

**LASSEN COMMUNITY COLLEGE EDUCATIONAL MASTER PLAN**



**2018-2023**

## **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 comprehensive 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 a California Community College. Originally built as one of the state’s “small but necessary” campuses, the college continues to provide 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 forty (40) associate degrees, seventeen (17) certificates of achievement, and twenty (20) certificates of accomplishment within twenty-six (26) credit programs. An Associate in Science in Nutrition and Dietetics for Transfer was added in 2016-17. In 2016-2017, 252 associate degrees, 132 certificates of achievement and 180 certificates of accomplishment were awarded. A complete list of degrees and certificates can be found in the LCC Catalog.

#### **II. ACADEMIC PLANNING COMMITTEE**

The Academic Planning Committee, comprised of division chairs, the Vice-President of Academic Services, the Dean of Instruction, Dean of Student Services, a curriculum committee representative, and a management representative, 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 Educational Master Plan consists of five Annual Action Plans covering each Academic Year from 2017-2018 to 2022-2023. 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 its presentation to the Facilities, Institutional Technology, Human Resources, Student Services, and Institutional Effectiveness Master Plans for incorporation into their respective plans.

#### **ACADEMIC PLANNING COMMITTEE MEMBERSHIP:**

The following individuals served as members of the 2017-2018 Academic Planning Committee:

Dr. Lawrence Buckley - Vice President, Academic Services

Patrick Walton- Dean, Student Services

Dr. Shuntay Taylor – Dean of Instruction

Garrett Taylor - Division Chair, Science/Business

Carie Camacho - Division Chair, Social Science

Barbara Baston- Division Chair, Basic Skills/English/Mathematics

Kory Konkol – Division Chair, Career/Technical/Health/Physical Education

Alison Somerville – Representative from the Curriculum/Academic Standards Committee, Lead Counselor

Fran Oberg – Curriculum Committee Representative, Management Representative

#### **III. 2017-2022 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, staff and administrators have support to maintain currency through discipline-specific development opportunities in addition to training on emerging technologies and techniques, 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. The college continues to build its capacity in classroom technology, increasing the number of classroom computers, and in providing professional development.

## **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. The incarcerated student business program is currently in year three and growing. The growth is not only in facilities, but also in the number of courses and programs being offered at different locations. The Healthcare programs have expanded to include MA, LVN, EMT, and Phlebotomy. The College is currently examining with individual school districts in Plumas and Modoc counties, new partnerships that will provide for additional concurrent and dual enrollment programs. The College is also reconsidering its relationship with the Susanville Rancheria in an effort to more effectively serve our indigenous population. Dual Credit, Certificate and pathway programs in short-term vocational disciplines are being developed with Lassen High School. Fire Science has finalized contracts with CalFire and the US Forest Service. A CalFire Academy began in the Spring of 2018. Digital Graphic Design is working with community members and looking to expand their course offerings in the areas of digital automation. Gunsmithing continues to have a strong enrollment. Welding and Auto Technologies are both creating curriculum to further advance their programs. The Auto Technology Program has completed all preparation requirements for obtaining NATEF certification and is awaiting confirmation at any time.

A full time Child Development instructor was hired in the fall of 2017. Search for Human Services instructor is in its final stages with a new instructor expected to start in the Spring 2018. The general education programs are strong and growing in the areas of distance education and possibly synchronous education.

## **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 two different approaches to meet the community needs: continuing education and community service.

## **Element V – Capital Development**

The pathway elements provide the foundation for continued institutional development. With the influx of one-time funds during 2015-2016, beginning in 2017 Lassen College is poised to consider capital development projects. Visions expressed for consideration, but not yet determined feasible include infrastructure upgrades such as: air conditioning, remodeling of instructional spaces, expanded Agriculture area, expanded Gunsmithing facilities, improved area for Fire Science, and upgraded fitness and athletic facilities.

**ACADEMIC STAFFING PROPOSAL 2018-2019 (recommended staffing positions in priority order)**

In the case of position vacancies in Academic Services, positions are to remain budgeted until the need for position replacement is evaluated by VP of Instructional Services and Academic Planning Committee and recommendations for filling or repurposing the position through the EMP.

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
2015 Vocational Nursing IPR	1	1	1 FT Nursing Instructor	2018-19	\$84,000.00	Hire adequate staff according to projected FTW's for 30 students	1	1	General
Math IPR	2,3,4	2	1 FT Math Instructor	2018-19	\$84,000.00	Both on-campus and prison assignments	1	2	General
EMP	2,3,4	3	1 FT English/Speech Instructor	2018-19	\$84,000.00	Both on-campus and prison assignments	1	3	General
2016 Correspondence NIPR	2,4	4	Hire part time (20 hr. per wk.) Administrative Assistant I - Correspondence	2018-19	\$19,000.00	Student success	1	4	General
EMP	2,3,4	5	1 FT Geology/Physical Science Instructor	Fall 2018	\$84,000.00	Both on-campus and prison assignments	3	5	General
ARC NIPR	1,2,3,4	6	FT ISS 1 - Library	Fall 2018	\$48,000.00	Allow Library to be opened extended hours. Student success.	7	6	General
EMP	1,2,3,4	7	1 FT Foreign Language Instructor	Fall 2018	\$84,000.00	Both on-campus and prison assignments	5	7	General
EMP	1,2,3,4	8	1 FT Automotive Technology Instructor	2018-19	\$84,000.00	Anticipate increased enrollment because of NATEF certification	4	8	General
Athletic IPR	1,2,3,4	9	Paid Assistant Coaches	2018-19	\$40,000.00		10	9	General
AGR IPR	1,2,3,4	10	1 FT Agriculture Instructor	2018-19	\$84,000.00		6	10	General
2014 Athletics IPR	2,3,4	11	1 Adjunct Cross-Country Coach	2015-16	\$15000 - \$25,000	Increased enrollment, co-ed sport	9	11	General
2015 Vocational Nursing IPR	3	12	Make a Director of Allied Health position either full-time director to oversee all VN and all HO programs or allow Director 50% release time for director duties	2018-19	\$7000 (addition to present \$25000 director stipend)	If one Director is over all Health Occupations programs, there will be better coordination and less duplication of supplies	4	12	General
Vocational Nursing IPR	1,2,3,4	13	1 FT Health Occupation Instructor	2018-19	\$84,000.00		1a	13	General

## ACADEMIC BUDGET REQUESTS 2018-2019 (recommended one-time expenditures in priority order)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
2014 Physical Education IPR	2,3	1	Budget a minimum of \$5,000 to purchase new equipment (or replace old equipment)	Immediate inclusion in budget process for 2015-2016 budget	\$5,000.00	Better functioning and safer machines; up-to-date equipment and technology	10	1	General
2014 Natural Science/Math IPR	2,3,4	2	Replace Autoclave	Fall 2018	\$9,600.00	Immediate need to replace aging equipment to provide current technology for instruction in laboratory science classes	2	2	General
2014 Athletics IPR	2,4	3	Purchase an online video system such as HUDL	2018-19	\$3000 (5 or more teams)	This is helpful teaching tool for coaches. Sending more players to four year schools and recruiting future athletes.	9	3	General
2017 Fine Arts	2,3,4	4	printing press	Fall 2018	\$13,850.00		1	4	General
2014 Athletics IPR	1,3,4	5	Purchase game ready control unit w/ ankle, knee & shoulder wraps	2018-19	\$3,600.00	Better healthcare treatment for athletes	2	5	General
2017 Fine Arts	2,3,4	6	Printing press supplies and equipment	Fall 2018	\$5,000.00		2	6	General
2014 Athletics IPR	1,3	7	Add one Whirlpool to the Athletic Training Center Room w/ installation	2015-16	\$5,379.00	Allow more students to take advantage of the whirlpool therapy	4	7	General

## ACADEMIC BUDGET REQUESTS 2018-2019 (recommended on-going expenditures in priority order)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
2014 Athletics IPR	3	1	Increase budget to cover rising officiating fees	2018-19	\$3,600.00	Maintain home competition schedules	1	1	General
EMP	2,4	2	NATEF Initial Application	Spring 2018	\$1,650.00	Obtain NATEF certification	1	2	General
2016 Auto IPR	2,4	3	NATEF 5 year Renewal Fee	2022-2023	\$1,150.00	Maintain NATEF certification	1	3	General
2015 Gunsmithing IPR	3,4	4	Establish service agreements	2018-19	\$10,180.00	Decreased cost of machine replacement	3	4	General
2014 Automotive IPR	2,3,4	5	Fund the Shopkey subscription annually	2018-19	\$2500/year	Program requirement	7	5	General/Grant
2014 Natural Science/Math IPR	2,3,4	6	Initiate a replacement of equipment budget for the natural science/mathematics program in order to systematically replace out-of-date equipment.	On-going for at least several years	\$10,000.00	Provide current technology for instruction in laboratory science classes	2	6	General
2014 Athletics IPR	2,3	7	Repair/replace damaged athletic equipment in the fitness center	2018-19	\$20,000.00	Better functioning and safer machines; longer machine life span which decreases costs overall. Address health & safety concern! More professional and clean facility; safer surfaces; easier to clean and maintain; easier to prevent disease transmission.	8	7	General
2014 Athletics IPR	2,3,4	8	Increase funds for recruitment	2018-19	\$10,000.00	Increased enrollment, more competitive teams	4	8	General
2014 Athletics IPR	2,3,4	9	Add Cross Country program	2018-19	\$48,000.00	Increased enrollment, co-ed sport	9	9	General

## FACILITIES BUDGET REQUESTS 2018-2019

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
2017 DSPS IPR	3,4	1	Remodel DSPS areas "Annual Updates Implementation"	2018-2019	\$100,000.00	Correct safety, accommodation, and legal issues	3	2	
2013 Basic Skills IPR	3,4	2	Add or update heating and cooling systems in Creative Arts and Humanities buildings	2018-2019	unknown	More comfortable environment should influence student persistence and success.	4	98	
EMP		3	Add cooling system for Gunsmithing	2018-2019					
2016 Auto IPR	6	4	Provide A/C in the instructor's office and tool room (Classroom)	2018-2019	\$1,000	Increase employee morale and provide a place that is a reasonable temperature to work	3	3	Grant
2016 Auto IPR	7	5	Provide two portable evaporative coolers for the shop	2018-2019	\$9,500	Increase student learning	4	2	Both
2012 Agriculture IPR		6	Bleachers for spectators and clinic	2018-2019			15	4	Grant
2017 Fine Arts		7	Track lighting & lights	2018-2019	\$600.00		4	4	
2012 Agriculture IPR		8	Hay storage barn/commodity barn	2018-2019			6	6	Both
2017 Fine Arts		10	Track lighting & lights	2018-2019	\$600.00		4	4	
2015 Social Science IPR	2,4	11	Set-up replacement schedule for classroom chairs/desks	2018-2019	???	Safe and comfortable learning environment	1		
2016 Auto IPR	8	12	Provide tables and chairs to replace desks in the classroom	2018-2019	\$5,000	Increase student learning	5		Both

## IT BUDGET REQUESTS 2018-2019

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
2015 Work Experience IPR	3	1	Replace student assistant/adjunct computer	Fall 2016	\$1,500.00	Improved teaching and program support	4	3	General

## ACADEMIC SERVICES ACTION PLAN

### Academic Services Action Plan 2018 - 2019 – 12 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1 3.1	<b>Professional Development – Training:</b> <ul style="list-style-type: none"> <li>• Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.)</li> <li>• Classroom Technology Training</li> <li>• Classroom Instruction Active Learning Training</li> <li>• Online Canvas Training</li> <li>• Develop New Faculty Extended Orientation and Mentorship program</li> </ul>	<p>Increased student success</p> <p>Increased use of technology in classroom instruction</p>	2018-2019	<p>Human Resource Manager</p> <p>Flex Coordinator</p> <p>Instructional Designer</p>	<p>Increase Student Success rates</p> <p>Increase number of non-duplicated participants in discipline-specific training</p> <p>Provide at least one Flex training a semester focused on technology and the classroom</p> <p>Provide New Faculty Orientation regarding technology and the classroom.</p>
3	3.1	<b>Accreditation Training</b> <ul style="list-style-type: none"> <li>• Conduct Accreditation trainings and workshops</li> <li>• Provide appropriate trainings for ALO, Accreditation Chair, and other appropriate personnel</li> <li>• Select and prepare ISER Standard Committees</li> <li>• Prepare draft materials and begin collection of materials in accordance with program schedule</li> </ul>	To provide appropriate documents for submission of Accreditation Institutional Self-Study	2018-2020	<p>Accreditation Liaison Officer</p> <p>Accreditation committee Chair</p> <p>Sub-Committee Members</p>	<p>Evidence that the college has met, or exceeds all ACCJC Standards in accordance with requirements to demonstrate institutional excellence.</p> <p>Each standard committee needs to meet at least once a semester.</p> <p>Provide ALO-led accreditation training each semester.</p>



3	3.1	<b>Professional Development – Dialog about the Assessment of Student Learning Outcomes</b> <ul style="list-style-type: none"> <li>• Conduct meetings with Academic Senate leadership to coordinate the future of effectively utilizing SLO assessment tools to complete regular SLO course and program assessments.</li> <li>• Conduct assessment methods training with appropriate faculty and staff</li> </ul>	Increased dialog about student learning outcome assessment	2018-2019	Flex Coordinator Division Chairs Director of Institutional Effectiveness	100% faculty trained on reporting SLO's.  Measurable increase in completion rates of SLO reporting.
3	3.1	<b>Capacity Building --- Alternative Delivery Training:</b> <ul style="list-style-type: none"> <li>• Faculty training for Canvas online instruction; required for all online instructors</li> <li>• Training for alternative instructional technologies</li> </ul>	<p>Increased offerings via online instruction</p> <p>Increased success of online students</p> <p>Online courses compliant with federal, state, and local regulations</p>	2018-2019	Dean of Instructional Services	100% of online instructors trained  15% increase in student enrollment and success online as compared to baseline data in 2014-2015
3	3.2	<b>Capacity Building – Institutional Technology</b> <ul style="list-style-type: none"> <li>• Implement Refresh Plan Year Three</li> <li>• Implement the synchronous course delivery system.</li> <li>• Coordinate synchronous course delivery system with the scheduling of courses using this system</li> </ul>	Provide up-to-date reliable hardware for technology enhanced instruction	2018-2019	IT Director	33% of campus technology Refreshed  Improve access to rural areas
2	2.2	<b>Program Development – Gunsmithing</b> <ul style="list-style-type: none"> <li>• Expand facilities</li> <li>• Update scheduling</li> <li>• Improve entry attrition rates</li> </ul>	Program Growth	2018-2019	VP Academic Services  VP Administrative Services	Measurable increase in FTES

2	2.3	<p><b>Program Development – Nursing/Health Occupations</b></p> <ul style="list-style-type: none"> <li>• Begin Strategic Planning process for Health Sciences and Medical Technologies</li> <li>• Expand and grow the LVN, Medical Assisting, Phlebotomy and EMS programs</li> <li>• Begin discussion and processes needed to partner or build a LVN to RN Bridge program</li> <li>• Continue partnership with Lassen High School and support development of a health career pathway.</li> <li>• Sustain current and increase number of full time instructor. Build adjunct instructor pool</li> <li>• Secure additional space for instruction of programs</li> <li>• Peruse regional, state, and federal funding opportunities</li> </ul>	Optimize program effectiveness	2018-2019	LVN Director  Division Chair  Dean of Instructional Services	Maintain LVN and Phlebotomy accreditations  Increase and sustain enrollment to allowable max per cohort  Increase LVN, Phlebotomy, MA, and EMS courses offered
2	2.7	<p><b>Program Development – Human Services</b> Update curriculum to align transfer</p>	Optimize program effectiveness Increase FTES	2018 - 2019	VP Academic Services	Curriculum articulated for transfer Increase FTES by 10% from 2017-2018
2	2.4	<p><b>Program Development – Adult Education and Workforce Development</b></p> <ul style="list-style-type: none"> <li>• Expand to outreach sites utilizing the AEBG Transitions Counselor position</li> <li>• Expand curricular offerings to meet community and employer needs</li> <li>• Expand Steps to Success program offerings and activities</li> <li>• Sustain AEBG grant-funded positions and activities</li> </ul>	Accomplish AEBG Goals of aligning and increasing services to underserved populations	2018 - 2019	VP Academic Services	Increase FTEs for the Steps to Success program  Increase FTEs transitioning from AEBG sites to LCC noncredit and credit offerings

2	2.5	<p><b>Offer face-to-face inmate instruction at local incarceration facilities</b></p> <ul style="list-style-type: none"> <li>• Begin offering face-to-face courses in Math, English, and other General Education areas.</li> </ul>	Maintain our position as a leader in inmate education	2018-2019	VP of Instructional Services	Offer at least one section of an operational face-to-face inmate education course each semester that are fiscally sound and academically identical to on campus programs.
4	4.2	<p><b>Outreach Implementation – Contract Education/Continuing Education/Community Services</b></p> <ul style="list-style-type: none"> <li>• Develop partnerships with community education and employers</li> <li>• Develop and sustain contract education partnerships</li> <li>• Expand community service offerings</li> <li>• Develop continuing education program</li> </ul>	Modify as appropriate	2018 - 2019	VP of Academic Services	Develop sustainable community education and contract education with area partners
3	3.3	<p><b>Vision: Institutional Development</b> Determine need for and feasibility of large-scale capital projects, examples of which may include:</p> <ul style="list-style-type: none"> <li>• Gunsmithing Facility Expansion (indoor shooting range)</li> <li>• Infrastructure upgrades: air conditioning, remodel of instructional spaces</li> <li>• Remodeling of Modular M for Fire Science Technology</li> <li>• Agricultural/Rodeo/ Therapeutic Riding Expansion</li> <li>• Fitness/Athletic Facility Enhancement</li> </ul>	<p>Determine Feasibility Study Methodology</p> <p>Determine feasibility of impact on Academic Portfolio</p>	Annually	<p>Proposal Champion</p> <p>VP of Academic Services</p> <p>Division Chairs</p>	<p>New programs and facilities</p> <p>Develop campus facility and design plan</p>

**Academic Services Action Plan 2019- 2020– 10 Strategies**

<b>Goal</b>	<b>Objective</b>	<b>Strategy Description</b>	<b>Desired Outcome</b>	<b>Timeline</b>	<b>Responsible Party(s)</b>	<b>Performance Measures</b>
3	3.1	<p><b>Professional Development – Training:</b></p> <ul style="list-style-type: none"> <li>• Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.)</li> <li>• Classroom Technology Training</li> <li>• Classroom Instruction Active Learning Training</li> <li>• Online Canvas Training</li> <li>• Continue New Faculty Extended Orientation and Mentorship program</li> </ul>	<p>Increased student success</p> <p>Increased use of technology in classroom instruction</p>	2019-2020	<p>Human Resource Manager</p> <p>Flex Coordinator</p> <p>Instructional Designer</p>	<p>Increase Student Success rates</p> <p>Increase number of non-duplicated participants in discipline-specific training</p> <p>Provide at least one Flex training a semester focused on technology and the classroom</p> <p>Provide New Faculty Orientation regarding technology and the classroom</p>
3	3.1	<p><b>Accreditation Training</b></p> <ul style="list-style-type: none"> <li>• Conduct Accreditation trainings and workshops</li> <li>• Provide appropriate trainings for ALO, Accreditation Chair, and other appropriate personnel</li> <li>• Select and prepare ISER Standard Committees</li> <li>• Prepare draft materials and begin collection of materials in accordance with program schedule</li> </ul>	<p>To provide appropriate for submission of Accreditation Institutional Self-Study</p>	2019-2020	<p>Accreditation Liaison Officer</p> <p>Accreditation committee Chair</p> <p>Sub-Committee Members</p>	<p>Evidence that the college has met, or exceeds all ACCJC Standards in accordance with requirements to demonstrate institutional excellence.</p> <p>Each standard committee needs to meet at least once a semester.</p> <p>Provide ALO-led accreditation training each semester.</p>

3	3.1	<b>Professional Development – Dialog about the Assessment of Student Learning Outcomes</b> <ul style="list-style-type: none"> <li>Conduct meetings with Academic Senate leadership to coordinate the future of effectively utilizing SLO assessment tools to complete regular SLO course and program assessments.</li> <li>Conduct assessment methods training with appropriate faculty and staff</li> </ul>	Increased dialog about student learning outcome assessment	2019-2020	Flex Coordinator Division Chairs Director of Institutional Effectiveness	100% faculty trained on reporting SLO's.  Measurable increase in completion rates of SLO reporting..
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3	3.1	<b>Capacity Building --- Alternative Delivery Training:</b> <ul style="list-style-type: none"> <li>Faculty training for Canvas online instruction; required for all online instructors</li> <li>Training for alternative instructional technologies</li> </ul>	<p>Increased offerings via online instruction</p> <p>Increased success of online students</p> <p>Online courses compliant with federal, state, and local regulations</p>	2019-2020	Dean of Instructional Services	<p>100% of online instructors trained</p> <p>15% increase in student enrollment and success online as compared to baseline data in 2017-2018</p>
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3	3.2	<b>Capacity Building – Institutional Technology</b> <ul style="list-style-type: none"> <li>Re---initiate implementation of Refresh Plan Year One</li> <li>Coordinate synchronous course delivery system with the scheduling of courses using this system</li> </ul>	Provide up-to-date reliable hardware for technology enhanced instruction	2019-2020	IT Director	<p>33% of campus technology Refreshed</p> <p>Improve access to rural areas</p>
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2	2.5	<b>Offer face-to-face inmate instruction at local incarceration facilities</b> <ul style="list-style-type: none"> <li>Research the feasibility of expanding general education in the prisons</li> </ul>	Maintain our position as a leader in inmate education	2019-2020	VP of Instructional Services	Increase operational face-to-face inmate education courses each semester that are fiscally sound and academically identical to on campus programs.
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2	2.3	<p><b>Program Development – Nursing/Health Occupations</b></p> <ul style="list-style-type: none"> <li>• Continue Strategic Planning process for Health Sciences and Medical Technologies</li> <li>• Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS and Certified Nurse Assistant and Home Health Aid programs</li> <li>• Receive approval and begin a LVN to RN Bridge program internally or through partnership</li> <li>• Continue partnership with Lassen High School and support development of a health career pathway.</li> <li>• Sustain current and increase number of full time instructors if unsuccessful the previous year. Continue to build adjunct instructor pool</li> <li>• Secure additional space for instruction for the addition of the LVN to RN Bridge program</li> <li>• Increase offerings of prerequisites for all programs including additional prerequisite courses for LVN to RN bridge</li> <li>• Peruse regional, state, and federal funding opportunities</li> <li>• Begin discussions and determine feasibility of both Paramedic and Psych-Tech Programs</li> </ul>	Optimize program effectiveness	2019-2020	LVN Director  Division Chair  Dean of Instructional Services	Maintain required accreditation for all programs  Increase and sustain enrollment of LVN, Phlebotomy, MA, and EMS programs
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2	2.4	<b>Program Development – Adult Education and Workforce Development</b> <ul style="list-style-type: none"> <li>Expand to outreach sites utilizing the AEBG Transitions Counselor position</li> <li>Expand curricular offerings to meet community and employer needs</li> <li>Expand Steps to Success program offerings and activities</li> <li>Sustain AEBG grant-funded positions and activities</li> </ul>	Accomplish AEBG Goals of aligning and increasing services to underserved populations	2019 - 2020	VP Academic Services	Increase FTEs for the Steps to Success program  Increase FTEs transitioning from AEBG sites to LCC noncredit and credit offerings
4	4.2	<b>Outreach Implementation – Contract Education/Continuing Education/Community Services</b> <ul style="list-style-type: none"> <li>Develop partnerships with community education and employers</li> <li>Develop and sustain contract education partnerships</li> <li>Expand community service offerings</li> <li>Develop continuing education program</li> </ul>	Modify as appropriate	2019 - 2020	VP of Academic Services	Develop sustainable community education and contract education with area partners
3	3.3	<b>Vision: Institutional Development</b> Determine need for and feasibility of large-scale capital projects, examples of which may include: <ul style="list-style-type: none"> <li>Gunsmithing Facility Expansion (indoor shooting range)</li> <li>Infrastructure upgrades: air conditioning, remodel of instructional spaces</li> <li>Remodeling of Modular M for Fire Science Technology</li> <li>Agricultural/Rodeo/ Therapeutic Riding Expansion</li> <li>Fitness/Athletic Facility Enhancement</li> </ul>	Determine Feasibility Study Methodology  Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion  VP of Academic Services  Division Chairs	New programs and facilities  Follow timeline for projects as identified in the campus facility and design plan

**Academic Services Action Plan 2020 - 2021 –6 Strategies**

<b>Goal</b>	<b>Objective</b>	<b>Strategy Description</b>	<b>Desired Outcome</b>	<b>Timeline</b>	<b>Responsible Party(s)</b>	<b>Performance Measures</b>
3	3.1	<b>Professional Development – Training:</b> <ul style="list-style-type: none"> <li>• Assessment method training</li> <li>• Training for alternate instructional technologies</li> <li>• Discipline specific training</li> <li>• Mandated training</li> </ul>	Improved student learning outcomes across the curriculum	2020-2021	Human Resource Manager Flex Coordinator	Improved student retention and success in courses taught by faculty following training
2	2.7	<b>Program Development</b> <ul style="list-style-type: none"> <li>• Determine curricula or programs needing updates</li> <li>• Determine the need for additional curricula or programs</li> </ul>	Optimize program effectiveness  Grow academic offerings as feasible	2020-2021	VP of Academic Services	Maintain/increase FTES
2	2.5	<b>Offer face-to-face inmate instruction at local incarceration facilities</b> <ul style="list-style-type: none"> <li>• Research the feasibility of expanding general education in the prisons</li> </ul>	Maintain our position as a leader in inmate education	2020-2021	VP of Instructional Services	Sustain or increase operational face-to-face inmate education courses each semester that are fiscally sound and academically identical to on campus programs.



2	2.3	<p><b>Program Development – Nursing/Health Occupations</b></p> <ul style="list-style-type: none"> <li>• Review and update Strategic Planning process for Health Sciences and Medical Technologies</li> <li>• Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS, LVN to RN Bridge, and Certified Nurse Assistant and Home Health Aid programs</li> <li>• Continue partnership with Lassen High School and support development of a health career pathway.</li> <li>• Secure additional space for instruction for future growth</li> <li>• Peruse regional, state, and federal funding opportunities</li> <li>• Begin process of approval for Paramedic and Psych-Tech programs if deemed feasible</li> </ul>	Optimize program effectiveness	2020-2021	LVN Director  Division Chair  Dean of Instructional Services	Maintain required accreditation for all programs  Increase and sustain enrollment of all Nursing/Health Occupations programs.
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3	3.2	<p><b>Capacity Building – Institutional Technology</b> Implementation of Refresh Plan Year Two</p>	Provide up-to-date reliable hardware for technology enhanced instruction	2020-2021	IT Director	33% of campus technology Refreshed
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3	3.3	<p><b>Vision: Institutional Development</b></p> <p>Once need for and feasibility of large-scale capital projects is determined, complete one large scale project begun in 2019-2020, which may include but is not limited to:</p> <ul style="list-style-type: none"> <li>• Gunsmithing Facility Expansion (indoor shooting range)</li> <li>• Infrastructure upgrades: air conditioning, remodel of instructional spaces</li> <li>• Remodeling of Modular M for Fire Science Technology</li> <li>• Agricultural/Rodeo/ Therapeutic Riding Expansion</li> <li>• Fitness/Athletic Facility Enhancement</li> </ul>	<p>Write a proposal using Feasibility Study Methodology</p> <p>Determine feasibility of impact on Academic Portfolio</p>	Annually	<p>Proposal Champion</p> <p>VP of Academic Services Division Chairs</p>	<p>New programs and facilities</p> <p>Follow timeline for projects as identified in the campus facility and design plan</p>
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**Academic Services Action Plan 2021 - 2022 –5 Strategies**

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1	<p><b>Professional Development – Training:</b></p> <ul style="list-style-type: none"> <li>• Assessment method training</li> <li>• Training for alternate instructional technologies</li> <li>• Discipline specific training</li> <li>• Mandated training</li> </ul>	Improved student learning outcomes across the curriculum	2021 - 2022	Human Resource Manager Flex Coordinator	<p>Increase Student Success rates</p> <p>Increase number of non-duplicated participants in discipline-specific training</p> <p>Provide at least one Flex training a semester focused on technology and the classroom</p> <p>Provide New Faculty Orientation regarding technology and the classroom</p>

3	3.2	<b>Capacity Building – Institutional Technology</b> Implementation of Refresh Plan Year Three	Provide up-to-date reliable hardware for technology enhanced instruction	2021-2022	IT Director	33% of campus technology Refreshed
2	2.3	<b>Program Development – Nursing/Health Occupations</b> <ul style="list-style-type: none"> <li>Review and update Strategic Planning process for Health Sciences and Medical Technologies</li> <li>Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS, LVN to RN Bridge, and Certified Nurse Assistant and Home Health Aid programs and any additional approved programs</li> <li>Continue partnership with Lassen High School and support development of a health career pathway.</li> <li>Ensure adequate space for all programs</li> <li>Peruse regional, state, and federal funding opportunities</li> <li>Sustain and further develop Paramedic and Psych-Tech programs if deemed feasible</li> </ul>	Optimize program effectiveness	2021-2011	LVN Director  Division Chair  Dean of Instructional Services	Maintain required accreditation for all programs  Increase and sustain enrollment of all Nursing/Health Occupations programs.
2	3.4	<b>Program Development – Equipment Replacement</b> <ul style="list-style-type: none"> <li>Identify instructional equipment needing replacement or repair</li> <li>Replace equipment as feasible</li> </ul>	Optimize program effectiveness	2021 - 2022	VP of Academic Services  Program faculty	Safe, effective equipment consistent with equipment in industry

3	3.3	<p><b>Vision: Institutional Development</b></p> <p>Once need for and feasibility of large-scale capital projects is determined, initiate a large scale capital project, which may include but is not limited to:</p> <ul style="list-style-type: none"> <li>• Gunsmithing Facility Expansion (indoor shooting range)</li> <li>• Infrastructure upgrades: air conditioning, remodel of instructional spaces</li> <li>• Remodeling of Modular M for Fire Science Technology</li> <li>• Agricultural/Rodeo/ Therapeutic Riding Expansion</li> <li>• Fitness/Athletic Facility Enhancement</li> </ul>	<p>Write a proposal using Feasibility Study Methodology</p> <p>Determine feasibility of impact on Academic Portfolio</p>	Annually	<p>Proposal Champion</p> <p>VP of Academic Services Division Chairs</p>	<p>New programs and facilities</p> <p>Follow timeline for projects as identified in the campus facility and design plan</p>
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Academic Services Action Plan 2022-2023–5 Strategies						
Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1	<p><b>Professional Development – Training:</b></p> <ul style="list-style-type: none"> <li>• Assessment method training</li> <li>• Training for alternate instructional technologies</li> <li>• Discipline specific training</li> <li>• Mandated training</li> </ul>	Improved student learning outcomes across the curriculum	2022-2023	Human Resource Manager Flex Coordinator	<p>Increase Student Success rates</p> <p>Increase number of non-duplicated participants in discipline-specific training</p> <p>Provide at least one Flex training a semester focused on technology and the classroom</p> <p>Provide New Faculty Orientation regarding technology and the</p>

3	3.2	<b>Capacity Building – Institutional Technology</b> Re-initiate implementation of Refresh Plan Year Three	Provide up-to-date reliable hardware for technology enhanced instruction	2022-2023	IT Director	33% of campus technology Refreshed
2	2.3	<b>Program Development – Nursing/Health Occupations</b> <ul style="list-style-type: none"> <li>• Revisit Strategic Planning process for Health Sciences and Medical Technologies</li> <li>• Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS, LVN to RN Bridge, and Certified Nurse Assistant and Home Health Aid programs and any additional approved programs</li> <li>• Continue partnership with Lassen High School and support development of a health career pathway.</li> <li>• Ensure adequate space for all programs</li> <li>• Peruse regional, state, and federal funding opportunities</li> <li>• Gain of approval for Paramedic and Psych-Tech programs if deemed</li> </ul>	Optimize program effectiveness	2022-2023	LVN Director  Division Chair  Dean of Instructional Services	Maintain LVN and Phlebotomy accreditations  Increase and sustain enrollment of all Nursing/Health Occupations programs.
2	3.4	<b>Program Development – Equipment Replacement</b> <ul style="list-style-type: none"> <li>• Identify instructional equipment needing replacement or repair</li> <li>• Replace equipment as feasible</li> </ul>	Optimize program effectiveness	2022-2023	VP of Academic Services Program faculty	Safe, effective equipment consistent with equipment in industry

3	3.4.c.	<p><b>Vision: Institutional Development</b>  Once need for and feasibility of large-scale capital projects is determined, complete a large scale capital project begun in 2019-2020, which may include but is not limited to:</p> <ul style="list-style-type: none"> <li>• Gunsmithing Facility Expansion (indoor shooting range)</li> <li>• Infrastructure upgrades: air conditioning, remodel of instructional spaces</li> <li>• Agricultural/Rodeo/ Therapeutic Riding Expansion</li> <li>• Fitness/Athletic Facility Enhancement</li> </ul>	<p>Write a proposal using Feasibility Study Methodology</p> <p>Determine feasibility of impact on Academic Portfolio</p>	Annually	<p>Proposal Champion</p> <p>VP of Academic Services Division Chairs</p>	<p>New programs and facilities</p> <p>Follow timeline for projects as identified in the campus facility and design plan</p>
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