

Comprehensive Integrated Plan:
Summary of Input
from ECC Employees

NOVEMBER 2022

Employees Engagement Sessions

- In-person and Zoom sessions held Oct 14th to Nov 8th 2022.
- All employees from all 5 areas were invited to participate through weekly eBlasts and personal invitation by their manager.
 - Part-time and full-time
 - Daytime and evening
- Employees engaged in 31 meetings.
- A total of 470 faculty, staff, and managers (or 35% of all employees) participated.

Area	# of Participants
Academic Affairs	211
Admin Services	115
Human Resources	10
President's Office	14
Student Services	115
Open Sessions*	5

Summary of Input from ECC Employees

ECC's Strengths

- Devotion to students & commitment to their success
- Quantity and variety of student support programs
- Dedicated faculty members
- Knowledgeable and diverse employees

ECC's Strengths

Devotion to Students & Commitment to Their Success

- *Our devotion to our students and commitment to their success is our greatest strength. It gives us energy, purpose and drive.*
- *We place our students first and our employees are committed to their students.*
- *The majority of our staff are there to help students, take pride in what they do, and a lot of them go out of their way to help.*

Dedicated Faculty Members

- *Equity minded, innovative faculty who support student success.*
- *We have amazing faculty; many of them understand our students and work hard to incorporate culturally responsive teaching methods.*
- *Faculty are dedicated in working together and developing the pedagogy, making changes to equity on campus.*
- *Faculty are experienced in their industry and bring certifications and academic rigor to the programs.*

Quantity & Variety of Student Support Programs

- *Quantity and variety of programs offered by student services; abundance of opportunities (...) to help students achieve goals.*
- *We are making a concerted effort to support students (Warrior Pantry, SEA and other activities).*
- *We have amazing student support programs.*
- *The Warrior Closet/Pantry has been a great program for students in need.*

Knowledgeable and Diverse Employees

- *Wealth of knowledge among all employees from diverse backgrounds.*
- *A lot of staff have been working at El Camino for a long time and have a lot of knowledge, yet new staff who are coming in have different experiences, innovative ideas, and new knowledge.*

ECC's Challenges

- Overworked staff & faculty
- Complicated processes
- A Comprehensive Look at Class Sizes is Needed
- Current focus on full-time student status may be inconsistent with students' needs
- Large part-time faculty population who may be insufficiently equipped to support students holistically

ECC's Challenges

Overworked Staff & Faculty

- *If you're overstretched and asked to take on more, it becomes self-preservation so you create new processes and become unresponsive and this affects our service to students.*
- *Do not overwork or burn out staff who are willing to perform.*
- **Support students by supporting staff.** *Illustrate care for their well-being, support staff with professional development.*
- *Prioritize hiring with considerations for the workload of the division/department. It's not equitable/sustainable when a small department is responsible for coordinating many different initiatives.*

Complicated Processes

- **Streamline where students need to go for certain services—many are all over campus.** *There's a lot of duplicated efforts on campus. (e.g., coordinate services so students don't need to do similar things multiple times)*
- **Less administrative tasks so that faculty/staff can focus on student success.**
- *Processes are confusing and difficult to get equipment needed.*
- *Faculty must collaborate with over 10 programs and learning communities. (Puente, Project Success, HTP, SRC, learning community, non-credit, etc). Opportunity to streamline?*
- **Revamp the faculty hiring prioritization process**

ECC's Challenges (cont.)

A Comprehensive Look at Class Sizes is Needed

- *With some class caps set historically, some classes may be too big while some are too small.*
- *Because of the class size, it may be difficult to provide meaningful mentorship that will help support the students who need the extra assistance.*
- *There is currently not enough time to connect with students.*

Large Part-Time Faculty Population Who May Be Insufficiently Equipped to Support Students Holistically

- *Need some kind of preparation for part-time faculty to help them know (where) to direct students with various needs.*
- *ECC depends too much on part-time faculty. This should change. Bring more permanent faculty who could engage better with students and the institution.*
- *ECC needs to look at the distribution of full-time faculty across all departments.*

Current Focus on Full-Time Student Status May Be Inconsistent with Students' Needs

- *We have programs that focus on full-time students or pressure students to become full time students, but being full time may not be possible for some students.*
- *Adult students may be more likely to be part-time students. One class for upskilling may be the only thing they need. Too few or too many units is not a good measure of success. This is an old model for tracking success.*

ECC's Opportunities

- Adapt course offerings and support services for non-traditional students
- Expand the types of courses offered to meet the needs of a diverse community while focusing on what the College does best
- Use technology to reimagine teaching and learning
- Renew focus on service excellence
- Strengthen partnership with industries
○ Strengthen the relationship with the neighboring community
- Strengthen college readiness for all students
- Improve course scheduling for all students

ECC's Opportunities

Adapt Course Offerings for Non-Traditional Students

- *We may need a larger offering of evening, online, asynchronous or weekend classes for non-traditional students who are working.*
- *We could emphasize continuing education for non-traditional students.*
- *Some may be looking for CTE classes so they go right into the workforce. Their financial or family situation may not allow them to dedicate their attention to college. They may go back to college later, but the immediate need is to learn a skill to work.*

Support Services that Meet the Needs of Non-Traditional Students

- *Create a 'First Year Experience' course where returning students can understand the support system in place (how to study, tutoring resources, location of services).*
- *Specific counselors for trade students who are often on a different pathway than traditional students.*
- *Consider a parent/family resource center. Missing an opportunity to capture those students who may have families.*

ECC's Opportunities (cont.)

Expand the Types of Courses Offered to Meet the Needs of a Diverse Community

- *Offer more 8-week classes.*
- *More demand-driven certificate programs – faster rate of training to start working in nearby industries.*
- *Expand community-based classes.*
- *Dual Enrollment has the ability to expand.*
- *Use the database of online classes offered through [California Online College](#) so students can complete their degree faster.*

Focus on What the College Does Best

- *We try to do everything but we can't do everything well. If we're stretched, we can't manage all programs well and it's detrimental to staff morale and it shows in our interaction with students.*
- *Rather than adding new programs that we can't do well, **focus on what we are already doing that meets the need of the community and do existing things better. Fine tune and strengthen what we already have rather than starting new things.** Focus on quality rather than quantity of programs.*

Use Technology to Reimagine Teaching and Learning

- *Need more technology to use for more interactive types of learning*
- *Supplement more courses with simulations*

Renew the Focus on Service Excellence

- *Prioritize customer service skills! **We should be renowned on campus for excellent customer service.***
- *We need to renew our focus on our purpose: we are here for students. Everything else should come from that space.*
- *Provide better assistance for our students by holding staff accountable.*

ECC's Opportunities (cont.)

Strengthen Partnership with Industries

- *Build collaboration opportunities into the curriculum, where students can practice real world industry skills in the classroom.*
- *We can partner with companies within the area so that students can have an incentive to work in the area and stay connected to the community.*
- *Create a pathway for students to obtain internships.*

Strengthen the Relationship with the Neighboring Community

- *It's very important to build partnerships with the community, especially community organizations and local/state/federal agencies by identifying common/mutual vision-goals as well as mutual challenges we can support each other in addressing.*
- *Host Community Outreach Events (More Walks/5K's, Host a Family Fundraiser fair & festival in Lot L).*

Strengthen College Readiness for All Students

- *Expand and contextualize academic success and human development courses for the meta-majors*
- *Create a no-credit course for students to learn how to be an online learner.*
- *Increase advertisement for and encourage students to participate in freshmen/first-year-college class as a "how to" succeed in school (studying, managing finances, etc.)*

Improve Course Scheduling for All Students

- *Review course scheduling so that students can graduate in a timely manner.*
- *Identify bottlenecks in general education and program pathway courses.*
- *Class scheduling needs to meet student needs. Some students who prefer in-person classes may have time conflicts and need to take online classes or take less units.*

Areas to Address To Be Prepared to Adapt & Change

Staff Cross-Collaboration & Communication

- **More communication around campus about what we're doing to get outside of our silos so when we need to pivot and respond, it's not such a shock.**
- *Great collaboration within some departments/divisions, although more cross-functional collaboration may be needed*
- *Have a platform for communication (internally and amongst different departments).*

Update Technology Systems

- *Technology is a big one because students have a hard time navigating our system.*
- **Technology and equipment is worn and needs to be replaced and maintained to stay current and relevant.**
- *Continue working on technology. We're still very behind in technology.*

Encourage Forward Thinking

- *"That's how we've always done it": **Need to stop living/thinking in the past.** Times have changed.*
- **We need to be open to the feedback.** *Often there's resentment if feedback is given especially if the feedback is for another division/area. The response is often "We already do that." All areas need to be open to change to better the needs of students.*

Review the Curriculum Development Process

- **Have a faster way to implement new curriculum or changes to curriculum.**
- *Be on the forefront of curriculum development. We went from being a leader in the industry to being bogged down in processes.*
- *Why are other institutions able to move more quickly through the curriculum development process?*

Areas to Address To Encourage Innovation

Listen to New Ideas

- *Give staff an opportunity to discuss all new ideas.*
- *Rather than focus on whether it would or wouldn't work, have the conversation to explore the idea.*
- *Listen and respond to employees' ideas in a specific way.*
- *Be willing to try before dismissing ideas.*

Celebrate Innovation (Even If It Fails)

- *Try new things even if it's uncomfortable and even if the success of it is uncertain.*
- *Create a safe space to make mistakes and be open to re-exam our assumptions.*
- *Promoting a culture from the top down that is okay with failure. An environment where we can invest time/money and there's no threat of repercussions if it doesn't work.*

Establish a Process for Innovation

- *We need a process to gather/track great ideas. A form to gather ideas?*
- *Great ideas happen in a pilot and then die. We need longer term vision for that great idea. If you pilot something, make sure there's thought of longer-term implications.*
- *Create an innovative fund. If we have great idea, we may need funding to implement it.*

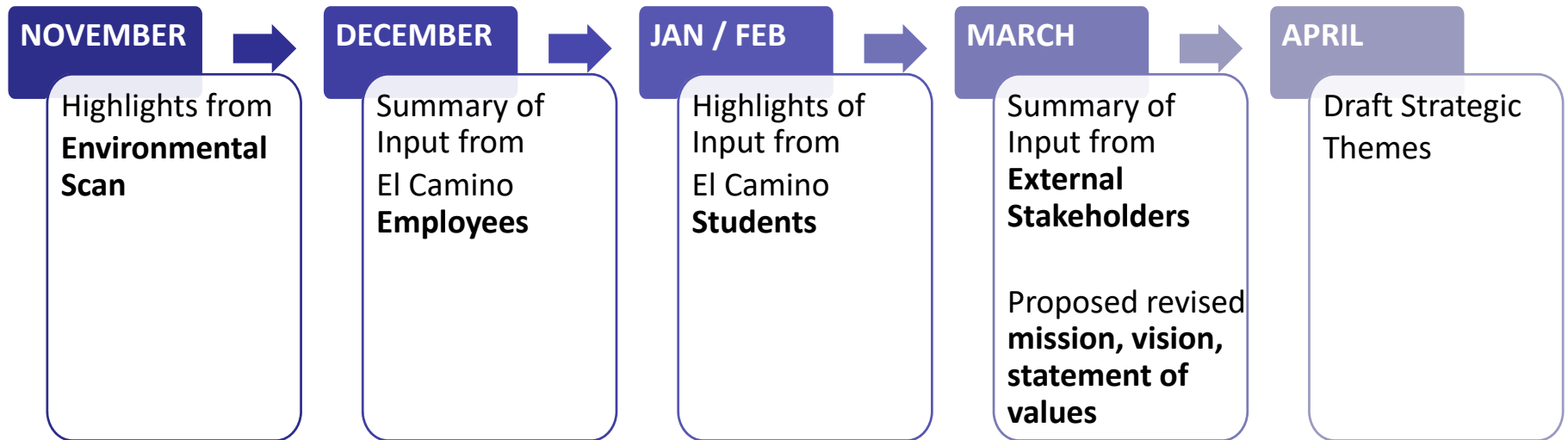
Suggested Quick Wins: Simple Changes with Big Impact

- *Add a quick print station in the Library lobby for students.*
- *Create micro-lectures – short clips that provide short introductions to get students interested in something new.*
- *To save faculty time, offer additional tools to have online faculty automate transcription.*
- *Emergency packages for homeless students (hotel vouchers, bus cards, etc.)*

Next Steps

Agenda items for:

CIP Working Group, Strategy Steering Committee, College Council, and Board of Trustees





Thank you!

EL CAMINO COLLEGE