**LMC DRAFT STRATEGIC DIRECTIONS**

1. **Enhance Equitable Student Engagement, Learning, and Success**

(Aligns with District SP #1 “Enhance Student Learning and Success”)

We increase inclusive excellence in student learning and success by enhancing and promoting equitable access, student engagement, and completion. The ultimate goal of the college is to facilitate the success of all students by providing relevant and excellent instruction with all the necessary student supports and services.

**Objective 1.1: Improve equity in student success**

***Strategies:***

•Develop a ‘working’ definition of equity to include “parity in the achievement and success of all student populations”\* to ensure that equity includes outcomes as well as access and opportunities; is used to evaluate all aspects of the institution in contributing to the success of all students; and involves and engages all campus and community constituencies. (\*“Student Equity: From Dialog and Access to Action” Academic Senate for California Community Colleges, spring 2010)

• Establish performance goals and the appropriate statistical measures of equity, disaggregated by cohorts of students that are important to track (by racial/ethnic group, age, gender and gender identity, socio-economic etc.), to examine the success of all students on standard measures such as basic skills course completion, transfer readiness, and degree/certificate completion to ensure that students are succeeding at equitable rates, while also focusing efforts to close gaps in educational attainment.

• Develop particular evidence-based strategies and best practices to support the achievement of historically underrepresented students including growing population groups that have emerged from recent demographic trends (low- and middle-income; African-American and Latino; older, working, second-career and non-English-speaking; veterans,; re-entry individuals, foster youth, as well as 18-24 years olds without high school degrees.)

• Include measures of addressing student equity in program review processes for academic, student services, and administrative services (where appropriate); embed goals and interventions for achieving student equity into program review and campus planning processes; report student equity goals, interventions, and progress regularly to shared governance bodies. (IDEA Committee recommendation, pending Academic Senate review and decision.)

• Increase the percentage of students from all demographic and socio-economic subgroups who attain a certificate, complete a degree, or transfer to a four-year college or university.

• Provide professional development to increase retention and success rates for students who need support. Integrate concepts of equity, inclusion, and the value and meaning of diversity into professional development activities for faculty, classified and administrative staff, and student leaders, including but not limited to pedagogy, cultural competence, student support, and reflective teaching.

**Objective 1.2: Enhance and promote equitable engagement and learning opportunities**

***Strategies:***

• Provide a welcoming, student-friendly culture and build stronger relationships among community, faculty, staff and students to increase engagement and student success.

* Strengthen connections, integration, collaboration, and alignment between student support services and instruction to facilitate degree/certificate completion, student transfer, career preparation, and personal growth for all students.

• Research best practices and new technologies to impact student learning and reduce institutional and educational gaps.

•. Link instruction/programs to community needs and offer contextual educational opportunities to expose students to real-life experiences in their education. (real world examples and speakers, service learning, internships, CWEE, etc.)

• Evaluate program offerings and learning outcomes to ensure knowledge and skill alignment with transfer requirements/employment opportunities.

• Expand mentorship opportunities for students with LMC employees and external community.

**Objective 1.3: Increase the number of students who complete courses, certificates, and degrees; are prepared for transfer and career opportunities; and are placed or advanced in jobs.**

***Strategies:***

• Accelerate completion rates and completion of basic skills sequences of all students.

• Increase completions of certificates, degrees and transfer.

• Collaborate with transfer universities to gather successful completion data of our transfer students after their 4-year degree to build our transfer reputation.

• Expand career exploration and advising

• Expand internships and cooperative work experience

• Design curriculum to meet the needs of employers

• Implement educational planning for all students

• Gather data on job placement

• Gather and respond to employer feedback on student preparation

**Objective 1.4: Enhance and promote equitable access**

***Strategies:***

• Improve intake process and student educational planning to make it easier to navigate, while being responsive and nimble.

• Develop and sustain efforts to make college more accessible and affordable.

• Support high quality online/distance education as an option for increasing access and promoting student success.

• Increase access to programs that lead to higher transfer rates and/or higher wage employment among historically underrepresented students including the growing population groups that will emerge from current demographic trends (low- and middle-income, African-American and Latino, older, working, second-career and non-English-speaking, veterans, and re-entry individuals, foster youth, as well as 18-24 years olds without high school degrees) by developing strategies to raise awareness among staff and faculty on the unique needs of these students and supporting students by providing access to information, services, and peer support.

***Associated Actionable Improvement Plans: (By Accreditation #)***

**2.** Led by the Distance Education Committee and the Office of the Vice President of Instruction and Student Services, the College will examine the degree to which the breadth and pattern of online offerings is meeting student needs and supporting student completion of certificates and degrees and; analyze data on the success and completion rates of online and hybrid courses to inform efforts to improve student learning and success. (Standard IIA)

**3.** In 2014-2015, the President’s Office, deans of student success and counseling, in collaboration with both the IDEA Committee and the LMC Associated Students, will identify diversity issues on campus and strategize to expand student awareness of the value of being a part of a diverse college community. (Standard IIB)

1. **Strengthen Community Engagement and Partnerships**

(Aligns with District SP #2 “Strengthen current and create new partnerships”)

We enhance the value and image of the college in our community by promoting the college as an educational and cultural hub of the region. We strengthen our involvement with the community and build strong partnerships with education and business to develop seamless pathways with K-12, transfer institutions, and workforce opportunities. We prepare our students to contribute to their communities and businesses as good citizens and members of the workforce. (We invest in the future success of our students, our communities and businesses by promoting good citizenships and educated members of the workforce.) (add career integrated instruction; workforce is academic and not just CTE)

**Objective 2.1: Promote LMC as the educational and cultural hub of East Contra Costa County.**

***Strategies:***

• Promote LMC as a center of arts, science, and talent in East County. (Make LMC the answer when the community asks where can they go to find…)

• Promote, market and brand the excellence of LMC’s academic and cultural programs; wide ranging services; new facilities and labs; and the diverse and accomplished faculty and staff to the community, business and industry.

• Engage the entire college in enhancing the image of the College in the community

**Objective 2.2: Develop and strengthen community involvement and partnerships**

***Strategies:***

• Foster a climate that values building collaborative relationships with the community and celebrates divergent perspectives.

• Increase partnerships with community opinion leaders, faith-based organizations, service clubs, non-profits, elementary and high schools to share success stories of the “new” LMC.

• Create opportunities to listen to the opinions and perceptions of community leaders about LMC, and about how we can better meet their needs.

• Cultivate local and global partnerships with business and industry that support regional economic vitality, sustainability, and quality of life.

**Objective 2.3: Build and enhance pathways with K-12, workforce opportunities, and transfer institutions**

***Strategies:***

* Develop and maintain a comprehensive outreach system that connects and engages our diverse community.
* Promote a college-going culture early on in middle and primary school.

• Expand outreach to high school and middle school to include students, parents, counselors, teachers and administrators.

• Expand and deepen partnerships with universities to facilitate transfer.

• Strengthen current and create new partnerships, particularly with emerging pathway initiatives, to build degree and transfer pipelines to prepare K-12 students and the adult population for success in higher education and employment.

• Increase partnerships with businesses, community organizations, other economic and workforce development agencies and industry sectors to develop regional partnerships and networks to expand workforce opportunities for graduating students.

• Provide comprehensive work and career preparation that responds to current and emerging labor market needs and that incorporates core basic skills, applied education and continuing opportunities for career educational advancement to prepare students to compete in a global economy.

• Actively promote and strengthen advisory boards across the college and expand work-based learning opportunities (internships, cooperative work experience).

• Support efforts by four-year institutions and K-12 to encourage widespread expectations among secondary school students and their parents of the feasibility and importance of pursuing postsecondary education.

• Improve information available at K-12 on the subject requirements needed to succeed at LMC and the availability of financial aid.

1. **Invest in innovation, technology, and infrastructure**

(Aligns with District SP # 3 “Be good stewards of the District’s resources”)

We are committed to being an institution dedicated to improving teaching and learning methodologies and support services through the innovative, effective, and creative delivery and use of existing and emerging technology. We will design, modernize and maintain a physical infrastructure that meets the ever-changing needs of students, staff, faculty and the community.

**Objective 3. 1: Nurture innovation**

***Strategies:***

• Develop a process for identifying and piloting new classroom technologies and curricula designed to improve student learning. (Similar to the implementation and use of *Desire-to-Learn,* and encourage participation in the CCCCD *Convocation on Innovation*).

• Encourage and enhance participation in district-wide Process Improvement Teams (PET) to collaborate on and identify best practices and innovative approaches.

• Determine processes by which promising and sustainable innovative practices will be institutionalized, while maintaining and enhancing successful current approaches.

• Design mechanisms to showcase innovations to the LMC and local community:

* Instructional
* Student Services
* Technology
* Physical Plant

• Share success stories about innovation (in industry stemming from LMC graduates; in teaching stemming from LMC faculty, e.g. LMC finalist for the American Association of Community Colleges (AACC) – Award for Innovation; award-winning model Classified Senate)

**Objective 3. 2: Ensure up-to-date technology and infrastructure**

***Strategies:***

• LMC always has a current and forward-thinking IT Strategic Plan to continuously improve effectiveness of instruction, student services and administrative services.

- incorporates advances in information technology;

- has adequate funding and staffing for technology support and employee training;

- plans for process of systematic and sustainable replacement

• Provide modern, accessible, and user-friendly high-tech classrooms, labs, equipment, meeting rooms, and 'soft space' for students and employees.

• Make technology a priority at LMC through training and support for faculty, staff and students (i.e., [Lynda.com](http://lynda.com/), Tech-Fari focused flex).

• Continuously upgrade the LMC network infrastructure campus-wide (wireless and wide area networks).

• Design, construct and maintain sustainable, state-of-the art buildings and grounds to provide accessible, high-quality, safe, learning/working environments.

• Proactively and promptly address safety, sustainability, and legal compliance

•. Continuously expand the infrastructure and resources required for online instruction.

***Relevant Actionable Improvement Plans: (By Accreditation #)***

**5.** A comprehensive *LMC Technology Strategic Plan*, aligned with the College’s *Educational Master Plan*, will be completed and will identify processes for technology infrastructure refresh and staffing for technology support and training. Approval of the LMC *Technology Strategic Plan* by campus shared governance bodies is expected by December 2014. With completion of the Plan, IT&S, Business Services, and the President’s Office will work to identify resources to support the Plan. (Standard IIIC)

**8.** The College and District Office technology units will assess and address areas for improvement by soliciting feedback from various college constituencies on an ongoing basis. (Standard IV.B.3.b)

**4. Build institutional capacity and effectiveness by pursuing adequate and sustainable resources, and investing in our employees through professional development**

*(Aligns with District SP # 3 “Create a culture of continuous improvement and tangible success”; SP #4 “Be good stewards of the District’s resources”)*

We promote a culture of continuous improvement, increased evidenced-based inquiry, and outcomes-based decision-making for tangible success. We will expand resources to promote institutional excellence and serve the needs of our diverse student body. Our most valuable asset is our employees, therefore we foster a culture of professional development that builds their capacity.

**Objective 4:1: Increase institutional effectiveness**

**Strategies:**

• Re-engineer the college from a student perspective to make every process seamless, easier to navigate, responsive, and nimble (applying for/getting financial aid, enrolling, counseling, etc.)

• Align governance, operational, and planning processes and consistent, bi-directional communication standards, strategies and procedures between shared governance committees, senates, and constituents to ensure institutional effectiveness and sustainability and to facilitate Strategic Plan implementation.

• Strengthen the links among college plans and program reviews, to determine the effectiveness of programs and activities in meeting strategic directions.

•  Bring together administrators, faculty, staff, students, and community partners to review relevant research and data, reflect on progress towards college goals, and make course corrections as needed (to ensure meaningful, widespread and systematic continuous improvement).

• Use data to determine benchmarks and targets to evaluate college outcomes and college plans; initiate and support ongoing dialog around data and its interpretation; and provide training for utilizing data/research.

**Objective 4:2: Build resource sustainability and fiscal responsibility**

**Strategies:**

• Demonstrate sound judgment in the use of current and potential physical and fiscal resources; deepen alignment and coordination among sites, departments and programs; and leverage LMC assets to strategically tackle challenges, increase resource efficiency, and better serve our students.

• Develop efficient practices and procedures that promote sustainability in all areas, including but not limited to instruction, operations, construction, facilities, land use, energy, water conservation, and environmental integrity.

**•** Pursue and align braided sources of funding including grants and Foundation resources to support our strategic goals (student success, employee capacity, equity, and innovation).

**Objective 4:3: Attract talented employees and invest in them**

**Strategies:**

• Develop and implement an integrated human resources plan to attract, support and retain exceptional and diverse faculty and staff and maximize expertise that supports institutional excellence, efficiency, and equity.

• Conduct focused recruitment efforts that ensure diversity in hiring pools and that result in the hiring of adequate number and diversity of employees, who are sensitive to and knowledgeable about the needs of our continually changing student body.

• Provide opportunities for all employees to gain new skills and knowledge to continually improve student learning, serve the needs of diverse students, and foster equitable outcomes.

• Develop strategies to foster a culture of collaboration and an inclusive community (strengthen employee relationships, build learning communities, develop leadership, and improve employee effectiveness).

• Provide relevant and targeted professional development that promotes student success, supports best practices, stimulates innovation; and develops employee skills, knowledge, and multicultural competencies.

• Utilize existing expertise of faculty, staff and managers to implement professional development for more employees.

• Provide professional development, training, and financial support opportunities for part-time/adjunct faculty and staff.

***Associated Actionable Improvement Plans: (By Accreditation #)***

**1.** Led by the Office of Instruction and the Planning Committee, the College will evaluate, revise and codify a sustainable process for reviewing and responding to annual program review updates and comprehensive reviews.  (Standard I & IIA)

**4.** Upon adoption of the College and District five-year strategic plans, and with guidance from the state’s EEO Plan, College and District Human Resource Offices will take action to review any policy and procedure changes necessary in current hiring practices to ensure that hiring pools are representative of the service area, and that all state and local policies and procedures are followed precisely.  (Standard IIIA)

**6.** Starting in FY 2014-15, the Business Services Department will conduct an annual evaluation to determine the effectiveness of the allocation of resources towards supporting and achieving College goals.  (Standard IIID)

**7.** In collaboration with the President’s Office, the Shared Governance Council will formalize consistent, bi-directional communication standards, strategies and procedures between shared governance committees, senates, and constituents. (Standard IVA)