

## 2024-25 Institutional Priorities

### 1. Strengthen and support effective, cross-constituent leadership to foster an anti-racist, collaborative, productive, and engaging place to learn and work. (EMP Goal #1)

#### ➤ Metrics

- In post-academic year employee survey, increase weighted average of responses to:
  - Question #1: On a scale of 1-5, how satisfied are you with your current job role?  
(Fall 2024 Weighted Average = 4.19)
  - Question #2: How often do you feel motivated to do your best at work?  
(Fall 2024 Weighted Average = 4.38)
  - Question #3: How confident are you that LMC has moved forward in actionable ways on its commitment to becoming an anti-racist and equitable college?  
(Fall 2024 Weighted Average = 3.64)
  - Question #4: How engaged do you feel in your daily work activities?  
(Fall 2024 Weighted Average = 4.15)
  - Question #5: Do you feel your contributions are valued by your team and supervisors?  
(Fall 2024 = 66.67% Yes, 21.37 Sometimes, 11.97% No)
- Fall 2022 SENSE: Increase “High Expectations and Aspirations” benchmark from 38.3 to average cohort score of 50.0 (see [SENSE 2022 Benchmark Scores Report for LMC](#))
- Spring 2023 CCSSE (see [CCSSE 2023 Benchmark Scores Report for LMC](#))
  - Increase “Academic Challenge” benchmark from 48.3 to above average cohort score
  - Increase “Support for Learners” benchmark from 49.6 to above average cohort score

#### ➤ Sample Activities (may include but aren’t limited to):

- Recommit to stand against racism and anti-Blackness, including the launch of the “A Long Talk” series and other equity learning opportunities
- Continue and improve professional development opportunities, such as: Nexus for Classified Professionals; Nexus for Faculty; and Pedagogy Innovation Project (PIP)
- Develop an onboarding program for new managers
- Develop ongoing professional development for managers to support growing expertise and excellence
- Fund conference participation, even with a lean budget, to support SEA goals
- Improve college-wide information-sharing to increase engagement and critical thinking
- Review Participatory Governance Task Group recommendations
  - Develop a second Task Group to take on next steps and determine what to implement
  - Enhance committees' capacity to share agendas, minutes, and outcomes
- SENSE-related best practices:
  - Faculty openly and overtly express their desire for their students to succeed.
  - Faculty assign work early, collecting it, and following up with students who do not complete the first assignments or miss class sessions early in the term.
- CCSSE-related best practices:
  - Faculty challenge students academically to be their best learning selves.
  - Faculty engage in activities that require students to think critically about complex problems or contexts.
  - Faculty assign readings, writing assignments, and examinations that encourage students to study and engage with the material.
  - The college provides academic support for students outside of the classroom
  - The college provides support to cope with non-academic responsibilities (work, family, etc.)

## 2024-25 Institutional Priorities

### 2. Improve access to access to financial, enrollment, and academic support, and enhance social connection for students. (EMP Goal #2)

#### ➤ Metrics:

- Increase number of students who complete FAFSA applications from 5,501 in 2023-24 to at least 6,381 (a 16% increase), with a stretch goal of 6,601 (a 20% increase) in 2024-25.

(Source: Student Centered Funding Dashboard)

- Fall 2022 SENSE (see [SENSE 2022 Benchmark Scores Report for LMC](#))
  - Increase “Clear Academic Plan and Pathway” survey benchmark from 35.1 to average cohort score of 50.0.
  - Increase “Effective Track to College Readiness” survey benchmark from 39.4 to average cohort score of 50.0.

#### ➤ Sample Activities (may include but aren’t limited to):

- Increase awareness of and access to financial aid opportunities
  - Provide workshops in Spanish, CADAA workshops, Parent Workshops
  - Work with Instructional, Counseling, and Library faculty to create information-sharing strategies to support students’ knowledge of and access to financial support
- Continue to support faculty development and implementation of zero and low-cost textbooks
- Increase equitable outcomes in distance education with professional development and support of Peer Online Course Review (POCR)
- Develop targeted recruitment strategies to attract a diverse and talented student body
- Build upon Student Success Coaches/Team model to foster a supportive environment that helps students thrive (i.e. enhance support services that contribute to student success, including academic advising, tutoring, financial literacy, and career counseling)
- Expand utilization of data-driven marketing and outreach efforts to increase enrollment.
- SENSE-related best practices:
  - Provide academic counseling appointments at times convenient for students
  - Assist students directly in selecting their course of study.
  - Assist students in setting academic goals and creating a plan to achieve them
  - Working with students to clearly identify the courses they need in their first semesters at the college.
  - Talking with students about their commitments outside of the college to determine appropriate college workload.
- CCSSE-related best practices:
  - The college promotes academic advising and planning
  - The college provides access to financial support

## 2024-25 Institutional Priorities

### 3. Increase Early College offerings and general enrollment. (EMP Goal #3)

#### ➤ Metrics

- Increase number of New Student Enrollments from 3,030 in 2023-24 to at least 3,212 (a 6% increase), with a stretch goal of 3,333 (a 10% increase) for 2024-25.
- Increase number of Dual and Concurrent Enrollment Students from 814 in 2023-24 to at least 863 (a 6% increase), with a stretch goal of 895 (a 10% increase) for 2024-25.
- Increase number of Dual Enrollment sections offered from a 2023-24 baseline of 39 sections to at least 45 sections (a 15% increase), with a stretch goal of 47 sections (a 20% increase) for 2024-25.
- Fall 2022 SENSE (see [SENSE 2022 Benchmark Scores Report for LMC](#))
  - Increase "Early Connections" survey benchmark from 40.5 to average cohort score of 50.0.

#### ➤ Sample Activities (may include but aren't limited to):

- Deepen our partnership with Unified School Districts to enhance Dual Enrollment, including middle school outreach
- Increase awareness of/access to financial aid opportunities
- Develop degree and certificate pathways for each participating high school
- Create a Cal-GETC certificate program in at least one high school via Dual Enrollment.
- Using a student-centered pathways approach, improve navigating early college opportunities through professional development and Pathways planning:
  - Enrollment
  - Retention
  - Persistence
  - Completion
- SENSE-related best practices:
  - Welcoming activities/practices
  - Providing information on financial aid and helping students determine eligibility
  - Learning students' names (including outside the classroom)
  - Assigning a specific person for students to see when they need assistance or information

## 2024-25 Institutional Priorities

### 4. Increase student completion of courses, certificates, and degrees. (EMP Goal #4)

#### ➤ Metrics

- Increase Fall to Spring persistence rate from a 2023-24 baseline of 63.7% to at least 65.5%, with a stretch goal of 66.2% for 2024-25.
- Award at least 1,424 associate's degrees, with a stretch goal of 1,589 degrees in 2024-25 (1,435 degrees awarded in 2023-24, goals based upon ACCJC Institutional-Set Standards).
- Award at least 575 Chancellor's Office approved certificates, with a stretch goal of 837 certificates in 2024-25. (643 certificates awarded in 2023-24, goals based upon ACCJC Institutional-Set Standards).

#### ➤ Sample Activities (may include but aren't limited to):

- Support Instructional Faculty in communicating with current students in current courses about re-enrolling in the next semester
- Support Instructional Faculty in communicating with current students in current courses about petitioning for degrees, certificates and commencement
- Continue to create promotion and recruitment campaigns to increase enrollment, particularly of BIPOC student populations, both traditionally aged and returning adults.
- Improve communication with students through the implementation of Target X for communication with potential, incoming and persisting students
- Reduce or eliminate barriers to navigating the college and succeeding in meeting goals using a Pathways approach:
  - Enrollment
  - Retention
  - Persistence
  - Completion
- Create and implement a comprehensive scheduling strategy that allows us to offer a robust and efficient schedule that meets community and student needs

## 2024-25 Institutional Priorities

### 5. Strengthen Institutional Effectiveness and Streamline Operational Processes (EMP Goal #55)

#### ➤ Metrics

- In post-academic year employee survey, increase weighted average of responses to:
  - Question #6: How would you rate the efficiency of the current processes in your department? (*Fall 2024 Weighted Average = 3.71*)
  - Question #7: Do you have the necessary tools and resources to perform your job effectively? (*Fall 2024 = 57.26% Yes, 34.19% Sometimes, 8.55% No*)
  - Question #8: How effective do you find the communication from the college administration? (*Fall 2024 Weighted Average = 3.37*)
  - Question #9: Do you understand how important decisions and changes at the college are made? (*Fall 2024 Weighted Average = 3.32*)

#### ➤ Sample Activities (may include but aren't limited to):

- Prepare for 2025 Accreditation ISER and External Team Visit (evaluation year 2026-27)
- Gear up for development of new Educational Strategic Plan (planning year 2025-26)
- Revamp the next Student Equity and Achievement Plan for the 2025-28 iteration (planning year 2024-25)
- Develop understanding of the Student-Centered Funding Formula model to secure resources to enhance student access, success, and equity in recruitment, support, retention, and completion
- Pursue relevant grant and external funding opportunities, such as a Hispanic-Serving Institution grant to improve student achievement
- Strengthen enrollment management efforts and strategic scheduling
- Integrate "Total Cost of Ownership Model" approach to development of Educational Strategic Plan and facilities planning for long-term sustainability
- Align resource decisions to metric development processes and evaluation/feedback planning loops.
- Address access challenges such as tuition payments (cash handling processes)
- Improve working conditions by making improvements to work order process and ability to track facilities needs