

LONG BEACH CITY COLLEGE

2022-2026 STRATEGIC PLAN



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MESSAGE FROM THE PRESIDENT-SUPERINTENDENT



Dear Campus Community,

It is my honor and pleasure to share with you the Long Beach City College 2022-2026 Strategic Plan. The Strategic Plan is the blueprint for the future of our College and sets the direction the College will take over the next four years. The themes, goals, and strategies outlined within the plan will enable the College to achieve our Mission, Vision, and Values.

Long Beach City College is on the forefront of transforming what it means to be a community college for our students and employees. For the first time in Long Beach City College history, our plan is intentionally and unapologetically focused on equity and justice for our historically underserved students and employees. This Strategic Plan reflects who we are and where we want to be in the future. I encourage our entire campus community to embrace the four themes of the Strategic Plan: inclusive, supportive, innovative, and synergy. Through these

themes, we can further engage in equity-minded efforts throughout all aspects of the institution to uplift and empower our historically underserved students and encourage them to embrace their authentic selves.

I would like to thank our Strategic Plan Oversight Taskforce and College Planning Council for their leadership throughout the development of the Strategic Plan, as well as our Board of Trustees for their leadership, support, and contributions. I also greatly appreciate the many contributions of our students, faculty, classified professionals, and management team members who participated in opportunities to envision the future of LBCC and provided feedback on the plan drafts throughout the vetting process. The Strategic Plan is a result of your thoughtfulness, care, and contributions.

I am looking forward to creating long-lasting, meaningful, and transformational change for our students and employees

through implementation of the Strategic Plan. We can achieve everything we have set forth and we have a bright future ahead of us.

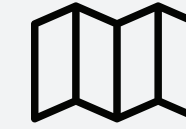
Go Vikings!



Dr. Mike Muñoz
Superintendent-President



ABOUT THE 2022-2026 STRATEGIC PLAN



The 2022-2026 Strategic Plan was developed by the Strategic Plan Oversight Taskforce and College Planning Council, with broad constituent input. The plan will serve as Long Beach City College's north star and will guide the implementation of plans and initiatives for the next four years. The plan is intentionally aligned with the Chancellor's Office Vision for Success and Guided Pathways.

The 2022-2026 Strategic Plan includes the Mission, Vision, and Values, followed by the Strategic Plan Themes, Goals, and Strategies. The Mission explains the purpose of our College, the Vision provides a brief overarching statement of what our College hopes to achieve in the future, and the Values describe the fundamental beliefs our College holds. The four Strategic Plan Goals describe what we hope to achieve through the implementation of the Strategies.

OUR COMMITMENT TO STRATEGIC PLAN IMPLEMENTATION



The time is now for transformation and for courageous leadership to confront the status-quo at Long Beach City College through the implementation of the 2022-2026 Strategic Plan.

In order to successfully implement the Strategic Plan, administration, full- and part-time faculty, classified professionals, and student leadership must recognize that they are collectively responsible for implementation of the Strategic Plan's Themes, Goals, and Strategies. This includes raising awareness amongst all faculty, classified professionals, administrators, and students of the

Mission, Vision, Values, and Strategic Plan Themes, Goals, and Strategies; actively ensuring that planning processes at all levels of the College and implementation of initiatives at the College directly align with the Strategic Plan; and broadly communicating progress on the Strategic Plan to all constituents. College leadership must commit to focusing on the prism of possibility and ensure systemic engagement in implementing the Strategic Plan, which will be monitored through College Planning Council. Only through working together can we successfully fulfill our Mission, Vision, and Values.

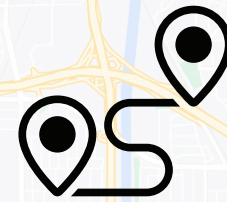


OUR MISSION STATEMENT



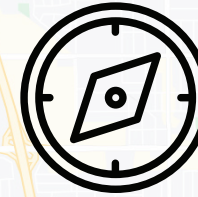
Long Beach City College is committed to empowering our students to become active, ethical participants in their learning, as well as in the democratic structures that give them voice and agency in shaping their society and world. In an environment that is caring, supportive, and inclusive, LBCC promotes equitable learning and educational achievement by delivering innovative, high-quality degree programs, certificate programs, holistic support services, and leading-edge workforce preparation for our diverse communities.

OUR VISION



Long Beach City College creates capacity, builds community, and sparks innovation in support of anti-racism and inclusion to ensure programs and services inspire and prepare learners to thrive as citizens in a diverse democracy and achieve their intellectual, financial, and personal goals. We cultivate a community that fully embraces individuals from all backgrounds, cultures, races, identities, life experiences, perspectives, beliefs, abilities, and values.

OUR VALUES



TEACHING & LEARNING

Academic Excellence: We promote academic excellence by offering outstanding programs that support students' academic, personal, and professional success. We are committed to academic quality and provide relevant, innovative, and equity-minded curricula.

Equitable Student Learning & Success: We are committed to equitable student learning and success by using the guided pathways framework to promote students' achievement of their educational goals in preparation for future success. We are dedicated to identifying and eliminating equity gaps to ensure that each student has the opportunity to succeed at LBCC.

Connectivity: We are committed to bridging the digital divide by ensuring all students have access to affordable technology, including reliable and secure high-speed Internet access in order to ensure effective participation in our courses, programs, and services.

DIVERSITY, EQUITY, INCLUSION, & ACCESSIBILITY

Anti-racism & Social Justice: We are actively committed to identifying, opposing, and confronting racism, white supremacy, anti-blackness, and other forms of systemic oppression through the intentional interrogation of policies, procedures, resources, and practices in and outside of the classroom to attain social justice and racial equality for our employees, students, and community members.

Diversity, Equity, Inclusion, & Accessibility: We are dedicated to breaking down existing barriers to equity while recognizing that equity is not the same as equality, creating a welcoming and safe campus environment, encouraging diversity of thought, and ensuring our college's programs, services, academic supports, and activities are accessible for the diverse communities represented at LBCC.

Culture of Care: We value a culture of care and well-being where employees and students are welcomed, supported, understood, and celebrated.

COLLABORATION & COMMUNITY

Participatory Governance: We value and encourage responsibility, trust, collaboration, and inclusivity among all constituencies through participation in College decision-making processes.

Community Partnerships: We are deeply committed to engaging and serving our local community through collaboration with our local school districts, industry, non-profit and civic organizations, and government agencies to meet the needs of the community and local labor market.

Workforce Development: We value our industry partnerships in supporting upward economic mobility for our students through curricula that is relevant and responsive to local labor trends, internships, and job placement opportunities.

CREATIVE LEADERSHIP & EXPLORATION

Innovation: We are committed to innovation and creativity and embrace the changes needed to eliminate barriers to our students' and employees' success.

Sustainability: We are dedicated to environmental sustainability and engage in environmentally conscious practices and processes to meet the needs of our current and future generations.

Global Citizenship: We are committed to inspiring students to become leaders and responsible global citizens who are dedicated to fostering inclusivity, interconnectivity, and sustainability.





STRATEGIC PLAN **THEMES, GOALS & STRATEGIES**



INCLUSIVE



SUPPORTIVE



INNOVATIVE



SYNERGY



INCLUSIVE



GOAL:

BY CREATING AN INCLUSIVE, ANTI-RACIST, & WELCOMING ENVIRONMENT, ALL STUDENTS & EMPLOYEES WILL FEEL THAT THEIR VOICES MATTER & THAT THEIR IDENTITIES ARE VALUED & RE-AFFIRMED.

Redesign policies, procedures, and processes to be equitable and attain social and racial justice for our students and employees

- Engage the college in a comprehensive institutional audit
- Implement institutional changes to support the needs of employees and students with disabilities both in and outside the classroom
- Apply universal design principles across the College, including to services, academic supports, and physical and online spaces

Continue catalyzing change to oppose and confront racism, anti-blackness, and white supremacy to create a more inclusive working and learning environment through the Framework for Reconciliation

- Implement the recommendations that arise through the Catalyzing Action Design Team and Impact Groups

Instill a sense of mattering and belonging in historically underserved students through welcoming, anti-racist, and inclusive programs, initiatives, and campus environments

- Continue to support cultural and heritage communities, programming, and resources that create welcoming, inclusive, and supportive environments for students of all backgrounds
- Scale successful learning communities (e.g., Puente, Umoja) and programs (e.g., EOPS, DSPS)
- Create a culturally responsive and welcoming campus for our students through visual representation (e.g., murals or other artwork or imagery) mirroring our campus community
- Continue to create safe and welcoming spaces on both campuses where students can engage in social and racial justice efforts, build relationships, and feel that their multifaceted identities are valued and seen
- Ensure the development of, and upgrades to, facilities are inclusive (e.g., gender-inclusive bathrooms)

Provide and promote equity-minded training for all employees to ensure students have the best experience possible

- Implement the Equity Congress for all employee groups focused on restorative justice
- Provide self-paced and easily accessible equity-minded professional development opportunities
- Ensure professional development focuses on building racial literacy through honest and ongoing discussion and reflection on racial identities, racism, and racial justice
- Ensure dedicated equity-focused professional development days are provided for all employees on campus

Ensure hiring practices intentionally support diversifying the College's workforce

- Evaluate and redesign faculty hiring practices at each step of the hiring process to focus on hiring diverse faculty that reflect the student population





SUPPORTIVE

GOAL:

THROUGH FOSTERING A CULTURE OF CARE & COLLEGIALLY, STUDENTS & EMPLOYEES WILL FEEL SUPPORTED, VALUED, & RESPECTED.



Intentionally serve our historically marginalized students recognizing that a "one size fits all" model does not work for all

- Identify best practices to support historically marginalized students and actively seek and apply for grants to support implementation of these practices
- Continue to expand supports for Justice Scholars students and gang-involved youth and young adults
- Develop courses and programs specifically focused on ethnic, racial, and gender and sexuality studies (e.g., Asian/Asian-American Studies, African-American/Black Studies, Chicano/Latinx Studies, Women's Studies, and LGBTQIA+ Studies)
- Intentionally expand federal work study opportunities on campus tailored to supporting financially disadvantaged students needs
- Ensure services, auxiliary services, academic supports, labs, and study spaces are open at the times students need them

Create spaces/activities for employees to connect, build community and relationships, and share best practices and experiences

- Support employee participation in events and programs on campus

Address students' basic needs to advance economic and social justice

- Continue to identify and implement additional strategies to address food insecurities across campus
- Expand opportunities to place housing-insecure students in short- and long-term housing
- Continue to support affordable transportation solutions for students and make available to students the technology necessary to achieve success

Focus on the institution's role in creating positive experiences for students and employees

- Offer professional development to management focused on positive management practices and leading with kindness

- Offer professional development to all employees focused on mental health, interpersonal communication, and work-life balance that promotes healing, vulnerability, honesty, and trust
- Continue the Faculty Diversity Internship Program and explore implementing a faculty and staff student mentoring program

- Further invest in mental health supports for students
- Continue to focus on ensuring the College's campuses are safe and secure for our students and employees
- Continue to improve the matriculation process (from application to enrollment) for direct and indirect matriculants, as well as non-credit students

- Regularly gather feedback on ways to improve student and employee experiences
- Establish mechanisms for succession planning for all departments and leadership positions so processes and practices are implemented consistently regardless of who is in the role

- Implement sensitivity training & conflict resolution training for employees
- Invest in trauma-informed training and resources for all employees
- Continue to enhance co-curriculum programs, clubs, and activities

Improve communication across the College for students and employees

- Increase clarity and improve functionality of the LBCC website to be both student- and employee-friendly
- Improve on-campus signage to ensure it is clear and welcoming for students

Continue building trust and improving morale through an environment of transparency and open communication amongst all employee groups

- Improve the transparency of hiring processes and practices
- Improve communication about ways to provide input on college-wide plans, initiatives, and programs and ensure methods are effective and inclusive
- Improve transparency of college priorities and resources



INNOVATIVE



GOAL:

THROUGH IMPLEMENTING INNOVATIVE APPROACHES, LBCC WILL ACHIEVE EQUITABLE STUDENT OUTCOMES, ADDRESS EMERGING INDUSTRY NEEDS, & PROMOTE SUSTAINABILITY.

Close equity gaps in persistence and course success to achieve equitable student outcomes

- Fully implement structured roadmaps with milestones and meta-majors
- Continue to offer programs, services, and academic supports in multiple modalities to meet student needs
- Support the development of fully online programs
- Develop z-degrees and increase usage of Open Educational Resources
- Continue to implement and support equity-focused faculty inquiry groups, across both CTE & non-CTE disciplines
- Implement creative strategies and supports to increase successful transfer-level math and English course completion for degree-seeking students within their first year and close equity gaps
- Continue to support completion counseling interventions and re-engagement strategies to support student persistence
- Continue to analyze disaggregated course, program, and institutional student learning outcome data to identify and implement actions to improve student learning

- Identify ways to remove barriers inside and outside of the classroom so adult learners (+25 years of age) can attend class while managing other aspects of life (e.g., parent and me courses with kids doing schoolwork while parents are in class)

- Identify and implement additional strategies to increase FAFSA application submissions and increase awarding of Pell grants to students
- Expand and encourage opportunities for co-teaching across disciplines and amongst faculty of diverse backgrounds, cultures, races, identities, and abilities to promote authentic collaboration, celebrate diversity, and learn from one another to support equitable student learning and success.

- Continue to enhance student-centered scheduling practices

Offer and award student equity mini-grants and equity innovation grants annually to intentionally support race-conscious and equity-minded practices that close equity gaps

Continue to enhance and offer the Cultural Curriculum Audit to close equity gaps in course success

- Implement all phases of the Cultural Curriculum Audit per the Quality Focus Essay

Address the needs of the local and regional labor market through curriculum development

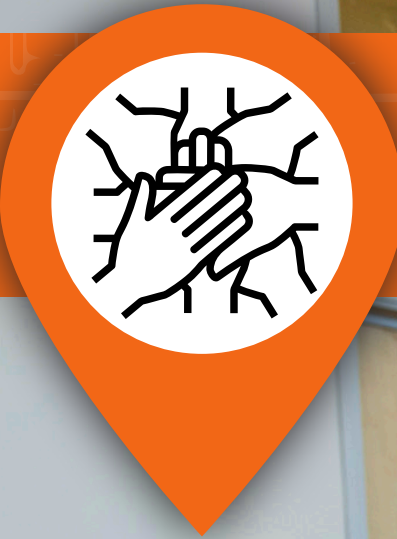
- Continue to examine regional data and reports for living-wage industry growth to support curriculum development and modification
- Investigate the development of industry advisory committees for non-CTE programs to inform curriculum development and modification
- Continue to educate students on career opportunities in relation to the programs offered on campus

Continue to work toward the attainment of environmental justice by serving as a leader in upgrading facilities to be environmentally sustainable, accessible, welcoming, and student-centered

- Continue to implement the Integrated Energy Master Plan in alignment with the Facilities Master Plan
- Improve the accessibility of all facilities on campus

Continue to invest in state-of-the-art technology to enhance student learning and improve business processes

- Continue to leverage technology investments and enhance online services that were implemented in response to the pandemic in support of students and employees at the College
- Utilize and leverage cloud-based solutions to build efficiencies and ensure data security
- Investigate and explore new technologies on an on-going basis to improve business processes
- Continue to support student and employee access to and successful use of College technology
- Continue to provide students with access to technology systems and software needed for successful completion of coursework and educational goals
- Continue to explore and implement improvements to existing institutional technologies and software



SYNERGY

GOAL:

BY CREATING SYNERGY BETWEEN COMMUNITY, EDUCATION, & LOCAL & REGIONAL INDUSTRY, PARTNERSHIPS WILL BE STRENGTHENED TO SUPPORT THE EQUITABLE ACHIEVEMENT OF STUDENTS' EDUCATIONAL & CAREER GOALS.

Scale Student Success Teams to break down silos and guide all students to ensure more students achieve their educational and career goals

- Implement all stages of the Student Success Teams per the Quality Focus Essay

Focus on achieving restorative justice through community-based partnerships

Drive the regional economy and achieve economic justice by expanding equity-minded partnerships with community organizations and local industry to support job exploration, internships, and living-wage job placement

- Scale opportunities for internships and work experience with local industry partners
- Intentionally market short-term non-credit certificates that lead to living-wage jobs to students looking for clear and quick pathways to employment
- Implement equity-minded, inclusive, and anti-racist practices in workforce development and across career technical education programs to ensure equitable student success both inside the classroom and throughout the internship, work experience, and career opportunities offered by LBCC in partnership with local industry

- Facilitate formal and informal mentorship opportunities between students and industry professionals
- Develop, market, and provide access to short-term pathways for adult learners (25+ years of age) to support entry into living-wage jobs

- Develop alternative schedules of classes and services on weekends and evenings to meet the needs of adult learners (25+ years of age)

Drive regional economic recovery as a mechanism to attain economic justice

- Ensure the College continues to partner and engage with policy makers to advocate for policies that support the attainment of economic and social justice for the College's students and the Long Beach community
- Promote and celebrate the Small Business Development Center and Goldman Sachs 10,000 Small Businesses programs, as well as identify ways to strengthen partnerships between LBCC and these programs

Grow early college initiatives for disproportionately impacted students to foster a sense of belonging in college courses, accelerate progress toward completion of educational goals, and improve economic mobility

- Engage in intentional marketing and messaging to increase parent and student awareness and understanding of the benefits to participating in early college initiatives
- Continue to expand the Early College at Browning Middle School
- Streamline and coordinate early college experiences for students at both LBCC and CSULB

Continue to promote, expand, and improve the nationally recognized Long Beach College Promise program

- Continue to improve the First Year Experience program
- Implement a Second Year Experience program with a focus on persistence
- Grow engagement with and opportunities for internships with Long Beach College Promise Partners, the City of Long Beach, and Port of Long Beach





STRATEGIC PLAN
**SUCCESS
OUTCOMES**



SUCCESS OUTCOMES

INCLUSIVE



GOAL: BY CREATING AN INCLUSIVE, ANTI-RACIST, & WELCOMING ENVIRONMENT, ALL STUDENTS & EMPLOYEES WILL FEEL THAT THEIR VOICES MATTER AND THAT THEIR IDENTITIES ARE VALUED & RE-AFFIRMED.

Students and employees thrive:

85%

- Ensure 85% of students feel they matter in campus spaces

85%

- Ensure 85% of employees feel they matter in campus spaces

SUPPORTIVE



GOAL: THROUGH FOSTERING A CULTURE OF CARE & COLLEGIALITY, STUDENTS & EMPLOYEES WILL FEEL SUPPORTED, VALUED, & RESPECTED.

Student's needs matter:

41%

- Ensure students have financial resources by increasing Pell awards to 41%

90%

- Maintain a student-centered schedule at 90% fill rate annually

57%

- Close equity gaps in all achievement metrics by 57%.

70%

- Ensure student learning with all five Institutional Student Learning Outcomes meeting the 70% expected level of achievement for students who have completed 45+ units

INNOVATIVE



GOAL: THROUGH IMPLEMENTING INNOVATIVE APPROACHES, LBCC WILL ACHIEVE EQUITABLE STUDENT OUTCOMES, ADDRESS EMERGING INDUSTRY NEEDS, & PROMOTE SUSTAINABILITY.

Innovate for success:

74%

- Increase course success rates to 74%

55%

- Increase fall-to-fall persistence rates for degree-seeking students to 55%

46%

- Increase transfer-level English completion for degree-seeking students in the first year to 46%

3,365

- Increase the number of degrees awarded to 3,365

31%

- Increase transfer-level Math completion for degree-seeking students in the first year to 31%

4,523

- Increase the number of certificates of achievement awarded to 4,523

25%

- Increase 3-year completion rates for first-time, full-time degree-seeking students within 150% of normal program completion time to 25%

SYNERGY



GOAL: BY CREATING SYNERGY BETWEEN COMMUNITY, EDUCATION, & LOCAL & REGIONAL INDUSTRY, PARTNERSHIPS WILL BE STRENGTHENED TO SUPPORT THE EQUITABLE ACHIEVEMENT OF STUDENTS' EDUCATIONAL & CAREER GOALS.

Working together:

20,774

- Increase enrollment to 20,774 Full-Time Equivalent Students (FTES)

7,050

- Increase non-credit enrollment to 7,050

3,129

- Increase the number of transfers to four-year institutions to 3,129

41%

- Increase student job placement in living-wage positions to 41%



ACKNOWLEDGEMENTS

The development of the 2022-2026 Strategic Plan was a college-wide effort throughout the 2021-2022 academic year. Thank you to the Academic Senate, Classified Senate, and Associated Student Body (ASB), as well as all of the Long Beach City College faculty, classified, management, and students who participated in surveys, Envisioning the Future Workshops, and Strategic Plan Draft Workshops for their significant contributions to the Strategic Plan. A special thank you to the Long Beach Community College District Board of Trustees for their support throughout the development of the Strategic Plan and to the members of the Strategic Plan Oversight Taskforce and College Planning Council for their leadership in the development of the Strategic Plan.

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