



LOS MEDANOS
COLLEGE

LOS MEDANOS COLLEGE
**STRATEGIC
PLAN**

2014
2019



LOS MEDANOS
COLLEGE

Strategic Plan 2014 – 2019:
Equity, Engagement & Effectiveness for Student Success

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President's Message

I am pleased to present the 2014-19 Strategic Plan for Los Medanos College (LMC). This document represents an institutional initiative that spanned almost an entire year, and it reflects the collective commitment, the collaborative spirit, and the culture of our College community.

Strategic planning is intended to provide an organization with a road map for the future, and – when done successfully – the product is developed not in isolation or by a single individual, but is created through the collective efforts of its stakeholders. By that definition, LMC's strategic planning process was a significant success: an inclusive and engaging endeavor that greatly benefitted from broad participation of students, faculty, staff, managers, and community partners.

What began with a relatively simple question – “What headline would you like to read about LMC in five years?” – resulted in a Strategic Plan shaped by complex conversations and diverse perspectives, all aimed at serving and supporting students. This document paves a clear path for the College's future and, through the implementation plan that will emerge from this framework, it will guide the institution's focus, decision-making, and resource allocation through the end of this decade. In the pages that follow is a college-wide Strategic Plan that recognizes the role of sustainable resources, promotes innovation and effectiveness, values community partnership, and – most importantly – strives for equitable student learning and success.

Although countless members of the Los Medanos College community contributed to this process, I must acknowledge several groups and individuals integral to the success of this undertaking: members of the Planning Committee, Core Planning Team, and Writing Team; Greg Stoup and the District Office of Research & Planning; Keith and Iris Archuleta; and Kiran Kamath, for her leadership, long hours, and lasting commitment to this College. My heartfelt thanks go out to each and every one of you for the input, involvement, and insights that helped chart LMC's course for the next five years. I look forward to the journey we will take together, and – along the way – the difference Los Medanos College will make in the lives of our students and in our community.

Sincerely,



Bob Kratochvil, Ed.D.



SUCCESS @ LMC

Certification of Participation

Date: December 11, 2014

Submitted to: Contra Costa Community College District Governing Board

Submitted by: Los Medanos College
2700 East Leland Road
Pittsburg, CA 94565

The Los Medanos College 2014-2019 Strategic Plan is respectfully submitted for review and approval to the Contra Costa Community College District Governing Board.

We certify that there was broad participation by the College community, including participation by external community partners, in the development of the Strategic Plan.



Bob Kratochvil, Ed.D. – President, Los Medanos College



Silvester Henderson – President, LMC Academic Senate



Linda Kohler – President, LMC Classified Senate



Gary Walker – President, LMC Associated Students

Executive Summary

Los Medanos College began the visioning process to develop a new strategic plan in January 2014, in anticipation of the conclusion of the existing Interim Strategic Plan (2012-2014) and with the District Strategic Plan nearing finalization. LMC engaged in a collaborative and transparent planning process, beginning with brainstorming breakout sessions at Opening Day in January. That was followed by several planning retreats, which included review of data from the environmental scan and progress towards meeting the Interim Strategic Priorities to gather input from the internal and external community. The process concluded with extensive vetting with the College at large, campus committees, and constituency groups during the Fall 2014 semester. The Accreditation Self Evaluation Report and the Visit Team’s oral exit report provided additional input on areas of focus for the institution.

Throughout the process, it was evident that LMC’s faculty, staff, and managers are passionate about the College, its connection to the community, its students, and their future success. Los Medanos College is also an institution that values and celebrates its employees and the students they serve. With this passion at its core, the College community coalesced around four broad strategic directions to promote equity, engagement, and effectiveness for student success:

- 1. Increase equitable student engagement, learning, and success.**
- 2. Strengthen community engagement and partnerships.**
- 3. Promote innovation, expand organizational capacity, and enhance institutional effectiveness.**
- 4. Invest in technology, fortify infrastructure, and enhance fiscal resources.**



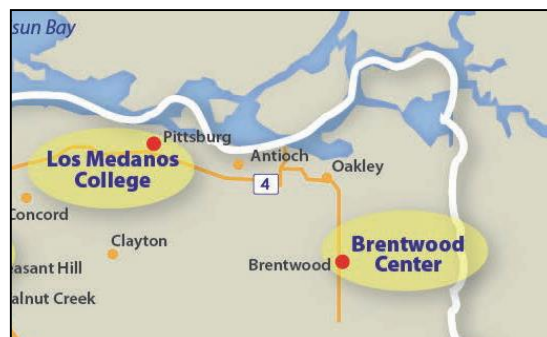
About Los Medanos College

College Profile

Los Medanos College (LMC) was established in 1974 as the third and newest college of the Contra Costa Community College District (CCCCD). Established in 1948, the District is now comprised of: Contra Costa College in San Pablo; Diablo Valley College in Pleasant Hill and its Center in San Ramon; and Los Medanos College in Pittsburg, along with its Center in Brentwood. Contra Costa Community College District is headquartered in Martinez; it is the second oldest multi-college district and the eighth largest of the 72 districts in California. The College serves the communities of Pittsburg, Antioch, Bay Point, Clayton, parts of Concord, Brentwood, Oakley, Knightsen, Bethel Island, Byron, and Discovery Bay.

Los Medanos College is situated on a 120-acre site in Pittsburg; the campus is located in eastern Contra Costa County and borders the city of Antioch. The name of the College was derived from “Rancho Los Medanos,” which was among the last of the huge Mexican land grants prior to the formation of California. Roughly translated from Spanish, “Los Medanos” means “The Sand Dunes.” Nestled between the Sacramento Delta and the foothills of Mount Diablo, the College has a unique geographic location, which enhances the diversity of the students, community, industries, and businesses it serves and enriches the variety of programs it offers.

During the summer of 1998, with the steep growth of residents in East County and the demand for higher educational options, the College first offered classes in Brentwood in rented classroom space at the Liberty Adult Education Center. Brentwood, located 13 miles east of the Pittsburg campus, was the fastest growing city in the state for many years. The continued rapid increase of residents seeking affordable housing led to traffic congestion on the main artery – Highway 4 – making it increasingly difficult for students from “Far East County” to get to LMC’s Pittsburg campus. To address this growing need, Los Medanos College entered into a 10-year lease with the City of Brentwood for 17,500 square feet of space in half of a former supermarket; the first classes were offered at the new Brentwood Center in Fall 2001. After beginning with 493 students that first semester, the Center enrolled over 2,300 students in Fall 2013; the Brentwood Center now accounts for approximately one-third of LMC’s headcount. Based on student demand, LMC expanded the Brentwood Center twice during its first decade and again in Fall 2014. In order to continue to expand and improve educational opportunities for East County residents, in 2012 the Governing Board of the Contra Costa Community College District approved the purchase of a 17-acre parcel in The Vineyards at Marsh Creek development. As a result of the construction bond approved by the residents of Contra Costa County in June 2014, a permanent 88,000 square foot Brentwood Center facility will be constructed on this site. The Center received official “Center Status” in Spring 2012 from the State Chancellor’s Office.



Mission

Los Medanos College is a public community college that provides quality educational opportunities for those within the changing and diverse communities it serves. By focusing on student learning and success as our first priorities, we aim to help students build their abilities and competencies as life-long learners. We create educational excellence through continually assessing our students' learning and our performance as an institution. To that end, we commit our resources and design our policies and procedures to support this mission.

Vision

Los Medanos College provides the premier educational opportunity for East County residents, where learning matters most.

Values

Values remind us of what matters most. Los Medanos College is an educational community that cares deeply about learning, collaboration, effective communication, and engagement with our surrounding community.

LEARNING

Student learning and student success are the focal points of our college. We strive to create a dynamic environment that encourages life-long engagement with academic and societal challenges. We value the importance of critical thinking, effective communication, ethical behavior and diversity. We engage in on-going assessment to measure and improve student achievement and institutional effectiveness.

COLLABORATION

While we value the contributions of the individual, most of our endeavors require collaboration, communication, and cooperation. It is in working together that we spark creative and innovative approaches, build on each other's ideas, and give mutual support. It is in collaboration that we learn to value multiple perspectives and resolve conflict in constructive ways.

COMMUNICATION

Communicating clearly and effectively is critical to both student success and organizational effectiveness. We want our students to read critically and write clearly. We also want them to compose oral presentations that demonstrate poise, competence, and an understanding of new technologies. We want an organization that has clear decision-making processes that embody these same competencies and expresses them in consistent, unambiguous policies and procedures.

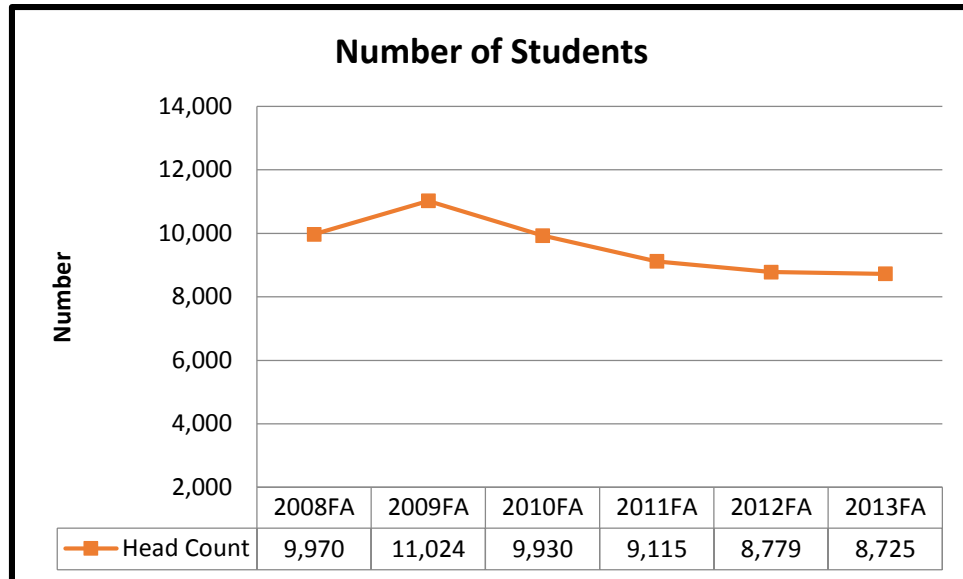
ENGAGEMENT

Our mission is to provide educational opportunities for the people that live in our surrounding communities. We must be responsive to changing needs and seek partnerships that promote the well-being of our diverse and growing communities.

Student Demographics

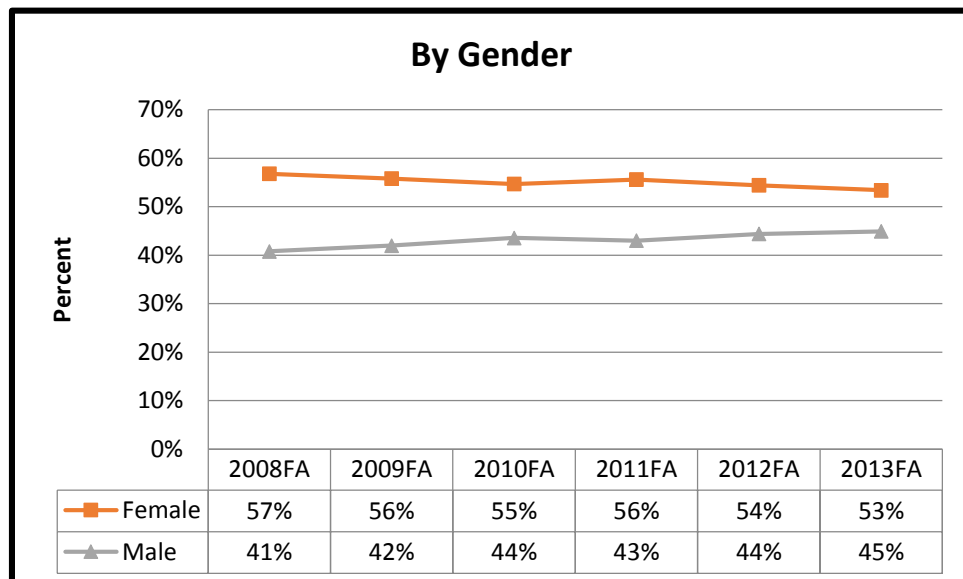
Headcount

Los Medanos College has steadily increased the headcount of unduplicated students over the last 40 years. The headcount peaked in Fall 2009, and dropped markedly in Fall 2010 when the State instituted “workload reductions.”



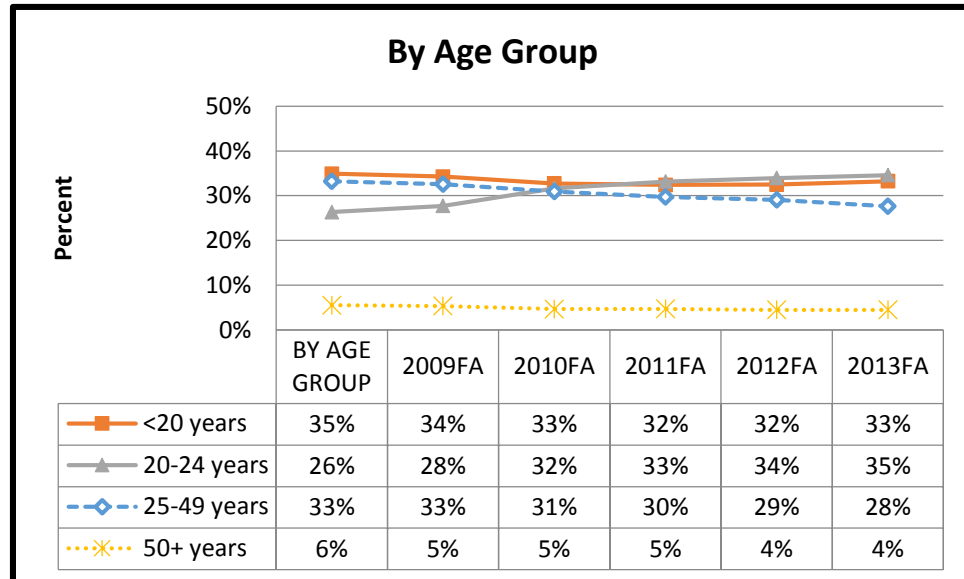
Gender

In Fall 2013, 53 percent of the students were female and 45 percent were male. While the five-year trend shows more female students than male, the numbers are converging – from 16 percent more females in 2008 to 8 percent more females in 2013.



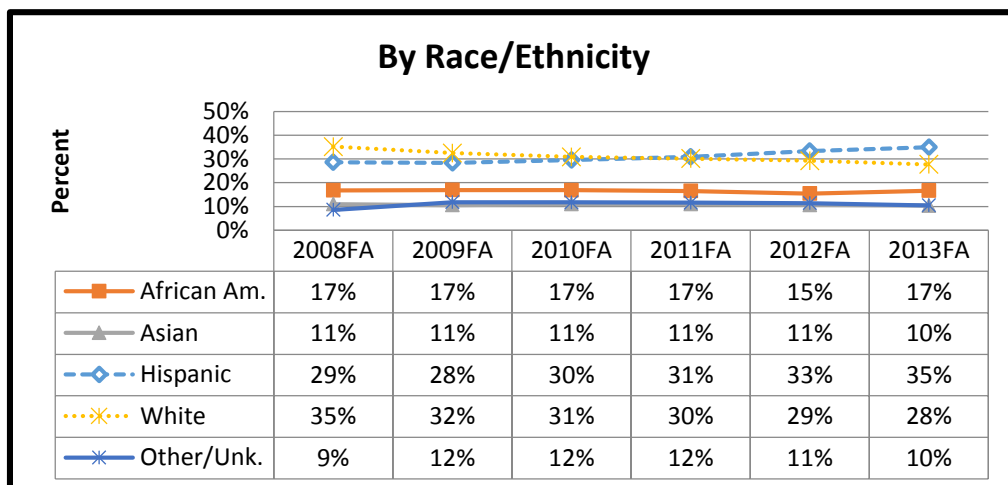
Age

An interesting trend is the increase in student population in the 20 to 24 age group, from 26 percent in Fall 2008 to 35 percent in Fall 2013. This is currently the largest group of students at the College. This is also the fastest growing population in the service area, East Contra Costa County.

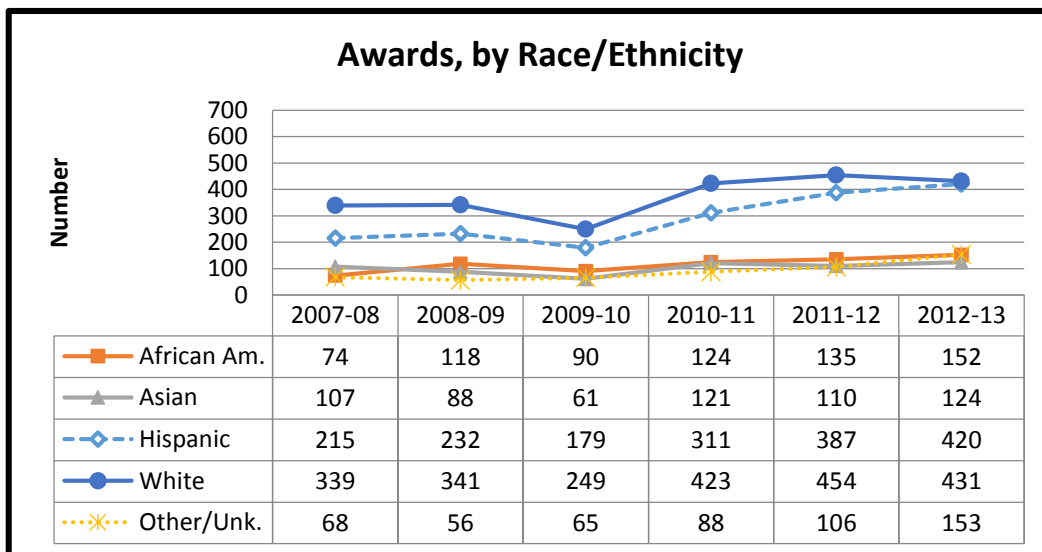
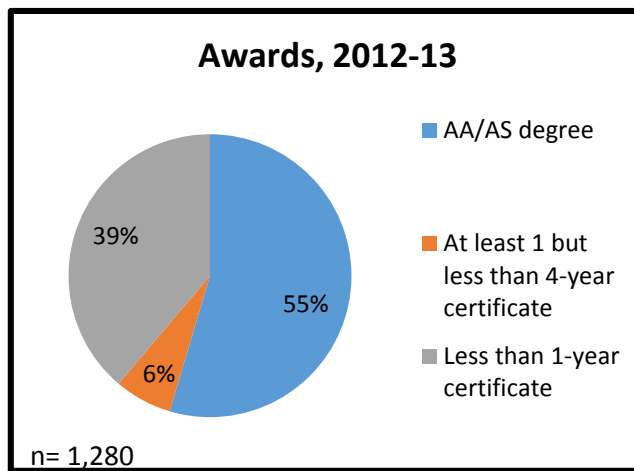
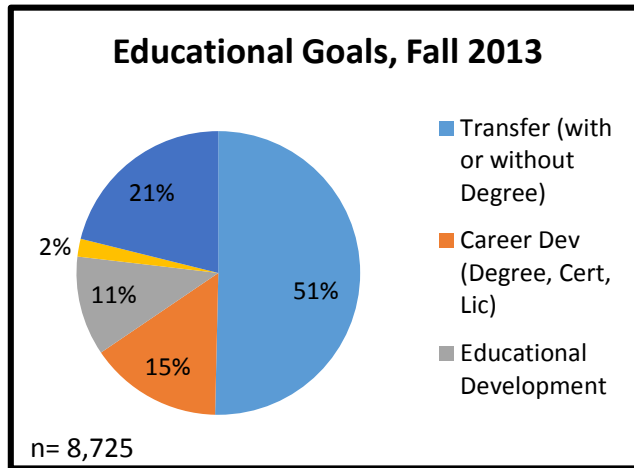


Ethnicity

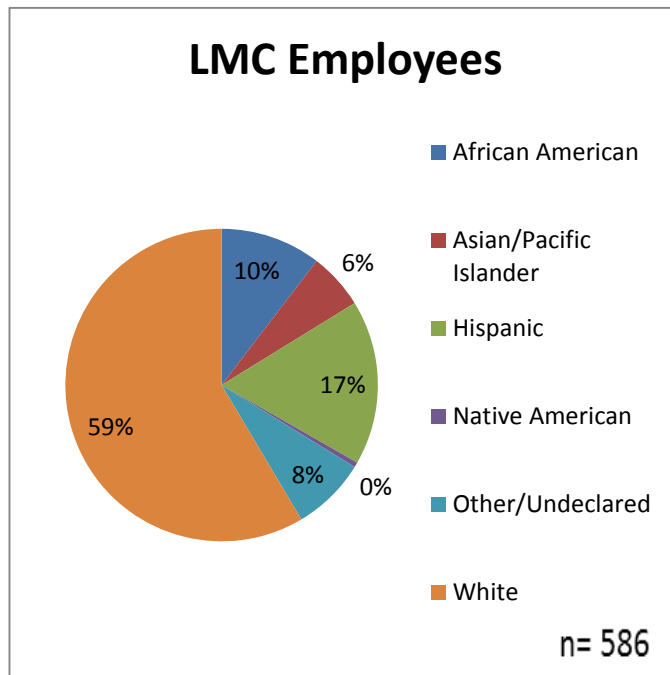
LMC's student population is increasingly becoming more ethnically diverse. Los Medanos College is an official Hispanic Serving Institution and has received three Hispanic Serving Institution (HSI) grants – in 2005, 2010, and 2011. The success of the grant initiatives has resulted in attracting more Hispanic students to the College, while continuing to improve the achievements of these students. The Hispanic student population increased from 29 percent in Fall 2007 to 35 percent in Fall 2013, making it the largest ethnic group on campus. During this same period, the White non-Hispanic population reduced from 35 percent to 28 percent. The number of students declaring themselves as Multi-Racial has increased from 3 percent to 8 percent during this period. All of the other ethnic groups have remained fairly stable during this time.



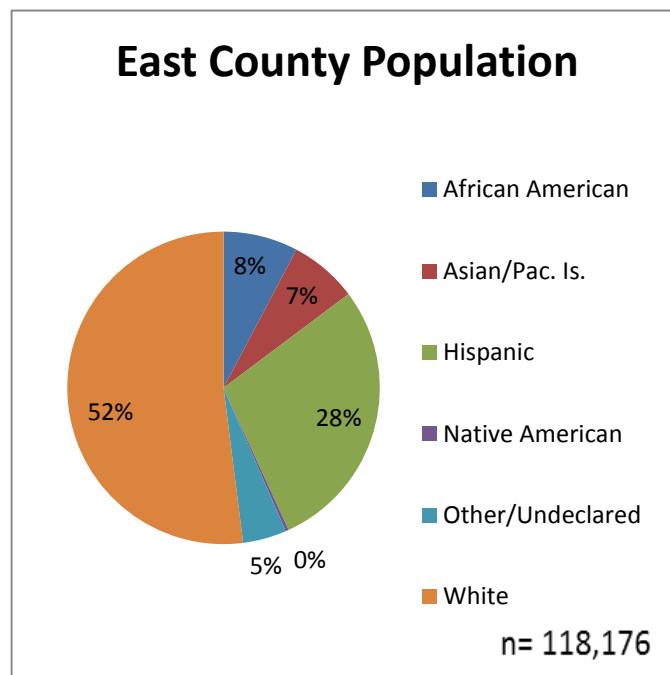
Student Achievement

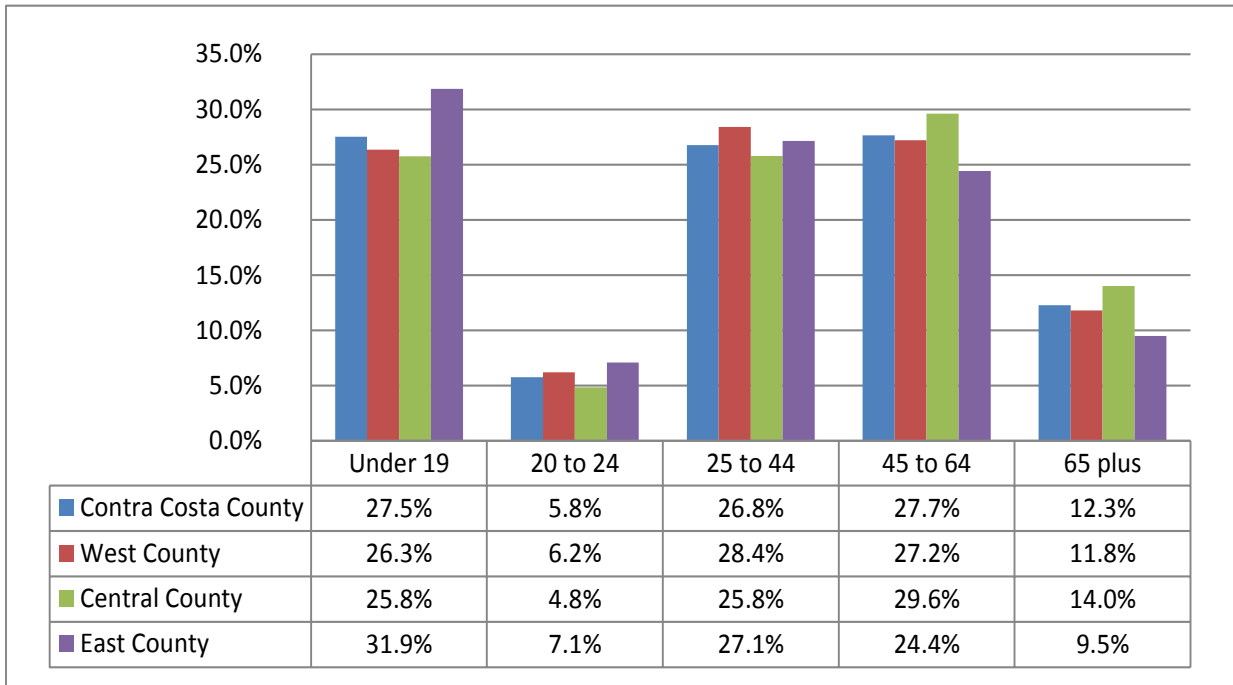


Employee Demographics

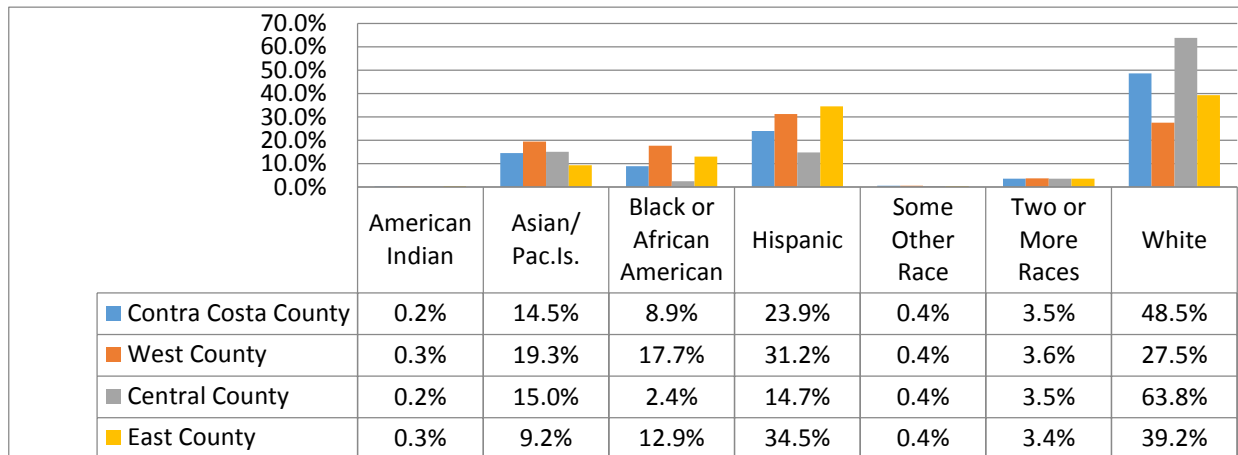


Community Demographics

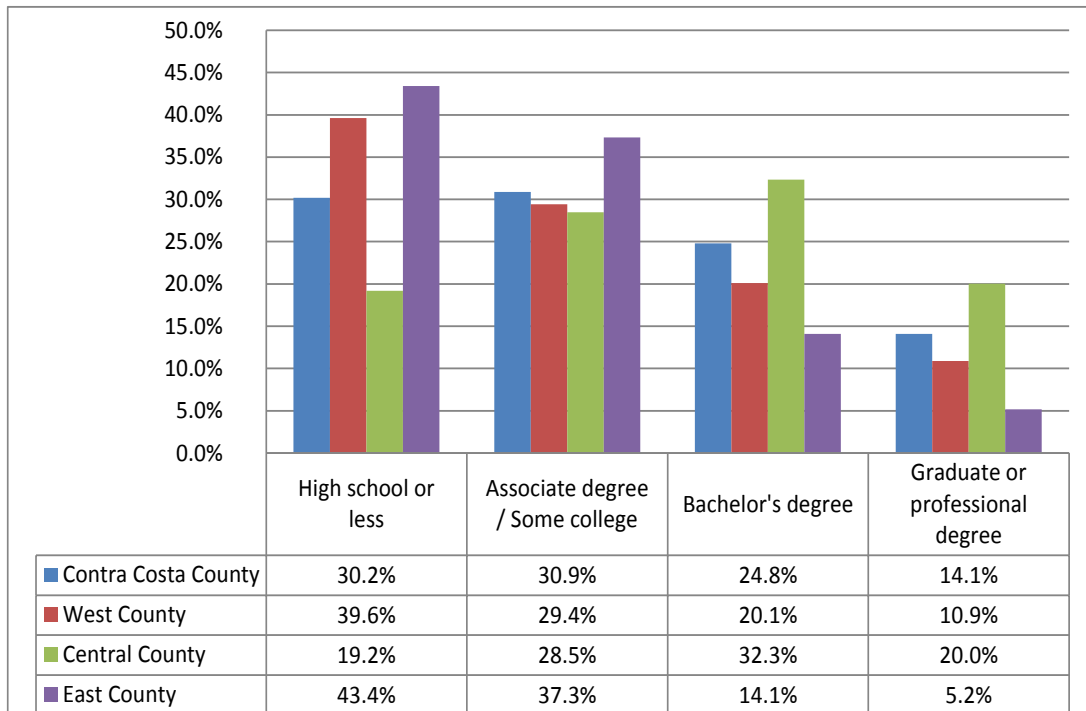




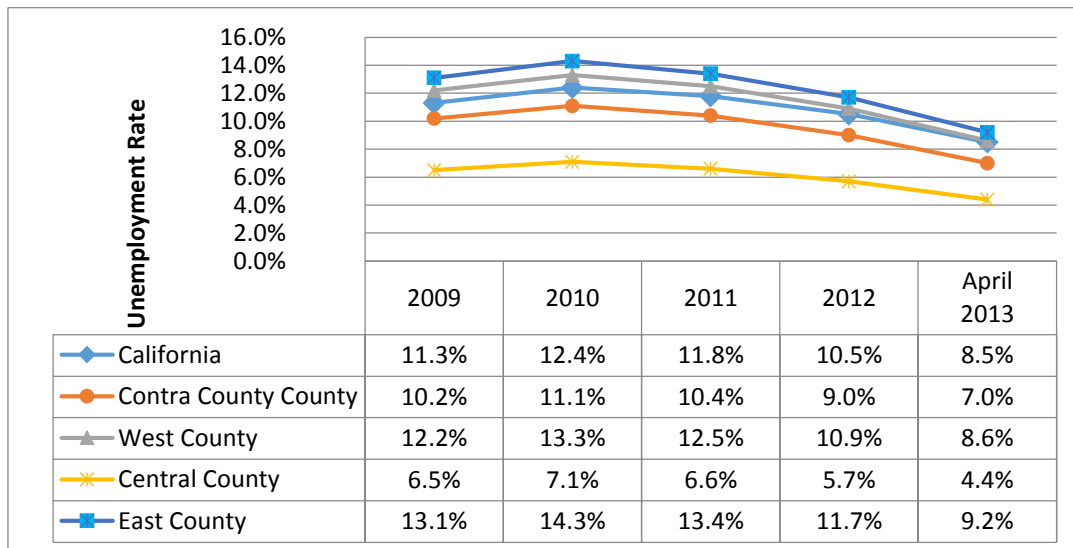
Age Distribution by County Region, 2011



Race/Ethnic Distribution by County Region, 2011



Educational Attainment by County Region, 2011



Unemployment rate – 4 year trend

Overview of the Strategic Planning Process

Purpose of the Plan

“What headline would you like to read about LMC in 5 years?” That was the driving question behind the strategic planning process that commenced at Los Medanos College in January 2014. During the final semester of the two-year Interim Strategic Plan, which was implemented in Spring 2012, the College community began efforts to design a new blueprint for future success – a collective vision to guide its work into the next five years. Through a collaborative process, the goal was to develop a set of “strategic directions” and objectives framed by institutional, environmental, and historical data. The result would be a living document that: incorporates widespread involvement by the College community and input from community partners; represents LMC’s Mission, Vision, and Values Statements; aligns with the newly-adopted District-wide Strategic Plan; and focuses the College’s activities and resources on enhancing student success. At the conclusion of the process, Los Medanos College identified four Strategic Directions:

- 1. Increase equitable student engagement, learning, and success.**
- 2. Strengthen community engagement and partnerships.**
- 3. Promote innovation, expand organizational capacity, and enhance institutional effectiveness.**
- 4. Invest in technology, fortify infrastructure, and enhance fiscal resources.**

Summary of the Process

From the outset, the process for developing the Strategic Plan was intended to be inclusive and engaging – enabling members of the College community to feel a sense of ownership of the Plan and to see themselves in the future of Los Medanos College. In an effort to develop a Strategic Plan built on broad perspectives, the approach consisted of multiple methods and opportunities for input from the College community. The initiative was launched in January 2014 during LMC’s “All-College” Meeting on Opening Day. Although originally laid out as a five-month process, the strategic planning schedule was extended through December 2014 to provide sufficient time for meaningful input and thorough, campus-wide review.

Over the course of its ten-month timeline, the process included institutional dialogue and updates through strategic planning retreats and at College Assemblies; an online survey was also conducted to solicit additional feedback. As the shared governance body charged with overseeing LMC’s planning efforts, the Planning Committee was augmented to include additional representatives from each constituency group. This “Expanded Core Planning Team” provided leadership for the process, synthesized feedback garnered from colleagues and community partners, and even worked throughout the summer to continue progress. In order to facilitate communication and transparency, a webpage was created to house all of the presentations, data, and meeting notes. The process culminated with extensive vetting with numerous campus committees and all four constituency groups.

Timeline

(All dates 2014)

- January 10 – Opening Day “Kick-Off” Presentation & Breakout Sessions
- January 16 – Planning Committee meeting
- February 6 – Planning Committee meeting
- February 19 – Planning Committee meeting
- February 24 – Strategic Planning Retreat #1 (for the College community)
- March 3 – Strategic Planning Retreat #2 (geared toward community partners)
- March 13-25 – Survey conducted online
- March 28 – Strategic Planning Retreat #3 (for the College community)
- April – Timeline extended through December 2014; consultant enlisted to assist with “phase two” of planning process.
- April 3 – Planning Committee meeting
- April 7 – College Assembly update
- May 1 – Planning Committee meeting
- June 23 – All-day Retreat for “Expanded Core Planning Team”
- August 6 – “Expanded Core Planning Team” meeting
- August 14 – Strategic Planning update and draft “Strategic Directions” unveiled during Opening Day “All-College” Meeting
- August 21 – “Expanded Core Planning Team” meeting
- September 4 – Planning Committee meeting
- September 30 – “Expanded Core Planning Team” meeting
- October 14 – Planning Committee meeting with “Expanded Core Planning Team”
- September-October – Draft “Strategic Directions” vetted with campus committees/groups (*Academic Senate, Classified Senate, LMC Associated Students [LMCAS], Management Team, Enrollment Management, Institutional Development for Equity & Access [IDEA] Committee, Professional Development Advisory Council [PDAC], Technology Advisory Group [TAG], and Shared Governance Council [SGC]*).
- November 3 – College Assembly update
- November 6 – Planning Committee meeting with “Expanded Core Planning Team”
- November 17-21 – Final draft of Strategic Directions approved by Senates
- December 10 – Strategic Plan approved by Shared Governance Council
- December 11 – Strategic Plan signed and certified for Governing Board review in January 2015

Providing the Context

Along with broad participation and open communication, equally important to the process was the utilization of relevant quantitative and qualitative data. The strategic planning presentations included the review and analysis of metrics related to such areas as student success outcomes, the achievement gap, the environmental scan, and emerging trends. As the process continued, meeting notes and feedback were compiled and incorporated into the draft “Strategic Directions” under development. Additional data elements were referenced and made available on the “Strategic Planning 2014” webpage of LMC’s website.

Strategic Planning materials and data

- [Opening Day “Kick-Off”](#) (1/10/14; slides 8-24)
 - [“Big Ideas”](#) brainstormed during breakout sessions
- [Strategic Planning Retreat #1](#) (College Assembly, 2/24/14)
 - [Retreat #1 discussion summary](#)
 - [LMC Word Map of Opening Day “Big Ideas”](#)
- [Strategic Planning Retreat #2](#) (3/3/14; with community partners)
 - [Retreat #2 discussion summary](#)
- [Strategic Planning Retreat #3](#) (3/28/14)
 - [Retreat #3 discussion summary](#)
- [Strategic Planning survey results](#) (March 2014)
- [College Assembly update](#) (4/7/14)
- [“Core Planning Team” Retreat](#) (6/23/14)
 - [Retreat notes/outcomes](#)
- [“Core Planning Team” meeting](#) (8/6/14)
- [Strategic Planning update](#) (Opening Day, 8/14/14)
 - [“Core Planning Team” presentation notes from Fall 2014 Opening Day](#)
- [College Assembly update](#) (11/3/14)
- [LMC Mission, Vision & Values Statements](#)
- [Strategic Planning 2014 website](#)
- [Environmental Scan highlights](#) (Strategic Planning Retreats #1 & #2; College Assembly, 9/9/13)
- [LMC “Fingertip Facts” and Student Demographics](#) (Strategic Planning Retreat #1 & 2)
- [Progress toward 2012-14 Interim Strategic Priorities](#) (Strategic Planning Retreat #3)
- [2013 SWOT Analysis](#) (2013 Environmental Scan + 2013 Student Satisfaction Survey)
- [District-wide Strategic Plan](#) (5/28/14)



Word Map of "Big Ideas" from Opening Day

(January 2014)

Other relevant data (available online at Strategic Planning page, on Planning & Institutional Effectiveness website, through Accreditation or other College planning processes)

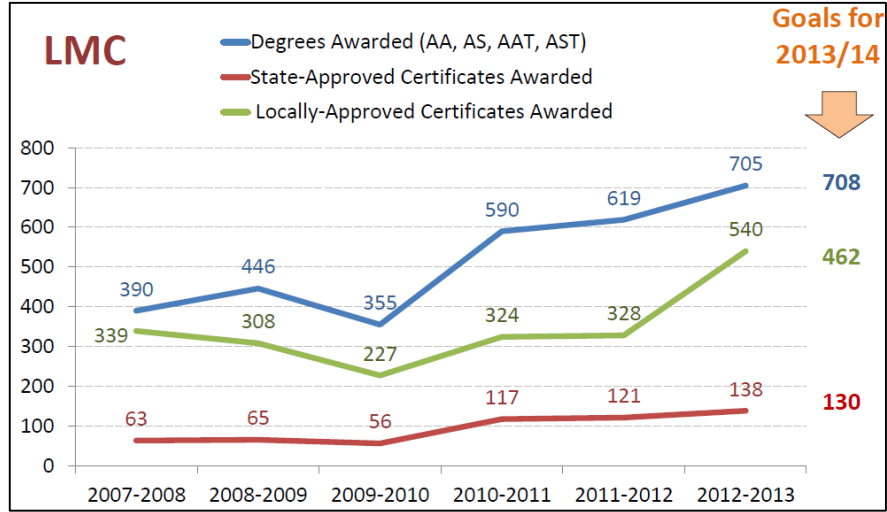
- [Student Equity Plan overview](#) (College Assembly, 9/29/14)
- [Student Success & Support \(3SP\) overview](#) (College Assembly, 9/29/14)
- [Institution Set Standards](#) 2011-14 (progress, presented at College Assembly)
- [Student Equity Data Packet](#) (July 2014)
- [Employee Satisfaction Survey "Crosswalk"](#) (2010 & 2014)
- [Employee Satisfaction Survey](#) (Spring 2014)
- [4CD Achievement Gap Report](#) (November 2013)
- [Student Success Scorecard](#)
 - [4CD Trends Report](#) (November 2013)
- [LMC Accreditation Evidence/Data](#) (September 2013)
- [CCSSE and SENSE survey results overview](#) (College Assembly, 9/9/13)
- [LMC-Brentwood Student Support Services survey](#) (Fall 2013)
- [4CD Technology Survey](#) of students (2013)
- [Student Satisfaction Survey](#) (2013)
- [CCSSE Survey key findings](#) (2013)
- [SENSE Survey key findings](#) (2012)
- [Interim Strategic Priorities](#) (Spring 2012 – Spring 2014)

Below are samples of the data examined prior to determining each of the four “Strategic Directions”:

1. Increase equitable student engagement, learning, and success.

Degree & Certificate Completion

(from Strategic Planning Retreat #3 presentation, March 2014)



Course Completion

(from Student Equity Packet Data, July 2014)

Student Population - Fall 2013	Successful Course Completion Rate	Number Enrolled	Number Successfully Completing Course
GENDER			
Total	70%	125,022	87,263
Female	70%	66,862	47,026
Male	69%	55,878	38,659
Undeclared	69%	2,282	1,578
RACE/ETHNICITY			
Total	70%	125,022	87,263
African-American	57%	21,211	12,024
American Indian	68%	545	372
Asian	76%	12,527	9,577
Hispanic	70%	38,882	27,134
Pacific Islander	64%	1,166	742
Two or more races	67%	5,296	3,531
White	75%	36,690	27,607
Undeclared	72%	8,705	6,276
AGE GROUP			
Total	70%	125,022	87,263
Under 20 years	69%	44,385	30,784
20 to 24 years	68%	43,286	29,273
25 to 39 years	71%	24,904	17,708
40 or more years	76%	12,414	9,471
Undeclared	82%	33	27

2. Strengthen community engagement and partnerships.

Community Input

(Excerpts from discussion summary at Strategic Planning Retreat #2)

- 'Our' college – 'Our' town; sense of family and community.
- Change the narrative to increase awareness of LMC and future jobs.
- There is an historical stigma surrounding community colleges, including LMC – so there is a good deal of community education that needs to take place re: what LMC has to offer.
- Small campus, newer facilities – need to change image of “old” campus and resources; physical plant improvements.
- “LMC may be the best kept secret in East Contra Costa County” (including Brentwood Ctr.).
- Only higher educational institution in East Contra Costa County (ECCC); “East Contra Costa County’s home for higher education – this is the college that serves ECCC.”
- Addresses social issues in and around community.
- Local business, industry and community partnerships; collaborative with private industry, governments, non-profits, and community-based organizations.
- Need to increase partnerships with local schools and faith based organizations; inform youth about offerings and opportunities at LMC.
- Reputation is that LMC is not a place to go for transfer; need to put more marketing efforts in to transfer options and personal enrichment.
- LMC opens doors to opportunities.
- Emphasize what attendance/completion can do for families and communities.
- LMC needs a much stronger outreach program/system that is inclusive and held accountable (via data) to improving productivity, enrollment and access!
- Build student leadership and career skills via service or support learning.
- Premier site for workforce development.
- Needs to be easier to navigate.
- Use technology to make college easier to transfer: provide state-of-the-art technology, facilities, and equipment.
- It would help LMC to be more connected to the goings-on in the community, as well dispel any presumptions and “old” stigmas about the College.
- Need to figure out how to “tell the story” about LMC; need to broadcast LMC’s successes.
- LMC is a viable option for success – and transforms the lives of students.

3. Promote innovation, expand organizational capacity, and enhance institutional effectiveness.

Actionable Improvement Plans

(Accreditation Self Evaluation Report, June 2014)

- 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. *(Standards I & IIA)*
- 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)*
- 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)*

Employee Input

(from Employee Satisfaction Survey results, Spring 2014)

5. To what extent do you agree or disagree with the following statements in the area of professional development?					
		Which employee group do you belong to for your primary assignment at LMC?			
		Faculty	Administrator	Classified	Response Totals
d. My participation in professional development activities regarding educational technology has increased and/or improved my effective use of technology in the classroom.	Strongly Agree	22.7% (15)	0.0% (0)	7.1% (2)	
	Moderately Agree	31.8% (21)	15.4% (2)	21.4% (6)	
	Moderately Disagree	19.7% (13)	0.0% (0)	3.6% (1)	
	Strongly Disagree	12.1% (8)	0.0% (0)	0.0% (0)	
	Don't Know/Not Applicable	13.6% (9)	84.6% (11)	67.9% (19)	
rating average		2.75 (66)	3.00 (13)	3.11 (28)	2.81 (107)

4. Invest in technology, fortify infrastructure, and enhance fiscal resources.

Employee Input

(from Employee Satisfaction Survey results, Spring 2014)

7. To what extent do you agree with the adequacy of following college resources?					
		Which employee group do you belong to for your primary assignment at LMC?			
		Faculty	Administrator	Classified	Response Totals
a. The classroom facilities –size and equipment – are adequate.	Strongly Agree	10.6% (7)	7.7% (1)	6.9% (2)	
	Moderately Agree	28.8% (19)	30.8% (4)	44.8% (13)	
	Moderately Disagree	33.3% (22)	46.2% (6)	24.1% (7)	
	Strongly Disagree	25.8% (17)	0.0% (0)	10.3% (3)	
	Don't Know/Not Applicable	1.5% (1)	15.4% (2)	13.8% (4)	
rating average		2.25 (86)	2.55 (13)	2.56 (29)	2.36 (108)

Student Input

(from District's ECAR Technology Survey results, 2013)

Respondents indicating the importance each technology is to achieving academic success.

Technology	Contra Costa College	Diablo Valley College	Los Medanos College	District Average	National Community College Benchmark
Library website	38.3%	19.5%	24.9%	23.3%	25.1%
College website	46.8%	34.1%	38.9%	36.8%	40.7%
Open-ed resources	23.9%	21.0%	26.6%	22.5%	23.1%
Course Mgmt Sys.	21.3%	16.4%	41.7%	22.3%	40.7%

Consistent with their previous finding indicating a desire for more communications through course management systems, Los Medanos respondents also indicate that CMS technology is extremely important to their academic success, far more so than elsewhere in the District but on par with the national profile.

Strategic Directions: 2014-2019

Through the strategic planning process, the College community coalesced around four broad Strategic Directions to promote equity, engagement, and effectiveness for student success. These “directions” will serve as the road map for the institution for the next five years. The Strategic Plan is intended to be a living document – brought to life through activities implemented and documented in program review, all College plans, and institutional initiatives – with a shared responsibility for making progress on each of the four Strategic Directions:

1. Increase equitable student engagement, learning, and success.

We improve student learning and success by: increasing inclusiveness and engagement; promoting equitable access and completion; providing a welcoming, student-friendly culture; and building stronger relationships among faculty, staff, students, and the community. Los Medanos College strives to facilitate the success of all students by delivering relevant and excellent instruction, student support, and services. *(Aligns with District Goal #1: Enhance student learning and success.)*

Objective 1.1 Improve equity in student success outcomes.

Strategies:

- A. Develop customized, evidence-based methods and performance goals to support the achievement of all students.
- B. Develop, scale, and institutionalize sustainable, innovative, and evidence-based practices that increase student completion within all demographic and socio-economic groups.
- C. Provide opportunities for professional learning aimed at increasing the retention and success rates of all students.

Objective 1.2 Increase the number of students who: complete courses, certificates, and degrees; are prepared for transfer and career opportunities; and enter or advance within the workforce.

Strategies:

- A. Improve completion of basic skills sequences for all students to enhance overall certificate and degree completions.
- B. Ensure programs and learning outcomes align with transfer requirements and employers.
- C. Expand external job/career placement services on campus.
- D. Offer robust distance education programs with clear pathways that lead to degree and certificate completion.



Objective 1.3 Build and promote equitable engagement and learning opportunities.

Strategies:

- A. Develop and provide a structured first-year experience program for new students.
- B. Strengthen connections, collaboration, and alignment between instruction and student services.
- C. Improve student learning and address gaps identified through assessments and surveys in pedagogy and services.
- D. Link instructional and student service programs to community needs and issues.

Objective 1.4 Increase and promote equitable access.

Strategies:

- A. Improve accessibility and navigation of the College with student input.
- B. Improve access to Student Services at all LMC sites – Pittsburg, Brentwood, Academies, and online.
- C. Increase awareness about LMC’s services by all College personnel.



2. Strengthen community engagement and partnerships.

We reinforce the value of LMC by promoting the institution as an educational and cultural hub for East Contra Costa County. To foster civic engagement and regional stewardship, we cultivate strong partnerships with education, business, and other local organizations. Los Medanos College prepares students to contribute to the vitality of our service area as good citizens and valuable members of the workforce. *(Aligns with District Goal #2: Strengthen current and create new partnerships.)*

Objective 2.1 Develop a strong and positive image of LMC in the community.

Strategies:

- A. Promote LMC as the “first choice” for learning, training, partnerships, opportunities, and enrichment in East Contra Costa County.
- B. Raise awareness of existing LMC activities and create new opportunities for the community to experience the College.

Objective 2.2 Develop and strengthen industry partnerships and local/regional alliances.

Strategies:

- A. Increase opportunities to collaborate with industry partners and community leaders.
- B. Communicate and build College awareness of external partnerships.

Objective 2.3 Enhance collaborations with all educational partners to improve student pathways.

Strategies:

- A. Promote a college-going culture in the community.
- B. Strengthen pathway partnerships.

3. Promote innovation, expand organizational capacity, and enhance institutional effectiveness.

We are committed to improving teaching and learning methodologies and to providing excellent and effective programs and services. As such, we promote a culture of continuous improvement and innovation as means of increasing student success. Los Medanos College believes that our most valuable asset is our employees – therefore we foster a culture of professional development that builds our institutional capacity and expands our learning as educators. *(Aligns with District Goal #3: Create a culture of continuous improvement and tangible success.)*

Objective 3.1 Encourage and support innovation.

Strategies:

- A. Create opportunities for the campus community to explore and institutionalize innovative, sustainable curricula, services, practices, and technologies.
- B. Develop a mechanism for College personnel to share innovative practices and resulting successes with the campus community.

Objective 3.2 Attract, retain, and invest in talented employees.

Strategies:

- A. Develop systems and protocols to strengthen the diversity of employee hiring pools that represent community demographics.
- B. Cultivate a culture of ongoing professional development.

Objective 3.3 Increase the effectiveness of the institution.

Strategies:

- A. Align planning, governance, and operations through clear processes, guidelines, and communication.
- B. Improve use and understanding of data.



4. Invest in technology, fortify infrastructure, and enhance fiscal resources.

We recognize the importance of maintaining and managing our tangible resources to facilitate student success. To that end, we expand physical, fiscal, and technological resources to enhance the delivery of instruction, student support services, and administrative operations. Los Medanos College will design and maintain our infrastructure to meet the ever-changing needs of students, College personnel, and the community. *(Aligns with District Goal #4: Be good stewards of the District's resources.)*

Objective 4.1 Provide sustainable, state-of-the-art technology.

Strategies:

- A. Provide college-wide technology and related services that meet the needs of students and College personnel.
- B. Implement the Technology Plan to continuously update the College's hardware, software, and network to improve the effectiveness of instruction, student services, and administrative services.
- C. Provide faculty and students with accessible and effective technological infrastructure and support for online instruction and student services.

Objective 4.2 Improve and enhance the physical plant.

Strategies:

- A. Exercise sound judgment in the use of physical resources.
- B. Promote sustainable practices in construction, land use, utilities, materials, and recycling.
- C. Provide safe and comfortable facilities and environment for teaching, learning, and working.

Objective 4.3 Improve and enhance resource sustainability and fiscal responsibility.

Strategies:

- A. Expand fiscal resources through grants and external funding sources to achieve Strategic Directions.
- B. Exercise sound judgment in the use of fiscal resources.



Strategic Directions: 2014-2019

STRATEGIC DIRECTION	OBJECTIVE	STRATEGY
<p>1. Increase equitable student engagement, learning, and success.</p> <p>We improve student learning and success by: increasing inclusiveness and engagement; promoting equitable access and completion; providing a welcoming, student-friendly culture; and building stronger relationships among faculty, staff, students, and the community. Los Medanos College strives to facilitate the success of all students by delivering relevant and excellent instruction, student support, and services.</p> <p><i>Aligns with District Goal #1: Enhance student learning and success.</i></p>	<p>1.1. Improve equity in student success outcomes.</p>	<p>A. Develop customized, evidence-based methods and performance goals to support the achievement of all students.</p>
		<p>B. Develop, scale, and institutionalize sustainable, innovative, and evidence-based practices that increase student completion within all demographic and socio-economic groups.</p>
		<p>C. Provide opportunities for professional learning aimed at increasing the retention and success rates of all students.</p>
	<p>1.2. Increase the number of students who: complete courses, certificates, and degrees; are prepared for transfer and career opportunities; and enter or advance within the workforce.</p>	<p>A. Improve completion of basic skills sequences for all students to enhance overall certificate and degree completions.</p>
		<p>B. Ensure programs and learning outcomes align with transfer requirements and employers.</p>
		<p>C. Expand external job/career placement services on campus.</p>
		<p>D. Offer robust distance education programs with clear pathways that lead to degree and certificate completion.</p>
	<p>1.3. Build and promote equitable engagement and learning opportunities.</p>	<p>A. Develop and provide a structured first-year experience program for new students.</p>
		<p>B. Strengthen connections, collaboration, and alignment between instruction and student services.</p>
		<p>C. Improve student learning and address gaps identified through assessments and surveys in pedagogy and services.</p>
		<p>D. Link instructional and student service programs to community needs and issues.</p>
	<p>1.4. Increase and promote equitable access.</p>	<p>A. Improve accessibility and navigation of the College with student input.</p>
		<p>B. Improve access to Student Services at all LMC sites – Pittsburg, Brentwood, Academies, and online.</p>
	<p>C. Increase awareness about LMC’s services by all College personnel.</p>	

Strategic Directions: 2014-2019

STRATEGIC DIRECTION	OBJECTIVE	STRATEGY
<p>2. Strengthen community engagement and partnerships.</p> <p>We reinforce the value of LMC by promoting the institution as an educational and cultural hub for East Contra Costa County. To foster civic engagement and regional stewardship, we cultivate strong partnerships with education, business, and other local organizations. Los Medanos College prepares students to contribute to the vitality of our service area as good citizens and valuable members of the workforce.</p> <p><i>Aligns with District Goal #2: Strengthen current and create new partnerships.</i></p>	<p>2.1. Develop a strong and positive image of LMC in the community.</p>	<p>A. Promote LMC as the “first choice” for learning, training, partnerships, opportunities, and enrichment in East Contra Costa County.</p>
		<p>B. Raise awareness of existing LMC activities and create new opportunities for the community to experience the College.</p>
	<p>2.2. Develop and strengthen industry partnerships and local/regional alliances.</p>	<p>A. Increase opportunities to collaborate with industry partners and community leaders.</p>
	<p>2.3 Enhance collaborations with all educational partners to improve student pathways.</p>	<p>B. Communicate and build College awareness of external partnerships.</p>
		<p>A. Promote a college-going culture in the community.</p>
		<p>B. Strengthen pathway partnerships.</p>

Strategic Directions: 2014-2019

STRATEGIC DIRECTION	OBJECTIVE	STRATEGY
<p>3. Promote innovation, expand organizational capacity, and enhance institutional effectiveness.</p> <p>We are committed to improving teaching and learning methodologies and to providing excellent and effective programs and services. As such, we promote a culture of continuous improvement and innovation as means of increasing student success. Los Medanos College believes that our most valuable asset is our employees – therefore we foster a culture of professional development that builds our institutional capacity and expands our learning as educators.</p> <p><i>Aligns with District Goal #3: Create a culture of continuous improvement and tangible success.</i></p>	<p>3.1. Encourage and support innovation.</p>	<p>A. Create opportunities for the campus community to explore and institutionalize innovative, sustainable curricula, services, practices, and technologies.</p>
		<p>B. Develop a mechanism for College personnel to share innovative practices and resulting successes with the campus community.</p>
	<p>3.2. Attract, retain, and invest in talented employees.</p>	<p>A. Develop systems and protocols to strengthen the diversity of employee hiring pools that represent community demographics.</p>
		<p>B. Cultivate a culture of ongoing professional development</p>
	<p>3.3. Increase the effectiveness of the institution.</p>	<p>A. Align planning, governance, and operations through clear processes, guidelines, and communication.</p>
		<p>B. Improve use and understanding of data.</p>

Strategic Directions: 2014-2019

STRATEGIC DIRECTION	OBJECTIVE	STRATEGY
<p>4. Invest in technology, fortify infrastructure, and enhance fiscal resources.</p> <p>We recognize the importance of maintaining and managing our tangible resources to facilitate student success. To that end, we expand physical, fiscal, and technological resources to enhance the delivery of instruction, student support services, and administrative operations. Los Medanos College will design and maintain our infrastructure to meet the ever-changing needs of students, College personnel, and the community.</p> <p><i>Aligns with District Goal #4: Be good stewards of the District's resources</i></p>	<p>4.1. Provide sustainable, state-of-the-art technology.</p>	<p>A. Provide college-wide technology and related services that meet the needs of students and College personnel.</p>
		<p>B. Implement the Technology Plan to continuously update the College's hardware, software, and network to improve the effectiveness of instruction, student services, and administrative services.</p>
		<p>C. Provide faculty and students with accessible and effective technological infrastructure and support for online instruction and student services.</p>
	<p>4.2. Improve and enhance the physical plant.</p>	<p>A. Exercise sound judgment in the use of physical resources.</p>
		<p>B. Promote sustainable practices in construction, land use, utilities, materials, and recycling.</p>
		<p>C. Provide safe and comfortable facilities and environment for teaching, learning, and working.</p>
	<p>4.3. Improve and enhance resource sustainability and fiscal responsibility.</p>	<p>A. Expand fiscal resources through grants and external funding sources to achieve Strategic Directions.</p>
	<p>B. Exercise sound judgment in the use of fiscal resources.</p>	

Implementing the Plan and Evaluating Progress

Strategic planning at LMC is a dynamic, collaborative, and engaging process that maps the future direction of the College. This process facilitates long-term success and effectiveness of the institution for our students, our employees, and our community. This Strategic Plan serves to transform our collective vision into concrete strategies that demonstrate our dedication to achieving equitable success and outcomes for all LMC students. Those who contributed to the development of the Strategic Plan did so with a passion for serving students, a commitment to collaboration and dialogue, and a keen understanding of the significant role that this living document will play in the future of the institution.

Los Medanos College is committed to effectively implementing the visionary principles of the Strategic Plan in a way that is meaningful, usable, and measurable. To that end, the next phase of the process in the Planning Committee will include a framework for implementation and evaluation.

Implementing the Plan (a framework for implementation)

- Objectives and activities developed by departments/units through Instructional, Student Services, and Administrative program reviews are aligned with the Strategic Directions annually to determine institutional progress. (*“Program-Level Input”*)
- Relevant activities developed through other institutional plans such as Basic Skills Initiative (BSI) Plan, Student Equity Plan, Student Success & Support Program (3SP) Plan, and Technology Plan are aligned with the Strategic Plan. (*“Lateral Input”*)
- After an annual review of “Program-Level” and “Lateral” input by the Planning Committee and/or President’s Cabinet, gaps in achieving the strategic directions are identified, documented, and addressed by developing Institution-Level or Inter-Departmental activities. (*“Institution-Level Input”*)
- Outcome metrics will be developed by the Planning Committee and measured in collaboration with institutional research.

Assessing Progress (evaluative process)

- The College must develop a sustainable, evaluative process to measure the impact and effectiveness of the Strategic Plan and the directions, objectives, and strategies contained therein. This will likely be a “layered” process, as the Plan will include activities originating from various sources (such as Program Review, and other institutional plans and initiatives) – some of which may already contain assessment mechanisms, while others may have evaluative tools in development. As part of its Accreditation self-evaluation process, LMC identified an actionable improvement plan addressing the need to “evaluate, revise, and codify a sustainable process for reviewing and responding to annual program review updates and comprehensive reviews.”
- The College will review its Mission, Vision & Values Statements and adopt a regular cycle of review.
 - LMC’s Mission Statement was reaffirmed in June 2013 following a college-wide review process; it will be revisited to determine if any revision is necessary, based on the new strategic directions.
 - The Vision and Values Statements were developed in 2005-06; they will be reviewed (via a process similar to 2012-13 Mission Statement review) to determine whether updates are required for better alignment with the new Strategic Directions.

Implementation Diagram: Developing Strategic Plan Activities



References and Resources

CCCCD Achievement Gap Report (2013)

CCCCD Strategic Plan (2014 - 2019)

CCCCD Environmental Scan of Contra Costa County (2013)

LMC Educational Master Plan (2006 – 2016)

LMC Interim Strategic Plan (2012 – 2014)

LMC Self Evaluation Report for Re-affirmation of Accreditation (2014)

LMC Technology Strategic Plan (2014 draft)

LMC Student Equity Plan (2014 – 2019)

California Community Colleges Student Success Scorecard Report for Los Medanos College (2013)

LMC Workforce Development Strategic Plan – Vision 20/20 (2012)

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