

LOS MEDANOS  
COLLEGE

# **Educational Master Plan 2020-2025**

**November 11, 2020**

**CCCCD Governing Board Study Session**

# EMP Core Group Membership

(2019-20/2020-21)

## Academic Senate Reps

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

## Classified Senate Reps

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

## Student Senate Reps

Shagoofa Khan, Christian Ortiz

## Management Team Reps

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

Chair: Chialin Hsieh  
EMP Facilitator: Diane White

# EMP Core Group Meetings

(2019-20)

September 2019

The Planning Committee established the scope of EMP Core Group's work

October 2019

Recruited and established EMP Core Group (extension of the Planning Committee) and introduced EMP facilitator

November 2019

Reviewed external environmental scan data

December 2019

Reviewed internal environmental scan data

February 2020

Conducted 3 public forms (a. internal, b. student, and c. external)

March 2020

EMP Core Group full-day retreat to create → emerging themes to inform draft goals

April 2020

Drafted goals and objectives

May 2020

Drafted EMP structure (Table of Contents)

August 13, 2020

Reviewed revised goals and objectives and draft EMP, communicated with constituency groups for feedback

# EMP Core Group Meetings

(Fall 2020)

August 17, 2020

Draft EMP (including goals and objectives) emailed to the College community

August 31, 2020

College reviewed and provided feedback on: (a) draft goals and objectives, and (b) draft EMP

September 3, 2020

EMP Core Group finalized Educational Master Plan 2020-2025

September 7, 2020

Final version sent to Senates and SGC

September 14, 2020

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

September 28, 2020

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

Sept. 23 & Oct. 14, 2020

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

October 19, 2020

College Assembly presentation

November 2020

Governing Board presentation/action

<a href="#">P&amp;IE Home</a>
<a href="#">Accreditation</a>
<a href="#">Strategic Plan 2014-2019</a>
<a href="#">Educational Master Plan 2020-2025</a>
<a href="#">College Plans</a>
<a href="#">Program Review</a>
<a href="#">Planning Committee</a>
<a href="#">Planning Committee Agendas &amp; Minutes</a>
<a href="#">Institutional Effectiveness</a>
<a href="#">Data &amp; Surveys</a>
<a href="#">Data Dashboard</a>
<a href="#">Reports</a>
<a href="#">Request Research</a>
<a href="#">Contact Us</a>

#### Related Links


[Internal Use Only](#)


# Planning & Institutional Effectiveness

[Home](#) / [Planning](#) / [Planning & Institutional Effectiveness](#)





## 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

<a href="#">EMP Core Group Membership (Expanded Planning Committee)</a> 
<a href="#">Members' Role</a> 
<a href="#">Communication Plan</a> 
<a href="#">Meetings</a> 

### EMP Key Milestone

<a href="#">Key Timeline and Tasks</a> 
<a href="#">External Data Analysis Profiles</a> 
<a href="#">Internal Data Analysis Profiles</a> 
<a href="#">Public Forums</a> 
<a href="#">EMP Core Group Retreat (March 6)</a> 
<a href="#">Draft Themes, Goals, and Objectives</a> 
<a href="#">Table of Content</a> 
<a href="#">Draft Educational Master Plan 2020-2025</a> 

# 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 Strategic Directions,  
CCCCO Vision for Success &  
CCCCO Call to Action**

LMC 2020-25 EMP Goals	4CD Strategic Directions	CCCCO Vision for Success Goals	CCCCO "Call to Action" Strategies
<p><b>Goal 1: Strengthen a culture of equity, diversity, inclusion, and racial justice.</b></p>	<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>
<p><b>Goal 2: Increase and maximize equitable opportunities for students to successfully complete courses and programs.</b></p>	<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
<p><b>Goal 3: Increase opportunities that will prepare students to enter high-demand and living-wage occupational fields.</b></p>	<p><b>Strategic Direction 3:</b> Advance Existing Community Partnerships and Create New Collaborations to Strengthen Student Pathways.</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 #4</b> Increase the percentage of exiting CTE students who report being employed in their field of study.</p>	<p><b>Strategy 1:</b> A System-wide review of law enforcement officers and first responder training and curriculum.</p>
<p><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></p>	<p><b>Strategic Direction 3:</b> Advance Existing Community Partnerships and Create New Collaborations to Strengthen Student Pathways.</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 #4</b> Increase the percentage of exiting CTE students who report being employed in their field of study.</p>	<p><b>Strategy 1:</b> A System-wide review of law enforcement officers and first responder training and curriculum.</p>
<p><b>Goal 5: Effectively utilize institutional resources to meet the needs critical to the College mission.</b></p>	<p><b>Strategic Direction 1:</b> Improve Student Learning and Completion across District Colleges.</p> <p><b>Strategic Direction 4:</b> Cultivate a Culture of Engagement throughout the District.</p> <p><b>Strategic Direction 5:</b> Responsibly, Effectively, and Sustainably Steward District Resources.</p>	<p><b>Goal #1</b> Increase by 20% the number of students annually who acquire associate degrees, credentials, certificates.</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 6:</b> Join and engage in the Vision Resource Center "Community Colleges for Change."</p>

# **EMP Goals, Objectives & 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
<p>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.</p>	<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>
<p>2.2. Implement the Student Equity Plan to meet institutional goals for reducing equity gaps and to ensure equitable success for all students.</p>	
<p>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.</p>	
<p>2.4. Improve the flexibility in the delivery of programs and services.</p>	
<p>2.5. Design and offer culturally responsive, historically accurate, anti-racist curriculum.</p>	

**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.

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.

1. Annually review College progress toward Vision for Success Goal 2: Increase student transfers to CSU and UC by 35%.
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.
3. Monitor College-wide progress on the metrics identified in the California Strong Workforce Program.
4. Monitor College-wide progress on the metrics identified in the California Adult Education Block Grant.
5. Annually review the metrics captured in the Annual District Feeder High School Report.

**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)**

<b>Objectives</b>	<b>Suggested Progress Measures</b>
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.	

# EMP Biennial Implementation

1. President's Cabinet will be responsible to designate leads for conversations with cross-functional teams to identify:
  - ❑ Annual activities
  - ❑ Appropriate responsible parties
  - ❑ Outputs and outcomes
  - ❑ 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