

Accomplishments Towards Strategic Directions | 2012-2013

Strategic Direction #1

Student Learning and Success:

Significantly improve the success of our diverse student body in pursuit of their educational and career goals with special emphasis on closing the student achievement gap.

- 1.1 Increase the percentage of students who transfer to a variety of four-year institutions while narrowing the transfer gap across subgroups.
- 1.2 Increase the percentage of students who receive relevant and timely training for the workplace while narrowing the achievement gap across subgroups.
- 1.3 Increase the number of degrees by 50% (from 1,496 to 2,244) and the number of certificates by 100% (from 992 to 1,984) by 2015.
- 1.4 Increase the percentage of Limited English Proficient (LEP) students who become proficient in the English language.
- 1.5 Increase the percentage of students who are proficient in Basic Skills while narrowing the proficiency gap across subgroups.
- 1.6 Improve the assessment and student achievement of learning outcomes.

List college goals cross-walked to strategic direction:

GOAL #1: Improve the learning of students.

GOAL #2: Create an educational environment in which all people have a chance to develop their potential and achieve their educational goals.

GOAL #3: Offer high quality programs that meet the needs of students and the community.

Transfer Triumphs:

- **Transfer Center:** With record-setting numbers and industry accolades, LMC's Transfer Center continues to facilitate student achievement and success. In 2012-13, the total number of LMC students transferring to University of California (UC) was 76 – an all-time high for LMC. Similarly, the combined total of UC and California State University transfers – 337 students – was the highest ever at LMC, as well as a 7% increase over the previous record achieved in 2008-09.
- **Transfer Academy:** The program completed successful recruitment and facilitation of its 2nd cohort – approximately 90 students – growing the Transfer Academy to more than 150 students by the end of 2012-13. LMC's Transfer Academy was also recognized with the "Innovative New Program Award" from the American College Personnel Association's (ACPA) Commission for Student Development in the Two-Year Colleges.
- **Transfer Degrees:** LMC approved three new Associate Degrees for Transfer in 2012-13. There are now 10 transfer degrees approved and being offered at Los Medanos College.

Reaching Readiness – for the classroom, workforce, and beyond

- **Workforce Development:** A number of LMC's career-technical education programs – including Appliance Technology, Computer Science, Process Technology (PTEC), and Welding – revised their curriculum to better address the needs of the workforce. The Career Advancement Academy grant has funded cohorts of learning communities in Vocational Technical Education and now in Business to educate unprepared youth for an entry-level job in one semester.

STEM Success & MESA Milestones

- **Science, Technology, Engineering & Math (STEM) Program:** Since 2009-10, LMC's STEM programs have experienced a 27% increase in the number of students seeking STEM degrees. This has been accomplished while increasing the numbers of STEM students *in each individual ethnic category*. The greatest gains have occurred among Hispanic students, who now make up the largest individual ethnic group and represent 30% of the STEM student population. Between fall 2010 and fall 2013, LMC also saw a 52% increase in the number of students applying for transfer to a UC in a STEM discipline.
- **Math, Engineering & Science Achievement (MESA) Program:** LMC's MESA program, supported by the HSI STEM grant, has experienced great success with its students achieving an 84% success rate and a 91% completion rate.

Celebrating Student Success:

- **Awards & Completion:** In Spring 2012, the total number of degrees and certificates awarded was 842 – an increase of 46% over spring 2008. During the 2013 Commencement Ceremony, 303 graduates walked the stage — an all-time high at LMC!

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Strategic Direction #2

College Awareness and Access:

Increase awareness of and equitable access to Contra Costa Community College District for a changing and diverse population.

- 2.1 Increase awareness of our Colleges as a source for higher education and career preparation options for our diverse community.
- 2.2 Improve the participation and success rate gaps of racially and ethnically underrepresented students and of economically disadvantaged students.

List college goals cross-walked to strategic direction:

GOAL #3: Offer high quality programs that meet the needs of students and the community.

GOAL #2: Create an educational environment in which all people have a chance to develop their potential and achieve their educational goals.

In 2012-13, LMC continued to make strides in its efforts to increase awareness of and access to the College and District through:

Community Engagement

- The community was brought to campus by holding a wide array of events, such as the Cesar Chavez Celebration. This year the festivities – attended by more than 500 people – were extended over a full week and expanded to include a “Civic Leaders Luncheon,” documentary showing, blood drive, and guest lecture, as well as the always-anticipated awards ceremony.
- Meeting community members where they are, by sponsoring events off-site within LMC’s service area; such activities included “A Conversation with Cheryl Strayed” at Heritage High School (Brentwood) and Debate Team events at the Pittsburg City Council chambers.
- Hosting a number of community events, including: Supervisor Glover’s “Annual Youth Summit”; 8th Annual Contra Costa County Science Fair; Contra Costa County’s Academic Decathlon; and the Chamber “Techpalooza.”
- Connecting with regional and statewide colleagues to share successes and exploring best practices, by hosting events for the California State Legislative Education Institute (CLSEI) and Dr. Brice Harris’ “Chancellor’s Circle.”

Reaching Out & Creating Pathways to Success:

- **Orientation:** LMC continues to fine tune the orientation to meet the Student Success Act. Approximately 1,200 new students participated in one of three modes of orientation for fall 2013. Through the Y&H Soda Foundation grant, best practices were researched and a new “Orientation to College and Careers” was designed and implemented.
- **Summer Bridge:** For the second year, the Outreach Office held a four-week Summer Bridge session for 50 new students. The program, sponsored by the HSI Grant, focuses on college readiness activities for recent high school graduates; Career Technical Education provided students with English and math instruction, as well as career options available at LMC.
- **Campus Tour Program:** LMC now offers walking tours for prospective students and their families. Outreach Student Ambassadors serve as guides for the one-hour tours, in which they provide information on the programs, services, and registration process at LMC.
- **Parent Education:** With support from the EXITO Grant, a partnership with the Parent Institute for Quality Education (PIQE) focuses on two of LMC’s feeder schools – MLK Junior High School and Pittsburg High School – and addresses the parent education components of student preparation for high school and college.

Student Life: Enhancing the College Experience

- LMC Associated Students (LMCAS) and several student clubs collaborated to create and host a Haunted House for 200+ participants, including community members and families from LMC’s service area. LMCAS also partnered with the Office of Student Life and Athletics on the “Dig Pink” Spirit Event to support breast cancer awareness, raising \$600 for the Susan G. Komen Foundation.
- LMCAS hosted a “Rock the Vote” event, registering more than 100 students to vote in the November 2012 election.
- Together with the African American Faculty & Staff Association, the Office of Student Life hosted a sickle cell disease workshop attended by 40 students and conducted a sickle cell awareness blood drive.

Financial Aid: Increasing Access to Educational Opportunities

- To increase awareness of available resources and programs, financial aid personnel performed outreach activities and conducted presentations for numerous campus events and groups. In collaboration with the marketing department, the financial aid office reformatted the financial aid website to create a more student-friendly site that is easy to navigate.
- In fall 2012, the financial aid office facilitated an informational workshop for AB540 students regarding the availability of State aid under the newly enacted Dream Act; the number of AB540 students at LMC increased by about 10%, and five of those students went on to transfer to four-year institutions.

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Strategic Direction #3

Partnerships for Workforce and Economic Development:

Support economic and workforce development through education and leadership in collaboration with government, community organizations, business, and industry.

- 3.1 In collaboration with external partners, develop new and/or revised career pathways leading to improved opportunities for students to successfully enter the workforce.
- 3.2 Leverage current grants, and identify and acquire additional resources from state, federal and private sources, to support effective workforce preparation.
- 3.3 Increase collaborative initiatives with educational partners from preschool through four-year institutions, business and industry, government, and community organizations to increase economic vitality and supply well-qualified workers for current and emerging industries in Contra Costa County.

List college goals cross-walked to strategic direction:

GOAL #3: Offer high quality programs that meet the needs of students and the community.

LMC continues to establish and maintain partnerships that are aimed at furthering workforce development initiatives and supporting the economic vitality of the community. In 2012-13, these efforts included:

- **Vision 20/20:** LMC's workforce development strategic plan – developed under the aegis of the "Vision 20/20" planning process (2011-12) – was implemented by "braiding" together multiple grant sources. These grants included: \$1.2M from the \$14.9M regional Trade Adjustment Assistance Community College Career Training (TAACCCT) grant; \$220,000 from the Y&H Soda Foundation; \$100,000 from the SB70 C5CTE consortium grant; and \$340,000 from the Perkins allocation.
- **Educational Partners:** This marked the second year of LMC's "Educational Partners" meetings, which provide opportunities for group dialogue with administrators and counselors from local K-12 schools and districts. Part of these efforts involved the merging of the Transitions Grant Consortium (formerly "Tech Prep") with educational partners and other LMC projects, such as the HSI STEM grant. This has led to a second grant for Career Pathways from the Linked Learning Initiative (the first was in 2008 with Antioch Unified School District). The goals of the "Educational Partners" sessions include enhancing communication and alignment across education systems; developing broader strategies for supporting student success in the region; and strengthening the pipeline from high school to college and beyond.
- **East Bay Career Advancement Academy (EBCAA):** Through this regional workforce development initiative led jointly by the Contra Costa and Peralta Community College Districts, the colleges offer more than 20 short-term career training programs. The EBCAA targets low income young adults (18 to 30 years old) who face academic and personal barriers to employment and training. A key component of the Career Advancement Academy model is "Partnerships and Leveraged Resources."

In fall 2012, LMC's Career Academy offered a two-unit course that surveyed vocational and industrial technology career pathways coupled with contextualized math and English and a career counseling/college success course. Representatives from industry – as well as the EASTBAY Works One-Stop Center, Sparkpoint and Opportunity Junction – supported the semester-long instruction. The cohort included approximately 30 underrepresented students, many of whom continue to take classes at Los Medanos College.

- **Linked Learning:** As a partner college with the California Community College Linked Learning Initiative (CCCLI), LMC received a grant from the Career Ladders Project to create supportive pathways for students at Deer Valley High School's linked learning Law and Justice Academy. The pathways identified by the proposal are related to public safety, legal, and emergency services. The specific LMC programs identified were: Emergency Medical Services (EMS); Administration of Justice; Fire Technology; Social Sciences; and transfer pre-law major programs.

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Strategic Direction #4

Organizational Effectiveness:

Improve the effectiveness of District-wide planning, operations, resource allocation, and decision-making.

- 4.1 Prioritize who we plan to serve while balancing the need to maintain access for those most in need of our services.
- 4.2 Reduce or eliminate programs and services which are not viable.
- 4.3 Hire and retain employees who are sensitive to and knowledgeable of the needs of our continually changing student body.
- 4.4 Implement, align, evaluate, and improve strategic planning processes within the District on an ongoing basis.
- 4.5 Continue the creation and implementation of professional development programs to prepare employees for internal promotional opportunities and also enhance their knowledge, skills, and abilities.
- 4.6 Increase operational and administrative efficiency to deliver educational services utilizing the most cost effective methods.

List college goals cross-walked to strategic direction:

GOAL #5: Enhance a culture of innovation, inclusiveness and collaboration.

GOAL #6: Establish a culture of research and planning, implementing, assessing and improving.

Professional Development & Cultural Competency

- **Looking In - Looking Out:** More than 100 LMC employees have actively participated in a series of professional development activities designed to create a more equitable campus environment. The objectives of these respectful and inclusive sessions include: 1) understanding the need to cultivate a common understanding of unconscious bias, cultural humility, intercultural competence, and other relevant language and experiences; 2) providing time for self and group reflection regarding these key concepts; and, 3) initiating dialogue, sharing practices, and learning new strategies for advancing institutional cultural competencies and accountability at Los Medanos College. This initiative is conducted through the support and sponsorship of the Professional Development Advisory Committee (PDAC), the Local Planning Group (LPG), the Institutional Development for Equity & Access (IDEA) Committee, and the EXITO Grant.
- **Habits of Mind “Student Success Collaborative”:** This hands-on professional development initiative is centered around the “Habits of Mind”: 16 intelligent behaviors aimed at enhancing learning, expanding thinking, fostering a culture of success, and supporting the work of LMC. It underscores the importance and impact of working collectively as a team of educators, and successfully engaged 60 classified, faculty, managers, and students in a variety of activities over the course of the 2012-13 academic year. These “Habits” – which include simple, yet profound, principles such as *Think First, Risk Responsibly, Find Solutions, and Respond with Wonderment and Awe* – can be integrated across the institution and reinforce the belief that “Student Success Lives Here!”

Governance & Institutional Effectiveness

- **Mission Statement:** With leadership from the Shared Governance Council (SGC), a constituency-based task force, and multiple mechanisms for institutional dialogue and input, Los Medanos College successfully completed a review – and, ultimately, reaffirmation – of its Mission Statement.
- **Accreditation:** LMC continued to make considerable progress working on its Self-Evaluation Report and preparing for the Accreditation Site Visit scheduled for October 2014. In addition, LMC completed Substantive Change Proposals for Distance Education, the Brentwood Center, and its Fire and Police Academies.
- **Reorganization:** In order to maximize resources, expand its capacity, improve operational efficiencies, and better meet student and program needs, a realigned administrative structure was developed; the new organizational framework went into effect beginning July 2013. As an indication of LMC’s commitment to institutional effectiveness, the reorganization included the establishment of a new position: Senior Dean of Planning & Institutional Effectiveness.
- **Assessing student satisfaction:** In an effort to measure student engagement – with support from the EXITO Grant – LMC administered the Survey of Entering Student Engagement (SENSE) and the Community College Survey of Student Engagement (CCSSE).

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Strategic Direction #5

Resource Management:

Provide sound stewardship of the District's physical and fiscal assets to ensure a sustainable economic future consistent with our values, vision, and mission.

- 5.1 Manage enrollment to maximize District productivity.
- 5.2 Align District expenditures to available revenue while striving to provide high quality programs and services.
- 5.3 Diversify funding sources to increase the level of discretionary control over resources and increase the total funding received by the Colleges.
- 5.4 Allocate resources according to planning priorities.
- 5.5 Develop practices and procedures that promote sustainability in all areas of the District, including but not limited to, instruction, operations, construction, facilities, land use, energy, water conservation, and environmental integrity.
- 5.6 Continue to maintain financial integrity, fiscal prudence and stability for the District as a whole.

List college goals cross-walked to strategic direction:

GOAL #4: Ensure the fiscal well-being of the college.

Managing Resources

- **Resource Allocation Process:** In 2012-13, LMC conducted its annual Resource Allocation Process (RAP) to request funds for 2013-14. Based on the unit-level planning that occurs through Program Review, this process identifies institutional needs in three categories: Program Maintenance, Program Improvement, and Classified Staffing. Proposals are reviewed and prioritized by the Shared Governance Council (SGC), with recommendations then made to the President. In order to maximize available resources, approved proposals received allocations from a variety of funding sources (e.g. Perkins, general fund, etc...). The total amount requested in 2012-13 exceeded \$1.1 million, and approximately 43% of that was approved for allocation in 2013-14 to improve programs and services.
- **Enrollment:** Even with the cautionary approach LMC had to take regarding enrollment management – due to the uncertainties revolving around Proposition 30 – LMC was only slightly short in meeting its 2012-13 goal of 7,547 FTES. LMC achieved 7,348 FTES, which was a shortfall of 2.64% from its target. The additional dollars resulting from Proposition 30 allowed LMC to put additional sections in the spring 2013 schedule and accommodated more students than it would have otherwise. In addition, LMC implemented its interim Enrollment Management Plan in 2012-13.

College Advancement

- **Veterans Campaign:** The LMC Foundation Board raised \$23,000 as a result of a six-week community campaign designed to raise funds to provide services and scholarships for LMC's student veterans.
- **Resource Development:** In 2012-13, the Office of College Advancement raised more than \$900,000 *new* dollars to support and increase student success:
 - \$20,178 from individuals
 - \$34,000 from business and industry
 - \$158,559 from private foundation grants
 - \$604,373 from state and federal grants
 - \$75,868 of scholarship funds from various sources
 - \$14,400 from earned income

Supporting Sustainability

- **Promoting Practices and Principles:** LMC's Sustainability Committee coordinated a successful "Earth Day" event on campus. Activities included information tables, educational materials, and interactive displays from internal groups and community agencies – all with a focus on encouraging conservation. The Sustainability Committee has also expanded its online presence to include a "Resources" page that features links to more than 30 websites related to sustainability and the environment.
- **Preserving Nature:** Through a grant from the Dow Community Advisory Panel (CAP), the LMC Foundation received \$5,000 to be used toward improvements to its Nature Preserve. The project includes the erection of two greenhouses, provision of fresh water to promote growth of California native fruits and plants, and the creation of learning tools for visitors.