

Planning agenda items from each chapter have been listed in this appendix to provide a sense of the tasks ahead.

## **PLANNING PROCESS EVOLUTION**

1. In order to assure continuous planning and regular updates, El Camino College should adopt the three-year strategic planning cycle and off-year cycle outlined in this chapter.
2. The PBC and the President's Cabinet should prioritize and rank the College's goals each year.
3. The PBC and the President's Cabinet should also prioritize and rank action plans and budget requests submitted for the annual budget cycle.
4. A percentage of the College's annual budget should be set aside each year to fund the highest ranked action plans. The strategic funding of the highest ranked plans will continue to assure the linkage between planning and budgeting at El Camino College.

## **EDUCATIONAL PLAN**

### **Educational and Student Support Programs**

1. Instructional delivery will focus on the adaptations of teaching and assessment methods and the implementation of student learning outcomes.
2. Instructional delivery methods will be modified to accommodate various learning styles and needs.
3. Faculty and administrators will develop standards for the assessment of programs, courses, relevancy, and applicability. Programs not meeting set standards will be revised or replaced with new programs.
4. In partnership with business and industry, short term, high intensity technical and occupational programs will be de-

veloped that provide entry-level skills for workers in weeks or months.

5. Short-term classes, weekend classes, accelerated courses, and modular courses will be expanded.
6. Existing inter-disciplinary programs will be expanded (e.g., Learning Communities) and new ones developed.
7. Developmental education programs (basic skills) will be expanded.
8. Teaching strategies will expand the use of work experience and internships.
9. The student retention effort will be enhanced through a campus-wide, coordinated tutoring and supplemental instruction program.
10. Outreach efforts will focus on reaching the older, life-long learners and the underserved segment of the 18-24 year-old population, including the less academically prepared.
11. The participation rate will increase and be closer to the statewide average.
12. Productivity and efficiency measures will continue to improve.
13. The District will develop off-campus satellite centers as needed to accommodate the expected growth in student population.

### **Technology and Facilities**

14. The District will increase the use of technology in the pedagogical process and in all its work processes.
15. Teaching strategies will expand the use of classroom technology and specialized laboratories.
16. Faculty will be trained in the use of technology-enhanced processes such as

on-line grade reporting and forecasting and the submitting of rosters.

17. Students will have more control over their own learning-support environment through greater access via technology to campus information and services from home and the workplace.
18. There will be expanded use of technology and a streamlining the processes in Admissions and Records.
19. There will be a One-Stop Shop for student services that includes assessment, counseling, registration and cashiering.
20. New construction should permit the maximum amount of structural and infrastructure flexibility. Instructional facilities must be developed with the idea that within five years they will need to be adapted in some manner.
21. Particular attention will be given to the upgrading of existing campus infrastructure, pedestrian and vehicular circulation, parking, facility use and reuse, needed renovations and new building construction.

4. Inform full- and part-time faculty members of the financial and enrollment management impacts of inaccurate student rosters and the tools available to assist them with grade reporting and maintenance of attendance rosters.
5. Provide academic deans with a daily analysis of course sections to assist in monitoring course fill rates.
6. Implement a wait-list system that automatically enrolls students into a class when a seat becomes available.
7. Develop a process for determining student demand for courses.

#### Web Services / On-line Support Services

1. Create a student help desk, staffed by experienced Student and Community Advancement employees who will be able to resolve student issues.
2. Utilize all appropriate methods to increase student awareness of College services available via the web.
3. Confirm that all aspects of the web adhere to Universal Access as defined by section 508 compliance standards of the Rehabilitation Act.

## **TECHNOLOGY PLAN**

### **Data Systems**

#### Enrollment Management

1. Provide faculty with the ability to add or drop students, including census drops.
2. Allow Admissions and Records to process adds, no-shows, and census drops by processing a roster rather than processing each student individually.
3. Provide a self-service, on-line mechanism allowing students, with faculty permission, to add a class after the first meeting.

#### Networks

1. Fully implement Lightweight Directory Access Protocol (LDAP) to control multiple logons and to improve security.
2. Purchase and implement LDAP compliant software only.
3. Automatically check virus software status and update, if necessary, when machines connect to the network.
4. Purchase distribution software capable of installing and upgrading applications.

5. Purchase intrusion detection software that will isolate viruses as well as aid in detecting unauthorized attempts to access services.
6. Implement the Chancellor's Office network staffing guidelines.
7. Create and fund ongoing annual in-service training programs for technical staff.
8. Develop an educational program for students and staff to minimize the exposure to external viruses when utilizing the College's email system.
9. Develop campus network infrastructure to facilitate video over IP to take advantage of videoconferencing equipment.
- orientation and training programs for faculty, and thorough integration with the District's Web portal.
8. Purchase and implement technology for the College to control playback and maintenance of the ECC cable channel.
9. Continue to develop multimedia classrooms.
10. Implement processes to maintain and update all technologies in classrooms and support areas.
11. Purchase technology for media services staff to produce instructional materials in digital formats.
12. Create a pool of LCD and overhead projectors to replace those that are sent to repair.
13. Maintain an inventory of lamps and other disposable supplies.

### **Equipment and Software**

1. Cancel the contract with SBC Communications for Centrex telephone service.
2. Purchase and install an in-house telephone system.
3. Establish a replacement/upgrade cycle for computer peripherals, audio-visual equipment, instructional software, and media materials.
4. Implement software and media materials acquisition procedures to ensure LRC and open access computer labs receive licensed copies at time of purchase for classroom and class-use computer labs.
5. Implement the LRU Media Materials Digitization and Website Development Projects.
6. Finalize planning for LRU/LRC Expansion Project.
7. Implement the Blackboard course management system hosted by ITS procuring software licenses, purchasing appropriate hardware, developing

### **Staffing**

#### Director's Retirement

1. Replace the Director upon retirement.

#### Categorical Funding Reporting Requirements

1. Hire a trained Management Information System (MIS) specialist who understands all aspects of categorical MIS reporting and can assist managers in compiling necessary reports for submission to the Chancellor's Office.

#### Research Capabilities

1. Hire a full-time researcher, preferably with COGNOS experience, to guarantee appropriate data collection and interpretation to provide a consistent presentation of institutional information.

### Student Help Desk

1. Use experienced personnel from the various areas of SCA to staff a student help desk.
2. Create an academic help desk for distance education and on-line students.

### Computer Laboratories

1. Centralize and cross-train laboratory technical support staff.
2. Implement the Chancellor's Office laboratory staffing guidelines.
3. Increase the use of student help in laboratories.
4. Hire sufficient computer laboratory technicians to staff all districts labs.
5. Hire a trained access technology specialist to work with all campus laboratory technicians.
6. Provide adequate full- and part-time staff for user and technical support in computer labs and learning centers.

### Network Services

1. Fill the ITS network supervisor position.
2. Provide second shift coverage by hiring a full-time network specialist.
3. Improve coverage by hiring two permanent part-time employees to work weekends, holidays, and when the campus is closed.
4. Hire an additional Telecommunications Specialist to support an in-house telephone system.

### SCA Computing Needs

1. Hire a full-time User Support Technician dedicated to SCA, with the primary responsibility for network, software, hardware issues in Admis-

sions & Records, Counseling, Business Training Center, Inglewood Center, and Resource Development. Salary and benefits to be paid from SCA grant funds.

### Distance Education

1. Hire a multimedia specialist to train faculty on the use of technology in course delivery.
2. Provide additional staffing in the distance education office to ensure proper coordination and support for faculty and students.
3. Provide faculty training for production and delivery of distance education instruction.
4. Create student distance education help desk and technology orientation training for delivery of distance education courses.

### Multimedia Technology / ECC Cable Channel

1. Hire a technician to support and maintain the College cable channel, television studio, and the distribution of multi-media materials throughout campus.

### **Technology Training**

1. Insure that the Innovation Center and the faculty/staff technology training room maintain the latest versions of Windows, Microsoft Office, and other software programs utilized on campus.
2. All training sessions must adhere to section 508 compliance standards for access in instruction and laboratories.
3. Provide accessibility standards training for faculty for compliance with 508 standards.

## **Funding**

1. Establish a review and approval process utilizing the Technology Committee for new or expansion projects.
2. Develop a budget development process that reflects recurring software, hardware, and other mandated costs.
3. Require that budget recommendations reflect both the initial and ongoing costs of new projects, including staff salary and benefit increases.
4. Aggressively pursue joint ventures with vendors and the Chancellor's Office as a means of offsetting technology costs.
5. Use categorical accounts to fund non-recurring hardware and software costs.
6. Establish adequate funding resources for maintaining and supporting classroom audio-visual equipment.

## **FACILITIES PLAN**

1. By the year 2020 the College will face a changing academic environment. The College will be less campus-centered due to technological advances and the use of more off-campus facilities. Studies by the planning consultants recommend that the College will need to be flexible in the use of lecture and laboratory space and balance space needs with more efficient space utilization.
2. The classrooms of the future will rely more heavily upon technology-based resources. This technological change may lessen the dependence on large lecture classrooms and laboratories and increase the use of wireless communications and decentralized learning environments. ECC classrooms of the future will need to have a blended lecture/laboratory function.

3. Buildings should be constructed for multiple uses. Facilities that are planned must be developed with the idea that within ten years they will most likely be remodeled. Any reconstruction or remodeling should be held to the same standards of new construction.

4. Planning for utility and support infrastructure will be crucial in building construction, remodeling, and reconstruction. A substantial amount of funding is needed to pay for construction, remodeling, and reconstruction. At the same time the College needs to minimize construction related disruptions to the campus, students, employees, and the community.

5. Maximizing land utilization is important in order to remain a single college district. Future land utilization plans call for parking structures on the Northern and Southern ends of the campus, improvement of ingress/egress points, improvement of vehicular and pedestrian flow in and around the campus, and the use of landscaping to tie portions of the campus together.

6. The planning consultants recommend that the District build to the Chancellor's Office planning criteria in order to position the College for maximum funding opportunities in the highly competitive arena for state funding. The three key criteria for funding are:

- a. Resolution of Health and Safety Issues,
  - b. Remodeling for Efficiency, and
  - c. Remodeling or Constructing for Technological Advancement.
- Planning for compliance with the ADA is crucial to meet student, employee, and community needs, and is less costly for the District if it is included in the development stage of the Facilities Plan.

## **STAFFING PLAN**

1. Human Resources should work with employees to assess potential employee retirement dates in an effort to create a flexible recruitment schedule.
2. The College should recruit and train EEO representatives prior to the start of future recruitment cycles.
3. The faculty prioritization process needs to be reviewed to determine whether there will be one process for teaching faculty and another for non-teaching faculty.
4. A process should be developed for timely hiring of temporary trainers and consultants.
5. The Human Resources Division should assume the function of hiring casual workers.
6. The training needs of the College should be reviewed and adequate funding and staffing for the Staff Development Office should be provided.
7. With the projected increase in enrollment and the assimilation of additional state-mandated programs, the span of control burdens will need to be reviewed and the current organizational structure redefined and modified.
8. Hiring and retaining a sufficient number of full-time faculty, support staff, and administrators to provide adequate customer service should be a priority for the College.

9. Human Resources should provide periodic training in conducting employee performance reviews, and administrators need to assure that evaluations are conducted in a timely manner.

## **RESOURCE PLAN**

1. The PBC needs to evaluate its current direction to determine if its activities are in alignment with its assigned responsibilities. If a discrepancy exists the committee should discuss how to immediately realign its tasks to refocus on the original responsibilities of the PBC.
2. The College should continue to promote collaboration among Grants, Foundation and Community Advancement in an effort to share resources that will generate higher levels of annual funding to the College with reduced expenditures.
3. The Grants Office and the Foundation should develop an annual resource development plan designed specifically to support College priorities and directly related to specific goals and objectives in the College strategic and master plan.
4. The Foundation should explore the possibility of a Capital Campaign in the near future.
5. As program profitability increases in Community Advancement, the Division should increase its annual contribution to the General Fund.