LASSEN COMMUNITY COLLEGE

EDUCATIONAL MASTER PLAN

2014-2019

Section IV – Five Master Plans

1. Educational Master Plan and Academic Staffing Plan

I. INTRODUCTION

From its establishment in 1925, Lassen Community College has provided a balance of educational program offerings. Beginning in 1935 with the Forest Technology program, the college has developed and revised a mix of academic and career technical programs appropriate to the mission of California Community Colleges. Originally built as one of the state's "small but necessary" campuses, the college successfully provides comprehensive educational programs in spite of its small size.

The college is committed to providing quality education offerings that meet the diverse needs of its student population. The college currently offers thirty-six (36) associate degrees, eighteen (18) certificates of achievement, and fourteen (14) certificates of accomplishment within twenty-five (25) credit programs. During 2011-2012 eight (8) new associate degrees for transfer and one career technical associate degree and certificate of achievement were added to the curriculum. An additional two (2) new associate degrees for transfer were added in 2012-2013. Additionally, the college provides basic skills instruction in writing, reading and mathematics. The Curriculum/Academic Standards Committee, a subcommittee of the Academic Senate, is responsible for insuring the integrity and quality of Lassen Community College curriculum and programs.

The college offers Academic Associate Degrees in: Natural Science, Physical Education, Social Science, University Studies Associate Degrees in Agriculture, Allied Health, Biological Science, Humanities, Mathematics/Physical Science, Natural Science, Social Science, and Associate Degrees for Transfer in Administration of Justice, Art History, Business Administration, Early Childhood Education, Geology, History, Sociology, Studio Art, English and Psychology. The associate degrees offered in career technical specializations are Accounting, Administration of Justice, Agriculture Science and Technology, Automotive Technology, Childhood Development, Correctional Science, Digital Graphic Design, Drug and Alcohol Paraprofessional, Fire Technology, Firearms Repair, General Gunsmithing, Human Services, Office Administrative Assistant, Vocational Nursing, and Welding Technology. In 2012-2013, 188 associate degrees, 86 certificates of achievement and 49 certificates of accomplishment were awarded.

II. ACADEMIC PLANNING COMMITTEE

The Academic Planning Committee, comprised of division chairs, the vice-president of academic services, the associate dean of instructional services, associate dean of student services, curriculum committee representative, management representative, and director of Institutional Effectiveness is charged with the responsibility of addressing instructional planning needs for the college. The committee develops the Educational Master Plan and meets to discuss and make recommendations regarding present and future needs to sustain academic excellence.

Guided by the mission statement and strategic goals approved by the Governing Board, the Academic Planning Committee relies on recommendations from instructional program reviews to inform the development of the Educational Master Plan. The 2014 -2019 plan is derived from recommendations found in the following instructional program reviews: 2012- Fine Arts- Art; 2013 – Basic Skills; 2013 – Developmental Studies; 2013; 2011– Gunsmithing; 2010 -Natural Science/Mathematics; 2010 -Physical Education; 2011- Administration of Justice/Correctional Science; 2012- Business; 2013- Automotive Technology, 2013 – Fire Technology, 2011 –

Welding Technology, 2013-Work Experience, 2013-Licensed Vocational Nursing, and 2013- Child Development. Additionally information from the 2013– EOPS/CARE; 2013 – ILP; 2013 – Counseling; 2013 – Kinship; 2011-Human Services; 2010 - Distance Learning, 2010-Community Services, and 2011-Contract Education Non-instructional Program Reviews are included.

The Educational Master Plan consists of five Annual Action Plans covering each Academic Year from 2014-2015 to 2018-2019. The Annual Action Plans are reviewed and updated annually in the fall term. The five-year plan is presented to Consultation Council by the Academic Planning Committee for approval, prior to informing the development of the Facilities, Institutional Technology, Human Resources and Student Services Master Plans in the subsequent spring term.

ACADEMIC PLANNING COMMITTEE MEMBERSHIP:

The following individuals served as members of the 2013-2014 Academic Planning Committee:

Cheryl Aschenbach - Division Chair, Science/Business
Carie Camacho - Division Chair, Social Science
Robert Schofield- Division Chair, Basic Skills/English/ Mathematics
Ross Stevenson – Division Chair, Career/Technical/Health/Physical Education
Beatriz Vasquez – Executive Vice-President of Academic Services
Tammy Robinson - Dean of Instructional Services
Patrick Walton – Dean of Student Services
Alison Somerville – Representative from the Curriculum/Academic Standards Committee
Dave Trussell – Management Representative
Aeron Zentner – Director of Institutional Effectiveness

III. 2014-2019 ACADEMIC ENCOMPASSING ELEMENTS

The Educational Master Plan articulates a pathway to maximize the student experience through five all-encompassing elements: Professional Development, Capacity Building, Program Development, Outreach Implementation, and Vision: Institutional Development. This pathway is the driving force behind all college planning and implements the college mission statement, identifies recommendations made through instructional program reviews, and utilizes strategic goals approved by the Governing Board.

Element I – Professional Development

People are our most important asset. In this regard, it is imperative that faculty have support to maintain currency through discipline-specific development opportunities in addition to training on emerging technologies, curriculum design, assessment of student learning outcomes, and adult learning theory.

Element II - Capacity Building

Today's educational environment requires colleges to deliver curriculum in alternative and innovative ways.   As a result, the college recognizes the need for relevant technology. Throughout the next five years, the college will build this capacity in classroom technology, increase the number of classroom computer labs, and provide professional development. Since the adoption of AB 1725, faculty have been expected to participate in

out-of-class duties to a much greater extent than ever before. Consequently, job descriptions for faculty need to be amended to include interest in participation in responsibilities outside of the classroom.

Element III - Program Development

Strengthening and enhancing existing programs as well as developing new programs will sustain Lassen Community College's educational leadership in northern California. Initial career technical programs identified for enhancement are nursing, automotive and welding. Enhancement of additional programs will be identified through the instructional program review process. The strengthening of transfer programs will occur through the development of additional associate degrees for transfer (SB 1440).

Element IV – Outreach Implementation

Lassen College serves a large geographic region and has a commitment to provide necessary training opportunities to all of its constituents. Currently under consideration, there are three different approaches to meet community needs: contract education, continuing education and community service. In addition to expanding educational opportunities to our immediate community members, Lassen College is also committed to student diversity and would like to increase our international student base.

Element V – Capital Development

The pathway elements provide the foundation for continued institutional development. The first four elements give the College the capacity to examine the feasibility of a proposed vision and bring it to fruition. Prospective visions identified thus far are: infrastructure upgrade (air conditioning, repair, remodel of instructional spaces), allied health institute, expanded agriculture area (indoor arena, safety fencing, pipe corrals, tack rooms, wash rack area, bleachers and landscaping), Herlong farm expansion, public safety training center, expanded gunsmithing facility (including indoor shooting range), upgraded fitness and athletic facilities (swimming pool, track, soccer and baseball fields) and performing arts center.

ACADEMIC STAFFING PROPOSAL 2014-2015 (recommended staffing positions in priority order)

1. *Replace one full-time English/Humanities/Philosophy Instructor – anticipated hiring spring 2014 for fall 2014 start *expected complete by May 2014; can be removed from 2014 staffing list upon hire*

2. *Hire full-time POST/NRA Coordinator (2012 Administration of Justice IPR) *expected complete by Spring 2013; can be removed from 2014 staffing list upon hire*

3. Hire a full-time Learning Assistance Coordinator [2009 Basic Skills IPR]
   *job description needs to be revisited

4. Replace full- time Physical/Biological Science Instructor – individual retired Spring 2010– with Biological Science Instructor with preferred ability to teach in at least one physical science area-[2010 Natural Science/Mathematics IPR recommendation]

5. Replace one full-time Librarian [2011 Library NIPR]

6. One full-time Fire Technology Instructor [2013 Fire Technology IPR]

7. Replace a full-time mathematics instructor with qualifications for Physics/Physical Science/Astronomy (vacated Aug 2012 and not replaced) (2006 Mathematics IPR; 2009 Basic Skills IPR)

8. One part-time or full-time Foreign Language Instructor [2009 Basic Skills IPR]

9. Add one Instructional Support Specialist - Developmentally Delayed/Adaptive PE (2013 DSPS IPR Annual Update recommendation)

10. Part-time equipment manager in Fire Technology/Public Safety Training Center [2013 Fire Technology IPR]

11. One full-time Administrative Assistant in Academic Services to serve Community Services/Contract Education/POST/Work Experience [2011 Work Experience IPR]

12. Add one Administrative Assistant II - Fire Technology/Public Safety Training Center (2013 FS IPR Annual Update recommendation)

13. Add one full-time Nursing Instructor (2012 LVN IPR recommendation)

14. Add one full-time Art/Design Instructor (2013 Art IPR Annual Update recommendation)

ACADEMIC SERVICES ACTION PLAN

Academic Services Action Plan 2014-2015 – 11 Strategies						
Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1.r. 3..1.q.	**Professional Development – Training:** • Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) – 4 faculty • Classroom Technology Training - 25% of adjunct and FT faculty • Andragogical Training-25% of adjunct and FT faculty	Increased use of technology in classroom instruction	2014-2015	Human Resource Manager Flex Coordinator Title III Director IT Director	
3	3.1.h.	**Professional Development – Dialog about the Assessment of Student Learning Outcomes** • Hold one assessment methods training during fall semester • Two meetings per Division per semester • Hold a Student Learning Round Table at Fall and Spring Convocation	Increased dialog about student learning outcome assessment	2014-2015	Flex Coordinator Division Chairs Director of Institutional Effectiveness	Evidence of assessment of student learning outcomes. ~~impacting changes in courses and programs as well as~~ Enhanced integration of SLOs into program review and institutional planning.
3	3.1.q.	**Capacity Building - Alternative Delivery Training:** • Faculty training for online instruction required for all online instructors • Training for alternative instructional technologies	Increased offerings via online instruction	2014-2015	Academic Senate President Dean of Instructional Services Flex Coordinator	100% of online instructors trained prior to teaching online beginning Fall 2014 80% of courses web-enhanced 15% increase in student retention and success as compared to baseline data in 2011-2012
3	3.2.f.	**Capacity Building – Institutional Technology** Implement Refresh Plan Year one		2014-2015	IT Director	33% of campus technology Refreshed

2	2.3.e.	**Program Development – Nursing** • Evaluation and Realignment of Allied Health Program	Optimize program effectiveness	2014-2015	VN Director Division Chair Dean of Instructional Services	
2	2.3.f.	**Program Development – Independent Living Program** • Enroll first class of fifteen students	Increase dorm enrollments and cafeteria services Increase FTES generation in DS. Increase revenue from outside funding streams	2014-2015	VP of Academic Services DS/ILP Faculty	
2	2.3.g.	**Program Development – Equipment Replacement** • Establish a program-dependent equipment replacement schedule and budget for automotive, welding, gunsmithing, business, digital graphic design, fire technology and agriculture	Optimize program effectiveness	2014-2015	Division Chair Dean of Instructional Services Program faculty	
2	2.2.c.	**Program Development – Expand promotion of majors with associate degrees for transfer** • Increase social media presence • Increase degrees for transfer online • Market availability of online degrees for transfer	Provide and market associate degrees for transfer online in all majors possible	2014-2015	VP of Academic Services Division Chairs Outreach Coordinator	Increased transfer rate following Chancellor's Office approval
2	2.5.a. 2.5.b.	**Outreach Implementation – Contract Education/Continuing Education/Community Services** • Evaluate outreach infrastructure • Evaluate Contract education performance • Evaluate community service offerings • Evaluate continuing education offerings	Modify as appropriate	2014-2015	VP of Academic Services Division Chairs	

4	4.5	**Outreach Implementation – International Students** • Enroll students • Continue Pacific Rim Recruitment of students • Continue Europe, Australia, and South America recruitment of student-athletes	Recruit 15-20 students annually Integration of student athletes into campus community	2014-2015	Outreach Coordinator	Twelve students matriculated and integrated into campus community
3	3.4.c.	**Vision: Institutional Development** • **Agriculture Area Expansion** • **Allied Health Institute** • **Fitness/Athletic Facility Enhancement (swimming pool, track, soccer, and baseball fields)** • **Gunsmithing Facility Expansion (indoor shooting range)** • **Herlong Farm Project** • **Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces)** • **Performing Arts Center** • **Public Safety Training Center (permanent)**	Write a proposal using Feasibility Study Methodology Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion VP of Academic Services Division Chairs	New programs and facilities

**Academic Services Action Plan 2015-2016 – 6 Strategies**
Goal	**Objective**	**Strategy Description**	**Desired Outcome**	**Timeline**	**Responsible Party(s)**	**Performance Measures**
3	3.1.s.	**Professional Development – Training:** • Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) – 4 faculty • Classroom Technology Training - 25% of adjunct and FT faculty • Andragogical Training-25% of adjunct and FT faculty	Increased use of technology in classroom instruction	2015-2016	Human Resource Manager Flex Coordinator Title III Director IT Director	
3	3.1.h	**Professional Development – Dialog about the Assessment of Student Learning Outcomes** • Hold one assessment methods training during fall semester • Two meetings per Division per semester • Hold a Student Learning Round Table at Fall and Spring Convocation	Increased dialog about student learning outcome assessment	2015-2016	Flex Coordinator Division Chairs Director of Institutional Effectiveness	Evidence of assessment of student learning outcomes. Enhanced integration into program review and institutional planning.
3	3.1.s.	**Capacity Building - Alternative Delivery Training:** • Training for alternative instructional technologies		2015-2016	Flex Coordinator	Training of twenty participants
3	3.2.g.	**Capacity Building – Institutional Technology** Implement Refresh Plan Year Two		2015-2016	IT Director	33% of campus technology Refreshed
2	2.3.g.	**Program Development – Equipment Replacement** • Implement year one of program-dependent equipment replacement schedules for automotive, welding, gunsmithing, business, digital graphic design, fire technology and agriculture	Optimize program effectiveness	2015-2016	Division Chair Dean of Instructional Services Program faculty	

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.4.c.	**Vision: Institutional Development** • **Agriculture Area Expansion** • **Allied Health Institute** • **Fitness/Athletic Facility Enhancement (swimming pool, and baseball fields)** • **Gunsmithing Facility Expansion (indoor shooting range)** • **Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces)** • **Performing Arts Center** • **Public Safety Training Center (permanent)**	Write a proposal using Feasibility Study Methodology Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion VP of Academic Services Division Chairs	New programs and facilities

Academic Services Action Plan 2016-2017 – 6 Strategies						
Goal	**Objective**	**Strategy Description**	**Desired Outcome**	**Timeline**	**Responsible Party(s)**	**Performance Measures**
3	3.1.s.	**Professional Development – Training:** • Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) – 4 faculty • Classroom Technology Training - 25% of adjunct and FT faculty • Andragogical Training-25% of adjunct and FT faculty	Increased use of technology in classroom instruction	2016-2017	Human Resource Manager Flex Coordinator	100% of continuing faculty will have completed classroom technology and andragogical training.
3	3.1.h.	**Professional Development – Dialog about the Assessment of Student Learning Outcomes** • Hold one assessment methods training during fall semester • On-going dialog during division meetings • Hold a Student Learning Round Table at Fall and Spring Convocation •	Increased dialog about student learning outcome assessment	2016-2017	Director of Institutional Effectiveness Flex Coordinator Division Chairs	Evidence of assessment of student learning outcomes. Enhanced integration into program review and institutional planning

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1.s	**Capacity Building - Alternative Delivery Training:** • Training for alternative instructional technologies		2016-2017	Online Site Administrator Flex Coordinator	Training of twenty participants
3	3.2.h.	**Capacity Building – Institutional Technology** Implement Refresh Plan Year Three		2016-2017	IT Director	33% of campus technology Refreshed
2	2.3.g.	**Program Development – Equipment Replacement** • Implement year two of program-dependent equipment replacement schedules for automotive, welding, gunsmithing, business, digital graphic design, fire technology and agriculture	Optimize program effectiveness	2016-2017	Division Chair Dean of Instructional Services Program faculty	
3	3.4.c.	**Vision: Institutional Development** • **Agriculture Area Expansion** • **Allied Health Institute** • **Fitness/Athletic Facility Enhancement (swimming pool, and baseball fields)** • **Gunsmithing Facility Expansion (indoor shooting range)** • **Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces)** • **Performing Arts Center** • **Public Safety Training Center**	Write a proposal using Feasibility Study Methodology Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion VP of Academic Services Division Chairs	New programs and facilities

Academic Services Action Plan 2017-2018 –4 Strategies						
Goal	**Objective**	**Strategy Description**	**Desired Outcome**	**Timeline**	**Responsible Party(s)**	**Performance Measures**
3	3.1.	**Professional Development – Training:** • Assessment method training • Training for alternate instructional technologies • Discipline specific training • Mandated training	Improved student learning outcomes across the curriculum	2017-2018	Human Resource Manager Flex Coordinator	Improved student retention and success in courses taught by faculty following training

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.2.i.	**Capacity Building – Institutional Technology** Re-initiate implementation of Refresh Plan Year One	Provide up-to-date reliable hardware for technology enhanced instruction	2017-2018	IT Director	33% of campus technology Refreshed
2	2.3.g.	**Program Development – Equipment Replacement** • Implement year three of program-dependent equipment replacement schedules for automotive, welding, gunsmithing, business, digital graphic design, fire technology and agriculture	Optimize program effectiveness	2017-2018	Division Chair Dean of Instructional Services Program faculty	
3	3.4.c.	**Vision: Institutional Development** • **Agriculture Area Expansion** • **Allied Health Institute** • **Fitness/Athletic Facility Enhancement (swimming pool and baseball fields)** • **Gunsmithing Facility Expansion (indoor shooting range)** • **Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces)** • **Performing Arts Center** • **Public Safety Training Center (permanent)**	Write a proposal using Feasibility Study Methodology Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion VP of Academic Services Division Chairs	New programs and facilities

Academic Services Action Plan 2018-2019 –4 Strategies						
Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1.	**Professional Development – Training:** • Assessment method training • Training for alternate instructional technologies • Discipline specific training • Mandated training	Improved student learning outcomes across the curriculum	2018-2019	Human Resource Manager Flex Coordinator	Improved student retention and success in courses taught by faculty following training

3	3.2.i.	**Capacity Building – Institutional Technology** Re-initiate implementation of Refresh Plan Year Two	Provide up-to-date reliable hardware for technology enhanced instruction	2018-2019	IT Director	33% of campus technology Refreshed
2	2.3.g.	**Program Development – Equipment Replacement** • Implement year four of program-dependent equipment replacement schedules for automotive, welding, gunsmithing, business, digital graphic design, fire technology and agriculture	Optimize program effectiveness	2018-2019	Division Chair Dean of Instructional Services Program faculty	
3	3.4.c.	**Vision: Institutional Development** • **Agriculture Area Expansion** • **Allied Health Institute** • **Fitness/Athletic Facility Enhancement (swimming pool and baseball fields)** • **Gunsmithing Facility Expansion (indoor shooting range)** • **Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces)** • **Performing Arts Center** • **Public Safety Training Center (permanent)**	Write a proposal using Feasibility Study Methodology Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion VP of Academic Services Division Chairs	New programs and facilities