LOS MEDANOS
COLLEGE

Strategic Plan 2014 – 2019: Equity, Engagement & Effectiveness for Student Success

Purpose of the Plan

"What headline would you like to read about LMC in 5 years?" That was the driving question behind the strategic planning process that commenced at Los Medanos College in January 2014. During the final semester of the two-year Interim Strategic Plan, which was implemented in Spring 2012, the College community began efforts to design a new blueprint for future success – a collective vision to guide its work into the next five years. Through a collaborative process, the goal was to develop a set of "strategic directions" and objectives framed by institutional, environmental, and historical data. The result would be a living document that: incorporates widespread involvement from the College community and input from community partners; represents LMC's Mission, Vision, and Values Statements; aligns with the newly-adopted District-wide Strategic Plan; and focuses the College's activities and resources on enhancing student success. At the completion of the process, Los Medanos College identified four Strategic Directions:

1. **Increase equitable student engagement, learning, and success.**
2. **Strengthen community engagement and partnerships.**
3. **Promote innovation, expand organizational capacity, and enhance institutional effectiveness.**
4. **Invest in technology, fortify infrastructure, and enhance fiscal resources.**

Overview of the Process

From the outset, the process for developing the Strategic Plan was intended to be inclusive and engaging – enabling members of the College community to feel a sense of ownership for the Plan and to see themselves in the future of Los Medanos College. In an effort to develop a Strategic Plan built on broad perspectives, the approach consisted of multiple methods and opportunities for input from the College community. The initiative was launched in January 2014 during LMC's "All-College" Meeting on Opening Day. Although initially laid out as a five-month process, the strategic planning schedule was extended through December 2014 to provide sufficient time for meaningful input and thorough, campus-wide review.

Over the course of its ten-month timeline, the process included institutional dialogue and updates through strategic planning retreats and at College Assemblies; an online survey was also conducted to solicit additional feedback. As the shared governance body charged with overseeing LMC's planning efforts, the Planning Committee was augmented to include additional constituency group representatives. This "Expanded Core Planning Team" provided leadership for the process, synthesized feedback garnered from colleagues and community partners, and even worked throughout the summer to continue progress. In order to facilitate communication and transparency, a webpage was created to house all of the presentations, data, and meeting notes. The process culminated with extensive vetting with numerous campus committees and all four constituency groups.

Timeline (all dates 2014)

- January 10 – Opening Day "Kick-Off" Presentation & Breakout Sessions

- January 16 – Planning Committee meeting

- February 6 – Planning Committee meeting

- February 19 – Planning Committee meeting

- February 24 – Strategic Planning Retreat #1 (for the College community)

- March 3 – Strategic Planning Retreat #2 (geared toward community partners)

- March 13-25 – Survey conducted online

- March 28 – Strategic Planning Retreat #3 (for the College community)

- April – Timeline extended through December 2014; consultant enlisted to assist with "phase two" of planning process.

- April 3 – Planning Committee meeting

- April 7 – College Assembly update

- May 1 – Planning Committee meeting

- June 23 – All-day Retreat for Expanded "Core Planning Team"

- August 6 – Expanded "Core Planning Team" meeting

- August 14 – Strategic Planning update and draft "Strategic Directions" presented during Opening Day "All-College" Meeting

- August 21 – Expanded "Core Planning Team" meeting

- September 4 – Planning Committee meeting

- September 30 – Expanded "Core Planning Team" meeting

- October 14 – Planning Committee meeting with Expanded "Core Planning Team"

- September-October – Draft "Strategic Directions" vetted with campus committees/groups *(Academic Senate, Classified Senate, LMC Associated Students [LMCAS], Management Team, Enrollment Management, Institutional Development for Equity & Access [IDEA], Professional Development Advisory Council [PDAC], Technology Advisory Group [TAG], and Shared Governance Council [SGC]).*

- November 3 – College Assembly update

- November 6 – Planning Committee meeting with Expanded "Core Planning Team"

- November – Strategic Plan final draft presented for approval by Senates and SGC

- December – Strategic Plan submitted for Governing Board review at January 2015 meeting

Providing the Context

Along with broad participation and open communication, equally important to the process was the utilization of relevant quantitative and qualitative data. The strategic planning presentations included the review and analysis of metrics related to such areas as student success outcomes, the achievement gap, the environmental scan and emerging trends. As the process continued, meeting notes and feedback were compiled and incorporated into the draft "Strategic Directions" under development. Additional data elements were referenced and made available on the "Strategic Planning 2014" webpage of LMC's website.

Strategic Planning materials and data
- Opening Day "Kick-Off" (1/10/14; slides 8-24)
  - "Big Ideas" brainstormed during breakout sessions
- Strategic Planning Retreat #1 (College Assembly, 2/24/14)
  - Retreat #1 discussion summary
  - LMC Word Map of Opening Day "Big Ideas"
- Strategic Planning Retreat #2 (3/3/14; with community partners)
  - Retreat #2 discussion summary
- Strategic Planning Retreat #3 (3/28/14)
  - Retreat #3 discussion summary
- Strategic Planning survey results (March 2014)
- College Assembly update (4/7/14)
- "Core Planning Team" Retreat (6/23/14)
  - Retreat notes/outcomes
- "Core Planning Team" meeting (8/6/14)
- Strategic Planning update (Opening Day, 8/14/14)
  - "Core Planning Team" presentation notes from Fall 2014 Opening Day
- College Assembly update (11/3/14)
- LMC Mission, Vision & Values Statements
- Strategic Planning 2014 website
- Environmental Scan highlights (Strategic Planning Retreats #1 & #2; College Assembly, 9/9/13)
- LMC "Fingertip Facts" and Student Demographics (Strategic Planning Retreat #1 & 2)
- Progress toward 2012-14 Interim Strategic Priorities (Strategic Planning Retreat #3)
- 2013 SWOT Analysis (2013 Environmental Scan + 2013 Student Satisfaction Survey)
- District-wide Strategic Plan (5/28/14)

Word Map of "Big Ideas" from Opening Day
(January 2014)

Other relevant data *(available online at Strategic Planning page, on Planning & Institutional Effectiveness website, through Accreditation or other College planning processes)*

- Student Equity Plan overview (College Assembly, 9/29/14)
- Student Success & Support (3SP) overview (College Assembly, 9/29/14)
- Institution Set Standards 2011-14 (progress, presented at College Assembly)
- Student Equity Data Packet (July 2014)
- Employee Satisfaction Survey "Crosswalk" (2010 & 2014)
- Employee Satisfaction Survey (Spring 2014)
- 4CD Achievement Gap Report (November 2013)
- Student Success Scorecard
  - 4CD Trends Report (November 2013)
- LMC Accreditation Evidence/Data (September 2013)
- CCSSE and SENSE survey results overview (College Assembly, 9/9/13)
- LMC-Brentwood Student Support Services survey (Fall 2013)
- 4CD Technology Survey of students (2013)
- Student Satisfaction Survey (2013)
- CCSSE Survey key findings (2013)
- SENSE Survey key findings (2012)
- Interim Strategic Priorities (Spring 2012 – Spring 2014)

Below are samples of the data examined for each of the four "Strategic Directions":

1. **Increase equitable student engagement, learning, and success.**

Degree & Certificate Production

(from Strategic Planning Retreat #3 presentation, March 2014)
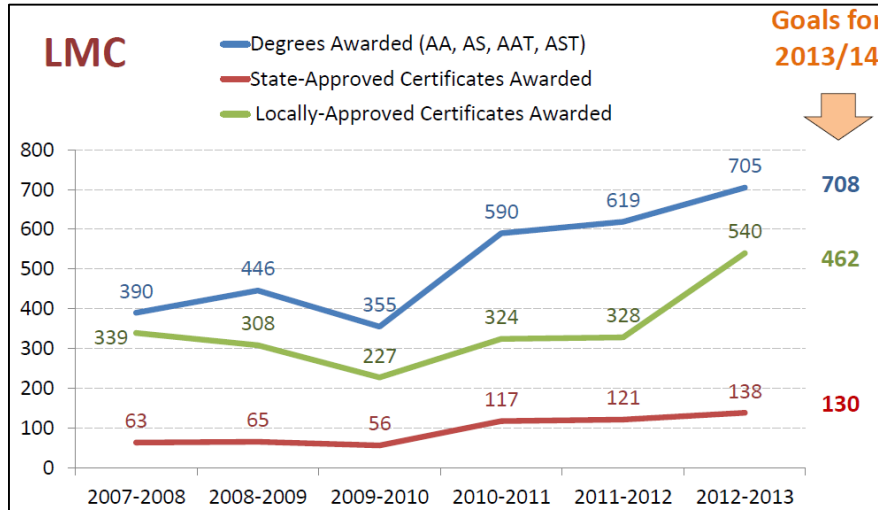
Course Completion

(from Student Equity Packet Data, July 2014)

Student Population - Fall 2013	Successful Course Completion Rate	Number Enrolled	Number Successfully Completing Course
GENDER			
Total	70%	125,022	87,263
Female	70%	66,862	47,026
Male	69%	55,878	38,659
Undeclared	69%	2,282	1,578
RACE/ETHNICITY			
Total	70%	125,022	87,263
African-American	57%	21,211	12,024
American Indian	68%	545	372
Asian	76%	12,527	9,577
Hispanic	70%	38,882	27,134
Pacific Islander	64%	1,166	742
Two or more races	67%	5,296	3,531
White	75%	36,690	27,607
Undeclared	72%	8,705	6,276
AGE GROUP			
Total	70%	125,022	87,263
Under 20 years	69%	44,385	30,784
20 to 24 years	68%	43,286	29,273
25 to 39 years	71%	24,904	17,708
40 or more years	76%	12,414	9,471
Undeclared	82%	33	27

2. **Strengthen community engagement and partnerships.**

Community Input
(Excerpts from discussion summary at Strategic Planning Retreat #2)

- 'Our' college – 'Our' town; sense of family and community.
- Change the narrative to increase awareness of LMC and future jobs.
- There is an historical stigma surrounding community colleges, including LMC – so there is a good deal of community education that needs to take place re: what LMC has to offer.
- Small campus, newer facilities – need to change image of "old" campus and resources; physical plant improvements.
- "LMC may be the best kept secret in East Contra Costa County" (including Brentwood Ctr.).
- Only higher educational institution in East Contra Costa County (ECCC); "East Contra Costa County's home for higher education – this is the college that serves ECCC."
- Addresses social issues in and around community.
- Local business, industry and community partnerships; collaborative with private industry, governments, non-profits, and community-based organizations.
- Need to increase partnerships with local schools and faith based organizations; inform youth about offerings and opportunities at LMC.
- Reputation is that LMC is not a place to go for transfer; need to put more marketing efforts in to transfer options and personal enrichment.
- LMC opens doors to opportunities.
- Emphasize what attendance/completion can do for families and communities.
- LMC needs a much stronger outreach program/system that is inclusive and held accountable (via data) to improving productivity, enrollment and access!
- Build student leadership and career skills via service or support learning.
- Premier site for workforce development.
- Needs to be easier to navigate.
- Use technology to make college easier to transfer: provide state-of-the-art technology, facilities, and equipment.
- It would help LMC to be more connected to the goings-on in the community, as well dispel any presumptions and "old" stigmas about the College.
- Need to figure out how to "tell the story" about LMC; need to broadcast LMC's successes.
- LMC is a viable option for success – and transforms the lives of students.

3. **Promote innovation, expand organizational capacity, and enhance institutional effectiveness.**

Actionable Improvement Plans
(Accreditation Self Evaluation Report, June 2014)

- 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. *(Standards I & IIA)*
- 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)*
- 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)*

Employee Input
(from Employee Satisfaction Survey results, Spring 2014)

5. To what extent do you agree or disagree with the following statements in the area of professional development?		Which employee group do you belong to for your primary assignment at LMC?			Response Totals
		Faculty	Administrator	Classified	
d. My participation in professional development activities regarding educational technology has increased and/or improved my effective use of technology in the classroom.	Strongly Agree	22.7% (15)	0.0% (0)	7.1% (2)	
	Moderately Agree	31.8% (21)	15.4% (2)	21.4% (6)	
	Moderately Disagree	19.7% (13)	0.0% (0)	3.6% (1)	
	Strongly Disagree	12.1% (8)	0.0% (0)	0.0% (0)	
	Don't Know/Not Applicable	13.6% (9)	84.6% (11)	67.9% (19)	
	rating average	2.75 (66)	3.00 (13)	3.11 (28)	2.81 (107)

4. Invest in technology, fortify infrastructure, and enhance fiscal resources.

Employee Input
(from Employee Satisfaction Survey results, Spring 2014)

7. To what extent to you agree with the adequacy of following college resources?

		Faculty	Administrator	Classified	Response Totals
a. The classroom facilities –size and equipment – are adequate.	**Strongly Agree**	10.6% (7)	7.7% (1)	6.9% (2)	
	Moderately Agree	28.8% (19)	30.8% (4)	44.8% (13)	
	Moderately Disagree	33.3% (22)	46.2% (6)	24.1% (7)	
	Strongly Disagree	25.8% (17)	0.0% (0)	10.3% (3)	
	Don't Know/Not Applicable	1.5% (1)	15.4% (2)	13.8% (4)	
	rating average	2.25 (66)	2.55 (13)	2.56 (29)	2.38 (108)

Student Input
(from District's ECAR Technology Survey results, 2013)

Respondents indicating the importance each technology is to achieving academic success.

Technology	Contra Costa College	Diablo Valley College	Los Medanos College	District Average	National Community College Benchmark
Library website	38.3%	19.5%	24.9%	23.3%	25.1%
College website	46.8%	34.1%	38.9%	36.8%	40.7%
Open-ed resources	23.9%	21.0%	26.6%	22.5%	23.1%
Course Mgmt Sys.	21.3%	16.4%	41.7%	22.3%	40.7%

Consistent with their previous finding indicating a desire for more communications through course management systems, Los Medanos respondents also indicate that CMS technology is extremely important to their academic success, far more so than elsewhere in the District but on par with the national profile.

STRATEGIC DIRECTION	OBJECTIVE	STRATEGY
1. Increase equitable student engagement, learning, and success. We improve student learning and success by: increasing inclusiveness and engagement; promoting equitable access and completion; providing a welcoming, student-friendly culture; and building stronger relationships among faculty, staff, students, and the community. Los Medanos College strives to facilitate the success of all students by delivering relevant and excellent instruction, student support, and services. *Aligns with District Goal #1:* *Enhance student learning and success.*	1.1. Improve equity in student success outcomes.	A. Develop customized, evidence-based methods and performance goals to support the achievement of all students.
		B. Develop, scale, and institutionalize sustainable, innovative, and evidence-based practices that increase student completion within all demographic and socio-economic groups.
		C. Provide opportunities for professional learning aimed at increasing the retention and success rates of all students.
	1.2. Increase the number of students who: complete courses, certificates, and degrees; are prepared for transfer and career opportunities; and enter or advance within the workforce.	A. Improve completion of basic skills sequences for all students to enhance overall certificate and degree completions.
		B. Ensure programs and learning outcomes align with transfer requirements and employers.
		C. Expand external job/career placement services on campus.
		D. Offer robust distance education programs with clear pathways that lead to degree and certificate completion.
	1.3. Build and promote equitable engagement and learning opportunities.	A. Develop and provide a structured first-year experience program for new students.
		B. Strengthen connections, collaboration, and alignment between instruction and student services.
		C. Improve student learning and address gaps identified through assessments and surveys in pedagogy and services.
		D. Link instructional and student service programs to community needs and issues.
	1.4. Increase and promote equitable access.	A. Improve accessibility and navigation of the College with student input.
		B. Improve access to Student Services at all LMC sites – Pittsburg, Brentwood, Academies, and online.
		C. Increase awareness about LMC's services by all College personnel.

STRATEGIC DIRECTION	OBJECTIVE	STRATEGY
2. Strengthen community engagement and partnerships. We reinforce the value of LMC by promoting the institution as an educational and cultural hub for East Contra Costa County. To foster civic engagement and regional stewardship, we cultivate strong partnerships with education, business, and other local organizations. Los Medanos College prepares students to contribute to the vitality of our service area as good citizens and valuable members of the workforce. *Aligns with District Goal #2:* *Strengthen current and create new partnerships.*	2.1. Develop a strong and positive image of LMC in the community.	A. Promote LMC as the "first choice" for learning, training, partnerships, opportunities, and enrichment in East Contra Costa County.
		B. Raise awareness of existing LMC activities and create new opportunities for the community to experience the College.
	2.2. Develop and strengthen industry partnerships and local/regional alliances.	A. Increase opportunities to collaborate with industry partners and community leaders.
		B. Communicate and build College awareness of external partnerships.
	2.3. Enhance collaborations with all educational partners to improve student pathways.	A. Promote a college-going culture in the community.
		B. Strengthen pathway partnerships.

STRATEGIC DIRECTION	OBJECTIVE	STRATEGY
3. Promote innovation, expand organizational capacity, and enhance institutional effectiveness. We are committed to improving teaching and learning methodologies and to providing excellent and effective programs and services. As such, we promote a culture of continuous improvement and innovation as means of increasing student success. Los Medanos College believes that our most valuable asset is our employees – therefore we foster a culture of professional development that builds our institutional capacity and expands our learning as educators. *Aligns with District Goal #3:* *Create a culture of continuous improvement and tangible success.*	3.1. Encourage and support innovation.	A. Create opportunities for the campus community to explore and institutionalize innovative, sustainable curricula, services, practices, and technologies.
		B. Develop a mechanism for College personnel to share innovative practices and resulting successes with the campus community.
	3.2. Attract, retain, and invest in talented employees.	A. Develop systems and protocols to strengthen the diversity of employee hiring pools that represent community demographics to create a welcoming environment.
		B. Cultivate a culture of ongoing professional development
	3.3. Increase the effectiveness of the institution.	A. Align planning, governance, and operations through clear processes, guidelines, and communication.
		B. Improve use and understanding of data.

Strategic Directions: 2014-2019

STRATEGIC DIRECTION	OBJECTIVE	STRATEGY
4. Invest in technology, fortify infrastructure, and enhance fiscal resources. We recognize the importance of maintaining and managing our tangible resources to facilitate student success. To that end, we expand physical, fiscal, and technological resources to enhance the delivery of instruction, student support services, and administrative operations. Los Medanos College will design and maintain our infrastructure to meet the ever-changing needs of students, College personnel, and the community. *Aligns with District Goal #4:* *Be good stewards of the District's resources*	4.1. Provide sustainable, state-of-the-art technology.	A. Provide college-wide technology and related services that meet the needs of students and College personnel.
		B. Implement the Technology Plan to continuously update the College's hardware, software, and network to improve the effectiveness of instruction, student services, and administrative services.
		C. Provide faculty and students with accessible and effective technological infrastructure and support for online instruction and student services.
	4.2. Improve and enhance the physical plant.	A. Exercise sound judgment in the use of physical resources.
		B. Promote sustainable practices in construction, land use, utilities, materials, and recycling.
		C. Provide safe and comfortable facilities and environment for teaching, learning, and working.
	4.3. Improve and enhance resource sustainability and fiscal responsibility.	A. Expand fiscal resources through grants and external funding sources to achieve Strategic Directions.
		B. Exercise sound judgment in the use of fiscal resources.

Outlining the Next Steps

Strategic planning at LMC is a dynamic, collaborative, and engaging process that sets forth the future direction for the College. This process facilitates long-term success and effectiveness of the institution for our students, our employees, and our community. This Strategic Plan serves to transform our collective vision into concrete strategies that demonstrate our dedication to achieving equitable success and outcomes for all LMC students. Those who contributed to the development of the Strategic Plan did so with a passion for serving students, a commitment to collaboration and dialogue, and a keen understanding of the significant role that this living document will play in the future of the institution.

Los Medanos College is committed to effectively implementing the visionary principles of the Strategic Plan in a way that is meaningful, usable, and measurable. To that end, the next phase of the process in the Planning Committee will include:

Implementing the Plan (a framework for implementation)
- Connecting activities, outcomes, and metrics (to be developed) to institutional research;
- Aligning department-/unit-level activities and action plans identified in Instructional, Student Services, and Administrative Program Reviews to the Strategic Directions annually to determine institutional progress *("program-level input")*
- Incorporating relevant activities developed through other institutional plans *("lateral input")*
    - e.g. Basic Skills Initiative (BSI) Plan, Student Equity Plan, Student Success and Support Program (3SP) Plan, and Technology Plan
- Identifying any gaps not addressed through "bottom-up" and "lateral" activities and, through the Planning Committee and/or President's Cabinet, developing institution-level or inter-departmental activities *("institution-level input")*

Assessing Progress (evaluative process)
- The College must develop a sustainable, evaluative process to measure the impact and effectiveness of the Strategic Plan and the directions, objectives, and strategies contained therein. This will likely be a "layered" process, as the Plan will include activities originating from various sources (e.g. other institutional plans and Program Review) – some of which may already contain assessment mechanisms, while others may have evaluative tools in development. As part of its Accreditation self-evaluation process, LMC identified an actionable improvement plan addressing the need to "evaluate, revise, and codify a sustainable process for reviewing and responding to annual program review updates and comprehensive reviews."
- Mission, Vision & Values Statements
    - LMC's Mission Statement was reaffirmed in June 2013 following a college-wide review process; it will be revisited to determine if any revision is necessary, based on the new strategic directions.
    - The Vision and Values Statements were developed in 2005-06; they will be reviewed (via a process similar to 2012-13 Mission Statement review) to determine whether updates are required for better alignment with the new strategic directions.