Summary of the College Council Retreat on Strategic Planning

August 20, 2013

Background

The College Council held its annual retreat on August 20, 2013. It was a full day event. The retreat was to review and revise the College’s strategic plan. The agenda can be found in attachment A.

This report summarizes the activities and decisions of the retreat. A second retreat is scheduled for September 6, 2013 to complete the work on strategic goals. The August 20th retreat was well attended. (See Attachment B).

Summary

Welcome

The Welcome was given by Leslie Milke, President of the Academic Senate and Joe Ramirez, Vice President of Student Services and co-chair of the College Council. During the welcome the Council discussed whether they should meet for part II of the retreat on September 6 to discuss the Accreditation Gap Analysis Report by Dr. Matthew Lee. It was agreed that we would meet on September 6.

Accreditation Update

An accreditation update was given by Vice President Michael Allen, Vice President Danny Villanueva and Accreditation Steering Committee (ASC) Co-chair, Madelline Hernandez. VP Allen discussed issues related to the Accrediting Commission of Community and Junior Colleges (ACCJC). A letter from the U.S. Department of Education citing several infractions by the ACCJC was presented. VP Villanueva and Madelline Hernandez discussed the status of Mission’s accreditation effort. The ASC met this summer and addressed the Actionable Improvement Plans and established theme teams on Research/Evaluation and Collegiality. The purpose of the theme teams is to provide support to the faculty, staff, and administrators addressing the 14 recommendations and to engage the entire college community in the accreditation process.

School Safety and Emergency Response

Daniel Villanueva and Deputy Brown presented the current efforts related to school safety and emergency response. There was a hand out (See Attachment C) that discussed what to do in case of an emergency, active shooter incident, and natural disaster. The hand out were very informative and will be made available to the college community.
Presentation on Collegiality

Joe Ramirez and Leslie Milke co-chair the Collegiality Theme Team and met over the summer to discuss ways to improve collegiality on campus. A short video presentation on professionalism and collegiality was viewed. The video highlighted the following themes:

- How to have positive office relationships
- How collegiality contributes to student success
- How do we work together toward a common goal when we may differ
- The currency of friendliness, courtesy, and respectfulness
- You are not always right and they are not always wrong
- Definition of Professionalism includes ethics, integrity, courtesy, positive personal presentation

There are a number of college constituencies that contribute to activities to improve collegiality. The AFT Faculty Guild will conduct mediation training for faculty, staff, and students during the fall semester. The Academic Senate will conduct Brown Bag sessions and focus groups on collegiality with the Vice President of Academic Affairs.

The purpose of the collegiality theme team is to promote:

- Code of conduct (See Attachment D)
- Relationship building
- Provide expectations for behaviors
- Provide clear guidelines and a process for conflict resolution
- Acceptance of constructive criticism
- Model professional and collegial behaviors
- Accountability and discipline to ensure that everyone practices professionalism and collegiality

District Strategic Plan

Interim Vice Chancellor Maury Pearl presented the details of the LACCD Strategic Plan (2012-2017). He discussed the goals, measures, and outcomes the LACCD Plan contains. LAMC’s Strategic Plan will align its goals with the goals of the district. The goals and objectives of the LACCD Strategic Plan can be found in Attachment E.

Review of the LAMC Mission Statement and Developing a Sustainable Review Process through Shared Governance

Angela Echeverri presented a proposed process for annual review of the Mission Statement. The review was discussed and changes were recommended. Attachment F is the current Mission Statement Review Process.
LAMC Report on District Strategic Plan Alignment

Sarah Master, Dean of Institutional Effectiveness and Monte Perez conducted a session to discuss the alignment of the College Strategic Plan with the District Strategic Plan. Sarah began the discussion by providing student achievement data for Mission. The Council discussed how this data will drive the identification of college strategic planning goals.

Shared Governance Committee Review

The Shared Governance Co-Chairs in attendance were given time to work in small groups to discuss their current Master Plan goals and how they align with the College Strategic goals. The Shared Governance Committees that participated were:

- Budget and Planning
- College Council
- Educational Planning
- Facilities Planning
- Professional and Staff Development
- Student Support Services
- Technology

Each committee review their master plan goals and discussed objectives and activities. This work will continue at the next College Council Retreat.

Wrap Up/Closing Comments

The College Council felt that the day was well spent. We were able to identify some strategic planning goals to use them for discussion and refinement on September 6th. This is a good time, since the report from Dr. Matthew Lee on next steps for accreditation would be part of that discussion. We also believed the work on alignment, accreditation, and Collegiality unified our thinking on strategic planning goals.
# Los Angeles Mission College 2013 College Council Retreat

Tuesday, August 20, 2013  
8 a.m. to 3:30 p.m.  
Faculty & Staff Dining/Arroyo Room

**AGENDA**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Participants</th>
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<tbody>
<tr>
<td>8:00 – 8:30 a.m.</td>
<td>Continental Breakfast</td>
<td>All</td>
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<tr>
<td>8:30 – 9:00 a.m.</td>
<td>Welcoming Remarks and President’s Welcome</td>
<td>Leslie Milke, Joe Ramirez and Monte E. Perez, PhD</td>
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<td>9:00 – 9:30 a.m.</td>
<td>Accreditation Update</td>
<td>Michael Allen, JD; Daniel G. Villanueva, and Madelline Hernandez</td>
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<td>9:30 – 10:15 a.m.</td>
<td>School Safety and Emergency Response</td>
<td>Daniel G. Villanueva and Deputy Brown</td>
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<td>10:15 – 10:30 a.m.</td>
<td>BREAK</td>
<td>All</td>
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<td>10:30 – 11:00 a.m.</td>
<td>Presentation and Discussion on Collegiality</td>
<td>Joe Ramirez and Leslie Milke</td>
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<td>11:00 – 11:30 a.m.</td>
<td>District Strategic Planning</td>
<td>Maury Pearl</td>
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<td>11:30 – 12:00 p.m.</td>
<td>Review of LAMC Mission Statement and Distribute a Sustainable Review Process Through Shared Governance</td>
<td>Angela Echeverri, Leslie Milke, and Madelline Hernandez</td>
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<td>12:00 – 12:45 p.m.</td>
<td>LUNCH</td>
<td>All</td>
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<td>12:45 – 1:00 p.m.</td>
<td>LAMC Report on District Strategic Plan Alignment and Performance Measures</td>
<td>Monte E. Perez, PhD and Sarah Master, PhD</td>
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| 1:00 – 1:45 p.m. | Shared Governance Committee Review                                  | D. Villanueva & T. Sparfeld  
J. Ramirez & C. Stage  
M. Allen & D. Phares  
W. Bortman  
M. Climo  
J. Ramirez  
C. Stage |
<p>| 1:45 – 3:15 p.m. | Evaluation of LAMC’s Planning Process and Update LAMC’s Strategic Plan to Align with District Strategic Plan | Monte E. Perez, PhD and Sarah Master, PhD         |
| 3:15 – 3:30 p.m. | Wrap-up / Closing Comments                                           | Leslie Milke, Joe Ramirez, Monte E. Perez, PhD    |</p>
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<thead>
<tr>
<th>Present (Need 10 for Quorum) - Voting Members</th>
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<tr>
<td>☑ Monte E. Perez</td>
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<td>☑ Allen, Michael</td>
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<td>☑ Atkinson-Alston, Stephanie</td>
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<td>☑ Barbato, Louise</td>
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<td>☑ Bortman, Walter</td>
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<td>☑ Climo, Michael</td>
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<td>☑ Echeverri, Angela</td>
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<td>☑ Griggs, Michael</td>
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<td>☑ Mignosi, Suzanne</td>
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<td>☑ Monica Moreno</td>
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<td>☑ Phares, D’Art</td>
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<td>☑ Ramirez, Joe</td>
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<td>☑ Roane, William</td>
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<td>☑ Rodriguez-Doucette, Zoila</td>
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<td>☑ Sparfeld, Tobin</td>
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<td>☑ Stage, Curtis</td>
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<td>☑ Villanueva, Daniel</td>
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<table>
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<th>Guests</th>
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<tr>
<td>☑ Bonilla, Diana</td>
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<td>☑ Brinkman, Cathy</td>
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<td>☑ Flood, Pat</td>
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<td>☑ Hernandez, Madeline</td>
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<td>☑ Johnson, George</td>
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<td>☑ Jordan, David</td>
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<td>☑ Lee, Young-Ji</td>
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<td>☑ Pearl, Manny</td>
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EMERGENCY RESPONSE GUIDE

INSIDE IS INFORMATION ON WHAT TO DO FOR THE FOLLOWING INCIDENTS

- ACTIVE SHOOTER
- BOMB THREAT
- CHEMICAL AND HAZARDOUS MATERIAL SPILL
- CIVIL DISTURBANCE
- EARTHQUAKE
- FIRE OR EXPLOSION
- HOSTAGE SITUATION
- SUSPICIOUS PACKAGE / MAIL
- VIOLENT OR THREATENING BEHAVIOR

ACTIVE SHOOTER

If the Active Shooter is INSIDE your building:

- Remain calm.
- If possible, exit the building via safest possible route away from the threat.
- If you cannot get out safely, find the nearest location that provides safety, barricade doors by any means possible, shut off lights, move to an area of the room where you cannot be seen or heard, and keep as quiet as possible. Turn cell phones to silent mode.
- Call 911 as soon as it's safe to do so.
- Stay focused on survival and keep others around you focused.
- Do not open the door until a law enforcement officer advises it is safe to do so or some other credible information is received advising the threat is over.

If the Active Shooter is OUTSIDE your building:

- Remain calm.
- Proceed to a room that can be locked.
- Close and lock doors; if doors cannot be locked, barricade the door with anything available, shut off lights, move to an area of the room where you cannot be seen or heard, and keep as quiet as possible. Turn cell phones to silent mode.
- One person in the room should call 911 and advise the dispatcher what is taking place.
- Do not open the door until a law enforcement officer advises it is safe to do so or some other credible information is received advising the threat is over.

When Law Enforcement Arrives:

- Put down any items in your hands
- Immediately raise hands and spread fingers
- Keep hands visible at all times
- Avoid making quick movements toward officers
- Avoid pointing, screaming and yelling

LO ANGELES MISSION COLLEGE
13356 ELDREDGE AVENUE
SYLMAR, CA 91342
SHERIFF STATION - (818) 364-7843

BOMB THREAT

- If you receive a bomb threat on campus, remain calm and take the caller seriously.
- If your phone has caller ID, record the number displayed.
- Gain the attention of a co-worker and have them contact the Sheriff Station at (818) 364-7843.
- Keep the caller on the phone as long as possible.
- ASK QUESTIONS:
  - Where is the bomb located?
  - When is it set to explode?
  - What kind of bomb is it and what does it look like?
  - Did you place the bomb and if so, why?
  - What is your name?

CHEMICAL AND HAZARDOUS MATERIAL SPILLS

- Avoid direct contact with spilled material and treat all chemicals as hazardous materials.
- Stop the source of spill, if you can do so without endangering yourself.
- If indoors, evacuate immediately and close the door.
- If outside, stay upwind away from any toxic fumes or smoke.
- Call the Campus Sheriff's Station at (818) 364-7843 and report the incident.
- Remain in a safe, cover position until first responders arrive and follow their instructions.
- Do not re-enter the building until authorized to do so by emergency response personnel.

CIVIL DISTURBANCE

- Civil disturbance includes riots, demonstrations, threatening individuals, or assemblies that have become significantly disruptive.
  - Call 911 if the disturbance escalates into a situation of imminent threat to life or safety.
If the event is in its initial stage and has not reached a critical point, call the Campus Sheriff Station at (818) 364-7843.
Do not interfere, interrupt or become involved in the disturbance.
If the disturbance is outside, stay away from doors and windows and remain inside.
If the disturbance is inside, evacuate as soon as safe to do so.

EARTHQUAKE
- Stay calm.
- If indoors, “Duck, Cover, and Hold On” under a table or desk or against an inside wall until the shaking stops. Protect your head and neck with your arms.
- If you are in a hallway, drop to the floor against an interior wall and protect your head and neck with your arms.
- Do not use elevators.
- Do not exit a building during the shaking – there is a danger from falling debris.

FIRE OR EXPLOSION
- Do not panic and activate the nearest fire alarm.
- Call 911 or the Campus Sheriff Station to report the location of the fire.
- If the fire is small, attempt to extinguish it with a fire extinguisher.
- If the fire is large, evacuate the building via the nearest fire exit.
- Close all doors when exiting.
- Use stairwells and keep to the right.
- Do not use elevators, they may shut down or stop on the floor of the fire.
- Check all doors for heat prior to opening them.
- If you are caught in smoke, drop to your hands and knees and crawl.
- Breathe shallowly through your nose and use your clothing to cover your nose and mouth.
- Proceed to the nearest evacuation area.

If you are trapped by a fire in a room:
- Place moist cloth material around/under the door to keep smoke out.
- Retreat-Close as many doors as possible between you and the fire.
- Be prepared to signal from windows, but do not break the glass unless absolutely necessary (Outside smoke and draft could be drawn in).

HOSTAGE SITUATION
If you become aware of a Hostage Situation:
- Immediately remove yourself from any danger.
- Call 911 or the campus Sheriff Station at (818) 364-7843 and provide the following:
  o Location of incident
  o Number of possible hostages and physical description
  o Number of possible hostages
  o Any weapons the hostage takers may have
  o Any injuries to hostages you witnessed
  o You name, location and phone number

When Law Enforcement Arrives:
- In a rescue situation, “Do Not Run.” Drop to the floor, and remain still. Make no sudden moves that law enforcement may interpret as hostile or threatening.

SUSPICIOUS PACKAGE/MAIL
- Immediately contact the campus Sheriff Station at (818) 364-7843.
- Do not sniff, touch, test, shake, open or come into contact with any powder or fluid that might have spilled.

- Evacuate the immediate area, close the doors and ensure that no one else enters but emergency first responders.
- If possible, shut down the ventilation system.
- If chemicals are detected, stay up wind.
- Turn off two-way radios if wires/tin foil or other indications of an explosive device exist.
- Wash hands with soap and warm water and rinse thoroughly.
- Do not clean up suspicious powders or other residue.
- Remove contaminated clothing as soon as possible and place in plastic bag or sealed container.
- Create list of all people who were in the area or who may have come into contact with the package/envelope since its arrival on campus.

VIOLENT, THREATENING OR UNUSUAL BEHAVIOR
- If you are a victim of, or witness to, violent or threatening behavior by others, avoid confrontation and immediately call the Harbor College Sheriff Station at (818) 364-7843.
- Keep a safe distance from anyone acting violently or bizarre.
- Advise the dispatcher regarding the nature of the incident or threat, along with the location.
- Description of person(s) involved and weapons if any.
- If a weapon is involved, flee to a safe area and if safe, keep the subject in view to assist first responders.
- Description of injuries if witnessed.

FIRST AID / TREATMENT / EMOTIONAL COUNSELING
All students who seek first aid or emotional counseling may do so at the Los Angeles Mission College Health Center located behind the Collaborative Studies Building (818) 362-6162.
LOS ANGELES MISSION COLLEGE
COLLEGE COUNCIL

CODE OF CONDUCT STATEMENT
December 2007

Code of Conduct Statement: This was developed in response to one of the ACCJC recommendations to the College. The statement was drafted at the campus-wide accreditation retreat in October, brought to the Academic Senate and College Council in November, revised by a task force on November 26, 2007, approved with slight changes by the Academic Senate on December 6, 2007, and now reads as follows:

CODE OF CONDUCT STATEMENT

Those acting on behalf of the College have a responsibility to conduct themselves in a manner that will maintain civility, strengthen the public’s trust and confidence in the integrity of the institution, and take no actions incompatible with their obligations to the College.

Those representing or acting on behalf of the College should promote:

- Commitment to student success and student learning;
- Integrity by maintaining an ongoing dedication to honesty and responsibility;
- Trustworthiness by acting in a reliable and dependable manner;
- Fairness by treating others with impartiality;
- Respect by treating others with civility;
- Stewardship by exercising custodial responsibility for College property and resources;
- Compliance by following State and Federal laws and regulations and College policies related to their duties and responsibilities;
- Confidentiality by protecting the integrity and security of College information such as student records, employee files, and contract negotiation documents;
- Conflict resolution; and
- A climate of tolerance and trust conducive to the pursuit of College goals.

Sources:
http://www.ethics.uillinois.edu/policies/code.cfm
LOS ANGELES COMMUNITY COLLEGE DISTRICT
2012-2017 District Strategic Plan
GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: Access and Preparation for Success
Improve equitable access; help students attain important early educational momentum points.

Objective 1: Ensure equitable access to education.
  1.1: Participation rate in underserved areas
  1.2: Percentage of eligible students receiving financial aid

Objective 2: Increase the percentage of new students who complete the matriculation process by the end of their first semester.
  2.1: Number and percentage of new students completing matriculation disaggregated by age, gender, ethnicity, and low income status:
      Number and percentage of new students completing assessment
      Number and percentage of new students completing orientation
      Number and percentage of new students creating an educational plan

Objective 3: Increase the percentage of new students successfully completing at least one English and Math class in their first year and persisting to subsequent terms.
  3.1: Percentage of new students successfully completing at least one English and Math class in their first year
  3.2: Persistence (Fall to Spring and Fall to Fall)

GOAL 2: Teaching and Learning for Success
Strengthen effective teaching and learning by providing a learner-centered educational environment; help students attain their goals of certificate and degree completion, transfer, and job training and career placement; increase equity in the achievement of these outcomes.

Objective 1: Provide a learner-centered learning environment that encourages active learning and student engagement.
  1.1: Measure of active learning/project learning (from student survey)
      Measure of student engagement in and out of class (from student survey)
      Measure of self-efficacy/self-directed learning (from student survey)
  1.2: SLO measures (number and percentage of SLOs, PLOs, and ILOs assessed)
  1.3: Measure of whether/how technology is being used to improve student learning and engagement (from student survey and District Employee Survey, which is to be developed)

Objective 2: Increase the percentage of new students who have reached the following milestones within three and six years: successfully completing 30 and 60 units; successfully completing English 101 and Math 125; and earning a certificate, degree, or transferring to a 4-year college or university.
  2.1: Percentage of new student cohort successfully completing 30 and 60 units
  2.2: Percentage of new student cohort successfully completing English 101 and Math 125
  2.3: Completion Rate (i.e., certificate, degree, or transfer)
Objective 3: Increase the number of students who complete career-focused certificates in a timely manner, find employment in high growth/high earning occupations, or realize higher earnings as a result of their educational experience.
3.1: On-time program completion rates
3.2: Program placement rates and earnings of program participants

Objective 4: Increase equity in successful outcomes by identifying achievement gaps and increasing performance of under-performing groups.
4.1: Measures from Objectives 2 and 3 disaggregated by age, gender, ethnicity, and low-income status

GOAL 3: Organizational Effectiveness
Improve organizational effectiveness through data-informed planning and decision-making, process assessment, and professional development.

Objective 1: Assess and improve District processes and services.
1.1: Number/percentage of District Customer Service Area Outcomes assessed and for which improvements are being made based on results (District Employee Survey)
1.2: Percentage of program reviews completed and the number of planned improvements

Objective 2: Improve communications and governance throughout the district.
2.1: Committee effectiveness (based on committee evaluations and the District Employee Survey)
2.2: Effectiveness of District-wide governance (District Employee Survey)
2.3: Employee communications (District Employee Survey)

Objective 3: Improve employee development opportunities.
3.1: Survey questions on professional development opportunities, participation, and effectiveness (District Employee Survey)
3.2: Resources dedicated to employee development (amount and percent of budget)
3.3: Number of employees participating in employee development or training

GOAL 4: Resources and Collaboration
Increase and diversify sources of revenue in order to achieve and maintain fiscal stability and to support District initiatives. Enhance and maintain mutually beneficial external partnerships with business, labor, and industry and other community and civic organizations in the greater Los Angeles area.

Objective 1: Develop and diversify sources of revenue.
1.1: Number and type of revenue sources and amount generated

Objective 2: District and college Foundations will significantly increase external resources in order to support the District and colleges.
2.1: Funds raised (annual and cumulative)
2.2: Foundation endowment
2.3: Amount of scholarships awarded

Objective 3: Increase business and community partnerships to support innovation and student learning.
3.1: Number and type of community/business partnerships
LAMC’s Process for Review of the Mission Statement

August 28, 2013

Background

To ensure that LAMC adheres to institutional effectiveness a systematic review of the College’s Mission statement is required. The review of the Mission Statement must follow the shared governance processes established by the campus.

Mission Statement Review

It is proposed that the Mission Statement reviewed annually by the Education Planning Committee, Student Services Support Planning Committee, and the Budget and Planning Committee. This review is to ensure that the Mission Statement is up to date and remains the Center piece of the Strategic goals of the college. Once it has been reviewed these shared governance committees will forward their recommendations to the Academic Senate and AFT Staff Guild for review. The Academic Senate and AFT Staff Guild may submit their comments to the College Council to keep edit or change the Mission Statement.

The College Council will discuss the recommendations and decide whether to make any changes to the Mission Statement. The College Council will recommend action or no action to the President for approval.

Timeline

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<tr>
<th>Action</th>
<th>Deadline Date</th>
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<tbody>
<tr>
<td>Current Mission Statement Reviewed by Education Planning Committee,</td>
<td>October 1, 2013</td>
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<tr>
<td>Budget and Planning and Student Support Services Planning Committee</td>
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<tr>
<td>Mission Statement Reviewed by Academic Senate and AFT Staff Guild</td>
<td>November 1, 2013</td>
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<tr>
<td>College Council Submits Recommended Mission Statement to the President</td>
<td>December 1, 2013</td>
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<tr>
<td>President Approves or Returns to College Council for further review</td>
<td>December 15, 2013</td>
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