

# El Camino College Planning Summit 2014

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## **SUMMIT THEME & OUTCOMES**

The theme of the 2014 Planning Summit was “Focused on the Future,” reflecting an emphasis on charting a course for the future to help develop a new strategic plan and create a foundation for future educational master planning.

Seventy-four (74) employees and students from El Camino College and El Camino College Compton Center participated in the event, held on Friday, April 25, 2014. A complete list of attendees is found in Appendix A of this report (p. 9). Appendix B shows the proposed Strategic Plan as of May 2 (p. 10). Appendix C provides a summary of the Planning Summit Feedback Survey (p. 12).

The specific outcomes of the summit included:

1. Understanding our strategic planning process,
2. Recommending new Vision, Mission, & Strategic Initiatives,
3. Reviewing the Statement of Values, and
4. Developing measurable objectives for new strategic initiatives.

These notes summarize work on outcome #2 in order to facilitate final consultation on the forthcoming strategic plan for 2015-2020. Participants in the planning summit considered proposed statements developed by the Strategic Planning Committee (SPC) in spring 2014. Discussion on outcome #4 will be presented as part of the strategic plan development process as measurable objectives are finalized in fall 2014.

Content in boxes represent a consensus-based final proposed version.

## **MISSION STATEMENT REVISION**

Participants reviewed the current and proposed mission statements in light of several criteria of a good mission statement which are to:

1. Specify the fundamental reasons for ECC’s existence,
2. Establish the scope of the institution,
3. Identify ECC’s unique characteristics,
4. Consist of brief and factual statements,
5. Describe a commitment to student learning & achievement, and
6. Create a foundation for continuous improvement.

These criteria were based on published qualities of a good mission and accreditation expectations of institutional mission statements. Planning Summit participants recommended slight changes to the SPC-proposed mission, highlighted below.

## **MISSION**

El Camino College makes a positive difference in people's lives. We provide excellent comprehensive educational programs and services that promote student learning and success in collaboration with our diverse communities.

### **Mission Statement (Current)**

El Camino College offers quality, comprehensive educational programs and services to ensure the educational success of students from our diverse community.

### **Mission Statement (Proposed by SPC)**

*El Camino College makes a positive difference in people's lives. We partner with our communities to provide excellent comprehensive educational programs and services that foster student learning and success.*

#### **Rationale for SPC changes:**

- Bold statement needed (first sentence)
- Desire to highlight the many partnerships we make to ensure educational quality and responsiveness to communities
- Removed the word "diverse" since nearly all colleges serve a diverse population and most interpret the word to mean ethnically diverse only. We mean it more broadly, but that isn't how it is always interpreted.
- Included student learning as well as success; removed "educational" from success to broaden the meaning (e.g., employment success)

### **Mission Statement (Suggestions from Planning Summit)**

*El Camino College makes a positive difference in people's lives. We provide excellent comprehensive educational programs and services that promote student learning and success in collaboration with (to serve?) our diverse communities.*

#### **Rationale:**

1. Reordered sentence to emphasize what we provide
2. Added "diverse" back into statement by consensus as an important and broadly-defined quality of the college
3. Changed "by partnering" to "in collaboration with" (alternative idea: "serving")
4. Some recommended no change

#### **Other suggested Statements from Table Groups:**

1. ECC makes a positive difference in people's lives. We partner with our *diverse* communities to provide excellent comprehensive educational programs and services to foster student learning and success, *now and in the future.*

2. El Camino College makes a positive difference in people's lives. *In collaboration* with our communities, *we* provide excellent comprehensive educational programs and services that foster student learning and success.
3. El Camino makes a positive difference in people's lives *by partnering* with our *diverse* communities to provide excellent comprehensive educational programs and services that foster student learning and success.
4. ECC partners with our communities to provide excellent comprehensive educational programs and services that foster student learning and success *to make a positive difference in people's lives.*
5. El Camino College makes positive *contributions to* people's lives. We *collaborate* with our *diverse* communities to provide excellent *integrated multi-faceted* educational programs and services that foster student learning and success.
6. El Camino makes a positive difference in people's lives. We partner with *and serve* our *diverse* communities to provide excellent comprehensive educational programs and services that *ensure* student learning and *promote* success.
7. ECC makes a positive difference in people's lives. We partner with our *diverse* communities to provide excellent comprehensive educational programs and services to foster student learning and success *of their educational goals.*

## VISION STATEMENT REVISION

The El Camino College Vision is an aspirational statement to the community about where the college intends to go and what it plans to be within a five- or six-year period. Participants reviewed the current and proposed vision statements to ensure that it clearly describes: 1) what we want to become; 2) our aspirations in a distinct but broad fashion; and 3) a state that is achievable in 5-6 years.

### VISION

El Camino College will be the college of choice for successful student learning that transforms lives, strengthens community, and inspires individuals to excel.

### Vision Statement (Current)

El Camino College will be the College of choice for successful student learning, caring student services and open access. We, the employees, will work together to create an environment that emphasizes people, respect, integrity, diversity and excellence. Our College will be a leader in demonstrating accountability to our community.

### Vision Statement (Proposed by SPC)

*El Camino College will be the college of choice for successful student learning that transforms lives, strengthens community, and inspires individuals to excellence.*

### Rationale for changes:

1. PRIDE statement is already part of our values so it doesn't need to be in the vision.
2. Desire to be inspiring and convey that we are striving for excellence
3. Aspirational but realistic

### **Vision Statement (Suggestions from Planning Summit)**

*El Camino College will be the college of choice for successful student learning that transforms lives, strengthens community, and inspires individuals to excellence/excel?*

### Rationale/other comments:

1. College of the future, transformational, innovative, inspirational (exciting but realistic?)
2. Proposed Vision statement worked for most people.
3. Addition of terminology before "successful student learning"
  - a. Motivate or promote
4. Strong sense of engagement
5. Individuals are "challenged, engaged and supported"
6. Consider community needs

### Suggested Vision Statements:

1. El Camino College will be the college of choice where we will work together to promote learning that transforms lives, strengthens community, and inspires individuals to excellence.
2. El Camino College is the college of the future for successful student learning that transforms lives, strengthens community, and inspires individuals to excellence.
3. El Camino College will be known as a college that transforms lives, by supporting, challenging and engaging students to achieve excellence.
4. El Camino College will be the college of choice for successful student learning that meets the changing community needs and inspires individuals to excellence.
5. El Camino College will be known as a college that transforms lives by supporting, challenging, and engaging students to achieve individual excellence.
6. El Camino College will be at the forefront of education successful student learning that transforms lives, strengthens community, and inspires individuals to excellence.
7. El Camino College will be the college of choice for successful student learning. We will work together to transform lives, strengthens to community and inspire individuals to excel.
8. El Camino College will be the college of the future: Innovative, Transformational, Inspirational.

## **STRATEGIC INITIATIVE REVISION**

As the College launches its third strategic planning process with a set of Strategic Initiatives aimed to carry out the mission and focus efforts to improve institutional effectiveness, members of the Strategic Planning Committee reviewed the evaluation history of the current initiatives to determine where improvements were needed. Planning summit attendees reviewed recommended changes and suggested additional modifications.

### **A (STUDENT LEARNING)**

Support student learning using a variety of [innovative/effective/proven] instructional methods, educational technologies, and college resources.

A. (Current) Enhance teaching to support student learning using a variety of instructional methods and services.

*A. (Proposed by SPC) Enhance teaching to support student learning using a variety of instructional methods, educational technologies, and college resources.*

A: (Summit) ~~Enhance teaching to~~ support student learning using a variety of innovative/proven/effective instructional methods, educational technologies, and college resources.

#### Rationale/Discussion:

1. Unclear what we are targeting for improvement.
2. “Enhance teaching” can be offensive to instructors because it suggests that their teaching is not good and needs improvement.
3. The focus should remain on student learning.
4. We would like to see innovative in this strategic initiative. We do not want to lose our focus on the future.
5. The SPC proposed initiative is perfect that way it is. It touches on three of the most important needs to enhance student learning.

### **B (STUDENT SUCCESS & SUPPORT)**

Strengthen quality educational and support services to promote and empower student learning, success, and self-advocacy.

B. (Current) Strengthen quality educational and support services to promote student success.

*B. (Proposed by SPC) Strengthen quality educational and support services to promote and empower student learning, success, and self-advocacy.*

B: (Summit—no change) Strengthen quality educational and support services to promote and empower student learning, success, and self-advocacy.

#### Rationale/Discussion:

1. The word empower should be removed or it should replace self-advocacy.

2. This initiative is good because it highlights the importance of educational and support services.
3. Because of the establishment of SS&SP and the student success act, there should be more of a focus on support services.

**A+B: (Alternative Proposal) Promote student learning and achievement using a variety of instructional methods, resources, and integrated support services.**

Rationale/Discussion:

Pros

1. It makes more sense to combine strategic initiative A&B because they are both focused on student learning.
2. The combined initiative will capture the joint effort between student services and instructors to increase student learning that we will be seeing more of in the upcoming year. Student services will be going into the classrooms and engaging students.

Cons

1. It is important that strategic initiative A & B stay separate so that neither loses its individual importance and relevance to student learning.
2. Combining both makes the initiative less inclusive and unclear.
3. There would have to be new objectives that encompass both initiatives. There should be more consideration and consultation from the strategic planning before choosing to combine the initiatives.

**C (COLLABORATION)**

Advance an effective process of collaboration and collegial consultation conducted with integrity and respect.

C. (Current) Foster a positive learning environment and sense of community and cooperation through an effective process of collaboration and collegial consultation.

*C. (Proposed by SPC) Foster a community of integrity and respect through an effective process of collaboration and collegial consultation.*

C: (Summit) ~~Foster~~/Advance a community of integrity and respect through an effective process of collaboration and collegial consultation conducted with integrity and respect.

Rationale/Discussion:

- First half is more of a value – definition of community is vague.
  - o Difficult to link programmatic activities
- We do this (example, this summit)
- Both phrases are important but disconnected

**D (COMMUNITY RESPONSIVENESS)**

Develop and enhance partnerships with schools, colleges, universities, businesses, and community-based organizations to respond to the educational, workforce training, and economic development needs of the community.

D. (Current) Develop and enhance partnerships with schools, colleges, universities, businesses, and community-based organizations to respond to the workforce training and economic development needs of the community.

*D. (Proposed by SPC) Develop and enhance partnerships with schools, colleges, universities, businesses, and community-based organizations to respond to the educational, workforce training, and economic development needs of the community.*

D. (Summit—no change) Develop and enhance partnerships with schools, colleges, universities, businesses, and community-based organizations to respond to the educational, workforce training, and economic development needs of the community.

**E (INSTITUTIONAL EFFECTIVENESS)**

Strengthen processes, programs, and services through the effective and efficient use of assessment, program review, planning, and resource allocation.

E. (Current) Improve processes, programs, and services through the effective use of assessment, program review, planning, and resource allocation.

*E. (Proposed by SPC) Improve processes, programs, and services through effective and efficient use of assessment, program review, planning, and resource allocation.*

E. (Summit) ~~Improve~~ Strengthen processes, programs, and services through the effective and efficient use of assessment, program review, planning, and resource allocation.

**F (MODERNIZATION)**

Modernize infrastructure and technological resources to facilitate a positive learning and working environment.

F. (Current) Support facility and technology improvements to meet the needs of students, employees, and the community.

*F. (Proposed by SPC) Support innovative approaches that facilitate the learning and working environment to meet the technological and infrastructure needs of students, employees, and the community.*

F: (Summit) Support innovative approaches that facilitate ~~the~~ a positive learning and working environment to meet/strengthen the infrastructure and technological and resource and needs of students, employees, and the community.

Rationale/Discussion:

1. Proposed wording still needs work – how do “approaches” facilitate “an environment” to “meet needs”.
2. What’s the desired outcome?

~~G (SUSTAINABILITY)~~

[Recommended for deletion.]

G. (Current) Promote processes and policies that move the College toward sustainable, environmentally sensitive practices.

Rationale/Discussion:

1. Recommended for deletion. Environmental sustainability, while important, is not a core mission of El Camino College.
2. Many were disappointed with the recommended deletion. Possible solution is to subsume this initiative as an objective under F or include it as a college value.

## APPENDIX A – Attendees

Invitation to the Planning Summit was based on one of the following criteria: 1) accreditation team co-chair; 2) member of Planning & Budgeting Committee or Strategic Planning Committee; 3) participation in 2013 summit; 4) faculty leadership; 5) student leadership; or 6) recommendations from Classified staff.

Seventy-four employees and students from El Camino College (57) and El Camino College Compton Center (16) participated in the event. From both locations, 9 students, 13 Classified staff, 9 faculty, and 42 managers attended the event. The event was hosted by Dr. Jeanie Nishime, Vice President, Student and Community Advancement, and Irene Graff, Director, Research & Planning. Special acknowledgement goes to Mattie Eskridge; Robin Dreizler; Julieta Ortiz; and the Student Ambassadors for their logistical support and participation.

### ATTENDEES

Jose Anaya	Irene Graff	Dipte Patel
Francisco Arce	Shateo Griffin	Barbara Perez
Bobby Becka	Alice Grigsby	Carolyn Pineda
Richette Bell	Charles Herzig	Estina Pratt
Trish Bonacic	Jo Ann Higdon	Preston Reed
Tom Brown	Brittany Hubble	Dawn Reid
Brandy Bruce	Robert Klier	Idania Reyes
Mikhail Cabillan	Thomas Lew	Alejandro Rivera
Naomi Castro	Lynn Lindberg	Stephanie Rodriguez
Esthela Chavez	Mark Lipe	Joshua Rosales
Matt Cheung	Jeanette Magee	Rachelle Sasser
Eldon Davidson	Eboni Martin	Holly Schumacher
Joy De Guzman	Elizabeth Martinez	Daniel Shrader
Robin Dreizler	Brooke Matson	David Simmons
Janice Ely	Luis Mendez	Jacquelyn Sims
Mattie Eskridge	Gloria Miranda	Art Smith
Mark Fields	Wanda Morris	Luukia Smith
Constance Fitzsimons	William Mulrooney	Regina Smith
Paul Flor	Rodney Murray	Denise Spurlock
Essie French-Preston	Marci Myers	Michael Trevis
Kimberly Garcia	Rory Natividad	Gary Turner
William Garcia	Jeanie Nishime	Evelyn Uyemura
Katie Gleason	Michael Odanaka	John Wagstaff
David Gonzales	Julieta Ortiz	Will Warren
Daniel Gonzalez	Mytha Pascual	

## **APPENDIX B – Proposed Strategic Plan**

*The following draft strategic plan, containing the College's proposed new Mission, Vision, Philosophy, Values, Strategic Initiatives, was developed through a process that involved the 2013 Planning Summit, Strategic Initiatives working group, Strategic Planning Committee, 2014 Planning Summit, and the Planning & Budgeting Committee. Each group or committee included broad representation from across both locations (ECC and Compton Center).*

### **MISSION**

El Camino College makes a positive difference in people's lives. We provide excellent comprehensive educational programs and services that promote student learning and success in collaboration with our diverse communities.

### **VISION**

El Camino College will be the college of choice for successful student learning that transforms lives, strengthens community, and inspires individuals to excel.

### **VALUES**

Our highest value is placed on our students and their educational goals, interwoven in that value is our recognition that the faculty and staff of El Camino College are the College's stability, its source of strength, and its driving force. With this in mind, our five core values are:

- People** – We strive to balance the needs of our students, employees and community.
- Respect** – We work in a spirit of cooperation and collaboration.
- Integrity** – We act ethically and honestly toward our students, colleagues and community.
- Diversity** – We recognize and appreciate our similarities and differences.
- Excellence** – We aspire to deliver quality and excellence in all we do.

## **STRATEGIC INITIATIVES**

In order to fulfill the mission and make progress toward the vision, El Camino College will focus on the following strategic initiatives.

### ***A (STUDENT LEARNING)***

Support student learning using a variety of effective instructional methods, educational technologies, and college resources.

### ***B (STUDENT SUCCESS & SUPPORT)***

Strengthen quality educational and support services to promote and empower student learning, success, and self-advocacy.

### ***C (COLLABORATION)***

Advance an effective process of collaboration and collegial consultation conducted with integrity and respect.

### ***D (COMMUNITY RESPONSIVENESS)***

Develop and enhance partnerships with schools, colleges, universities, businesses, and community-based organizations to respond to the educational, workforce training, and economic development needs of the community.

### ***E (INSTITUTIONAL EFFECTIVENESS)***

Strengthen processes, programs, and services through the effective and efficient use of assessment, program review, planning, and resource allocation.

### ***F (MODERNIZATION)***

Modernize infrastructure and technological resources to facilitate a positive learning and working environment.

## APPENDIX C – Feedback Survey Results

Planning Summit participants were asked to evaluate the planning summit and assess its intended outcomes. A total of 38 participants responded to the survey (53% response rate). The specific outcomes of the summit included:

1. Understanding our strategic planning process,
2. Recommending new Vision, Mission, & Strategic Initiatives,
3. Reviewing the Statement of Values, and
4. Developing measurable objectives for new strategic initiatives.

Respondents were asked how well each outcome was helpful for institutional improvement. A majority of respondents (66%) felt that work on a *new vision, mission, and strategic initiatives* were “very helpful.” A review of the *values statement* was deemed very helpful by 54% of participants, while only 42% thought that work on *developing measurable objectives* for strategic initiatives was helpful. This may have been due to a lack of time and energy at the end of the event, or insufficient information to accomplish the task. After the experience, 53% felt that they understood a “strategic plan” very well, while 39% indicated some understanding.

Regarding the small-group projects (table below), average ratings indicated moderately high satisfaction with these projects, the one exception being development of objectives for each strategic initiative which rated just above average.

### Satisfaction with Small-Group Projects (out of 7)

	Mission	Vision	SI's	Objectives
Clarity of project objectives	5.61	5.63	5.38	4.81
Usefulness of supporting materials	5.45	5.39	5.19	4.76
Satisfaction with the outcomes	5.55	5.47	5.21	4.44

Midpoint value: 4.00.

Participants expressed high satisfaction with the event overall and with the logistical aspects of the event (see below).

### Satisfaction with Logistics/Overall (out of 7)

	Mean
Invitation clarity	6.43
Check-in process	6.47
Location comfort	6.55
Food quality	6.21
Presentations	6.37
<b>Overall Satisfaction</b>	<b>6.32</b>

Most (66%) felt that the event length was about right, with 29% feeling it was too long. Some felt that the event contents overlapped too much with the work of the Strategic Planning Committee (SPC). Less overlap or shifting the summit work *before* the SPC work were suggestions made. Respondent feedback will help when planning for future summits.