Administrative Units Program Review Year Five Update - Brentwood Center Administration Latest Version

This cycle is for Administrative Units to complete the Year Five Update of the Program Review cycle.

Administrative Units Program Review Year Five Update

1. Program Update : Version by **Johnson Maxwell, Tanisha** on **01/25/2022 00:41**

1a. Describe any important changes or updates within your program since the *2019-2020 Program Review Year 3 Update*. **(staffing changes, program changes, etc.)**

TIMELINE:
March 2020: COVID hit and 4CD went remote for instruction and services.

Summer 2020: Moved Brentwood Center faculty, staff, and equipment from old location to new location.

Fall 2020: Courses offered online only. New Brentwood Center location staffed full-time with Sr. Academic and Student Services Manager and Police Services Parking Officer to monitor and secure the building.

Spring 2021: Classes offered mostly online at the new Brentwood Center location. New Brentwood Center location staffed full-time with Sr. Academic and Student Services Manager and Police Services Parking Officer to monitor and secure the building.

Summer 2021: Classes offered 100% online at the new Brentwood Center location staffed full-time with Sr. Academic and Student Services Manager and Police Services Officer to monitor and secure the building.

Fall 2021: 20% of courses offered in hybrid/in-person modality and 80% of courses offered online. Brentwood Center adds staff and faculty dedicated to the new location. Workarounds implemented to adjust for facilities repairs.

Spring 2022: 30% of courses offered in hybrid/in-person modality and 70% of courses offered online. Implementation of workarounds continue.

STAFFING AND OVERSIGHT:
In general, Brentwood supervisory responsibilities are jointly shared between the President and Vice President of Student Services. Current frontline management staffing for Brentwood oversight consists of a rotating manager schedule for 3 identified Student Services managers in DSPS, Admissions and Record and Financial Aid. The DSPS Student Services Manager is currently identified as the interim lead site supervisor and reports to the Vice President of Student Services. Instructional management also provides presence and oversight as needed for faculty and instructional support staff at the Brentwood Center. Police Services added a full-time officer in summer of 2021 to the Brentwood Center location. The Bookstore is projected to open in spring of 2022.

LOCATION:
Challenges
Summer 2020: The move to the new Brentwood Center location delayed because the construction was not completed by the original timeline. This was compounded by the advent of COVID which exacerbated access to timely supply chain management.
Summer 2021: Flooding occurred two times at the new location, which rendered the A-wing of the administrative building uninhabitable. This is where the Student Services departments and faculty offices are housed. As a result, several workarounds were established: All Student Services employees at the Brentwood Center relocated to the library space as a co-working space. The Sr. Academic/Student Services Manager also occupied an office in the library. Math Lab staff were not impacted in terms of location. Faculty utilized scheduled classrooms as office space. Library and Tutoring Services were offered in a scheduled classroom.   Later that summer, the Sr. Academic/Student Services Manager position became vacant and a rotating management schedule has temporarily been put in place to provide oversight of the new Brentwood Center location.

LOGISTICS:
Collaboration among Student Services, the Business Office, and the Office of Instruction was paramount in the implementation of logistics for the new Brentwood Center. Brentwood management and Police Services collaborated on facilitating campus tours and orientations for employees who would be working at the new Brentwood Center. This included distribution of keys, key fobs, and training on the new alarms systems and emergency features. Updates specific to the Brentwood Center were made to the LMC Faculty Handbook. Several campus tours were also conducted for community partners including public officials, and Foundation members, which resulted in substantial financial donations to the Brentwood Center.

SCHEDULE/COURSE OFFERINGS:
        Brentwood course offerings shifted to a completely online modality in March of 2020 to accommodate safety needs for COVID. Gradual increase of offerings mostly in online format through summer 2021. The Brentwood course schedule began to add more in-person and hybrid modality in fall of 2021. Currently, the modality of offerings for the Brentwood Center are approximately 30% in-person or hybrid and 70% online.

1b. Provide a brief update on the timeline for your program's goals as listed in your Program Review Year Three Update. If your program's goals are in progress or modified, please be sure to include action steps and responsible parties.

Goal 1: Develop a SEM plan for Brentwood. This goal continues to be in progress with the following timeline of spring 2021-fall 2022 and action steps:

1.   Strategic Scheduling: The SEM Strategic Scheduling work group is developing plans for a 1-2 year schedule as well as a "super schedule" (full load of classes offered in a T/R or M/W format) to provide students with clear academic paths that align with LMC Pathways and the guided pathways framework. Brentwood course offerings and scheduling is considered in this work so that students are able to complete certain degrees and certificates solely at the Brentwood location. RESPONSIBLE PARTIES: SEM strategic Scheduling Work Group, Dean Team/VP's
2.   Marketing: Brentwood Center marketing is addressed through the newly established Student Facing Communication Committee. This is a cross-functional group that meets monthly to strategically plan out student facing communication flow calendar as well as marketing and messaging inititaves designed to inform prospective, new, continuing and returning students at both locations. RESPONSIBLE PARTIES: Student Facing Communication Committee, Marketing Department, Outreach Department.
3.   Community Engagement: This action step has been challenged with the advent of COVID, prolonged construction timelines, and flooding repairs that have required extended

workarounds and temporary relocations. Some progress has been the active involvement of the Foundation and the extensive fundraising as a result of tours of the new location as well as outreach efforts from the LMC Foundational Development Officer (position has been vacant since fall 2021) have yielded over $125K in donations.

4.   Developing a Master Calendar: This action step is aligned with action steps #1, and #2. RESPONSIBLE PARTIES: SEM Strategic Scheduling Work Group, Dean Team/VP's, Student Facing Communication Committee

Goal 2: Develop a Retention Strategy for Brentwood. This goal continues to be in progress with the following timeline of spring 2021-fall 2022 and action steps:

1.   Ensure services are offered across the two campuses. Develop and implement a plan to support a one-stop concept at Brentwood. Strategies include the following:
   a.   Cross-Training. The workaround operations implemented at the Brentwood Center in fall of 2021 have been conducive to providing a one-stop service strategy. RESPONSIBLE PARTIES: SSLT, VPSS.
   b.   Early Alert/LMC Connect implementation at Brentwood. Due to restricted building access as a result of the flooding and limited staffing, Early Alert/LMC Connect implementation has been delayed at Brentwood. RESPONSIBLE PARTIES: SSRP, Rotating Managers at Brentwood, VPSS.
   c.   Utilize Brentwood as a space in which to incubate practices that can then be enhanced to include the Pittsburg campus. Practices such as the workaround operations, shared phone queue responsibilities among Brentwood and Pittsburg Student Services employees, and a rotating Student Services management schedule out at Brentwood have served well to support students and pilot new operational strategies, while balancing both in-person and online modalities of service. RESPONSIBLE PARTIES: Student Services Division faculty, staff and management.

Goals and Objectives			Modified	In Progress	Abandoned	Completed
Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)						
Recommended Actions	Develop a Retention Strategy for Brentwood via Cross-Training of Student Services Employees, Implementation of Early Alert/LMC Connect, and Utilization of Brentwood as a Space to Incubate One-stop Service Strategy Practices.	0 linked SLOs 0 resource requests				
Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)						
Recommended Actions	Develop a SEM plan for Brentwood via Strategic Scheduling, Marketing, Community Engagement, and the Development of a Master Calendar.	0 linked SLOs 0 resource requests				
Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)						
Goal 4. To better support students in accomplishing their academic and career goals – from entry to completion/transition – and to enhance course-level and program-level achievement, expand and deepen educational, workforce, and community partnerships. (District #3)						
Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)						

2. Vision for Success Goals Update : Version by **Johnson Maxwell, Tanisha** on **01/25/2022 00:39**

2a. The following table lists the *Vision for Success* indicators that we must align to as a College and as a District. Please look at your program data (Tableau) for each of the following *Vision for Success* indicators. Please address all indicators that are relevant to your program and provide a status update on your program goals from your Program Review Year Three Update. Please include action steps if your goal(s) has been modified and an explanation if your goal(s) has been abandoned. *

NOTE - Please copy and paste the table below in your response and complete accordingly.

Vision for Success Indicators and ACCJC Indicator	Program Set Goals (from PR Year 3 Update)	Status (Indicate Modified, Completed, or Abandoned)	Timeline	Responsible Parties	Action Steps/ Explanation
Course Success					
Degrees (AA, AS, ADT)					
Certificates of Achievement					
Unit Reduction					
CTE Jobs					

Vision for Success Indicators and ACCJC Indicator	Program Set Goals (from PR Year 3 Update)	Status (Indicate Modified, Completed, or Abandoned)	Timeline	Responsible Parties	Action Steps/ Explanation
Course Success	Please refer to section 2b.				
Degrees (AA, AS, ADT)					

Certificates of Achievement				
Unit Reduction				
CTE Jobs				

2b. The *Vision for Success Goal 5 - Equity* is designed to reduce the equity achievement gap on course seuccess for disproportionately impacted (DI) student populations. The College has identified the following three disproportionately impacted (DI) populations: African-American, economically disadvantage students (low income), and foster youth students.

Please review your program data (Tableau) for each of the aforementioned DI populations, and provide a status update on your program goal(s) for your previously selected DI population(s) in your Program Review Year Three Update. If your goal(s) has been modified please include action steps and if your goal(s) has been abandoned please provide an explanation.*

NOTE - Please copy and paste the table below in your response and complete accordingly.

Course Success by DI Population	Program Set Goals (PR Year 3 Update)	Status (Indicate Modified, Completed or Abandoned)	Timeline	Responsible Parties	Action Steps/ Explanation
African American					
Low Income					
Foster Youth					

Course Success by DI Population	Program Set Goals (PR Year 3 Update)	Status (Indicate Modified, Completed or Abandoned)	Timeline	Responsible Parties	Action Steps/ Explanation
African American	Increase overall student course success by 2%	- Develop and implement a retention strategy for Brentwood. - Assess current support services offered at Brentwood (e.g. satisfaction, utilization, and gaps). - Increase student awareness of resources available at the Brentwood Center.	Spring 2021- Fall 2022	Student Services Division faculty, staff, and management, SEM Integrated Student Support and Retention (ISSR) Work Group, Student Facing Communication Committee, Outreach Department.	-Support SSRP in their efforts to implement a college-wide retention strategic plan. -Continue to assess student preferences at Brentwood for programs, services and instruction. Student Survey was created in collaboration between Student Services and LMCAS that was distributed to students in spring of 2021. Additional Surveys have been distributed by the Distance Education committee and the District Research Office to gather vital information regarding student needs and preferences for programs services and instruction. Data is used to make responsive decisions on quality assurance and service strategy improvements. -Support the efforts of the Student Facing Communication Committee to plan, implement, monitor, assess, and evaluate student-facing communication strategies and marketing collateral for conversion rates to recruitment, enrollment, retention, and completion outcomes.
Low Income	Increase overall student course success by 2%	- Develop and implement a retention strategy for Brentwood. - Assess current support services offered at Brentwood (e.g. satisfaction, utilization, and gaps). - Increase student awareness of resources available at the Brentwood Center.	Spring 2021- Fall 2022	Student Services Division faculty, staff, and management, SEM Integrated Student Support and Retention (ISSR) Work Group, Student Facing Communication Committee, Outreach Department.	-Support SSRP in their efforts to implement a college-wide retention strategic plan. -Continue to assess student preferences at Brentwood for programs, services and instruction. Student Survey was created in collaboration between Student Services and LMCAS that was distributed to students in spring of 2021. Additional Surveys have been distributed by the Distance Education committee and the District Research Office to gather vital information regarding student needs and preferences for programs services and instruction. Data is used to make responsive decisions on quality assurance and service strategy improvements. -Support the efforts of the Student Facing Communication Committee to plan, implement, monitor, assess, and evaluate student-facing communication strategies and marketing collateral for conversion rates to recruitment, enrollment, retention, and completion outcomes.

| Foster Youth | Increase overall student course success by 2% | - Develop and implement a retention strategy for Brentwood.
- Assess current support services offered at Brentwood (e.g. satisfaction, utilization, and gaps).
- Increase student awareness of resources available at the Brentwood Center. | Spring 2021-Fall 2022 | SSRP | -Support SSRP in their efforts to implement a college-wide retention strategic plan.

-Continue to assess student preferences at Brentwood for programs, services and instruction. Student Survey was created in collaboration between Student Services and LMCAS that was distributed to students in spring of 2021. Additional Surveys have been distributed by the Distance Education committee and the District Research Office to gather vital information regarding student needs and preferences for programs services and instruction. Data is used to make responsive decisions on quality assurance and service strategy improvements.

-Support the efforts of the Student Facing Communication Committee to plan, implement, monitor, assess, and evaluate student-facing communication strategies and marketing collateral for conversion rates to recruitment, enrollment, retention, and completion outcomes. |

Impact of Resource Allocation