

LMC EDUCATIONAL MASTER PLAN 2020-2025 ACTION PLANS

Overview

In spring 2021, the Planning Committee approved the use of eLumen to support the integration and alignment of the work of campus committees, groups and initiatives with the [LMC Educational Master Plan 2020-2025](#). The charges and/or goals of these committees, groups and initiatives align with the goals and/or objectives outlined in the *LMC Educational Master Plan 2020-2025*. The eLumen enterprise tool will be used annually to record their work and provide progress updates towards achievement. A separate webpage was developed outlining the process, timeline, materials, and information on the [2020-2025 EMP Implementation](#).

Listed in the table below are the campus committees, groups and initiatives (including responsible parties) identified and approved by President’s Cabinet as leads with charges and/or goals that align with the EMP Goals and/or Objectives. The [EMP Goals & Objectives Crosswalk w/ College Plans & Committee](#) provides a grid to better demonstrate the alignment.

Plan/Committee	EMP Contributor	Manager
SEM Plan	Natalie Hannum/Tanisha Maxwell/ Carlos Montoya	Bob Kratochvil
Student Equity Plan	Sabrina Kwist	Bob Kratochvil
Adult Education Plan*	Bill Bankhead	Natalie Hannum
SGC Council	Jennifer Adams/Bob Kratochvil	Bob Kratochvil
Academic Senate*	Louie Giambattista/Mark Lewis	SGC
Classified Senate*	BethAnn Stone/CS Council	SGC
LMCAS Senate	Teresea Archaga/Dave Belman	Tanisha Maxwell
Planning Committee*	Chialin Hsieh/BethAnn Stone	SGC
TLC Committee	Marci Lapriore	Academic Senate/SGC
EEO Committee	Carlos Montoya/Sabrina Kwist	SGC
IDEA Committee*	Catt Wood/Nicole Trager	SGC
PDAC Committee	Julie von Bergen/Sabrina Kwist	SGC
Technology Plan/TAG	Carl Chiu/Carlos Montoya	SGC
Curriculum Committee*	Morgan Lynn	Academic Senate
CTE Committee	Bill Bankhead	Natalie Hannum
DE Plan/Committee*	Aprill Nogarr/Josh Bearden	Natalie Hannum
GE Committee*	Cindy McGrath	Academic Senate/TLC

**The following committees submitted an EMP Action Plan for 2021-22:*

- *Academic Senate*
- *Classified Senate*
- *Curriculum Committee*
- *Adult Education Plan*
- *Distance Education Committee*
- *General Education Committee*
- *Planning Committee*
- *Institutional Development for Equity & Access (IDEA)*

Template & Timeline

The eLumen EMP Template was drafted in fall 2020, then reviewed and accepted by Planning Committee in spring 2021. The template includes the following sections:

- **Section I – EMP Action Plans/Objectives:** In this section, the user will detail their objective including alignment with an EMP Goal(s) and/or Objective(s), action steps, lead(s), output and outcomes, and target completion date.
- **Section II – Output & Outcomes:** In this section, the user will describe the output and outcomes for the objective. Please be sure to be specific on your output (i.e. post-workshop survey, quiz or exam, etc.) and the measurable outcome(s).
- **Section III – Progress Update:** In this section, the user will provide an update on the progress of the objective. This update will include any changes to the target completion date, resource needs and/or status.

The timeline for implementation of the eLumen EMP-College Plans module including pilot, guides, videos, and trainings is included below and demonstrated on the [eLumen EMP Implementation Calendar](#).

IMPLEMENTATION ACTIVITY	ACTIVITY DATE
President’s Cabinet Approval	September 8, 2021
Planning Committee Approval	October 7, 2021
eLumen EMP Pilot Period	October 15 – November 15, 2021
eLumen EMP Trainings	January 18 – April 22, 2022
eLumen EMP-College Plans Launch	February 21, 2022
eLumen EMP Sections 1 and 2 Due	April 1, 2022
eLumen EMP Reviewers give feedback on Sections 1 and 2	April 1 – 15, 2022
eLumen EMP Section 3 Due	May 6, 2022
eLumen EMP Reviewers provide feedback on Section 3	May 2 – 20, 2022
eLumen EMP Validation Period Ends	June 1, 2022
SGC Reviews & Approves EMP Action Plans Report	October 2022
President’s Cabinet Reviews EMP Action Plans Report	October 2022

Report

The Office of Planning & Institutional Effectiveness downloaded and compiled the completed EMP Action Plans for 2021-22 from eLumen. The Planning Committee reviewed the compiled report and developed workgroup to summarize the action plans into a cohesive report for review and approval at the October 2022 meeting. The workgroup met to determine the format for the report and the process for summarizing the action plans. The action plans were equally divided amongst the workgroup members, and then submitted to the Office of Planning and Institutional Effectiveness to assemble the report.

This report has been divided up into three (3) sections:

- **EMP Goal Alignment:** The committee/plan/group aligns their charges and/or goals with the appropriate EMP Goal and/or Objective, this section also includes action plans, timelines and responsible parties;
- **Output & Outcomes:** The committee/plan/group describes the output and outcomes for the identified action plans, for a more detailed description of output versus outcomes [click here](#);
- **Progress Update:** The committee/plan/group provides a status and progress update on their aligned action plans at the end of the 2021-22 academic year.

EMP GOAL ALIGNMENT

ACADEMIC SENATE

The Academic Senate's goals aligned with objectives under *EMP Goal #1: Strengthen a culture of equity, diversity, inclusion, and racial justice*. The Senate is focused on equity professional development for faculty and a commitment to discuss and analyze disaggregated student equity data to inform future pedagogical practices.

The Academic Senate's action plans were:

- Increase LMC faculty participation in anti-racist and equity-focused seminars and workshops to improve faculty understanding of, and ability to implement and train other faculty in, anti-racist classroom and institutional practices. (*EMP Goal 1.2*)
- Increased faculty awareness and utilization of student success and retention and preference data to improve equitable offerings and pedagogy in online vs hybrid vs face-to-face classrooms. (*EMP Goal 1.4*)
- Increase instructor enthusiasm for teaching and engaging in campus activities/committees, improve faculty understanding of the LMC governance and decision-making processes, and increase student engagement in learning at LMC. (*EMP Goal 1.5*).

CLASSIFIED SENATE

The Classified Senate's goals aligned with *EMP Goal #1: Strengthen a culture of equity, diversity, inclusion, and racial justice*. The Classified Senate developed their priorities for the 2021-22 academic year from their *Classified Senate Goals 2021-2024*. The Senate was primarily focused on increased participation and engagement of classified professionals in: a) committees at the college, district, and state-levels; b) DEI activities, and c) professional development opportunities.

The Classified Senate goals were:

- Develop and promote additional opportunities for Classified Professionals to participate in activities that embrace diversity and celebrate multi-culturalism.
 - Implement multi-cultural activities or ice breakers at the beginning of each meeting.
 - Include a component on diversity and sharing various cultures in Classified Professional Development.
 - Promote and sustain retention of Classified Professionals by embracing diversity and multiculturalism. This can include ethnic cook-off/potlucks; holiday and ethnic festivities; regional celebrations of diversity.
- Increase by at least 10% the number of Classified Professionals participating in LMC, 4CD and State committees, activities and professional development opportunities.
 - Develop and implement an annual marketing campaign identifying the various committees and activities on campus and the benefits for participating.
 - Structure tabling during Flex Week, Opening Day and/or Mustangs Week for various committees and groups to provide information and solicit participation from Classified Professionals.
 - Collaborate with LMC and District committee/group chairs to produce a short video and/or written summary of their committee/group and the benefits of joining.
 - Continue to host a Holiday Luncheon each December to bring together Classified Professionals.

CURRICULUM COMMITTEE

The Curriculum Committee's work primarily aligns with *EMP Goal #1: Strengthen a culture of equity, diversity, inclusion, and racial justice* and *EMP 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.*

The Curriculum Committee's goals were:

- Review curriculum using the PCAH 7th edition development criteria, compliance with Title 5, and LMC's Mission and Educational Master Plan 2020-2025.
- Provide guidance and encourage conversations on college-wide issues such as curriculum depth and breadth, educational philosophy and pedagogy, and prerequisite skills.

ADULT EDUCATION PLAN

Adult Education's plan is aligned to *EMP 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.*

The Adult Education Plan's goals were:

- Continuing and possibly expanding, opportunities for articulation among member sites and;
- The hiring/recruitment and training of the Adult Education Transition Specialist to promote support systems.

DISTANCE EDUCATION COMMITTEE

The Distance Education Committee's goals align to EMP Goals #1-#4:

- *EMP Goal 1: Strengthen a culture of equity, diversity, inclusion, and racial justice.*
- *EMP Goal 2: Increase and maximize equitable opportunities for students to successfully complete courses and programs.*
- *EMP Goal 3: Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields.*
- *EMP 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.*

The Distance Education Committee's goals were:

- Develop and implement an online course equity rubric, based on one from the Peralta district (Becoming an Effective Hybrid Instructor Training);
- Ensure equitable teaching and course design is suffused throughout the District-wide POCR process;
- Make LMC a home and teaching college on the statewide Course Exchange;
- The Technology Training & Development Department will collaborate with the Tutoring Center to pilot a peer-to-peer student IT helpdesk.
- Review and align CTE and GE courses through a grant.

GENERAL EDUCATION COMMITTEE

The General Education Committee's goals aligned with EMP Goals #1, #2 and #4:

- *EMP Goal 1: Strengthen a culture of equity, diversity, inclusion, and racial justice.*
- *EMP Goal 2: Increase and maximize equitable opportunities for students to successfully complete courses and programs.*
- *EMP 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.*

The General Education Committee's goals were:

- Review COORs and GESLO's/outcomes to new GE charges as established by the Academic Senate
- Expand articulation and clarify the pathway for transfer to CSU/UC
- Expand relationships with CSU/UC articulation and advisory groups and partnerships for ETEC or PTEC
- Review facilities and GE course offerings at the Brentwood Campus

PLANNING COMMITTEE

The Planning Committee's goals aligned with *EMP Goal # 1: Strengthen a culture of equity, diversity, inclusion, and racial justice* and *EMP Goal #5: Effectively utilize institutional resources to meet the needs critical to the College Mission.*

The Planning Committee's goals were:

- Program Review (*EMP Goal 1*)
 - Evaluate Year 5 process
 - Develop Comprehensive Program
- Institutional Effectiveness (*EMP Goal 1*)
 - Monitor the progress of measures
 - Continue developing Tableau – Data Dashboard
 - Continue Data Coaches program to increase capacity
 - Surveys
- Planning Process (*EMP Goal 5*)
 - Continue monitoring our Planning Timeline and Milestones
 - Update Planning Calendar 2020-2027
- Monitor the Implementation of the EMP 2020-2025 (*EMP Goal 5*)
 - Monitor the progress
 - Evaluate the process
 - Integrate College plans and initiatives to this process (i.e., SEM, Student Equity Plan)
- eLumen (*EMP Goal 5*)
 - Implement the college plan module and evaluate the process
 - Implement the program review module and evaluate the process
- Accreditation (*EMP Goal 5*)
 - Provide information on the ACCJC Standards related to the Planning Committee charges.

INSTITUTIONAL DEVELOPMENT FOR EQUITY & ACCESS (IDEA)

IDEA's goals aligned with *EMP Goal #1: Strengthen a culture of equity, diversity, inclusion, and racial justice* and *EMP Goal #2: Increase and maximize equitable opportunities for students to successfully complete courses and programs.*

IDEA's goals were:

- Promote and Approve Equity Mini-Grants (*EMP Goal 1*)
 - Collaborate with Office of Equity and Inclusion to update links and wufoo forms from the IDEA webpages and the Equity webpages;
 - Create graphics and flyer to market the availability of equity mini-grants to all constituent groups
- Review institutional language with an equity lens - in the development and writing of ISLOs (*EMP Goal 1*)
 - Assign a member of the committee to be part of the ISLO core group and report back on the progress and take IDEA's feedback to the core group.
- Promote and Approve Equity Mini-Grants (*EMP Goal 2*)
 - Collaborate with Office of Equity and Inclusion to update links and Wufoo forms from the IDEA webpages and the Equity webpages
 - Create graphics and flyer to market the availability of equity mini-grants to all constituent groups

OUTPUT & OUTCOMES*

**Some committees, plans and/or groups did not complete the output and outcomes section of the template. Therefore, if it was not submitted it was omitted from the report.*

ACADEMIC SENATE

The Academic Senate funded faculty representatives to attend equity-focused professional development opportunities. The committee also reported more faculty engagement in equity-centered professional responsibilities (e.g., faculty committee representation in EEO and IDEA), a decrease in equity and race-related complaints from students and faculty, and increased faculty awareness, knowledge and skills in the access to and analysis of student equity data. Specific outputs and outcomes are listed below:

- **Output:** 1. At least four LMC faculty utilizing Senate funds to attend equity-based seminars or symposia. 2. Return of regular LMC EEO and IDEA meetings with faculty participation. 3. At least one LMC faculty member attending district EEO committee meetings 4. At least two meetings with student speakers, including speakers from student government. **Outcome:** Fewer faculty and student reports of equity or racism problems at LMC.
- **Output:** 1. More data informed departmental scheduling and pedagogical decisions that utilize student success and retention as a component of decision-making. **Outcome:** More honest and open self-reflection and changes to classroom pedagogy and practice based on personal historical retention and success data with all students and with self-identified student groups.

CLASSIFIED SENATE

The Classified Senate was able to demonstrate increased levels of engagement and participation of classified professionals at classified senate meetings, professional development opportunities, as well as in other DEI-related activities and events. Detailed results of the committee's outputs and outcomes are listed below:

- **Output:** Classified Senate meeting agendas and minutes demonstrating multi-cultural activities and ice-breakers at each meeting; agenda and post-event survey of Job Links 2022 workshops and activities; registration numbers from rosters of multi-cultural and diverse events such as: Diversity Day, Holiday Luncheon, Pot Lucks, etc.; **Outcomes:** Increased number of multi-cultural and diverse activities and attendance by Classified Professionals; Positive survey results reflecting satisfaction with increased multicultural and diverse events, workshops and activities. Further advance achievement of this goal and subsequently move the needle on the EMP Goals aligned to this CS goal.
- **Output:** CS minutes of increased Classified Professional attendance at meetings, CS brochures disseminated to new and existing Classified Professionals to encourage participation; CS-Classified Professional Survey results (including but not limited to the Employee Engagement Survey); registration and/or sign-up counts for tabling activities during Flex Week (i.e. how many registered to receive more info on CS); work with the Marketing Department on developing videos of benefits of joining CS, incorporate a "Spotlight on CS" once a month at CS meetings, CS minutes would reflect increased attendance at meetings and representation on committees, Summaries sent after every CS meeting to all LMC Classified Professionals to solicit input and keep constituents informed-responses and increased attendance would reflect if objective worked; registration lists that reflects attendance at the Holiday Luncheon by all constituent groups. **Outcomes:** Increased attendance and participation from Classified Professionals in Senate meetings, committee representation, activities, events and fundraisers. Further advance achievement of this goal to increase the participation of Classified Professionals in Classified Senate.

PLANNING COMMITTEE

The Planning Committee produced an evaluation report of the Program Review Year Five Update process in eLumen, as well as the development of the Comprehensive Program Review Templates in eLumen. Additionally, the implementation of the College Plans module in eLumen has supported the integration of college plans and the alignment of work across the campus with that of the LMC Educational Master Plan 2020-2025. The committee also successfully administered the Employee Engagement Survey and developed a report summarizing the results as well as a template for offices/committees/groups responsible for survey sections (i.e. TLC, Curriculum Committee, SGC, etc.). The Student Course and Services Preference Survey was also administered district-wide with the next survey to be administered in fall 2022. In collaboration with the District Research Office, the Tableau-Data Dashboards continue to be expanded and developed to provide more relevant data and information that can be easily accessed by faculty, staff and managers.

- **Output:** The Planning Committee list of [2021-22 Major Accomplishments](#) provides an accounting and record of the output for the committee's aligned goals. In addition, the [Planning Committee home webpage](#) reflects the charges, goals, and accomplishments of the committee. The [Program Review 2021-22 Year Five Evaluation Report](#) and the [Comprehensive Program Review Templates](#) are also identified as outputs for the committee's goals. Additionally, the [Data Dashboard and Data Coaches webpage](#) as well as the [Data & Surveys webpage](#) provides links to Tableaus and survey results/reports. **Outcome:** The Planning Committee's Goals and Charges have indirectly contributed to

student outcomes. The following is the Institutional-set Standard for Student Outcomes. LMC is continually working toward our stretch goals.

INSTITUTIONAL DEVELOPMENT FOR EQUITY & ACCESS (IDEA)

- **Output:** Increased applications submitted for available equity mini-grant funds, especially from constituency members who do not typically apply for grant funds. Increased student applications and Classified professional applications are desired, as well as more applications over-all and more applications from departments and offices who have not applied before. The number, type and initiator of these applications would reflect the anticipated outcome, the report-out from mini-grant awardees would reflect how the funding resulted in improved equity and diversity throughout the College.
Outcome: More equity professional development opportunities being taken advantage of, more equitable program offerings such as zero cost textbooks, more departments advancing culturally relevant curricula. All of these will result in success and completion rates for students as well as IDEA's charge to infuse equity into the planning processes of the college.
- **Output:** LMC's developed ISLOs will include inclusive and equitable language.
Outcome: The input of all departments, offices, and constituents contributing toward the ISLO's will be valued and acknowledged, and student equity and access will be a priority in our ISLOs.

PROGRESS UPDATE*

**Some committees, plans and/or groups did not complete the output and outcomes section of the template. Therefore, if it was not submitted it was omitted from the report.*

ACADEMIC SENATE

The aforementioned objectives for the academic senate committee are still actively in progress.

CLASSIFIED SENATE

The aforementioned goals and objectives for the classified senate committee are still actively in progress.

ADULT EDUCATION PLAN

There has been forward progress on completing the objectives. Multiple agreements have been renewed and new agreements have been created. As of May 2022, LMC has six articulation agreements with Adult Education sites. Overall in 2021-22, four course agreements were renewed, two new course agreements were created, and one course agreement is under exploration for revitalization.

Additionally, the interim position for the Adult Education Transition Specialist was filled and underwent recruitment for permanent hire. However, the recruitment for this position still remains in progress.

DISTANCE EDUCATION COMMITTEE

Furthermore, the Distance Education Committee reviewed and aligned CTE and GE courses through a grant. These were put through the rigorous CVC-OEI course design rubric, which assures the highest quality of online course design. Nearly all courses at LMC are now able to be delivered online, since they have valid online addenda now. Several programs have been before the pandemic, and will remain, having completely online options for students to earn certificates and degrees. Additionally, LMC is now a home and teaching college on the statewide Course Exchange. This allows students from all 116 California community colleges to enroll in our online courses. We will soon have courses badged as high quality, if they've gone through the peer review process and aligned to the CVC-OEI design rubric.

Going forward many more GE courses will be continued to be offered online, allowing many additional programs and certificates to be completed online. Lastly, the Distance Education Committee hired an accessibility contractor, in addition to our current contractor, who both support CTE alignment and accessibility in online course reviews. We advocate at the District level for adoption of technology and software/licenses (Canvas, Proctorio, Labster, etc.), and regularly review the needs and usage of those technologies.

GENERAL EDUCATION COMMITTEE

The committee reached out their goal by focusing on inequalities, and streamlining the new GE model. Faculty members within the fields helped with the revision of the new GESLO model within the GE Committee meetings by making sure that "ethical insight" demonstrated equitable topics for faculty aligning with this GESLO in the examples of assignments, and offering flex workshop.

The committee created new coding sequences for the CSU transfer in our course catalog.

The committee pointed out that the new General GE education model/plan with CSU/IGETC aligns better with new local GE model, so streamlining new model is easier to expand and cultivate course offerings at LMC. This will make it easier for those in industry fields to come back to school for additional training and take expanded courses/models that help the students with their employment/partnerships.

The committee identified certain GE classes that cannot be offered at Brentwood due to lack of resources, equipment, and tracked the enrollment data. This is still in process.

PLANNING COMMITTEE

The Planning Committee has completed all EMP aligned 2021-22 goals. It is noted that some of the goals for 2021-22 will be repeated in the next academic and/or future academic years as much of these items are cyclical. This can be demonstrated in the [Planning Committee Timeline and Milestones document as well as the Six-year Planning Calendar](#).

