

Executive Summary

The Los Medanos College Educational Strategic Plan 2026–2031 is a comprehensive, equity-centered framework guiding the institution through a period of meaningful change. Grounded in data, shaped by the voices of the College community, and aligned with District priorities, the plan establishes a clear direction for advancing student success, institutional effectiveness, and community impact. It is both a strategic roadmap and a call to action—challenging the College to serve students with intention, address inequities, and remain adaptable in a rapidly changing educational and economic landscape.

Plan Development Process

The development of the Educational Strategic Plan began in Spring 2025 with a college-wide engagement process to initiate the updating of the institution's Mission, Vision, and Values, establishing the foundational framework for all subsequent planning efforts. During Spring and Summer 2025, institutional and Student Equity Plan data were analyzed to identify disproportionately impacted student populations to ground the planning process in equity-focused data. In September 2025, the College Assembly marked a pivotal milestone with the formal launch of the current Integrated Planning Cycle, aligning Program Review, the Student Equity Plan, and the Educational Strategic Plan within a unified planning cycle. The following month, Community Forums provided an opportunity for broad stakeholder input, with community members contributing perspectives on access, programs, learning outcomes, and institutional partnerships. Additionally, the October 2025 College Assembly session facilitated a review of institutional and equity data to directly inform the development of strategic goals. The Fall 2025 semester concluded with the finalization and submission of the Student Equity Plan, which established the core metrics and priorities that continue to guide the College's equity-focused work.

Spring 2026 saw the 4CD Governing Board approval of the Mission, Vision, and Values, the submission of Program Reviews, and the drafting of the Educational Strategic Plan. Shared across constituencies, the Plan continued to improve through feedback and revision. (This paragraph will be updated following constituent review and input process).

Educational Strategic Plan Foundation & Context

At Los Medanos College, equity is not an initiative; it is a responsibility embedded in all aspects of institutional practice. The plan integrates servingness and anti-racist frameworks to move beyond prioritizing access, toward actively designing systems that support student success,

belonging, and well-being. Equity is embedded at every level: program design, instruction, resource allocation, and evaluation.

Developed through broad participation by faculty, classified professionals, administrators, students, and community partners, the plan is informed by institutional data, program review findings, survey results, and analysis of internal and external environments.

Three key themes shape its direction:

- **Theory of change:** Grounded in servingness and anti-racist institutional transformation, this framework drives meaningful, systemic change rather than incremental improvements.
- **Data-informed progress and challenges:** Enrollment recovery, growth in dual enrollment, and improvements in select outcomes reflect institutional resilience—yet equity gaps persist, requiring sustained, intentional strategies that address structural barriers.
- **Regional context:** Demographic shifts, economic variability, and evolving workforce demands require the College to expand its reach, strengthen pathways for adult learners, and align programs with emerging industry needs.

Four strategic areas of focus quickly emerged from cross-constituent dialogue, analysis of the qualified survey data, quantified outcomes data, and internal and external scans. Goals for improvement were set to drive improvement. The following four goals are each supported by specific objectives, measures, and broad activities developed directly from the program review documents submitted by each unit and department during the Spring 2026 process. This structure ensures that the plan is not only aspirational, but also practical and assessable. The objectives clarify intended outcomes, the measures identify how progress will be tracked, and the activities outline the general actions that will support implementation. Across all four goals, the framework emphasizes equity, student success, collaboration, data-informed decision-making, and continuous improvement.

Goal 1: Improved Campus Culture

Foster an inclusive, anti-racist campus climate where all students and employees experience respect, value, safety, and belonging. This is supported by equitable practices, inclusive physical and digital environments, and programs that promote well-being, engagement, and community.

Goal 2: Equitable Student Access, Learning, and Outcomes

Expand equitable student access to enrollment and wrap-around support services — integrated resources designed to address academic, personal, and basic needs — while

strengthening the first-year experience and improving persistence, completion, and transfer that lead to sustainable employment outcomes.

Goal 3: Increased Partnerships

Deepen meaningful partnerships with educational institutions, employers, and community organizations to improve student success, persistence, completion, transfer, and career outcomes. Through these collaborations, LMC will expand early college opportunities, grow work-based learning and transfer pathways, and connect students to resources that address basic needs and well-being.

Goal 4: Continual Improvement of Practices and Infrastructure

Enhance college practices, systems, and infrastructure to be efficient, reliable, and adaptable to evolving student and institutional needs. This includes strengthening core administrative processes, improving support services, using data-informed decision-making, and ensuring employees and students have the tools and resources needed for success — supported by transparent budget and planning practices.

Integrated Planning Infrastructure

A defining strength of this plan is its integration with program review and the Student Equity Plan. This alignment connects institutional priorities directly to on-the-groundwork, ensures decisions are evidence-informed, and focuses college resources on strategies that advance equity and student success. Planning is guided by a continual cycle—Discover, Design, Resource, Implement, Evaluate, and Reflect—positioning the College for ongoing learning and adaptation rather than static, isolated planning.

Planning evaluation, covered in Chapter 5, will keep the College on track with achieving the objectives and goals laid out in Chapter 4, though data-informed efforts to continually improve and to hold ourselves accountable to that improvement.

Path Forward

The success of this plan depends on collective ownership, transparent decision-making, and continual engagement across the campus community. Student success is a shared responsibility—one requiring collaboration, accountability, and sustained commitment. By maintaining focus on data, student voice, and institutional accountability, Los Medanos College is well-positioned to make meaningful progress toward its goals and fulfill its core purpose: ensuring that all students, particularly those historically underserved, have the opportunity, support, and environment to learn, persist, complete, and thrive.

Chapter 4: Design – Goals and Objectives

Overview

The Los Medanos College Educational Strategic Plan provides the framework for translating institutional priorities into measurable action. The Goals and Objectives section defines the outcomes the College seeks to advance over the planning period, along with the College’s strategic focus areas: Campus Culture; Equitable Student Access, Learning, and Outcomes; Partnerships; and Continual Improvement of Practices and Infrastructure.

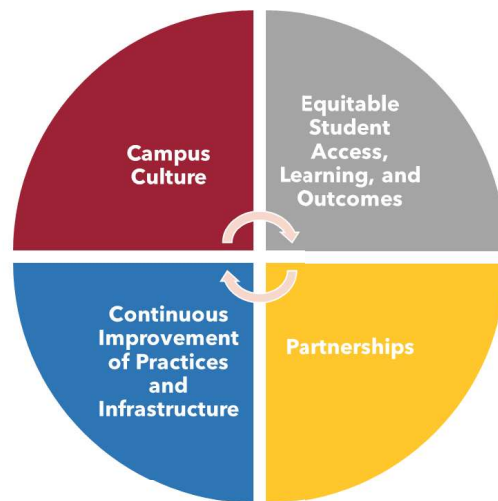
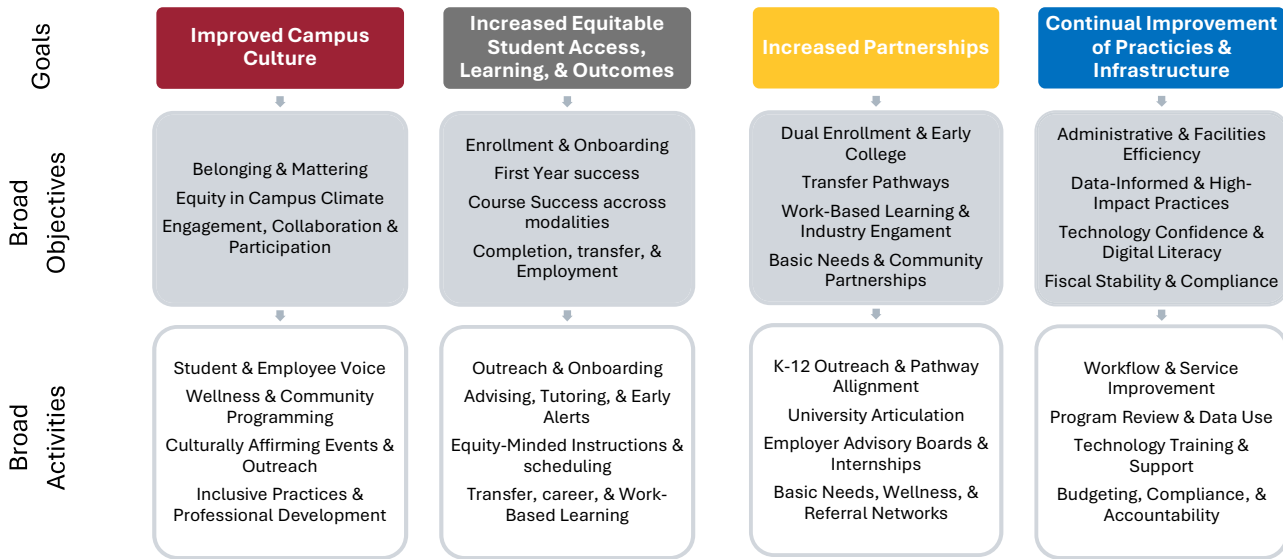


Figure 59. New 2025 Goals (Los Medanos College - Shared Governance Council Meeting - PowerPoint Presentation - Consolidated Draft Goals, 2025)

Derived from each strategic focus area, the following four goals are each supported by specific objectives, measures, and broad activities developed directly from the program review documents submitted by each unit and department during the Spring 2026 process. This structure ensures that the plan is not only aspirational, but also practical and assessable. The objectives clarify intended outcomes, the measures identify how progress will be tracked, and the activities outline the general actions that will support implementation. Across all four goals, the framework emphasizes equity, student success, collaboration, data-informed decision-making, and continual improvement.

Figure 60. Broad Objectives & Activities per Goal



Together, the goals and objectives create an integrated roadmap for advancing student belonging, access, learning, completion, transfer, employment, community partnerships, operational effectiveness, and institutional sustainability. In doing so, they establish a shared foundation for coordinated action across the College and provide a clear basis for evaluating progress over time.

Goal 1: Campus Culture

Foster an inclusive, anti-racist campus climate where all students and employees experience respect, value, safety, and belonging. This is supported by equitable practices, inclusive physical and digital environments, and programs that promote well-being, engagement, and community.

OBJECTIVES

1.1. Increase student and employee morale, sense of belonging and mattering with equity.

Measures

- Student, staff, and faculty NACCC survey on campus climate (mattering and affirmation)
- Annual College Employee Survey

Activities

- Develop and implement culturally affirming events, programs, and communications that reflect the diversity of the campus community
- Expand opportunities for student and employee voice through surveys, forums, and shared governance participation
- Provide coordinated programming that promotes wellness, connection, and community across academic and service areas
- Integrate equity-minded and inclusive practices into classroom instruction, student services, and workplace environments
- Create welcoming physical and digital environments that promote accessibility, inclusion, and engagement

1.2. Reduce equity gaps in campus climate experiences across student and employee groups.

Measures

- Student, staff, and faculty NACCC survey on campus climate (mattering and affirmation)
- Annual College Employee Survey

Activities

- Analyze disaggregated campus climate and engagement data to identify and address equity gaps

- Implement targeted interventions and programming for disproportionately impacted student and employee groups
- Provide professional development focused on anti-racist practices, inclusive pedagogy, and culturally responsive service delivery
- Strengthen cross-department collaboration to ensure consistent, equity-centered experiences across campus
- Regularly assess and refine policies, practices, and communications to promote equity and inclusion

1.3. Increase engagement, collaborations and participation in campus activities, governance, and community building.

Measures

- Participation rates in participatory governance, professional development, and student engagement activities.
- Annual College Employee Survey

Activities

- Expand participation in shared governance, committees, and decision-making processes across all constituencies
- Increase cross-functional collaboration between instruction, student services, and administrative units
- Promote student engagement through co-curricular programming, leadership development, and campus events
- Develop coordinated outreach and communication strategies to increase awareness of engagement opportunities
- Support employee engagement through professional learning communities, campus initiatives, and collaborative projects

Goal 2: Equitable Student Access, Learning, and Outcomes

Expand equitable student access to enrollment and wrap-around support services — integrated resources designed to address academic, personal, and basic needs — while strengthening the first-year experience and improving persistence, completion, and transfer that lead to sustainable employment outcomes.

OBJECTIVES

2.1 Increase successful enrollment and onboarding for new students.

Measures

- Successful Enrollment (SEP Metric)
- Comprehensive Ed Plan Data (SEP Metric)

Activities

- Strengthen outreach and recruitment efforts, including partnerships with K–12 schools and community organizations
- Improve onboarding processes through streamlined application, orientation, and education planning systems
- Expand access to onboarding support services such as counseling, financial aid guidance, and registration assistance
- Develop clear, accessible pathways and communications to guide students from application through enrollment
- Utilize technology and data tools to track onboarding progress and identify students needing additional support

2.2. Improve first-year outcomes.

Measures

- 1st to 2nd Term Persistence (SEP Metric)
- 1st year Math and English Completion Rates (SEP Metric)
- Earned 9+ CTE Units
- Livable Wage Attainment

Activities

- Implement early alert systems and proactive outreach to support students during their first year

- Expand access to tutoring, embedded academic support, and study resources across disciplines
- Increase coordination between instructional faculty and student services to support student success
- Provide targeted support programs for disproportionately impacted student populations
- Strengthen first-year experience initiatives, including orientation courses, success workshops, and cohort models

2.3 Increase equitable course success across all instructional modalities.

Measures

- Disaggregated Course Success Rates by Modality (ACCJC Institutional Set Standards)

Activities

- Design and implement inclusive, equity-minded teaching practices across all modalities (in-person, hybrid, online)
- Evaluate and adjust course scheduling and delivery methods to meet diverse student needs
- Use disaggregated course success data to identify and address equity gaps
- Develop shared instructional resources, course materials, and technology tools to support student learning
- Provide professional development focused on effective teaching strategies and modality-specific best practices

2.4 Increase degree/certificate, transfer and employment outcomes following completion.

Measures

- Degree/Cert within 3 Years (SEP Metric)
- # of Degree/Cert (ACCJC ISS)
- Transfer within 3 Years (SEP Metric)
- # of Transfers (ACCJC ISS)

Activities

- Strengthen academic and career pathways through coordinated program design and advising
- Expand transfer support services, articulation agreements, and university partnerships
- Increase access to career readiness programming, internships, and work-based learning opportunities
- Provide comprehensive education planning and milestone tracking to support completion
- Align programs and services with workforce needs to support sustainable employment outcomes

Goal 3: Partnerships

Deepen meaningful partnerships with educational institutions, employers, and community organizations to improve student success, persistence, completion, transfer, and career outcomes. Through these collaborations, LMC will expand early college opportunities, grow work-based learning and transfer pathways, and connect students to resources that address basic needs and well-being.

OBJECTIVES

3.1 Expand dual enrollment success and early college opportunities through K–12 partnerships.

Measures

- Number of Dual Enrollment Sections and Participating Students
- Dual Enrollment Course Success Rates

Activities

- Develop and expand dual enrollment programs in collaboration with local K–12 partners
- Align curriculum and pathways to support early college access and success
- Provide outreach, onboarding, and support services tailored to dual enrollment students
- Coordinate faculty, staff, and administrative efforts to support high school partnerships
- Monitor and improve dual enrollment success through data-informed practices

3.2 Strengthen pathways and alignment through credit for prior learning and articulation with four-year institutions.

Measures

- Number of articulation agreements
- Number of transfer-aligned program pathways
- Number of Credit for Prior Learning (CPL) Units Awarded

Activities

- Expand articulation agreements and transfer-aligned program pathways

- Increase awareness and utilization of credit for prior learning opportunities
- Collaborate with universities to ensure alignment of curriculum and transfer requirements
- Integrate transfer and pathway planning into onboarding and advising processes
- Use data to evaluate and improve pathway effectiveness and student outcomes

3.3 Increase work-based learning and employment opportunities through industry partnerships.

Measures

- Number of internships apprenticeships and job placements
- Number of community advisory meetings held

Activities

- Develop and expand internships, apprenticeships, and other work-based learning opportunities
- Engage industry partners in program development, advisory boards, and curriculum alignment
- Integrate career readiness skills and experiences into instructional programs
- Strengthen collaboration between academic programs, career services, and employers
- Track and improve student participation and outcomes in work-based learning

3.4 Increase and market partnerships that support student basic needs, wellness, and community engagement.

Measures

- Number of community-based services officially marketed by college.
- Number of college referrals made for community-based services.

Activities

- Expand partnerships with community organizations that provide basic needs and wellness services
- Increase awareness and access to community-based resources through coordinated outreach and referrals
- Integrate basic needs and wellness support into student services and instructional touchpoints

- Develop systems to track and improve referrals to community-based services
- Collaborate across departments to ensure students are connected to available resources

Goal 4: Continuous Improvement of Practices and Infrastructure

Enhance college practices, systems, and infrastructure to be efficient, reliable, and adaptable to evolving student and institutional needs. This includes strengthening core administrative processes, improving support services, using data-informed decision-making, and ensuring employees and students have the tools and resources needed for success — supported by transparent budget and planning practices.

OBJECTIVES

4.1 Increase efficiency and effectiveness of administrative services and facilities operations.

Measures

- Annual college employee survey
- Ticket/work order resolution times

Activities

- Streamline administrative processes through improved workflows, digital systems, and automation
- Enhance facilities maintenance, safety procedures, and work order systems
- Improve coordination and communication across administrative and operational units
- Monitor service delivery and response times to improve efficiency and user experience
- Implement continuous improvement practices to optimize operations and services

4.2 Increase use of innovative and data/research-based high impact practices

Measures

- Utilization rates for data dashboards
- Number of professional development activities surrounding
- formal best practice research

Activities

- Expand use of data dashboards and analytics tools to inform planning and decision-making
- Provide professional development on research-based and high-impact practices

- Use program review, assessment, and evaluation processes to guide improvements
- Foster cross-functional collaboration to implement innovative practices
- Regularly review and refine programs and services based on evidence and outcomes

4.3 Utilizing professional development, increase employee confidence in use of evolving technology, systems, tools and infrastructure.

Measures

- Annual college employee survey
- Number of professional development activities surrounding
- use of technology, systems, tools and infrastructure

Activities

- Provide ongoing training on new and existing technology systems and tools
- Develop professional development programs focused on digital literacy and system use
- Support employees in adapting to evolving technologies and infrastructure
- Create resources and support systems to enhance effective use of tools and platforms
- Encourage collaboration and knowledge sharing related to technology and innovation

4.4 Ensure fiscal stability and compliance with regulatory standards.

Measures

- Number of internal fiscal audit findings
- Number of accreditation finding/recommendations
- RSI compliance rates

Activities

- Strengthen financial planning, budgeting, and resource allocation processes
- Conduct regular audits and reviews to ensure compliance with fiscal and regulatory standards
- Improve documentation, reporting, and accountability systems

- Provide training on compliance requirements and institutional policies
- Monitor key performance indicators related to fiscal health and accreditation standards