



Laney College

2018-2023 Strategic Plan

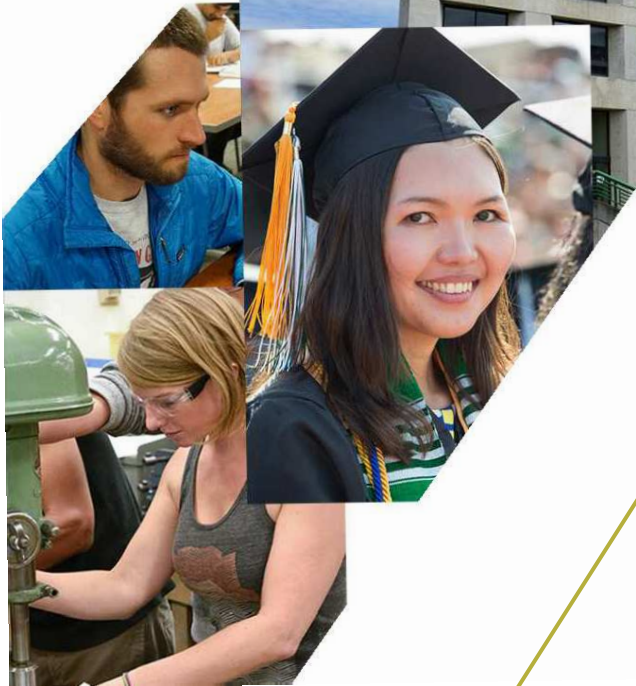


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President's Message

Our strategic plan is the culmination of a process begun in fall 2017. After months of bold conversations and thought-provoking work sessions based on careful research and assessment of current initiatives and previous goals, we completed the strategic plan this spring with a new mission and vision for our work in this beloved community.

My sincere appreciation to everyone who engaged in our strategic planning process, facilitated by Dr. Francis White and Dan Rosenberg of the Collaborative Brain Trust (CBT). The participation from the college community, and especially our students and community members, provided invaluable feedback helping ensure the development of focused and realistic goals that align to the needs of our community. Special thanks to the Institutional Effectiveness Committee, composed of faculty, classified professionals and administrators who provided critical leadership during the strategic planning process, ensuring breadth of vision and continuity of values, and encouraging a truly collaborative, inclusive process. Lastly, my thanks to the College Council, the primary governing body of the college, for the recognition that as we move forward in uncertain social and economic times, we need a framework to ensure the strongest future direction for Laney College.

This strategic plan provides that framework and serves as an important guide to help the college succeed in the face of any challenges and find opportunities for strengthening our institutional capacity and supporting innovation.

Our new college mission not only articulates our primary purpose to educate, support and inspire students to excel, but also serves as a call-to-action for us to recognize the context of our diverse communities in Oakland and the struggle for social justice and inclusion that is deeply rooted. Our clear vision for the college's future is simple, clear, and student-focused. While only three words, the refined vision involves building upon Laney's rich tradition of providing life-transforming educational experiences for students through a recommitment to our restated values of respect, diversity, appreciation, competence, integrity, accountability, innovation and collaboration.

If we continue to uphold these values as the foundational principles for our endeavors, they will foster unity in meeting our mission, vision and the five primary goals identified in the strategic plan. Our goals focus on promoting equity and delivering the highest quality curriculum and services to students, while also cultivating a more collaborative institutional culture that embraces self-reflection, continuous improvement and pride. I am confident these goals and objectives are key to helping Laney College enhance the work environment for our employees and provides a rewarding and rigorous educational experience for our students.

My thanks again to everyone who engaged in this strategic planning process, shaping the contents of this plan and enabling the roll out of a dynamic guide for the future. I welcome your continuing participation.



Laney College President
Tammie Y. Gilkerson, Ed.D.

A handwritten signature in black ink, reading "Tammie Y. Gilkerson". The signature is fluid and cursive, written on a light-colored background.

Executive Summary

In the fall of 2017, Laney College embarked on a journey to explore and reaffirm its mission, vision and core values and establish goals for institutional achievement based on the Educational Master Plan adopted in 2016. The Laney College Strategic Plan 2018-2023 is a five-year plan designed to guide college planning and institutional decision-making. The strategic plan provides a data portfolio of information regarding the students and communities the college serves, and identifies important trends that will impact instruction. The strategic plan also provides goals and objectives to use as the foundation for college planning for commitments-to-action at the individual, division, and department/program level.

The strategic plan has been informed by information from current quantitative and qualitative data solicited from students, faculty, classified professionals, management staff, and local community leaders. Approximately fifty (50) individuals participated over a two-day period involving listening sessions, in addition to a workshop focused on developing a mission statement, vision statement, goals, and objectives. Through this process, the Institutional Effectiveness Committee, a college governance committee, developed five (5) goals and twenty-three (23) objectives to guide the college in educational, operational, and resource allocation decisions over the next five years.

After the college-wide and community listening sessions held in the fall of 2017, the Institutional Effectiveness Committee (IEC) met to further refine the draft vision and mission statements, and goals. The drafts were then distributed to the campus community for review and comment. After evaluating the campus feedback, the IEC solidified the vision, mission, and goals and created associated objectives and expected measurable outcomes to be further developed in the spring and fall of 2018. The College Council approved the final plan in March 2018.

Plan Development Chronology

Date	Event/Action
August 2017	College Council Initiates Strategic Planning Process.
October 2017	Institutional Effectiveness Committee & College President Select Collaborative Brain Trust to Facilitate Strategic Planning Process. Institutional Effectiveness Committee Meeting: Plan Strategic Planning.
November 3, 2017	Community Partner Listening Session Student Listening Session Faculty Listening Session Classified Professional Listening Session
November 15, 2017	College-wide Strategic Planning Session: Draft Vision, Mission, Goals & Objectives.
December 14, 2017	Institutional Effectiveness Committee Meeting: Review Draft Vision, Mission, Goals & Objectives.
December 22, 2017 to January 23, 2018	College-wide Feedback Solicited on Draft Vision, Mission, Goals, & Objectives
January 26, 2018	Institutional Effectiveness Committee Meeting: Review College-wide Feedback & Refine Statements, Goals, & Objectives.
February 21, 2018	College Council Review & Feedback on Draft Strategic Plan
March 21, 2018	College Council Final Approval Strategic Plan

In Appreciation

We express appreciation to all the participants in the development of the plan.

Students

Gabriel Baca, Abigail Baires, Eric Bellis, Sophie Camara, Chris Perata, Vivian Romero, K. Ruiz, Leslie Smith, and Keith Welch.

Classified Professionals

Eduardo Benavides, Dolores "Max" Bernal, Christy Blue, Teresa Chow, Pamela Crumpton, Terrence Fisher, Maisha Jameson, Hope Lane, Arlene Lontoc, Blanca Montesino, Roxana Post Laura Ramos, Atiyah Rashada, Robert Tracy, and Michael Wright.

Faculty Members

Rebecca Bailey, Fred Bourgoin, Alicia Caballero-Christenson, Heather Cisneros, Roger Chung Vincent Garrett, Eleni Gastis, Alejandra Landin, Michael Mejia, Donald Moore, and Nathaniel Pyle.

Administrators

Chuen-Rong Chan, Yashica Crawford, Vicki Ferguson, Tammeil Gilkerson, Jackie Graves, Julianne Kirgis, Mildred Lewis, Denise Richardson and Kevin Wade.

Community Members

Neola Crosby, Breeana Decker, Becky Lai, Micaela Lara Linda Lilley, Ashley Nelson, Christina Nelson, Phyliss Martinez, Arianna Morales, Marco McCleod, Nathan Phillip, Robin Ranenm, and Adan Rogers.

Special thanks to the members of the Institutional Effectiveness Committee (IEC):

Rebecca Bailey, Abigail Baires, Chuen-Rong Chan, Chungwai Chum, Vicki Ferguson, Tammeil Gilkerson, Donald Moore, Denise Richardson, Heather Sisneros, and Robert Tracy.

Thanks also to Dan Rosenberg and Fran White from the Brain Collaborative Trust.



Strategic plan workshop, November 2017.

Profile of Laney College

Laney College is the largest of the four Peralta Community College District campuses, serving approximately 12,000 students annually. As the flagship college for the Peralta District, Laney College stretches across sixty acres in downtown Oakland, California, one of the most ethnically and economically diverse cities in America. Laney is also one of the oldest community colleges in the nation, celebrating 65 years in 2018.

The Laney College service area includes the adjacent cities of Alameda, Albany, Berkeley, Emeryville, Oakland, and Piedmont. It also draws students from the Greater Bay Area because of its reputation for diversity and high quality technical training.

Laney College offers associate degrees in more than 20 liberal arts and science fields; a significant number of graduates go on to attend 4-year colleges and universities, including the University of California and California State University systems.

Laney College has preserved and continuously updated a remarkable set of career and technical (CTE) programs. These programs include traditional trade areas like Electrical Technology (state certified), Welding, Industrial Maintenance, Machining, and Carpentry. The college has also developed new programs in other advanced technical fields such as Building Automation Systems (one of three programs in the USA), Digital Design, Medical Device Engineering Technology, 3-D design and Rapid manufacturing, and Advanced Lighting Technology. The college offers programs in the applied arts such as Professional Photography and Graphic Design.

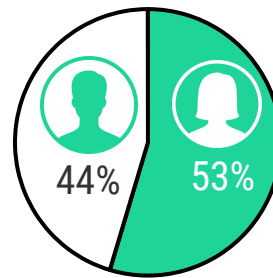
Laney College has one of the few Restaurant Management programs in the Bay Area and a world-class Baking and Pastry program.

Finally, Laney College is a national leader in sustainability education. Energy efficiency and related sustainability-themed courses can be found in many different departments including Carpentry, Environmental Control Technology, Engineering, Architecture, Construction Management, Electrical Technology, Biology, and Chemistry.

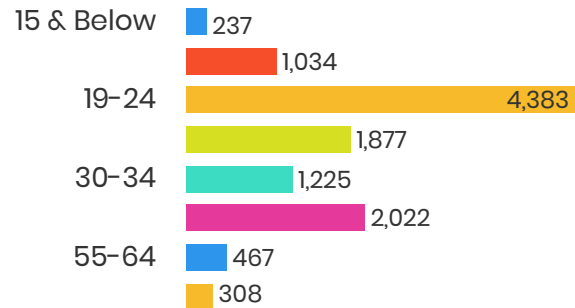
Laney College at a Glance



11,500 Total Students
2016-2017 Academic Year



Male & Female Students



Student Age Range



1,061 Total Degrees & Certificates Awarded
2016-2017 Academic Year

408 Associates of Arts	284 Certificates of Achievement
87 Associates of Science for Transfer	59 Certificates of Proficiency
189 Associates of Science	34 Associates of Arts for Transfer

Core Beliefs

Mission

Laney College educates, supports, and inspires students to excel in an inclusive and diverse learning environment rooted in social justice.

Vision

Dream. Flourish. Succeed.

Values

Respect: We demonstrate a commitment to the value of each individual through trust, cooperation, and teamwork. We recognize the worth of each individual and his or her ideas and treat each other and those we serve fairly, with compassion and with esteem.

Diversity: We are a multicultural and diverse organization, an enriching blend of people and ideas. This college is a place for all people, an environment devoted to fostering and embracing the diversity of our staff, faculty and student body.

Appreciation: We demonstrate recognition in the value of the efforts put forth by all of our faculty, staff, administrators and students. We will foster employee growth and performance levels through and personal development.

Competence: We share a commitment to performing our work assignments with excellence and continuous improvement. We emphasize doing our best in teaching and learning, student achievement, administrative practices and delivery of support services.

Integrity: We are committed to nurturing campus trust by holding ourselves accountable to the highest standards of professionalism and ethics.

Accountability: We are individually and collectively responsible for achieving the highest levels of performance in helping students acquire the necessary skills and abilities to earn associate degrees, certificates, transfer, and career preparation. We continually evaluate ourselves in an effort to improve our effectiveness and efficiency in meeting the educational needs of our community.

Innovation: We encourage and support creativity, collaboration and risk-taking. We foster and promote innovation in the design, development, support, delivery, and management of all programs and services.

Collaboration: We work cooperatively in a shared governance environment and value individual ability and diversity in thinking as essential to promote open communication, active participation, exchange of ideas and collaborative decision-making.

Strategic Goals & Objectives

Goal 1: Promote Equity

Objectives

- 1.1 Align the budget and resource allocation process with the College's mission
- 1.2 Ensure and promote diversity in committee participation, hiring, and professional development
- 1.3 Foster cultural humility and inclusion within programs and services

Goal 2: Promote a collaborative institutional culture for communication, governance and decision-making

Objectives

- 2.1 Increase understanding of and participation in the College's governance and decision-making process.
- 2.2 Implement assessment of governance and decision-making processes
- 2.3 Improve communication between faculty and staff
- 2.4 Improve responsiveness to student input

Goal 3: Offer students the highest quality curriculum and services

Objectives

- 3.1 Increase student job placement
- 3.2 Increase numbers of transfers to 4-year institutions
- 3.3 Increase degree completion
- 3.4 Increase course completion
- 3.5 Increase completion of career education
- 3.6 Improve the capacity for the development and assessment of curriculum
- 3.7 Increase the number of students with a comprehensive education plan
- 3.8 Create a seamless application, enrollment and onboarding process for new and returning students

Goal 4: Cultivate a culture of belonging, pride and self-reflection for continuous improvement

Objectives

- 4.1 Ensure all the facilities are clean, safe, functioning, well-equipped, and attractive
- 4.2 Restructure current professional development activities to provide regular and ongoing professional development for all staff
- 4.3 Adopt a new program review process for all areas of the College
- 4.4 Develop and provide a student first-year experience program to promote greater student engagement
- 4.5 Design and deliver purposeful and seamless student support

Goal 5: Increase awareness and access to disproportionately impacted communities

Objectives

- 5.1 Increase the number of veterans, foster youth, Latinx, and formerly incarcerated students
- 5.2 Develop and implement outreach strategies for targeted populations in the community
- 5.3 Grow and maintain stronger relationships with community-based organizations

Appendix

Fall to Fall Persistence Rate (2014 to 2015)

	Laney	District
Item/ Attribute	Percent	Percent
All Student	49%	48%
First-time Student	45%	44%
Full time, All	61%	62%
Part-time, All	46%	44%

Fall to Spring Persistence Rate (2014 to 2015)

	Laney	District
Item/ Attribute	Percent	Percent
All Student	69%	68%
First-time Student	62%	66%
Full time, All	84%	86%
Part-time, All	65%	63%

Transfers to CSU

Ethnicity	Laney	District
Asian/Pacific Island	40%	30%
African- American	25%	25%
Filipino	0%	0%
Latino	7%	13%
Native American	0%	0%
White	10%	14%
Other/ Unknown	17%	17%

Transfers to UC

Ethnicity	Laney	District
Asian/Pacific Island	51%	37%
African- American	8%	11%
Filipino	0%	0%
Latino	12%	15%
Native American	0%	0%
White	17%	24%
Other/ Unknown	10%	9%

Fall 2015 Student Headcount by Ethnicity

Ethnicity	Laney		District	
	%	Change 2011 to 2015	%	Change 2011 to 2015
African- American	24%	-11%	23%	-12%
Asian/ Pacific Island	26%	-3%	21%	-5%
Filipino	2%	0%	2%	0%
Latino	15%	25%	17%	31%
Native American	0%	N/A	0%	N/A
White	15%	0%	18%	0%
Other/ Unknown	18%	6%	19%	6%

Faculty Distribution by Ethnicity

Ethnicity	Laney	District
African- American	19%	21%
Asian/Pacific Island	15%	15%
Filipino	0%	0%
Latino	12%	14%
Native American	1%	0%
White	52%	45%
Mixed/ Other	1%	5%

2014-15 Degrees and Certificates Awarded

Item/ Attribute	Laney		District	
	#	Change 2011 to 2015	#	Change 2011 to 2015
Associate Degrees	512	1%	1,291	-1%
Certificates	376	22%	1,568	105%
Total	888	8%	2,859	38%
Undup Students, Degrees	385	10%	987	9%
Undup Students, Certificates	371	21%	1,201	89%
Total Undup (not the sum)	574	9%	1,720	29%

Student "Swirl" Among Campuses

Campuses Attended	Laney		District	
	%	Count	%	Count
One	63%	7,645	77%	20,203
Two	30%	3,651	19%	4,937
Three	7%	797	3%	889
Four	1%	75	0%	75
Total	100%	12,138	100%	26,104



Laney College does not discriminate on the basis of age, race, color, gender identity, sexual orientation, national origin, or disability.