

Recommendation #2 - Brentwood Center

In order to meet the eligibility Requirements and Commission Standard, the team recommends that the College ensures it is meeting identified needs of students at the Brentwood Center including the quality and availability of student services, technology, facilities and support services. In addition, it must demonstrate that these services and resources, regardless of location or means of delivery, support student learning and enhance student achievement, fulfilling the mission of the institution (Standards II.B.1, II.B.3.a, II.B.4; II.C.1, II.C.1.c, II.C.2; III.B.1, and Eligibility Requirements 14 and 16)

Specifically, this response should address the following:

- *A need for more counseling hours, bookstore hours, financial assistance, library services and parking*
- *Instructional lab assistance*
- *Use student success and assessment data to assess and improve programs in a timely manner. (For example, it appears that Brentwood Center students may have to wait up to five years until the new facility is built before their counseling, financial aid and bookstore needs are met.)*
- *There should be monitoring and tracking of data/evidence of student demographics and degree completion of students taking classes at Brentwood only, and students taking classes at both sites in order to determine services truly needed.*
- *Brentwood Center students should have access to a break room.*
- *Library services are insufficient, even though students can access reference librarians from home or at the Brentwood Center through web cam for research purposes.*
- *Information Technology services are insufficient based on a wait time of two days for IT staff to address concerns.*
- *The absence of adequate support staff needs to be addressed to ensure students' needs are being addressed.*

Student Services

Standard II.B.I.

The institution assures the quality of student support services and demonstrates that these services, regardless of location or means of delivery, support student learning and enhance achievement of the mission of the institution.

Standard II.B.3.a.

The institution assures equitable access to all of its students by providing appropriate, comprehensive, and reliable services to students regardless of service location or delivery method.

Actions taken to address recommendations for Standard II.B.I and II.B.3.a:

- *Counseling services should improve markedly, with the addition of a full-time counselor in fall 2015, addressing DSPS and general counseling needs.*
- *Fourteen DSPS counseling hours were added to the Brentwood counseling schedule, effective in fall 2014. Additional hours are also planned for general counseling services.*

- Funding for a full-time Financial Aid Assistant has been requested, which would provide significant improvement in the level of service for students requesting assistance with financial aid options.
- A representative will be available one afternoon each week to address scholarship information.
- The Bookstore will extend book sales at the Brentwood Center from two weeks to three weeks at the beginning of each new semester. Additionally, a book buy-back representative will be available at the Brentwood Center during finals week, at the end of each term.
- The Bookstore staff will provide sales of LMC logo merchandise (coffee mugs, clothing, supplies, etc.) at least twice every semester.
- With the hiring of a new Assessment Coordinator for the college, additional hours of assessment will be available for students in Brentwood.
- A representative from the main campus has been available to address Cal WORK student needs with regularly scheduled hours.
- Effective in fall 2015, a representative from the college EOPS Office will begin scheduling regular hours on a weekly basis in Brentwood.
- A software package is being explored that would add online student support services 24/7 for students needing assistance in a variety of areas, such as career exploration, note-taking, study skills, time management, how to choose a major, resume writing, learning skills, and writing techniques. Information is ADA accessible and is available in English and Spanish.
- A new online orientation is required of all incoming students applying to the college and provides more access to information about student support and resources available through the college, 24/7.
- Workshops are scheduled at the Brentwood Center to address support services for students that are on academic or progress probation or dismissal.
- A monitor is being added to the entry way of the Brentwood Center that will advertise services, scheduled activities and events that are taking place at the center.

Narrative response

In response to the recommendations found in the accreditation report, the college is responding with a number of solutions that should greatly enhance the experience of the students attending the Brentwood Center.

Given the enrollment growth that has occurred in recent years, the demand for support services has naturally increased. Evidence of this has been expressed in the survey results of students attending classes in the Brentwood Center (**evidence: Brentwood Student Survey**).

Counseling services for the entire college had suffered in recent years as the result of the economic downturn and gradual loss of permanent counselors through retirements. New counselors have been hired to replace retirees and new funding options, as the result of the Student Success and Support Program Plan (3SP), (**evidence: 3SP Plan**) have enabled the college to more fully support the counseling and educational planning needs of all LMC students, including the Brentwood Center. In fall 2014 an additional 14 hours of DSPS

counseling hours were added to the schedule for the Brentwood Center. An additional 16 hours of general counseling time were intended to begin in spring 2015, however the part-time counselor that was hired for this position left and has not been replaced, to date. A new permanent Brentwood Center counselor has been hired that will provide a combination of DSPS counseling hours, as well as general counseling, effective in August 2015.

Another permanent position has been requested for the Brentwood Center to provide full-time assistance with financial aid. A Financial Aid I position has been requested through the college request for funding process (RAP – Resource Allocation Proposal) (**evidence: RAP proposal**). If the proposal is supported, this new position would expand the number of hours for financial aid assistance from 5 hours to 40 hours per week, significantly improving the level of service for our students in Brentwood. Another representative from the Financial Aid Office will have regularly scheduled hours every week to provide information and assistance to students that are interested in the availability of scholarships.

In past years, campus Bookstore staff had been available at the Brentwood Center for the first three weeks of the new semesters. It was determined that there was not adequate demand for Bookstore services during the third week, once new classes were underway. Based on the apparent lack of need, the Bookstore reduced the availability of services to the first two weeks of the semester. This coincided with the implementation of a book rental service at the main campus, in addition to all LMC students being able to purchase textbooks through the college online service. Given recent survey feedback (**evidence: Brentwood Center Student Survey**), Bookstore staff will again expand services into the third week of the semester, beginning in fall, 2015. In addition, Bookstore merchandise will be advertised and sold at the Brentwood Center twice monthly.

Other services are being expanded at the Brentwood Center for students interested in EOPS and CalWORKS services and the new college Assessment Coordinator will devote time to addressing assessment needs for students in Brentwood. A newly formed Student Success Retention Team has already begun to offer services for all enrolled LMC students, with workshops scheduled in Brentwood, as well as on the main campus. This team will focus on the needs of our at-risk student population, currently working with students on probation or dismissal status (**evidence: Probation/Dismissal Workshop Schedule**).

Additional online services for all LMC students are being explored with the availability of new software packages that can address a variety of student needs. There is interest in supplementing existing counseling services with a fuller offering of online services, with the desired implementation in fall 2016. Another software package that is under review is one that would offer support services to all LMC students on a 24/7 basis, providing greater access to support services such as: career exploration, recommendations for study skills, time management, financial literacy and learning skills (**evidence: Studentlingo.com**). A new districtwide online orientation is already available for all LMC students, with similar support modules for students needing assistance, 24/7.

Standard II.B. 4

The institution evaluates student support services to assure their adequacy in meeting identified student needs. Evaluation of these services provides evidence that they contribute to the achievement of student learning outcomes. The institution uses the results of the evaluations as the basis for improvement.

Actions taken to address recommendations for Standard II.B. 4:

- Brentwood Center students were surveyed over two weeks in March 2015, to provide feedback regarding student and instructional support services provided at the Brentwood Center.
- A six year enrollment trends analysis was requested, showing percentage of students taking classes only at the Brentwood Center and percentage of students taking classes at both college locations (Pittsburg & Brentwood).

Narrative response

In fall 2013, Brentwood Center students were surveyed, providing feedback about their awareness of and satisfaction with available services in Brentwood. Although the majority of the respondents (81% of 589 students) indicated that the availability and hours of service were sufficient to meet their needs, some students indicated they would like to have access to extended counseling hours, a dedicated library and bookstore at the Brentwood Center.

The Brentwood Center Student Survey was provided to students again in spring 2015, in an effort to learn more about the level of student satisfaction and interests. The number of respondents totaled 452, approximately 17% of Brentwood Center enrollment (**evidence: Brentwood Center Survey instrument**). Student feedback addressed awareness of and usage of services, level of satisfaction of existing services and students were asked to indicate interest in additional services. Feedback was also requested regarding the most effective means for communicating with students regarding availability of services. Survey results addressing student satisfaction with existing services at the center: Unsatisfactory – 5%, Satisfactory – 77%, Outstanding – 18%; indicating that 95% of the respondents were either satisfied or highly satisfied with the level of support and services at the Brentwood Center. Survey feedback indicates that students are still interested in additional counseling hours, which should be remedied with the addition of another full-time counselor in fall 2015. Specific types of counseling were noted for EOPS, CalWORKS, and DSPS, which again will be addressed with the hiring and scheduling of additional adjunct counselors for the fall semester. Financial aid assistance was also highlighted as a need and it is hoped that the request for a dedicated Financial Aid position for the Brentwood Center will be supported. If so, the new staff member may be available to begin working for the fall 2015 semester. Additional library services were again noted in the latest survey responses and the campus librarians are working on a plan to address this interest (see responses for Standard II.C.1, II.C.1.c, and II.C.2). Another expressed interest is in having food services available, in addition to the existing vending machines located at the back of the Brentwood Center facility. Given the location of the Brentwood Center in the current Business Park, it is noted there are two restaurants and a fast-food restaurant

(McDonalds), sharing the same parking lot as the college center, within an easy walk from the college facility. The accommodations for food service actually exceed options available for students and staff at the Pittsburg Campus. Other expressed interests include improved parking and the offering of more classes. At the present, classroom space is fully utilized.

Research data was also requested in spring 2015, providing a snapshot of enrollment trends for students taking classes only at the Brentwood Center and students taking classes at both the Brentwood Center and the main campus in Pittsburg. Results for fall 2014 indicate that 40% of Brentwood Center students are taking classes only in Brentwood, carrying an average of 10.60 units; the remaining 60% are attending both locations, carrying an average of 7 units. The percentage of students only attending the Brentwood Center increased by 2.5%, based on the average of previous enrollments from fall 2009 through spring 2014. This increase may be attributed to the opening of the science lab in Brentwood and continued growth in the Brentwood community (**evidence: enrollment trends research results**).

(Further analysis of data pending.)

Library and Learning Support Services

Standard II.C.1.

The institution supports the quality of its instructional programs by providing library and other learning support services that are sufficient in quantity, currency, depth, and variety to facilitate educational offerings, regardless of location or means of delivery.

Standard II.C.1.c

The institution provides students and personnel responsible for student learning programs and services, adequate access to the library and other learning support services, regardless of their location or means of delivery.

Standard II.C.2

The institution evaluates library and other learning support services to assure their adequacy in meeting identified student needs. Evaluation of these services provides evidence that they contribute to the achievement of student learning outcomes. The institution uses the results of these evaluations as the basis for improvement.

Actions taken to address recommendations on Standard II.C.1, II.C.1.c, and II.C.2

- Brentwood Student Survey results were reviewed in order to identify the level of awareness Brentwood students had of available Library materials.
- Circulation statistics were reviewed to analyze size and actual usage of the textbook reserve collection in Brentwood.
- Scheduling data was reviewed to identify workshops being taught at the Brentwood Center.
- Planning discussions are taking place to explore the scheduling of non-class specific library workshops at the Brentwood Center, as well as the need for in-person drop-in reference assistance.

- The library continues to market its virtual reference services, including chat reference and video conferencing.
- The librarians are looking into the possibility of having a reference consultation appointment system set up specifically for on-site appointments in Brentwood.
- Information and direct access to library resources was incorporated into the online student services newsletter, specifically in the Brentwood News section in order to highlight what is available.
- The library will be providing orientation materials to be included in the Brentwood Center's new student orientation packet.
- The library will continue to participate in Mustang Day by staffing a table in Brentwood and providing materials to students.
- Student assistants will be hired to provide assistance with media support and also be available in the computer labs to inform the Brentwood staff when assistance is needed.
- A lab assistant already exists in the Science Lab. A full-time classified position of a Science Lab Coordinator was created to support the new lab-based science classes offered in the new science lab at the Brentwood Center. The position is a 10.5 month, 40 hour per week position and is dedicated to the Brentwood Center lab.
- Student assistants have also been hired to assist the Science Lab Coordinator with basic duties in the science lab.
- Additional general tutoring hours have been requested through the college resource allocation process.

Narrative response

After reviewing the student survey data and comments, library circulation statistics and current scheduling information, the Library team has identified the need for more targeted and direct marketing of the materials, resources and services available to the students at the Brentwood Center. 30% of survey respondents were aware of the Library Textbook Reserve collection (a 4% increase from the 2013 survey) and 35% of respondents were aware of the On-line Library Resources. While the majority of respondents are satisfied with available services, these awareness numbers show that the students need more information about what the library is already providing to them and how they can access it from the Brentwood Center and from home. The reserve textbook collection has increased from an initial count of 111 volumes in 2011 to a current count of 178 volumes and circulation has remained consistent with the number of checkouts at 450-550 during each fall semester since the program began. Better marketing of the availability of these books as well as how to search for a specific title in the collection should help to increase usage. Workshop scheduling data shows that library orientation workshops have increased in the last few years, with spring 2015 showing a count of 8 workshops. With an average of 30 students per class, approximately 240 students have participated in a library information workshop. Looking at current funding levels for reference librarian support and measuring student interest in on-site research assistance will help determine what additional services should be implemented at the Brentwood Center. Possibilities that have been discussed include specialized workshops open to all students (not course-specific), new student and new faculty orientation workshops held in Brentwood, and scheduled drop-in reference assistance that would be advertised in advance. Services that are already available, but that need to be marketed

more, include online availability of resources and materials, research support through phone, email, chat and video conferencing, scheduled on-site research consultations for individuals and groups, and book requests/delivery from all 4CD libraries to the Brentwood Center.

A full-time classified staff position of a Science Lab Coordinator was created to support the new science lab in Brentwood. The individual staffing this position is also qualified to teach courses in our Biology Department. The District collective bargaining agreement with our Classified Union (Local 1) permits, with management approval, qualified classified staff to teach as long as the additional teaching assignment does not interfere or conflict with their classified staff work schedule and responsibilities. The college does not include instructional aides in our curriculum or staffing model for any science courses at the college.

Physical Resources

Standard III.B. 1

The institution provides safe and sufficient physical resources that support and assure the integrity and quality of its programs and services, regardless of location or means of delivery.

Actions taken to address recommendations on Standard III.B.1

- Options for addressing feasibility of parking expansion are being explored through the City of Brentwood and the private owner of open space behind the Brentwood Center.
- Possibilities for expansion of the Brentwood facility are also being explored with the City of Brentwood, including costs for square footage of exiting office space adjacent to the Brentwood Center.
- Soft space and an area for breaks and/or studying will be provided outdoors, in the back of the Brentwood Center. Four – five tables with benches (and umbrellas?) will be added to this outdoor space and cameras will be installed to ensure adequate security.
- Wi-Fi access will also be available in the back area.
- Timely IT and media support has improved with the addition of more regular staffing by the IT Department in Brentwood. The staff is available to provide assistance and address IT concerns at a minimum of two hours Monday – Thursday and on an as-needed basis on Fridays
- With the addition of two more SMART carts, more classrooms will have improved access.
- Document cameras have been requested to enhance service available with existing SMART carts in the Brentwood Center.

Narrative response

With the gradual expansion of classes offered at the Brentwood Center over the years, it has become more challenging to address parking needs at this site. Possible options for parking expansion have been underway with the City of Brentwood, as well as with local business owners.

The vacant parcel located directly to the North of the existing Brentwood Center on Sand Creek Road (see evidence: ariel map) is currently under review by City staff for a commercial development project (evidence: email from City Staff), therefore this parcel is not available for

use to create additional parking options for students, similar to that of the additional parking created at the DVC San Ramon Campus.

Further review of other surrounding vacant parcels and analysis of the feasibility of utilizing these parcels for additional student parking was considered. The remaining vacant parcels are predominately located on the East side of Brentwood Boulevard, which presents only one safe pedestrian crossing at Brentwood Blvd. and Sand Creek Road. Brentwood Boulevard is a main thoroughfare between the cities of Oakley and Brentwood. It was determined that if additional parking existed on the East side of Brentwood Blvd, it would be unlikely that students would utilize the location due to 1) increased walking distance to the Brentwood Center, and 2) lack of safe pedestrian crossing options across Brentwood Blvd.

The feasibility of expansion of the Brentwood facility has also being explored with the City of Brentwood, including costs for square footage of exiting office space adjacent to the Brentwood Center. The college recently completed an expansion of the existing Brentwood Center with the creation of a 1,800 sq. ft. Science Lab and Prep/Storage Room. The expansion for the science lab project took over 18 months to complete once planning started with conceptual design for the new science lab.

The total construction costs of the science lab project were approximately \$300,000. These costs did not include any furniture, fixtures, or equipment (FF&E). The total costs for the Science Lab project was approximately \$500,000, which included FF&E. This project was funded entirely by the HSI STEM Grant. No State/general funds were used for the construction or FF&E. With the creation of the additional square footage for the science lab the City (owner of the leased building) agreed to assess \$1.41 per square foot for additional lease costs of the new space. The additional lease costs for the Science Lab are \$2,538 per month, \$30,456 annually. The HSI STEM Grant is funding the entire additional lease costs through the end of the grant in September 2016. The college will absorb the additional lease costs beginning in October 2016.

The cost per square foot for construction was approximately \$166 per square foot for the Brentwood Center science lab. We have determined that, while there are variables that could increase the cost per square foot, the \$166 per square foot is a viable projection/planning number for future constructions costs if the college were to expand and take on additional square feet in the existing center. The City (landlord) has indicated that a similar rate of \$1.41 per square foot for additional lease costs would be applied to any future expansion. Assuming a similar expansion of approximately 2,000 square feet, the college could expect to pay \$332,000 in construction costs and approximately \$35,000 - \$75,000 in FF&E. This approximate \$367,000 - \$407,000 expansion budget would be a one-time non-reoccurring cost. The College would be required to use State apportionment funds, or funds from district/college reserves to fund this type of facilities expansion project. College Bond funds from Measure E are not allowable to be used for the temporary/leased Brentwood Center.

The additional monthly lease costs associated with a future 2,000 square foot expansion would be approximately \$2,820 per month, \$33,840 annually.

The new permanent Brentwood Center, located at the Vineyards, is expected to be completed in 2018-2019. We will assume for this document that the new Center will open in fall 2019, however, it is likely it will open in spring 2019. Assuming a 18-24 month planning and construction timeline for a future expansion at the existing center and a Spring 2016 project start, any new expansion space at the existing center would only be available to students for a maximum of four semesters (Fall 2017 – Fall 2019) prior to the completion of the New Brentwood Center. The total construction and lease costs for a 2,000 sqft expansion at the existing center would be approximately \$502,360 - \$542,360 for four semesters of utilization.

In addition to exploring a physical expansion of the existing center, we explored the possibility of leasing additional facilities that reside directly adjacent to the center at 101A Sand Creek Road. Only one available space was located (see evidence: layout & email). The available property is located at 151 Sand Creek Road, Suite G, located directly across from the Center to the West. The available space is 2,030 sqft, however, it is divided into six offices with a small reception area. This type of space layout is not conducive to creating soft space for students and would require a reconfiguration of the space. The owner of this space is not interested in altering the layout for a short-term (less than 10 year) lessee. Total costs to lease this additional space beginning in spring 2016 until fall 2019, would be approximately \$136,016 for a 3 year period.

Due to the separation of this particular available space from the center, it would be necessary to provide staff availability in this space to provide adequate services to students and/or faculty. The space could not be left unstaffed for safety and service reasons. Assuming we staffed the space with a general office assistant position (**Office Assistant II – see evidence job description**) during peak operating periods Monday–Thursday 8am–7pm and Fridays from 8am – 4pm, we would incur 52 hours of staffing costs to adequately maintain this separate space. A temporary/hourly Office Assistant II costs \$16.92 per hour + benefits. The cost of 52 hours of weekly coverage costs \$879.84 + benefits. Coverage for the Fall 18 week semester, Spring 18 week semester, and Summer 8 week session would cost \$38,712.96 + benefits. The minimal three year cost of temporary staff for this additional space from spring 2016 to fall 2019 would be approximately \$116,138.88 + benefits. This cost would increase significantly if it is determined that a permanent position would need to be created for this position.

After the analysis of all of the above information, we have determined that physically expanding the existing center and/or leasing additional facilities that may be available directly located next to the existing center are not viable options. We believe utilizing general State funds for such a temporary and short-term use would not be aligned with our practice of being good stewards of public monies. The new Brentwood Center will open in spring 2019 or fall 2019. This new center will include ample parking for students, staff and faculty (up to approximately 1,400 parking spaces, which is approximately 50% of the available parking spaces on the main Pittsburg campus. Additionally, the new facility will have dedicated tutoring, library, soft space for student gatherings outside of classes, food service, and a bookstore. We have identified these types of spaces as needs and are planning to meet these needs when the new center opens (**see attached JCAF conceptual layout of Phase I**).

An area that will allow for student access to “soft space” for taking breaks outside of class time is under development in the back of the Brentwood facility. Inside, close to the exiting vending

machines, there is available seating with Wi-Fi access soon to be added. An outside door that has previously remained locked during business hours will now be open, allowing students access to an outdoor space that will be equipped with four or five tables with benches (**see evidence: outdoor table brochure and email**).

Timely IT and media support for the Brentwood Center has been identified as an area requiring improvement. To address this finding, a schedule providing scheduled visits by IT&S staff from Monday through Thursday has been implemented. Visits are scheduled for a minimum of two hours. More time is allotted, if needed. Friday visits are on an as-needed basis or when projects are scheduled (e.g., lab re-imaging).

The schedule has been developed so that IT&S staff are present during the morning and afternoon of each weekday over a 2-week period. The following grid demonstrates the coverage:

	Week 1	Week 2
Monday	Morning	Afternoon
Tuesday	Afternoon	Morning
Wednesday	Morning	Afternoon
Thursday	Afternoon	Morning
Friday	As-needed	As-needed

Currently, all permanent IT staff participate on a rotating basis and will address all IT issues in a prioritized manner. IT staff will also identify AV/media-related issues and address them if possible. If there is not a quick resolution to AV/media issues, the Electronics Technician will be dispatched as soon as possible.

Eligibility Requirements

14. Student Services

LMC provides appropriate services to support the educational needs of its increasingly diverse student body. The College provides all the support services of a typical California public community college. Support services directly support student learning and have learning outcomes that are assessed on a regular basis.

16. Information and Learning Resources

LMC provides specific long-term access to sufficient information, learning resources, and services to support its educational mission and instructional programs in all formats and locations offered. Resources and services are provided by a number of organizational units, but are the primary responsibility of Information Technology and the Library.

Narrative response:

The library in Pittsburg currently holds 25,600+ print titles, with an additional 72,500+ electronic books available to all users. The library also subscribes to 53 electronic databases which include access to thousands of full-text journals and newspapers. The library also holds 2,676 videos, DVDs and CDs, along with the equipment needed to utilize them. All current students, faculty and staff located at the Brentwood Center may borrow materials from the

library (as well as the libraries of CCC and DVC) through interlibrary loan and use the electronic databases and eBooks both on and off campus. The LMC Library electronic resources can be accessed 24 hours a day, seven days a week by all students, faculty and staff via the Library web site from anywhere with Internet access. All users of these resources at the Pittsburg campus and Brentwood Center gain access via IP authentication without additional log in requirements. Current students, staff and faculty log in from off campus via proxy server using their last name and student ID number. Selected to support student learning in programs across the college, the electronic resources collections contains a changing mix of 53 different subscription-based databases.

DRAFT

**Recommendation #2 – Brentwood Center
Evidence List**

1. Brentwood Center Student Survey, 2015
2. Los Medanos College Student Success & Support Program Plan
3. RAP Proposal for Financial Aid I position; Brentwood Center
4. Student Success & Retention Workshop Schedule
5. Student Lingo software description
6. Brentwood Center Student Survey, 2013 & 2015
7. Enrollment trends, 2009 – 2014
8. Arial view of vacant parcel adjacent to Brentwood Center
9. Office Assistant II job description
10. JCAF conceptual layout of future Brentwood Center, Phase I
11. Brochure for outdoor tables

DRAFT