

## **State of the College at Los Angeles Mission College**

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### **Background**

The purpose of the President's State of the College Address is to provide the college and external community an overview of the past year's accomplishments, where the college is at in the current year, and outline goals and initiatives for the coming academic year. It is a way for the college community to have a dialogue about priorities and resources. It is also a way to evaluate the college alongside the strategic goals contained in our strategic plan.

I have decided to initiate the State of the College Address during the College Council Leadership Retreat, since this retreat provides a forum to evaluate our strategic plan and establish initiatives for the coming year.

### **The Past Academic Year (10-11)**

This past year the college has undergone significant change, particularly in leadership. With the retirement of President Valles and interim Presidency of Kathleen Burke-Kelly the college had a transition period to identify and select a new permanent President. I am happy to say my appointment on May 2, 2011 was the capstone to the 11-12 transition year. With my Presidency nearing 120 days, September 2, 2011 the college is now poised to concentrate its efforts not only on its strategic goals but the district wide initiative entitled Achieving the Dream (AtD). AtD is the vehicle the district's nine colleges will use to significantly improve student success and completion.

Enrollment in the Fall of 2010 was 11, 093 a continuing trend of enrollment growth since Fall 2008 where the head count was 10, 403. It is projected the enrollment will be 11, 226 in Fall 2011 capping a 6.2% increase over the last three years.

The student enrollment continues to be a majority of women, although over the last three years a 7.2% increase in men has occurred and 75% of our students are under 20 years of age to the age of 34. The fastest growing age group is the 20-24 year old group which accounted for a 13% increase over the last three years.

Over 70% of our students are Hispanic with significant increases in enrollment of Asian and White students who increased by 22% and 16% respectively in the last three years.

By far the largest group of degree/certificate completers is the AA/AS group (242) and Certificates (70) in 2010-11.

Finally the communities that compose the top five feeders to the college are:

Sylmar, Pacoima, San Fernando, Arleta, Granada Hills followed by Lake View Terrace, North Hills, Simi Valley and Sun Valley.

Despite the challenges of transition and the budgetary reductions this past year, Mission College has been able to see an increase trend in enrollment. This demonstrates the continued desire by the communities we serve to obtain a post secondary education and the recognition that Mission College is the place where their desire for post secondary education can be accommodated.

### **The Current Academic Year (11-12)**

This academic year will have its challenges but I believe some very important milestones that will highlight the college's qualities and place us as the College of Choice for many more residents in the area will be accomplished. But first let's talk about the challenges.

### **Challenges**

#### **1. Budget and Enrollment**

This past year we had to develop a budget that reflected at this juncture a 6.21% reduction. This meant we had to cancel summer and winter intersession and reduce our sections in for fall 2011 and spring 2012. We are hoping that mid-year cuts do not materialize, however we have received a notice that a \$127 million cut will occur statewide and that translates to 2.3% further reduction of the budget. Hopefully, projected revenues will be realized and mid-year cuts may not be so drastic.

With these budget reductions the college must carefully plan its enrollment for fall and spring. We will adhere to our enrollment targets for the fall, but if the budget seems brighter later in 2011 we may be able to provide some additional sections in the spring of 2012.

#### **2. Student Success**

The nine colleges have embarked on Achieving the Dream. This is a student success initiative that will help the college address the lack of success and completion of students in developmental education, gate keeping courses, and increase persistence from semester to semester and year to year. It will require the collaboration of faculty,

staff, administrators, students, and our partners. I am excited about this initiative. It speaks to our strategic goals to expand access, refine planning processes to increase effectiveness, and improve quality of educational programs and services. AtD provides the framework for a common vision for all of us to pursue.

I believe AtD and student success will be the core emphasis of the institution over several years. This year will be a planning year. We will look at quantitative and qualitative data, discuss strategies to improve student success, design interventions and acquire the resources to implement these interventions in 12-13.

### 3. Construction

Mission's construction program continues to challenge us in many ways. It has brought much needed facilities to the college and it addresses our vision for many years to come. However, we need to strengthen our shared governance participation in the building program including the Citizens Oversight Committee and ensure that all transactions are ethical and meet district and state policies and procedures. The end result will be a campus second to none.

One of the major challenges we face is to plan for the maintenance and operations of these buildings. A major component to maintaining these buildings will be through energy savings. With the central plan and P/V projects planned we know we can achieve a 1/3 to 1/2 in savings for utilities over the next 10 to 25 years.

### 4. Collaboration and Partnerships

The College has been able to achieve improvements in shared governance, quality of academic programs and student services and administrative savings through collaboration and partnerships between faculty, staff, students, and the community. I am looking forward to building on this spirit and will seek collaboration and partnerships not only in the college community but with businesses, non profits, community organizations, faith based organizations, and the K-12 public education system.

### 5. Leadership

Finally the faculty, staff, administrator, and student leadership has stepped up to the plate to bring about a balanced budget in these difficult times. I want to continue this tradition and expand and provide continued support for a leadership model that will promote collaboration, dialogue, and a common vision.

## Milestones for Academic Year 11-12

### 1. Accreditation

The accreditation team will visit Mission College in March of 2013. The second draft of the self evaluation will have to be completed by the summer of 2012. The Accreditation Steering Committee and accreditation teams have been assembled this Fall. There will be meetings of faculty, staff, and administrators to address the four standards required by ACCJC. We plan to have the writing completed in the spring of 2012. Final edits and dissemination to the college community and ACCJC will occur in the Fall of 2012.

A great deal of work will be taking place this academic year and with the able leadership of the Chairs and Co-chairs of each standard, our accreditation coordinators, Angela Echeverri and Pat Flood, and the accreditation steering co-chairs (Alma Johnson-Hawkins and Madeline Hernandez) will be have an engaged college community participating in all aspects of the self evaluation and continuous improvement.

### 2. Student Learning Outcomes

The ACCJC is requiring all colleges to complete the assessment and improvement activities associated with student learning outcomes by Fall 2012. We have made significant progress in course, program and institutional SLOs. We need to spend the academic year completing assessments, participating in discussions developing course, program, and institutional improvements, and assessing these improvements.

### 3. Quality of Existing and New Academic Programs

Our work on curriculum and program review will continue without interruption. This important work to revise existing curriculum so that it corresponds to our catalogue offerings and to review academic programs progress and quality remains at the heart of what we do. We also need to engage in discussions about new program areas to respond to the academic and workforce needs of our students and communities.

### 4. Student Success and the Design of Interventions

We are embarking on the Achieving the Dream initiative that identifies and promotes student success and completion for transfer, graduation, and certificate achievement. This academic year will focus on research and review of data on developmental education, gate keeping courses, and persistence. We will look at quantitative data and also obtain qualitative data by conducting student focus groups. Based on these data we will design academic, student services, and other policy/procedure interventions that will increase student success. These

designs will be shared with our institutional and data coaches and will be refined for implementation in Academic Year 12-13.

### **Institutional Priorities for 11-12**

I have been your President since May 2, 2011. Although I haven't been here long enough to be called an "old timer" I have made several observations about how we need to move the college toward greater viability and effectiveness in today's environment.

I have talked to many of you, studied our strategic plans, and reviewed all of our past accreditation reports. I have talked to many leaders in the community from business, non -profit organizations, schools, community organizations, faith based organizations, government officials, and of course our sister colleges and the district offices.

Based on this and my 35 years of experience in higher education and community college leadership, I have outlined four institutional priorities for Academic Year 11-12. These institutional priorities are aligned with district and college strategic goals and lay the foundation for organizing our human, financial, physical, and technological resources to increase effectiveness and to position the college for the future.

#### **1. Sustainability- Strategic Goal 4: Maintain fiscal stability and encourage greater focus on revenue enhancement.**

Leaders in higher education would be remiss if they did not ensure that the current and future sustainability of their institutions are on solid ground. We at Mission must work diligently to secure a place where we can sustain our learning environment and position the college for future growth. This means we must establish strategies for sustainability in three areas; financially, physically, and in enrollment. I will be working with the college community to seek ways to contain costs and identify efficiencies in the work place. In addition I will work with faculty, staff, and managers to develop revenue enhancement initiatives which I will talk about later.

Secondly, the college will ensure that our building program is right sized and secures the resources to support maintenance and operations. We will work hard to lower our utility costs and establish other energy savings initiatives.

Thirdly, the college will work to initiate plans for enrollment management that guarantee credit and non credit funding that continues to meet the targets for base funding and provide some room for growth dollars when they become available.

## **2. Quality and Choice: Strategic Goal 3: Improve quality of educational programs and services**

This priority is at the core of what any learning institution. It speaks to our vision and mission. There are four initiatives I want to see launched in 11-12.

### **a. Program Reviews and Program Evaluation**

The college will continue its excellent work on program reviews. This academic year we will follow the timeline established by the College Council to ensure all program reviews are completed. Thanks to the hard work of IT the program review process has the technology to support its completion. This coupled with Presidential Program Evaluations will upgrade our work on quality and choice this year.

The Presidential program evaluation is a new feature that I wish to implement this academic year. This is an opportunity for the college to focus on high need programs that warrant a deeper review to support ongoing improvements and resource needs of academic and student services programs. I will announce the academic programs and student service areas I plan to evaluate in early Fall.

### **b. Improving Faculty Evaluation**

The college needs to improve and advance its responsibility to evaluate adjunct and permanent faculty. Following the current policies and the collective bargaining contract language, the aim of the college is to ensure that all processes and content areas that guarantee high quality faculty performance are continued. I want to build a faculty evaluation system that promotes continuous improvement in teaching and learning and supports faculty as they improve pedagogy and advance their discipline knowledge base.

### **c. Strengthening and Developing New Career and Technical Programs**

Mission has an obligation to strengthen existing CTE program offerings and develop new ones that meet the economic and workforce demands of our region. We are fortunate to have a few solid CTE programs, however a premier community college must have a more diverse array of CTE certificate and degree programs that are “cutting edge” and help the state and the nation meet its employment and economic growth goals. Mission is the institution, particularly in the Northeast San Fernando Valley that can do this.

d. Increasing international student educational opportunities

The college is in a position to grow its international student programs. Ensuring that more international students, particularly from the Pacific Rim attend Mission makes way for an educationally vibrant and globally cultural campus. I believe our students will benefit greatly from interacting and developing relationships with international students because they will not only work in the United States with diverse cultures but also across the world. The growing economies of China, Brazil, and India are an example of places that our students must be prepared to work. The global economy is interconnected and we must provide opportunities for resident students to develop the skills and competencies to work in different parts of the world.

**3. Collaboration and Articulation: Strategic Goal 2: Refine institutional governance and planning process and procedures to enhance the delivery of programs and services and Goal 6: Increase community responsiveness and expand business, community, and civic partnerships.**

a. College Collaboration

It is essential that all constituencies of the college work together to achieve the college's strategic goals. It is particularly important as we embark on AtD and Student Success. I am going to provide avenues for student services, academic affairs, and administrative services to collaborate to develop initiatives, policies, and procedures that facilitate student success. These collaborations will support faculty excellence, student services quality, and administrative services' customer service goals.

b. Articulation Objectives

In order to increase transfer to four year institutions, help prepare high school senior's readiness to do college work, and establish new CTE programs the college needs to step up articulation between K-12, Mission, four year universities, industry, and governmental agencies. Mission will increase its articulation activities by providing support for a full time articulation officer which mirrors what many community colleges have been doing over the years. Student success is not only measured by the successful passing of courses but also by the successful graduation, transfer and completion of basic skills and gate way courses.

c. Community Collaborations

With student achievement lagging among our students and the K-12 students about to enter Mission, it is imperative that collaborations and partnerships are established between Mission, K-12, churches, non profits, businesses and other agencies to help solve the

educational needs of our community. Mission needs to provide leadership and convene these key partners in the community to address the instructional, student support services, parental education and other areas that will increase student achievement in pre-collegiate and collegiate courses.

d. Cooperative Education and Service Learning.

To enhance community collaborations and increase the potential of Mission students to serve the educational needs of K-12 schools, we need to manage the cooperative education programs and service learning opportunities more effectively. Cooperative education is an excellent vehicle to utilize college students as tutors, interns, and other capacities that will increase their learning while promoting collaborations with business, K-12, and community organizations.

**4. Revenue Enhancement: Strategic Goal 4: Maintain Fiscal Stability and Encourage a Greater Focus on revenue enhancement.**

a. Grants and Contracts

The College needs to step up its acquisition of external grants and contracts. External funding not only provides needed resources to help the college meet its strategic goals, it also provides funding for indirect costs that support overhead expenses. I would like to increase external funding by 50% this academic year.

b. International Students

As stated before it is good educational practice to increase the enrollment of international students at Mission. It provides our students an opportunity to learn about other cultures and develop relationships with students from other countries. It also provides a revenue stream to the college that can be used to meet ongoing expenses. It also ensures that the college can open more classes for resident students. Eight international students can pay for one section where resident students can participate. International student attendance provides greater access for resident students by helping the college provide more classes.

c. Contract Education

Mission needs to increase contract education classes. The revenue generated from contract education will increase the college's overall fiscal situation. Opportunities to contract with industry, government, and nonprofit organizations to provide academic and CTE classes are growing as funding remains targeted to get folks back to work and employed.

d. Community Education

Community education workshops, institutes, and courses are another way to increase community collaboration. It also provides revenue to administer these activities and increase the fiscal stability of the campus.

e. Enterprises

Mission has assets that can be used to conduct enterprises that meet the educational needs of the college's programs and increase revenue. Health Fitness and Athletic Complex, Culinary Arts, and the Child Development Center are three major assets that can administer enterprises that meet local and regional needs.

This academic these three programs will pilot enterprise activities to determine how enterprises can work on a college campus and how much revenue can be generated to meet college program ongoing costs.

## **Conclusion**

In order to launch these priorities and to meet the strategic goals of the college, we need to re-position our human and financial resources. A reorganization of the college must be done to meet these strategic priorities for academic year 11-12.

I plan to announce a phase I reorganization in the middle of September. This reorganization will not be a radical departure from our current structure but will provide a framework to address the strategic priorities I have outlined in this state of the college address.