

Welcome
to the
Los Medanos
Strategic Planning Retreat

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District Office of Research & Planning
February 24, 2014

Today's Agenda

Welcome

Expectations for the day

Review of previous LMC planning dialogues

Situational and environmental overview

Discussion: LMC's Identity

Discussion: Getting to the future

Discussion: LMC's Vision & Values

Wrap up & Next Steps

LMC Planning Process

- Opening Day dialogues
- Retreat #1
- Retreat #2 (w/ community members)
- College-wide survey
- Retreat #3
- Draft Strategic Plan (college feedback provided)
- Final Strategic Plan

Developing LMC's Strategic Plan

Strategy → Planning → The Plan

- Opening Day
 - Retreat #1
 - Retreat #2
- Retreat #3
 - Drafts & Feedback
- Final Plan

Today's task

To take the output from your opening day dialogues:



OPENING DAY "BIG IDEAS" FOR STRATEGIC PLAN 2014-2019

Group #1

Learning

- Cohorts have additional support (i.e. tutoring, counseling, etc.)
- First year experience with multiple entry points
- Financial Literacy (long and short term planning)

Marvelous Connections

- Building connections, partnerships and collaborations across campus, district and inter-departments
- Earlier outreach

Building Community

- Marketing to community
- Welcoming to community

Group #2

Mentoring

- Institutional mentoring for students in all programs/departments on campus

Partnerships with Community and Businesses

- Increase partnerships with community programs/businesses to determine business community needs in order to promote students (upon graduation) obtaining employment within the community.

Faculty and Staff Professional Development

- Have workshops in the college of many different programs we have available to assist Faculty and Staff on how to further their education based on their present situation.

"Community College Challenge Program"

- Further research and institute "Community College Challenge Program" (Obama-9 Billion Funding) See attached article by Ann Hulbert "How to Escape the Community College Trap".

and make them more tangible and coherent

Expectations for Today

- **Clarify concepts**
- **Consider what distinguishes LMC**
- **Identify what's required in achieving the mission**
- **Refine your vision and Values**

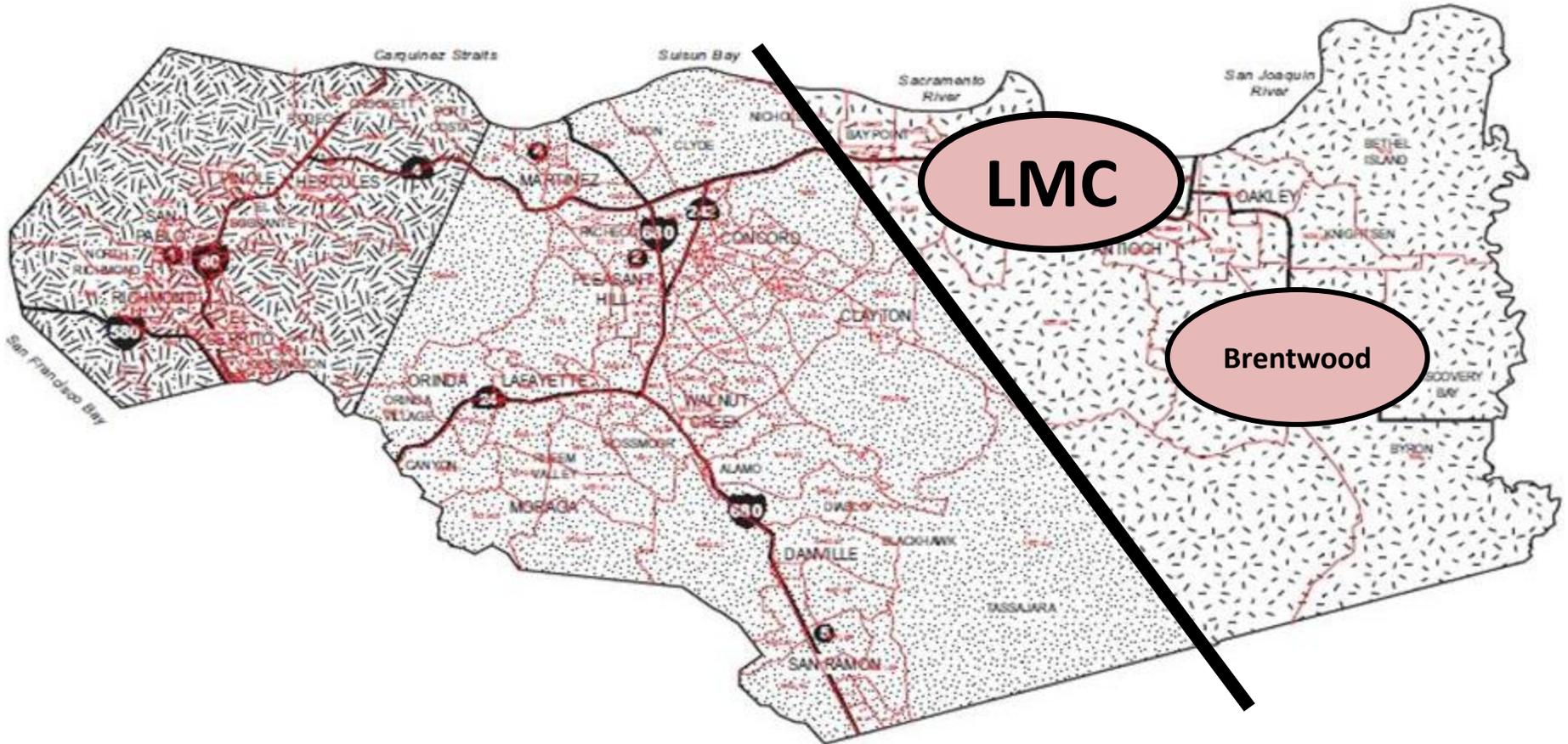
Imperative: by the end of the day we must have moved closer to having content that will properly set up the next retreat.

Environmental Scan

Highlights from the Highlights

Environmental Scan Geography

East County



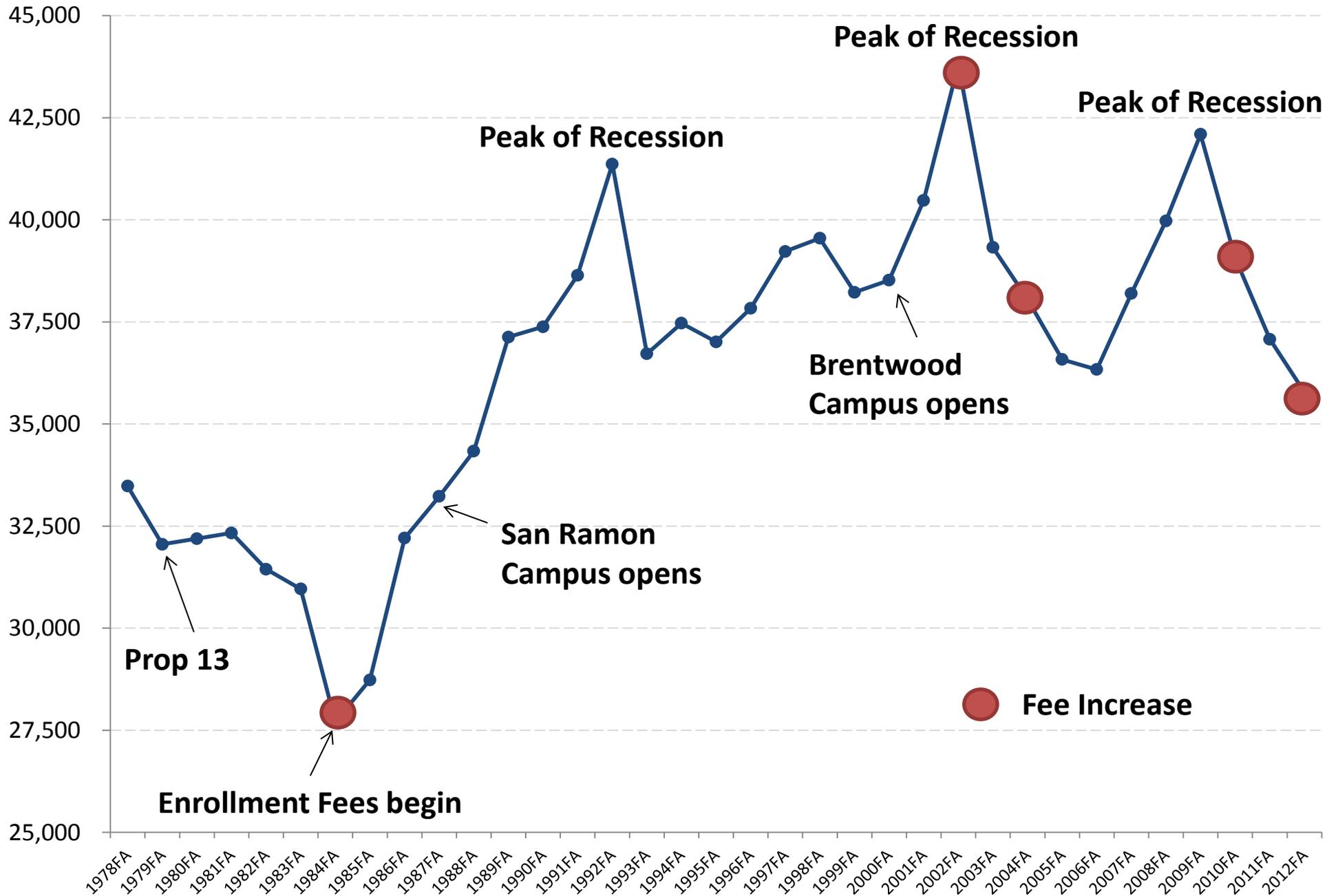
Let's focus on the LMC Service Area in the East County

	West County	Central County	East County
Overall population	[Redacted]		Second largest region; rapid growth
Age Distribution	[Redacted]		Youngest age pool; U-shaped growth
Ethnicity	[Redacted]		Bimodal ethnicity profile
Origin of Birth	[Redacted]		Rapid growth of foreign born residents
Language Spoken	[Redacted]		Fastest growth among non-English speakers
Education Attainment	[Redacted]		Least educated; strong growth in AA degrees
HS Graduate Market	[Redacted]		Booming growth; rising capture rates
Feeder HS API Profile	[Redacted]		Midlevel performance
Labor Market	[Redacted]		Weak job growth; growing poverty
Income & Housing Market	[Redacted] Low but improving housing market		Slow income growth & tepid housing market

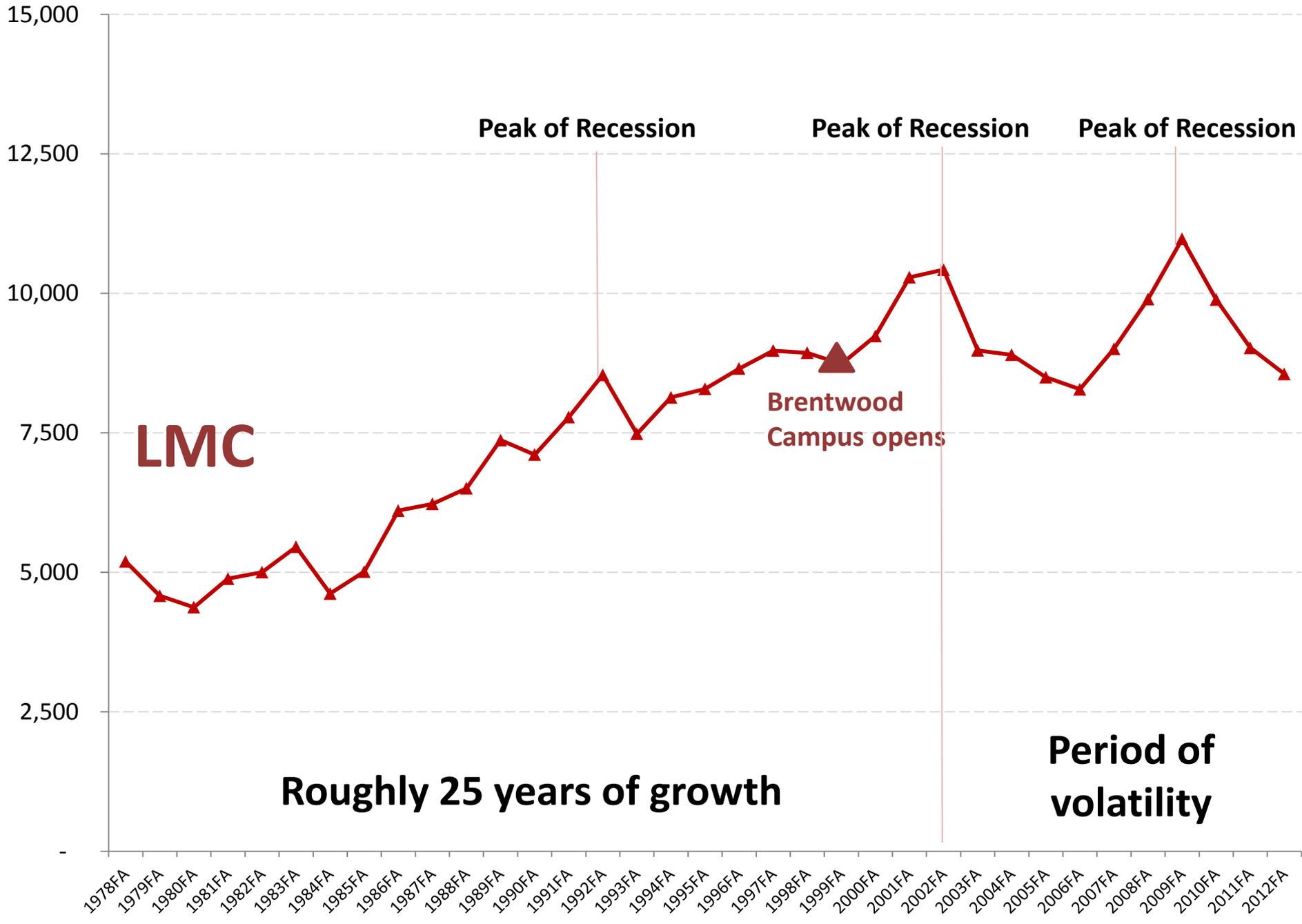
Highlights from the Environmental Scan

1. Experiencing a modest economic recovery
2. Growth in both younger and older populations
3. Rapid growth in foreign born and non-English speakers
4. Lower overall levels of educational attainment but growing high school graduation rates

CCCCD Fall Headcount since 1978

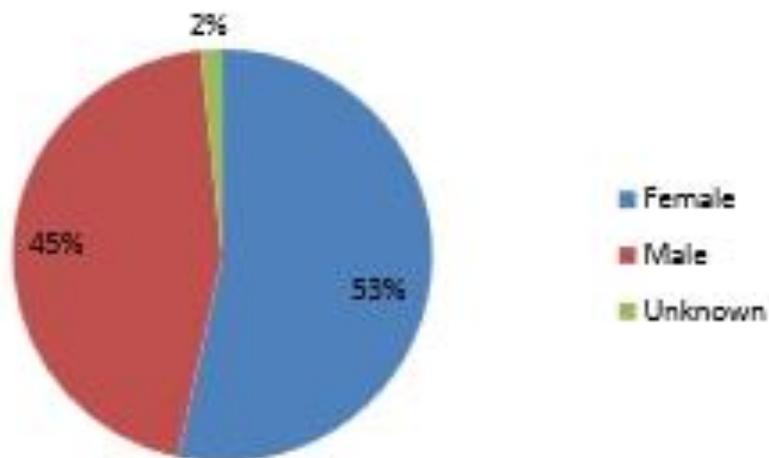


Fall Headcount since 1978

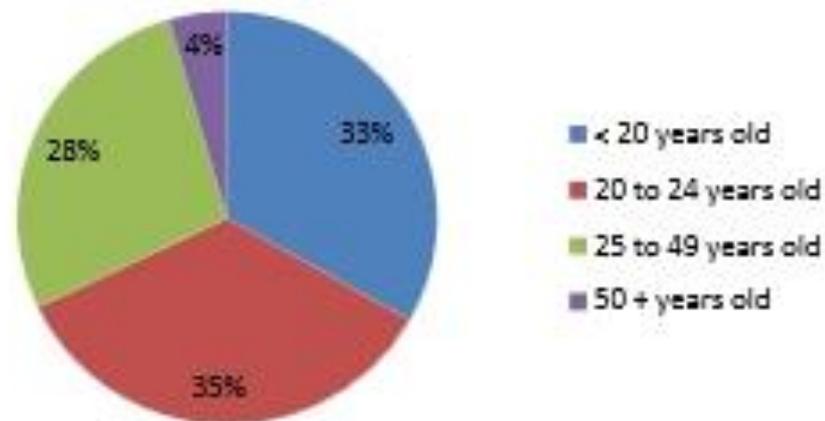


Student Gender & Age Profile

Gender

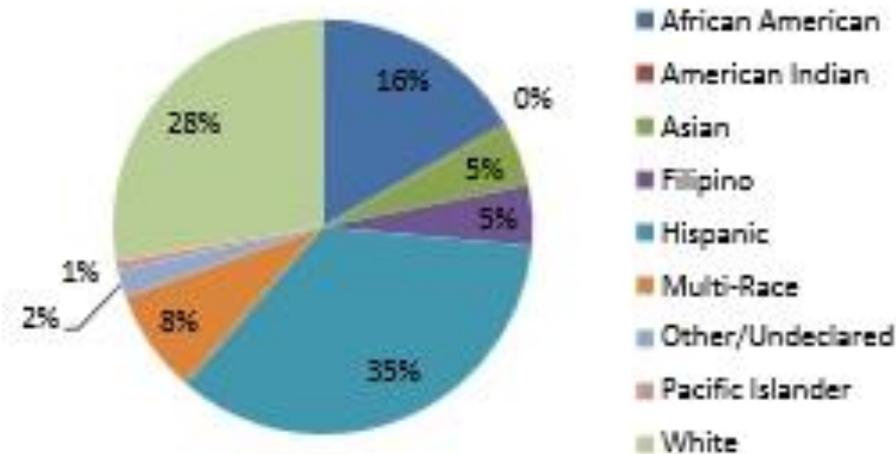


Age Group

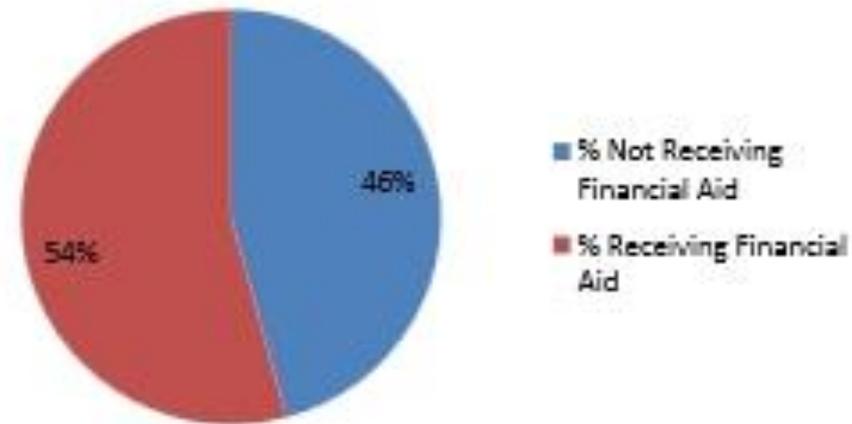


Student Ethnicity & Financial Aid participation

Race/Ethnicity

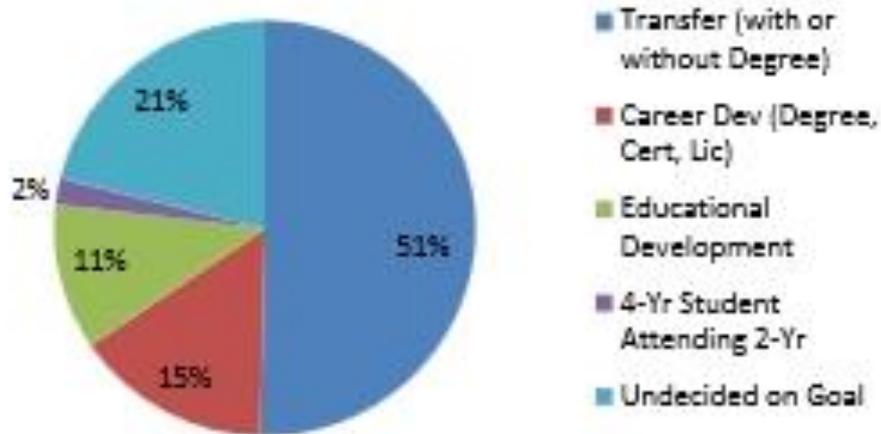


Financial Aid

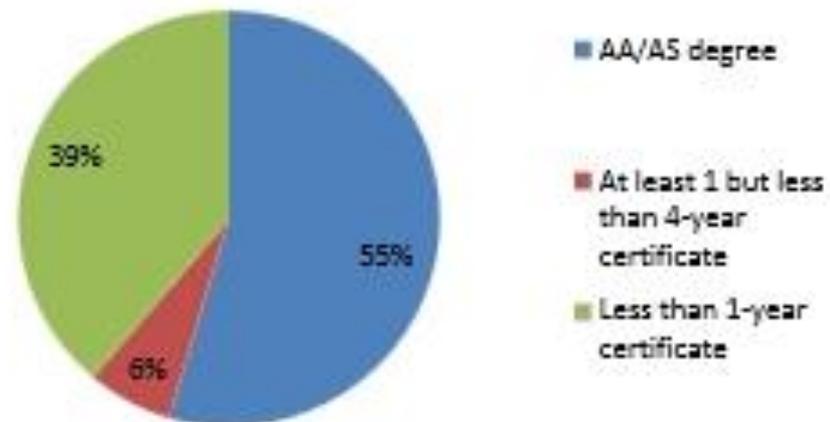


Student Goals and Awards

Educational Goal



Awards



Student Performance

Los Medanos College Level 1 Accreditation Tables - Aggregated by Measure

ALL COURSES	2008FA	2009FA	2010FA	2011FA	2012FA	2013FA
Number of Students (Head Count)	9,970	11,024	9,930	9,115	8,779	8,725
Percent Receiving Financial Aid	36%	42%	47%	52%	54%	54%
Course Success Rate	69%	69%	69%	71%	70%	71%
Course Retention Rate	84%	83%	82%	86%	85%	85%

BASIC SKILLS COURSES	2008FA	2009FA	2010FA	2011FA	2012FA	2013FA
Number of Students (Head Count)	1,426	1,783	1,531	1,302	1,258	1,158
Percent Receiving Financial Aid	51%	58%	62%	65%	68%	67%
Course Success Rate	61%	64%	61%	65%	60%	62%
Course Retention Rate	82%	82%	79%	82%	80%	81%

Student Performance

CTE COURSES	2008FA	2009FA	2010FA	2011FA	2012FA	2013FA
Number of Students (Head Count)	4,117	4,469	3,757	3,329	3,225	3,092
Percent Receiving Financial Aid	36%	42%	48%	54%	54%	55%
Course Success Rate	72%	73%	71%	72%	71%	73%
Course Retention Rate	88%	87%	85%	87%	87%	87%

GENERAL ED. COURSES	2008FA	2009FA	2010FA	2011FA	2012FA	2013FA
Number of Students (Head Count)	8,982	9,947	9,446	8,710	8,406	8,391
Percent Receiving Financial Aid	37%	42%	47%	52%	54%	54%
Course Success Rate	68%	68%	69%	72%	71%	71%
Course Retention Rate	84%	82%	83%	86%	86%	85%

Student Performance

Number of LMC Transfers to UC and CSU

	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13
UC	28	38	28	35	37	37	39	63	61	75	79
CSU	170	178	225	202	214	256	276	195	225	324	302
CA Public	198	216	253	237	251	293	315	258	286	399	381

Number of Degrees and Certificates Awarded by LMC

	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13
Degrees	295	297	295	276	285	390	446	355	590	619	705
Certificates	598	191	214	296	250	402	373	283	441	449	678

Dominant political and economic trends

National Trends in Higher Education

1. Improving economy but **resources will remain scarce**
2. Continued push toward greater **accountability**
3. Continued focus on **completion**
4. Expansion of market-based **innovations**
5. Increased attention on **labor market outcomes**
6. More discourse and attention on the **Achievement Gap**

Opening Day Dialogues

- 15 Group dialogues
- Discussed future directions
- Collected Big Ideas
- Identified themes

Wordmap of Major themes



Our first topic for
discussion

The Los Medanos identity

California Community College System:

Mission Statement

The mission of the California Community Colleges Board of Governors and the Chancellor's Office is to empower the community colleges through leadership, advocacy and support.

Vision Statement

The California Community Colleges Board of Governors and the chancellor share a vision of a better future for Californians by exemplifying exceptional leadership, advocacy and support on behalf of the community colleges. Their guidance provides access to lifelong learning for all citizens and creates a skilled, progressive workforce to advance the state's interests.

California Community College System:

Strategic Goals

- 1) College Awarenesss and Access
- 2) Student Success and Readiness
- 3) Parternships for Economic & Workforce Development
- 4) System Effectiveness
- 5) Resource Development

Regional Profile of the California Community College Landscape

Number of
California
Community
Colleges

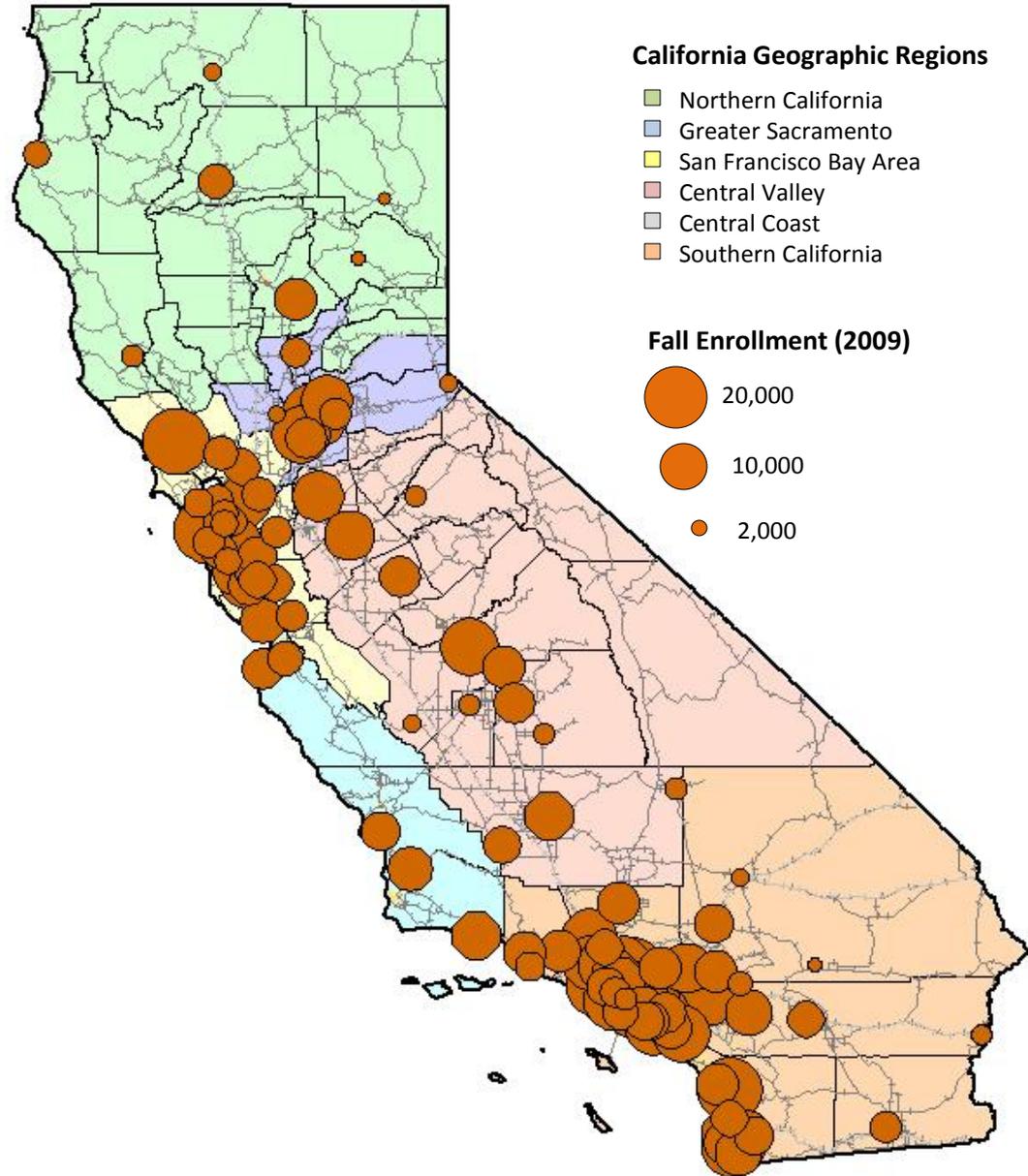
Fall '09
Total
College
Headcount

Northern California:	7	44,000
Greater Sacramento:	8	120,000
San Francisco Bay Area:	26	354,000
Central Valley:	13	160,000
Central Coast:	5	73,000
Southern California:	54	1,000,000
State of California:	110	1,750,000

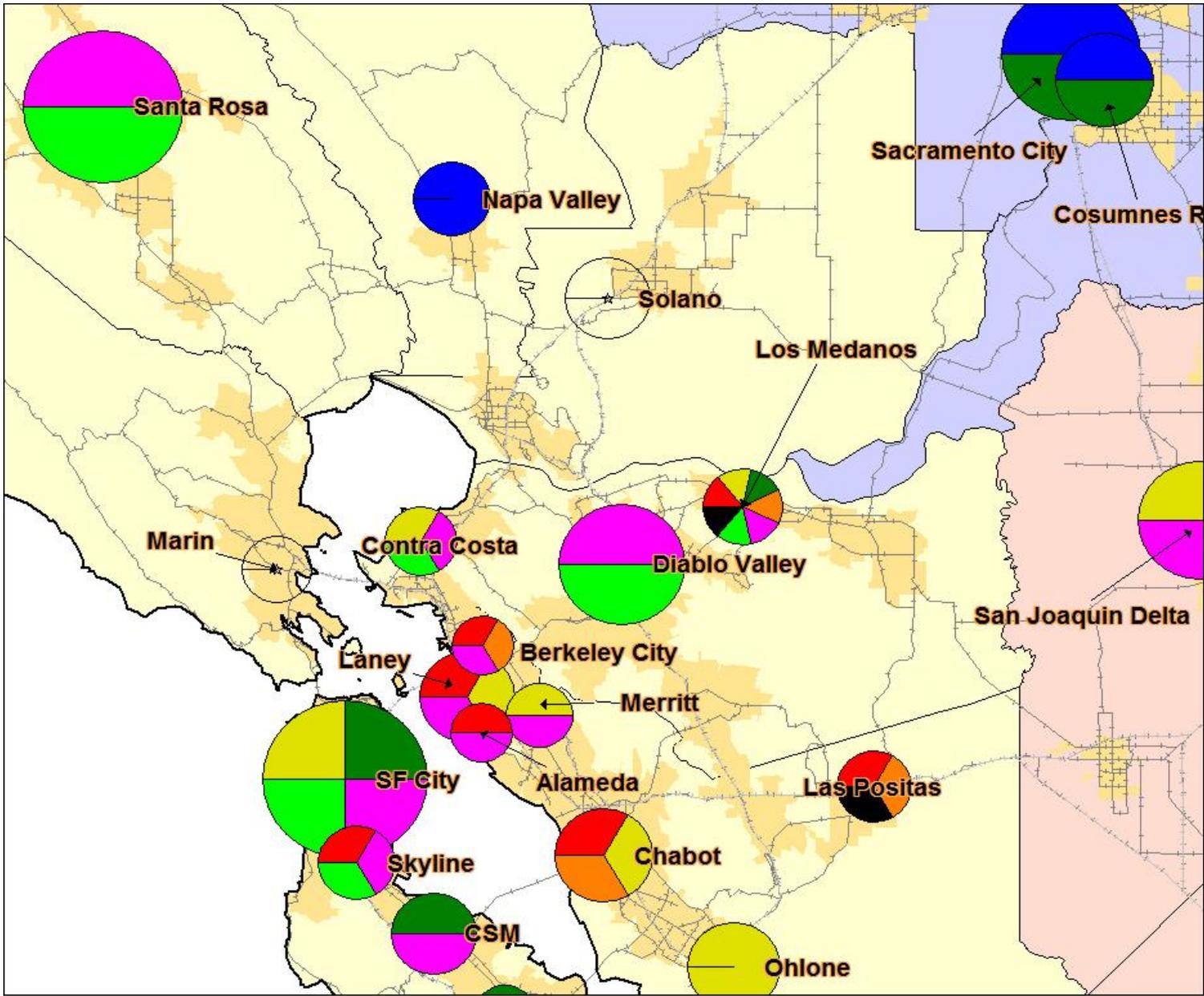
Percent of
California
Community
Colleges in
Region

Percent of
California
Total
Enrollment
(Fall 2009)

Northern California:	6.4%	2.5%
Greater Sacramento:	7.3%	16.8%
San Francisco Bay Area:	23.6%	20.2%
Central Valley:	11.8%	9.1%
Central Coast:	4.5%	4.1%
Southern California:	49.1%	57.2%
State of California:	100%	100%



Northern Bay Area



*Note: circle size conveys enrollment volume relative to other colleges within a given map but not across maps.

Discussion questions:

- What are the distinguishing characteristics of LMC ?
- What would you like them to be ?
- How would such an identity support the particular needs of your students?

Report Out

Group Discussion #2

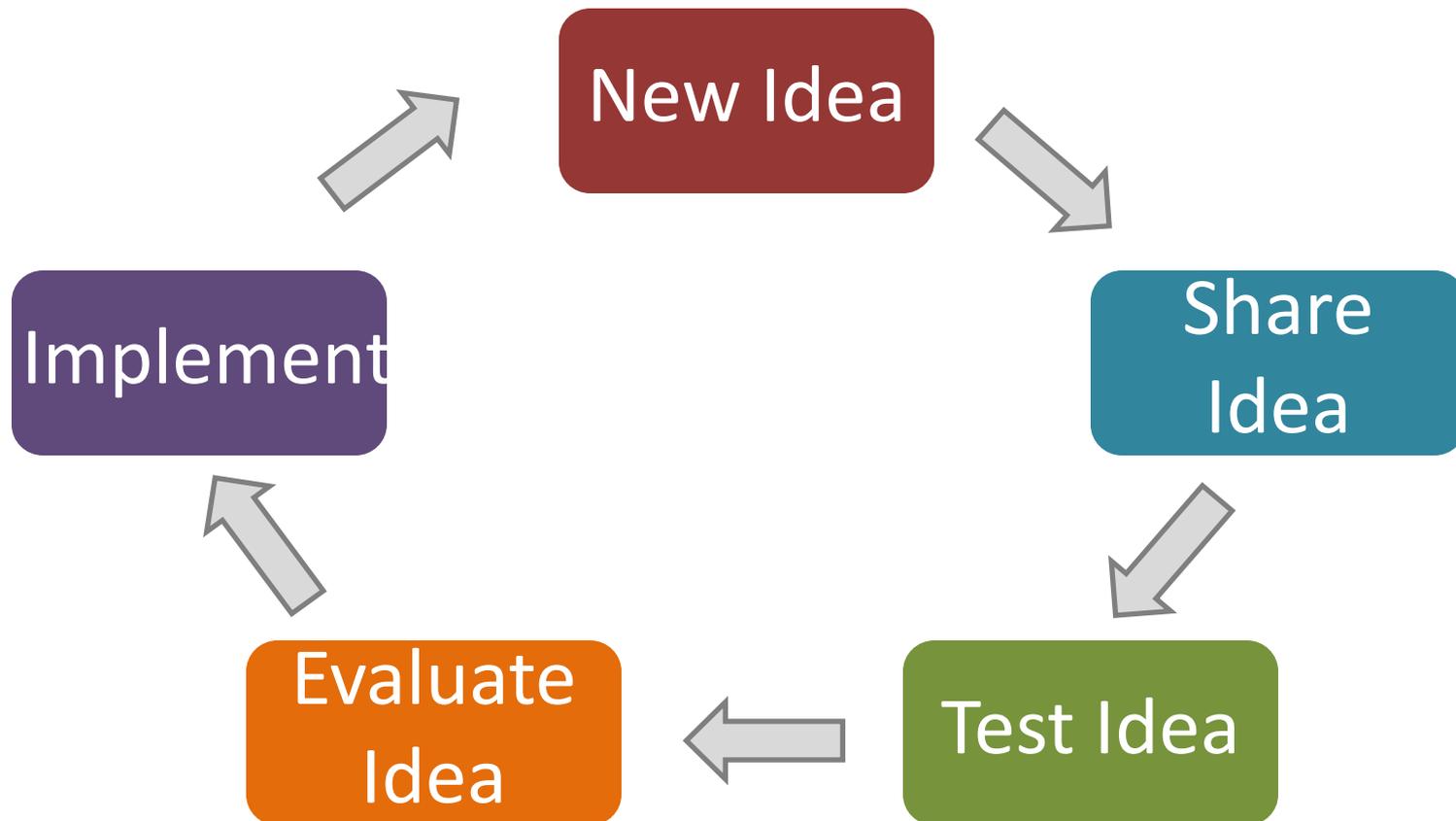
During your Opening Day dialogues you identified several important and interrelated mechanisms for achieving a better future:

- Professional Development
- Culture of Change
- Innovation



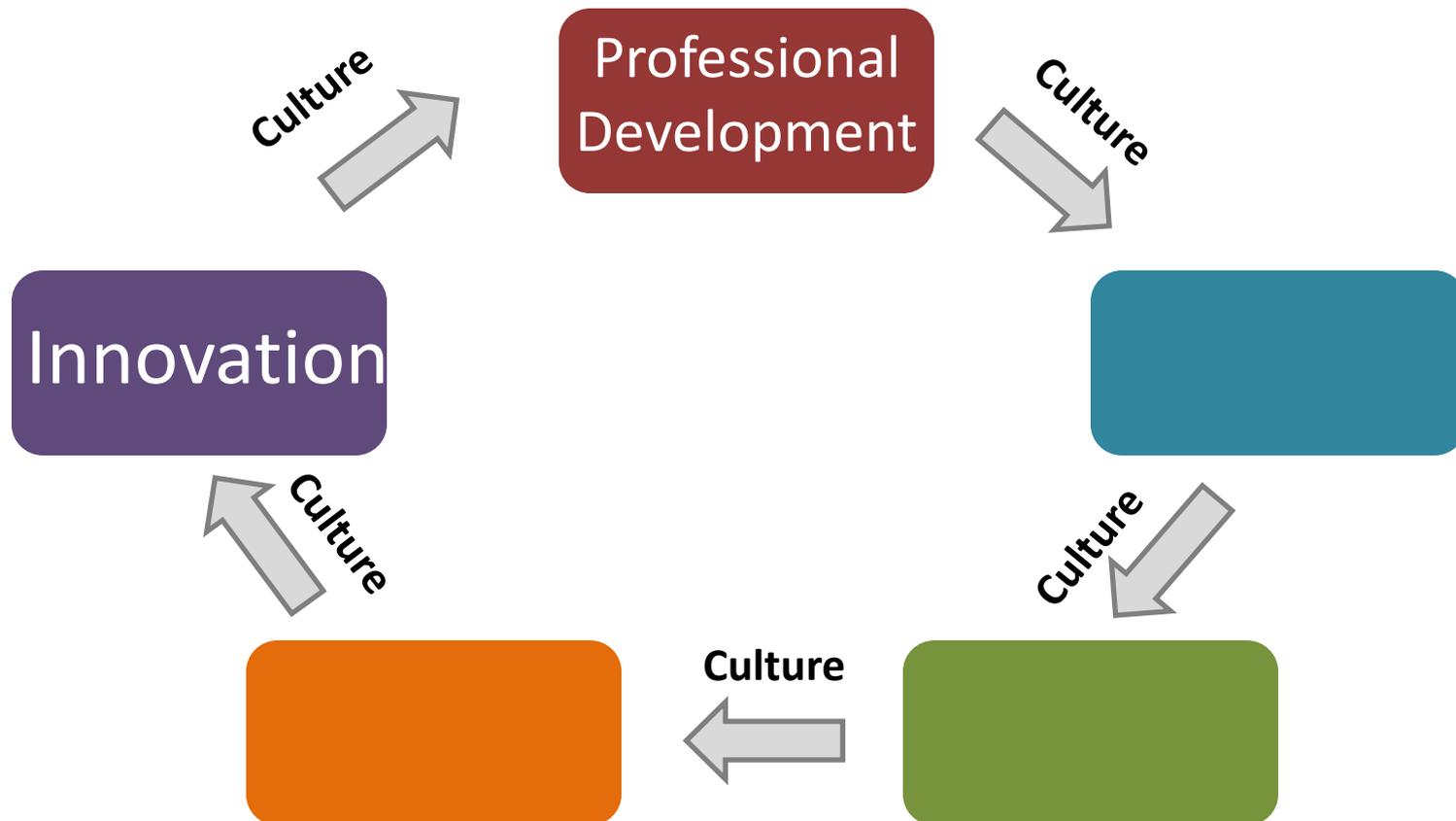
Group Discussion #2

Implementing new ideas at Los Medanos



Group Discussion #2

Implementing new ideas at Los Medanos



Discussion questions:

Consider an ideal process by which new ideas get shared and implemented at Los Medanos college.

- What would professional development look like in such an environment?
- What difficulties or oppositions would have to be overcome in getting good ideas implemented?
- What values, beliefs, cultural elements are necessary in making the process self-sustaining ?

Report Out

Los Medanos Vision and Values

Planning Framework

Vision

The preferred future for the college.

Planning Principles

The foundational assumptions that acknowledge the unique characteristics of the environment and recognize the benefits and limits of strategic planning.

Values

Qualities and principles that will guide implementation of the mission.

Mission

Core focus areas of the College.

Strategic Goals

Directions for change. The strategies under each Strategic Goal present the specific initiatives that will implement the plan.

Making a difference through education

OUR 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.

OUR VISION

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

Los Medanos 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.

Discussion questions:

Consider what you heard in the two previous reports outs and the wordmap.

- What core concepts or ideals do you think must anchor your college vision? Explain why.
- What values do you think are fundamentally required in fulfilling the college mission?

Report Out

Strategic Plan Time Line

Strategy → Planning → The Plan

- Opening Day
 - Retreat #1
 - Retreat #2
- Retreat #3
- Drafts & Feedback
- Final Plan

March 3rd

March 28th

Any final
thoughts?

THANK YOU!

THANK YOU!

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If you have any questions related to the information presented here today don't hesitate to contact my office:

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District Research Page: <http://www.4cd.edu/research/default.aspx>