

LASSEN COMMUNITY COLLEGE EDUCATIONAL MASTER PLAN



2019-2024

Draft changes as of 2/13/19

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 (22) certificates of accomplishment within twenty-five (27) credit programs. In 2017 - 2018, 228 associate degrees, 111 certificates of achievement and 115 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 is charged with the responsibility of addressing instructional planning needs for the college. 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 2019-2020 to 2023-2024. 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.

The following individuals served as members of the 2018-2019 Academic Planning Committee:

- Vice President of Academic Services - Dr. Greg South
- Deans of Instructional Services - Dr. Trevor Albertson and Karissa Morehouse
- Dean of Student Services - Patrick Walton
- Director of Institutional Effectiveness – Dr. Randy Joslin
- Academic Senate President - Cheryl Aschenbach
- Management Representative - Terry Bartley
- Division Chairs - Carie Camacho and Chad Lewis
- Representative from the Curriculum/Academic Standards Committee - Roxanna Haynes
- Lead Counselor - Alison Somerville
- Classified Representative -
- Student Representative -

III. 2019-2024 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 Institutional Development. This pathway is the driving force behind all college planning and results in implementation of 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. It is imperative that faculty, staff, and administrators have the necessary support to maintain currency through discipline-specific development opportunities. This also includes training on emerging technologies and techniques, curriculum design, assessment of student learning outcomes, and adult learning theory. This enhances professional development throughout the organization.

Element II - Capacity Building

Today's educational environment requires colleges to deliver curriculum in alternative and innovative ways. The college recognizes the need to maintain and advance technology to support this environment. The college is committed to increase its capacity in classroom technology, student access to computers, and professional development in educational technologies for faculty and staff.

Element III --- Program Development

Program development must be conducted in accordance with good data. Community needs must be determined through a review of available labor market data and environmental surveys. Programs must be aligned to meet the mission to positively influence the district we serve. As a result, existing and new programs must adhere to community, industry, and student needs.

Element IV – Outreach Implementation

Lassen College serves a large geographic region and offers excellent development opportunities to all of its constituents. Outreach is accomplished through implementation of a variety of state-funded initiatives. These initiatives include regional outreach at all district high schools and those relating to adult education. The adult education program (AB86/LMAE/CAE) and its consortium are completing outreach activities, while additional efforts are being coordinated to expand the adult education instructional efforts in outreach areas with other Lassen College instructional offerings and student services.

Element V – Institutional Development

Within the last few years, instructional capital improvement projects have come to fruition: the Academic Resource Center was updated and remodeled and a former art classroom was renovated into a state-of-the-art suite of rooms for nursing, phlebotomy, and medical assisting. Future needs include improving the appearance of Lassen College's classrooms as well as improving the function of and flexibility within classroom spaces. At the same time, Lassen College is regularly updating instructional technologies. Additional projects under consideration include infrastructure upgrades such as air conditioning in instructional spaces and expansion of facilities in impacted programs.

ACADEMIC SERVICES PRIORITIZATION PROPOSALS FOR EMP 2019-2020 (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	Status	Notes
2014 & 2018 Natural Science /Mathematics IPR		1	Replace autoclave and incubator for Microbiology class	Fall 2018	\$10,000 (one time)	Necessary for operation of class serving as a prerequisite for registered nursing programs					
2018 Natural Science /Mathematics IPR		1	Hazardous waste disposal (chemical and preserved specimens)	Annually (on-going)	\$4,000 (ongoing)	Provide safe and environmentally sound learning and working environment. <i>Recommend implementation as part of a campus-wide HazMat program.</i>					
2015 Gunsmitting IPR	3,4	2	Establish annual service agreements	2018-19	\$10,180 (ongoing)	Decreased cost of machine replacement <i>Recommend inclusion of service agreements in campus-wide purchasing process of capital equipment.</i>	3	4	General		
2014 & 2018 Natural Science /Mathematics IPR		3	Initiate a replacement of equipment budget for the natural science/mathematics program	On-going for at least several years	\$10,000 (ongoing)	Systematically replace out-of-date science equipment					
2014 & 2018 Natural Science /Mathematics IPR		1	Replace autoclave and incubator for Microbiology class	Fall 2018	\$10,000 (one time)	Necessary for operation of class serving as a prerequisite for registered nursing programs					

2014 Athletic s IPR	1,3	2	Add one Whirlpool to the Athletic Training Center Room w/ installation	2015-16	\$8,000 (one time)	Allow more students to take advantage of the whirlpool therapy	4	7	General		
2015 Social Science IPR + 2018 Humanities IPR + 2018 Natural Science /Mathematics IPR		4	Update classroom furniture to create more flexible and comfortable learning environments.	On-going for at least several years	\$25,000 (ongoing)	Increase of instructional methods which require flexible furniture setups to facilitate student interaction. Improved ability for students to focus when sitting more comfortably in furniture that fits them better. Ultimately, improved student success and morale.					
2014 Athletic s IPR	2,3,4	5	Increase funds for recruitment	2018-19	\$10,000 (ongoing)	Increased enrollment, more competitive teams	4	8	General		
2014 Athletic s IPR	2,3,4	6	Add Cross Country program	2018-19	\$48,000 (ongoing)	Increased enrollment, co-ed sport	9	9	General		
2018 Natural Science /Mathematics IPR		7	Add equipment repair budget for biological and physical science	On-going	\$2,000 (ongoing)	Timely repair of essential science equipment					
Dean of Instruction	2, 4		Career Guidance Courses for Incarcerated	2019-20	\$0	To increase student success by updating and improving the Career Guidance curriculum.					
Dean of Instruction	2, 4		Career Guidance Courses for on campus	2019-20	\$0	To increase student success by updating and improving the Career Guidance curriculum.					

Dean of Instruction	2, 4		Career Guidance Courses, by pathway	2019-20	\$0	To increase student success by updating and improving the Career Guidance curriculum.					
2014 Athletics IPR	1,3,4	3	Purchase game ready control unit w/ ankle, knee & shoulder wraps	2018-19	\$3,600 (one time)	Better healthcare treatment for athletes	2	5	General		
Library/ARC	3, 4		Career Center in Collaboration with ARC Space	2019-20	\$100,000 (one time)	To increase career and transfer placement					

EMP PRIORITIZATION PROPOSAL FOR HRMP 2019-2020(recommended 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 Academic 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	Status	Notes
2015 Vocational Nursing IPR	1	1	1 FT Nursing Instructor <i>Active recruitment underway to make permanent the prior temporary position (3rd nursing faculty)</i>	2019-20	\$125,000 (Currently in Budget)	Hire adequate staff according to projected FTW's for 30 students	1	1	General	In recruitment	
Math IPR	2,3,4	2	1 FT Math Instructor <i>Replace Ross Stevenson(retirement) for on-campus instruction</i>	2019-20	\$125,000	on-campus instruction	1	2	General		
2018 Humanities IPR	2,3,4	3	Hire 1 additional faculty member in English	2019-20	\$125,000	More ENGL sections overall. More ENGL sections taught live at prisons.					

Vocational Nursing IPR	1,2,3,4	4	1 FT Health Occupation Instructor	2019-20	\$125,000		1a	13	General		
2016 Correspondence NIPR	2,4	5	Hire part time (20 hr. per wk.) Administrative Assistant I - Correspondence	2019-20	\$19,000	Student success	1	4	General		
2015 & 2018 Natural Science/Mathematics IPR		6	Physical Science Instructor	2019-20	\$125,000	Increase physical science offerings (Astronomy, Physics, Geology, Physical Geography, Physical Science), increasing number of degrees and GE certificates awarded. Incarcerated Instruction – ADTs					
2014 Athletics IPR	2,3,4	7	1 Adjunct Cross-Country Coach	2019-20	\$25,000	Increased enrollment, co-ed sport	9	11	General		
2015 Vocational Nursing IPR	3	8	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	2019-20	\$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		

2018 Natural Science/M athematics IPR		9	Replace Biological Science Instructor retired Spring 2018 (2 nd Instructor)	2019-20	\$125,000	Sustain growth biological science offerings (Human Anatomy & Physiology, Microbiology, extra sections), increasing number of degrees and GE certificates awarded					
2018 Humanitie s IPR		10	Hire 1 additional faculty member in Communication Studies	2019-20	\$125,000	1. Teach SPCH1 at prisons 2. Teach additional sections of SPCH1 at LCC when waitlists demand additional sections 3. Teach SPCH1 at LCC if current instructor is not available. Teach other COMM sections needed to have a COMM AA- T					
EMP	1,2,3,4	11	1 FT Foreign Language Instructor Perhaps American Sign Language instead	2019-20	\$125,000	Both on-campus and prison assignments	5	7	General		

2018 Natural Science/M athematics IPR		12	Hire an additional Instructional Support Specialist II to adjust additional faculty hires and mathematics lab activities	2019-20	\$40,000	Provide support for more student- centered opportunities in the classroom. Increased student success. Mitigation of student success issues arising from AB 705 problems.					
ARC NIPR	1,2,3,4	13	FT ISS 1 – Learning Center	2019-20	\$48,000	Allow Library to be opened extended hours. Student success.	7	6	General		
EMP	1,2,3,4	14	1 FT Automotive Technology Instructor	2019-20	\$125,000	Anticipate increased enrollment because of NATEF certification	4	8	General		
Athletic IPR	1,2,3,4	15	Paid Assistant Coaches	2019-20	\$40,000		10	>99	General		
EMP	1, 2, 3, 4		CTE/Kinesiology Faculty	2019-20	\$125,000	To support program development and growth.					
EMP	1, 2, 3, 4		CTE/Kinesiology Faculty	2019-20	\$125,000	To support program development and growth.					
EMP	1, 3, 4		Career and Transfer Center Director	2019-20	\$125,000	To increase program retention and guided pathway effectiveness with career and transfer outcomes					
EMP	3, 4		Counselor, Faculty, for Incarcerated	2019-20	\$125,000	To support Incarcerated program					

						development and growth.					
2016 Library/A RC NIPR	3, 4		Library Tech II, Full Time	2019-20	\$60,000	To increase student success by providing an appropriate level of service to Library patrons					
2016 Library/A RC NIPR	3, 4		Library Tech II, Part Time	2019-20	\$30,000	To increase student success by providing an appropriate level of service to Library patrons					
EMP	1, 3, 4		Dual Enrollment Coordinator	2019-20	\$60,000	To increase Dual/Concurrent Enrollment through program development and growth.					
DSPS	1, 3, 4		DSPS ISS III	2019-20	\$75,000	To improve service to disabled students by providing an appropriate level of staffing to meet campus needs.					
EMP + 2018 Humanities IPR	1, 3	9	Professional Development for Faculty	2019-20	\$30,000 (ongoing)	To more appropriately support professional growth of faculty.					
EMP + 2018	1, 3	10	Professional Development for Staff	2019-20	\$30,000 (ongoing)	To more appropriately support professional growth of staff.					

EMP PRIORITIZATION PROPOSALS FOR SSMP 2019-2020 (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	Status	Notes
2018 Natural Science /Mathematics IPR		8	Continue purchase of NETTUTOR or alternate tutoring program	On-going	Currently in budget (ongoing)	Provide tutoring opportunities leading to improved student success				2018 Natural Science/ Mathematics IPR	

EMP PRIORITIZATION PROPOSALS FOR ITMP 2019-2020 (recommended in priority order)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Status	Notes
Student Services + IT	2, 3, 4		Way Finding App (and Signage)	2019-20	\$200,000	To appropriately support new and continuing students.					
2018 Natural Science/Mathematics IPR		11	Add a second small copier for student use in the central area of the Math-Science building *printing kiosk options – David Corley & Karissa Morehouse	2018-2019	\$4,000 (ongoing)	Avoid FERPA violations and provide backup printer in the Math-Science building. <i>Note: This is more about establishing print-on-demand kiosks than it is about Natural Science/Math.</i>					

EMP PRIORITIZATION PROPOSAL FOR FMP 2019-2020 (recommended in priority order)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Status	Notes
2017 DSPS IPR	3,4	1	Remodel DSPS areas "Annual Updates Implementation"	2018-2019	\$100,000	Correct safety, accommodation, and legal issues	3	2			
EMP		2	Add cooling system for Gunsmithing	2018-2019							
2016 Auto IPR	6	3	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	4	Provide two portable evaporative coolers for the shop	2018-2019	\$9,500	Increase student learning	4	2	Both		
2017 Fine Arts		5	Track lighting & lights in CA 201	2018-2019	\$1,200.		4	4			
2016 Auto IPR	8	6	Provide tables and chairs to replace desks in the classroom	2018-2019	\$5,000	Increase student learning	5		Both		
2018 Natural Science/Mathematics IPR	3,4	7	Systematically replace the chairs in all classrooms over the next several years.	One time over next several years	\$3,000/room of 24 chairs	Improve the learning and safety environment for students					

2018 Natural Science/M athematics IPR	3,4	8	Replace the moveable partition between the lecture rooms MS-121 and MS- 122 with a solid soundproof wall.	Summer 2018	\$10,000	Improve the learning environment for mathematics and science students					
2018 Natural Science/M athematics IPR	3,4	9	Retrofit 112, 114, 116, 125 into flexible lecture/lab classrooms.	One time		Improve the learning environment for mathematics and science students					
2018 Natural Science/M athematics IPR	3,4	10	Remove the partial solid wall partition between MS-101 and MS- 102 and move the Math Lab to MS- 101/102	Summer 2018		Provide additional space for Math Lab, while freeing classroom for improved scheduling					
2018 Natural Science/M athematics IPR	3,4	11	Continue to keep and monitor the temperature in all the rooms.	Annually (on- going)		Provide safe and environmentally sound learning and working environment					
2018 Natural Science/M athematics IPR		13	Improve temperature control in HU and CA buildings: more consistent HVAC control in summer and winter	2019- 2020	unknown	Learning environments more conducive to learning; improved student success, comfort, and morale					

Facilities	2, 3, 4		Way Finding Signage (and App)	2019-20	\$200,000 (one time)	To appropriately support new and continuing students.					
2019 Gunsmithing IPR	3		Hardened GSS Armory	2019-20	\$100,000	To provide an appropriate level of security for LCC GSS Assets.					
2019 Gunsmithing IPR	3		Security Improvements for GSS Lab	2019-20	\$150,000	To provide an appropriate and acceptable level of security for all Gunsmithing Program assets in the GSS Shop area.					
2019 Kinesiology/Athletics IPR	3		Gymnasium Remodel	2019-20	\$250,000	To improve the aesthetics of the Gym Foyer (and other areas) to present a more appropriate impression of LCC Kinesiology/Athletics programs.					
Kinesiology/Athletics	2,3,4		Athletic training lab	2019-20	\$250,000	To support and develop the Athletic Training major under Kinesiology					
Auto Technology	2, 3, 4		CTE: Precision Measuring Instrument kits/equipment	2019-20	\$150,000	Equipment required to teach new stackable Auto Tech Certs.					
Facilities	2, 3, 4		Lighting Efficiency Improvements (replacements and Upgrades) , campus wide	2019-20	\$1,000,000	To (1) decrease Utility usage and costs, and (2) provide significantly improved lighting quality through replacement of all lighting assets on campus.			LI Loan		
Facilities + IT	1, 3		Refurbish "M" and "N" Buildings	2019-20	\$120,000 (one time)	To increase the efficiency of facilities usage and provide appropriate space for support programs.					
Facilities	3		Air Conditioning (Dormitory)	2019-20	\$100,000 (one time)	To provide a more appropriate, comfortable climate and environment for dormitory residents.					
Facilities	2,3,4		Air Conditioning (Library)	2019-20	\$100,000 (one time)	To provide a more comfortable and appropriate climate and environment to all Library patrons.					

Facilities	3		Emergency Generators (Gym Building)	2019-20	\$250,000 (one time)	To provide power to Gym patrons and occupants during power outages and regional emergencies/catastrophes.					
Facilities	3		Emergency Generator (Dormitory)	2019-20	\$300,000 (one time)	To provide a more safe environment for dormitory residents during power outages.					
Facilities	3		Emergency Generators (Campus wide)	2019-20	\$650,000 (one time)	To provide a more safe environment for Students, Staff, faculty, and all dormitory residents during power outages.					
Facilities	3		Electronic Access/Locks (Campus Wide)	2019-20	\$900,000 (one time)	To increase security for all campus occupants and provide for mass lock-down during campus security incidents.					
Facilities	2, 3, 4		Lighting Efficiency Improvements (replacements and Upgrades), campus wide	2019-20	\$1,000,000 (one time)	To (1) decrease Utility usage and costs, and (2) provide significantly improved lighting quality through replacement of all lighting assets on campus.			LI Loan		
Facilities	3, 4		ADA Accessibility Improvements (campus wide)	2019-20	\$7,500,000 (one time)	To bring campus facilities into current compliance with ADA rules and regulations and thus provide an appropriate level of access to disabled students and staff.					

EMP PRIORITIZATION PROPOSALS FOR IEMP 2019-2020 (recommended in priority order)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Status	Notes
2018 Natural Science/Mathematics IPR	1,4	1	Assess the relationship between poor attendance and lack of success in mathematics and science courses and identify the primary factor contributing to poor attendance.	2019-20	No additional cost	Improve student success and retention					
2018 Natural Science/Mathematics IPR	1,4	2	Pilot a project to improve attendance in mathematics and science courses and assess impact on success rates.	2019-20	Unknown at this time	Improve student success and retention					
2018 Natural Science/Mathematics IPR		3	Request the following research from Institutional Effectiveness and Research Office to evaluate effectiveness of curricular revisions for acceleration: student persistence to and success in ENGL 1 following enrollment in remedial	2019-20	Time	Affirmation of curricular changes for acceleration leading to increased student success and completion of transfer-level English. Potential for additional curricular changes to meet intent.					

			English course (ENGL 105, ENGL 105A) pre- and post-implementation of the accelerated open access one-level below transfer course. Disaggregate by delivery modality.								
2018 Natural Science/Mathematics IPR		4	Provide course, program, and institutional SLO data to all programs for review, discussion and evaluation by faculty, and inclusion in program reviews (Institutional Effectiveness and Research). / Make SLO data (especially achievement rates) accessible to everyone	2019-20	Time	More comprehensive review of SLO assessment info by faculty could result in SLO revisions, change of measurements or success thresholds, or instructional changes.					
2018 Natural Science/Mathematics IPR		5	Provide instructional design assistance, accessibility assistance, and additional ongoing training opportunities to	ongoing	\$125,000 (1-2 salaries)	<ol style="list-style-type: none"> 1. Improved student success in online courses 2. Compliance with accessibility regulations Compliance with DE regulations and standards					

			all online instructors to better ensure high quality online courses.								
2018 Natural Science/Mathematics IPR		6	Regularly check and repair classroom technology / Ensure audio (and all classroom technology) works in classrooms	ongoing	Time	1. Fully functional classroom technology positively impacts student success					
2018 Natural Science/Mathematics IPR		7	Provide training as needed for IT to be better equipped to solve IT problems in the classrooms.	ongoing	\$6,000	2. Increased ability to repair IT problems in classrooms, lessening the impact of problems on instruction					

ACADEMIC SERVICES ACTION PLANS

Academic Services Action Plan 2019 - 2020 – Strategies. Year 1

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party	Performance Measures
		<p>Guided Pathways</p> <ul style="list-style-type: none"> • Meta major development • Implementation of Starfish <ul style="list-style-type: none"> ○ Train all faculty and staff how to utilize starfish • AB 705 <ul style="list-style-type: none"> ○ Attend CAP trainings in Feb. 	<p>Pathways for student Adoption of Meta Majors</p> <p>70% of faculty utilizing Starfish early alert</p> <p>Flex training in August and Convocation</p> <p>100% of eligible students with Ed Plan component Starfish</p>	2019-2020	<p>Academic Services</p> <p>Counseling</p> <p>Instructional Faculty</p>	<p>Increase student success</p> <p>Completion and retention rates</p>
3	<p>3.1</p> <p>3.1</p>	<p>Professional Development – Training:</p> <ul style="list-style-type: none"> • Continue Guided Pathway trainings and convening’s • Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) • Classroom Technology Training • Classroom Instruction Active Learning Training • Online Canvas Training • Develop New Faculty Extended Orientation and Mentorship program 	<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	Professional Development – Dialog about the Assessment of Student Learning Outcomes <ul style="list-style-type: none"> Conduct meetings with Academic Senate leadership to coordinate the future of effectively utilizing SLO assessment tools to complete regular SLO course and program assessments. Conduct assessment methods training with appropriate faculty and staff 	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.
3	3.1	Capacity Building --- Alternative Delivery Training: <ul style="list-style-type: none"> Faculty training for Canvas online instruction; required for all online instructors Training for alternative instructional technologies 	<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	100% of online instructors trained 15% increase in student enrollment and success online as compared to baseline data in 2014-2015
3	3.2	Capacity Building – Institutional Technology <ul style="list-style-type: none"> Implement Refresh Plan Year Three Implement the synchronous course delivery system. Coordinate synchronous course delivery system with the scheduling of courses using this system 	Provide up-to-date reliable hardware for technology enhanced instruction	2019-2020	IT Director	33% of campus technology Refreshed Improve access to rural areas
2	2.2	Program Development – Gunsmithing <ul style="list-style-type: none"> Expand facilities Update scheduling Improve entry attrition rates 	Program Growth	2019-2020	VP Academic Services VP Administrative Services	Measurable increase in FTES

2	2.3	<p>Program Development – Nursing/Health Occupations</p> <ul style="list-style-type: none"> • Begin Strategic Planning process for Health Sciences and Medical Technologies • Expand and grow the LVN, Medical Assisting, Phlebotomy and EMS programs • Begin discussion and processes needed to partner or build a LVN to RN Bridge program • Continue partnership with Lassen High School and support development of a health career pathway. • Sustain current and increase number of full time instructor. Build adjunct instructor pool • Secure additional space for instruction of programs • Peruse regional, state, and federal funding opportunities 	Optimize program effectiveness	2019-2020	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>Program Development – Human Services Update curriculum to align transfer</p>	Optimize program effectiveness Increase FTES	2019 - 2020	VP Academic Services	Curriculum articulated for transfer Increase FTES by 10% from 2017-2018
2	2.4	<p>Program Development – Adult Education and Workforce Development</p> <ul style="list-style-type: none"> <input type="checkbox"/> Expand to outreach sites utilizing the AEBG Transitions Counselor position <input type="checkbox"/> Expand curricular offerings to meet community and employer needs <input type="checkbox"/> Expand Steps to Success program offerings and activities <input type="checkbox"/> Sustain AEBG grant-funded positions and activities 	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

2	2.5	Offer face-to-face inmate instruction at local incarceration facilities <ul style="list-style-type: none"> Begin offering face-to-face courses in Math, English, and other General Education areas. 	Maintain our position as a leader in inmate education	2019-2020	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	Outreach Implementation – Contract Education/Continuing Education/Community Services <ul style="list-style-type: none"> Develop partnerships with community education and employers Develop and sustain contract education partnerships Expand community service offerings Develop continuing education program 	Modify as appropriate	2019 - 2020	VP of Academic Services	Develop sustainable community education and contract education with area partners
3	3.3	Vision: Institutional Development Determine need for and feasibility of large-scale capital projects, examples of which may include: <ul style="list-style-type: none"> Gunsmithing Facility Expansion (indoor shooting range) Infrastructure upgrades: air conditioning, remodel of instructional spaces Remodeling of Modular M for Fire Science Technology Agricultural/Rodeo/ Therapeutic Riding Expansion Fitness/Athletic Facility Enhancement 	Determine Feasibility Study Methodology Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion VP of Academic Services Division Chairs	New programs and facilities Develop campus facility and design plan

3	3.3	<p>Vision: Institutional Development Determine need for and feasibility of large-scale capital projects:</p> <ul style="list-style-type: none"> • Create on going budget item for classroom and faculty office refresh (including upgrade in technology, furniture, paint and carpet • Gunsmithing Facility Expansion (indoor shooting range) • Infrastructure upgrades: heating & air conditioning in all buildings, remodel of instructional spaces • Remodeling of Modular M and N buildings for future programs • Agricultural/Rodeo/Therapeutic Riding Expansion • Emergency Generators to serve the entire campus • Fitness/Athletic Facility Enhancement/Remodel 	<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>
1, 2, 3, 4		<p>Program Development: Kinesiology/Athletics Kinesiology Faculty (2)</p>	<p>To support program development and growth.</p>	2019-20	<p>Office of Instruction</p>	<p>Development of new instructional program offerings</p> <p>Implementation of new sports programs</p>

		Capacity Building: Student Services <ul style="list-style-type: none"> • Career Counselor Faculty • Counselor I Faculty, Roaming, for Incarcerated • Dual Enrollment Coordinator • Wayfinding Application and Campus Signage 	<p>To increase program retention and guided pathway effectiveness with career and transfer outcomes.</p> <p>To support Incarcerated program development and growth.</p> <p>To increase Dual/Concurrent Enrollment through program development and growth.</p>	2019-20	Dean of Student Services Human Resources	Successful Career Counselor faculty hire Successful Counselor I hire Successful Dual Enrollment Coordinator hire Successful implementation of Wayfinding App Successful installation of campus signage
1, 3		Capacity Building: Facilities Refurbish "M" and "N" Buildings	To increase the efficiency of facilities usage and provide appropriate space for academic and support services.	2019-20	Facilities IT	Increase capacity for Academic Services Increase capacity for Student Services
2, 3, 4		Capacity Building: Student Environment Air Conditioning	To provide a more appropriate, comfortable climate and environment for library patrons and for dormitory residents.	2019-20	Facilities	Improved, safer climate and environment for dormitory residents. Improved, safer climate and environment for Library patrons.

3		Capacity Building: Safety <ul style="list-style-type: none"> Emergency Generators for all campus facilities Electronic Access/Locks (Campus Wide) 	To provide a safe and secure environment for campus occupants during power outages and regional emergencies or catastrophes.	2019-20	Facilities	Provision a safe secure environment for all campus occupants during power outages and emergency incidents.
3		Capacity Building: Gunsmithing <ul style="list-style-type: none"> Hardened Armory Security enhancements to GSS Shop/Lab 	To provide an appropriate and acceptable level of security for all Gunsmithing Program assets in the GSS Shop area.	2019-20	Facilities	Harden armory walls, doors, and ceilings Secure alarm system for armory. Secure windows and doors for shop/lab.
2, 3, 4		Capacity Building: Kinesiology/Athletics <ul style="list-style-type: none"> Remodel Foyer and associated areas Sports Medicine/Athletic Training Lab 	To improve the aesthetics of the Gym Foyer (and other areas) to present a more appropriate impression of LCC Kinesiology/Athletics programs. To support and develop the Sports Medicine/Athletic Training major under Kinesiology	2019-20	Facilities	New floor and wall finishes New Sports Medicine/Athletic Training Lab Increased Athletic Training coverage for all sports Increased growth and development of Sports Medicine/Athletic Training program
2, 3, 4		Program Development: Auto Technology <ul style="list-style-type: none"> Precision Measuring Instrument kits/equipment 	To support instruction of national (stackable) certifications	2019-20	Auto Technology Dean of Instructional Services	Implementation of new industry-recognized certification programs

2, 4		Program Development: Career Guidance <ul style="list-style-type: none"> CG Course update for: <ul style="list-style-type: none"> Incarcerated On Campus By Pathway 	To increase student success by updating and improving the Career Guidance curriculum.	2019-20	Dean of Instructional Services	Updated curriculum for CG courses. Increased student success
1, 3		Professional Development: Faculty & Staff <ul style="list-style-type: none"> Faculty Staff 	To more appropriately support professional growth of faculty and staff.	2019-20	VP of Administrative Services Human Resources	Standing budget of \$30,000 for Faculty Standing budget of \$30,000 for Staff Faculty and Staff participation in approved professional growth activities
		Capacity Building: ARC/Library <ul style="list-style-type: none"> Library Tech II, Full Time Library Tech II, Part Time Career Center in Collaboration with ARC Space 	To increase student success by providing an appropriate level of service to Library patrons To increase career and transfer placement	2019-20	Dean of Instruction Dean of Student Services Facilities	Successful Library Tech II hires Increased student success Increased career and transfer placement
		Capacity Building: DSPS <ul style="list-style-type: none"> DSPS ISS III 	To improve service to disabled students by providing an appropriate level of staffing to meet needs.	2019-20	Dean of Instruction	Successful DSPS ISS hire

		<p>Campus Improvements: Facilities</p> <ul style="list-style-type: none"> • Lighting Efficiency Improvements (replacements and Upgrades) , campus wide • ADA Accessibility Improvements (campus wide) 	<p>To (1) decrease Utility usage and costs, and (2) provide significantly improved lighting quality through replacement of all lighting assets on campus.</p> <p>To bring campus facilities into current compliance with ADA rules and regulations and thus provide an appropriate level of access to disabled students and staff.</p>	2019-20	Facilities	<p>Replaced and/or Upgraded lighting, campus wide</p> <p>Decreased utilities costs</p> <p>Increased quality of lighting, campus wide</p> <p>Completely developed and prioritized ADA Transition Plan</p> <p>Implemented ADA Accessibility Improvements (campus wide)</p>
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Additional items to consider 2019-2020 strategies for:

- Capture enrollment management items – dual enrollment, online coordination/rotation, community education, AEBG
- AEBG efforts as they can integrate into EMP/instruction
- Emphasis on correspondence as a major generator of FTES (and potential for incarcerated instruction program growth)
- 4-year completion program/university partnerships (plus other action planning/logic model from GP retreats)

Academic Services Action Plan 2020- 2021– Strategies. YEAR 2

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1	<p>Professional Development – Training:</p> <ul style="list-style-type: none"> • Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) • Classroom Technology Training • Classroom Instruction Active Learning Training • Online Canvas Training • Continue New Faculty Extended Orientation and Mentorship program 	<p>Increased student success</p> <p>Increased use of technology in classroom instruction</p>	2020-21	<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>Accreditation Training</p> <ul style="list-style-type: none"> • Conduct Accreditation trainings and workshops • Provide appropriate trainings for ALO, Accreditation Chair, and other appropriate personnel • Select and prepare ISER Standard Committees • Prepare draft materials and begin collection of materials in accordance with program schedule 	To provide appropriate for submission of Accreditation Institutional Self-Study	2020-21	<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	Professional Development – Dialog about the Assessment of Student Learning Outcomes <ul style="list-style-type: none"> Conduct meetings with Academic Senate leadership to coordinate the future of effectively utilizing SLO assessment tools to complete regular SLO course and program assessments. Conduct assessment methods training with appropriate faculty and staff 	Increased dialog about student learning outcome assessment	2020-21	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	Capacity Building --- Alternative Delivery Training: <ul style="list-style-type: none"> Faculty training for Canvas online instruction; required for all online instructors Training for alternative instructional technologies 	<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>	2020-21	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>
3	3.2	Capacity Building – Institutional Technology <ul style="list-style-type: none"> Re---initiate implementation of Refresh Plan Year One Coordinate synchronous course delivery system with the scheduling of courses using this system 	Provide up-to-date reliable hardware for technology enhanced instruction	2020-21	IT Director	<p>33% of campus technology Refreshed</p> <p>Improve access to rural areas</p>
2	2.5	Offer face-to-face inmate instruction at local incarceration facilities <ul style="list-style-type: none"> Research the feasibility of expanding general education in the prisons 	Maintain our position as a leader in inmate education	2020-21	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.

2	2.3	<p>Program Development – Nursing/Health Occupations</p> <ul style="list-style-type: none"> • Continue Strategic Planning process for Health Sciences and Medical Technologies • Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS and Certified Nurse Assistant and Home Health Aid programs • Receive approval and begin a LVN to RN Bridge program internally or through partnership • Continue partnership with Lassen High School and support development of a health career pathway. • Sustain current and increase number of full time instructors if unsuccessful the previous year. Continue to build adjunct instructor pool • Secure additional space for instruction for the addition of the LVN to RN Bridge program • Increase offerings of prerequisites for all programs including additional prerequisite courses for LVN to RN bridge • Peruse regional, state, and federal funding opportunities • Begin discussions and determine feasibility of both Paramedic and Psych-Tech Programs 	Optimize program effectiveness	2020-21	<p>LVN Director</p> <p>Division Chair</p> <p>Dean of Instructional Services</p>	<p>Maintain required accreditation for all programs</p> <p>Increase and sustain enrollment of LVN, Phlebotomy, MA, and EMS programs</p>
2	2.4	<p>Program Development – Adult Education and Workforce Development</p> <ul style="list-style-type: none"> • Expand to outreach sites utilizing the AEBG Transitions Counselor position • Expand curricular offerings to meet community and employer needs • Expand Steps to Success program offerings and activities • Sustain AEBG grant-funded positions and activities 	Accomplish AEBG Goals of aligning and increasing services to underserved populations	2020-21	VP Academic Services	<p>Increase FTEs for the Steps to Success program</p> <p>Increase FTEs transitioning from AEBG sites to LCC noncredit and credit offerings</p>

4	4.2	Outreach Implementation – Contract Education/Continuing Education/Community Services <ul style="list-style-type: none"> • Develop partnerships with community education and employers • Develop and sustain contract education partnerships • Expand community service offerings • Develop continuing education program 	Modify as appropriate	2020-21	VP of Academic Services	Develop sustainable community education and contract education with area partners
3	3.3	Vision: Institutional Development Determine need for and feasibility of large-scale capital projects, examples of which may include: <ul style="list-style-type: none"> • Gunsmithing Facility Expansion (indoor shooting range) • Infrastructure upgrades: air conditioning, remodel of instructional spaces • Remodeling of Modular M for Fire Science Technology • Agricultural/Rodeo/ Therapeutic Riding Expansion • Fitness/Athletic Facility Enhancement 	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
1,2,3,4		Capacity Building: Liberal Arts and Sciences <ul style="list-style-type: none"> • English Instructor • Communications Instructor • Math Instructor 	To support program development and growth.	2020-21	VP of Academic Services Dean of Instruction	Successful English Faculty hire Successful Communications Faculty hire Successful Math Faculty hire
1,2,3,4		Capacity Building: Kinesiology <ul style="list-style-type: none"> • Kinesiology Instructor (X2) 	To support program development and growth.	2020-21	VP of Academic Services Dean of Instruction	Successful Kinesiology Faculty hire (X2)

1,2,3,4	<p>Capacity Building: New CTE Faculty</p> <ul style="list-style-type: none"> • Drone Instructor • Computer Instructor • ARC/GIS Instructor 	To support program development and growth.	2020-21	<p>VP of Academic Services</p> <p>Dean of Instruction</p>	<p>Successful Drone faculty hire</p> <p>Successful Computer Faculty hire</p> <p>Successful ARC/GIS Faculty hire</p>
2,3,4	<p>Capacity Building: Performing Arts</p> <ul style="list-style-type: none"> • Performing Arts Faculty 	To support program development and growth.	2020-21	<p>VP of Academic Services</p> <p>Dean of Instruction</p>	Successful Performing Arts faculty hire
1,2,3,4	<p>Capacity Building: Counseling</p> <ul style="list-style-type: none"> • Counselor I, On Campus 	To support program development and growth.	2020-21	<p>VP of Academic Services</p> <p>Dean of Student Services</p>	Successful Counselor I faculty hire
1,2,3,4	<p>Capacity Building: Academic Resource Center (ARC)</p> <ul style="list-style-type: none"> • ARC Director (NOT Library) • ISS (for Math support) • ISS (for Science support) • ISS (for AG support) • ISS (for Fire Science/AJ support) • ISS (for Humanities support) 	<p>Dedicated staff for AB 705 implementation, Academic support, and supervision on ISS pathway support</p> <p>To strengthen and develop guided pathways, and provide student connections to transfers and careers.</p>	2020-21	<p>VP of Academic Services</p> <p>Dean of Instruction</p> <p>Human Resources</p>	<p>Successful ARC Director hire</p> <p>Successful ISS hires (X5)</p>

1, 3, 4	<p>Capacity Building: Student Success Staffing</p> <ul style="list-style-type: none"> Student Success Position: Westwood/Herlong 	To increase student success, dual/concurrent enrollment; and strengthen K-14 guided pathways	2020-21	<p>VP of Academic Services</p> <p>Dean of Student Services</p>	Successful Student Success Position hire
1,2,3,4	<p>Capacity Building: New CTE Programs</p> <ul style="list-style-type: none"> Drones/UAS (Major and Cert) Program Development Computer (Data Management & Applications Meta Major) Program Development ARC/GIS (Major and Cert) Program Development Construction Trades Major and Cert) Program Development CTE Facility at Sierra Army Depot 	To support program development and growth.	2020-21	<p>VP of Academic Services</p> <p>Dean of Instruction</p>	<p>Successful Drone Program Development</p> <p>Successful Computer Program Development</p> <p>Successful ARC/GIS Program Development</p> <p>Successful Construction Trades Program Development</p> <p>Successful implementation of a CTE Facility at Sierra Army Depot</p>
1,2,3,4	<p>Capacity Building: Kinesiology/Athletics</p> <ul style="list-style-type: none"> Rebuild/Resurface the LCC Track Varsity Strength and Speed Center Facilities for 4 new sports programs 	<p>To support program development and growth.</p> <p>To enhance the safety of those engaged in track activities, and to support program development and growth</p>	2020-21	<p>VP of Academic Services</p> <p>Dean of Instruction</p>	<p>Successful rebuild/resurfacing of LCC Track</p> <p>Successful development of a LCC Varsity Strength and Speed Center</p> <p>Successful construction of Facilities for 4 new sports programs</p>

2,3,4		Capacity Building: Existing CTE Programs <ul style="list-style-type: none"> New Horse Barn 	To support program development and growth.	2020-21	VP of Academic Services Dean of Instruction	Successful construction of a new LCC Horse Barn
1,2,3,4		Capacity Building: Student Success Programs <ul style="list-style-type: none"> Maker space as part of library STEM Pathway development with K-12 	To increase enrollment and student success through implementation of a demonstration and development area for students and prospective students.	2020-21	VP of Academic Services Dean of Instruction Facilities	Success development and implementation of a Maker Space in the Library/Library Area Success development and implementation of a SGTEM Pathway for K-12 Increased enrollment Increased Student Success
		Capacity Building: Performing Arts Program <ul style="list-style-type: none"> Retrofit Existing Facilities (Performing Arts) 	To support a performing arts program	2020-21	VP of Academic Services Dean of Instruction Facilities	

2,3,4		<p>Campus Improvements: Facilities</p> <ul style="list-style-type: none"> • Air Conditioning in Classrooms and Labs (campus wide) • Energy Management System (HVAC, campus wide) • Smart Classrooms (Campus Wide) • Secondary access road to campus 	<p>To provide a more appropriate, comfortable climate and environment for students.</p> <p>To decrease Utility usage and costs through appropriate digital and software control of all HVAC assets on campus.</p> <p>To improve student success by increasing the technological capabilities of campus classrooms and labs.</p> <p>To increase the safety of all campus occupants by providing a safe egress path from campus in the event of emergency response incidents.</p>	2020-21	<p>VP of Academic Services</p> <p>Dean of Instruction</p> <p>Facilities</p>	<p>Successful installation of new air conditioning in all classrooms.</p> <p>Increase satisfaction with HVAC and climate control in campus classrooms</p> <p>Successful installation of an HVAC Energy Management Systems in all campus facilities</p> <p>Increased technological capabilities in all campus classrooms</p> <p>Successful construction of a secondary access road to campus</p>
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Academic Services Action Plan 2021 - 2022 – Strategies Year 3

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1	Professional Development – Training: <ul style="list-style-type: none"> • Assessment method training • Training for alternate instructional technologies • Discipline specific training • Mandated training 	Improved student learning outcomes across the curriculum	2021-22	Human Resource Manager Flex Coordinator	Improved student retention and success in courses taught by faculty following training
2	2.7	Program Development <ul style="list-style-type: none"> • Determine curricula or programs needing updates • Determine the need for additional curricula or programs 	Optimize program effectiveness Grow academic offerings as feasible	2021-22	VP of Academic Services	Maintain/increase FTES
2	2.5	Offer face-to-face inmate instruction at local incarceration facilities <ul style="list-style-type: none"> • Research the feasibility of expanding general education in the prisons 	Maintain our position as a leader in inmate education	2021-22	VP of Academic 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>Program Development – Nursing/Health Occupations</p> <ul style="list-style-type: none"> • Review and update Strategic Planning process for Health Sciences and Medical Technologies • Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS, LVN to RN Bridge, and Certified Nurse Assistant and Home Health Aid programs • Continue partnership with Lassen High School and support development of a health career pathway. • Secure additional space for instruction for future growth • Peruse regional, state, and federal funding opportunities • Begin process of approval for Paramedic and Psych-Tech programs if deemed feasible 	Optimize program effectiveness	2021-22	<p>LVN Director</p> <p>Division Chair</p> <p>Dean of Instruction</p>	<p>Maintain required accreditation for all programs</p> <p>Increase and sustain enrollment of all Nursing/Health Occupations programs.</p>
3	3.2	<p>Capacity Building – Institutional Technology Implementation of Refresh Plan Year Two</p>	Provide up-to-date reliable hardware for technology enhanced instruction	2021-22	IT Director	33% of campus technology Refreshed
3	3.3	<p>Vision: Institutional Development 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"> • Gunsmithing Facility Expansion (indoor shooting range) • Infrastructure upgrades: air conditioning, remodel of instructional spaces • Remodeling of Modular M for Fire Science Technology • Agricultural/Rodeo/ Therapeutic Riding Expansion • Fitness/Athletic Facility Enhancement 	<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>

		Capacity Building: Liberal Arts and Sciences <ul style="list-style-type: none"> Science Faculty 	To support program development and growth.	2020-21	VP of Academic Services	Successful Science Faculty hire
1,2,3,4		Capacity Building: Kinesiology Kinesiology Instructor (X2)	To support program development and growth.	2020-21	VP of Academic Services Dean of Instruction	Successful Kinesiology Faculty hire (X2)
1, 3, 4		Capacity Building: Student Success Staffing <ul style="list-style-type: none"> Academic Advising Specialist on Campus Student Success Position: Lassen High Student Success Position: Modoc High 	To increase student success, dual/concurrent enrollment; and strengthen K-14 guided pathways	2020-21	VP of Academic Services Dean of Student Services	Successful Academic Advising Specialist hire Successful Student Success Position hires for Lassen High and Modoc
2,3,4		Capacity Building: Existing CTE Programs <ul style="list-style-type: none"> New Rodeo Arena 	To support program development and growth.	2020-21	VP of Academic Services Dean of Instruction	Successful construction of a new LCC Rodeo Arena
2,3,4		Campus Improvements: Facilities <ul style="list-style-type: none"> Welcome Center in the ARC Facility New Administration and “One Stop Shop” Facility 	To allow LCC to provide the appropriate level of service to students, and to allow for appropriate operations of LCC Administration	2020-21	VP of Academic Services Dean of Instruction Facilities	Increased welcoming nature of the campus Increased FTES Increase levels of services for students

1,3,4		Capacity Building: NEW CTE Programs <ul style="list-style-type: none"> • Construction Trades ISS-III • Public Service Academy ISS-III • Data Management and Applications ISS-III 	To support program growth and development	2021-22	VP of Academic Services Dean of Instruction	Increased student success
1,2,3,4		Capacity Building: Academic Services <ul style="list-style-type: none"> • Summer academic classes 	To increase educational opportunities and thus increase FTES	2021-22	VP of Academic Services	Increased educational opportunities Increased FTES

Academic Services Action Plan 2022 - 2023 – Strategies. YEAR 4

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1	Professional Development – Training: <ul style="list-style-type: none"> • Assessment method training • Training for alternate instructional technologies • Discipline specific training • Mandated training 	Improved student learning outcomes across the curriculum	2022 – 2023	Human Resource Manager Flex Coordinator	Increase Student Success rates Increase number of non-duplicated participants in discipline-specific training Provide at least one Flex training a semester focused on technology and the classroom Provide New Faculty Orientation regarding technology and the classroom
3	3.2	Capacity Building – Institutional Technology 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
1	3,4	Capacity Building- Office of Instruction	Increase efficiency and capacity of Office of Instruction with additions of programs/staff	2022-2023	VP of Academic Services	Increase in number of programs and staff
	3,4	Capacity Building – <ul style="list-style-type: none"> • New Residential Housing Unit 	Increase capacity for additional students in new programs	2022-2023	Facilities Dean of Student Services	Increase student retention and decrease housing shortage

2	2.3	Program Development – Nursing/Health Occupations <ul style="list-style-type: none"> • Review and update Strategic Planning process for Health Sciences and Medical Technologies • 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 • Continue partnership with Lassen High School and support development of a health career pathway. • Ensure adequate space for all programs • Peruse regional, state, and federal funding opportunities • Sustain and further develop Paramedic and Psych-Tech programs if deemed feasible • Medical Assisting Instructor/Faculty 	Optimize program effectiveness	2022-2023	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	Program Development – Kinesiology & Recreational Administration <ul style="list-style-type: none"> • Recreation Center 	Increase program capacity and efficacy	2022-2023		

2	3.4	Program Development – Equipment Replacement <ul style="list-style-type: none"> • Identify instructional equipment needing replacement or repair • Replace equipment as feasible 	Optimize program effectiveness	2022 – 2023	VP of Academic Services Program faculty	Safe, effective equipment consistent with equipment in industry
3	3.3	Vision: Institutional Development 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: <ul style="list-style-type: none"> • Gunsmithing Facility Expansion (indoor shooting range) • Infrastructure upgrades: air conditioning, remodel of instructional spaces • Remodeling of Modular M for Fire Science Technology • Agricultural/Rodeo/ Therapeutic Riding Expansion • Fitness/Athletic Facility Enhancement 	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 Follow timeline for projects as identified in the campus facility and design plan

Academic Services Action Plan 2023-2024 – Strategies. YEAR 5

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
2,3,4		Program Development - Auto Technology: <ul style="list-style-type: none"> Hire an additional full-time Auto Tech Faculty 	Expansion of Auto Technology Program	2023-24	Dean of Instruction	Increase number of courses available in Auto Increase FTES in Auto Program Development of additional Auto certificates and degrees
2.3.4		Program Development – Kinesiology: <ul style="list-style-type: none"> New Sports Fields/Stadium 	Support program development and growth	2023-24	Kinesiology/ Athletics & Facilities	Increase in FTES in Kinesiology Increase in offered Sport programs
3	3.1	Professional Development – Training: <ul style="list-style-type: none"> Assessment method training Training for alternate instructional technologies Discipline specific training Mandated training 	Improved student learning outcomes across the curriculum	2023-24	Human Resource Manager Flex Coordinator	Increase Student Success rates Increase number of non-duplicated participants in discipline-specific training Provide at least one Flex training a semester focused on technology and the classroom Provide New Faculty Orientation regarding technology and the classroom

3	3.2	Capacity Building – Institutional Technology Re-initiate implementation of Refresh Plan Year Three	Provide up-to-date reliable hardware for technology enhanced instruction	2023-24	IT Director	33% of campus technology Refreshed
2	2.3	Program Development – Nursing/Health Occupations <ul style="list-style-type: none"> • Revisit Strategic Planning process for Health Sciences and Medical Technologies • 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 • Continue partnership with Lassen High School and support development of a health career pathway. • Ensure adequate space for all programs • Peruse regional, state, and federal funding opportunities • Gain of approval for Paramedic and Psych-Tech programs if deemed feasible 	Optimize program effectiveness	2023-24	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	Program Development – Equipment Replacement <ul style="list-style-type: none"> • Identify instructional equipment needing replacement or repair • Replace equipment as feasible 	Optimize program effectiveness	2023-24	VP of Academic Services Program faculty	Safe, effective equipment consistent with equipment in industry

3	3.4.c.	<p>Vision: Institutional Development 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"> • Gunsmithing Facility Expansion (indoor shooting range) • Infrastructure upgrades: air conditioning, remodel of instructional spaces • Agricultural/Rodeo/ Therapeutic Riding Expansion • Fitness/Athletic Facility Enhancement 	<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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