

# **Educational Master Plan 2020-2025**

***October 19, 2020***

# Mission

Los Medanos College provides our community with equitable access to educational opportunities and support services that empower students to achieve their academic and career goals in a diverse and inclusive learning environment.

# Vision

Los Medanos College will be a leader in providing innovative, dynamic, and equitable educational experiences, support services, and career opportunities that empower students and transform our community.

- ❑ **Excellence**
- ❑ **Respect**
- ❑ **Diversity**
- ❑ **Integrity**
- ❑ **Responsiveness**

# EMP Core Group Membership

(2019-2020/2020-2021)

5

## Academic Senate Rep

Josh Bearden/James Noel, Scott Hubbard, Marie Arcidiacano  
Kaufman/Aprill Nogarr, Scott Warfe, Louie Giambattista

## Classified Senate Rep

BethAnn Stone, Eloine Chapman, Chris Long, Paul West, Catherine  
Fonseca

## Student Senate Rep

Shagoofa Khan, Christian Ortiz

## Management Rep

Bob Kratochvil, Nancy Ybarra/Natalie Hannum, Tanisha Maxwell,  
Carlos Montoya, Sabrina Kwist

Chair: Chialin Hsieh

EMP Facilitator: Diane White

# EMP Core Group Meetings

(2019-2020)

6

Sept. 2019	The Planning Committee established the scope of EMP Core Group's work
Oct. 2019	Recruited and established EMP Core Group (extension of the Planning Committee) and introduced EMP facilitator
Nov. 2019	Reviewed external environmental scan data
Dec. 2019	Reviewed internal environmental scan data
Feb. 2020	Conducted 3 public forms (a. internal, b. student, and c. external)
March 2020	EMP Core Group whole day retreat to create → emerging themes to inform draft goals
April 2020	Drafted Goals and Objectives
May 2020	Drafted EMP structure (Table of Content)
Aug 13, 2020	Reviewed revised goals and objectives and draft EMP. Communicated with its constituencies group for feedback

# EMP Core Group Meetings

(Fall 2020)

7

Aug 17, 2020

Emailed college the draft goals and objectives and draft EMP.

Aug 31, 2020

College reviews and provides feedback on (a) draft goals and objectives and (b) draft EMP

Sept 3, 2020

EMP Core Group finalize Educational Master Plan 2020-2025

Sept 7, 2020

Final version to senates and SGC

Mon, Sept 14 or Sept 28

1<sup>st</sup> read: Academic Senate, Classified Senate, and Student Senate

Mon, Sept 28 or Oct 12

2<sup>nd</sup> read: Academic Senate, Classified Senate, and Student Senate

Wed, Sept 23 and Oct 14

1<sup>st</sup> and 2<sup>nd</sup> reads: SGC

Mon, Oct 19, 2020

College Assembly

Nov. 2020

Educational

Governing Board approval/information

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# Planning & Institutional Effectiveness

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## Educational Master Plan 2020-2025

**Educational Master Plan 2020-2025**  (Final 10.13.2020)

email communication to campus  (8.17.2020)

President's Message  (8.4.2020)

### EMP Core Group

EMP Core Group Membership (Expanded Planning Committee)	+
Members' Role	+
Communication Plan	+
Meetings	+

### EMP Key Milestone

Key Timeline and Tasks	+
External Data Analysis Profiles	+
Internal Data Analysis Profiles	+
Public Forums	+
EMP Core Group Retreat (March 6)	+
Draft Themes, Goals, and Objectives	+
Table of Content	+
<b>Educational Master Plan 2020-2025 College Assembly</b>	<b>10/19/2020</b>
Draft Educational Master Plan 2020-2025	+



# EMP Goals

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

# **EMP Goal Alignment with 4CD, CCC Vision for Success, and CCC Call to Action**

LMC 2020-25 EMP Goals	4CD Strategic Directions	CCCCO Vision for Success Goals	CCCCO “Call to Action” Strategies
<b>Goal 1: Strengthen a culture of equity, diversity, inclusion, and racial justice.</b>	<p><b>Strategic Direction 2:</b> Decrease Equity Gaps for All Students.</p> <p><b>Strategic Direction 4:</b> Cultivate a Culture of Engagement throughout the District.</p>	<p><b>Goal #5</b> Reduce equity gaps across all of the above measures through faster improvements among traditionally underrepresented student groups, with the goal of cutting achievement gaps by 40% within five years.</p>	<p><b>Strategy 2:</b> Campus leaders must host open dialogue and address campus climate.</p> <p><b>Strategy 3:</b> Campuses must audit classroom climate and create an action plan to create inclusive classrooms and anti-racism curriculum.</p> <p><b>Strategy 4:</b> District Boards review and update your Equity plans with urgency.</p> <p><b>Strategy 5:</b> Shorten the time frame for the full implementation of the Diversity, Equity and Inclusion Integration Plan.</p> <p><b>Strategy 6:</b> Join and engage in the Vision Resource Center “Community Colleges for Change.”</p>
<b>Goal 2: Increase and maximize equitable opportunities for students to successfully complete courses and programs.</b>	<p><b>Strategic Direction 1:</b> Improve Student Learning and Completion across District Colleges.</p> <p><b>Strategic Direction 2:</b> Decrease Equity Gaps for All Students.</p>	<p><b>Goal #1</b> Increase by 20% the number of students annually who acquire associate degrees, credentials, certificates.</p> <p><b>Goal #2</b> Increase by 35% the number of students system-wide transferring annually to a UC or CSU.</p> <p><b>Goal #3</b> Decrease the average number of units accumulated by students earning associate degrees, from approximately 87 total units (the most recent system-wide average) to 79 total units.</p> <p><b>Goal #5</b> Reduce equity gaps across all of the above measures through faster improvements among traditionally underrepresented student groups, with the goal of cutting achievement gaps by 40% within five years.</p>	<p><b>Strategy 1:</b> A System-wide review of law enforcement officers and first responder training and curriculum.</p> <p><b>Strategy 3:</b> Campuses must audit classroom climate and create an action plan to create inclusive classrooms and anti-racism curriculum.</p>

LMC 2020-25 EMP Goals	4CD Strategic Directions	CCCCO Vision for Success Goals	CCCCO “Call to Action” Strategies
<b>Goal 3: Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields.</b>	<b>Strategic Direction 3:</b> Advance Existing Community Partnerships and Create New Collaborations to Strengthen Student Pathways.	<b>Goal #2</b> Increase by 35% the number of students system-wide transferring annually to a UC or CSU.  <b>Goal #4</b> Increase the percentage of exiting CTE students who report being employed in their field of study.	<b>Strategy 1:</b> A System-wide review of law enforcement officers and first responder training and curriculum.
<b>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.</b>	<b>Strategic Direction 3:</b> Advance Existing Community Partnerships and Create New Collaborations to Strengthen Student Pathways.	<b>Goal #1</b> Increase by 20% the number of students annually who acquire associate degrees, credentials, certificates.  <b>Goal #2</b> Increase by 35% the number of students system-wide transferring annually to a UC or CSU.  <b>Goal #4</b> Increase the percentage of exiting CTE students who report being employed in their field of study.	<b>Strategy 1:</b> A System-wide review of law enforcement officers and first responder training and curriculum.
<b>Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission.</b>	<b>Strategic Direction 1:</b> Improve Student Learning and Completion across District Colleges.  <b>Strategic Direction 4:</b> Cultivate a Culture of Engagement throughout the District.  <b>Strategic Direction 5:</b> Responsibly, Effectively, and Sustainably Steward District Resources.	<b>Goal #1</b> Increase by 20% the number of students annually who acquire associate degrees, credentials, certificates.  <b>Goal #5</b> Reduce equity gaps across all of the above measures through faster improvements among traditionally underrepresented student groups, with the goal of cutting achievement gaps by 40% within five years.	<b>Strategy 6:</b> Join and engage in the Vision Resource Center “Community Colleges for Change.”

# **EMP Goals, Objectives, and Progress Measures**

**Goal 1. Strengthen a culture of equity, diversity, inclusion, and racial justice.**

(District Strategic Directions 2 and 4)

Objectives	Suggested Progress Measures
1.1 Strategically recruit, support, train and retain a highly-qualified, diverse workforce.	<ol style="list-style-type: none"><li>1. Annually review College progress toward Vision for Success Goal 5: Reduce equity gaps for disproportionately impacted student groups by 40% in five years.</li><li>2. Annually review progress toward goals identified in the College's Student Equity Plan.</li><li>3. Annually review progress toward meeting the metrics established in the "Employee Diversity Study" Tableau dashboard.</li><li>4. Regularly assess faculty, classified professional, and administrator engagement in professional learning.</li><li>5. Regularly assess and review College employee engagement via the Employee Engagement Survey to improve communication channels.</li></ol>
1.2 Create and enhance multiple, ongoing opportunities for dialogue, engagement, and community-building; develop action plans that implement equity-focused, anti-racist, inclusive practices.	
1.3 Review policies, procedures, outcomes, and operations to identify and eliminate any inherent biases or inequities; actively work to incorporate principles of diversity, inclusion, equity, and anti-racism throughout all institutional practices.	
1.4 Utilize data to identify practices, prioritize actions, and allocate resources that address institutional inequities and achievement gaps for Black, indigenous, people of color (BIPOC), minoritized/marginalized, disproportionately-impacted, and historically-underserved/under-represented groups.	
1.5 Foster and maintain a safe and welcoming learning and work environment for all by assessing campus climate and developing action plans to foster a more inclusive atmosphere.	
1.6 Engage and support all members of the College community in anti-racism and anti-discrimination efforts; review and enhance support strategies and resources for employees and students who have experienced racism, sexism, or any form of discrimination at the College.	

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

Objectives	Suggested Progress Measures
2.1. By 2020-22, develop and implement the Strategic Enrollment Management Plan (2020-23) to include flexible and strategic scheduling, curriculum, integrated student support, and distance education.	<ol style="list-style-type: none"> <li>1. Annually review College progress toward Vision for Success Goal 1: Increase student completion of degrees and certificates by 20%.</li> <li>2. Annually review College progress toward Vision for Success Goal 2: Increase student transfers to the public universities (CSU and UC) by 35%.</li> <li>3. Annually review College progress toward Vision for Success Goal 3: Decrease the average number of units accumulated by students earning associate degrees, from approximately 87 total units (the most recent system-wide average) to 79 total units.</li> <li>4. Annually review College progress toward Vision for Success Goal 5: Reduce equity gaps for disproportionately impacted student groups by 40% in five years.</li> <li>5. Annually review progress toward goals identified in the College's Student Equity Plan.</li> </ol>
2.2. Implement the Student Equity Plan to meet institutional goals for reducing equity gaps and to ensure equitable success for all students.	
2.3. Across all of the College's instructional sites, increase equitable access to courses, programs and student support services, improved infrastructure, and technology resources through 2022-23.	
2.4. Improve the flexibility in the delivery of programs and services.	
2.5. Design and offer culturally responsive, historically accurate, anti-racist curriculum.	



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

Objectives	Suggested Progress Measures
3.1. Implement the Workforce Development Strategic Plan to include the development of new instructional programs – including degree, certificate, and transfer credit programs, as well as noncredit opportunities – that align to local and regional workforce needs through 2024-25.	<ol style="list-style-type: none"><li>1. Annually review College progress toward Vision for Success Goal 2: Increase student transfers to CSU and UC by 35%.</li><li>2. Annually review College progress toward Vision for Success Goal 4: Increase the percent of career education students employed in their field of study to 76% within five years.</li><li>3. Monitor College-wide progress on the metrics identified in the California Strong Workforce Program.</li><li>4. Monitor College-wide progress on the metrics identified in the California Adult Education Block Grant.</li><li>5. Annually review the metrics captured in the Annual District Feeder High School Report.</li></ol>
3.2. Increase and strengthen internal collaborations to support students’ preparation for high-demand and living-wage careers through 2024-25.	
3.3. Expand the opportunities for internships and apprenticeships to prepare students for entering the workforce.	



**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 Strategic Direction 3)**

Objectives	Suggested Progress Measures
4.1. Increase dual enrollment and articulation with high school partners.	<ol style="list-style-type: none"> <li>1. Annually review College progress toward Vision for Success Goal 1: Increase student completion of degrees and certificates by 20%.</li> <li>2. Annually review College progress toward Vision for Success Goal 2: Increase student transfers to CSU and UC by 35%.</li> <li>3. Annually review College progress toward Vision for Success Goal 4: Increase the percent of career education students employed in their field of study to 76% within five years.</li> </ol>
4.2. Expand articulation and pathways to four-year institutions by 2024-25.	
4.3. Continue to expand and cultivate employer partnerships, advisory groups, and external partnerships through 2024-25.	
4.4. Continue to expand partnerships with nonprofits and local agencies to address student basic needs through 2024-25.	

1. President's Cabinet will be responsible to designate leads for conversations with cross functional teams to identify:
  1. Annual activities
  2. Appropriate responsible parties
  3. Outputs and outcomes
  4. Resources needed
2. The implementation will begin in Spring 2021
3. Progress updates in May 2022 and May 2023, as aligned with the program review cycle
4. Will be reviewed by the Planning Committee and submitted to the President and/or Shared Governance Council (SGC)
5. Will be published and posted on the LMC website