

2011-2012 Tactical Plan

## Create Action Items

### Mission Statement

The mission of the Learning Assistance Center is to extend and enhance classroom learning for all students at Pasadena City College by providing instructional technologies and services effective for a variety of learning styles, considerate of diverse social conditions and cultural backgrounds, resulting in retention, persistence, and student success.

### Overview/Summary

The Center's mission is directly in line with the College's commitment to provide for successful student learning. The LAC is a place on campus where students can go before and after classes to assimilate that which they have learned in the classroom and to prepare for future learning.

The Center complements the Educational Master Plan. In particular, the center aligns with the following mission critical priorities and strategies:

- A3.2 - Engage all departments campus-wide in working with basic skills/underprepared students.
- B2 - Create centers of excellence and innovation hubs that are cross-functional and cross-divisional.
- C3 - Identify and address the technology needs that sustain all student support services and the library.
- E1 - Support students effectively and efficiently in and out of the classroom.
- E4.1 - Develop a seamless integration between student services and instruction that supports student success.
- E5 - Develop robust student support services (tutoring, cohort learning groups, library services, etc.) to help students achieve their goals.

The Center serves a significant number of students, in fact, an impressive percentage of the overall student body. In spring 2010, 5991 students, and in fall 2010, 5635 students used our facilities in one capacity or another. Tutoring is also popular, with 2552 students utilizing tutoring services in spring 2010, and 2416 in fall 2010. Satisfaction with center services is high in both the LAC and CLC, indicated by ratings each year in the fall Observations surveys (2.6 and above).

The Center supports every academic division and works in cooperation with the other areas of Student and Learning Services. All registered students are welcome to use Center services during any of the 75 hours of operation each week, including Saturdays and evenings. Learning modes include multimedia, computer technologies, and human resources (tutors, staff, and faculty). The environment is friendly and open; space is designed to encourage learning communities with circular computer and tutoring tables, open study areas, and accessible staff assistance.

LAC staff consists of eight full-time employees with a variety of applicable education and experience, including three masters, three bachelors', and two associate degrees, in areas such as instructional technologies, counseling, computer information systems, reading, and teaching ESL, study skills, basic English and tutoring techniques. Full-time staff ethnicity currently in the LAC is as follows: • 1 White male • 2 White females • 1 Armenian female • 1 Indian (European) male • 2 African American females • 1 Hispanic female.

The Center employs some forty-four student workers (non-tutors) each year to assist student customers by providing instructional materials, equipment, and information. The current ethnic makeup of this group is as follows: • 18 Asian • 5 Black • 1 Arabic • 7 Armenian • 12 Hispanic • 0 White.

The Center currently employs 80 student tutors to help their peers each year in a variety of subjects. The current profile looks like this: Tutors (Ethnicity):

- 1 Arabic • 1 Armenian • 0 Black • 42 Asian • 1 Filipino • 5 Hispanic • 28 White • 2 Other.

Subjects Tutored:

- Accounting 101, 1A, 1B
- Administration of Justice 10,12,14
- Arabic
- Business 12A
- Business Math
- Business Information Technology 16, 25
- Chinese
- Dental Laboratory Technology
- Economics 1A, 1B

- Electricity
- Electronics 9, 109A&B, 113. 130
- English (all levels)
- ESL (all levels)
- Fashion 1A
- French
- Geography
- German
- Italian
- Japanese
- Legal Assisting
- Library 1, 10A, 105A
- Mathematics (all levels)
- Nursing (LVN/RN)
- Photography
- Portuguese
- Spanish
- Statistics
- Telecommunications

All tutors are provided a complete tutor training program that is designed and conducted by LAC staff, who also provide leadership and assistance for tutoring programs throughout the campus.

The Center houses state-of-the-art technology which includes four computer "labs" connected to the student network. Three of these labs, each containing some 30 stations, comprise the Computer Learning Center (CLC), located on the 1st floor of the D-Building. The CLC maintains open access computer use for students from across the curriculum. Faculty and staff from all academic divisions and student services programs can reserve the labs for training and orientation. CLC staff provide workshops for learning styles and study skills, and are available to assist students with network access, basic hardware and software usage, and tutoring for courses in Computer Science (CS), Computer Information Systems (CIS), and Business Information Technology (BIT).

The computer lab in D300 consists of 42 systems housed in hexagon-shaped study clusters. This design is to preserve an open-access environment that promotes group study and tutorial learning.

Students use the networked computers in all four LAC labs to access course-related software, computer-assisted instruction, application software, the Internet, email, and online student services.

Center staff maintain an up-to-date website that provides current Learning Assistance Center information and online resources. This center website received a 2008 Website Excellence Award through a national contest sponsored by LSCHE (Learning Support Centers in Higher Education).

Audio-visual learning materials remain viable in the Center. ESL and foreign language students use AV materials for reading, pronunciation, grammar, and other areas use volumes of listening programs. These are on CD and multimedia software. Video programs are available for mathematics, study skills, film history, ESL, and a variety of other subjects. These are purchased on recommendation from faculty or placed on loan for students to view in conjunction with class assignments or for ancillary practice. The LAC provides telecourse students the opportunity to view lessons on site at their own pace; since regular broadcast times are not always convenient for them, this can be a significant aid to their learning.

LAC services are most stimulating and pertinent when PCC faculty are engaged with the selection of learning materials and tutors, and with the dissemination of information to students regarding Center services. The continuing development of online learning options will provide students with 24/7 support.

The LAC hours are as vast as at any college or university in California; the Center is open from 7 a.m. until 10 p.m. Monday through Thursday, 7 a.m. until 4 p.m. on Friday, and 9:00 a.m. until 3 p.m. on Saturday.

## Actions

### Pasadena City College Action Category Framework (Copy 1)

#### Curriculum

##### Online Tutoring

Create an online tutoring system that will be live and interactive to replace obsolete tutoring programs and increase

##### ▼ Action: Online Tutoring

Action details: Establish an online, live tutoring option for students through the LAC. This will replace the current Math Hotline which is telephone based and obsolete. Also, it can be set up for

access for our students.

other tutoring subjects, especially for basic skills.

Implementation Plan (timeline): Research has concluded, resulting in the selection of CCCConfer/Illuminate connected to Blackboard 9.1. Train staff and tutors on its use for piloting in fall 2011.

Key/Responsible Personnel: LAC Director and Staff Technology Services Leslie Tirapelle - Online Services

Steps - what are the steps in implementing this action?: Train staff in use of Blackboard 9.1. Train tutors to conduct online tutoring. Pilot program for math. Expand online tutoring to other subjects.

Budget approval required? (describe): The software is free-of-charge in connection to Blackboard license.

Budget request amount: \$0.00

Priority: High

## Workshops

LAC staff will offer workshops on subjects of basic skills, learning strategies, and learning support programs for the purpose of helping PCC students and staff understand how we can work more successfully to meet our goals.

### ▼ Action: ESL Workshops

Action details: LAC staff will design and present workshops on basic English skills for the ESL Center (i.e grammar, punctuation, mechanics, vocabulary)

Implementation Plan (timeline): Some of these have been designed and others are in the works. They will be submitted to ESL faculty for consideration of inclusion with the workshop schedule for the ESL Center.

Key/Responsible Personnel: LAC Staff ESL Center Faculty

Steps - what are the steps in implementing this action?: Confer with ESL faculty as to what topics to include. Design workshops. Get workshops on semester schedule. Make presentations. Get feedback.

Budget approval required? (describe): Workshop presenters receive \$50 per presentation. Funds for this purpose can be pulled from the existing LAC general budget. This should amount to \$500 per year.

Budget request amount: \$0.00

Priority: Medium

Supporting Attachments:

 ESL Center Workshop Schedule (File)

### ▼ Action: Learning Strategies Workshops

Action details: LAC staff will design and present workshops for students that will assess, inform, and mentor students as to ways that they can effectively succeed in their college courses and personal learning. These workshops will include information on brain-based learning, multiple intelligences, study strategies, and personal responsibility.

Implementation Plan (timeline): These workshops have been piloted and assessed. They have proven to be effective form feedback received. They now need to be made a more integrated part of the campus through communication, compensation, scheduling, and publicity.

Key/Responsible Personnel: LAC staff Managers across campus

Steps - what are the steps in implementing this action?: Meet with management team to notify them of the availability of these workshops. Design a schedule that meets the needs of the students and our staff. Offer workshops beginning ASAP. Gather feedback, assess, and modify.

Budget approval required? (describe): Budget to compensate staff for presentation can come from the general LAC budget. Staff to receive \$50 per workshop, not to exceed \$1000 per year.

Budget request amount: \$0.00

Priority: Medium

## Learning Assistance Credit Courses

Development of credit courses through the Learning Assistance Center to help at-risk (probation, other) students understand how they learn best through assessment, guidance, and personalized study strategies. Also, to assess and prescribe technology-assisted study and tutoring for basic skills students.

### ▼ Action: Learning Assistance Credit Courses

Action details: Create credit courses to be taught through the Learning Assistance Center for Learning Strategies and Basic Skills. These courses would be taught by certificated LAC staff.

The Learning Strategies course would assess students for their learning styles and multiple intelligences. Students would be taught theories of learning applied to college coursework, and strategies for maximizing their success. They would be introduced to techniques for approaching their college studies and be required to demonstrate their understanding by designing a personalized study plan.

The Basic Skills course would assess students for their deficiencies in the basic skills areas of English, ESL, and mathematics, as well as study skills and learning styles. Students would be given direct activities to improve their basic skills weaknesses for persistence in their core classes.

Implementation Plan (timeline): These courses will need to be designed and submitted through the C&I process on campus by a divisional dean (preferably the Dean of Counseling). This will take year's time. The courses should be available to pilot in fall 2012.

Key/Responsible Personnel: LAC Instructor Dean of Counseling Curriculum & Instruction Committee Human Resources

Steps - what are the steps in implementing this action?:

1. Design (2) LAC courses
2. Submit courses through the C&I process
3. Place courses in Schedule of Classes
4. Pilot course
5. Assess courses

Budget approval required? (describe): No budget approval required. These are FTE generating courses.

Budget request amount: \$0.00

Priority: Medium

Supporting Attachments:

 Mt SAC LAC Courseds (File)

### ▼ Action: Math 403

Action details: Offer a 1-unit basic skills course utilizing Skills Bank software in the LAC for students to improve their basic math skills. There is currently an English 403 that allows students to improve their skills through this self-paced, auto-diagnostic program. Replicate this course to offer the mathematics portion of the software program.

Implementation Plan (timeline): Move through the C&I process ASAP to have this course on the books, hopefully by fall 2011.

Key/Responsible Personnel: Dean of Mathematics Director, LAC Math Faculty C&I Committee

Steps - what are the steps in implementing this action?:

- Math faculty analyze software.
- Math dean agree to offer this course through the LAC.
- C&I committee approval process.
- Offer course through the LAC.


Budget approval required? (describe): This course will generate income for the college through FTES.

Pay LAC teacher of record 1-hour per week teaching rate.

Budget request amount: \$0.00

Priority: High

Supporting Attachments:

 English 403 Info.webarchive (File)

### Formation of Support Centers Committee

Create a committee comprised of representatives from all student support centers (tutoring and multimedia) on campus for the purpose of coordinating and communicating programs and activities.

#### ▼ Action: Campus Support Centers Committee

Action details: LAC Director to initiate the development of a new committee on campus - Support Centers Committee. This group would be comprised of the coordinators from the many support centers that exist around campus that serve students through tutoring and directed learning. The purpose is to understand what we do, how we are similar and unique, how we can complement each other, and how we can better make our services apparent to students.

Implementation Plan (timeline): Have the shared governance leaders on campus recognize this new committee, and work on its creation in the spring of 2011 for full activity by fall 2011.

Key/Responsible Personnel: LAC Director Support Centers Coordinators Executive and Shared Governance Committees

Steps - what are the steps in implementing this action?: Have campus leaders recognize this as a shared governance committee.

Get commitment from identified student support centers.

Call a preliminary meeting.

Develop a mission for the committee.

Establish a meeting schedule.

Budget approval required? (describe): No.

Budget request amount: \$0.00

Priority: High

### College Realignment of Learning Assistance Center

Consider moving LAC under Counseling to enhance impact of learning support for students and increase connection to instructional side of the house.

#### ▼ Action: Realign Learning Assistance Center under Counseling

Action details: In order to have a more appropriate and effective impact upon learning and student success at the college, the LAC needs to have more certificated presence with the college. Placement under the established Counseling Division will give the LAC a proactive standing for assisting students and supporting the academic side of the house. LAC staff have been professionally trained to assist students in understanding how they best learn and to fill in the learning needs that are not met in core classrooms throughout the curriculum.

Implementation Plan (timeline): This should be done as part of the reorganization that is imminent in 2011-2012.

Key/Responsible Personnel: College President Dean of Counseling LAC Director Human Resources

Steps - what are the steps in implementing this action?: 1. President and Executive Committee agrees that this change will best serve our students.

2. Change LAC Director to certificated position, reporting directly to the VP of Student & Learning Services.

3. Make the LAC an independent academic division within Counseling.

4. Create certificated position to act as LAC instructors.

5. Begin offering credit courses through the LAC.

6. LAC manager would attend Counseling team meetings and work closely with counselors and assessment staff.

Budget approval required? (describe): Budget required is under Personnel, described under a separate Action Category.

Budget request amount: \$0.00

Priority: High

Supporting Attachments:

 Univ of Maryland Example (Adobe Acrobat Document)

**Educational Technologist/Instructional Designer**

This certificated position should replace the current classified Center Technician position. This position would act as a faculty advisor on technological solutions to their course and student needs, assess and guide students through technology for learning solutions, and teach LearnAssist courses through the LAC.

▼ Action: Create Educational Technologist position from existing LAC Staff

Action details: Create a certificated position in the LAC that would establish an expert in the area of learning assessment and strategies through the use of instructional technology. This position would be responsible for teaching credit courses, presenting workshops, and advising students. This position would also act as an advisor for faculty in the implementation of creative solutions through the use of technology for supporting the successful learning of their students.

Implementation Plan (timeline): This works in conjunction with other reorganization ideas for the LAC. It needs to be approved by the executive committee led by the VP of Student & Learning Services. The faculty union would need to be involved, as well as Human Resources. This should move into consideration immediately and progress through the change system as quickly as possible.

Key/Responsible Personnel: Executive Committee Vice Pres Student & Learning Services Faculty Union Human Resources Learning Assistance Center Director

Steps - what are the steps in implementing this action?: Confer with VP of Student & Learning Services.

- Executive Committee approval
- Faculty Union approval
- Approval by BOT
- Human Resources procedure

Budget approval required? (describe): This position would allow for the generation of FTES through courses taught by this certificated position. Income would exceed the amount of salary increase for this existing classified position to certificated status.

Budget request amount: \$0.00

Priority: Medium

Supporting Attachments:

 Role of Technologist (MHTML)

**Mentor Tutors**

Experienced student tutors to mentor newer tutors and guide them on techniques for improved tutoring. Also, tutor learning strategies that apply to all subject areas.

▼ Action: Learning Strategies Tutors

Action details: Experienced student tutors will be trained on how to help other students become more effective learners. They will assess students for their learning styles and intelligence preferences and provide directed strategies for applying their way of learning to coursework.

Implementation Plan (timeline): Begin training students immediately on techniques for working with other students to understand their learning strengths and strategies for applying them. Schedule workshops for spring 2011 and invite students to attend. Have tutors conduct the workshops and schedule one-on-one follow-up mentoring.

Key/Responsible Personnel: LAC Director LAC Staff Student Tutors Students

- Steps - what are the steps in implementing this action?: Train tutors to be mentors.
- Schedule Workshops.
  - Offer workshops.
  - Evaluate.

Budget approval required? (describe): None.

Budget request amount: \$0.00

Priority: Medium

▼ Action: Mentor Tutors

Action details: Assign outstanding, experienced student tutors to be Mentor Tutors who will observe, assess, and guide other tutors on effective techniques.

Implementation Plan (timeline): Select outstanding tutors during fall 2010 and hire them as

mentor tutors for spring 2011.

Key/Responsible Personnel: Director LAC LAC/CLC Tutor Coordinators Tutors

Steps - what are the steps in implementing this action?: Design mentor training materials.  
Confer with tutoring coordinators to select mentor tutors.  
Meet with mentor tutors to get their buy-in.  
Assign mentor-tutors their student-tutors.  
Meet with mentors on an ongoing basis to asses progress.

Budget approval required? (describe): None. Can use existing LAC hourly budget to hire mentor tutors.

Budget request amount: \$0.00

Priority: Medium

## Certificated Manager

Because of the responsibility level of the LAC manager, and because of Title V requirements, the manger position in the LAC (currently Director) should be changed to a certificated title. This has been agreed upon by executive committee level for several years without action.

### ▼ Action: Change LAC Management Position from Classified to Certificated

Action details: The current title and status of the manager of the Learning Assistance Center is one of a classified manager. It needs to be changed to a certificated position. This has been agreed upon by several executive committee members over the past 20 years, yet nothing is ever done about it. Title V guidelines require that the immediate supervisor of the center, when generating noncredit FTES (which our does), be a certificated manager. The mere nature of the position, which supports the academic side of the house, and which requires graduate level expertise in learning theory and implementation, calls for certificated status if our college wants to take its LAC seriously.

Implementation Plan (timeline): Work with Human Resources to have the management position changed as the job title and description are reviewed as part of the most recent management salary schedule reorganization. This change should be implemented as part of a reorganization that moves the center into an academic arena.

Key/Responsible Personnel: Dean, Human Resources Management Association Executive Committee Director- Learning Assistance Center VP, Student & Learning Services

Steps - what are the steps in implementing this action?: Human Resources reviews job description of LAC Manager.  
Recommendation made to Executive Committee to make appropriate change.  
Get approval of Faculty Senate and bargaining unit.  
Board Report new title, etc.  
Implement change.

Budget approval required? (describe): Yes. Adjustment to current salary as appropriate. This will be determined by HR, and could result in a rather insignificant salary increase to begin with.

Budget request amount: \$0.00

Priority: High

Supporting Attachments:

 Guidelines (File)

 Minimum Quals (File)

## Staff Development

### ▼ Action: Staff Shaddowing

Action details: Every semester an LAC staff member will be assigned a colleague (fellow LAC staff) to shaddow. The point is to get each of us to understand and respect the responsibilities that each of us undertakes in our jobs, and to gain a greater undertanding of how we can fill-in for and cooperate with each other.

Implementation Plan (timeline): Spring 2011:  
Avila - Cousins  
Snyder - Lawrence  
Scott - Avila  
Dzhanunts - Danic  
Danic - Scott  
Lawrence - Dzhanunts

Cousins - Snyder

New arrangement for subsequent terms.

Key/Responsible Personnel: LAC Director LAC Full-time Staff

Steps - what are the steps in implementing this action?: Staff assigned person to shadow at first staff meeting.

Each staff arranges time to shadow another staff throughout semester.

Staff report back at last staff meeting of semester.

Budget approval required? (describe): No.

Budget request amount: \$0.00

Priority: Low

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#### ▼ Action: Student Services Cross Training

Action details: Each academic term the LAC full-time staff will visit another area of Student Services for a tour of their operations. The purpose is to gain a greater understanding of and familiarity with other programs in our area of the college.

Implementation Plan (timeline): Spring 2011 - Career Center

Summer 2011 - Counseling

Fall 2011 - TRIO/PASS

Winter 2012 - Financial Aid

Spring 2012 - Transfer Center

Key/Responsible Personnel: LAC Staff Representative from other S&LS areas VP S&LS

Steps - what are the steps in implementing this action?: Arrange visit with other area at the beginning of the term.

Visit other area.

Discuss what we learned at our LAC staff meeting.

Budget approval required? (describe): No.

Budget request amount: \$0.00

Priority: Low

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#### ▼ Action: Training for Full-Time LAC Staff

Action details: Provide professional development training for LAC staff in areas of diversity, customer service, dealing with difficult people, multiple intelligences, learning strategies, brain-based learning, and leadership.

Implementation Plan (timeline): Begin immediately to offer in-house and outside attendance training in several areas to improve our ability to provide effective learning assistance for PCC students. This should be ongoing with focus on training that is pertinent to current student service related challenges.

Key/Responsible Personnel: LAC Director LAC Staff Campus staff and faculty with expertise in training areas Human Resources

Steps - what are the steps in implementing this action?: Invite the campus psychologist to provide training on how to deal with difficult people.

Invite the campus diversity leader to provide diversity training.

Arrange for staff to visit other learning centers.

Look for conference opportunities for staff.

Read appropriate texts and web materials on training subjects.

Obtain media that presents information on training topics.

Budget approval required? (describe): Maybe some for minimal cost of attending conferences and outside presentations.

Budget request amount: \$0.00



▼ Action: Visiting Other Community Colleges

Action details: Plan to have LAC full-time staff visit learning centers in other community colleges in the region.

Implementation Plan (timeline): Spring 2011 - Glendale College  
Summer 2011 - Mt SAC  
Fall 2011 - Citrus College  
Winter 2012 - Rio Hondo College  
Spring 2012 - Cerritos College

Key/Responsible Personnel: LAC Staff LAC Coordinators at other community colleges VP, S&LS

Steps - what are the steps in implementing this action?: Contact other community college learning center managers to arrange visits. Schedule basences on staff calendars and arrange for student worker coverage. Review findings in LAC staff meetings.

Budget approval required? (describe): No.

Budget request amount: \$0.00

Priority: Low

Facilities

Electrical Capacity for Learning Assistance Center

The capacity for serving the electrical needs in the LAC has been inadequate for over a decade. It does not meet the needs of the vastly growing technology installations in the Center.

▼ Action: Assess Need for Increased Electrical Capacity in the LAC and CLC

Action details: Facilities Services to conduct an analysis of the electrical needs in the Learning Assistance Center and Computer Learning Center and increase capacity as needed.

Implementation Plan (timeline): Get on Facilities schedule ASAP. Aim for electrical analysis to take place during summer 2011, with upgrade as needed in fall 2011.

Key/Responsible Personnel: Director of Facilities Electricians LAC and CLC staff

Steps - what are the steps in implementing this action?: Complete Facilities modification Request.

Electricians to conduct analysis of power needs in LAC.

Obtain funding for upgrade.

Complete upgrade.

Budget approval required? (describe): Yes. This will need to be determined once the extent of the upgrade is established.

Budget request amount: \$0.00

Priority: High

Equipment

Color Printing Options for Students

There is currently no place on campus where students can print in color. As part of the computer lab print system installed and maintained by Comprehensive Computer Systems (CCS) which is an outside firm, add a color printer connected through MIS

▼ Action: Color Printing for Students

Action details: Install a color printer in room D104 of the Computer Learning Center connected to the existing student print system.

Implementation Plan (timeline): Have the outside company (CSI) work with our CLC staff and MIS to coordinate to installation ASAP.

Key/Responsible Personnel: CLC Technical Staff MIS network Staff CSI personnel

as a pay-for-print student option in the CLC.

Steps - what are the steps in implementing this action?: Contact CSI to identify needs for installation.

Have MIS configure PCC system to accept CSI specs.

Install hardware and test system.

Make available to students.

Budget approval required? (describe): None. System will generate income and be self-funding.

Budget request amount: \$0.00

Priority: High

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▼ Action: Laptop Computers for CLC

Action details: Purchase Mac platform laptop computers for check out and use by tutors in the Computer Learning Center - room D101. This will provide a cross-platform option for tutoring in the CLC.

Implementation Plan (timeline): Purchase laptops in summer 2011 for availability in fall 2011.

Key/Responsible Personnel: Technology Services CLC Staff

Steps - what are the steps in implementing this action?: Consult with Computing Services staff to determine appropriate laptop purchase and security.

Purchase systems.

Make available to student-tutors and secure use.

Budget approval required? (describe): Yes.

Budget request amount: \$4,000.00

Priority: Low

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