollments and college series to over 45 high schools soon.
 3. Tech Fair has started—one of the largest community college professional development programs in the USA.
 4. STEM's first science event is this Friday.
 5. West opened the first Gallery show, "California Landscape," which is beautiful, and gives one a moment of reflection as to why California is a place of beauty.
 6. We have sports, arts, film, dance, theater, and music events all coming.
 7. Global Conference is coming soon.

BUDGET

- West has been promised **full funding for its FTES growth** for the second straight year of by far the greatest growth in the LACCD. West starts the year with a **\$3.2M balance** going forward, from its grants and growth. West has had a few \$1M balances in its history, but **\$3.2M is unprecedented**. West now has a vice president for development who will develop, report, and manage the college's alternative funding sources from grants to enterprise, foundation to international education.

West has seen a \$1M balance carried forward, including our increasing our 2015-16 budget from \$35K to \$1M in the month of July 2015. West achieved a \$1M balance in 2015-16 after intense work by Rasel Menendez, Helen Lin, the Development and Academic Affairs staff. This year's \$3.2M is a testament to careful spending by Academic Affairs, growing the enrollment, and alternative funding generated by Development. It's a testament to the division chairs, our faculty and staff. The Business, Personnel, and Development Offices worked closely together. Growing pains is a new experience for West, so let us flex.

ENROLLMENT MANAGEMENT

- **FTES increased 13%** as of today, with more enrollment coming. (Our goal was 6%.)
- All other 8 colleges have negative growth or exactly the level of FTES as last year. West's growth placed us in **the top five fastest growing community colleges in California**. It makes West **the fastest growing college in LA**. This year's growth is only going to move us up further and faster.
- Full-time students are up 14%; they are finding West.
- New students are up 15%.
- Average class size is up to 32; only Mission's 33 is higher. This class size factor is critical, and we need to increase it.
- Students 24 and under increased 18%. Young students are finding West.
- Jumpstart increased 117%. High Schools are finding West.
- There is a sense among some LACCD leaders that West's headcount is dropping, i.e., that our FTES may be increasing, but our numbers of students are decreasing—foreshadowing an ineluctable institutional debacle. **Au contraire, LACCD reports West's headcount increase as 12%**, to 12,104 students. Just a few years ago at the time of the great recession West's enrollments were in the 7-8,000's. Our district does have an overall drop in headcount, but West has an amazing, unprecedented increase, so West is not a part of any perceived or real decline. Five colleges have more students; Trade-Technical is next above us at 5th place with 14,459. City has 16,885, Valley has 18,558. These are now the colleges we compare ourselves to as we enter the second year of our 5-year plan to grow. **West's headcount of 12,104 is up 12%**; the only other two colleges with a positive increase in headcount are East at 101% and Mission at 103%. Students are finding West in growing numbers far beyond our 8 sister colleges and beyond almost all colleges in the state.
- **West needs to continue to tell our stories of success—to everyone**. Some may wonder about the institutions West is working with; West can be proud of its partnerships with

CDU, CSUDH, LMU, CSULA, SIAS, UCLA, UCR, USC, UCI, UWLA, as examples. West is formalizing transfer agreements with HBCUs and will be formalizing 2+2 agreements with three Mexican universities this fall. We partner with the colleges that West's students choose, and West supports their choices.

- International students are up 21%.
- National students (US not California) are up 28%.
- Non-credit growth will be over 100%. This will be an area for continuous growth through the academic year especially for student success.
- With no advanced operational planning time available to us, **West doubled its efforts in 2015-16 to grow 6%, the largest percentage growth in our district.** This year, with the benefit of more planning time, West has increased its FTES enrollment 13% as today, and with Jumpstart, late start, non-credit, and seminars, **West should see a 15% increase in enrollment this semester.**

STUDENTS

- **West's degrees and certificates increased by 54%** from 2015 to 2016. We may need to look for a new and larger site for graduation this academic year. Please calendar your plan to attend—first week or so of June 2017.
- By the measure of recommendations and commendations, **West's accreditation evaluation was the best** in our district's nine colleges. Although all colleges did well and worked very hard, West had the fewest recommendations for improvements along with two others, no recommendations for compliance along with two others, and the most commendations.

Already West is working on its 18-month report, and West has completed its report (over 100 pages) on the four-year degree program, which the Board of Trustees will approve this Wednesday.

STAFF & FACULTY

- Thanks to leadership from AFT Classified, West has its first CPIP that identified and prioritized positions for 2015-16 and 2016-17. Three positions have been approved, and this year we are setting the number for approvals now.
- 15 new tenure track faculty start this fall: Spanish (2), Math (2), English (2), Chemistry (2), Psychology (1), Sociology (1), Dental Hygiene (2), Learning Skills (1), and Counseling (2).
- At least 8 new faculty will be added for 2017-18.
- 4 Full-time limited faculty on special projects are being added—non-credit curriculum development and global student services.
- 2016-17: new faculty leadership in college curriculum and professional learning. They join more than 10 full-time and part-time assignments from 2015-16 in Service Learning, Student Success, Creativity Studies, All Things Global, Reading Apprenticeship, ACT, Jumpstart, Enhanced Non-credit, STEM, Bio Technology, Commercial Music, 4-year program.

- New Degrees: Theater Arts, 5 Global Studies degrees, Paramedicine, Health Science, and Certificate for Transfer to CSU and UC. The college is adding stipends to divisions that need assistance in developing new certificates and degrees: commercial music and multi media so their FPIP proposals have courses in programs to assign.
- **West has started its first junior year with 42 students** in the Dental Hygiene Bachelor of Science degree, one of the first 15 BA degrees in the state.
- West has conferences and workshops for All Things Global, Creativity, Art, and STEM.
- West has had 100's of workshops and seminars in Tech Fair, and a set of over 70 this Fall.
- West's Tech Fair, Reading Apprenticeship, and SLOs have annual speakers.
- Faculty have expressed an interest in Latino Studies and African-American Studies programs, among possible cohort-based program interests. West will explore these this year.

DEVELOPMENTS

- Creativity Studies, a series of speakers making courses enhance creativity, holding a creativity conference in the Spring 2016.
 - Global Studies Symposium Fall 2016 including a focus on transnational migration in September: when is migration a crisis—the Syrian refugee policy. Two day global studies workshop: for students a Thursday session and a Friday session for faculty and staff.
 - Workforce initiative brings more money to West to increase enrollment, quality, and breadth of CTE.
 - Bio technology curriculum is coming.
 - USC nanotechnology partnership starts this year.
 - STEM student peer-led discussion groups focused around key science topics is in practice.
 - USC Center for Economic Development is working with us to put together a NSF grant application to serve our community.
 - Also with USC we are developing programs for funding to learn the use of sensors in advanced manufacturing technology.
 - Professional development has a new direction with new leadership.
 - LA College Promise coming Fall 2017 will offer free college for the first year of about 30 units.
 - Reading Apprenticeship has new and expanded ways of learning how to teach reading as a part of courses.
 - Habits of Mind is expanding.
 - Growth Mindset is expanding.
 - International students is a program that will receive more support for students who will also be giving back to the college.
 - Basic skills and non-credit courses to enhance student success; this is a development that will this year change the experience of being a student at West.
 - Political campaigns and register to vote will be a part of students' experiences.
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- Global studies is being integrated into the curriculum.
- Finding technology and new areas for application from Sociology to Accounting.
- West's Computer Science Net Lab supports CSUN, 2 high schools, West, and Pierce.
- Year Up is a national program. West is the first Southern California program. Year Up will train and place about 40 students this year into high paying mostly technology jobs.
- South Bay Work Force Investment Board will offer a cyber security apprenticeship program with West.
- Cloud computing is a program now.
- Coding academies will be added this year.
- Commercial music is coming.
- The Hammer Museum will be a lead with West in sponsoring the 2017 LA LA events at over 60 venues and museums.
- Spanish immersion with three Mexican university partners will start in 2017.
- A biomedical pathway with joint acceptance, undergraduate research, and curriculum that enhances graduation at West and Charles Drew University for diverse students.
- West is exploring UC Riverside a cooperative program in environmental science.

TEACHING AND LEARNING

- There are over 75 workshops and webinars scheduled for **Tech Fair Fall 2016**. See the schedule at www.wlac.edu/tech-fair
West is developing plans and implementation for the **LA College Promise**, launching in Fall 2017. The Promise is designed for recent LAUSD graduates to complete 24-30 units in their first year – a student momentum milestone – for free.
- The Tech Fair schedule also has details about access to Lynda.com for free for all CA community college. Lynda.com is an online library of self-paced course on software tools and skills. Faculty and staff sign-up here: <https://prolearningnetwork.cccco.edu/learn/>
Here is a video explaining how to sign up: <https://tinyurl.com/lynda-signup>
There are also two Tech Fair workshops scheduled: **Learn the Latest Tech Skills and Software on Lynda.com for Free!** On Monday, Nov 28, 2016 | 3:30 - 4:30 pm | HLRC-4E and Wednesday, Dec 7, 2016 | 3:30 - 4:30 pm | HLRC 4E.
- Faculty can attend trainings with the Digital Design Studio (DDS) to **Get your Own Faculty Webpage using Kentico**. The Tech Fair Workshops are scheduled as follows: CE-225 10/13/16 - 3:30pm; 11/17/16 - 3:30pm; 12/07/16 - 1:00pm. RSVP www.tinyurl.com/kenticoRSVP
- **On Friday, September 16**, West is hosting a **Reading Apprenticeship Math Seminar** with faculty from West, Santa Monica College, Pasadena City College, and College of the Canyons attending. Contact Nancy Sander for additional information.
- Join in on the One College, One Book Program and read: **In Defense of Food**. The One College, One Book Focused Inquiry Group meets **on Wednesday, September 14th at 1pm** in HLRC to discuss programming related to the 2016/2017 common read, In Defense of Food. Contact Nancy Sander for additional information.

WEST'S BOOSTERS

- West's trends make me into a Babbitt-like figure of "boosterism." I feel it. Certainly, with our independence, unity and innovation, no one at West can be labeled "conformist" in Sinclair Lewis's terms. I accept the label of booster, and I celebrate your successes for West's students.
- **West's building projects are on time and on budget.** We have plans for the development of 10100, a Prop House, and a Student Residence to come. Our upcoming bond proposes a new student service center and library as its signature building project.

West's Engagement with Leaders Has Been Unprecedented.

- West's July 4th hosted 18,000 people, most of whom received information about West. Trustee Kamlager-Dove attended. So did County Supervisor Mark Ridley-Thomas and State Assembly Member Sebastian Ridley-Thomas. Most of the Culver City Council attended as well.
- Last year we hosted Secretary Clinton, Attorney General Harris, Congresswomen Waters and Linda Sanchez; Congresswoman Bass has visited several times as has Supervisor Ridley-Thomas. Former Representative Watson has visited. State Representative Sebastian Ridley-Thomas has visited several times and proposes a joint venture in service learning with his office. We have hosted three Culver City Council members; the mayor has visited twice. We are forging a coalition with Culver City and the School Board to take on social justice issues. We have committed to a cooperative council with the City Council to do joint projects such as creating a concert series on campus and economic development. In just the past year, **West has held meetings and created partnerships** with Charles Drew University, University of West Los Angeles, 19 Chinese technical colleges, Sias University, Los Angeles Fire Department, UCLA, CSUDH, LMU, and the Mexican Consulate. West hosted the UC President and her staff along with 22 local community colleges to discuss the UC plan to expand its enrollments by 10,000.

This month West hosts Dr. McKenna of the LAUSD Board, with Supervisor Ridley-Thomas, State Assemblyman Jones-Sawyer, LA Council President Herb Wesson, Council member Harris-Dawson, among others.

West is adding organizational support for non-credit, contract education, Adult Education Program, and Community & Continuing Education.

- **West's culture has the strengths of unity.** We are in an era of practicing our collaboration within the agreed upon institutionalized shared governance documents in the College Council and the Academic Senate. Most administrative leadership contributes to our unit; all administrators need to start contributing. There is unity of purpose, highly effective outcomes, college performance that leads to increases in students and students' successes. **We celebrate our trust, and we expect reasonable, accountable, and transparent decision-making that is rooted in our experiences of fairness and equity.** The college has embraced social justice as a theme that underlies most of what West is trying to do. When lapses or mistakes are exposed, West must always be guided by what is right with

service as our ethic. Service is our administrative responsibility and we need to learn how to provide it.

So where do we go from here? In truth, I waited to send this letter out now because I thought that the Board of Trustees would have completed its selection of West's new president. However, their process is still going on, and we should wait no longer. Whoever is selected (after working with the Chancellor and his senior staff), I can share with you my own deep appreciation for and complete confidence in the Chancellor's standards and judgment. Whoever the Chancellor recommends for approval by the Board I am positive will serve West in an exemplary way.

- West has only to go forward with no thwart and no foil to fulfill our immediate destiny of 15,000+ students; new buildings; vital partnerships with schools, leaders, corporations; West's legendary innovation and creativity; academic and institutional excellence to create a place for student success—second to no one. With these as some of our fundamentals, West will become the place on LA's west side for engagement and celebration of the sciences, arts, business, social justice, culture, politics, and opportunity, the place for global vision, local commitment, and student outcomes that define our excellence.
- West has some steps to take: West has three new vice presidents of Academic Affairs, Development, and Student Services and three other deans that filled vacancies on an acting basis--created by many vacancies in late Spring 2015; congratulations to them for a wonderful and effective year (a total of 9 new hires including Plant Facilities Manager). The college, **with representative participation, urgently needs to fill the vacancy created by Bill Smith's retirement.** The college needs to **open its café** to create our cultural experience of sharing food and drink with ideas and collaboration among students, staff, and faculty. Bill Smith successfully obtained about \$1M from the LACCD to replace the football field in his only year at West. Larry Packham is growing West's rental income from television and motion picture production. **The Business Office will be sharing a monthly update of the budget.** Combined with monthly reviews of FTES planning and salaries, we should know very well our projected income sources and our planned expenditures to grow student enrollments, which in turn grow our college budget. West has taken a new path for its Foundation, and **there will be a scholarship season this fall**, managed by Dean Schenk and coordinated by Dean Alcalá.
- West has completed two years of reorganization. Next we will look at how counseling can be integrated into instructional programs in divisions to increase sustained support to students. And we will make decisions about how to create collaboration between faculty advisors and counseling for students' success.
- West is taking a review of online and on campus communications: a chronicle, a newspaper, a journal, a mixed media compendium, an arm of the ASO: this will be a campus conversation this year; we need a "newspaper" even if we end up with something else entirely that is based on the Internet and multimedia. Let's keep in mind our website, and give feedback to our Public Relations Director, who experiments continuously. She also has stepped up college marketing and advertising, and conducts a survey that evaluates our efforts in case you are interested. Marketing and recruitment is doubling its budget again, and with outreach and recruitment it is a key part of West's growth. The Digital Design Studio is telling the story of our students and now will be adding faculty and staff. There will be information about how to get involved.

- West will be partnering with King Medical Center, Charles Drew University, California State University Dominguez Hills, and Los Angeles Southwest College in a **social justice celebration** of revitalized South Central Los Angeles since the tumultuous 1960's.
- West will also be exploring CSUDH locating student services and courses at West in a strategic effort to recruit and serve successfully transfer bound students.
- The Development Vice President is just one person to go when **YOU** have a new idea, an innovation, a collaboration. West is about practices that lead to students' success.

Everyone is finding West. It is a wonderful experience to be here as West moves into its deserved role of excellence and dynamic growth. These changes happen because of you.

My best to you for a great year.

Robert Sprague

Interim President

