

BRT Administrative (Brentwd)

1. Program Update

Administrative Units Program Review Year Five Update - Brentwood Center Administration

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 initiatives 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

Name	Benchmark	Benchmark Descriptor
Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)	In Progress	
Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)	In Progress	
Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)	(No Benchmark Assigned)	-
Goal 4. To better support students in accomplishing their academic and career goals –	(No Benchmark Assigned)	-

Name	Benchmark	Benchmark Descriptor
from entry to completion/transition – and to enhance course-level and program-level achievement, expand and deepen educational, workforce, and community partnerships. (District #3)	(No Benchmark Assigned)	-
Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)	(No Benchmark Assigned)	-

Recommended Actions

Goal: Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)
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.
Goal: Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)
Develop a SEM plan for Brentwood via Strategic Scheduling, Marketing, Community Engagement, and the Development of a Master Calendar.

LMC Bookstore

1. Program Update

Administrative Units Program Review Year Five Update - Bookstore

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

The Bookstore moved into an amazing new space located in the new Student Union Building on the Pittsburg campus in Spring 2020. Despite a significant pandemic related delay, a new Bookstore will be coming online at the new Brentwood Center in Spring 2022. There have been no recent changes in Bookstore staffing, which consists of four full time employees: Book Buyer, Bookstore Supply Buyer, Bookstore Operations Assistant, and Bookstore Manager. With the addition of a new Bookstore, additional staffing needs will likely need to be considered in the future.

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: The LMC Bookstore Manager & Book Buyer will meet with various LMC faculty groups to discuss Inclusive Access and determine the level of interest with the goal of making a decision to move forward or abandon this goal no later than Spring of 2023.

Goal #2: The LMC Bookstore has successfully increased food options for students and increased revenue in this category. We will continue to do so as we are currently the primary food service on campus.

Goal #3: This goal was put on hold due to the pandemic but will likely be revisited in 2023.

Goals

Name	Benchmark	Benchmark Descriptor
Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)	(No Benchmark Assigned)	-
Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)	(No Benchmark Assigned)	-
Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)	(No Benchmark Assigned)	-
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)	(No Benchmark Assigned)	-
Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)	In Progress	

Recommended Actions

Goal: Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)
<p>Goal 3: Conduct an annual customer service survey. The Bookstore Manager has researched survey methods and the Bookstore staff are in the final stages of determining which survey questions are needed to obtain the relevant information to improve Bookstore services and merchandise offerings. We anticipate sending the survey in late Spring 2020.</p>
<p>Goal 1: Develop an Inclusive Access program on campus The LMC Bookstore Manager consulted with an Inclusive Access partner and approached District Office IT with the suggestion of piloting an Inclusive Access program to save students money and give them access to course materials on the first day of class. Executive Vice Chancellor Mojdeh Mehdizadeh consulted with Academic Senate and responded that they are not interested in pursuing Inclusive Access at this time. We are attempting to educate faculty on IA and suspect that if faculty ask for it, the response from D.O. may be different.</p>
<p>Goal 2: Develop additional revenue streams. As textbook revenue declines, we are looking at additional revenue streams and have added new products such as sandwiches, yogurt, cheese, pasta and other food items that we have not previously carried. This has been a successful strategy and we have seen a revenue increase in this category. We continue to consider other merchandise options.</p>

LMC Buildings & Grounds

1. Program Update

Administrative Units Program Review Year Five Update - Buildings & Grounds/Custodial Services

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

Michael Schenone became the new Director of Operations / Building & Grounds in July 2021 to replace Russ Holt that retired in April 2021 - Currently in process of staffing two vacant positions within the Operations and Maintenance Department that recently retired in late Summer 2021: Lead Maintenance Mechanic & Maintenance Mechanic.

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.

Security for Grounds Department: In progress - continue to add electrical infrastructure to support additional lighting, cameras, or other security devices.

Update vehicles for Grounds Dept: In progress - one new vehicle purchased 2020. New utility vehicle purchased to replace old onsite vehicle. In process of getting price quotes on additional electrical utility vehicles to replace older gasoline automobiles / trucks.

Campus Sustainability - In progress. Replacing older style ballasts with LED ballast as needed. Drought resistant landscaping installed, continue to reduce vegetation in non-irrigated areas around campus as drought continues in California. Continue to meet green waster AB1826 - diversion of waster to recycling, and use 100% recycled paper products and safe chemical cleaning products.

Goals

Name	Benchmark	Benchmark Descriptor
Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)	(No Benchmark Assigned)	-
Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)	(No Benchmark Assigned)	-
Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)	(No Benchmark Assigned)	-
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)	(No Benchmark Assigned)	-
Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)	In Progress	

Recommended Actions

Goal: Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)
#1 Increase security and lighting for the grounds department

#2 Remove old vehicles from Fleet and replace with updated vehicles
#3 Bring Sustainability to the entire campus - Replace old lighting upgraded LED lighting to safe electricity and use low VOC safe products & 100% recycled products to improve recycling.
Unaligned Recommendations
#1 Increase security and lighting for the grounds department

LMC Business Services Office

1. Program Update

Administrative Units Program Review Year Five Update - Business Services Office

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

Business Services Office staff and leadership. The following positions have experienced a change in personnel:

Staffing Changed since last CPR:

Vice President, Business and Administrative Services : No change.

Business Service Supervisor : No change

Accountant: No change

Payroll: Vacant

Human Resources: New hired

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.

Goals	Completed/ Abandoned/ In Progress/ Modified	Impact/ Explain/ Action Steps	Timeline/ Responsible Parties
Goal 1: Business Services information distribution (webpage)	Completed / Ongoing	Completed design and content. Yearly update links and other information on business services webpage are ongoing.	November 02,2021 By Jinpa Tharchin

Goal 2: Business process improvement and documentation	Completed / Ongoing	Training provided for all Personnel processing through DO Purchasing and Accounting Department on business process and documentation.	Provided on 06/21/2021 Business Office & DO Purchasing / Accounting
Goal 3: Refine resource allocation process to improve efficiency and effectiveness	Completed / Ongoing	FY 2020-21 Resource Allocation Process (RAP) was done in Spring 21(One Time). Yearly Fall RAP process completed through Shared Governing Council-SGC.	Business Office
Goal 4: Improve budget reporting and analysis	In Progress	Quarterly Budget and Expense Report distribution has started from FY 20-21 for college's cabinet members and management councils members (Managers and Supervisors of LMC) as a tools to monitoring Budget and Expense on a timely manner.	Quarterly Reports Jinpa Tharchin Melissa Inzunza
Goal 5: Streamline/align college human resource and payroll functions	In Progress	Continuous iterative improvements have been made in HR and Payroll. Can be seen in recruitment efforts and paying employees in a timely manner.	Ongoing HR and Payroll Dept.

Goals

Name	Benchmark	Benchmark Descriptor
Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)	In Progress	
Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs.	In Progress	

Name	Benchmark	Benchmark Descriptor
(District #1 and #2)	In Progress	
Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)	In Progress	
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)	In Progress	
Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)	In Progress	

Recommended Actions

Goal: Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)
Goal 1: Business Services information distribution (webpage) Completed design and content. Yearly update links and other information on business services webpage are ongoing.
Goal 2: Business process improvement and documentation Training provided for all Personnel processing through DO Purchasing and Accounting Department on business process and documentation.
Goal 3: Refine resource allocation process to improve efficiency and effectiveness FY 2020-21 Resource Allocation Process (RAP) was done in Spring 21(One Time). Yearly Fall RAP process completed through Shared Governing Council- SGC.
Goal 4: Improve budget reporting and analysis Quarterly Budget and Expense Report distribution has started from FY 20-21 for college's cabinet members and management councils members (Managers and Supervisors of LMC) as a tools to monitoring Budget and Expense on a timely manner.
Goal 5: Streamline/align college human resource and payroll functions Continuous iterative improvements have been made in HR and Payroll. Can be seen in recruitment efforts and paying employees in a timely manner.

LMC Central Services

1. Program Update

Administrative Units Program Review Year Five Update - Central Services

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

While the permanent LMC Central Services classified staff remain the same, there has been a reduction in the number of hourly and student employees in the department and the temporary increase from part time to full time for the Offset Technician has not been renewed due to a decrease in service demand resulting from the pandemic.

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: This is a new goal with an estimated completion timeframe of Summer 2022.
- Goal #2: This is a new goal with an estimated completion timeframe of late Spring 2022.
- Goal #3: This is a new goal with an estimated completion timeframe of Summer 2022.

Goals

Name	Benchmark	Benchmark Descriptor
Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)	(No Benchmark Assigned)	-
Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)	(No Benchmark Assigned)	-
Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)	(No Benchmark Assigned)	-
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)	(No Benchmark Assigned)	-

Name	Benchmark	Benchmark Descriptor
Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)	In Progress	

Recommended Actions

Goal: Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)
Goal 1: Assess current and future Print Shop service demand in order to make decisions regarding upgrades to printer equipment.
Goal 2: Review LMC Central Services main campus phone tree and update accordingly.
Goal 3: Review and assess Central Service costs of Print Shop & Mailroom services to campus departments and adjust accordingly, if necessary.

LMC Computer Services

1. Program Update

Administrative Units Program Review Year Five Update - Information Technology & Services/IT

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

LMC IT continues with efforts to recruit two unfilled positions, despite numerous unsuccessful rounds of posting/interviews. Pay and skillset of candidates are not aligned with the current competitive job market. The Windows10 migrations fully completed. The Core Server Infrastructure project advanced forward and LMC is now hosted on a new hyper-converged server and storage system, greatly improving capacity and availability for our virtual server host farm. Both new construction projects of the new Brentwood campus along with Pittsburg campus additions of a Student Union and Kinesiology/Athletics buildings were completed, with all new IT infrastructure.

Covid19 substantially redirected LMC IT work to accommodate necessary changes due to this worldwide pandemic and closures of facilities. A part of this work has directed significant capital and labor to address remote work and remote instruction needs to faculty, staff, and directly to students. LMC has committed capital resources to a large project involving virtual desktop infrastructure servers and software to produce like lab computer for remote access and high level compute services for Instruction.

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.

Campus Communication/Update: TAG continues to regularly meet on schedule. In 2020, TAG presented and assured validation of charges to SGC. Along with this, a sub group was created with wide college participation for the completion of the LMC Technology Plan. LMC IT's web pages were updated and are maintained ongoing.

Internal Procedural Improvements: LMC IT meets collectively weekly for an open forum on project work and for mutual problem solving conversation. LMC IT in 2019 implemented use of a project tracking tool with Asana to use an open team manager for resource and time commitment planning. Along with the an update to the IT ticket system software, greater visibility and sharing is possible.

Staffing Needs at Pittsburg and Brentwood Campuses: In 2019 LMC Cabinet did not option to staff an LMC IT role specifically for the new Brentwood campus. While we did hire a replacement for a Specialist retirement, that person left for another organization. LMC IT still has two recruitments to fill on existing vacancies and those positions are experiencing a level of labor market constraint against current IT openings in the Bay Area.

Staff Training Program: LMC Specialists received training on VMware vSphere 6.x operations. Team members are situated for training on remote Apple management with JAMF and with the upcoming virtual desktop infrastructure systems management software. In Summer of 2021, LMC IT received funds to complete more training.

Infrastructure Improvements: The Core Infrastructure project addressing the needs as stated in the Year Three Update completed the vital replacement of the previous server host cluster and Storage Area Network platform with a new hyper-converged system of servers, and thus also allowing for core virtual hosts to upgrade the VMware software version stack. As part of the new Brentwood campus build, this learning facility also received a hyper-converged set of servers and storage to meet local IT needs.

The Covid19 pandemic realized a need for remote work and remote learning ability not previously at such scale adopted. With funding coming in, LMC IT began the vast work of replacing hundreds of aged PC desktops with new laptop and docking kits. This needed change has also then updated the hardware specifications of those employees receiving them.

LMC also has funded the deployment of over 450 Chromebook laptops for student use, along with now 300 hotspots made available for student and staff use for those in need of wireless internet access. Along with this some WiFi access point upgrades to the Pittsburg campus were made for wireless internet access to students on site to use, even if the campus buildings are closed. Numerous changes and software additions have been made increase access to software for both students and employees.

LMC IT is planning that when the virtual desktop infrastructure system does go online, greater access for students remote and local to powerful compute resources will be made available, replicating and/or superseding existing lab computer systems in place.

The Arts department received 36 new Apple iMacs built to high specifications to replace their aged instructional computer lab. The Nursing department received 24 new PC systems to update their aged instructional computer lab and patient bed lab area.

The identified issues in the Year Three update to many existing other computer labs still exists. We have identified them and acknowledge their age will prevent moving past Windows10 on them. Administration is working on a plan and looking at data, given the increase in remote learning, on addressing those needs.

An active project is currently in process for updating 27 classrooms with new higher fidelity laser projectors and projection screens.

Inventory and Purchase Strategy Improvements for Software: The business services department has improved their process and methods as to the purchasing and allocations of such. LMC IT now tracks software and purchase requests down to installation via the ServiceDesk ticketing system for recording. The active LMC Technology Plan working group has addressed a need for a holistic system to identify needs and sharing of software allocations across distinct departments at LMC.

Goals

Name	Benchmark	Benchmark Descriptor
Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)	In Progress	
Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)	In Progress	
Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)	In Progress	
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)	In Progress	
Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)	In Progress	

Recommended Actions

Goal: Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)

Goal 3: Infrastructure Improvements

Not yet launched. Core infrastructure project identified 2/2019, funding identified yet remains to be finalized and scheduled. Ongoing funding for scheduled and regular refreshing of college workstations not identified

Goal: 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 2: Staff Training Program

Never launched. No training development for staff in +4 years. Significant impact to College by lack of ongoing training in the areas the college needs. Needs to be included in annual budget. New: setup VMware training in partnership with District for 2/2020

Goal: Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)

Goal 1: Internal Procedure Improvements

Using Project communication tool : Asana
 Weekly IT Scrum style meetings.
 Bi-weekly one on one staff meeting.
 Reorganized internal documentation structure and emphasized documenting.
 Endpoint management reporting suite purchased: LanSweeper.
 Knowledge base repository

Goal 4: Inventory/Purchase Strategy for Software

Change title to “Purchase Strategy for Software”. “Inventory” to be accommodated and done through Goal 3, Infrastructure improvements.

LMC Custodial Services

1. Program Update

Administrative Units Program Review Year Five Update - Custodial Services

This section has no content

Goals

Name	Benchmark	Benchmark Descriptor
Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)	(No Benchmark Assigned)	-
Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)	(No Benchmark Assigned)	-
Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)	(No Benchmark Assigned)	-
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)	(No Benchmark Assigned)	-
Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)	(No Benchmark Assigned)	-

LMC Equity & Inclusn/Prof Dev

1. Program Update

Administrative Units Program Review Year Five Update - Office of Equity & Inclusion

This section has no content

Goals

Name	Benchmark	Benchmark Descriptor
Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)	(No Benchmark Assigned)	-
Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)	(No Benchmark Assigned)	-
Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)	(No Benchmark Assigned)	-
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)	(No Benchmark Assigned)	-
Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)	(No Benchmark Assigned)	-

LMC Foundation

1. Program Update

Administrative Units Program Review Year Five Update - Foundation Office

This section has no content

Goals

Name	Benchmark	Benchmark Descriptor
Goal 1. Strengthen a culture of equity, diversity, inclusion, and	(No Benchmark Assigned)	-

Name	Benchmark	Benchmark Descriptor
racial justice. (District #2 and #4)	(No Benchmark Assigned)	-
Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)	(No Benchmark Assigned)	-
Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)	(No Benchmark Assigned)	-
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)	(No Benchmark Assigned)	-
Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)	(No Benchmark Assigned)	-

LMC Maintenance/Planning

1. Program Update

Administrative Units Program Review Year Five Update - Maintenance

This section has no content

LMC Office of Business & Administrative Services

1. Program Update

Administrative Units Program Review Year Five Update - Office of Business & Administrative Services

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

The Office of Business & Administrative Services consists of the following staff:

- Vice President of Business & Administrative Services
- Administrative Assistant, Senior

The following departments report to the Office of Business & Administrative Services:

- Business Services
- Building and Grounds
- Bookstore/Central Services
- Information Technology Services

Since the last program review, the Office of Business & Administrative Services coordinated a number of operational changes and assisted with the institutional response to Covid-19.

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.

This is the first year that the Office of Business & Administrative Services is completing a program review. During the last cycle, the efforts of the Office of Business & Administrative Services were incorporated in the Business Office program review. Therefore there are no linked goals, however the following are goals for the Office of Business & Administrative Services:

Goal 1: Coordinate and improve operational processes and documentation across the division departments.

Goal 2: Refine resource allocation process to improve efficiency and effectiveness.

Goal 3: Develop and implement budget, technology, and facilities planning processes.

Since the last program review the Office of Business & Administrative Services has continued to focus on the above goals. Measured progress toward these goals include documentation training provided by the business office on budget development and reporting. In addition, the office has led the facilitation and development of the technology master plan process which is still in process.

Goals

Name	Benchmark	Benchmark Descriptor
Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)	(No Benchmark Assigned)	-
Goal 2. Increase and maximize	(No Benchmark Assigned)	-

Name	Benchmark	Benchmark Descriptor
equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)	(No Benchmark Assigned)	-
Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)	(No Benchmark Assigned)	-
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)	(No Benchmark Assigned)	-
Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)	In Progress	

Recommended Actions

Goal: Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)
Goal 1: Coordinate and improve operational processes and documentation across the division departments.
Goal 2: Refine resource allocation process to improve efficiency and effectiveness.
Goal 3: Develop and implement budget, technology, and facilities planning processes.

LMC Office of Instruction-VP

1. Program Update

Administrative Units Program Review Year Five Update - Office of Instruction/V.P.

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

The Office of Instruction quickly adapted to new business practices in response to the COVID-19 pandemic. This includes providing all faculty orientations online, making all business tasks electronic, and supporting instructional programs that were converted to fully online or hybrid

in spring 2020. The Office of Instruction staffing remained unchanged since 2019/2020 with one Office of Instruction Supervisor, one Academic Scheduling Specialist, two Senior Administrative Assistant IV's, three Instructional Deans and one Vice President of Instruction. Over the past two years, the two Senior Administrative Assistant IV's have been aligned from the Office of Instruction Supervisor to report directly to instructional deans or Vice President of Instruction. This move was to strengthen the support to these positions and make the reporting structure more efficient.

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: On-Board two new permanent Instructional Deans

Status: On going. The dean positions have turned over three times since 2019. Currently two of the three dean positions are interim. One position, Dean of Instruction for Liberal Arts, is out for recruitment. The second position, Dean of Instruction- CTE, will be interim until June 2023.

Goal 2: Establish an on-going budget allocation for Instructional Technology Training & Development

Status: No completed. Due to the COVID-19 pandemic, funding has been provided through CARE's or HEERF funding. On-going institutional funds need to be identified when these funds end.

Goal 3: Increase the number of courses offered in both fully online classes and a coordinated hybrid distance education offering of existing degrees and certificates

Status: Goal achieved. The question going forward will be the mix of modalities to serve our students in a post-pandemic environment.

Goal 4: Explore and implement Guided Pathways to the extent In Progress Over the past two years, the Guided Pathways Advisory Committee has been working to implement elements of Pillar 1 of the guided pathways framework. Much of this work is now being implemented with the adoption of a Meta-Major Feb. 2020 – Establish focus areas for SEM plan and define the activities in Administrative Program Review Year 3 Update 2019-2020 Original Draft by Cabinet 8.16.2019; Template approved 10.3.2019 Page 7 of 15 recommended by the Guided Pathways Advisory Committee

Status: In process. The past two years have been productive for Guided Pathways. The Learning, Major and Career Pathways (meta majors) were established and cross collaboration between Student Service, Instruction and Business Services was established through a tri-chair model (the college vice presidents) of leadership under overall college Strategic Enrollment Management. A workbook of key tasks and positions was established by utilizing a professional expert contractor from November 2020 through December 2021. In spring 2021, a Pathway Pilot model was developed, along with corresponding data and messaging recommendations for the purpose of improving course retention and supporting enrollment boost.

Goal 5: Continue to increase collaboration among and between Student Services & Instruction

Status: On-going. There is much improvement in the collaboration between Student Services and Instruction, including twice monthly operations meetings that coalesce around the three of Guided Pathways and SEM: scheduling, enrollments, student outreach, messaging, efficiencies, etc. are mutually discussed and each part of the college doing their part to maximize

enrollments, cut down student barriers, and create a schedule that meets student needs. There is much more work to be done as LMC decentralizes some of the services and implements cohort-based success teams based upon the Learning, Major and Career Pathways, which are our Guided Pathway meta majors.

New Goals that were added in last review cycle:

New Goal 1: Ensure that curriculum is up to date, properly coded with the state, and aligned with transfer institutions in order to guarantee that students' coursework is identified with state initiatives appropriately and transfers seamlessly to 4-year institutions.

Status: On going. This project is 85% complete with the remainder to be completed by June 2022.

New Goal #2: Increase office efficiency, communication, and cross-departmental collaboration in order to support instructional units more effectively.

Status: On going. The Office of Instruction adopted the 3E's! in July 2020, which are: effective, efficient and excellent! The result has been a shift of some administrative personnel, implementation of technology such as Adobe sign and Dynamics forms, revised website to be more user friendly and audience directed, and the change or discontinuance of certain practices that are no longer necessary. The Ool will continue to monitor its practices to look for efficiencies.

New Goal #3: Develop a mission/vision/strategic plan for the OOI that clearly defines objectives aligned with the work of other units, the various initiatives on campus, and the college's mission. The plan will include an analysis of the structure of the office and a clear articulation of the roles of each member of the OOI in achieving its mission.

Status: Not started

Goals

Name	Benchmark	Benchmark Descriptor
Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)	In Progress	
Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)	In Progress	
Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)	Completed	
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,	In Progress	

Name	Benchmark	Benchmark Descriptor
expand and deepen educational, workforce, and community partnerships. (District #3)	In Progress	
Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)	In Progress	

Recommended Actions

Goal: Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)
On-Board two new permanent Instructional Deans
Goal: Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)
Establish an on-going budget allocation for Instructional Technology Training & Development
Goal: Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)
Increase the number of courses offered in both fully online classes and a coordinated hybrid distance education offering of existing degrees and certificates
Goal: 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)
Explore and implement Guided Pathways to the extent In Progress Over the past two years, the Guided Pathways Advisory Committee has been working to implement elements of Pillar 1 of the guided pathways framework. Much of this work is now being implemented with the adoption of a Meta-Major Feb. 2020 – Establish focus areas for SEM plan and define the activities in Administrative Program Review Year 3 Update 2019-2020 Original Draft by Cabinet 8.16.2019; Template approved 10.3.2019 Page 7 of 15 recommended by the Guided Pathways Advisory Committee
Goal: Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)
Increase office efficiency, communication, and cross-departmental collaboration in order to support instructional units more effectively.

LMC Planning/Inst Effectivene

1. Program Update

Administrative Units Program Review Year Five Update - Planning & Institutional Effectiveness Office

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

Staffing Changes

2017-2018 Comprehensive PR: 1 FTE Senior Dean of Planning and Institutional Effectiveness.
0.5 FTE Senior Administrative Assistant (temporary)

2019-2020 Year 3 Update PR: 1 FTE Senior Dean of Planning and Institutional Effectiveness. 1 FTE Senior Administrative Assistant (permanent)

- 0.5 FTE release time faculty research coordinator starting fall 2018 and ends June 2020.
- Data Coaches Program starting spring 2021 and ends spring 2022. (about 30 coaches enrolled in spring 2021)

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: Lead institutional accreditation processes. In progress

1.1. ISER 2020 and Team Visit Oct 2020 (Completed). Follow-Up Report submitted Oct 1, 2021. Follow-Up Report Visit on November 2 and 3, 2021.

1.2. Support the implementation of QFE:

- 1.2.1. Increase successful completion of gateway English in the first year of the first time new students who transfer/degree-seeking, beginning fall 2020. (In progress). Progress Report end of each academic year.
- 1.2.2. Increase successful completion of gateway math in the first year of the first time new students who transfer/degree-seeking, beginning fall 2020. (In progress). Progress Report end of each academic year.

Goal 2: Lead and coordinate college-wide planning process including program review and assessment. In progress

2.1. Leading the EMP Core Group on the development of EMP 2020. (Completed)

2.2. Continuing leading the Planning Committee on revising and implementing the program review process. (In progress and Ongoing)

2.3. Leading the Planning Committee on the development of EMP 2020 bi-annual implementation plan (Completed)

2.4. Leading the Planning Committee to monitor the implementation of EMP. **(NEW). Spring 2022**

Goal 3: Oversee institutional effectiveness and facilitate research analysis as a means of continuous improvement. In progress

3.1. Continuing the effort on creating Data Democracy and increasing the culture of inquiry. (In progress).

- 3.1.1. Established Data Coaches Program spring 2021 cohort and will continue having spring 2022 cohort (ongoing).

3.2. Collaborating with student services to develop Student Services Tableau—Data Dashboard for Student Services Areas. (In progress).

- 3.2.1. Worked with District Research to create Learning Community Tableau (ongoing).

3.3. Applying grant to support the Tableau consultant, faculty researcher, and data coaches. (Completed).

Goal 4: lead and facilitate the enterprise technology tool process and implementation. In progress

4.1. eLumen program review module will be set up in fall 2020. (Completed)

4.2. College Plan (capture EMP) eLumen module will be set up and implement in spring 2022.

(NEW). Spring 2022.

Goals

Name	Benchmark	Benchmark Descriptor
Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)	In Progress	
Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)	Abandoned	
Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)	Abandoned	
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)	In Progress	
Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)	In Progress	

Recommended Actions

Goal: Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)

Goal 1: Lead institutional accreditation processes.
 1.2. Support the implementation of QFE: 1.2.1. Increase successful completion of gateway English in the first year of the first time new students who transfer/degree-seeking, beginning fall 2020. 1.2.2. Increase successful completion of gateway math in the first year of the first time new students who transfer/degree-seeking, beginning fall 2020.

Goal: 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 1: Lead institutional accreditation processes.
 1.2. Support the implementation of QFE: 1.2.1. Increase successful completion of gateway English in the first year of the first time new students who transfer/degree-seeking, beginning fall 2020. 1.2.2. Increase successful completion of gateway math in the first year of the first time new students who transfer/degree-seeking, beginning fall 2020.

Goal: Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)

Goal 3: Oversee institutional effectiveness and facilitate research analysis as a means of continuous improvement: 3.1. Continuing the effort on creating Data Democracy and increasing the culture of inquiry. 3.2. Collaborating with student services to develop Student Services Tableau—Data Dashboard for Student Services Areas. 3.3. Applying grant to support the Tableau consultant, faculty researcher, and data coaches.

Goal 2: Lead and coordinate college-wide planning process including program review and assessment: 2.2. Continuing leading the Planning Committee on revising and implementing the program review process. 2.4. Leading the Planning Committee to monitor the implementation of EMP.

LMC President's Office

1. Program Update

Administrative Units Program Review Year Five Update - President's Office

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

Aside from the transition to remote operations in March 2020, and the return to in-person/hybrid operations in August 2021, there haven't been significant staffing or programmatic changes for the President's Office since the 2019-20 Program Review "Year 3" Update. Just as with departments and programs across the College, the President's Office team has made operational adjustments to accommodate the remote environment and safety mandates/protocols (e.g. converting in-person college-wide meetings and events to a remote/online format, developing alternative practices for processing/routing materials, etc.).

President's Office staffing remains the same, and the President has the same number of direct reports [9] as outlined in the "Year 3" Update:

- 1 Senior Executive Assistant
- 3 Vice Presidents
- 1 Senior Dean of Planning & Institutional Effectiveness
- 1 Dean of Equity & Inclusion
- 2 classified professionals in Marketing & Media Design (with Director vacancy)
- 1 Director of College Advancement (was previously Foundation Development Officer)

The Director of Marketing & Media Design position has remained vacant since XXXXXXXXXX 2017. This intentional approach was utilized to leverage the salary savings, and the position’s key functional responsibilities have been taken on by the Graphic Designer (administrative and marketing elements) and Senior Executive Assistant (communications and public information). However, with the increased/enhanced marketing activities and student-facing communications related to enrollment boost efforts and the district-wide enrollment recovery campaign, it is likely that the recruitment to fill the vacant (and already funded) Director of Marketing & Media Design position will be launched in late 2021-22 or early 2022-23.

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.

All five unit goals are in progress and ongoing.

Goals

Name	Benchmark	Benchmark Descriptor
Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)	In Progress	
Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)	In Progress	
Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)	In Progress	
Goal 4. To better support students in accomplishing their academic and career goals – from entry to completion/transition – and to enhance course-level and	In Progress	

Name	Benchmark	Benchmark Descriptor
program-level achievement, expand and deepen educational, workforce, and community partnerships. (District #3)	In Progress	
Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)	In Progress	

Recommended Actions

<p>Goal: Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)</p>
<p>Unit Goal 1: Communication, Campus Climate & Community Engagement The President’s Office will respond to the need for better communication within the College, enhanced efforts to link the community with the College, and ensuring a safe and pleasing environment for students and employees. (aligned with EMP Objectives 1.2, 1.3, 1.5 & 1.6)</p> <p>Status: In Progress</p> <p>Timeline: Ongoing</p> <p>Responsible Parties: President, Senior Executive Assistant</p> <p>Anticipated Outcome: Improved bi-directional communication, increased community engagement, and enhanced campus climate with greater sense of safety and inclusion</p>
<p>Goal: Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)</p>
<p>Unit Goal 3: Student Success & Engagement The President’s Office will: direct efforts and resources toward activities that increase student success rates and improve student outcomes; reinforce the importance of completion to students, employees, and the community; and promote the enhancement of student engagement.</p> <p>Status: In Progress</p> <p>Timeline: Ongoing</p> <p>Responsible Parties: President</p> <p>Anticipated Outcomes: Improved student success rates and completion outcomes, enhanced understanding (internal and external) about the importance/impact of strong completion culture, and expanded / enhanced student engagement activities</p>
<p>Goal: Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)</p>
<p>Unit Goal 3: Student Success & Engagement The President’s Office will: direct efforts and resources toward activities that increase student success rates and improve student outcomes; reinforce the importance of completion to</p>

students, employees, and the community; and promote the enhancement of student engagement.

Status: In Progress

Timeline: Ongoing

Responsible Parties: President

Anticipated Outcomes: Improved student success rates and completion outcomes, enhanced understanding (internal and external) about the importance/impact of strong completion culture, and expanded / enhanced student engagement activities

Goal: 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)

Unit Goal 3: Student Success & Engagement

The President’s Office will: direct efforts and resources toward activities that increase student success rates and improve student outcomes; reinforce the importance of completion to students, employees, and the community; and promote the enhancement of student engagement.

Status: In Progress

Timeline: Ongoing

Responsible Parties: President

Anticipated Outcomes: Improved student success rates and completion outcomes, enhanced understanding (internal and external) about the importance/impact of strong completion culture, and expanded / enhanced student engagement activities

Goal: Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)

Unit Goal 2: Governance, Planning & Institutional Effectiveness

As key components of leadership for the College, the President’s Office will ensure that effective mechanisms are in place related to participatory governance, effective planning, and an environment of continuous improvement.

Status: In Progress

Timeline: Ongoing

Responsible Parties: President, Senior Executive Assistant

Anticipated Outcomes: Improved effectiveness of shared governance system, demonstrated institutional commitment to continuous improvement

Unit Goal 4: Resource Development & Allocation

The President’s Office will provide appropriate leadership and stewardship in formulating a comprehensive and stable resource development and allocation strategy for the College.

Status: In Progress

<p>Timeline: Ongoing</p> <p>Responsible Parties: President</p> <p>Anticipated Outcomes: Effective implementation of RAP; clear, consistent, and equitable allocation of resources aligned with institutional priorities</p>
<p>Goal 5: Unit Assessment: Service and Support, Sustainable Operations & Continuous Improvement With a focus on continuous improvement and meeting institutional needs, the President’s Office will conduct an informal “self-evaluation” to determine opportunities for enhancing/streamlining operations.</p> <p>Status: In Progress</p> <p>Timeline: Ongoing</p> <p>Responsible Parties: President, Senior Executive Assistant</p> <p>Anticipated Outcomes: Identify opportunities and strategies for improved effectiveness, efficiency, and enhanced operations</p>

LMC Public Information Office

1. Program Update

Administrative Units Program Review Year Five Update - Media & Marketing Department/PIO

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

This question has not been answered yet

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: Eliminate implicit bias in marketing communications.
This is an ongoing goal. Our action steps have been to examine our past work and review effectiveness and get feedback from the Office of Equity and Inclusion and Student Services. With this feedback, we adjust our projects to reflect the elimination of implicit bias.

Goal 2: Evaluate existing web content and adjust as needed for accuracy, usability, & accessibility

This is an ongoing goal. Our action steps have been to use software, such as OmniUpdate and SiteImprove to identify problems, create score cards and adjust the content.

Goal 3: Explore, evaluate and update social media platforms.

This is an ongoing goal. Our action steps have been based on the Media Prefs survey results, where we should focus attention in the various social media platforms.

Goal 4: New Search engine, integrated online catalog and schedule

We have optimized and implemented the new search engine. The online catalog and schedules our on hold until the district office decides what platform will be used.

Goal 5: Pilot a CTE video series for each department highlighting the student’s interests and skills

This is an ongoing goal. Progress had been paused due to COVID restrictions. We are hoping to continue this effort when it is safe to do so.

Goals

Name	Benchmark	Benchmark Descriptor
Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)	In Progress	
Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)	In Progress	
Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)	In Progress	
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)	(No Benchmark Assigned)	-
Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)	In Progress	

Goal: Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)
Goal 1: Eliminate implicit bias in marketing communications
Goal: Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)
Goal 2: Evaluate existing web content and adjust as needed for accuracy, usability, & accessibility
Goal: Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)
Goal 5: Pilot a CTE video series for each department highlighting the student's interests and skills
Goal: Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)
Goal 3: Explore, evaluate and update social media platforms.
Goal 4: New Search engine, integrated online catalog and schedule

LMC Student Services

1. Program Update

Administrative Units Program Review Year Five Update - Office of Student Services/V.P.

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

Student Services continues to experience turnover and gaps in staffing that strain the bandwidth of the division’s operations. Although the division has managed to do more with less, challenges to consistently provide effective programs and services compounded by adjustments of living and working in the era of the COVID epidemic and projected budget constraints have had a negative impact on employee morale. Since 2019, there have been 3 FTE vacancies in Student Services Management:

Financial Aid Supervisor which has now been elevated to a Director of Financial Aid position with board approval in fall 2021

- Sr. Academic/Student Services Manager (SSRP)
- Academic/Student Services Manager (EOPS/CARE)

There are also 8.5 FTE in vacancies for Student Services classified staff positions:

- Admissions and Records Assistant Sr. (2-FTE)
- Admissions and Records Assistant I-Brentwood
- Financial Aid Lead (pending retirement spring 2022)
- Program Coordinator Sr. (Student Life)
- Program Coordinator Sr. (Outreach)
- Program Coordinator (Outreach-2 FTE)
- Program Coordinator (Transfer and Career-.5 FTE)

Student Services has been working to identify alignment of staffing and operations with LMC Pathways, the institution’s Guided pathways initiative. Significant analysis and evaluation

have been conducted to determine the loss and momentum points along the student lifecycle impacted by interventions of various departments. Further, a professional development Canvas course was developed as an onboarding e-tool and information repository to bolster the one-stop knowledge base of the Student Services division. This aligns with the Student Services Guiding Principle: *Empowering Student Services Professionals*. The modules are organized by the Guided Pathways pillars: Clarify the Path, Get on the Path, Stay on the Path, and Ensure Learning. Each of the modules includes assessment checks and has been vetted by the Student Services division at all levels for feedback. The next step is to add this Student Services Canvas Course to 4CD Grow as a professional development training module.

Three new categorical grant allocations were awarded by the CCCCCO in fall of 2021 for the 21-22 FY. The allocations, overview of legislation, and spending guidelines are outlined below:

Basic Need Centers and Staffing Support \$218,183

This allocation is tied to SB129 which requires “each California Community College campus to establish and/or expand a Basic Need Center and designate at least on staff person as the Basic Needs Coordinator to provide holistic, comprehensive basic needs services and resources to students to support their successful matriculation through the California Community Colleges system and beyond.” (CCCCCO 2021-22 Categorical Programs Allocation Report, Vol. 2)

Mental Health Services Support \$221,266

This allocation is tied to SB 129 which includes “\$30M in ongoing local assistance funds to support expanding the availability of mental health services available to California Community College students. Colleges should leverage Guided Pathways framework to use these funds to design service delivery models that are student-centered and evidence-based so that students have equitable access to quality and affordable mental health continuum of services.” (CCCCCO 2021-22 Categorical Programs Allocation Report, Vol. 2)

Student Retention and Enrollment Outreach \$684,097

This allocation of funds should be used “primarily to engage former community college students that may have withdrawn from college due to the impacts of COVIC-19, as well as with current community college students that may be hesitant to remain in college and prospective students that may be hesitant to enroll in a community college due to COVID-19.” (CCCCCO 2021-22 Categorical Programs Allocation Report, Vol. 2)

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: Increase the effectiveness of the intake and onboarding experience of new students via the Guided Pathways framework

1a: Formalize a first year experience (FYE) for new students. Utilize interdisciplinary (Outreach, Assessment, Counseling, Tutoring, SSRP) participation in the Guided Pathways Lab initiative to fully develop, implement and evaluate a FYE

Action step 1a continues to be IN PROGRESS as LMC Pathways get institutionalized. This action step, originally championed by the Guided Pathways

Lab (renamed Design Lab) has now been incorporated into the Integrated Student Support and Retention goals and objectives of LMC’s 2020-2023

Strategic Enrollment Management (SEM) Plan.

TIMELINE/RESPONSIBLE PARTIES: 1a: Spring 2020- Fall 2022/ SEM ISSR Work Group (Outreach, Assessment, Counseling, Tutoring, SSRP)

Goal 2: Develop infrastructure to support expanded success and retention programs and services for new and continuing students

2a: Develop an operational/strategic enrollment management plan for the new Brentwood Center location. (IN PROGRESS)

TIMELINE/RESPONSIBLE PARTIES: 2a: Spring 2020- Fall 2022/ SEM Strategic Scheduling Work Group, SSRP and VPSS

2b: Redesign a college-wide retention plan aligned with SEM priorities and the Guided Pathways framework (IN PROGRESS)

TIMELINE/RESPONSIBLE PARTIES: 2b: Spring 2020- Fall 2022/ SSRP, SSLT, SEM ISSR Work Group

2c: Create a strategic plan to phase-in comprehensive student support services available to students in the online environment. Analysis and evaluation of implementation is ongoing while prioritizing access, equity, and safety of our students and employees in all operational decisions that allow us to remain nimble and responsive to students needs and maintain the quality assurance of our hybrid service strategy. (COMPLETE)

TIMELINE/RESPONSIBLE PARTIES: 2c: Spring 2020- Fall 2021/ SSLT

Goal 3: Improve mental health services/support on campus

3a: Research, cultivate, and maintain potential community mental health partnerships to support students on and off campus. (IN PROGRESS)

TIMELINE/RESPONSIBLE PARTIES: 3a: Spring 2020- Fall 2022/ Counseling

3b: Continue to nurture partnerships with JFK and John Muir Health to provide students with Wellness Counseling and Mobile Health services

respectively. The partnership with JFK (now National University) continues. The John Muir Health partnership for the mobile health clinic was not able to move forward. The mobile clinic program is designed for uninsured patients and, after surveying LMC student, it was determined that the majority of our LMC students have medical insurance. LMC is currently discussing a promising partnership to contract with Timely MD, a student-focused telehealth program that can offer counseling, basic needs resources, peer talk support, and medical services online. The goal is to establish the partnership during the spring 2022 term and collaborate with CCC and DVC so that we are offering similar services through this e-tool and are on the same contract cycle. (IN PROGRESS)

TIMELINE/RESPONSIBLE PARTIES: 3b: Spring 2020- Fall 2022/Counseling and Student Life

Goal 4: Realign programs and services in support of student/college priorities

4a: Transform the program review and assessment processes within Student Services. Implement a 3-year assessment cycle pilot. On-going in 3rd year and assessing effectiveness (IN PROGRESS)

TIMELINE/RESPONSIBLE PARTIES: 4a: Fall 2019- Fall2022/ SSLT

4b: Align newly developed Student Services Guiding Principles with Strategic Enrollment Management (SEM) priorities, Guided Pathways framework, and Vision for Success (VFS) indicators (COMPLETE)

TIMELINE/RESPONSIBLE PARTIES: 4b: Fall 2019- Fall 2021/VPSS

4c: Collaborate with Planning and Institutional Effectiveness (PIE) to develop a Student Services Tableau-Data Dashboard for Student Services Areas

(IN PROGRESS)
 TIMELINE/RESPONSIBLE PARTIES: 4c: Spring 2020- Fall 2022/PIE and VPSS

Goals

Name	Benchmark	Benchmark Descriptor
Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)	In Progress	
Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)	In Progress	
Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)	(No Benchmark Assigned)	-
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)	In Progress	
Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)	In Progress	

Recommended Actions

<p>Goal: Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice. (District #2 and #4)</p>
<p>VFS Goal 5 (Equity): Reduce equity achievement gap by increasing the F2F course success rate of African American students from 64% to 68% and low income students from 75% to 79% by 2022.</p>
<p>Goal: Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)</p>
<p>Goal 2: Develop infrastructure to support expanded success and retention programs and services for new and continuing students.</p>
<p>Goal 1: Increase effectiveness of the intake and onboarding experience of new students via the Guided Pathways framework.</p>

Goal: 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 3: Improve mental health services/support on campus.

Goal: Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)

Goal 4: Realign programs and services in support of student/college priorities

LMC Workforce Development

1. Program Update

Administrative Units Program Review Year Five Update - Workforce Development

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

Workforce Development had changeover in its dean twice in 2021 due to promotion and resignation. The department also had understaffing in administrative support during an out-of-class assignment. Two student-facing positions (Adult Transition Specialist & CTE Outreach Counselor) also re-aligned out of Workforce Development and into Outreach. Our department has also contributed roughly 0.3 FTE in ongoing staffing to the Guided Pathways project and is deeply involved in developing the Program Revitalization process and supporting the three Task Forces for programs On Watch.

COVID-19 impacts were significant. Initially, the entire unit redeployed to support students and faculty in converting to online learning, and all personnel converted to working remotely. Upon resuming normal duties, many employers pulled back from engaging but after a few months, they began to re-engage, often more easily because of the convenience of virtual meetings. The department also managed to launch several new initiatives during since the Year 3 Update. Three noncredit programs (Drone Piloting; Construction Pre-Apprenticeship; and Forklift, Logistics, Operations, and Warehousing-FLOW) had their pilot semesters delayed by COVID-19 but were inaugurated in Fall 2021. The department contracted with Jewish Vocational Services (JVS) to provide academic services for both a civil service pre-apprenticeship (Fall 2020 and Fall 2021 cohorts) and a pending Instrumentation registered apprenticeship; this relationship is ongoing and expanding. The department also developed an outreach marketing campaign as part of a new, long-term workforce development effort with the City of Pittsburg to increase the percentage of residents indicating “Some College” in their 2030 Census response for Education Level. The Workforce Development unit also incubated the development and launch of a Community & Contract Education program, including fee-based adult lectures, fee-based online professional enrichment courses, and contracting with private entities for customized education.

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.

Goals	Completed/ Abandoned/ In Progress/ Modified	Impact/ Explain/ Action Steps	Timeline/ Responsible Parties
<p>Goal 1: Grow existing LMC programs or assist with developing new programs that support workforce needs.</p>	<p>Completed/In progress.</p>	<p>LMC’s Workforce and Economic Development (WED) Unit has shepherded investments of Perkins, Strong Workforce, and other funds to support programmatic growth of existing programs and the development of new programs. This includes funding major projects in personnel as well as equipment. Personnel projects include launching the three new noncredit certificate programs; dedicated curriculum development for hard-to-convert vocational classes to adapt to online instruction following COVID-19 protocols; bridge funding for the mentorship practicum in Child Development; and supporting a new focus in Child Development to serve as a pathway to K-12 teaching careers; incubating the Community & Contract Education program; and staffing support for campus-wide Guided Pathways</p>	<p>Timeline: continuous</p> <ul style="list-style-type: none"> • Dean of WED • WED Manager • WED Program Coordinator • WED Program Admin. •

planning and student outreach. Equipment projects include a new SOTA simulation lab for the Nursing department; all new vehicle lifts in Auto Technology, addressing a safety and capacity issue; refurbishment of the master mixing board in Recording Arts; major upgrades to the Process Technology lab and piloting new online simulator software; upgrades to Electrical & Instrumentation Technology; upgrades to teaching equipment in the Law Enforcement Academy; and the almost-complete remodeling of the new Vocational Technology multi-purpose lab that will provide space for future programs.

As part of a healthy college, future programs will continue to emerge and existing programs will continue to require support to remain relevant and productive; therefore, this project is categorized as both complete for the gains that were made over the past two years, but also as ongoing to be prepared to grow and be prepared for future opportunities.

WED has developed a systematic method for harvesting labor

		<p>market information and data and provides that data directly to instructional units, Pillars 1 and 4 of the guided pathways groups, and college administration via Shared Governance Council.</p>	
<p>Goal 2: Work with intentionality toward breaking down bureaucratic obstacles that are barriers to student access, retention and completion to ensure students are qualified and able to meet the workforce needs of the local, regional and state economies.</p>	<p>In progress</p>	<p>LMC’s Workforce Development Unit is a mix of initiatives that all have workforce goals as their central point of connectivity. The unit incorporates institutional priorities along with priorities put forth by the California Adult Ed Program (CAEP), Strong Workforce Program (SWP), Perkins, California Apprenticeship Program, and other initiatives such as Vision for Success and Guided Pathways to make a cohesive unit of workforce and bureaucratic “ninjas” whose roles and responsibilities are to cut through the barriers and red tape that inhibit students from success as well as advocate for reductions to such barriers.</p> <p>This effort includes funding positions that support the K-14 team, which includes a Sr. Program Coordinator and part-time program assistant to facilitate and scale K-14</p>	<p>Timeline: continuous</p> <ul style="list-style-type: none"> • Dean of WED • WED Manager • WED Program Coordinator • WED Program Admin. • WED Counselors • Collaborate with Faculty

	<p>articulation and dual enrollment programs. Funding a SSISC position in career services to facilitate and scale work-based learning via Cooperative Work Experience. WED funds a counselor position for the purpose of working with existing CTE students on academic plans and retention strategies. Through the CAEP and Perkins initiatives, a part-time counselor and full-time Transition Specialist are meeting students where they are, physically and academically. These professionals help students identify an educational goal and provide services for them to complete their goal whether it be a certificate, transfer, etc. To reflect the outreach nature of this work, those two positions have re-aligned to the Outreach department but retain support from WED. Other positions include a WED Manager and Coordinator who facilitate and scale industry engagement. Their work is focused on supporting students and programs to increase industry engagement on campus, inform academic programs of external environment and how this might impact their programs, and</p>	
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		<p>develop internships with employers that help students' employability skills. The Workforce and Economic Development Dean, in partnership with the Workforce and Economic Development Admin, support all of these efforts by providing fiscal support and accountability to ensure fiscal resources are allocated equitably to meet student needs.</p>	
<p>Goal 3: Promote high wage, high demand jobs through the rebranding of Career Education and jobs for all majors.</p>	<p>In progress.</p>	<p>LMC's WED team continues to revise marketing materials that prioritize the knowledge, skills, and abilities (KSA's) that align to the PSLO's of each program. Previously, program marketing materials focused on program and class titles; however, this format did not adequately convey the skills acquired by students. "Skills are the currency of the workforce," so KSA's should lead in marketing narratives; KSAs are also more active, intuitive, and therefore appealing to potential students.</p> <p>Marketing materials are also leaning more heavily into potential wages and depicting more gender- and ethnically diverse participation. The first prototype flier was developed and</p>	<p>Spring/Summer 2022 and Ongoing</p> <ul style="list-style-type: none"> • WED Dean • WED Manager • P/T Prof. Expert

launched, as were two audio and video ads. While early anecdotal feedback has been positive, success is difficult to assess due to enrollment impacts from COVID-19. Likewise, major changes in curriculum and an institutional review of program design and sequencing has delayed development of new fliers for all CTE programs; that work is expected to resume during 2022. Social media will continue to be utilized for promoting the value of Career Education (CE) and all LMC programs.

As referenced above, one specific project was a partnership with the City of Pittsburg to increase college participation by people who have not enrolled previously. The new "Show Up, Skill Up, Move Up" marketing campaign was co-developed with the City and with LMC Outreach and Marketing departments to promote job retention, rapid employment, and a career advancement pathway by emphasizing skill-builder courses and one-semester certificates that have immediate impact and serve as an on-ramp to higher credentials.

		The department is also working on internal system infrastructure to support intentional growth of apprenticeship enrollments	
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Goals

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Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)	In Progress	
Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)	In Progress	
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)	(No Benchmark Assigned)	-
Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)	Completed	

Recommended Actions

Goal: Goal 2. Increase and maximize equitable opportunities for students to successfully complete courses and programs. (District #1 and #2)
Goal 2: Work with intentionality toward breaking down bureaucratic obstacles that are barriers to student access, retention and completion to ensure students are qualified and able to meet the workforce needs of the local, regional and state economies. Continuous timeline.

Responsible parties include: * Dean of WED • WED Manager • WED Program Coordinator • WED Program Admin. • WED Counselors • Collaborate with Faculty. Anticipated Outcome: Students successfully complete their programs of study on time with the skills and connections necessary to pursue viable careers.

Goal: Goal 3. Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields. (District #3)

Goal 3: Promote high wage, high demand jobs through the rebranding of Career Education and jobs for all majors. Continuous timeline. Responsible parties include: • WED Dean • WED Manager • P/T Prof. Expert. Anticipated Outcome: Increased enrollment in CTE programs

Goal: Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission. (District #4 and #5)

Goal 1: Grow existing LMC programs or assist with developing new programs that support workforce needs.. Continuous timeline. Responsible parties include: • Dean of WED • WED Manager • WED Program Coordinator • WED Program Admin. Anticipated Outcome: LMC produces graduates who are the preferred candidates for in-demand jobs.