

LMC Strategic Plan 2014-2019

Draft Strategic Directions

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**(Previously Vetted with: Academic Senate, Classified Senate, SGC, PDAC,
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1. Increase equitable student engagement, learning, and success.

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

We increase inclusiveness and excellence in student learning and success by improving and promoting equitable access, engagement, and completion. We provide a welcoming, student-friendly culture and build stronger relationships among faculty, staff, students, and community to increase engagement and student success. The ultimate goal of the College is to facilitate the success of all students by providing relevant and excellent instruction, student support, and services.

For LMC, our framework for increasing equity includes the following:

1. Focused and appreciable gains in outcomes as well as in access and opportunities for the “achievement and success of all student populations.”* (*“Student Equity: From Dialog and Access to Action” Academic Senate for California Community Colleges, spring 2010 & EMC).
2. All campus and community constituencies are involved and engaged in contributing to the success of all students.

Objective 1.1: Improve equity in student success.

Strategies:

- Develop customized, evidence-based strategies (based on data) to support the achievement of individuals within “groups historically underrepresented in higher education” and within other groups that emerge from an analysis of relevant data. (1992 CCC Bd of Gov.) (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 teaching, program review and campus planning processes; report student equity goals, interventions, and progress regularly to shared governance bodies.)
(Primary Responsibility: Planning Committee > LMC Planning Office > Programs/Units. District Research and “LMC Research Coach” serve as resources.)
- Establish performance goals and the appropriate statistical measures in program review to examine the success of all students on standard and local measures of student learning, such as basic skills course completion, transfer readiness, and degree/certificate completion; and ensure that students are succeeding at equitable rates, while focusing efforts to close gaps in educational attainment.
(Primary Responsibility: Deans > Programs/Units)
- Institutionalize innovative practices that increase the percentage of students from all demographic and socio-economic subgroups who attain a certificate, complete a degree, and/or transfer to a four-year college or university, gain education-related employment, or attain career advancement.
(Primary Responsibility: President > Cabinet, SGC)
- Provide professional development to increase retention and success rates for all students. 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. This will include, but is not limited to, pedagogy, humility and mutual

respect, student support, and reflective teaching.
(Primary Responsibility: Office of College Advancement > PDAC)

Objective 1.2: 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 of basic skills sequences for all students to enhance overall certificate and degree completions.
(Primary Responsibility: Office of Instruction and Student Services > Basic Skills Committee)
- Evaluate program offerings and learning outcomes to ensure knowledge and skills align with transfer requirements/employment opportunities to increase completions of certificates, degrees and transfer.
(Primary Responsibility: Office of Instruction and Student Services > Curriculum Committee)
- Design curriculum to meet the needs of employers, obtain employer feedback on student preparation, expand job placement services, and explore job placement tracking mechanisms.
(Primary Responsibility: Office of Instruction and Student Services > Curriculum Committee)
- Develop high quality distance education pathways with strong student support services that lead to increased completions of degrees and certificates.
(Primary Responsibility: Office of Instruction and Student Services > Distance Education Committee)

Objective 1.3: Build and promote equitable engagement and learning opportunities.

Strategies:

- Provide the building blocks of student success, including strong orientation, assessment, education planning, and retention support structures.
(Primary Responsibility: Student Services > 3SP Committee)
- Conduct focused recruitment efforts that ensure diversity in LMC hiring pools that result in the hiring of employees, who reflect our student population and are sensitive to and knowledgeable about the needs of the community, the workforce, and our continuously changing student body.
(Primary Responsibility: District and College HR > EEO Committee, Hiring Managers)
- 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 at all LMC sites.
(Primary Responsibility: Office of Instruction and Student Services)
- Research and apply innovative practices in teaching and useful technologies that impact student learning and reduce institutional and educational gaps.
(Primary Responsibility: Office of College Advancement, Office of Instruction and Student and Student Services, Technology Advisory Group, Distance Education Committee)
- Link instructional and student service programs to community needs and offer contextual educational opportunities to expose students to real-life experiences in their education.
(Primary Responsibility: Office of Instruction and Student Services)

Objective 1.4: Increase and promote equitable access.

Strategies:

- Improve the provision of information to prospective students and families on how financial aid, admissions, and assessments are processed to make LMC more accessible and easier to navigate.

(Primary Responsibility: Student Services > 3SP Committee)

- Raise awareness among staff and faculty on the unique needs of students and on how to support students by providing access to information, relevant services, student educational planning, and peer support.

(Primary Responsibility: Cabinet > Deans)

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)

Accreditation Recommendation: Enhance student services immediately at the Brentwood Center.

2. Strengthen community engagement and partnerships.

(Aligns with District Strategic Direction #2 "Strengthen current and create new partnerships")

We enhance the value and image of the College in our community as a regional steward 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 increase career-integrated instruction across all majors, and develop communication and seamless pathways into and out of the College. We prepare our students to contribute to their communities and businesses as good citizens and members of the workforce.

Objective 2.1: Build and promote LMC as an educational and cultural hub of East Contra Costa.

Strategies:

- Develop and promote LMC as a center of arts, science, technology, and talent.

(Primary Responsibility: Office of the President > Office of College Advancement)

- Develop, 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, higher education, and industry.

(Primary Responsibility: Office of the President > Marketing Office)

- Engage the entire college in enhancing the image of LMC in the community through active, positive and personal involvement in the community.

(Primary Responsibility: Office of the President)

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.

(Primary Responsibility: Office of the President)

- Share success stories of the “new” LMC with community opinion leaders, faith-based organizations, service clubs, non-profits, and K-12, adult education, business, and higher education.
(Primary Responsibility: Office of the President > Marketing Office)
- Create opportunities to listen to the opinions and perceptions of the community and its leaders about LMC, and about how we can better meet their needs.
(Primary Responsibility: Office of the President)
- Cultivate partnerships with business and industry that support regional economic vitality, sustainability, and quality of life.
(Primary Responsibility: Office of the President > Office of College Advancement)

Objective 2.3: Build and enhance pathways and collaboration with K-12, adult education, workforce opportunities, and transfer institutions.

Strategies:

- Promote a college-going culture early in the K-12 system (including students, parents, counselors, foster care, teachers and administrators) to encourage widespread expectations about the feasibility, subject requirements, financial aid opportunities, and the importance of pursuing postsecondary education.
(Primary Responsibility: Outreach Office)
- Expand outreach to K-12 and adult education by engaging our faculty, staff, and students in providing a welcoming environment to explore LMC.
(Primary Responsibility: Office of Instruction and Student Services)
- 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.
(Primary Responsibility: Office of Instruction and Student Services)
- Expand and deepen partnerships with universities to facilitate transfer.
(Primary Responsibility: Office of Instruction and Student Services > Transfer Center)
- Increase partnerships with businesses, community organizations, economic and workforce development agencies, and industry sectors to develop regional partnerships and networks to expand workforce opportunities for graduating students.
(Primary Responsibility: Office of Instruction and Student Services > Manager of Workforce Development)
- 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.
(Primary Responsibility: Office of Instruction and Student Services)
- Actively promote and strengthen advisory boards across the college and expand work-based learning opportunities (internships, cooperative work experience).
(Primary Responsibility: Instructional Deans > Instructional Programs)

3. Invest in innovation, technology and infrastructure.

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

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

Objective 3. 1: Nurture innovation.

Strategies:

- Develop and support a process for identifying and piloting new curricula and classroom technologies designed to improve student learning.
(Primary Responsibility: Office of Instruction and Student Services, Office of College Advancement > PDAC)
- Support participation in district-wide Process Expert Teams (PET) to collaborate on and identify best practices and innovative approaches.
(Primary Responsibility: Office Instruction and Student Services, Business Office)
- Determine processes by which promising and sustainable innovative practices will be institutionalized, while maintaining and enhancing successful current approaches.
(Primary Responsibility: Cabinet)
- Provide faculty a forum to introduce new ideas and technology and provide opportunities for collaboration with and use of the Technology Center.
(Primary Responsibility: Technology Advisory Committee, Technology Training and Development Coordinator)
- Develop mechanisms to share success stories and showcase LMC innovations to the college and local community.
(Primary Responsibility: Marketing Office)

Objective 3. 2: Ensure sustainable technology and infrastructure.

Strategies:

- In collaboration with the District, continuously update and implement forward-thinking IT Strategic Plan to incorporate advances in information and instructional technology support and to improve effectiveness of instruction, student services, and administrative services.
(Primary Responsibility: Business Office > Manager of IT&S, Technology Advisory Group)
- Plan for adequate funding and staffing for technology support and employee training.
(Primary Responsibility: Office of the President > Business Office > Manager of IT&S)
- Prioritize the process of systematic, integrated, and sustainable upgrades, scheduled maintenance, and replacement, and provide training and support for faculty, staff and students.
(Primary Responsibility: Manager of IT&S, Office of College Advancement)
- Collaborate with the District to implement, maintain, and continuously upgrade the LMC network infrastructure which is comprised of wireless, LAN (local area network), Metropolitan (DO & other campuses), and WAN (wide-area network)
(Primary Responsibility: Director of Business > Manager of IT&S)
- Continuously expand the infrastructure and resources required for online instruction.
(Primary Responsibility: Office of Instruction and Student Services > Distance Education Committee)

- Provide modern, accessible, and user-friendly high-tech classrooms, labs, equipment, meeting rooms, and 'soft space' for students and employees to increase collaboration.
(Primary Responsibility: Office of the President)
- Build synergy across departments and programs, including with the District, 2DL, TAG, and PDAC, to break down silos and avoid duplication of efforts.
(Primary Responsibility: Office of Instruction and Student Services)
- Continuously plan for future enhancements of the physical plant.
(Primary Responsibility: Office of the President > Business Office > Buildings and Grounds)
- Design, construct and maintain sustainable buildings and grounds and scheduled maintenance to provide accessible, high-quality, and safe learning/working environments.
(Primary Responsibility: Office of the President > Business Office > Buildings and Grounds)

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)

Definition: sustainable: efficient use of resources (including green)

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

(Aligns with District Strategic Direction # 3 "Create a culture of continuous improvement and tangible success"; Strategic Direction #4 "Be good stewards of the District's resources")

We promote a culture of continuous improvement, increased evidence-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 community. Our most valuable asset is our employees; therefore we foster a culture of professional development that builds our capacity.

Objective 4:1: Increase the effectiveness of the institution.

Strategies:

- Align governance, operational, and planning processes and develop consistent, bi-directional communication standards, strategies, and procedures between shared governance committees, senates, and constituents to increase institutional effectiveness and sustainability while facilitating implementation of the Strategic Plan.
(Primary Responsibility: Office of the President > Shared Governance Council)
- Re-shape and re-align 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.)
(Primary Responsibility: Office of Instruction and Student Services)
- Strengthen the links among college plans and program reviews to determine the effectiveness of programs and activities in meeting strategic directions.
(Primary Responsibility: Office of Planning and Institutional Effectiveness)

- 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.
(Primary Responsibility: Planning Committee > Office of Planning and Institutional Effectiveness)

- 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.
(Primary Responsibility: Planning Committee > Office of Planning and Institutional Effectiveness; District Research serves as a resource.)

Objective 4:2: Improve and enhance 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 address challenges, increase resource efficiency, and better serve our students.
(Primary Responsibility: Office of the President > Business Office)
- 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.
(Primary Responsibility: Office of the President > Business Office)
- Pursue and align braided sources of funding including grants and foundation resources to support our strategic goals
(Primary Responsibility: Office of College Advancement)

Objective 4:3: Retain, attract and invest in talented employees.

Strategies:

- Develop and implement an integrated human resources plan to retain, attract, support, and encourage upward mobility of exceptional and diverse faculty and staff, and maximize expertise that supports institutional excellence, efficiency, and equity.
(Primary Responsibility: Office of the President > Business Office, Office of Instruction and Student Services)
- Conduct focused recruitment efforts that ensure diversity in hiring pools that result in the hiring of employees who are sensitive to and knowledgeable about the needs of the community, the workforce, and our continually changing student body.
(Primary Responsibility: District and College HR > EEO Committee, Hiring Managers)
- Provide professional development training on recruitment and hiring processes and best practices.
(Primary Responsibility: District and College HR > EEO Committee)
- Revitalize and re-envision professional development opportunities for all employees to gain new skills and master innovative practices in order to create a more supportive and effective campus culture, continually improve student learning, serve the needs of diverse students, and foster equitable opportunities and outcomes.
(Primary Responsibility: Office of College Advancement > PDAC)
- Develop strategies to foster a culture of collaboration and an inclusive community to strengthen employee relationships, build learning communities, develop leadership, and improve employee effectiveness that supports student success.
(Primary Responsibility: Office of College Advancement > PDAC)

- Provide relevant, customized, and targeted professional development that promotes student success and equity, supports best practices and new technologies, stimulates innovation, and develops employee skills, knowledge, and multicultural competencies.
(Primary Responsibility: Office of College Advancement > PDAC)
- Utilize existing expertise of faculty, staff and managers to implement professional development for more employees.
(Primary Responsibility: Office of College Advancement > PDAC)
- Provide professional development, training, and financial support opportunities for all employees: full and part-time, adjunct faculty, and student employees.
(Primary Responsibility: Office of College Advancement > PDAC)

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)