

LMC Comprehensive Program Review

2017-2018

Report Name: Goal Report (Planning Committee)

The following report contains a summary of identified themes among goals and the alignment of the program/unit goals with the goals of the *Strategic Plan 2014-2019: An Educational Master Plan for LMC*.

Strategic Goal #1: Increase equitable student engagement, learning and success

Alignment of Programs/Units to Goal #1

- Administrative Units indicated that 14 goals were aligned with Goal #1
- Student Services Programs/Units indicated that 54 goals were aligned with Goal #1
- Instructional Programs/Units indicated that 111 goals were aligned with Goal #1
- A total of 179 goals were selected as aligning with Goal #1

Themes in Programs'/Units' Goals

- Continuous data collection and tracking to improve programs and services; to determine needs of students and increase success rates for underrepresented groups; to closely monitor the achievement gap.
- Increase collaborative activities and partnerships with other programs specifically between Student Services and Instructional Programs/Units to support student access and success. Some activities noted in goals include:
 - Increase student access to career exploration activities and tools through integration of Career Exploration resources in the classroom and counseling services
 - Promoting academic networking for EOPS and CARE students
 - Creating more links to completion toward an AAT Degree such as working with the Transfer Center and other student resources
- Increase mental health services, success strategies and access/enrollment for underrepresented students as identified in the Student Equity Plan. For example:
 - Increase and retain the number of Foster Youth students accepted in to EOPS & CARE
 - Increase the number of African-American males that participate in EOPS Summer Bridge and the Brothers of Excellence Program
 - Improve retention of students in EOPS and CARE Programs; increase enrollment and retention of underrepresented students in DSP&S Program
 - Increase student engagement in the Transfer Academy after completion of first year
 - Explore opportunities to reduce unsuccessful student completion
- Assess and improve upon new placement process and accelerated completion sequence in Math-029 and English-095
- Increase transfer and completion rates, and the number of transfer degrees

Strategic Goal #2: Strengthen community engagement and partnerships

Alignment of Programs/Units to Goal #2

- Administrative Units indicated seven (7) goals were aligned with Goal #2
- Student Services Programs/Units 18 goals were aligned with Goal #2
- Instructional Programs/Units 44 goals were aligned with Goal #2
- A total of 69 goals were selected as aligning with Goal #2

Themes in Programs'/Units' Goals

- Develop marketing plan to build new connections and relationships with Brentwood Center community
- Complete the integration of our industry partners and their curriculum as a component in some CTE programs
- Work more closely with employers already employing LMC students; develop additional internships strategically aligned with CWEE using regional Work-Based Learning tool/salesforce platform and network "Earn and Learn East Bay"
- Via the work of AEBG Transition Specialist and the ESL Counselor, increase ESL student access, pathway identification and equitable success
- Explore entrepreneurship certificate pathways with LMC departments such as Music, Art, Childcare, Automotive and Travel
- Establish permanent funding for Equity Speaker Series and work to create new streamlined pathways for event success
- Expand course offerings to meet the growing demand of our community industry partners seeking work with technical/mechanical skills (i.e. BART, Drill Technician, Industrial Maintenance)
- Develop an Outreach Program in collaboration with campus and community partners, that includes adopting a high school specifically for the purpose of enrolling new students in the fall semesters; identify student tracking and communication software for the college dual enrollment and articulation work

Strategic Goal #3: Promote innovation, expand organizational capacity, and enhance institutional effectiveness

Alignment of Programs/Units to Goal #3

- Administrative Units indicated 28 goals were aligned with Goal #3
- Student Services Programs/Units indicated 32 goals were aligned with Goal #3
- Instructional Programs/Units indicated 68 goals were aligned with Goal #3
- A total of 128 goals were selected as aligning with Goal #3

Themes in Programs'/Units' Goals

- Lead, coordinate and oversee institutional accreditation processes, college-wide planning processes including program review and assessment; institutional effectiveness and the facilitation of research analysis as a means for continuous improvement
- Create a collaborative calendar of activities with Student Services programs to broaden opportunities and access for students at the Brentwood Center
- Improve and/or refine business office information distribution, process improvement and documentation; and budget reporting and analysis
- Focusing on continuous improvement and meeting institutional needs, an informal “self-evaluation” at the Administrative Unit level will be conducted for enhancing/streamlining operations
- Enhance and promote faculty understanding and use of online teaching and learning practices/pedagogy with the intent of increasing student engagement, learning and success
- Build professional expertise within departments by way of increasing professional development opportunities and conference presentations with a goal of improving equity goals of the College
- Increase engagement of faculty in building relationships with learning communities and other Student Services (i.e. Umoja, Puente, etc.)
- Increase or update curriculum resources to improve and enhance student learning and success
- Develop strategic plans within Student Services programs/units with goals related to student engagement, access, success and completion
- Grow existing LMC programs or assist with developing new programs that support workforce needs
- Provide staff development training to learn new solutions and strategies to streamline the processes for Student Services Programs/Units, specifically towards the goal of increasing student access, engagement and retention in the program/unit

Strategic Goal #4: Invest in technology, fortify infrastructure, and enhance fiscal resources

Alignment of Programs/Units to Goal #4

- Administrative Units indicated 16 goals were aligned with Goal #4
- Student Services Programs/Units indicated 15 goals were aligned with Goal #4
- Instructional Programs/Units indicated 27 goals were aligned with Goal #4
- A total of 58 goals were selected as aligning with Goal #4

Themes in Programs'/Units' Goals

- Identify and/or develop additional revenue streams
- Streamline/align college human resources and payroll functions
- Improve Information Technology (IT) internal procedures, infrastructure and staff trainings
- Explore, evaluate and update social media platforms
- Complete college-wide software and hardware refreshes on a regular basis
- Acquire funding for the purchase of technology that will allow more varied approaches to teaching and learning (i.e. clickers, Camtasia, etc.)
- Increase the use of online technology to improve student learning outcomes
- Continue to support and increase professional development opportunities

Planning Committee Review and Summary

During the May Planning Committee meeting, the Committee reviewed the CPR Goal Report and then separated into groups of two to three people with each group being assigned one of the four *Strategic Plan 2014-2019: An Educational Master Plan for LMC* (SPEMP) goals. The groups were then tasked with reviewing the Comprehensive Program Review (CPR) program/unit goals that aligned with their assigned *Strategic Plan 2014-2019: An Educational Master Plan for LMC* (SPEMP) goal. The groups reviewed the aligned goals and provided the Committee a brief report on any assumptions/expectations, moments of sudden insight or discovery, “take-aways” and future professional development/research offerings.

One of the assumptions that the Committee noted was that the respondents all knew how to properly set and align goals; this assumption proved to be incorrect. It was quickly noted by the Committee the need for more professional development on proper goal setting and alignment. Upon review of the Comprehensive PR goals it was evident that some respondents did not have a clear understanding of how to write goals and others appeared to be just “checking boxes” or copying and pasting the same Comprehensive PR goal across all four (4) of the SPEMP 2014-2019 goals, even though the program/unit goal did not align with each goal.

In the SPEMP 2014-2019:

Goal #1: The expectation was to see more program/unit goals related to research needs and equity. Although programs/units indicated that 179 goals were aligned with Strategic Plan Goal #1 a review by the Planning Committee found that overall, not many goals were directly related to equitable student learning and success.

Goal #2: The expectation was to see more goals related to the expansion of high school outreach activities, industry partnerships and community connections/relations. Instead, most of the program/unit goals were related to internal collaborations and activities. Although programs/units indicated that 69 goals were aligned with Strategic Plan Goal #2 a review by the Planning Committee found that overall, not many goals were related to external partnerships or collaborations. Most of the indicated aligned goals pertaining to collaborations were focused on internal relationships.

Goal #3: It was noted that the Administrative unit goals aligned to goal #3 related more to effectiveness, current processes and programs. The focus was primarily on providing adequate staffing to improve campus communications, support of our current programs/processes and to meet goals of effectiveness. There were very few goals that included any innovative practices, “big ideas” or new inventive changes. Conversely, the Student Services Units’ goals were brimming with innovative goals and practices. A number of these goals included an increase in professional development opportunities (particularly for classified staff) and “scaling-up” initiatives. The majority of the Student Services Units’ goals related to innovative initiative-related projects and not processes.

Goal #4: The goals aligned with goal #4 described the need for new items to replace old items or the need to maintain, enhance and/or upgrade what the program/unit is currently doing. There were no goals that included innovation nor altering efficiencies to create something new.

In summary, the Committee concluded that:

- (a) A larger venue with a more expanded audience is needed to review outcomes and growing themes in the goals.
- (b) Institutionally we also need to review our timeline for Comprehensive Program Review and possibly expand the timeframe and implement various activities throughout the five (5) year span that focus on goal-setting, alignment and how to properly prepare for Comprehensive Program Review.
- (c) The most commonly noted issues upon review of the goals were the lack of metrics to measure goal attainment.
- (d) The improper setting of program/unit goals and the misalignment of the goals with the SPEMP 2014-2019 goals indicated a need for professional development on how to properly develop, set and align goals is needed.

In fall 2018, the Planning Committee will work with the President's Office, Academic Senate, Classified Senate and the Office of Equity & Inclusion to create activities and/or professional development on goal-setting, goal alignment, preparing for Comprehensive Program Review and defining equity and success for LMC.