

STRATEGIC GOAL IMPLEMENTATION AND EVALUATION MATRIX - ACADEMIC YEAR 2008-2009

GOALS/OBJECTIVES/STRATEGIES:	Who	Status/Evidence
<b>GOAL ONE STUDENT SUCCESS:</b>		
<i>(Student Success):</i> Enable students' attainment of educational goals, including degrees and certificates, transfer, job placement and advancement, basic skills, and lifelong learning.		
<b>OBJECTIVE 1.2</b>	<b>Who</b>	<b>Status/Evidence</b>
Objective 1.2. By <b>Summer 2009</b> , the college will assess the effectiveness of the enrollment management system.	[Vice-President/Dean of Instructional Services, Academic Planning Committee] - <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson</b>	
Strategy 1.2.a. By <b>Spring 2009</b> , assess enrollment trends to determine the effectiveness of a 5-day schedule in comparison to the previous 4-day schedule.	[Vice-President/Dean of Instructional Services, Dean of student Services/Institutional Research, Academic Planning Committee]- <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson, Ron Evans</b>	<b>Deferred until Spring 2010</b> Academic Planning Committee recommends that this item be deferred due to the lack of data on the effectiveness of the previous 4-day schedule.
Strategy 1.2.b. By <b>Spring 2009</b> , assess enrollment trends for class offerings based on time of day and method of delivery.	[Vice-President/Dean of Instructional Services, Dean of Student Services/Institutional Research, Academic Planning Committee]- <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson</b>	<b>Completed:</b> Summer and Fall 2009 schedules are based on two-year trend data provided by Institutional Research/ <b>Summer/Fall schedules and 2-year Trend Data.</b>

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<p>Strategy 1.2.d. By <b>Spring 2009</b>, conduct a Fall-to-Spring Persistence Study to determine barriers to student persistence</p>	<p>[Vice-President/Dean of Instructional Services, Dean of Student Services/Institutional Research, Academic Planning Committee] - <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson</b></p>	<p><b>Completed</b>                  Analysis of Fall 2008 to Spring 2009 persistence completed. The cabinet reviewed an improving trend that showed a comparison of returning students from 07-08 fall to spring (948) compared to 08-09 fall to spring (1167). The Board of Trustees reviewed in March 2009. During December and January students who had not yet registered were called to determine if they were going to return in the Spring 2009 term. If they were not going to return reasons were tabulated and reviewed in Cabinet on January 27, 2009. The Academic planning committee is reviewing this data and will use it in reference to setting an attendance policy. The Student Services Planning group will use the results of this study in preparing an early alert system for 2009-10./  <b>Persistence Study Analysis</b></p>
<p><b>OBJECTIVE 1.3</b></p>	<p><b>Who</b></p>	<p><b>Status/Evidence</b></p>
<p>Objective 1.3. By <b>Spring 2010</b>, the college will pilot a program for an Early Alert System.</p>	<p>[Dean of Student Services/Institutional Research]- <b>Cary Templeton</b></p>	
<p>Strategy 1.3.a. By <b>Summer 2009</b>, the college will assign responsibility for development and implementation of a program for an early Alert System through the reorganization of the Student Services.</p>	<p>Dean of Student Services/Institutional Research and Student Services Planning Committee]- <b>Cary Templeton</b></p>	<p><b>In progress</b>                  Student Services NIPR process has identified as one of its top recommendations the need for an early alert system. In so doing a March 15 notice was issued to an administrator in student services and his salary is being redirected to fund a position in 2009-10 to coordinate an early alert system. The matriculation NIPR will be completed by May 2009 and the establishment of this position and an Early Alert system will be among its top recommendations/  <b>Matriculation NIPR</b></p>
<p><b>OBJECTIVE 1.4</b></p>	<p><b>Who</b></p>	<p><b>Status/Evidence</b></p>
<p>Objective 1.4. By <b>Fall 2010</b>, all students entering Lassen Community College will have declared their educational goal.</p>	<p>Dean of Student Services/Institutional Research and Student Services Planning Committee]- <b>Cary Templeton</b></p>	

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<p>Strategy 1.4.a. By <b>Summer 2009</b> the college will review the application for admission list of educational goals to determine if the current list provides the desired data sets needed to effectively measure student goal attainment.</p>	<p>Dean of Student Services/Institutional Research and Student Services Planning Committee, Vice-President/Dean of Instructional Services]- Dr. Berkowitz, Cary Templeton</p>	<p><b>In progress</b> A list of the current educational goals is scheduled to be reviewed in April by Academic Planning. Any desired changes will be implemented in the application used for Fall 2009. IR is building a prototype of a multi-dimensional student database where the current use of “educational goal” data over the past two years can be reviewed by Academic Planning to assist in this discussion in April.</p>
<p><b>OBJECTIVE 1.7</b></p>	<p><b>Who</b></p>	<p><b>Status/Evidence</b></p>
<p>Objective 1.7. By <b>Fall 2012</b>, the college will have achieved sustainable continuous quality improvement through the assessment of student learning outcomes.</p>	<p>[Vice-President/Dean of Instructional Services, Academic Planning Committee, Strategic Planning Committee]- <b>Katherine Granfield, Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson</b></p>	
<p>Strategy 1.7. a. By <b>Summer 2009</b>, every course in Lassen Community College curriculum will have approved Student Learning Outcomes.</p>	<p>[Vice-President/Dean of Instructional Services, Division Chairs]- <b>Dr. Berkowitz, Cheryl Aschenbach, Sandy Beckwith, Carie Camacho, Ross Stevenson</b></p>	<p><b>Moved to Fall 2009</b> January 2009 - five hundred sixteen (90%) of courses have approved student learning outcomes/<b>Approved Course SLO List</b></p>
<p>Strategy 1.7. b. By <b>Summer 2009</b>, the college will hire a full-time institutional researcher to assist with student learning outcome assessment data.</p>	<p>[Director of Human Resources] - <b>David Burris</b></p>	<p><b>To be completed by July 1, 2009</b> Job description reviewed by Consultation Council - February 19, 2009 Position currently being advertised -closing date May 7, 2009</p>
<p><b>OBJECTIVE 1.9</b></p>	<p><b>Who</b></p>	<p><b>Status/Evidence</b></p>
<p>Objective 1.9. By <b>Fall 2012</b>, the college will provide student-computing capabilities appropriate to curricula. (Possible measures – student satisfaction survey, number of available computers per FTES compare to statewide average, percentage of machines meeting or exceeding a defined hardware/software baseline)</p>	<p>[Vice-President/Dean of Instructional Services, Dean of Administrative Services, Academic Planning Committee, Institutional Technology Planning Committee]- <b>Katherine Granfield, Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson</b></p>	

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<p>Strategy 1.9.a. By <b>Summer 2009</b>, the college will forge an explicit link between curriculum planning &amp; scheduling, and computer lab planning.</p>	<p>[Vice-President/Dean of Instructional Services, Dean of Administrative Services, Academic Planning Committee, Institutional Technology Planning Committee] - <b>Katherine Granfield, Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson</b></p>	<p><b>Completed</b> Per Consultation Council Feb 19,2009, IT Director/Dean Admin Services made presentations to Academic Planning Committee, Feb 25,2009; Academic Senate March 23,2009. Academic Planning Committee designated as working body for per-semester software determinations, and channel for per-course faculty requests. ITPC discussed long-term planning and linkage between Facilities, IT, and Instruction, March 25, 2009.</p>
<p><b>OBJECTIVE 1.11</b></p>	<p><b>Who</b></p>	<p><b>Status/Evidence</b></p>
<p>Objective 1.11. By <b>Fall 2014</b>, the college will expand existing vocational programs demonstrating growth potential by increasing numbers of degrees and certificates awarded and numbers of students enrolled.</p>	<p>[Vice-President/Dean of Instructional Services, Academic Planning Committee]- <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson</b></p>	<p></p>
<p><b>SUB-OBJECTIVE 1.11.1</b></p>	<p><b>Who</b></p>	<p><b>Status/Evidence</b></p>
<p>Sub-objective 1.11.1. By <b>Spring 2010</b>, the college will double enrollments in Nursing through the expansion of its existing Licensed Vocational Nursing (LVN) Program.</p>	<p>[Vice-President/Dean of Instructional Services, Academic Planning Committee, Director of Nursing]- <b>Dr. Berkowitz, Cheryl Aschenbach</b></p>	<p>Program capacity twenty students 2008 (seventeen students enrolled in program Spring 2008, fifteen students enrolled in program Spring 2009) Dependent on hiring of a Director of Nursing</p>
<p>Strategy 1.11.1.a. By <b>Summer 2009</b>, the college will forge a partnership with Banner Health Corporation and its local affiliate Banner Lassen.</p>	<p>[Vice-President/Dean of Instructional Services, Director of Nursing] - <b>Dr. Berkowitz</b></p>	<p><b>Deferred to Spring 2010</b> A preliminary meeting was held between the college and Banner Lassen representatives early Spring 2009</p>
<p>Strategy 1.11.1.b. By <b>Summer 2009</b>, the college will have hired Director of Nursing</p>	<p>[Vice-President/Dean of Instructional Services, Director of Human Resources]- <b>Dr. Berkowitz, David Burris</b></p>	<p><b>In progress</b> Lassen College partnered with Banner Lassen Hospital in advertising for a joint staffing solution through the healthcare professional's networks. This course of action has not resulted in recruitment for either party. Interview committee has been established and will select a Nursing Director by May 15, 2009/ <b>Interview Committee &amp; 2009-2014 Staffing Plan</b></p>

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<p>Strategy 1.11.1.c. By <b>Summer 2009</b>, the college will have developed marketing materials and implemented strategies for promoting enrollment in the LVN Program in the Spring 2010.</p>	<p>[Vice-President/Dean of Instructional Services, Academic Planning Committee, Director of Nursing]-<b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson</b></p>	<p><b>Completed</b> Developed Nursing Brochure and Nursing Fact Sheet (Graphic Design Instructor Lori Collier)/<b>Nursing Fact Sheet.</b></p>
<p><b>SUB-OBJECTIVE 1.11.3</b></p>	<p><b>Who</b></p>	<p><b>Status/Evidence</b></p>
<p>Sub-objective 1.11.3. By <b>Spring 2010</b>, the college will expand its partnerships with regional health care and nursing education providers.</p>	<p>[Vice-President/Dean of Instructional Services, Academic Planning Committee, Director of Nursing]- <b>Dr. Berkowitz, Cheryl Aschenbach, Sandy Beckwith, Carie Camacho, Ross Stevenson</b></p>	<p style="background-color: #cccccc;"></p>
<p>Strategy 1.11.3.a. By <b>Summer 2009</b>, the college will convene the first meeting of its reconstituted Nursing Education Advisory Committee.</p>	<p>[Vice-President/Dean of Instructional Services, Director of Nursing]- <b>Dr. Berkowitz, Cheryl Aschenbach</b></p>	<p><b>Completed</b> Nursing Advisory Committee has been establish and will met June 2009/<b>June 2008 minutes and Advisory Committee members list.</b></p>
<p><b>SUB-OBJECTIVE 1.11.4</b></p>	<p><b>Who</b></p>	<p><b>Status/Evidence</b></p>
<p>Sub-objective 1.11.4. By <b>Spring 2010</b>, the college will become a significant provider of credit and non-credit based fire-fighting instruction in Northern California.</p>	<p>[Vice-President/Dean of Instructional Services, Academic Planning Committee, Director of Fire Science]- <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson, Dave Trussell</b></p>	<p style="background-color: #cccccc;"></p>
<p>Strategy 1.11.4.a. By <b>Spring 2009</b>, the college will re-convene the Fire Science Advisory Committee.</p>	<p>[Vice-President/Dean of Instructional Services, Director of Fire Science]- <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson David Trussell</b></p>	<p><b>Completed</b> Fire Science Advisory Committee met November 4, 2008/ <b>Fire Science Advisory Committee Minutes</b></p>
<p>Strategy 1.11.4.a. By <b>Spring 2009</b>, the college will increase the load of the Director of Fire Technology in order to provide more time for curriculum development</p>	<p>[Vice-President/Dean of Instructional Services, Director of Fire Science]- <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson David Trussell</b></p>	<p><b>Completed</b> Directors position has been moved from a 50% to 75% position. Director is working with counseling to change program to better fit student needs/<b>Governing Board Minutes February 10, 2009</b></p>

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Strategy 1.11.4.b. By <b>Summer 2009</b> , the college will have completely conformed its fire science curriculum to meet the standards established by Cal Fire.	[Vice-President/Dean of Instructional Services, Director of Fire Science] - <b>David Trussell</b>	<b>On-going</b> Approval of new Fire Technology courses/ <b>Curriculum/Academic Standards Committee Minutes</b>
Strategy 1.11.4.c. By <b>Summer 2009</b> , the college will have successfully developed a cadre of qualified instructors, with the possible addition of one full-time instructor, to meet its obligations in an expanded Fire Science Program.	[Vice-President/Dean of Instructional Services, Director of Fire Science, Director of Human Resources] - <b>Dr. Berkowitz, David Burris, Dave Trussell</b>	<b>Completed</b> Expanding recruiting part time instructors - five added since Aug 2008;2009-2014 Staffing Plan- Hiring of full-time instructor in Fire Technology (Instructional Area Priority # 11)/ <b>2009-2014 Staffing Plan &amp; Qualified Part-time Faculty Database</b>
Strategy 1.11.4.d. By <b>Summer 2009</b> , the college will have developed marketing materials and implemented strategies for promoting enrollment in the Fire Science Program.	[Vice-President/Dean of Instructional Services, Director of Fire Science]- <b>David Trussell</b>	<b>Completed</b> Fire Science Fact Sheet has been designed by Lassen College Graphic Design Instructor Lori Collier and is being used as a recruitment tool/ <b>FS Fact Sheet.</b>
<b>SUB-OBJECTIVE 1.11.5</b>	<b>Who</b>	<b>Status/Evidence</b>
Sub-objective 1.11.5. By <b>Fall 2009</b> , the college will re-establish its Peace Officers Standards Training (POST) Program and deliver instruction to enrollees. (2009-2010 educational initiative from 2008-2009 Strategic Master Plan)	[Vice-President/Dean of Instructional Services, Academic Planning Committee, POST Program Coordinator]- <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson</b>	
Strategy 1.11.5.a. By <b>Summer 2009</b> , the college will hire a Director of POST.	[Vice-President/Dean of Instructional Services, Director of Human Resources] - <b>Dr. Berkowitz, David Burris</b>	<b>Move to Fall 2009:</b> Hiring of Director of POST (Instructional Area Priority #6)/ <b>2009-2014 Staffing Plan</b>
<b>SUB-OBJECTIVE 1.11.6</b>	<b>Who</b>	<b>Status/Evidence</b>
Sub-objective 1.11.6. By <b>Fall 2010</b> , the college will successfully implement a State of California approved apportionment supported Correctional Officer Academy. (2009-2010 educational initiative from 2008-2009 Strategic Master Plan)	[Vice-President/Dean of Instructional Services, Academic Planning Committee]- <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson</b>	



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<p>Strategy 1.11.6.a. By <b>Summer 2009</b>, the college will have initiated meetings with officials from the California Department of Corrections and Rehabilitation to assess the prospects and determine the requirements for establishment of a Correctional Officers Academy.</p>	<p>[Vice-President/Dean of Instructional Services] - <b>Dr. Berkowitz</b></p>	<p><b>Completed</b> Dr. Berkowitz and Dr. Houston met with the two wardens from CCC and High Desert on 4/21/09. Decision was made not to pursue the establishment of a Correctional Officers Academy, but rather to redirect efforts toward serving the needs of correctional staff. CCC requested survey's to give to their employees to find out what type of classes they would take. Currently waiting for their return. High Desert is sending out a second round of survey's in June/<b>Survey</b></p>
<p><b>SUB-OBJECTIVE 1.11.7</b></p>	<p><b>Who</b></p>	<p><b>Status/Evidence</b></p>
<p>Sub-objective 1.11.7. By <b>Summer 2010</b>, the college will increase enrollment (2008-2009) by 35% in the Business program over the enrollments during 2008/2009.</p>	<p>[Vice-President/Dean of Instructional Services, Academic Planning Committee, Business Division Chair, Business Faculty] - <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson Garrett Taylor</b></p>	<p style="background-color: #cccccc;"></p>
<p>Strategy 1.11.7.a. By <b>Summer 2009</b>, the college will have representatives on local and regional economic and workforce development agencies and councils.</p>	<p>[Vice-President/Dean of Instructional Services, Business Division Chair, Business Faculty] - <b>Dr. Berkowitz, Sandy Beckwith, Garrett Taylor</b></p>	<p><b>Completed</b> Dr. Houston represents Lassen College on two agencies. Dr. Houston serves on the Lassen County General Plan Visioning and Advisory Committee and The Alliance for Workforce Development, Inc Investment Board for the Northeastern Rural Training and Employment Consortium (NoRTEC)</p>
<p>Strategy 1.11.7.b. By <b>Summer 2009</b>, the college will have initiated meetings with officials at the Sierra Army Depot to inform curriculum and program development in the Business program.</p>	<p>[Vice-President/Dean of Instructional Services, Business Division Chair, Business Faculty] - <b>Dr. Berkowitz, Sandy Beckwith, Garrett Taylor</b></p>	<p><b>Completed</b> Meeting was held with Officials from SAD on November 11, 2008/<b>Agenda and SAD information</b></p>
<p>Strategy 1.11.7.c. By <b>Summer 2009</b>, the college will expand its credit and non-credit course offerings in the areas of small business development, agri-business and government sector management. (2009-2010 educational initiative from 2008-2009 Strategic Master Plan).</p>	<p>[Vice-President/Dean of Instructional Services Business Faculty]- <b>Dr. Berkowitz, Garrett Taylor</b></p>	<p><b>Completed</b> Two new courses are being developed in the Business Program with support of SB-70 Work Force Development Grant funding</p>
<p>Strategy 1.11.7.d. By <b>Summer 2009</b>, the college will successfully increase the pool of qualified instructors who can teach in the Business program over the number present in the pool Spring 2008.</p>	<p>[Vice-President/Dean of Instructional Services, Director of Human Resources] - <b>David Burris</b></p>	<p><b>Completed</b> Expanding recruiting part time instructors/<b>Recruitment List for Advertising</b></p>

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SUB-OBJECTIVE 1.11.8	Who	Status/Evidence
Sub-objective 1.11.8. By <b>Fall 2009</b> , the college will increase enrollment in the Agriculture program by 40% over the 2007-2008 level.	[Vice-President/Dean of Instructional Services, Agriculture Faculty] - <b>Dr. Berkowitz, Brian Wolf</b>	
Strategy 1.11.8.a. By <b>Summer 2009</b> , the Agriculture Department at the college will formulate a plan and begin implementation of activities aimed at recruiting students from towns in Northern California and Northern Nevada to enroll in agricultural science courses.	[Vice-President/Dean of Instructional Services, Agriculture Faculty] - <b>Dr. Berkowitz, Brian Wolf</b>	<b>In progress</b> Lead Agriculture instructor Brian Wolf and Rodeo coach Colby Comacho haven been recruiting Northern California high schools and Ag events/ <b>Recruitment memo</b>
SUB-OBJECTIVE 1.11.12	Who	Status/Evidence
Sub-objective 1.11.12. By <b>Summer 2010</b> , the college will increase enrollment in its automotive courses by 30%.	[Vice-President/Dean of Instructional Services, Academic Planning Committee]- <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson</b>	
Strategy 1.11.12.a. By <b>Summer 2009</b> , the college will convene the Advisory Board to the Automotive Department to generate ideas and plans for growth of automotive curricula and enrollments.	[Vice-President/Dean of Instructional Services]- <b>Dr. Berkowitz</b>	<b>Deferred to Fall 2009</b> Advisory Committee meeting is being planned for Fall 2009.
OBJECTIVE 1.12	Who	Status/Evidence
Objective 1.12. By <b>Fall 2014</b> , the college will have hired or realigned existing full time instructors to provide instructional positions in each vocational program.	[Vice-President/Dean of Instructional Services, Director of Human Resources, Academic Planning Committee]- <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson, David Burris</b>	
Strategy 1.12.d. By <b>Summer 2009</b> , Faculty staffing plan developed by Instruction	[Vice-President/Dean of Instructional Services - <b>Dr. Berkowitz</b> , Director of Human Resources - <b>David Burris</b> , Academic Planning Committee - <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson</b>	<b>Completed</b> Instructional Area of Staffing Plan/ <b>2009-2014 Staffing Plan</b>



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OBJECTIVE 1.13	Who	Status/Evidence
Objective 1.13. By <b>Fall 2010</b> , the college will create an atmosphere of scholarship and excellence, that rewards and motivates students to achieve, graduate and reach their potential.	[Dean of Student Services/Institutional Research]- <b>Cary Templeton</b>	
Strategy 1.13.c. By <b>Summer 2009</b> , the college will celebrate each term with students who model success, overcome obstacles and reach their goals.	[Dean of Student Services/Institutional Research]- <b>Cary Templeton</b>	<b>Completed</b> Fall Awards Night occurred Dec 2008 Financial Aid awards occurred in Spring 2009
OBJECTIVE 1.15	Who	Status/Evidence
Objective 1.15. By <b>Fall 2014</b> , the college will be recognized as a cultural leader in the high Sierras.	[Superintendent/President, Dean of Administrative Services, Dean of Student Services/Institutional Research, Vice/President of Instructional Services] - <b>Dr. Houston, Dr. Berkowitz, Cary Templeton</b>	
Strategy 1.15.a. By <b>Summer 2009</b> , the college will establish and convene a Fine/Performing Arts Advisory Committee that will make recommendations to the institution on the development of credit and community service curriculum. (2008-2009 educational initiative from 2008-2009 Strategic Master Plan)	[Vice/President of Instructional Services, Humanities Division Chair]- <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson</b>	<b>Deferred until Spring 2010</b>

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<b>GOAL TWO RESPONSIVE CURRICULA:</b> <i>(Responsive Curricula):</i> Develop and implement curricula that is responsive to changing student learning needs, to changing economic and workforce development needs, and to community cultural, social and civic interests.		
<b>OBJECTIVE 2.1</b>	<b>Who</b>	<b>Status/Evidence</b>
Objective 2.1. (3.3.) By <b>Summer 2010</b> , the college will utilize a more diverse mix of distance education modalities to achieve a 10% increase in overall enrollment.(Measures 10% increase in enrollments by 2009/2010, attainment of a defined target mix of modalities)	[Vice-President/Dean of Instructional Services, Academic Planning Committee] - <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson</b>	Fall 2007 Face-to face instruction - 280 sections (79%) Online instruction - 4 sections (1%) Correspondence instruction- 71 sections (20%) Spring 2008 Face-to-face instruction - 289 sections (83%) Online instruction - 3 sections (0.9%) Correspondence instruction- 55 sections (16%) Fall 2008 Face-to-face instruction - 177 sections (71%) Online instruction - 7 sections (3%) Correspondence instruction - 65 sections (26%) Spring 2009 Face-to-face instruction - 173 sections (66%) Online instruction - 16 sections (6%) Correspondence instruction - 72 sections (28%)
Strategy 2.1.a. By <b>Spring 2009</b> , the college will increase the number of instructors trained to offer online courses.	[Vice-President/Dean of Instructional Services, Director of Human Resources] - <b>Dr. Berkowitz, David Burris</b>	<b>Completed</b> Online Instructors Fall 2007 - 3 Online Instructors Fall 2008 - 5 Online instructors Spring 2009 - 8
By <b>Summer 2009</b> , the college will have increased the number of online offerings.	[Vice-President/Dean of Instructional Services, Academic Planning Committee]- <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson</b>	<b>Completed</b> Online Fall 2007 - 4 courses Online Fall 2008 - 7 courses Online Spring 2009 - 16 courses
Strategy 2.1.b. By <b>Summer 2009</b> , the college will have designated a distance education planning/steering group to foster the development of distance education.	[Vice-President/Dean of Instructional Services, Academic Planning Committee]- <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson</b>	<b>Completed</b> Planning/Steering group will be Academic Planning Committee and Division Chairs. Academic Senate held Round Table Discussions regarding best delivery in Distance Education, last Fall and Spring

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OBJECTIVE 2.2	Who	Status/Evidence
Objective 2.2. By <b>Fall 2010</b> , the college will be the principal provider of expanded Contract Education and Community Service in our region.	[Vice-President/Dean of Instructional Services, Academic Planning Committee]- <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson</b>	
Strategy 2.2.b. By <b>Spring 2009</b> , the college officials will meet with representatives of FCI, Herlong to discuss and agree upon a contract for the provision of educational opportunities for inmates.	[ Vice-President/Dean of Instructional Services] - <b>Dr. Berkowitz</b>	<b>In progress</b> Meeting with Vice President of LCCD and Paul Hansen from FCI, Herlong took place on March 5, 2009
Strategy 2.2.d. By <b>Summer 2009</b> , the college will identify at least two face-to- face courses to be offered in each term of the 2009-10 academic year at FCI, Herlong.	[Vice-President/Dean of Instructional Services, Academic Planning Committee]- <b>Dr. Berkowitz, Cary Templeton, Cheryl Aschenbach, Sandy Beckwith, Tina Bishop, Carie Camacho, Yvonne Deering, Ross Stevenson</b>	<b>Completed:</b> Offering late start automotive classes in Herlong Summer 2009. These pilot courses will be evaluation in Fall 2009/ <b>Summer Schedule.</b>
Strategy 2.2.e. See Strategy 1.5a		
OBJECTIVE 2.3	Who	Status/Evidence
Objective 2.3. By <b>Fall 2010</b> , the college will attain continuous quality improvement through the program review process (IPR and NIPR).	[Vice-President/Dean of Instructional Services- Dr. Berkowitz, Dean of Student Services/Institutional Research - Cary Templeton, Dean of Administrative Services- Katherine Granfield, President's Cabinet, Academic Senate- Cheryl Aschenbach, Strategic Planning Committee]	<b>Partially completed and partially deferred until Fall 2009</b> Gunsmithing IPR accepted by the AS March 23, 2009; Developmental Studies, Fire Technology, Journalism, Welding IPRs accepted by AS April 27, 2009; Basic Skills, pending expected June 2009; Human Services and Nursing delayed until Fall 2009/ <b>AS minutes and accepted IPRs</b> Student Service offices doing NIPR's due by end of May, cabinet review in June, Board adoption in July
Strategy 2.3.a. By <b>Summer 2009</b> , the college will assess and revise the Instructional Program Review and Non-instructional Program Review Handbooks.	[Academic Senate- <b>Cheryl Aschenbach</b> , President's Cabinet- <b>Dr. Berkowitz, Katherine Granfield, Cary Templeton</b> ]	<b>Deferred to Fall 2009</b> Discussions on revisions to IPR process occurring in the Academic Senate; Discussions on revisions to NIPR process occurring in Cabinet/ <b>Academic Senate Minutes &amp; Cabinet Minutes</b>

STRATEGIC GOAL IMPLEMENTATION AND EVALUATION MATRIX - ACADEMIC YEAR 2008-2009

<b>GOAL THREE – STUDENT ACCESS:</b>		
<i>(Student Access):</i> Provide a college environment that reaches-out-to and supports students, minimizes barriers, increases opportunity, and increases success through access and retention.		
<b>OBJECTIVE 3.1</b>	<b>Who</b>	<b>Status/Evidence</b>
Objective 3.1. By <b>Fall 2009</b> , the college will make progress toward the elimination of physical barriers and provision of assistive technologies in order to provide for ADA compliance.	[Dean of Administrative Services, Dean of Student Services/Institutional Research, Facilities Planning Committee, Student Services Planning Committees] - <b>Katherine Granfield, Eric Rulofson</b>	
Strategy 3.1.a. By <b>Summer 2009</b> , the college will assess and update the transition plan.	[Dean of Administrative Services, Dean of Student Services/Institutional Research, Director of Facilities]- <b>Katherine Granfield, Eric Rulofson</b>	<b>In Progress</b> Director of Facilities reviewed the Transition plan providing an update of the facility recommendations completed with-in the Transition Plan.
<b>OBJECTIVE 3.2- See Objective 1.2</b>	<b>Who</b>	<b>Status/Evidence</b>
<b>OBJECTIVE 3.3 - See Objective 2.1</b>		
<b>OBJECTIVE 3.4</b>		
Objective 3.4. By <b>Summer 2010</b> , the college will improve connectivity and communications for current and prospective students. (Measures: student satisfaction survey, hits on web site)	[Dean of Administrative Services, Dean of Student Services/Institutional Research, Institutional Technology Committee]	
Strategy 3.4.a. By <b>Summer 2009</b> , the college will provide wireless access to the Internet in major student commons areas.	[Dean of Administrative Services, Institutional Technology Committee]- <b>Katherine Granfield</b>	<b>Completed</b> Wireless access point on campus network, configured for internet access, installed in Cafeteria April 2009. Installation supports Summer/Fall online registration with Student Ambassadors, and provides a pilot for further commons installations.
<b>OBJECTIVE 3.5</b>	<b>Who</b>	<b>Status/Evidence</b>
Objective 3.5. By <b>Summer 2010</b> , the college will pursue a Center for Native Education (CNE) grant (Early College High School) for Native Americans. (2009-2010 educational initiative from 2008-2009 Strategic Master Plan)	[Dean of Student Services/Institutional Research, Director of Resource Development]- <b>Cary Templeton, Dr. Berkowitz, Monica Cochran</b>	

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Strategy 3.5.a. By <b>Summer 2009</b> other grant funding sources will be sought to maintain the current Native American Outreach and Retention services. General funds will not be available in student services in the 09-10 fiscal year for the Educational Administrator currently running this outreach and retention program. New grant funding may impact the current services.	[Dean of Student Services/Institutional Research, Director of Resource Development]- <b>Cary Templeton, Dr. Berkowitz, Monica Cochran</b>	<b>In Progress</b> Discussions about the Center for Native Education (CNE) grant and other possible grants have taken place with the President, Dean of Student Services and Chris LaMarr in February 2009. A broader discussion is being scheduled to include Dr. Berkowitz and Monica Cochran.
<b>OBJECTIVE 3.8</b>	<b>Who</b>	<b>Status/Evidence</b>
Objective 3.8. By <b>Fall 2012</b> , the college will provide capability to perform any necessary activity in the student service set online. (application, counseling, registration, payment, financial aide, instruction, research, grades, transcripts, alumni relations, giving)	[Dean of Administrative Services, Dean of Student Services/Institutional Research, Institutional Technology Committee]	
Strategy 3.8.a. By <b>Fall 2009</b> , the college will add one online student services capability (application, counseling, registration, payment, financial aide, instruction, research, grades, transcripts, alumni relations, giving)	[Dean of Administrative Services, Dean of Student Services/Institutional Research, Institutional Technology Committee]- <b>Cary Templeton, Janna Sandal, Ron Evans, Karen Clancy</b>	<b>In progress</b> Working on Web Reg enhancements and improvements to help desk response
<b>GOAL FOUR – RESOURCE DEVELOPMENT:</b>		
(Resource Development): Develop and manage human, physical, technological and financial resources to promote growth and to effectively support the learning environment.		
<b>OBJECTIVE 4.2</b>	<b>Who</b>	<b>Status/Evidence</b>
Objective 4.2. By <b>Fall 2011</b> , the college will double foundation and grant support for educational programs and services.	[Director of Resource Development] - <b>Monica Cochran</b>	
Strategy 4.2.a. By <b>Spring 2009</b> , the college will hire a Director of Resource Development	[Director of Human Resources] - <b>David Burris</b>	<b>Completed</b> Director of Resource Development position filled effective January 20, 2009/ <b>Governing Board Minutes - January 13, 2009</b>
<b>OBJECTIVE 4.3</b>		
Objective 4.3. (5.3) By <b>Fall 2010</b> , the college will achieve full Disaster Preparedness compliance	[Dean of Administrative Services, Director of Facilities]- <b>Katherine Granfield, Eric Rulofson</b>	

STRATEGIC GOAL IMPLEMENTATION AND EVALUATION MATRIX - ACADEMIC YEAR 2008-2009

Strategy 4.3.a. By <b>Spring 2009</b> , the college will review, update and recommend a Campus Emergency Procedures Handbook.	[Director of Facilities - <b>Eric Rulofson</b> ]	<b>Completed</b> Interim Emergency Procedures Handbook accepted by Consultation Council - February 26, 2009 and E-mailed to Everyone March 17, 2009/ <b>Interim Emergency Procedures Handbook</b>
Strategy 4.3.b. By <b>Summer 2009</b> , the college will review, update and recommend a Campus Emergency Operations Plan.	[Director of Facilities - <b>Eric Rulofson</b> ]	<b>In Progress</b> Adhoc committee to develop disaster recovery/business continuity plan first meeting April 28, 2009/ <b>Meeting agenda and minutes</b>
Strategy 4.3.c. By <b>Summer 2009</b> , the college will create and implement disaster recovery/business continuity planning.	[Director of Facilities, Director of Information Technology]- <b>Katherine Granfield, Eric Rulofson</b>	<b>In Progress</b> Constituent groups appointing representative to an adhoc committee to develop disaster recovery/business continuity plan January 2009
<b>OBJECTIVE 4.4</b>	<b>Who</b>	<b>Status/Evidence</b>
Objective 4.4. By <b>Fall 2011</b> , the college will have an efficient, well-trained staff.	[Director of Human Resources - <b>David Burris</b> ]	
Strategy 4.4.a. By <b>Summer 2009</b> , the college will schedule and conduct Customer Service Training for Student Services and Business personnel.	[Director of Human Resources - <b>David Burris</b> ]	<b>In progress</b> Target date for delivery is May or June 2009
<b>OBJECTIVE 4.5</b>	<b>Who</b>	<b>Status/Evidence</b>
Objective 4.5. By <b>Spring 2014</b> , complete baseline measurement and complete two assessment cycles of non-instructional program student learning outcomes leading to effective program reviews.	[Dean of Student Services/Institutional Research, Dean of Administrative Services]	
Strategy 4.5.a. By <b>Summer 2009</b> , Student Services areas will have completed NIPRs	[Dean of Student Services/Institutional Research, Dean of Administrative Services]- <b>Student Services Managers doing NIPRs</b>	<b>Deferred to Fall 2009</b> All programs in Student Services are completing their NIPR's in the Spring of 2009. A review of Student Services SLO's will be included in the Student Services Planning Group discussions on the NIPR recommendations scheduled for May 28, 2009. These discussions will lay the ground work for the accomplishment of this objective.
<b>OBJECTIVE 4.6</b>	<b>Who</b>	<b>Status/Evidence</b>
Objective 4.6. By <b>Fall 2014</b> , the college will assure that all infrastructures and facilities meet or exceed district baseline standards for capability, currency, and efficient operations with scheduled replacement dates.	[Dean of Administrative Services, Institutional Technology Committee, Facilities Planning Committee]	



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Strategy 4.6.a. By <b>Spring 2009</b> , the college will define baseline standards for desktops, servers.	[Dean of Administrative Services, Institutional Technology Committee] - <b>Katherine Granfield</b>	<b>Completed</b> Computer workstation standards adopted by Institutional Technology Planning Committee, February 11, 2009/ <b>Institutional Technology Committee Minutes</b>
Strategy 4.6.b. By <b>Summer 2009</b> , the college will prioritize the reduction of district utilities capitalizing on resources as they become available.	[Dean of Administrative Services, Facilities Planning Committee]	<b>In progress</b> Received \$1800 worth of new recycling bins through state grant.
Strategy 4.6.d. By <b>Spring 2009</b> , the college will develop a timeline and plan for development of ITV facility and move of Native American Studies Program .	[Dean of Administrative Services, Institutional Technology Committee, Facilities Planning Committee] - <b>Katherine Granfield, Eric Rulofson</b>	<b>Completed</b> Native American Studies Program relocated to former media/training room; ITV facility rebuilt Fall/Winter 2008. ITV facility in use Spring 2009 (see 2.1.c).
<b>GOAL FIVE –ORGANIZATIONAL EFFECTIVENESS:</b>		
<i>(Organizational Effectiveness)</i> – Enhance organizational function in leadership, interaction, planning, and accountability to ensure responsive stewardship of public trust and resources		
<b>OBJECTIVE 5.0</b>	<b>Who</b>	<b>Status/Evidence</b>
Objective 5.0. By <b>Summer 2009</b> , the college will ensure timely fulfillment of external reporting responsibilities.(Measures: 100% on-time reporting)	[Dean of Administrative Services, Vice/President of Instructional Services, Dean of Student Services/Institutional Research] - <b>Katherine Granfield, Dr. Berkowitz, Cary Templeton</b>	
Strategy 5.0.a. By <b>Summer 2009</b> , the college will maintain campus-reporting calendar of reporting timelines and responsibilities.	[Dean of Student Services/Institutional Research]- <b>Katherine Granfield, Janna Sandahl</b>	<b>Completed</b> Reporting Calendar for FY 08/09 updated and distributed electronically to the campus at the beginning of each month/ <b>Reporting Calendar</b>
Strategy 5.0.b. By <b>Summer 2009</b> , the college will build technical and organizational capabilities for timely and accurate MIS reporting to CCC.	[Dean of Administrative Services, Dean of Student Services/Institutional Research]- <b>Cary Templeton, Katherine Granfield, Ron Evans</b>	<b>In Process</b> Discussed in IR Spring 2009; plan assigned to Enterprise Systems Developer/Researcher with March 31 due date [postponed 3/23 due to staff illness].
<b>OBJECTIVE 5.2</b>	<b>Who</b>	<b>Status/Evidence</b>

STRATEGIC GOAL IMPLEMENTATION AND EVALUATION MATRIX - ACADEMIC YEAR 2008-2009

<p>Objective 5.2. By <b>Fall 2010</b>, the college will have on-demand analytic access to institutional data that guides decision-making while insulating the production transaction environment from contention risk.</p>	<p>[Dean of Administrative Services, Dean of Student Services/Institutional Research]</p>	<p>March 1, 2009--A Data Mart was partially developed in December 2008 with student and course data elements. Some Report Server reports were removed from accessing production data and redirected to extrapolate their data from the Data Mart. The Data Mart pulls from Datatel Production data once a day updating all fields in the Data Mart. LCC Datatel consultants are under contract during spring 2009 with the college to continue to develop the Data Mart elements for financial aid, human resources and budget accounting. Ron Evans is reviewing the server software possibilities of creating the on-demand software interface to the Data Mart to create the analytic access portal. At the same time Institutional Research is experimenting with another option for creating the analytic interface using a stand alone ODBC capable database, File Maker. A two year Course Data Base will be released in March to all cabinet and academic planning members to assist with summer/fall schedule development. The pros and cons of using either or both of these interfaces will be created during the Spring 2009 term. Various models will be tested and demonstrated for Cabinet and Academic Planning. In addition, Academic Senate and Institutional Research during the Spring 2009 term will work to solidify the Institutional Program Review (IPR) data sets to be used in the Fall of 2009 for 09-10 IPR's. In addition these two groups will discuss the ways the institutional research agenda is set and make recommendation to the evaluation process of the 08-09 shared governance review for a committee structure to provide direct input.</p>
<p>Strategy 5.2.a. By <b>Spring 2009</b>, the college will identify a set of institutional key performance indicators (KPI) for executive decision-making, and build a set of initial data models to supply them out of existing databases and tools.</p>	<p>[Dean of Administrative Services, Dean of Student Services/Institutional Research]- <b>Cary Templeton, Katherine Granfield, Ron Evans</b></p>	<p><b>Completed</b> Data model document compiled through Cabinet, IR discussion; presented to Cabinet Dec 2008.</p>
<p>Strategy 5.2.b. By <b>Summer 2009</b>, the college will have a periodically refreshing data repository capable of isolating data queries from the production transaction environment.</p>	<p>[Dean of Administrative Services, Dean of Student Services/Institutional Research]- <b>Ron Evans with Consultant</b></p>	<p><b>Completed</b> First phase of data extraction completed December 2008 LCC-Data-Warehouse ('DataMart') built on DTRPT with initial student datasets.</p>
<p><b>OBJECTIVE 5.3- See 4.3</b></p>	<p><b>Who</b></p>	<p><b>Status/Evidence</b></p>

STRATEGIC GOAL IMPLEMENTATION AND EVALUATION MATRIX - ACADEMIC YEAR 2008-2009

OBJECTIVE 5.5	Who	Status/Evidence
Objective 5.5. By <b>Fall 2014</b> , the college will ensure adequate administrative control of institutional assets, responsibilities and activities through formal plans, policies, and procedures. (Measures: number of plans, policies, and procedures)	[Dean of Administrative Services, President's Cabinet, Consultation Council]	
Strategy 5.5.a. By <b>Summer 2009</b> , the college will have an Acceptable Use Policy.	[Dean of Administrative Services, Consultation Council, Director of Facilities] - <b>Katherine Granfield, Eric Rulofson</b>	<b>Completed</b> Acceptable Use Policy reviewed and recommended for forwarding to the Governing Board Policy Subcommittee by Consultation Council January 22, 2009; Governing Board review May 12, 2009 as BP/AP 3720.
Strategy 5.5.b. By <b>Summer 2009</b> , the college will have formal policy/procedures controlling District purchasing.	[Dean of Administrative Services, President's Cabinet, Consultation Council]	<b>In Progress</b> Draft policy/procedures reviewed in Cabinet Fall 2008; LCCD Business Office Procedures Manual drafted through v8, Winter/Spring 2009
Strategy 5.5.c. By <b>Summer 2009</b> , the college will have formal policy/procedures for granting access to enterprise information resources, including provision for timely notification of personnel actions.	[Director of Human Resources] - <b>David Burris</b>	<b>In Progress</b> Access Authorization Form accepted by Consultation Council - February 11, 2009/ <b>Access Authorization Form</b>
Strategy 5.5. d. (5.1.a). By <b>Summer 2009</b> , the college will maintain campus-reporting calendar of reporting timelines and responsibilities.	[Dean of Student Services/Institutional Research]- <b>Cary Templeton, Janna Sandahl</b>	<b>Completed</b> Reporting Calendar for FY 08/09 updated and distributed electronically to the campus at the beginning of each month/ <b>Reporting Calendar</b>
<b>GOAL SIX –COMMUNITY LEADERSHIP:</b>		
<i>(Community Leadership): Provide an environment that supports, partners and leads in the development and implementation of community initiatives.</i>		
OBJECTIVE 6.4	Who	Status/Evidence
Objective 6.4. By <b>Fall 2014</b> , the college will be recognized as a civic and social leader in the Lassen County.	[Superintendent/President, Dean of Administrative Services, Dean of Student Services/Institutional Research, Vice/President of Instructional Services]- <b>Dr. Berkowitz, Cary Templeton,</b>	

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<p>Strategy 6.4.a. By <b>Spring 2009</b>, the college will provide a center for voter registration.</p>	<p>[Superintendent/President, Dean of Administrative Services, Dean of Student Services/Institutional Research, Vice/President of Instructional Services]- <b>Dr. Berkowitz, Sandy Beckwith, Francis Beaujon</b></p>	<p><b>Completed</b> Voter registration throughout the fall 2008 term occurred on campus on multiple days. Both parties were involved in this process. ASB participated and sponsored some of the voter registration events as well.</p>
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