

## SOAR SURVEY RESULTS – SYNTHESIS AND EMERGING THEMES

Overview of Method: Using a holistic approach, all quantitative and qualitative (i.e., comments) from the survey were reviewed. High (chosen response of @60% or above) and medium (chosen response of @59-45%) survey responses, as well as correlating written comments, were placed in topic categories, which are organized around the **four headings, *Student Experience, Institutional Organization, Community Connection, and Fiscal Responsibility and Resources***. Notable linkages and/or implications served to identify and describe themes.

### SOAR Survey Questions:

1. Most valuable strengths
2. Opportunities that would help LMC achieve greater success
3. What to seek to accomplish or aspire to over the next five years
4. What to strive to be known for in the future
5. How to determine achievement of desired outcomes

### Method:

- Color Codes: **Red**=High Responses (chosen response of @60% or above); **Blue**=Medium Range Responses (chosen response of @59-45%); **Green**=Multiple/Similar written comments. Multiple/Similar written comments were synthesized into summary statements.
- Question 1 - LMC's greatest strengths.
- High and medium levels of responses indicated “**great variety of programs and services, transfer, and courses that are offered at different locations (e.g., Brentwood Center, Pittsburg Campus, local high schools).**” Comments captured around other issues of course access: (suggestion) **More available core classes to address full or waitlist; more online and evening.**
- Synthesis of quantitative and qualitative commonalities: *flexibility in type and delivery of programs and services.*

### Notes:

- Some responses could easily apply to more than one category or topic; but the intention here is a holistic sorting and categorizing of information in order to frame some common themes.
- Themes are “emerging” – not finalized. The purpose is to provide planners with a synthesis of ideas that can begin to help inform and frame EMP goals.
- Survey responses did not correlate clearly to topics under “Fiscal Responsibility and Resources.” However, as we continue planning and develop goals and objectives, it would be potentially useful to define implications for Fiscal Responsibility and Resources.

**Themes:** Below are the emerging themes gleaned from this synthesized analysis of survey responses.

1. Clear, aligned pathways from entry through completion and transition;
2. Flexibility in type and delivery of programs and services;
3. Career and Technical programs and new opportunities;
4. Programs to eliminate achievement gaps;
5. Culture of collaboration;
6. Partnerships to improve access, success, persistence, and completion; and,
7. Outreach to reach broad sector of community residents.

Question 1: Most valuable strengths

THEMES	Student Experiences	Institutional Organization	Community Connection	Fiscal Responsibility and Resources (Implications TBD)
3. Career and Technical programs and new opportunities	<p><b>Academic Pathway to Meet the Growing Labor Force</b> focus on careers and career and technical education opportunities</p>	<p><b>Curriculum Development</b></p>	<p><b>K-12</b></p>	<p><b>Technology</b></p>
2. Flexibility in type and delivery of programs and services	<p><b>Integrated Support Services</b> great variety of programs and services</p>	<p><b>Class Schedule</b> courses that are offered at different locations (e.g., Brentwood Center, Pittsburg Campus, local high schools) More available core classes to address full or waitlist; more online, and evening.</p>	<p><b>Transfer Institutions</b> transfer resources</p>	<p><b>Finance</b></p>
3. Career and Technical programs and new opportunities	<p><b>Academic Pathway to Meet the Transfer To 4-Year Universities</b></p>	<p><b>Equity</b></p>	<p><b>Jobs and Careers</b> a focus on careers and career and technical education opportunities</p>	<p><b>Facilities</b></p>
3. Career and Technical programs and new opportunities		<p><b>Professional Development</b></p>		<p><b>Human Resources</b></p>
		<p><b>Marketing</b></p>	<p><b>Partnership with Industries</b></p>	
		<p><b>New Academic Programs in High Demand Fields</b></p>	<p><b>Adult Education</b></p>	
5. Culture of collaboration		<p><b>Collaboration</b> strong connections between faculty and students collaborative faculty and staff</p>	<p><b>Internships</b></p>	
1. Clear, aligned pathways from entry through completion and transition.		<p><b>Student Service Programs</b> transfer resources</p>		

**Question 2: Opportunities that would help LMC achieve greater success**

<b>THEMES</b>	<b>Student Experiences</b>	<b>Institutional Organization</b>	<b>Community Connection</b>	<b>Fiscal Responsibility and Resources (Implications TBD)</b>
<p>3. Career and Technical programs and new opportunities</p> <p>2. Flexibility in type and delivery of programs and services</p>	<p><i>Academic Pathway to Meet the Growing Labor Force</i></p>	<p><i>Curriculum Development</i> Additional short term technical or trade courses</p>	<p><i>K-12</i></p>	<p><i>Technology</i></p>
<p>2. Flexibility in type and delivery of programs and services</p>	<p><i>Integrated Support Services</i></p>	<p><i>Class Schedule</i> Offering classes in shorter time frames &amp; multiple modalities (hybrid + more "start or restart" opportunities) to support the unpredictable nature of the "gig economy" &amp; students who work FT.  More online and evening programs.</p>	<p><i>Transfer Institutions</i></p>	<p><i>Finance</i></p>
<p>4. Programs to eliminate achievement gaps.</p>	<p><i>Academic Pathway to Meet the Transfer To 4-Year Universities</i></p>	<p><i>Equity</i> Programs focused on eliminating achievement gaps for students (e.g., learning communities, peer mentor programs).</p>	<p><i>Jobs and Careers</i></p>	<p><i>Facilities</i></p>
		<p><i>Professional Development</i></p>		<p><i>Human Resources</i></p>
<p>6. Partnerships to address barriers to access, success, persistence, and completion.</p> <p>5. Culture of collaboration</p>		<p><i>Marketing</i></p>	<p><i>Partnership with Industries</i> Partnerships with local non-profit and social service agencies to provide services to students with basic needs, such as food, housing, mental health services, and transportation.</p>	

THEMES	Student Experiences	Institutional Organization	Community Connection	Fiscal Responsibility and Resources (Implications TBD)
<p>2. Flexibility in type and delivery of programs and services.</p> <p>3. Career and Technical programs and new opportunities.</p>		<p><b><i>New Academic Programs in High Demand Fields</i></b></p>	<p><b><i>Adult Education</i></b>            Additional adult education programs that provide students with opportunities for second language learners, or students wishing to develop basic skills or learn a new job skill.  <i>Non-credit classes</i></p>	
<p>5. Culture of collaboration</p>		<p><b><i>Collaboration</i></b>            Partnerships with local non-profit and social service agencies to provide services to students with basic needs, such as food, housing, mental health services, and transportation.</p>	<p><b><i>Internship</i></b></p>	
<p>2. Flexibility in type and delivery of programs and services</p> <p>6. Partnerships to improve access, success, persistence, completion, and transition.</p> <p>5. Culture of collaboration</p>		<p><b><i>Student Service Programs</i></b>            Partnerships with local non-profit and social service agencies to provide services to students with basic needs, such as food, housing, mental health services, and transportation.</p>		

**Question 3. What to seek to accomplish or aspire to over the next five years**

THEMES	Student Experiences	Institutional Organization	Community Connection	Fiscal Responsibility and Resources (Implications TBD)
<p>2. Flexibility in type and delivery of programs and services.</p> <p>3. Career and Technical programs and new opportunities.</p> <p>7. Outreach to reach broad sector of community residents.</p>	<p><b>Academic Pathway to Meet the Growing Labor Force</b>            Develop academic and career pathways to meet the growing labor force needs in the region.            Focus on helping the working adults/single-parent and those stuck in low-paying jobs, not careers.</p>	<p><b>Curriculum Development</b>            Explore/Develop new programs in high demand fields (e.g., medical sonography, construction).</p>	<p><b>K-12</b>            Make LMC programs and resources known to local families (e.g., “parent nights” at local high schools, college “open house,” program showcase events).            More outreach and college planning for younger youth and high school students as well as adults.</p>	<p><b>Technology</b></p>
	<p><b>Integrated Support Services</b></p>	<p><b>Class schedule</b></p>	<p><b>Transfer Institutions</b></p>	<p><b>Finance</b></p>
<p>1. Clear, aligned pathways from entry through completion and transition.</p> <p>2. Flexibility in type and delivery of programs and services.</p> <p>3. Career and Technical programs and new opportunities.</p>	<p><b>Academic Pathway to Meet the Transfer To 4-Year Universities</b>            Align/Develop academic and career pathways to meet the transfer to 4-year universities requirements.</p>	<p><b>Equity</b></p>	<p><b>Jobs and Careers</b>            Explore/Develop new programs in high demand fields (e.g., medical sonography, construction).            Focus on helping the working adults/single-parent and those stuck in low-paying jobs, not careers.</p>	<p><b>Facilities</b></p>
		<p><b>Professional Development</b></p>		<p><b>Human Resources</b></p>

THEMES	Student Experiences	Institutional Organization	Community Connection	Fiscal Responsibility and Resources (Implications TBD)
7. Outreach to reach broad sector of community residents.		<p style="text-align: center;"><b>Marketing</b></p> <p>Make LMC programs and resources known to local families (e.g., “parent nights” at local high schools, college “open house,” program showcase events). More outreach and college planning for younger youth and high school students as well as adults.</p>	<p style="text-align: center;"><b>Partnership with Industries</b></p>	
3. Career and Technical programs and new opportunities.		<p style="text-align: center;"><b>New Academic Programs in High Demand Fields</b></p> <p>Explore/Develop new programs in high demand fields (e.g., medical sonography, construction).</p>	<p style="text-align: center;"><b>Adult Education</b></p>	
		<p style="text-align: center;"><b>Collaboration</b></p>	<p style="text-align: center;"><b>Internship</b></p>	
7. Outreach to reach broad sector of community residents.		<p style="text-align: center;"><b>Student Service Programs</b></p> <p>More outreach and college planning for younger youth and high school students as well as adults.</p>		

Question 4. What to strive to be known for in the future

THEMES	Student Experiences	Institutional Organization	Community Connection	Fiscal Responsibility and Resources (Implications TBD)
1. Clear, aligned pathways from entry through completion and transition.	<i>Academic Pathway to Meet the Growing Labor Force</i> providing clear pathways that help students determine their educational and career futures	<i>Curriculum Development</i>	<i>K-12</i> high school graduates successfully transition to college	<i>Technology</i>
1. Clear, aligned pathways from entry through completion and transition.	<i>Integrated Support Services</i> pathways to success for all students	<i>Class schedule</i> working adults able to pursue degrees and certificates  high school graduates successfully transition to college	<i>Transfer Institutions</i> transfer institution	<i>Finance</i>
1. Clear, aligned pathways from entry through completion and transition.	<i>Academic Pathway to Meet the Transfer To 4-Year Universities</i> transfer institution	<i>Equity</i> pathways to success for all students  working adults able to pursue degrees and certificates	<i>Jobs and Careers</i> career preparation	<i>Facilities</i>
		<i>Professional Development</i>		<i>Human Resources</i>
		<i>Marketing</i>	<i>Partnership with Industries</i> career preparation	
7. Outreach to reach broad sector of community residents.  2. Flexibility in type and delivery of programs and services		<i>New Academic Programs in High Demand Fields</i>	<i>Adult Education</i> career preparation working adults able to pursue degrees and certificates	
		<i>Collaboration</i>	<i>Internship</i> career preparation	
		<i>Student Service Programs</i>		



Question 5. How to determine achievement of desired outcomes

THEMES	Student Experiences	Institutional Organization	Community Connection	Fiscal Responsibility and Resources (Implications TBD)
<p>7. Outreach to reach broad sector of community residents.</p> <p>1. Clear, aligned pathways from entry through completion and transition.</p>	<p><i>Academic Pathway to meet the growing labor force</i></p>	<p><i>Curriculum development</i></p>	<p><b>K-12</b></p> <p>Measurable goals for increasing high school students' transitions to LMC</p> <p>Measurable goals for enrollment in dual credit and transition from high school students should come from comparisons between other districts/counties</p>	<p><i>Technology</i></p>
<p>1. Clear, aligned pathways from entry through completion and transition.</p>	<p><i>Integrated Support Services</i></p>	<p><i>Class Schedule</i></p>	<p><b>Transfer Institutions</b></p> <p>Measurable goals for increasing transfer to four-year colleges and universities and completed BA/BS degree attainment.</p>	<p><i>Finance</i></p>
<p>1. Clear, aligned pathways from entry through completion and transition.</p>	<p><i>Academic Pathway to meet the transfer to 4-year universities</i></p> <p>Measurable goals for increasing transfer to four-year colleges and universities and completed BA/BS degree attainment</p>	<p><i>Equity</i></p>	<p><b>Jobs and Career</b></p> <p>Measurable goals for graduates regarding their employability and salary earnings.</p>	<p><i>Facilities</i></p>
		<p><i>Professional Development</i></p>	<p>Measurable goals for regional employers regarding LMC graduates' employment rates</p>	<p><i>Human Resources</i></p>
<p>1. Clear, aligned pathways from entry through completion and transition.</p>		<p><i>Marketing</i></p>	<p><b>Partnership with Industries</b></p> <p>Measurable goals for regional employers regarding LMC graduates' employment rates</p>	

THEMES	Student Experiences	Institutional Organization	Community Connection	Fiscal Responsibility and Resources (Implications TBD)
6. Partnerships to improve access, success, persistence, completion, and transition.				
		<b><i>New Academic Programs in High Demand Fields</i></b>	<b><i>Adult Education</i></b>	
1. Clear, aligned pathways from entry through completion and transition.  6. Partnerships to improve access, success, persistence, completion, and transition.  5. Culture of collaboration		<b><i>Collaboration</i></b> Measurable goals for regional employers regarding LMC graduates' employment rates	<b><i>Internship</i></b> Measurable goals for regional employers regarding LMC graduates' employment rates	
		<b><i>Student Service Programs</i></b>		