



STRATEGIC PLAN



2026-2031

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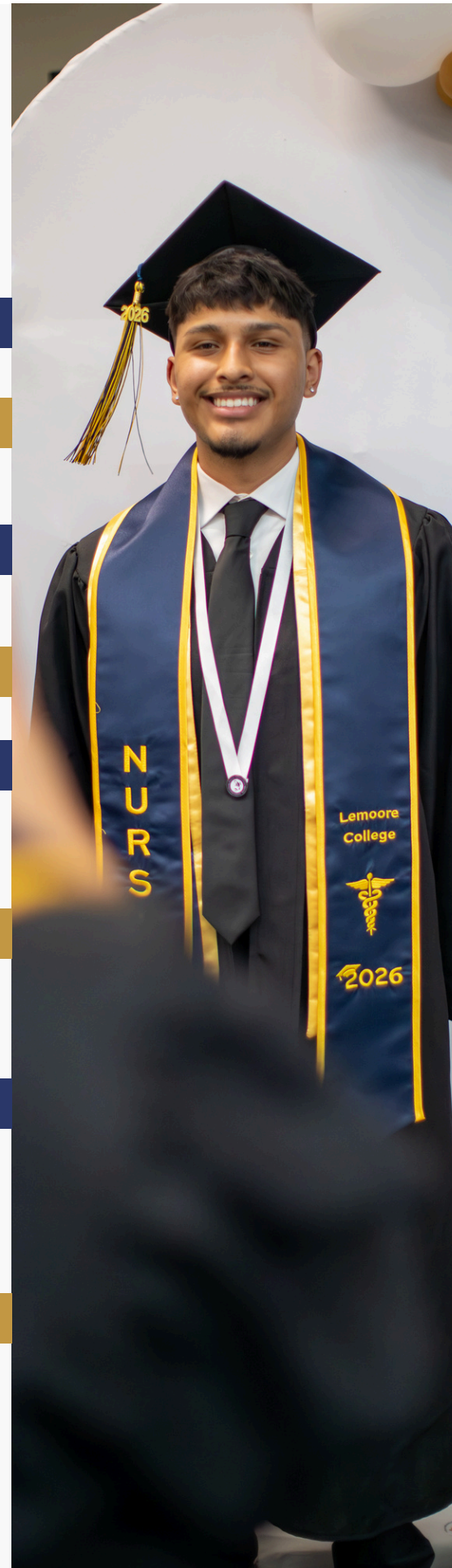
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PRESIDENT'S MESSAGE

I am proud to present our 2026–2031 Strategic Plan, a roadmap that reflects our unwavering commitment to students, our community, and the future we are building together.

This plan was developed through an inclusive and collaborative process that engaged faculty, staff, administrators, students, and community partners. Their voices, ideas, and aspirations helped shape a shared vision for the next chapter of Lemoore College and reaffirmed our collective commitment to student success.

At its core, this Strategic Plan builds upon our Lemoore College Strong Framework while embracing an important evolution inspired by the Achieving the Dream Community Vibrancy Framework. For many years, our work has focused on helping students access college, build momentum, persist, and complete their educational goals. While those commitments remain essential, we recognize that our responsibility does not end when a student crosses the commencement stage.

The addition of our new Fly Strong pillar reflects a broader vision for success—one that extends beyond completion to include transfer, career readiness, economic mobility, and vibrant communities. We are committed to working alongside employers, community organizations, and regional partners to ensure our students not only earn degrees and certificates, but also thrive in their careers, strengthen their families, and contribute to the long-term vitality of our region.

The Lemoore College Strategic Plan (2026–2031) is more than a document. It is a promise. A promise that Lemoore College will continue its relentless pursuit of student success while partnering with our community to create opportunities that allow our community to learn, grow, succeed, and Fly Strong together.

James Preston
President, Lemoore College

INTRODUCTION

Lemoore College's 2026–2031 Strategic Plan reflects the college's continued commitment to student-centered success, equity, and community impact. Grounded in extensive institutional dialogue, data-informed decision-making, and broad constituency engagement, this plan builds intentionally on prior planning efforts while responding to emerging student and community needs. The plan serves as a living document to guide priorities, resource allocation, and continuous improvement over the next five years at Lemoore College.

Connection to Institutional Planning

The Strategic Plan is aligned with and informed by key planning and strategic documents from Lemoore College including:

Lemoore College's Mission: Lemoore College is dedicated to student learning and achievement by providing quality programs, pathways, and services that lead to certificates, associate degrees, transfer, and employment. Our college serves a diverse community of students who seek a cost-effective, relevant, and engaging educational experience. We are committed to ensuring accessibility for all students and aim to cultivate an inclusive, balanced, and collegial climate

Lemoore College Vision: Lemoore College is committed to the relentless pursuit of student success.

[Lemoore College Educational Master Plan](#)
[Lemoore College Facilities Master Plan](#)
[Lemoore College Student Equity Plan](#)

Together, these integrated plans ensure coherence between mission-driven goals, academic and student support strategies, physical and technological infrastructure, and long-term fiscal and human resource planning.



STRATEGIC PLAN PROCESS, TIMELINE, AND PARTICIPATION

Development of the 2026–2031 Strategic Plan occurred through a multi-semester, iterative process that included:

- Campus-wide professional development days and facilitated dialogues
- Achieving the Dream (ATD) coaching sessions and data dives
- Strategic Plan Workgroup sessions with cross-constituency representation
- Feedback loops through participatory governance bodies

This inclusive process ensured the plan reflects shared ownership and diverse perspectives from faculty, staff, administrators, students, and community partners. Below is a timeline that represents the process of the development and finalization of the Lemoore College 2026-2030 Strategic Plan:

- **Spring 2025:** Initiated campus-wide dialogue grounded in the Strong Framework and ATD Community Vibrancy Framework
- **July 2025:** ATD coaching session focused on Intentional Outreach, Affordable Access, Early Momentum, and Milestone Momentum
- **August 2025:** College-wide PD Day engaging the campus in identifying strengths and gaps aligned to the ATD Framework
- **October 2025:** ATD coaching session focused on Upward Mobility and Vibrant Communities with college team and community partners
- **January–March 2026:** Strategic Plan Workgroup (SPW) drafts, revises, and finalizes the plan with campus input.
 - January 7th- Framing the Rough Draft with SPW
 - January 9th- College PD Day- Additional Input on Rough Draft
 - February- Review Revised Draft with Pillar Teams
 - March 6th - Final Draft Review by SPW
 - March 25th- Send Final Draft to Constituency Groups for Review
- **April–May 2026:** Review by participatory governance groups
- **May 2026:** Board of Trustees approval
- **June 2026:** Strategic Planning Retreat for SP Implementation



The Strategic Planning Workgroup (SPW) was formed in January 2026 to serve as a cross-constituency group made up of faculty, classified, and administrators, to help take all of the ideas, data and information from our sessions throughout 2025 and help draft a complete final strategic plan. The workgroup members are listed below:

- Albarran, Daisy – ASG President
- Aguilar, Elmer – Vice President of Student Services
- Babb, Amy – CTE Faculty / Academic Senate President
- Burgos, Leonel – Counseling Faculty / Articulation Officer
- Costa, Kris – Vice President of Educational Services
- Crider, Kyle – Director of Accreditation, Research, Institutional Effectiveness and Planning
- Cunha, Edward – Director of Admission and Records / Registrar
- Daniel, Typhanie – Pathway Navigator - Umoja
- Ermis, Grant – Dean of Career and Technical Education
- Farao, Anthony – Agriculture Faculty
- Gillette, Jasara – Health Faculty
- Gonzalez, Maria – Dean of Student Support Programs
- Jurado-Jimenez, Carolina – Academic Advising Specialist II
- Kaler, Parveen – Program Coordinator - Student Life
- Loera-Mendiola, Brandi – Ethnic Studies Faculty
- Lomeli, Nestor – Dean of Student Services
- Lopez, Magdalena – Pathway Navigator – Adult Education
- Preston, James- College President
- Sharma, Arabella – Student
- Simon, Giselle – Counseling Faculty – CalWORKS & EOPS/CARE
- Sterling, Kurt – Dean of Educational Services
- Tidwell, Amber – English Faculty
- Troth, Dawne – Administrative Assistant to the President
- Turmon, Shannon – Education Faculty
- Villegas, Mayra – Academic Advising Specialist II
- Zhao, Jiaxin – Engineering/Physics Faculty



THE REVISED STRONG FRAMEWORK

The 2026–2031 Strategic Plan is anchored in the Lemoore College Strong Framework, our locally developed, college-wide approach to advancing Guided Pathways within the California Community College system. Over the past several years, the Strong Framework has provided a clear and actionable structure for aligning strategy, resource allocation, and student support around four essential stages of the student journey: Get Strong, Start Strong, Stay Strong, and Finish Strong.

Building on this foundation, the new Strategic Plan expands the framework to five interconnected pillars by adding **Fly Strong**. This evolution reflects both institutional learning and our broader responsibility beyond completion. Fly Strong elevates our commitment to community vibrancy, workforce alignment, economic mobility, and sustained alumni success. The fifth pillar ensures that student achievement is not only measured by degrees and certificates earned, but by long-term impact in careers and upward social mobility for the families and the communities we serve.

This addition of the new Fly Strong pillar reinforces continuity while deepening purpose. It positions Lemoore College to intentionally connect access, momentum, completion, and post-completion outcomes within a unified, student-centered strategy that aligns with regional West Hills Community College District (WHCCD) priorities, statewide Vision 2030 goals, and the national Achieving the Dream Community Vibrancy Framework.

- The Strategic Planning Workgroup worked diligently and gathered college-wide input to analyze the pillars as a way to create our college-wide goals and key performance indicators and their design and development work is contained in Appendix where you will find the following:



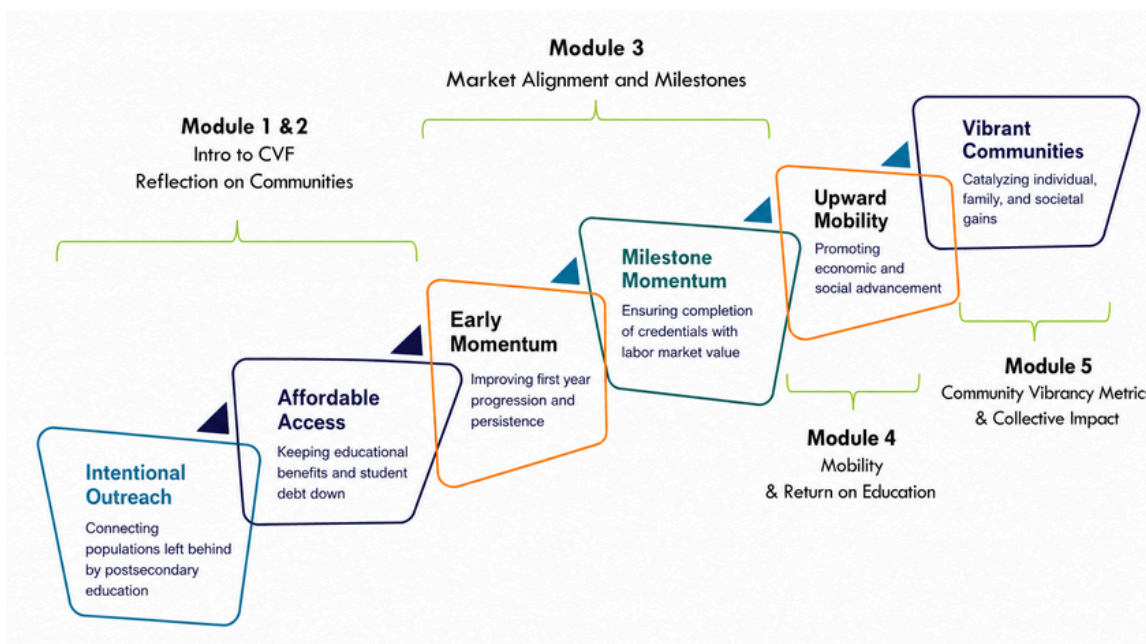
- ☒ Pillar Definition
- ☒ Key Performance Indicators
- ☒ Specific Pillar Goals

STRATEGIC ALIGNMENT

Lemoore College's 2026–2031 Strategic Plan is intentionally aligned with national, state, and district frameworks to ensure coherence, accountability, and impact. This alignment situates the new Strong Framework within a broader ecosystem of student success, equity, and community vitality, while preserving Lemoore College's unique identity, priorities, and local context.

Achieving the Dream Community Vibrancy Framework (National)

The Lemoore College Strategic Plan is closely aligned with the Achieving the Dream (ATD) Community Vibrancy Framework, which emphasizes a holistic, student-centered approach to success that extends beyond enrollment and completion to include social upward mobility and community impact. The ATD framework focuses on six interconnected domains: intentional outreach, affordable access, early momentum, milestone momentum, upward mobility, and vibrant communities.



Lemoore College's Strong Framework mirrors this lifecycle approach. Get Strong and Start Strong advance intentional outreach, affordable access, and early momentum; Stay Strong and Finish Strong reinforce milestone momentum and completion; and Fly Strong aligns directly with upward mobility and vibrant communities by emphasizing alumni outcomes, workforce connections, and long-term economic opportunity. This alignment ensures that the Strategic Plan reflects nationally recognized best practices while remaining grounded in Lemoore College's mission and student experience.

California Community Colleges Vision 2030 (State)

The Lemoore College Strategic Plan also advances the priorities of the California Community Colleges Chancellor's Office Vision 2030, which calls on colleges to close equity gaps, improve equitable access, accelerate student progress, strengthen workforce and transfer pathways, and deepen regional and community impact. Vision 2030 emphasizes a shift from enrollment-driven measures to outcomes that reflect meaningful progress and upward mobility.

Lemoore College's Strong framework operationalizes these priorities at the local level. Get Strong and Start Strong focus on equitable access and early progress; Stay Strong supports persistence and student well-being; Finish Strong advances completion, transfer, and workforce readiness; and Fly Strong extends Vision 2030's emphasis on economic mobility, civic engagement, and lifelong learning beyond college completion. This alignment ensures that Lemoore College's Strategic Plan contributes directly to statewide goals while responding to the needs of its students and region.

Aligning Lemoore College 2026-2031 Strategic Plan with ADT Community Framework and California Community College Vision 2030 Goals.



District: West Hills Community College District Strategic Plan 2026–2030

Lemoore College’s Strategic Plan is intentionally aligned with the West Hills Community College District Strategic Plan 2026–2030, which provides a districtwide framework for advancing student success and regional prosperity. The District Strategic Plan is organized around four strategic priorities—Digital Infrastructure, Access, and Learning; Student Success; Community Engagement; and Access and Affordability. The four strategic priorities are supported by two cross-cutting core commitments: Fiscal Sustainability and Workforce Alignment. Together, these priorities emphasize equitable access, integrated student support, responsible stewardship of resources, and strong connections between education and the regional economy.

Lemoore College’s Strong framework serves as the college-level operational expression of this district framework. Get Strong directly advances Access and Affordability through intentional outreach, onboarding, and early access strategies; Start Strong and Stay Strong align with the district’s Student Success priority by strengthening early momentum, persistence, and coordinated academic and personal supports; Finish Strong advances Workforce Alignment by embedding career readiness, experiential learning, and completion pathways that lead to transfer and livable-wage employment; and Fly Strong aligns with Community Engagement by extending student success beyond completion through alumni connection, employer partnerships, and community-based economic opportunity. This alignment ensures coherence between district priorities and college action, while allowing Lemoore College to implement strategies that are responsive to its students, community, and regional workforce needs.

STRATEGIC PRIORITIES AND CORE COMMITMENTS



Why This Alignment Matters

Aligning the Lemoore College Strategic Plan with national, state, and district frameworks ensures that the college's priorities are coherent, evidence-informed, and mutually reinforcing. The Strong Framework, and particularly the addition of Fly Strong, creates a clear throughline from access to momentum, completion, and long-term community and economic impact. This alignment strengthens institutional focus, supports integrated planning and assessment, and positions Lemoore College to advance student success and community vibrancy in ways that are locally meaningful and systemically aligned.



COLLEGE-WIDE STRATEGIC GOALS (2026–2030) AND KEY PERFORMANCE INDICATORS (KPIs)

The following five goals are intentionally aligned to the Lemoore College Strong Framework: Get Strong, Start Strong, Stay Strong, Finish Strong, and Fly Strong. The five college-wide goals ensure that our strategic direction reflects the full student journey from access through lifelong connection.

Each goal anchors one or more strong pillars and serves as a college-wide commitment rather than a siloed initiative. Together, they create a coherent progression:

- Get Strong focuses on access and entry.
- Start Strong ensures early momentum and structured first-year support.
- Stay Strong advances engagement, achievement, and coordinated student support.
- Finish Strong prioritizes completion and attainment.
- Fly Strong extends impact beyond graduation through transfer, workforce pathways, and alumni engagement.

This structure ensures that every strategic priority directly contributes to student success, economic mobility, and community vibrancy. The goals are broad enough to guide innovation and improvement across divisions, while focused enough to support measurable outcomes and aligned key performance indicators.

The 5 College-Wide Strategic Goals define what Lemoore College will prioritize from 2026–2031 across the full student journey from access and early momentum to completion, economic mobility, and lifelong engagement. To ensure these goals translate into measurable impact, each goal is directly aligned to a focused set of Key Performance Indicators (KPIs).

The KPIs identified in this plan are not all new measures. Many of these indicators are embedded within the Strong Framework pillars, now intentionally organized under the five college-wide Goals to strengthen clarity, accountability, and institutional alignment. This crosswalk ensures that every metric supports a clearly defined strategic priority and that reporting remains streamlined and coherent.

Together, the goals articulate our direction, and the KPIs provide the measurable evidence of progress. This structure reinforces a culture of data-informed decision-making while maintaining alignment with the Strong Framework and the college's core commitments.



Goal 1: Increase Early Enrollment and Access

Increase early enrollment and access, with emphasis on adult learners (ages 20–29), and deepen K–12 and workforce partnerships to streamline transitions. An emphasis will be placed on accurate placement of students into programs of study and pathways. The significant and ongoing increase in dual enrollment students will also require a focus on effective transitions from dual enrollment pathways into integrated college pathways. This goal will also require analyzing the efficacy of outreach events and the impact on enrollment.

Key Performance Indicators for Goal 1:

- Increasing number of applications for targeted populations (disaggregated)
- Application-to-enrollment conversion (disaggregated)
- Onboarding completion and first-term enrollment

Goal 2: Accelerate Early Student Success

Lemoore College will accelerate early student success by strengthening a comprehensive first-year experience for students and a focus on coordinated academic and support services. These coordinated services will emphasize early academic momentum and progress toward educational goals and will include early career and pathway exposure, improved tracking and coordination of course success, and expansion of flexible and timely student services.

Key Performance Indicators for Goal 2:

- First-term to second-term persistence
- Fall-to-Fall persistence
- Student Education Plan (SEP) completion
- FAFSA/CADAA completion
- Success in critical first-year courses (English, Math, introductory major course)



Goal 3: Enhance Student Engagement, Empowerment, and Belonging

Lemoore College will strengthen student persistence by fostering a campus environment where students feel connected, supported, and empowered to succeed. Through expanded co-curricular engagement, mentoring, and workforce-aligned experiences, the college will create opportunities for students to build community, develop leadership skills, and connect their education to future career pathways. The college will also strengthen coordinated communication, advising, and support systems that proactively connect students to academic, mental health/wellness, and basic needs resources.

Key Performance Indicators for Goal 3:

- Increase utilization of counseling/advising and student support services
- Increase participation in co-curricular, mentoring programs, and workforce-aligned experiences
- Student sense of belonging and campus climate indicators

Goal 4: Increase Transfer and Degree/Certificate Completion

Lemoore College will support students in successfully reaching their educational goals by strengthening clear pathways to degree, certificate, and transfer completion. Through proactive advising, guided academic planning, and coordinated academic and student support services, the college will help students maintain momentum and make consistent progress toward their goals. By aligning programs, transfer pathways, and completion supports, Lemoore College will increase the number of students who earn credentials and successfully transfer to four-year institutions.

Key Performance Indicators for Goal 4:

- Degrees and certificates awarded
- Transfer rates to four-year institutions



Goal 5: Expand Industry and Community Partnerships to Increase Workforce Opportunities and Economic Mobility.

Lemoore College will expand partnerships with four-year institutions, industry leaders, and community employers to strengthen career pathways and increase opportunities for students to transition successfully into the workforce. Through internships, apprenticeships, capstone experiences, and other forms of experiential learning, students will gain real-world skills and professional connections that support career readiness and upward mobility. The college will also strengthen career services, employer engagement, and alumni networks to support students beyond graduation and maintain lifelong connections with Lemoore College. Together, these efforts will increase workforce placement, transfer opportunities, and long-term economic mobility for graduates.

Key Performance Indicators for Goal 5:

- Internship, apprenticeship, and capstone participation
- Career services utilization (Virtual Career Center, WIN Center)
- Post-completion employment and wage outcomes

CORE COMMITMENTS AS CATALYSTS

While the Strong Framework organizes our work around the student journey, and the college-wide goals define what we aim to accomplish, Lemoore College's Core Commitments serve as the catalysts that drive how we achieve these goals.

Our core commitments are the institutional values and operating principles embedded within every Strong pillar and every strategic goal. The Lemoore College core commitments are:

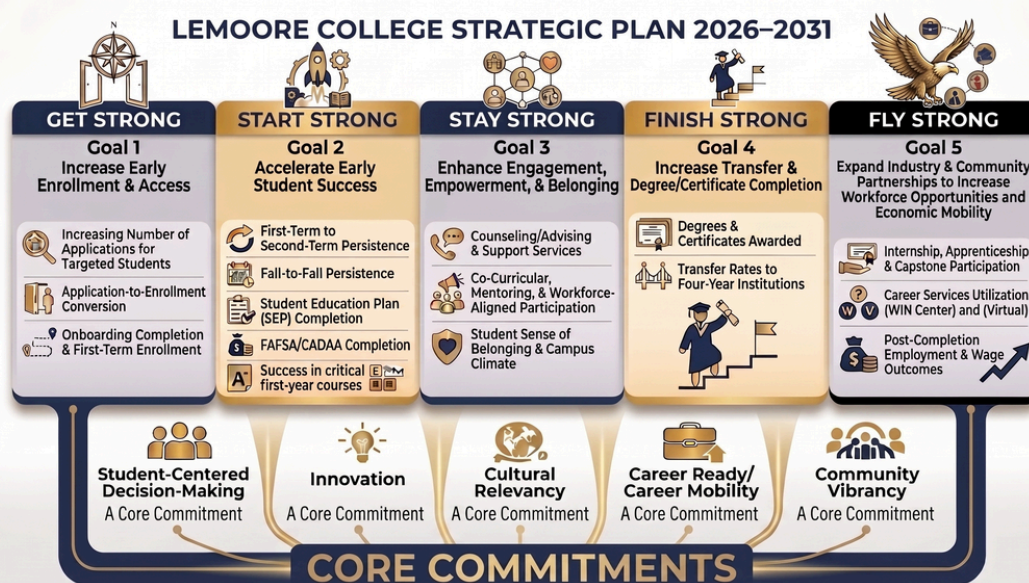
Student-Centered Decision-Making ensures that access, design, support systems, and completion strategies remain focused on student journey, experiences, and outcomes.

Innovation drives continuous improvement in instructional practice, technology integration, and coordinated student support.

Cultural Relevancy ensures that identified equity gaps are addressed across design, enrollment, achievement, and completion and that all students are represented.

Career Ready/Career Mobility shape our transfer pathways, industry partnerships, internships, and applied learning experiences.

Community Vibrancy extends the impact of the student experience beyond education through alumni engagement, employer partnerships, and regional collaboration.



IMPLEMENTATION AND CONTINUOUS IMPROVEMENT

Implementation of the Lemoore College 2026–2031 Strategic Plan will be guided by the 5 college-wide strategic goals and operationalized through the Strong Framework. Together, these goals and pillars provide a cohesive structure for planning, action, and evaluation across the institution.



Assessment and Accountability

Progress toward each college-wide goal will be monitored through clearly defined key performance indicators aligned to the Strong Framework. KPIs will be disaggregated and reviewed regularly to assess equity, effectiveness, and progress toward institutional priorities.

Assessment activities will be embedded within existing structures, including program review, annual planning, participatory governance, and institutional effectiveness processes. Dashboards and data tools will provide transparent, actionable information to guide decision-making and resource allocation.

Lemoore College is committed to embedding Vision-Aligned Reporting (VAR) into its institutional performance reporting and continuous improvement processes. Vision-Aligned Reporting is a California Community College Chancellor's Office initiative to align program-level data collection and reporting with Vision 2030 student outcome metrics — including equity in access, equity in support, and equity in success — in order to strengthen the college's ability to make evidence-based decisions and improve equitable outcomes for students. To support this work, the college will incorporate VAR metrics into annual program reviews, strategic goal reporting dashboards, and integrated planning cycles beginning with the 2025 reporting year, ensuring alignment between strategic objectives, equity goals, and institutional reporting frameworks.

Continuous Improvement

The Lemoore College 2026-2031 Strategic Plan is intended to be a living document. Results from KPI monitoring, qualitative feedback, and constituent input will inform continuous improvement cycles at the program, department, and college-wide levels through the program review process and institutional planning. Adjustments to strategies, resource investments, and implementation approaches will be made as needed to ensure alignment with student needs, community context, and emerging opportunities.



Integration with Planning and Budgeting

Annual planning and budget prioritization processes will be explicitly aligned to the five college-wide goals. Requests for new initiatives, staffing, professional development, and infrastructure investments will demonstrate clear alignment to one or more goals and their associated Strong pillars.

Communication and Review

Progress toward the five college-wide goals will be communicated regularly to the campus community and governing board through dashboards, reports, and an annual update from the President's Office. The institutional outcomes webpage will also serve as a key element in the regular reporting of progress toward college-wide goals. The Lemoore College 2026-2031 Strategic Plan will be reviewed annually to ensure continued relevance, alignment with district and statewide priorities, and responsiveness to evolving student and community needs.

Conclusion

The Lemoore College Strategic Plan 2026–2031 provides a clear, integrated roadmap for advancing student success, equity, and community vibrancy. Through the Strong Framework and shared institutional commitment, Lemoore College will continue its relentless pursuit of student and community success.

