

LMC Strategic Plan 2014-2019
Developing Strategies from the Draft Strategic Directions

Notes from Core Planning Team Meeting – August 6, 2014

Planning Team Participants

Carol Hernandez	Ruth Goodin	<u>Absent</u>	
Erich Holtmann	Gail Newman	Ronke Olatunji	Jennifer Ma
Ryan Pederson	A’kilah Moore	Candice Tidwell	Cecil Nasworthy
Bob Kratochvil	Rashaad McAlpin	George Mills	Brianna Klipp
Gary Walker	Linda Kohler	Silvester Henderson	
Beth Ann Robertson	Leetha Robertson		
Kiran Kamath			

Participant One Word or Phrase: Feelings about the Planning Process

Moving Forward

Partnership

Good (2)

Optimistic (2)

Anxious

Progress

Teamwork

Encouraging

Productive

Collaborative

Volunteers to serve on Writing Team

Leetha Robertson

Kiran Kamath

(Kiran will also check with Sylvester)

Keith & Iris

Presenters at Opening Day

Gary Walker Strategic Direction #1

A’kilah Moore Strategic Direction #2

Ryan Pederson Strategic Direction #3

Beth Ann Robertson Strategic Direction #4

Feedback from Core Planning Team Meeting – August 6, 2014

(Items in italics are suggested changes.)

Strategic Direction 1: Student Engagement and Success

LMC increases (*enhances/improves*) equitable access, engagement, and opportunities for learning and success *for all students.*

Include or consider:

- *Inclusive excellence*
- *Completion*
- *Diversity*
- *Equitable*

Place “outreach and enrollments’ as part of strategies

Define equity

Include language that is meaningful and understandable to the public

Discussion Notes:

Consultant’s Note for Opening Day:

Strategic Direction 1: Student Engagement and Success

LMC will continually work to improve access, engagement, and opportunities for learning *and success for all students.*

The planning team is still developing the key strategies to improve access, engagement, and opportunities for learning and success for all students. We are working to better understand and articulate strategies around the issues and definitions of:

- *Inclusive excellence*
- *Completion*
- *Diversity*
- *Equity*

We are striving to articulate clear and meaningful language that gets to the heart of these issues and helps the LMC community in the formulation of achievable and measurable objectives, etc.

The *Actionable Improvement Plans* call for LMC to:

- examine the degree to which the breadth and pattern of online offerings is meeting student needs and supporting student completion of certificates and degrees and to analyze data on the success and completion rates of online and hybrid courses to inform efforts to improve student learning and success.
- identify diversity issues on campus and strategize to expand student awareness of the value of being a part of a diverse college community.

The strategic plan will speak to these and other issues.

Objective 1.1: Equitable Access

Possible Strategies (examples):

- Expand delivery methods (such as distance education) and learning environments
- Increase access to programs that lead to increased transfer rates and/or higher wage employment among historically underrepresented students
- Develop and sustain efforts to make college more accessible and affordable.

Objective 1.2: Equitable Outreach and Enrollments (Make this a strategy)

Possible Strategies (examples):

- Develop and maintain a comprehensive outreach system to our diverse community.
- Improve intake process and student educational planning to make it easier to navigate college.
- Promote a college-going culture early on in middle and primary school.
- Improve information available at K-12 on the subject requirements needed to succeed at LMC and the availability of financial aid.
- Develop strategies to serve growing population of 20-24 year olds.

Objective 1.3: Equitable Engagement and Learning Opportunities

Possible Strategies (examples):

- Support student learning and success by strengthening academic programs, practices, and services.
- Accelerate completion rates and completion of basic skills sequences of all students.
- Reduce the achievement/completion gap.
- Strengthen integration between student support services and instruction.
- Create a more welcoming, student-friendly culture.
- Support professional development to increase retention rates and deepen the college's multicultural competencies.
- Link instruction/programs to community needs and offer contextual educational opportunities to expose students to real-life experiences in their education.

Relevant Actionable Improvement Plans: (By Accreditation #)

2. Led by the Distance Education Committee and the Office of the Vice President of Instruction and Student Services, the College will examine the degree to which the breadth and pattern of online offerings is meeting student needs and supporting student completion of certificates and degrees and; analyze data on the success and completion rates of online and hybrid courses to inform efforts to improve student learning and success. (Standard IIA)

3. In 2014-2015, the President's Office, deans of student success and counseling, in collaboration with both the IDEA Committee and the LMC Associated Students, will identify diversity issues on campus and strategize to expand student awareness of the value of being a part of a diverse college community. (Standard IIB)

Strategic Direction 2: Community Engagement and Partnerships

LMC strengthens community involvement and partnerships and builds seamless pathways with transfer institutions and workforce opportunities. (Missing: discussion on marketing and branding)

Objective 2.1: Develop and Strengthen Community Involvement and Partnerships

Possible Strategies (examples):

- Foster a climate that values collaborative relationships across the college and celebrates divergent perspectives.
- Increase partnerships with community opinion leaders to share success stories of the new LMC.
- Promote the appeal of new LMC facilities and labs, its diverse and accomplished instructors and staff, and innovative programs and services
- Promote LMC as a center of arts, science, and talent in East County.

Include or consider:

- *High School outreach*
- *Educational and business partnerships*
- Keep “share success stories of the new LMC.”
- *Create opportunities to hear/listen to the opinions of community opinion leaders about LMC and how we can better meet their needs.*
- *Increase # of Advisory Board for LMC programs.*

Objective 2.2: Build and Enhance Pathways with Workforce Opportunities and Transfer Institutions

Possible Strategies (examples):

- Expand and deepen partnerships with educational institutions from preschool through four-year colleges
- Increase partnerships with businesses, community organizations, other economic and workforce development agencies and industry sectors.
- Strengthen current and create new partnerships, particularly with emerging pathway initiatives, to build degree and transfer pipelines.

Include or consider:

- Keep “Strengthen current and create new partnerships, particularly with emerging pathway initiatives, to build degree and transfer pipelines.”
- *Add High School outreach*
- *Educational and business partnerships*

Add: ***Objective 2.3: Promote LMC as the Educational and Cultural Hub East Contra Costa.***

Possible Strategies (examples):

Include or consider:

- *Increase and market educational and cultural programs offered to the community based on community input.*
- *Change our image in the community*

Strategic Direction 3: Innovation, Technology, and Infrastructure

LMC leads the way in *instructional* innovation and maintains (*provides/offers/utilizes*) up-to-date (*modern*) technology and infrastructure.

Objective 3. 1: Innovation

Possible Strategies (examples):

- Invest in innovation and curricula designed to improve student achievement.
- Determine processes by which successful innovative practices will be institutionalized
- Design mechanisms to showcase instructional innovations to the LMC and local community.
- Enhance educationally based and innovative approaches to providing student services.
- Share success stories about innovation in industry stemming from LMC graduates and about innovation in teaching stemming from LMC faculty (LMC finalist for the American Association of Community Colleges (AACC) – Award for Innovation.

Include or consider:

- *modern instead of up to date*

Objective 3. 2: Up-to-date (*Modern*) Technology and Infrastructure

Possible Strategies (examples):

- Plan, implement and evaluate a forward-thinking technology/IT *robust operations and staffing* plan.
- Continue to design, construct and maintain state-of-the-art buildings.
- Expand online classes that meet workforce demands.
- Provide more modern high-tech classrooms, *labs, equipment*, meeting rooms, and 'soft space' for students and employees

Relevant Actionable Improvement Plans: (By Accreditation #)

5. A comprehensive LMC Technology Strategic Plan, aligned with the College's Educational Master Plan, will be completed and will identify processes for technology infrastructure refresh and staffing for technology support and training. Approval of the LMC Technology Strategic Plan by campus shared governance bodies is expected by December 2014. With completion of the Plan, IT&S, Business Services, and the President's Office will work to identify resources to support the Plan. (Standard IIIIC)

8. The College and District Office technology units will assess and address areas for improvement by soliciting feedback from various college constituencies on an ongoing basis. (Standard IV.B.3.b)

Strategic Direction 4: Professional and Resource Development, and Institutional Effectiveness

LMC cultivates (*fosters*) a culture of *human resource and professional development, resource development and fiscal responsibility, and institutional effectiveness. It's about People, Practices, and Processes.*

Objective 4:1: Human Resources and Professional Development

Possible Strategies (examples):

- Develop and implement an integrated human resources plan to attract, support and retain exceptional and diverse faculty and staff.
- Conduct focused recruitment efforts that ensure diversity in hiring pools and that result in the hiring of adequate number and diversity of employees.
- Provide opportunities for employees at all levels to continually gain new skills and knowledge.
- Utilize existing expertise of faculty, staff and managers to implement professional development for more employees.
- Provide professional development, training, and financial support opportunities for part-time/adjunct faculty and staff.

Objective 4:2: Resource Development and Fiscal Responsibility

Possible Strategies (examples):

- Demonstrate sound judgment in the use of the College's current and potential physical and fiscal resources
- Develop efficient practices and procedures that promote sustainability in all areas, including but not limited to, instruction, operations, construction, facilities, land use, energy, water conservation, and environmental integrity.

Objective 4:3: Institutional Effectiveness

Possible Strategies:

- Create a culture of continuous improvement, increased evidenced-based inquiry and decision-making, and tangible success.
- Align governance, operational, and planning processes and consistent bi-directional communication standards, strategies and procedures.
- Strengthen the links among college plans, program reviews, and annual evaluation to determine the effectiveness of the allocation of resources towards supporting and achieving LMC goals.
- Re-engineer the college from a customer perspective to make every process seamless and easier to navigate.
- Use data to determine benchmarks and targets to evaluate college outcomes and evaluate college plans; initiate and support ongoing dialog around data and its interpretation; and provide training for utilizing data/research.

Relevant Actionable Improvement Plans: (By Accreditation #)

1. Led by the Office of Instruction and the Planning Committee, the College will evaluate, revise and codify a sustainable process for reviewing and responding to annual program review updates and comprehensive reviews. (Standard I & IIA)

4. Upon adoption of the College and District five-year strategic plans, and with guidance from the state's EEO Plan, College and District Human Resource Offices will take action to review any policy and procedure changes necessary in current hiring practices to ensure that hiring pools are representative of the service area, and that all state and local policies and procedures are followed precisely. (Standard IIIA)

6. Starting in FY 2014-15, the Business Services Department will conduct an annual evaluation to determine the effectiveness of the allocation of resources towards supporting and achieving College goals. (Standard IIID)

7. In collaboration with the President's Office, the Shared Governance Council will formalize consistent, bi-directional communication standards, strategies and procedures between shared governance committees, senates, and constituents. (Standard IVA)