Laney College Educational Master Plan Listening Sessions
Key Themes

Following, are the notes from the on campus listening sessions. These sessions ranged from one-on-one meetings to meetings with small groups, to sessions open to the entire college community. These notes are in no particular order but are grouped by major theme for the reader's convenience.

- Laney College is not good at implementation
  - <u>Implementation</u> is nonexistent at Laney
  - the old EMP was good but wasn't implemented
  - get out of reactive mode - last minute
  - could develop a decision making manual - how are decisions made
  - planning is happening but it isn't done strategically!
  - The college is good a planning but not at implementation
  - Not anticipating needs - they are reacting to emergencies
  - need comprehensive planning direction with structure
  - in the past, leadership was not focused
  - they have goals but then nothing happens
  - they assign people to the goals but there is no structured follow up (e.g., enrollment plan)
  - Faculty/staff never see data
  - The president has to stand behind the goals/initiatives
  - There are no research plans
  -
- Enrollment management / class scheduling / availability
  - Laney has none.
  - "They have bad scheduling and think *that* is enrollment management."
  - No enrollment management plan
  - curriculum update process is established but there is no implementation by admin
  - We should reintroduce "weekend college" to get GE classes
  - There isn't even a calendar for schedule
  - Total rollover schedule
  - They have no information on which student aren't coming
    - Laney becomes a school that isn't intentionally addressing community needs
  - They don't have data on what <u>local</u> students are taking and how they are succeeding
  - Students are coming from all over the bay area for certain anatomy, calculus and other special classes
  - Need to use afternoons
  -
- Not using technology systems efficiently
  - need to implement a room scheduling system
  - get rid of paper forms
  - time sheets for part time workers are on paper and manually calculated
  - adopt technology to increase efficiency
  - implement systems for work orders and facilities rentals
  - computerize program review and accreditation
  - organizing existing information on the website

- o telephone system is deteriorating
- Outreach needs to be improved and coordinated
    - o No outreach coordinator
    - o Laney should do direct outreach with discretionary money (~$100k/year)
    - o Recruiting is happening in a decentralized ad hoc way
    - o CTE open house on April 23 - 400-500 students
    - o how do we connect better with high schools
- work order system is broken
    - o work orders submitted - nothing happens unless you have relationship with the person
- Facilities are old, run down and not well maintained
    - o facilities are terrible
    - o Infrastructure is in bad shape
    - o locker rooms are gross
    - o labs have nonworking equipment
    - o CTE has to repair their own equipment
    - o contractors aren't doing clean up after working on facilities
    - o They are completing a facility condition index
    - o why are we building when we aren't maintaining what we have
    - o Bathrooms
        - ▪ accessibility buttons aren't working
        - ▪ ADA bathrooms aren't working - work orders are not getting fulfilled
        - ▪ bathrooms are in disrepair
        - ▪ facilities funding was cancelled
- Need to develop stable leadership
    - o High turnover of leadership
    - o Institutional knowledge is leaking
    - o document some best practices
    - o LC pays people till the end of contract - not held accountable
    - o stability of leadership is our top need
    - o many vacant positions
    - o missing a dean and a VP
    - o We hired a couple interim deans but they left
    - o traditions are often obliterated (faculty appreciation day, when the retreat happens)
    - o need stable, calm, proactive administrative leadership and structure
    - o There are many great leaders
    - o faculty and staff are disengaged because initiatives are always changing
    - o constantly chasing the new bright shiny object
    - o Need a clarified system of decision-making
    - o
- Hiring processes must be streamlined
    - o hiring takes too long
    - o even getting hiring approved takes too long
    - o on boarding process for new hires is terrible
    - o many vacant positions
    - o Lacked time to do the hiring (there are hiring committees)
    - o

- Need more college staff
    - Staff members feel they are doing job of unfilled manager positions
    - clearly define roles and responsibilities including those of faculty admin and staff
    - under staffed in many areas
    - Idea - blended staff across SS and Instruction - but need more staff for this
    - Managers only last for 2 years or so
    - Staff manages their own budgets - normally a manager's role
    - erratic direction from administration
    - Positions aren't matching job descriptions
    - **Many staff members are acting like managers**
    - Staff becomes scapegoat
    - Staff aren't part of planning - and they are filling the roles of managers
    - PeopleSoft is an example - users weren't part of choosing modules
    - have to hop through bureaucratic hoops to serve students (e.g., buy food for them)
    -
- More training and professional development for faculty/staff
    - Staff aren't knowledgeable to get things done - students get frustrated
    - Financial aid - delays happen and not communicated well
    - need more in-class reviews by students
    -
- Not enough parking
    - not enough parking
    - Need full escort service
    - Emergency service
    - Need more pay phones and there are broken ones
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- Communication
    - shared governance committees should have open forums 1 or 2 times per semester
    - people want to get things done - need information
    - students think they aren't being heard - get demoralized
    - communicate with students about what is happening
    - communication is the key
    - staff is largely unaware of planning and college goals
    - do away with announcements and FAS (mass email) - over used
    - can we replace outdated system (email blast) with liaisons (managers) and regular virtual meetings
    - Need for transparent communication regarding planning
    -
- Security is not good enough
    - Need more blue emergency boxes
    - evenings are dangerous - students got robbed
    -
- Student support services
    - need a position to support students in crisis
    - students need weekly support
    - understaffed in mental health services
        - Laney has double the students but all colleges have one mental health specialist
    - need a "wellness space" - the environment is intense

- o   Lack of leadership
- o   students often wait 2-3 hours for a counselor meeting
- o   some students told to go to COA for counseling
- o   services are spread around campus
- o   Need a one-stop student services center
  - ▪   VPSS office is at the one-stop at COA
- o   There is a Welcome center
- Transportation is a huge problem
  - o   Laney gets students for whom transportation works
  - o   she loses students during the semester due to lack of parking
  - o   Laney should be at the table at all development discussions in the community
  - o   student transportation fee covers a bus pass
  - o
- Resource Allocation
  - o   the funding model isn't working for the college
  - o   need more equitable allocation of resources
  - o   need to pursue alternative funding streams - performance based
    - ▪   need research / data to make the case at the state level
  - o   is it realistic for Peralta to have 4 colleges
  - o   need to be intentional about budget
    - ▪   plan for funding opportunities
  - o   committee chairs are not compensated equally
  - o   give resources to administrators to do their jobs
  - o
- Other
  - o   limited student support services in the evening and weekends
  - o
- Finding affordable housing is a huge problem for students
  - o   city housing does not allow full-time students to apply
  - o   students started a housing board
  - o   they want to expand that
  - o   maybe a housing center (modeled like career center)
  - o   need to inform faculty about resources available
  - o
- Facilities
  - o   need larger cafeteria

- CTE Programs
  - o   the department are now setting goals
  - o   sectors: advanced manuf, industrial maintenance, water waste water, health, digital media, public safety
  - o   having difficulty filling classes (recruiting and incumbent workers)
    - ▪   need strategy for this
  - o   trying to get CWE (calif water education) certification
  - o   working on re-aligning curriculum with industry
  - o   Instructors - difficult to find qualified instructors
  - o   barely 5% of students in skilled trades are coming from HS
  - o   they are building a fab lab, will help recruit HS students into skilled trades

- o CTE programs will get ~$1 million from state next year
    - now - programs are getting grant funds to buy equipment
  - o CTE has weekend and evening classes
  - o Advisory committees are sometimes large, some virtual
  - o There is no career center
  - o Just launched new site that links students with employers for job placement
  - o A lot of hiring going on now
  - o responsiveness on CTE programs is slow
  - o
- Mental Health
  - o limited mental health specialists
  - o We want to hire 4 social workers
- Student activities and student life
  - o need more support for that group
  - o need food pantry
  - o need support groups
  - o need transportation assistance
  - o Need to scale up the programs they already have
- District issues
  - o telephone system is deteriorating - maintenance contract was suspended
    - this was done at the district level
    - who is going to pay for IT?
    - district makes decisions without consulting the users
    - there was a project to upgrade the system
    - **District, working with the college, has a plan**
- Research
  - o lack of data/research (e.g., ESL)
  - o research elements should be in the planning at the college
  - o Planning retreat data was just overwhelming amount of data
- Planning
  - o planning retreats were planned haphazardly