

**LASSEN COMMUNITY COLLEGE**

**COMPREHENSIVE INSTITUTIONAL MASTER PLAN**

**“Serving the Future”**



**2012-2017**

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# **Section I – Introduction**

## **BRIEF HISTORY OF THE COLLEGE:**

Lassen Community College was established May 4, 1925 as the Junior College Department of the Lassen Union High School District. The current era of the college began in July of 1969 with the establishment of the Lassen Community College District, having one college, Lassen Community College.

The college campus is located immediately north of Susanville on Highway 139 and consists of 184 acres, 17 main buildings, four relocatable buildings and 17 outbuildings. The current campus was first occupied in February of 1972. In addition to classrooms, laboratories and offices, it has a dormitory with a capacity for 124 students, a library, cafeteria, computer rooms, a large gymnasium, stables, barn, rodeo arena and outdoor recreation facilities including a ski hill.

The District serves the Honey Lake Valley communities of Susanville, Janesville and Herlong, and outreach areas including Alturas, Big Valley and Westwood. Although Lassen Community College serves one of the larger geographic areas of the state, the population is relatively small. Credit Full-time Equivalent Students (FTES) over a ten- year period between 2002 and 2012 have been as high as 2,180 in 2002-2003 and as low as 1,304 in 2007-2008. FTES for 2010-2011 were 1,8345.

## **ABSTRACT OF PLANNING PROCESS FOR 2012-2017 COMPREHENSIVE INSTITUTIONAL MASTER PLAN:**

The institutional planning process for the 2012-2017 Comprehensive Institutional Master Plan began in 2007-2008.

During the Governing Board Planning Retreat on October 23, 2007, institutional goals and direction were discussed. As a result of those discussions seven Board Directives for 2008-2009 were developed to drive the institutional planning activities.

A joint subcommittee of the Academic Senate and Consultation Council met to update and revise the existing budget allocation process. The result was the Institutional Planning and Budget Allocation Handbook adopted by the parent bodies in mid-November 2007. The process requires program review and planning documentation for consideration of budget allocation requests.

Early in January 2008, the decision was made to accelerate the integration of the various institutional planning documents into one Comprehensive Institutional Master Plan with five sections: Institutional (Strategic Planning), Instructional (Educational Planning), Student Services (Student Services Planning), Administrative Services (Financial, Facilities, and Technology Planning) and Human Resources (Staff Planning and Development) linked to program review.

The program review recommendations from all program reviews accepted by the Governing Board in the last six years were separated into categories consistent with the five sections of the master document. All recommendations were arranged in chronological order by program acceptance date since no institutional prioritization had occurred.

The existing accepted and draft plans for the various sections were merged into one consolidated document. The formats for each section were standardized to more clearly reflect a single integrated whole. The document was subsequently redistributed to the various planning groups and the institution as a whole for review.

Following institutional review during February and March, the Governing Board adopted the Comprehensive Institutional Master Plan for 2008-2009 on May 13, 2008. Even as the Governing Board was adopting the culmination of the year's work, the institution was evaluating the process and initial product.

The planning process review conducted during May 2008 initiated the next cycle of planning activities. The Strategic Planning Committee was reconstituted as a consequence of the review to include department chairs, central individuals in academic planning.

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The joint subcommittee of the Academic Senate and Consultation Council met to update and revise the existing budget allocation process utilizing the recommendations of the annual evaluation. The result was the 2009-2010 Institutional Planning and Budget Allocation Handbook adopted by the parent bodies in August 2008.

The Strategic Planning Committee met during June and July to compile and analyze external and internal data from a variety of sources to present during the Governing Board Planning Retreat hosted by the Strategic Planning Committee on July 22, 2008. The board discussion resulted in six refined strategic goals, which were subsequently adopted by the Governing Board on August 12, 2008. The revised mission statement was adopted September 23, 2008.

During Fall 2008 Convocation the campus met in focus groups constructed around each of the board adopted strategic goals to begin the process of identifying objectives, performance indicator targets, possible strategies to meet those objectives and responsible individuals.

The Strategic Planning Committee met during August to compile the work from the Convocation Exercise and draft instructions for the various institutional planning groups. The work initiated at Convocation and instructions concerning the development of measurable performance objectives, strategies and timelines were forwarded to the various planning groups September 15, 2008. The initial drafts from the planning groups were returned to the Strategic Planning Committee for incorporation into the Strategic Plan Fall 2008. The Strategic Planning Committee met to refine the preliminary draft objectives, which were redistributed to the planning groups. The initial drafts from the planning groups were returned to the Strategic Planning Committee for incorporation into the Strategic Plan prior to October 9, 2008. The Strategic Planning Committee met during October and early November to expand and refine performance objective, strategies and timelines. On November 13, 2008, the Strategic Planning Committee identified guidelines and expectations for the various planning groups. The proposed objectives, strategies and timelines were returned to the planning committees on November 17, 2008 with the expectation that draft master plans would be submitted to the Strategic Planning Committee by December 9, 2008.

Following the review and revisions of proposed objectives and strategies, the Strategic Planning Committee separated all objectives and strategies into two groups: one group of activities to be completed by the institution prior to Summer 2009 and one group of activities to be completed between Fall 2009 and 2014. Progress on the first group was tracked utilizing the Implementation/Evaluation Matrix – Academic Year 2008/2009. The second group was embodied in the Comprehensive Institutional Master Plan 2009-2014 document.

The Strategic Planning Committee reviewed the proposed timelines for activities in April 2009 and the 2009-2014 Comprehensive Institutional Master Plan “Keeping an Eye on the Future” was adopted by Consultation Council on May 7, 2009.

This planning cycle was repeated for the 2010-2011 planning update. Using a four-step process, the five master planning teams (1) updated the introduction, documented changes in the planning team committee membership, and articulated expectations and standards; (2) documented the achievement/status of the 2009-2010 strategies in the Comprehensive Institutional Master Plan Implementation/Evaluation Matrix; (3) revised 2010-2014 objectives and strategies, and (4) proposed strategies for 2014-2015. The master plans were forwarded to Consultation Council on April 15, 2010. After extensive discussion, Consultation council adopted the document on April 29, 2010.

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In anticipation of the significant budget cuts in 2011-2012, Consultation Council commissioned the administration to develop and present a proposal to reduce expenditure correspondent with the expected reduction in revenues in January 2011. The proposal, titled the COM.P.ACT (Comprehensive Plan of Action) included twenty-nine possible strategies, intended for implementation over the next two year, organized into four categories: Strengthening Academic Support, Leveraging Technology, Consolidation and Reduction and Leveraging Existing Resources. The overall intent was to funnel institutional resources from the last three categories into support for the first category thereby enhancing student academic progress and success. *The* proposal first presented to Consultation Council on February 17, 2011 initiated a series of Open Forums sponsored by Consultation Council to receive input and address questions raised concerning the various possible strategies contained within the COM.P.ACT. As the strategies within the COM.P.ACT were modified

through institutional discussion, the various campus planning committees integrated the modified strategies into the existing planning process to develop area master plans. The resulting master plans were forwarded to Consultation Council on May 17, 2011. After discussion, Consultation Council adopted the 2011-2016 Comprehensive Institutional Master Plan on May 24, 2011.

The planning cycle was repeated for the 2011-2012 planning update. Using a the same four-step process, the five master planning teams (1) updated the introduction, documented changes in the planning team committee membership, and articulated expectations and standards; (2) documented the achievement/status of the 2010-2011 strategies in the Comprehensive Institutional Master Plan Implementation/Evaluation Matrix; (3) revised 2011-2016 objectives and strategies, and (4) proposed strategies for 2016-2017. Consultation Council accepted master plans for inclusion into the Comprehensive Institutional Master Plan on various dates, the Educational Master Plan on November 17, 2011, the Institutional Technology Plan on January 26, 2012, the Student Services Master Plan on February 9, 2012, the Facilities Master Plan on March 8, 2012, and the Human Resource Master Plan and Faculty and Staff Development Plan on May 10, 2012. After discussion, Consultation Council adopted the 2012-2017 Comprehensive Institutional Master Plan on May 17, 2012.

## **IMPLEMENTATION AND EVALUATION OF INSTITUTIONAL PLANNING:**

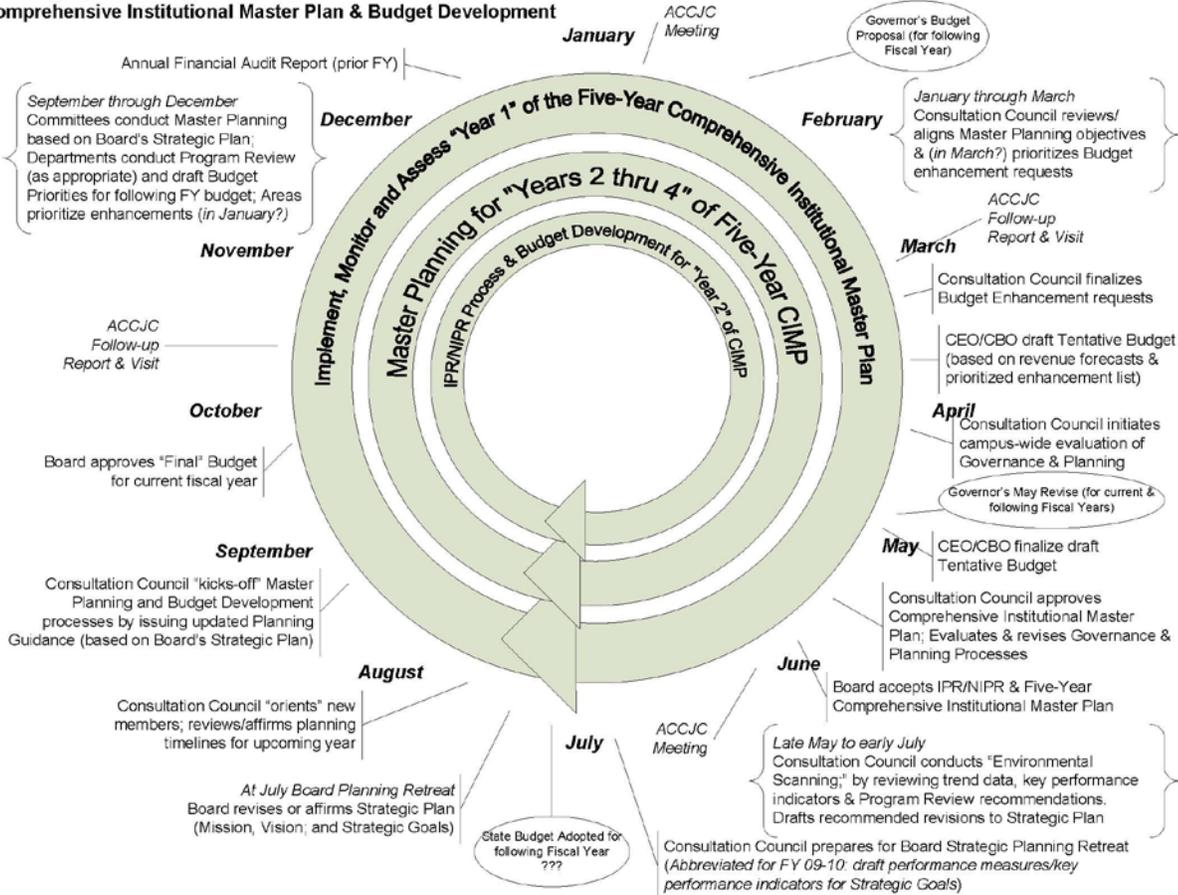
The institutional planning and budget allocation process is articulated in the “Lassen Community College Institutional Planning and Budget Development Process Handbook” evaluated and updated annually in May of each academic year. The annual institutional planning cycle begins with the Governing Board review and adoption of Strategic Goals during a Retreat conducted in July. During the Fall semester of each year, the master plans (Educational Master Plan, Human Resources Master Plan, Student Services Master Plan, Institutional Technology Master Plan, and Facilities Master Plan) forming sections within the Comprehensive Institutional Master Plan are updated utilizing program review recommendations provided during the program review cycle of the previous year. Consultation Council/Strategic Planning reviews the objectives and strategies proposed by individual planning groups. Recommendations concerning objectives and strategies are returned to the individual planning committees. The revised Comprehensive Institutional Master Plan integrating the master plans from the various planning committees is adopted each Spring. The adopted Comprehensive Institutional Master Plan guides the budget prioritization process occurring each Spring as the culmination of the budget development process initiated in the Fall.

The progress on implementation and evaluation of results on agreed upon institutional objectives and strategies are tracked each year utilizing the Implementation/Evaluation Matrix. The final Evaluation Matrix adopted at the end of each academic year provides a historical record of institutional progress toward obtainment of strategic goals.

# OVERVIEW OF COMPREHENSIVE INSTITUTIONAL MASTER PLAN DEVELOPMENT:

## Planning Cycle - Strategic Planning;

## Comprehensive Institutional Master Plan & Budget Development



## **Section II – Institutional Section (Strategic Plan)**

### **LASSEN COMMUNITY COLLEGE MISSION STATEMENT:** (Board Policy 1226 - revised September 13, 2011)

Lassen Community College provides outstanding programs for all pursuing higher education goals. The core programs offer a wide range of educational opportunities including transfer degrees and certificates, economic and workforce development, and basic skills instruction. The college serves students, both on campus and in outreach areas in its effort to build intellectual growth, human perspective and economic potential.

### **LASSEN COMMUNITY COLLEGE VISION STATEMENT** (revised September 13, 2011)

The Governing Board's vision for Lassen Community College is to:

- Be the Academic Leader by ensuring Quality and Student Success
- Be the Educational Leader by expanding Outreach and Student Access
- Be a Trusted Steward by providing capable Leadership and Accountability
- Be the Economic and Workforce Development Leader for the Community
- Be the Cultural Leader in the Community
- Be the Civic & Social Leader in the Community
- Become the Model of a highly efficient self-sustaining Rural Community College

## **LASSEN COMMUNITY COLLEGE VALUES** (reaffirmed September 13, 2011)

### **Values at the core of Lassen Community College:**

- Who we are
- Where we're going
- What we want to be

Five areas emerged as valued by the College:

### **Educational Excellence – We value:**

- High quality educational delivery
- Highly qualified instructors
- High quality technology and materials
- Well-equipped classrooms
- Student learning as the focal point of every experience

### **Student Focus – We value:**

- Doing what is best for students, not what is easiest or most efficient
- Learning as a priority over teaching
- Student needs; they are paramount in the learning process

### **Honesty/ Integrity – We value:**

- Establishing trust in relationships
- Dependability
- Transparency

### **Student Success – We value:**

- Students reaching their goals
- Students being prepared for transfer to four-year institutions
- Vocational students being prepared for the job market

### **Dignity/Respect – We value:**

- Civility
- Collegiality
- Active listening and communication
- Agreements that are made and kept

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**Values Summary Statement:** Where excellence, a student focus, and honesty/integrity flourish and are modeled, two outcomes become self evident;

1. Students learn and become successful.
2. Trust emerges that evidences itself in relationships marked by dignity and respect.

## **COMMON PLANNING TERMS AND DEFINITIONS:**

The language of planning is replete with specialized terms. As you read through this document it may help to refer to this set of definitions:

### **Goals**

Purposefully quite broad, goals provide a general sense of some high aspiration that applies to all or a large part of the college community.

### **Objectives**

Good objectives are S.M.A.R.T. – Specific, Measurable, Achievable, Realistic and Time-related (Drucker, 1954). In this document, all objectives have some key performance indicators and/or some type of deliverable by which the attainment of the objective can be determined. An objective can be advanced by one or more strategies.

### **Strategies**

This is where plans become actions. Strategies represent projects or initiatives that are aimed at moving forward a larger objective, direction and/or goal. Strategies usually describe specific college functions, which may involve multiple departments and players. A description of a strategy should include the desired outcome. Strategies also identify any key performance indicators or deliverables that might be reported upon to the Strategic Planning Committee, the Governing Board, and other interested parties.

Planning is about coordinating actions and strategies to achieve forward looking objectives. However, many activities on campus are simply ongoing college business. For instance, keeping the A&R Office open is ongoing college business, while extending the hours at A&R is not. Ongoing activities are not documented in the college master plan, because it is assumed that they were the results of previous planning efforts, which have become part of day-to-day operations. Each master plan rightfully highlights only actions and strategies that are new. They are the most active and exciting part of the master plan.

### **Annual Action Plan**

Strategies are reviewed and revised yearly. Strategies for the upcoming academic year are grouped into the college's annual Action Plan. ~~The annual Action Plan is distributed to all members of the campus~~ community. Reports on the college's achievement/progress on each strategy in the action plan are reviewed quarterly at Consultation Council. In anticipation of significant budget cuts, the Annual Action Plan timeline was extended to include a two-year planning horizon, the 2011-2013 COM.P.ACT. Following evaluation of the two-year planning horizon, the timeline returned to planning for an Annual Action Plan in 2012-2013.

## **LASSEN COMMUNITY COLLEGE INSTITUTIONAL STRATEGIC GOALS:**

Strategic Planning is becoming a continuous process at Lassen Community College. The Governing Board drives strategic change with input from the Strategic Planning Committee. The Strategic Planning Committee meets weekly. This committee evaluates progress on board adopted strategic goals and campus developed objectives and strategies to achieve these goals. The Strategic Goals for 2012-2017 as reaffirmed by the Governing Board on September 13, 2011 are listed below:

**Strategic Goal # 1 (*Student Success*): Enable students' attainment of educational goals, including degrees and certificates, transfer, job placement and advancement, basic skills, and lifelong learning.**

**Strategic Goal #2 (*Responsive Curricula*): 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.**

**Strategic Goal #3 (*Student Access*): Provide a college environment that reaches-out-to and supports students, minimizes barriers, increases opportunity, and increases success through access and retention.**

**Strategic Goal #4 (*Resource Development*): Develop and manage human, physical, technological and financial resources to promote growth and to effectively support the learning environment.**

**Strategic Goal #5 (*Organizational Effectiveness*) – Enhance organizational function in leadership, interaction, planning, and accountability to ensure responsive stewardship of public trust and resources.**

**Strategic Goal #6 (*Community Leadership*): Provide an environment that supports, partners and leads in the development and implementation of community initiatives.**

## **BACKGROUND RESEARCH AND DATA COLLECTION:**

### **EXTERNAL RESOURCES:**

The following external resources were utilized to inform the development of the strategic goals:

- Environmental Data Scan (EDS) Study Project –Spring 2008
  - Labor Market Forecast of Largest Industries for Lassen, Plumas, and Modoc Counties, California and Washoe County, Nevada 2008, 2012, 2014
  - Study Area Economic Base Compare to the State - 2008
  - Study Area Forecast by Industry - 2008, 2012 and 2014
- Alliance for Workforce Development Data
  - Labor Market Forecast of Growth Industries for Lassen, Plumas, and Modoc Counties, California
- Strategic Master Plan for California’s Community College System
  - Statewide Strategic Goals

### **INTERNAL RESOURCES:**

The following internal resources are utilized to inform the development of strategic goals:

- Program Review Documents- 2002-2010
    - Total Degrees and Certificates Awarded by Program – 2006-2010
    - FTE Generation by Program - 2004-2010
    - Revenue/Expenditure by Program - 2006-2010
  - Human Resource Staffing Data
    - Number of Administrators by Position - 1998- 2010
    - Number of Full-time Faculty - 1998- 2010
  - Lassen Community College Annual Fact Book – 2007-2010
  - Lassen Community College District Multi-Year Fiscal and Academic Recovery Plan
    - Historical Financial Data for Fiscal Years 2001/2002- 2006/2007
    - Fiscal Recovery Financial Projections for Fiscal Years 2008-2009 - 2009-2010
  - Board Directives – 2007-2008
  - Associated Student Body Survey – Spring 2008 & 2009
    - Student Interest in Program Areas
    - Student Anticipated Success in Various Modalities of Instructional Delivery
-

## **STRATEGIC PLAN PREPARATION:**

The Strategic Planning Committee met during June and July 2008 to compile and analyze external and internal data from a variety of sources, to present during the Governing Board Planning Retreat hosted by the Strategic Planning Committee on July 22, 2008. The board discussion resulted in six refined strategic goals, which were subsequently adopted by the Governing Board on August 12, 2008. In addition at the August 12, 2008 meeting the Governing Board adopted a revised vision statement and at the September 23, 2008 adopted a revised mission statement better reflecting the direction of the institution. The Governing Board discussed targets for the adopted strategic goals at the annual planning retreat July 24, 2009. The Governing Board reaffirmed the mission, vision, value statements and strategic goals at the October 13, 2010 meeting and again at the September 13, 2011.

## **STRATEGIC PLANNING COMMITTEE:**

The following individuals served as members of the 2011-2012 Strategic Planning Committee:

Cheryl Aschenbach – Academic Senate President/Division Chair (Faculty)  
Colleen Baker – Division Chair (Faculty)  
Terry Bartley - Management  
Shelly Baxter - Management  
Sandy Beckwith – Lead Counselor (Faculty)  
Jennifer Bird – Classified  
Carie Camacho – Division Chair (Faculty)  
Kayleigh Carabajal – Dean of Academic Services (Administration)  
Dave Clausen –Dean of Administrative Services (Administration)  
Shawn Hubbard– Associated Student Body  
Jeff Lang - Classified  
Logan Merchant – Institutional Technology Planning Committee Chair  
Carol Montgomery – Classified  
Sue Mouck – Accreditation Chair (Faculty)  
Eric Rulofson - Facilities Planning Committee Chair  
Ross Stevenson – Division Chair (Faculty)  
Bill Studt – Interim Superintendent/President (Administration)  
Cary Templeton – Dean of Student Services (Administration)

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## **Section III – Objectives, Strategies and 2012-2017 Action Plan**

### **STRATEGIC GOALS, OBJECTIVES AND STRATEGIES, FOR PLANNING 2012-2017**

**Color Key:** Academic Planning, Student Services Planning, Human Resources Planning, Facilities Planning, Technology Planning, Financial Resource Development, Institutional Research

**STRATEGIC GOAL ONE - *STUDENT SUCCESS*:** Enable students' attainment of educational goals, including degrees and certificates, transfer, job placement and advancement, basic skills, and lifelong learning.

**Objective 1.1.** By Fall 2015, the college will assure basic skills, general education and career and technical education course offerings reflect the needs of students desiring to transfer to a four-year college or enter a career. [Dean of Academic Services, Division Chairs]

**Strategy 1.1. a.** By Summer 2013, the college will have developed ten transfer degrees based on the Transfer Model Curriculum (TMC). [Dean of Academic Services]

**Strategy 1.1. b.** By Summer 2013, the college will have developed a two-year academic calendar and implemented a two-year course schedule consistent with two-year advising plans which promotes seamless and timely completion of educational goals.  
[Dean of Academic Services]

**Objective 1.2. .** By Fall 2012, the college will increase student success by giving students the tools and knowledge needed to do well in college and the world of work. [Dean of Academic Services, Dean of Student Services, Faculty]

**Strategy 1.2.a.** By Fall 2012, the college will initiate a student orientation "Welcome to the Academy at Lassen College" (WALC). [Dean of Academic Services, Dean of Student Services, Faculty]

**Strategy 1.2.b.** By Summer 2013, the college will complete the development of an early alert system. [Dean of Academic Services, Dean of Student Services]

**Objective 1.3.** By Fall 2014, the college will have achieved sustainable continuous quality improvement through the ongoing incorporation of the results derived from the assessment of student learning into institutional planning. [Dean of Academic Services, Division Chairs]

**Strategy 1.3.a.** By Spring 2013, the college will implement and pilot WEAVEOnline. [Dean of Academic Services, Title III Director, Institutional Technology Team]

**Strategy 1.3.b.** By Spring 2013, the college will have improved campus-wide dialog concerning student learning assessment and the use of the results of those assessments by the establishment of on-going systematic discussion during division meetings and Round Tables.  
[Dean of Academic Services]

**Strategy 1.3.c.** By Spring 2013, the college will have improved campus-wide resources d concerning student learning assessment through the establishment of on-going schedule of attendance by faculty at the state Student Learning Institute. [Dean of Academic Services]

**Strategy 1.3.d.** By Summer 2013, the college will effectively integrate student learning outcome assessment results into the planning and budget allocation process to improve student success. [Dean of Academic Services]

**Strategy 1.3.e.** By Spring 2014, the college will institutionalize the use of WEAVEOnline. [Dean of Academic Services, Title III Director, Institutional Technology Team]

**STRATEGIC GOAL TWO – *RESPONSIVE CURRICULA*: 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.**

**Objective 2.1.** By Fall 2015, the college will concentrate on the strengthening and/or expansion of those career and technical programs with demonstrable growth potential [Dean of Academic Services, Academic Planning Committee]

**Strategy 2.1.a.** By Fall 2012, the college will redesign and expand the vocational nursing program to serve thirty students. [Dean of Academic Services, Director of Nursing]

**Strategy 2.1.b.** By Summer 2013, the college will redesign the automotive technology curriculum, modify the facility and purchase equipment to provide an ASE pathway. [Dean of Academic Services, Director of Facilities, Automotive Instructor]

**Strategy 2.1.c.** By Summer 2013 and annually thereafter, the college will monitor feasibility and implement as appropriate recommendations from instructional program reviews. [Dean of Academic Services, Division Chairs]

**Strategy 2.1.d.** By Fall 2013, the college will submit an AWS application. [Dean of Academic Services, Welding Instructor]

**Strategy 2.1.e.** By Fall 2013, the college will determine the future of Allied Health programs at the college, including the development of an RN Bridge program in partnership with other colleges [Dean of Academic Services, Director of Nursing]

**Strategy 2.1.f.** By Summer 2014, the college will additional purchase equipment to meet ASE specifications. [Dean of Academic Services, Automotive Instructor]

**Strategy 2.1.g.** By Fall 2014, the college will develop a Comprehensive Allied Health Program and continuing education unit (CEU) framework. [Dean of Academic Services, Director of Nursing]

**Strategy 2.1.h.** By Fall 2014, the college will modify the facility and apply for approval as an AWS testing site. [Dean of Academic Services, Director of Facilities, Welding Instructor]

**Strategy 2.1.i.** By Fall 2015, the college will complete the re-evaluation and re-alignment of the Allied Health Program. [Dean of Academic Services, Director of Nursing]

**Objective 2.2.** By Fall 2015, the college will have assessed the need and developed new vocational programs in response to market demand. [Academic Planning Committee, Dean of Academic Services]

**Objective 2.3.** By Fall 2015, the college will be the principal provider of expanded Contract Education, Continuing Education and Community Service in our region. [Dean of Academic Services, Division Chairs]

**Strategy 2.3.a.** By Summer 2013, the college will complete an evaluation of the community needs and feasibility for offering contract education, continuing education and community services classes. [Dean of Academic Services, Division Chairs]

**Strategy 2.3.b.** By Summer 2013, the college will create an outreach infrastructure within the college that will oversee contract education, continuing education and community services classes. [Dean of Academic Services, Division Chairs]

**Strategy 2.3.c.** By Fall 2013, the college will Implement the plan/develop continuing education and community service schedule. [Dean of Academic Service, Division Chairs]

**Strategy 2.3.d.** By Summer 2014, the college will evaluated and modify as appropriate the outreach infrastructure. [Dean of Academic Services, Division Chairs]

**Strategy 2.3.e.** By Summer 2014, the college will evaluated and modify as appropriate the contract education performance, continuing education and community services offerings. [Dean of Academic Services, Division Chairs]

**Strategy 2.3.f.** By Summer 2015, the college will evaluated and modify as appropriate the contract education performance, continuing education and community services offerings. [Dean of Academic Services, Division Chairs]

**Objective 2.4.** By Fall 2014, the college will have assessed the need and developed new associate degrees for transfer in response to student need. [Dean of Academic Services, Division Chairs]

**Strategy 2.4.a.** By Summer 2014, the college will evaluated and modify as appropriate the curriculum to allow for the development of a minimum of ten associate degrees for transfer. [Dean of Academic Services, Division Chairs]

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**STRATEGIC GOAL THREE – STUDENT ACCESS: Provide a college environment that reaches-out-to and supports students, minimizes barriers, increases opportunity, and increases success through access and retention.**

**Objective 3.1.** By Spring 2015, the college will maximize the student experience. [Dean of Academic Services, Division Chairs]

**Strategy 3.1.a.** By Fall 2012, the college will offer LCC assigned student email addresses for all current students. [Dean of Academic Services, Institutional Technology Team]

**Strategy 3.1.b.** By Summer 2013, the college will improve student affair supervision to coordinate clubs, develop an advisors manual for student organizations, assist in management and supervision of activities and events sponsored by ASB, assist in student leadership development, monitor ASB ambassadors, coordinate with campus outreach initiatives with Lassen Peaks and others. [Dean of Student Services]

**Strategy 3.1.c.** By Summer 2013, the college will develop a two-year academic calendar and implement a two-year course schedule, which promotes seamless and timely completion of educational goals. [Dean of Academic Services, Division Chairs]

**Strategy 3.1.d.** By Summer 2014, the college will convert its “traditional/print library” to a virtual, paperless, digital library that better meets students’ needs for information, bibliographic instruction and access to thousands of online journals, magazines, newspapers, books, images, music, videos, etc. [Dean of Academic Services, Director of Facilities, Institutional Technology Team, Librarian]

**Objective 3.2.** By Spring 2015, the college will initiate steps to improve access for under-represented students. [Dean of Student Services]

**Strategy 3.2.a.** By Spring 2013, the college will assess and implement steps to increase student access and the actual awarding of financial aid. [Dean of Student Services, Director of Financial Aid]

**Strategy 3.2.b.** By Summer 2013, the college will update the Student Equity Plan. [Dean of Student Services, Dean of Academic Services]

**Objective 3.3.** By Fall 2014, the college will provide student access through a variety of offerings in the available distance education modalities. [Dean of Academic Services, Division Chairs]

**Strategy 3.3.a.** By Fall 2012, the college will provide for training on delivery methods in the *Center for Excellence in Learning and Teaching*. [Dean of Academic Services, Human Resource Manager]

**Strategy 3.3.b.** By Spring 2013, the college will develop a distance education plan to include the development and implementation of consistent standards and practices for faculty engaging in alternate modes of instruction. [Dean of Academic Services, Human Resource Manager, Division Chairs, Academic Senate]

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**Strategy 3.3.c.** By Spring 2013, the college will provide online instruction training for forty participants. [Dean of Academic Services, Human Resource Manager]

**Strategy 3.3.d.** By Summer 2014, the college will evaluate and make a decision on the Moodle online platform. [Dean of Academic Services, Online Site Administrator, Online Mentor]

**Strategy 3.3.e.** By Summer 2014, the college will evaluate student success progress towards the goal of 15% increase in retention and success as compared to baseline data in 2011-2012. [Dean of Academic Services, Division Chairs]

**Strategy 3.3.f.** By Summer 2014, the college will provide for online training for an additional twenty participants including instructional and counseling faculty. [Dean of Academic Services, Dean of Student Services, Human Resource Manager]

**Strategy 3.3.g.** By Summer 2015, the college will provide for online training for an additional thirty participants including instructional and counseling faculty. [Dean of Academic Services, Dean of Student Services, Human Resource Manager]

**Objective 3.4.** By Fall 2014, 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, Facilities Planning Committee, Student Services Planning Committees]

**Strategy 3.4.a.** By Fall 2014, the college will replace 2.5% of sidewalks that do not meet ADA compliance each year. [Director of Facilities]

**Objective 3.5.** By Spring 2016, the college will develop a robust International Student Program focusing on students from the Pacific Rim. [Dean of Student Services]

**Strategy 3.5.a.** By Fall 2013, the college will develop an international student program and recruit 15-20 students from the Pacific Rim. [International Student Advisor]

**Objective 3.6.** By Fall 2013, the college will increase capability to perform online services (e.g., application, counseling, registration, payment, financial aid, instruction, research, grades, transcripts, alumni relations, giving). [Dean of Academic Services, Dean of Student Services, Institutional Technology Team]

**Strategy 3.6.a.** By Fall 2012, the college will expand WebAdvisor functionality. [Dean of Academic Services, Dean of Student Services, Institutional Technology Team]

**Strategy 3.6.b.** By Summer 2013, the college will improve technology services in Admissions and Records, Financial Aid and Counseling. [Dean of Academic Services, Dean of Student Services, Institutional Technology Team]

**Objective 3.7.** By Fall 2013, the college will leverage technology to achieve paperless offices and workflows through document imaging and electronic document filing system. [Dean of Academic Services, Institutional Technology Planning Committee]

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**Strategy 3.7.a.** By Summer 2013, the college will purchase imaging software and scanners. [Dean of Academic Services, Institutional Technology Planning Committee]

**STRATEGIC GOAL FOUR – RESOURCE DEVELOPMENT: Develop and manage human, physical, technological and financial resources to promote growth and to effectively support the learning environment.**

**Objective 4.1.** By Fall 2015, the college will design, implement, evaluate and modify an on-going professional development program. [Human Resource Manager]

**Strategy 4.1.a.** By Fall 2012, the college will publish a training calendar outlining professional development opportunities. [Human Resource Manager, Human Resources Planning Committee]

**Strategy 4.1.b.** By Fall 2012, the college will publish a *Classified Handbook*. [Human Resource Manager]

**Strategy 4.1.c.** By Fall 2012, the college will develop a training program for WEAVEOnline. [Dean of Academic Services, Human Resource Manager, Title III Director]

**Strategy 4.1.d.** By Fall 2012, the college will implement new employee orientation. [Human Resource Manager]

**Strategy 4.1.e.** By Fall 2012, the college will develop and implement a timely, accurate and effective state and federal mandated training program with compliance tracking. [Human Resource Manager, Flex and Faculty Development Coordinator]

**Strategy 4.1.f.** By Spring 2013, the college will provide college-wide customer service training. [Human Resource Manager, Flex and Faculty Development Coordinator]

**Strategy 4.1.g.** By Fall 2013, the college will provide discipline specific training for the Automotive instructor plus three additional faculty. [Human Resource Manager, Human Resources Planning Committee, Title III Director, Flex Coordinator]

**Strategy 4.1.h.** By Fall 2013, the college will provide classroom technology, andragogical and on-course training for 17% of adjunct and full-time faculty. [Human Resource Manager, Human Resources Planning Committee, Title III Director, Flex Coordinator]

**Strategy 4.1.i.** By Summer 2014, the college will implement an annual Student Services Professional Development Plan. [Human Resource Manager, Human Resources Planning Committee, Dean of student Services, Flex Coordinator]

**Strategy 4.1.j.** By Spring 2014, the college will provide professional development support for Agriculture, Construction Technology, and Vet-Tech faculty. [Human Resource Manager, Human Resources Planning Committee, Dean of Academic Services, Flex Coordinator]

**Strategy 4.1.k.** By Spring 2014, the college will provide professional development support for Allied Health faculty. [Dean of Academic Services, Human Resource Manager, Human Resources Planning Committee, Flex Coordinator]

**Strategy 4.1.l.** By Summer 2014, the college will provide classroom technology, andragogical and on-course training for an additional 17% of adjunct and full-time faculty. [Human Resource Manager, Human Resources Planning Committee, Title III Director, Flex Coordinator]

**Strategy 4.1.m.** By Summer 2014, the college will provide discipline specific training for the Welding instructor plus three additional faculty. [Human Resource Manager, Human Resources Planning Committee, Title III Director, Flex Coordinator]

**Strategy 4.1.n.** By Summer 2015, the college will provide discipline specific training for the four faculty. [Human Resource Manager, Human Resources Planning Committee, Title III Director, Flex Coordinator]

**Strategy 4.1.o.** By Summer 2015, the college will provide classroom technology, andragogical and on-course training for an additional 25% of adjunct and full-time faculty. [Human Resource Manager, Human Resources Planning Committee, Title III Director, Flex Coordinator]

**Objective 4.2.** By Fall 2015, the college will provide improved classroom technology capabilities appropriate to curricula [Dean of Academic Services]

**Strategy 4.2.a** By Fall 2012, the college will equip a *Center for Excellence in Learning and Teaching* (HU 102) that will support ongoing faculty training in the use of instructional technology aimed at optimizing the student learning. [Dean of Academic Services, Director of Facilities, Institutional Technology Team]

**Strategy 4.2b.** By Summer 2013, the college will demonstrate capacity building in institutional technology by equipping at least ten additional instructional spaces with state of the art technology, converting classrooms as appropriate into “smart” technology rich classrooms (Hu 106, 204; CA 113, 123A, 202, 204, 207, 209G: MS 123 or 128; Trades 103B, 104D). [Dean of Academic Services, Director of Facilities, Institutional Technology Team]

**Strategy 4.2c.** By Summer 2013, the college will demonstrate capacity building in institutional technology by equipping an operational Business Center. [Dean of Academic Services, Director of Facilities]

**Strategy 4.2d.** By Summer 2013, the college will develop a prioritized list of classroom renovations included in and implemented through the facility maintenance plan. [Dean of Academic Services, Director of Facilities]

**Strategy 4.2.e.** By Summer 2014, the college will provide training for alternative instructional technologies to at least twelve participants. [Dean of Academic Services, Human Resource Manager, Flex Coordinator]

**Strategy 4.2.f.** By Summer 2014, the college will achieve 75% web-enhanced curriculum. [Dean of Academic Services, Division Chairs, Academic Senate]

**Strategy 4.2.g.** By Summer 2014, the college will implement scheduled routine three-year technology refresh cycle for instructional spaces to assure ongoing state of the art technology. [Dean of Academic Services, Institutional Technology Team]

**Strategy 4.2.h.** By Summer 2015, the college will achieve 100% web-enhanced curriculum. [Dean of Academic Services, Division Chairs]

Strategy 4.2i. By Summer 2015, the college will demonstrate capacity building in institutional technology by implementation of the first year of the Refresh plan, providing refresh to 33% of campus technology. [Dean of Academic Services, Institutional Technology Team]

Strategy 4.2j. By Summer 2016, the college will demonstrate capacity building in institutional technology by implementation of the second year of the Refresh plan, providing refresh to 33% of campus technology. [Dean of Academic Services, Institutional Technology Team]

Strategy 4.2k. By Summer 2017, the college will demonstrate capacity building in institutional technology by implementation of the third year of the Refresh plan, providing refresh to 33% of campus technology. [Dean of Academic Services, Institutional Technology Team]

**Objective 4.3.** By Fall 2015, the college will assure that all infrastructures and facilities meet or exceed district baseline standards for capability, currency, optimal capacity usage and efficient operations with scheduled replacement dates. [Dean of Academic Services, Director of Facilities, Facilities Planning Committee]

**Strategy 4.3.a.** By Fall 2012, the college will locate and prioritize funding to modernize the District's equipment & facilities. [Dean of Academic Services, Director of Facilities, Facilities Planning Committee]

**Objective 4.4.** By Summer 2013, the college will have leveraged existing infrastructures and facilities to support existing and expanding academic and student support services. [Dean of Academic Services, Director of Facilities, Facilities Planning Committee]

**Strategy 4.4.a.** By Summer 2013, the college will complete the expansion of the Graphic Design facility. [Dean of Academic Services, Director of Facilities]

**Objective 4.5.** By Spring 2015, the college will have maintained an annual prioritized list of facility IPR/NIPR requests. [Office of Instruction, Facility Planning Committee]

**Strategy 4.5.a.** By Spring 2013, the college will categorize and maintain a list of IPR/NIPR facility requests [Office of Instruction, Director of Facilities, Facility Planning Committee]

**Objective 4.6.** By Spring 2015, the college will have annually achieved *District Scheduled Maintenance Five-Year Plan* as scheduled. [Director of Facilities]

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**Strategy 4.6.a.** By Spring 2013, the college will Implement the District's Scheduled Maintenance Five-Year Plan when funded (see Appendix A) [Director of Facilities]

**Objective 4.7.** By Fall 2016, the college will have hired or realigned existing full-time instructors and staff to provide sufficient depth and breadth to meet the institutional scheduling needs of realigned academic programs and delivery modes. [Dean of Academic Services, Human Resource Manager, Academic Planning Committee]

**Strategy 4.7.a.** By Spring 2013, the college will better integrate the staffing recommendations derived from program review into the development of the Human Resource Master Plan. [Dean

of Academic Services, Academic Planning Committee Human Resource Manager, Human Resource Planning Committee]

**Strategy 4.7.b.** By Summer 2013, the college will, as informed by the Educational Master Plan, staff personnel in Art, Automotive Technology, Performing Arts, Psychology and Foreign Language. [Dean of Academic Services, Academic Planning Committee Human Resource Manager]

**Strategy 4.7.c.** By Spring 2014, the college will, as informed by the Educational Master Plan, staff personnel in Agriculture, Construction Technology, and Vet-Tech. [Dean of Academic Services, Academic Planning Committee Human Resource Manager]

**Strategy 4.7.d.** By Spring 2015, the college will as informed by the Educational Master Plan, staff personnel Allied Health programs. [Dean of Academic Services, Academic Planning Committee, Human Resource Manager]

#### **OBJECTIVES FOR GOAL FIVE –ORGANIZATIONAL EFFECTIVENESS:**

**Enhance organizational function in leadership, interaction, planning, and accountability to ensure responsive stewardship of public trust and resources.**

**Objective 5.1.** By Fall 2014, the college will improve communication and coordination among all staff within and across areas. [Dean of Academic Services, Dean of Student Services, Dean of Administrative Services]

**Strategy 5.1.a.** By Fall 2012, the college will expand WebAdvisor functionality. [Dean of Academic Services, Dean of Student Services, Dean of Administrative Services]

**Strategy 5.1.b.** By Fall 2013, the college will maximize capacity in Datatel (Degree Audit and Communication Management). [Dean of Academic Services, Dean of Administrative Services]

**Strategy 5.1.c.** By Fall 2013, the college will establish an intranet for web-based communication. [Dean of Academic Services, Dean of Student Services, Dean of Administrative Services]

**Strategy 5.1.d.** By Spring 2014 implement an electronic system to notify candidates of the status of their application. [Institutional Technology Planning Committee, Human Resource Planning Committee, Human Resource Manager]

**Objective 5.2.** By Summer 2013, the college will have on-demand analytic access to institutional data that guides decision-making while insulating the production transaction environment from contention risk. [Dean of Academic Services]

**Strategy 5.2.a.** By Summer 2013, the college will have implemented a protocol for requesting data, server reports, Datatel and report server access that enhances information access while assuring system security and attention to privacy protection. [Dean of Academic Services]

**Strategy 5.2.b.** By Summer 2013, the college will have refined and elaborated reports to optimize Key Performance Indicator and Performance Measurement inquiry in support of Program Review and Institutional Effectiveness. [Dean of Academic Services]

**Objective 5.3.** By Fall 2014, the college will achieve full Disaster Preparedness compliance [Director of Facilities]

**Strategy 5.3.a.** By Fall 2012, the college will create the Disaster Preparedness Plan (DPP) [Dean of Administrative Services, Director of Facilities]

**Strategy 5.3.b.** By Fall 2012, the college will secure and implement the Keenan and Associates disaster preparedness online training program & create a District-wide staff-training schedule [Human Resource Manager, Director of Facilities]

**Strategy 5.3.c.** By Fall 2014, the college will review the Disaster Preparedness Plan (DPP) and update as needed. [Dean of Administrative Services, Director of Facilities]

**Objective 5.4.** By Fall 2015, the college will make the institutional research agenda of excellent decision support services and integrated Scholarship of Learning and Teaching services into one of the statewide models for effective research. [Vice-President/Dean of Instructional Services, Consultation Council, Dean of Academic Services]

**Strategy 5.4.a.** By Fall 2012, the college will secure both the human and technical resources to specialize in SLO assessment and the Scholarship of Learning and Teaching. [Dean of Academic Services]

**Strategy 5.6.b.** By Fall 2012, the college define an annual data-gathering regimen for student services. [Dean of Academic Services, Dean of Student Services]

**Strategy 5.4.c.** By Fall 2013, the college will create a data warehouse interface that is user friendly, intuitive and capable of fostering interest in the scholarship of learning and teaching. [Dean of Academic Services]

**Strategy 5.6.d.** By Fall 2014, the college will create a model of institutional research that is portable and viable to other community colleges. [Dean of Academic Services]

**Objective 5.5.** By Summer 2013, the college will complete a comprehensive review of student services processes, administrative procedures and Board policies looking for opportunities to automate those processes. [Dean of Student Services]

**Strategy 5.5.a.** By Summer 2013, the college will complete the first annual comprehensive review of student services processes, administrative procedures and Board policies and evaluate those processes automated as a result of the review. [Dean of Student Services]

**Strategy 5.5.b.** By Summer 2013, the college will complete the annual comprehensive automation projects list. [Dean of Student Services]

**Objective 5.6.** By Spring 2014, complete baseline measurement and complete two assessment cycles of non-instructional program student learning outcomes leading to effective program reviews. [Dean of Academic Services]

**Strategy 5.6.a.** By Summer 2013, the college will have completed the third assessment cycle for non-Instructional student learning outcomes for all student services program areas [Dean of Student Services, Dean of Administrative Services, Dean of Academic Services]

**Objective 5.7.** By Spring 2014, the college will improve institutional effective through the completion and submittal of the 2014 Self- Evaluation to the Accrediting Commission. [Accreditation Liaison Officer, President’s Cabinet, Consultation Council]

**Strategy 5.7.a.** By Fall 2012, the college will conduct and compile results from the second student as well as faculty and staff surveys to be utilized in the development of the accreditation self-evaluation. [Accreditation Liaison Officer, President’s Cabinet, Consultation Council]

**Strategy 5.7.b.** By Fall 2012, the college will identify the structure and key responsible individuals in order to develop the draft self-evaluation. [Accreditation Liaison Officer, President’s Cabinet, Consultation Council]

**Strategy 5.7.c.** By Summer 2013, the college will conduct and compile results from the third student as well as faculty and staff surveys to be utilized in the development of the accreditation self-evaluation. [Accreditation Liaison Officer, President’s Cabinet, Consultation Council]

**Strategy 5.7.d.** By Summer 2013, the college will complete the draft self-evaluation for refinement, constituent group review and adoption by the Governing Board Fall 2013. [Accreditation Liaison Officer, President’s Cabinet, Consultation Council]

**STRATEGIC GOAL SIX – *COMMUNITY LEADERSHIP*: Provide an environment that supports, partners and leads in the development and implementation of community initiatives.**

**Objective 6.1.** By Fall 2015, the college will be recognized as a cultural, civic and social leader in the High Sierras. [Superintendent/President, Dean of Student Services, Dean of Academic Services]

**Strategy 6.1.a.** By Fall 2013, the college will have initiated a Community Lecture Series. [Dean of Academic Services, Dean of Student Services]

**Strategy 6.1.b.** By Summer 2013, the college will determine the feasibility of developing community service curriculum consistent with the recommendations from the non-instructional program review with particular attention to Fine Arts. [Dean of Academic Services]

**Strategy 6.1.c.** By Summer 2013, the college will consider offering an expanded menu of community service courses in the areas of taxation, business, creative and technical writing, grant-writing and resource development, first-aid, art, and fitness. [Dean of Academic Services]

**Strategy 6.1.d.** By Spring 2014, the college will assure a vital Web presence (Portal implementation). [Dean of Student Services, Dean of Academic Services]

**Objective 6.2.** By Fall 2014, the college will double the number of partnerships with educational, business, government and community entities, which lead to educational, economic and workforce development. [Superintendent/President]

**Strategy 6.2.a.** By Spring 2013, the college will implement a system for submitting proposals from the community for college led expansion i.e. Allied Health Institute, Public Safety Academy or Performing Arts Center. [Superintendent/President, Dean of Academic Services]

**Strategy 6.2.b.** By Summer 2013, the college will develop technology partnerships with area agencies and private industry. [Superintendent/President, Dean of Academic Services]

CIMP	<p><b>Improving Institutional Effectiveness - Accreditation Self- Evaluation:</b></p> <ul style="list-style-type: none"> <li>Complete the initial draft of the 2013 Accreditation Self-Evaluation</li> </ul>
EMP	<p><b>Assessment of Student Learning:</b></p> <ul style="list-style-type: none"> <li>Improve campus-wide dialog concerning student learning assessment and use of the results of those assessments by the establishment of on-going systematic discussion during division meetings and Round Tables.</li> <li>Effectively integrate assessment results of student learning into the planning and budget development processes to improve student learning</li> </ul>
EMP/SSMP	<p><b>Transfer by Design:</b></p> <ul style="list-style-type: none"> <li>Develop a minimum of ten transfer degrees based on the Transfer Model Curriculum (TMC) – SB 1440.</li> <li>Develop a two-year academic calendar and implement a two-year course schedule, which promotes seamless and timely completion of educational goals.</li> <li>Market “Transfer by Design” internally and in outreach efforts to the community</li> </ul>
EMP	<p><b>Program Development - Strengthening/Enhancing Existing Programs:</b></p> <ul style="list-style-type: none"> <li>Determine the future of Allied Health programs at the college, including the development of RN Bridge curriculum</li> <li>Redesign the curriculum, modify the facility and purchase equipment to provide an ASE pathway in the Automotive Technology program.</li> <li>Develop and submit an application for AWS certification for the Welding program</li> <li>Monitor feasibility and implement as appropriate recommendations from instructional program reviews</li> </ul>
EMP	<p><b>Outreach Implementation – Contract Education, Continuing Education, and Community Service</b></p> <ul style="list-style-type: none"> <li>Complete evaluation of the community needs and feasibility for offering contract education, continuing education and community services classes</li> <li>Create infrastructure within the college that will oversee contract education, continuing education and community services classes</li> <li>Initiate a Community Lecture Series</li> <li>Implement a system for submitting proposal from the community for college led expansion (i.e. Performing Arts Center)</li> </ul>
SSMP	<p><b>Student Success Strategies:</b></p> <ul style="list-style-type: none"> <li>Initiate “WALK”</li> <li>Complete development of an Early Alert System</li> </ul>
SSMP/ITMP	<p><b>Maximize the Student Experience:</b></p> <ul style="list-style-type: none"> <li>Improve student affair supervision to coordinate clubs, assist in student leadership development, develop an advisor’s manual</li> <li>Offer LCC assigned student email addresses for all current students.</li> </ul>
SSMP	<p><b>Student Access Strategies:</b></p> <ul style="list-style-type: none"> <li>Assess and implement steps to increase student access and the actual awarding of financial aid</li> <li>Update the Student Equity Plan</li> <li>Develop an International Student program and recruit 15-20 students from the Pacific Rim</li> </ul>
ITMP/FMP	<p><b>Instructional Technology infrastructure:</b></p> <ul style="list-style-type: none"> <li>Equip Center for Excellence in Learning and Teaching (HU 102)</li> <li>Equip eleven additional instructional spaces with state of the art technology, to include an operational Business Center (CA123A)</li> <li>Increase capability to perform online services (i.e. Expand Web Advisor functionality, services in Admissions and Records, Financial Aid and Counseling)</li> </ul>
FMP	<p><b>Facilities Maintenance/Modification:</b></p> <ul style="list-style-type: none"> <li>Locate and prioritize funding to modernize the District’s equipment &amp; facilities</li> <li>Develop a prioritized list of classroom renovations included in and implemented through the facilities maintenance plan</li> <li>Complete the expansion of the Graphic Design facility</li> <li>Complete the modification of the Automotive Technology facility</li> <li>Categorize and maintain a list of program review facility requests</li> <li>Implement the District’s Scheduled Maintenance Five-Year Plan</li> </ul>
HRMP	<p><b>Professional Development - Training:</b></p> <ul style="list-style-type: none"> <li>Provide for training on delivery methods in the Center for Excellence in Learning and Teaching including online delivery for instruction and student services, alternative instructional technologies and on-course.</li> <li>Secure and implement the Keenan and Associates disaster preparedness online training program &amp; create a District-wide staff training schedule</li> </ul>
HRMP	<p><b>Human Resources – Staffing:</b></p> <ul style="list-style-type: none"> <li>Replace Vocational Nursing, Automotive Technology, Psychology instructors</li> </ul>
EMP/ HRMP/ FMP/ SSMP	<p><b>Administrative Procedures:</b></p> <ul style="list-style-type: none"> <li>Develop a distance education plan to include the development and implementation of consistent standards and practices for faculty engaging in alternate modes of instruction</li> <li>Create the Disaster Preparedness Plan</li> <li>Publish Classified Handbook</li> <li>Complete annual comprehensive review of student services processes, administrative procedures and Board policies.</li> <li>Complete annual comprehensive automation projects list for Student Services</li> <li>Define an annual data-gathering regimen for student services.</li> </ul>

## **Section IV – Five Master Plans**

### **1. Educational Master Plan and Academic Staffing Plan**

#### **I. INTRODUCTION**

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

The college is committed to providing quality education offerings that meet the diverse needs of its student population. The college currently offers thirty-two (32) associate degrees, eighteen (18) certificates of achievement, and twelve (12) certificates of accomplishment within sixteen (16) credit programs. Additionally, the college provides basic skills instruction in writing, reading and mathematics. The Curriculum/Academic Standards Committee, a subcommittee of the Academic Senate, is responsible for insuring the integrity and quality of Lassen Community College curriculum and programs.

The college offers Academic Associate Degrees in: Natural Science, Physical Education, Social Science, University Studies Associate Degrees in Agriculture, Allied Health, Biological Science, Humanities, Mathematics/Physical Science, Natural Science, Social Science, and Associate Degrees for Transfer in Administration of Justice, Art History, Business Administration, Early Childhood Education, Sociology and Studio Art. The associate degrees offered in vocational specializations are Accounting, Administration of Justice, Agriculture Science and Technology, Automotive Technology, Childhood Development, Correctional Science, Drug and Alcohol Paraprofessional, Fire Technology, Firearms Repair, General Gunsmithing, Journalism, Human Services, Office Administrative Assistant, Vocational Nursing, and Welding Technology. In 2010-2011, 132 associate degrees, 98 certificates of achievement and 37 certificates of accomplishment were awarded.

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

The Academic Planning Committee, comprised of division chairs, the lead counselor, the instructional dean, dean of student services, curriculum committee representative, and office of instruction executive assistant is charged with the responsibility of addressing instructional planning needs for the college. The committee develops the Educational Master Plan and meets to discuss and make recommendations regarding present and future needs to sustain academic excellence.

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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 2012 -2017 plan is derived from recommendations found in the following instructional program reviews: 2008- Fine Arts- Art; 2008- Automotive Technology; 2009 – Basic Skills; 2009 – Developmental Studies; 2009 – Gunsmithing; 2009 – Journalism; 2010 -Natural Science/Mathematics; 2010 -Physical Education; 2010- Administration of Justice/Correctional Science; 2010- Business; 2010 Child Development, 2011 – Fire Technology, 2011 – Welding Technology, 2011-Work Experience and 2011-Licensed Vocational Nursing . Additionally information from the 2002 Library/Learning Resources, 2010-Distance Learning, 2010-Community Services, and 2011-Contract Education Non-instructional Program Reviews are included.

The Educational Master Plan consists of five Annual Action Plans covering each Academic Year from 2012-2013 to 2016-2017. The Annual Action Plans are reviewed and updated annually in the fall term. The five-year plan is presented to Consultation Council by the Academic Planning Committee for approval, prior to informing the development of the Facilities, Institutional Technology, Human Resources and Student Services Master Plans in the subsequent spring term.

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

The following individuals served as members of the 2011-2012 Academic Planning Committee:

Cheryl Aschenbach - Division Chair, Science/Business  
Colleen Baker -- Division Chair, Basic Skills/English/ Mathematics  
Sandy Beckwith - Lead Counselor  
Carie Camacho - Division Chair, Social Science  
Kayleigh Carabajal - Dean of Academic Services  
Sue Mouck – Representative from the Curriculum/Academic Standards Committee  
Ross Stevenson – Division Chair, Career/Technical/Health/Physical Education  
Cary Templeton - Dean of Student Services

### **III. 2012-2017 ACADEMIC ENCOMPASSING ELEMENTS**

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

#### **Element I – Professional Development**

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

#### **Element II - Capacity Building**

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

#### **Element III - Program Development**

Strengthening and enhancing existing programs as well as developing new programs will sustain Lassen Community College's educational leadership in northern California. Initial programs identified for enhancement are nursing, automotive and welding. Enhancement of additional programs will be identified through the instructional program review process.

## **Element IV – Outreach Implementation**

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

## **Element V – Capital Development**

The pathway elements provide the foundation for continued institutional development. The first four elements give the College the capacity to examine the feasibility of a proposed vision and bring it to fruition. Prospective visions identified thus far are: allied health institute, public safety academy, and performing arts center.

### **ACADEMIC STAFFING PROPOSAL 2012-2013 (recommended staffing positions in priority order)**

1. Replace full-time Nursing Instructor
2. Replace full-time Psychology Instructor—individual retired Spring 2010
3. One full-time Automotive Technology Instructor – individual retired 2007 (2008 Automotive Technology IPR recommendation # 1)
4. One full-time Art Instructor
5. One full-time Performing Arts Instructor (Music or Theater)
6. One full-time Foreign Language Instructor
7. One half-time (0.5) Librarian
8. One full-time Administrative Assistant
9. Replace full- time Physical/Biological Science Instructor – individual retired Spring 2010– (part-time pool weak in these disciplines) -[2010 Natural Science/Mathematics IPR recommendation] (Spring 2012)

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10. Hire a full-time Director of Nursing /Instructor Position (time needed to manage program, find clinical sites and instruct in program) [2010 Nursing IPR recommendation]
11. Add one full-time Fire Technology Instructor (2009 Fire Technology IPR)—new position - The new Fire Technology program was approved by the Chancellor’s Office Fall 2007
12. Add one full-time Nursing Instructor (2010 LVN IPR recommendation)

# Student Services Master Plan

## I. INTRODUCTION

The Student Services Master Plan was reviewed by the Student Services Management group and then also reviewed by the Student Services Planning Committee. The plan was then forwarded to the Consultation Council for inclusion in the Comprehensive Institutional Master Plan.

Student Services Vision: Lassen Community College will provide comprehensive services leading students to success as whole persons.

Student Services Emphasis: Lassen Community College seeks to help students develop as whole persons with a balanced approach to human growth in four areas:

- Mental- Quality and challenging academics leading to academic growth and solid vocational preparation
- Physical- Choosing healthy ways of living, physical health and fitness programming, active campus student life offering a variety of activities catering to students interests and abilities
- Intrapersonal- Introspective self-assessment and counseling using a variety of themes and non-credit workshops aimed at assisting the student to choose both academic areas of study and career pathways commensurate with their personal strengths, talents, personality traits, values, intelligence types (both emotional and mental), interests, etc.
- Interpersonal- Skills based on healthy ways of interacting with others delivered through non-credit workshops and special speaker seminars, intrusive student life interventions, student discipline based on solid conflict management and peace making strategies.

## Key Components for Student Support Services

- Matriculation
  - Registration Support Services
  - Assessment and Advising
  - Orientation
  - Academic Support Services/Supplemental Instruction/Tutoring
  - Early Warning and Retention Alert Systems
- Counseling and Guidance
- Career Center-Workstudy, CalWORKs and Work Experience Referral
- Articulation
- Transfer Readiness
- Programs for Targeted Populations
  - Disabled Students Programs and Services
  - CalWORKS
  - Extended Opportunities Programs and Services/CARE
  - Child Development Center
  - Kinship Care
  - Foster Youth
  - Veterans
- Admissions and Records
  - Admissions

- Athletic Eligibility
- Records and Attendance Accounting
- System Analysis
- Transcript Evaluations
- Financial Aid
  - Aid Processing and FAFSA processing
  - Loan Processing
  - VA Benefits
  - Federal Work Study Processing
  - Scholarship Processing
- Student Affairs, Leadership and Governance
  - Associated Student Body
  - Club Leadership including a growing club program for international students
  - Student Leadership Development
  - Student Life and Activities
- Residential Services
- Student Recognition Programming
  - Phi Theta Kappa National Honor Society
  - Annual Student Achievement Awards
  - Honors Lists (Deans, VP, Presidents)
- Outreach Services
  - College and Career Fairs
  - Pre K-12 School Relations
  - Advertising for registration
  - Reg To Go program Coordination
  - County Fair Coordination
  - Acoustic Café and Summer Nights on the Green
- Health Services
- Probation and Academic Disqualification Advising Services

## **II. STUDENT SERVICES PLANNING COMMITTEE**

The following individuals served as members of the 2011-12 Student Services Planning Committee:

- Ross Brosius – Faculty
- Karen Clancy– Classified
- Andy Faircloth – Faculty
- Sara Michels - Faculty
- Tom Rogers– Faculty
- Tena Rulofson – Management
- Janna Sandahl – Classified
- Cary Templeton, Dean of Student Services
- Krista Zavala - Student

### III. 2012-2017 integration with the Educational Master Plan

Capacity Building—While the instructional programs engineer the delivery of curriculum using innovative delivery systems the student services must also be engineered to deliver services using innovative and relevant technology. The college will build in both instruction and student services its capacity to maximize the student experience utilizing the power of technology.

Program Development—Student services will partner with new academic endeavors and programs of study to maximize the services needed for students to get advising, educational planning, counseling, assessment, registration services and financial aid. Students taking courses in blended delivery programs will need different patterns of access to student services. Impacted academic programs will need different patterns of enrollment advising and wait listing.

Outreach Implementation—The addition of classes offered via contract education, continuing education and community education will require student services to rethink its normal delivery of student services. Expanded opportunities for alternate delivery methods will expand the reach to outlying areas. The increase in on-line courses will expand the geographic reach of the campus while requiring student services to improve our communication with students via an effective electronic interface. The expansion of diversity via more targeted international student recruitment will require student services to become more accommodating to students with strong cultural and language differences as well as providing showcases for the cultural traditions brought by students with more diversity.

#### The Institutional Approach

- Academics, advising, counseling, and student life will be focused on whole person student development and success both in and out of classroom. LCC will have a commitment to strengths based counseling and advising.
- An institutional commitment to student learning. Additional integration with the learning resource center, faculty, tutoring, retention support services, early alert notification of student duress, student achievement and satisfaction survey information gathered for assessment purposes.
- An institutional understanding of the force field student success model with a commitment to reduce barriers to student success throughout the institution.
- An institutional commitment to use technology effectively in all forms of student services including registration, orientation, academic advising, financial aid processing and notification, grading and attendance accounting, payment of fees and providing a student friendly web portal to access student records.

# Institutional Technology Master Plan

## I. INTRODUCTION

Lassen Community College strives to use technology to achieve institutional goals for student success and provide a modern telecommunication infrastructure for college staff. The college maintains a full spectrum of technology infrastructure and services, including domain servers, switched fiber network, e-mail hosted by LCOE, Voice Over IP telephone system including voice mail, fully-equipped desktops for all staff as well as student labs, configurable anti-virus and anti-spam services, and public Web pages. An integrated administrative software suite, Datatel Colleague, provides functionality in HR, Finance, and Student applications, and includes a Web self-service interface. A Learning Management System platform (Moodle) is remotely hosted. Instructional media (projectors, DVD, overhead) are available in some classrooms. As of Fall 2011, 11 classrooms have been upgraded with Interactive Whiteboards, Wifi Networking, and/or Infer Red Polling Devices (“Clickers”), designating them as “Smart” Classrooms.

The Research, Planning and Information Services (RPIS) Department, consists of four staff: three Information Technology Specialists supporting servers, network, end user devices (phones, fax, desktops, laptops, printers) one Programmer/Analyst supporting Datatel (currently vacant) and a Data Systems Analyst. Other technology support functions are contracted externally e.g., Web page maintenance and Datatel updates.

The college-wide Institutional Technology Committee, comprised of members from each constituent group, is charged with the responsibility of addressing institutional technology needs. The Committee develops the Institutional Technology Master Plan and meets to discuss and make recommendations regarding present and future technology needs. Operational technology decisions are also based on RPIS Department advice and deliberations. The RPIS Department is subject to the Non-Instructional Program Review (NIPR) cycle, with the last full review conducted in 2011.

The plan focuses on the alignment of institutional technology with curricular needs as outlined in the Educational Master Plan, the ongoing assessment of current technological requirements, oversight and direction of the WebAdvisor interface, periodic review of the Lassen Community College website in an effort to ensure that student needs are being met, and prioritization of technology initiatives with emphasis given to meeting students’ needs in the classroom and to attracting new students.

## II. INSTITUTIONAL TECHNOLOGY PLANNING COMMITTEE

The following individuals served as members of the 2011-2012 Institutional Technology Planning Committee:

- Terry Bartley (Management) – Staff Accountant/Manager, Business Office
- Kayleigh Carabajal (Administration) – Dean of Academic Services
- Logan Merchant (Classified) – Information Technology Specialist (Server/Network), RPIS
- Robin Padgett (Management) – Job Placement Specialist, CalWORKS
- Richard Swanson (Faculty) – English
- Elaine Theobald (Classified) – Information Technology Specialist (Desktop), RPIS
- Jackson Ng (Faculty) – Mathematics (alternate member)
- Tom Jeffries (Faculty) – Nursing

- Kam Vento (Faculty) – Business
- Brittany Bowman – Associated Student Body (ASB)

### **III. 2012-2017 INSTITUTIONAL TECHNOLOGY EXPECTATIONS AND STANDARDS**

#### **Expectation 1: Systems Assurance**

Standards:

- Life-cycle management
- Emergency preparedness
- Policies and procedures to protect assets

#### **Expectation 2: Organizational Effectiveness and Efficiency**

Standards:

- Quality data
- Unified communications and access
- Document management
- Online services and tools
- Training
- Policies and procedures to simplify use
- Reporting compliance

#### **Expectation 3: Student Excitement**

Standards:

- Computing capabilities that enrich student learning and experience
- Online services capacity
- Online learning and media capacity

## **2. Facilities Master Plan**

### **I. INTRODUCTION**

The main campus consists of 248,195 square feet of space divided among fifteen buildings, four re-locatable buildings and nineteen outbuildings located on approximately 184 acres. All programs and services are housed in buildings designed for, or appropriate to their use with the exception of the Nursing Program. The Nursing Program is housed in a re-locatable building scheduled for removal through the Capital Outlay Program. In addition to classrooms, laboratories and offices, the college has a 130-bed dormitory, a library, cafeteria, several computer rooms, and a large gymnasium. The main campus maintains an all-weather running track, a softball facility, thirty-horse stables, an agricultural production facility and a complete rodeo arena. Lassen maintains a lease to operate the Coppervale Ski Hill fifteen miles west of the main campus. That facility is used for both ski instruction and public recreation. Lassen also maintains a lease with the City of Susanville Parks and Recreation District for the use of a baseball field.

The Director of Facilities is responsible for the physical plant. The Maintenance and Operations staff consists of four maintenance specialists; one five-month grounds maintenance person, one full-time classified custodial lead person, and three full-time custodians.

### **II. FACILITIES PLANNING COMMITTEE**

The following individuals served as members of the 2011-2012 Facilities Master Planning Committee:

- Dr. Kayleigh Carabajal - (Dean of Academic Services)
- Cary Templeton - (Dean of Student Services)
- Michael Giampaoli - (Faculty)
- Ross Stevenson - (Faculty)
- Brian Wolf - (Faculty)
- Eric Rulofson –(Management, committee chair)
- Francis Beaujon –(Management)
- Shelly Baxter – (Management, alternate)
- Patrick Clancy – (Classified)
- Phil Horner – (Classified)

### **III. 2012-2017 FACILITIES EXPECTATIONS AND STANDARDS**

#### **Expectation 1: Provide beautiful, clean well-maintained grounds**

Standards:

- Use water conservation practices
- Create low maintenance xeri-scaping
- Provide adequate resources to maintain campus cleanliness
- Reduce the overall carbon footprint of the college
- Promote a healthful college environment

#### **Expectation 2: Provide a safe and secure campus**

Standards:

- Maintain adequate exterior lighting
- Maintain the security of District assets
- Maintain safe walkways and parking access in inclement weather
- Maintain and provide campus security systems

#### **Expectation 3: Provide barrier free access to campus facilities**

Standards:

- Ensure all new construction and major remodels include barrier free access
- Assure campus access and navigation

#### **Expectation 4: Optimize the utilization of campus space**

Standards:

- Integrate planning, utilization and communication
- Maintain facilities for optimal energy and personnel efficiency
- Provide educational environments that are appropriate to the discipline

### **3. Human Resources Master Plan**

#### **I. INTRODUCTION**

The Human Resources Master Plan is compiled annually following the completion of the Educational Master Plan, the Student Services Master Plan, the Institutional Technology Master Plan and the Facilities Master Plan. The plan draws the human resource-related needs from each of these plans to include staffing, professional development, performance evaluation and accountability to external agencies.

The Human Resources Department of Lassen College identifies and manages the administrative functions of recruitment, selection, evaluation and professional development needs of the academy to ensure a fully staffed and highly functioning cadre of employees. Further, it has the responsibility to review and consider job design, technological changes, budgets, diversity plans and customer service.

The Human Resources Department is composed of two (2) funded full-time positions one (1) Human Resources Manager and one (1) HR Technician, and one (1) part-time student worker, supervised by the President's Office.

The Human Resource Department works in partnership with the Human Resources Planning Committee and the Flex Faculty and Staff Development Coordinator to implement, track and evaluate these professional development needs. The Human Resources Planning Committee is also responsible for the completion of the Faculty and Staff Development Plan [Available on the College Website]

#### **II. HUMAN RESOURCES PLANNING COMMITTEE**

The following individuals served as members of the 2011-2012 Human Resources Planning Committee:

- Nancy Bengoa-Beterbidge – Faculty
- Dr. Kayleigh Carabajal – Dean of Academic Services
- Susie Hart - Confidential
- Mary Hasselwander - Classified
- Cindy Howe- Flex Coordinator
- Carrie Nyman – Faculty
- Kathy Rhymes – Faculty
- Vickie Ramsey – Human Resource Manager
- Bill Studt – Interim Superintendent/President
- Tami Wattenberg – Classified

#### **III. 2012-2017 HUMAN RESOURCES EXPECTATIONS AND STANDARDS**

##### **Expectation 1: Provide Timely and Effective Recruitment, Selection, Orientation and Evaluation for Administrative, Faculty and Classified Employment Classifications**

Standards:

- Diverse candidate pools

- Written selection procedures
- Robust New Employee Orientation
- Established timelines and accountability for probationary and annual evaluations

### **Expectation 2: Provide Excellent Customer Service to Applicants and Inside Requestors**

#### Standards:

- Established electronic protocol system for notifying candidates of the status of their applications
- Appropriate first-contact with all individuals contacting the Human Resources Office
- Timely responses to inquiries from staff and the public

### **Expectation 3: Provide Timely In-Service to Meet the Demands of State and Federal Mandated Trainings**

#### Standards:

- Timely sexual harassment training to all new and existing staff
- Currency in the 2-year Sexual Harassment training cycle for Administrators and Managers
- Child abuse reporting training for all staff. Ensure all new staff is provided the training within thirty (30) days of starting work
- Training on Family Education Rights to Privacy Act (FERPA) for all staff
- Disaster Preparedness Training for all staff

**ACADEMIC SERVICES ACTION PLAN**

**APPENDIX A**

The Educational Master Plan Action Plan for 2012-2017 consists of five major emphases or foci:

**Academic Services Action Plan 2012-2013 – 10 Strategies**

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures/ Evidence
4	4.1.d.	<p><b>Professional Development – Training:</b></p> <ul style="list-style-type: none"> <li>• Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) – Auto plus 3 faculty</li> <li>• Classroom Technology Training - 17% of adjunct and FT faculty</li> <li>• Andragogical Training-17% of adjunct and FT faculty</li> <li>• On-Course Training-17% of adjunct and FT faculty</li> </ul>	Increased use of technology in classroom instruction in order to reach the technologically sophisticated modern student.	2012-2013	<p>Flex Coordinator</p> <p>Title III Director/IT Director</p> <p>Title III Director</p> <p>Title III Director</p>	
1	1.3b	<p><b>Professional Development – Dialog about the Assessment of Student Learning Outcomes</b></p> <ul style="list-style-type: none"> <li>• Hold one assessment methods training during Fall semester</li> <li>• Two meetings per Division per semester</li> <li>• Hold two campus Student Learning Round Table (1 per semester)</li> <li>• Attend Student Learning Institute-1 faculty per division</li> </ul>	Increased understanding of the value of documenting the assessment of student learning outcome through dialog.	2012-2013	<p>Flex Coordinator</p> <p>Division Chairs</p>	Evidence of assessment of student learning outcomes impacting changes in courses and programs as well as enhanced integration into program review and institutional planning
3	3.3.c.	<p><b>Capacity Building - Alternative Delivery Training:</b></p> <ul style="list-style-type: none"> <li>• Faculty training for online instruction</li> </ul>	Increased access to curriculum for students through increased number and quality of online courses	2012-2013	<p>Online site Administrator</p> <p>Online Mentor</p> <p>Flex Coordinator</p>	<p>Training of forty participants</p> <p>Increase number of online delivered courses from 9 to 90</p>
4	4.2.b.	<p><b>Capacity Building – Institutional Technology</b></p> <ul style="list-style-type: none"> <li>• 11 smart classrooms</li> <li>• [Hum 106, 204; CA 113, 123A, 202, 204, 207, 209G, MS 123 or 128; Trades 103B, 104D</li> <li>• Business Computer Lab (CA123A)</li> </ul>	<p>Improved classroom instruction through the availability of technology</p> <p>Enhancement of Business</p>	2012-2013	<p>Facilities Director</p> <p>Department Faculty</p> <p>Information Services</p> <p>Division Chair</p> <p>Business Faculty</p>	<p>Total of 21 operational smart classrooms</p> <p>Operational Business Computer Lab (CA123A)</p>

		<ul style="list-style-type: none"> <li>Create a full facility classroom assessment</li> </ul>	<p>program</p> <p>Improved data for informed decisions</p>		<p>Facilities Director</p> <p>Facilities Director Dean of Administrative Services</p>	<p>Prioritized list of classroom renovations included in and implemented through the facility maintenance plan</p>
2	2.1.a	<p><b>Program Development – Nursing</b></p> <ul style="list-style-type: none"> <li>Nursing Expansion</li> <li>Facilities</li> <li>Curriculum</li> </ul>	<p>Provide for the success of VN students</p> <p>Initiate RN program for an underserved population in the area</p>	2012-2013	<p>VN Director Division Chair</p> <p>Dean of Academic Services Dean of Admin Services</p> <p>VN Director Division Chair</p>	<p>Nursing Program serving 30 VN students</p> <p>Three-year temporary solution to facilities needs of Nursing program and Long range/permanent solution</p> <p>RN Bridge curriculum</p>
2	2.1.b.	<p><b>Program Development – Automotive</b></p> <ul style="list-style-type: none"> <li>Curriculum</li> <li>Apply for ASE Certification</li> <li>Facility Modification</li> <li>Equipment</li> </ul>	<p>Provide students opportunity for ASE Certification</p>	2012-2013	<p>Division Chair</p> <p>FT Auto Instr. Facilities Director</p>	<p>Approval from ASE Facility and Equipment meet ASE specifications</p>
2	2.1.d.	<p><b>Program Development – Welding</b></p> <ul style="list-style-type: none"> <li>Preparation for AWS application (submit early Fall 2013)</li> </ul>	<p>Provide students opportunity for AWS Certification</p>	2012-2013	<p>FT Welding Faculty</p>	<p>AWS Granted</p>
2	2.1.c.	<p><b>Program Development – IPR Recommendations</b></p> <ul style="list-style-type: none"> <li>Monitor feasibility of recommendations from program IPRs</li> <li>Staffing</li> <li>Facilities renovations for Agriculture program</li> </ul>	<p>Improved instruction through the appropriate integration of recommendations into the planning and budget allocation process.</p>	2012-2013	<p>Division Chairs</p>	<p>Funded Program Improvements with resulting improvement in student learning outcomes</p>
2	2.3.a.	<p><b>Outreach Implementation – Contract Education/Continuing Education/Community Services</b></p> <ul style="list-style-type: none"> <li>Evaluate Needs Assessment to determine outreach method</li> <li>Establish outreach infrastructure</li> <li>Conduct a feasibility check to determine outreach offerings</li> </ul>	<p>Offer self supporting outreach as appropriate</p>	2012-2013	<p>Dean of Academic Services Division Chairs</p>	<p>Student success and satisfaction in contract education/continuing education/community services</p>

3	3.5.a	<b>Outreach Implementation – International Students</b> <ul style="list-style-type: none"> <li>• Prepare International Student Program</li> <li>• Recruit students from the Pacific Rim</li> </ul>	Increased diversity of student population and service to an un-served population of students	2012-2013	International Student Advisor	Annual enrollment of at least twelve students
6	6.2.a.	<b>Vision: Institutional Development</b> <ul style="list-style-type: none"> <li>• Allied Health Institute</li> <li>• Public safety Academy</li> <li>• Performing Arts Center</li> </ul>	Write a proposal using Feasibility Study Methodology  Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion  Dean of Academic Services Division Chairs	

**Academic Services Action Plan 2013-2014 - 10 Strategies**

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
4	4.1.i.	<b>Professional Development – Training:</b> <ul style="list-style-type: none"> <li>• Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) – Welding plus 3 faculty</li> <li>• Classroom Technology Training - 17% of adjunct and FT faculty</li> <li>• Andragogical Training-17% of adjunct and FT faculty</li> <li>• On-Course Training-17% of adjunct and FT faculty</li> </ul>	Increased use of technology in classroom instruction in order to reach the technologically sophisticated modern student.	2013-2014	Flex Coordinator Title III Director/IT Director Title III Director	
1	1.3.b.	<b>Professional Development – Dialog about the Assessment of Student Learning Outcomes</b> <ul style="list-style-type: none"> <li>• Hold one assessment methods training based on needs identified in 12/13</li> <li>• Two meetings per Division per semester</li> <li>• Hold two campus Student Learning Round Table (1 per semester)</li> <li>• Attend Student Learning Institute-1 faculty per division</li> </ul>	Increased understanding of the value of documenting the assessment of student learning outcome through dialog.	2013-2014	Flex Coordinator Division Chairs	Evidence of assessment of student learning outcomes impacting changes in courses and programs as well as
3	3.3.d. & f.	<b>Capacity Building - Alternative Delivery Training:</b> <ul style="list-style-type: none"> <li>• Faculty training for online instruction</li> <li>• Training for alternative instructional technologies</li> <li>• Evaluate Moodle online platform</li> <li>• Evaluate student success</li> </ul>		2013-2014	Online site Administrator Online Mentor Flex Coordinator	Training of twenty participants  75% of courses web-enhanced

3	3.1.c.	<b>Capacity Building – Institutional Technology</b> <ul style="list-style-type: none"> <li>Virtual Library/Open access computing</li> <li>Create a 3-yr Refresh Plan (hardware/software, Smart classrooms, faculty computers &amp; computer labs)</li> </ul>		2013-2014	Librarian Facilities Director Dean of Academic Services IT Director	Operational Virtual Library
2	2.1.g.	<b>Program Development – Nursing</b> <ul style="list-style-type: none"> <li>Curriculum</li> <li>Program Expansion</li> <li>Facilities</li> </ul>	Provide for the success of VN students	2013-2014	VN Director Division Chair  Dean of Academic Services Dean of Admin Services	RN Bridge curriculum approved  Develop Comprehensive Allied Health Program & continuing educational unit (CEU) framework
2	2.1.f.	<b>Program Development – Automotive</b> <ul style="list-style-type: none"> <li>Equipment</li> </ul>	Provide students opportunity for ASE Certification	2013-2014	Division Chair  FT Auto Instr. Facilities Director	Facility and Equipment meet ASE specifications
2	2.1.h.	<b>Program Development – Welding</b> <ul style="list-style-type: none"> <li>Apply for AWS testing site</li> </ul>	Provide students opportunity for AWS Certification	2013-2014	FT Welding Faculty	Approval of AWS testing site
2	2.1.c.	<b>Program Development – IPR Recommendations</b> <ul style="list-style-type: none"> <li>Monitor feasibility of recommendations from program IPRs</li> <li>Staffing</li> <li>Facilities renovations</li> </ul>		2013-2014	Division Chairs	Program Improvements

2	2.3.d.	<b>Outreach Implementation – Contract Education/Continuing Education/Community Services</b> <ul style="list-style-type: none"> <li>Evaluate outreach infrastructure</li> <li>Evaluate Contract education performance</li> <li>Evaluate community service offerings</li> <li>Evaluate continuing education offerings</li> </ul>	Modify as appropriate	2013-2014	Dean of Academic Services Division Chairs	
3	3.5.a.	<b>Outreach Implementation – International Students</b> <ul style="list-style-type: none"> <li>Enroll students</li> <li>Continue Pacific Rim Recruitment</li> </ul>		2013-2014	International Student Advisor	Twelve students matriculated and integrated into campus community Recruitment of 15-20 students

**Academic Services Action Plan 2014-2015 – 9 Strategies**

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
4	4.1.j.	<b>Professional Development – Training:</b> <ul style="list-style-type: none"> <li>Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) – 4 faculty</li> <li>Classroom Technology Training - 25% of adjunct and FT faculty</li> <li>Andragogical Training-25% of adjunct and FT faculty</li> </ul>		2014-2015	Flex Coordinator Title III Director/IT Director Title III Director Title III Director	
1	1.3.b.	<b>Professional Development – Dialog about the Assessment of Student Learning Outcomes</b> <ul style="list-style-type: none"> <li>Hold one assessment methods training during fall semester</li> <li>Two meetings per Division per semester</li> </ul>	Increased dialog about student	2014-2015	Flex Coordinator Division Chairs	Evidence of assessment of student learning outcomes
3	3.3.g.	<b>Capacity Building - Alternative Delivery Training:</b> <ul style="list-style-type: none"> <li>Faculty training for online instruction</li> <li>Training for alternative instructional technologies</li> </ul>		2014-2015	Online site Administrator Online Mentor Flex Coordinator	Training of thirty participants  100% of courses web-
4	4.2.i.	<b>Capacity Building – Institutional Technology</b> Implement Refresh Plan Year one		2014-2015	IT Director	33% of campus technology Refreshed

2	2.1.i.	<b>Program Development – Nursing</b> <ul style="list-style-type: none"> <li>Evaluation and Realignment of Allied Health Program</li> </ul>	Optimize program effectiveness	2014-2015	VN Director Division Chair Dean of Academic Services	
2		<b>Program Development – Automotive</b> <ul style="list-style-type: none"> <li>Equipment</li> </ul>	Provide students opportunity for ASE Certification	2014-2015	FT Auto Instr.	Facility and Equipment meet ASE specifications
2	2.1.c.	<b>Program Development – IPR Recommendations</b> <ul style="list-style-type: none"> <li>Monitor feasibility of recommendations from program IPRs</li> <li>Staffing</li> <li>Facilities renovations</li> </ul>		2014-2015	Division Chairs	Program Improvements
2	2.3.f.	<b>Outreach Implementation – Contract Education/Continuing Education/Community Services</b> <ul style="list-style-type: none"> <li>Evaluate outreach infrastructure</li> <li>Evaluate Contract education performance</li> <li>Evaluate community service offerings</li> <li>Evaluate continuing education offerings</li> </ul>	Modify as appropriate	2014-2015	Dean of Academic Services Division Chairs	
3	3.5.a.	<b>Outreach Implementation – International Students</b> <ul style="list-style-type: none"> <li>Enroll students</li> <li>Continue Pacific Rim Recruitment</li> </ul>	Recruit 15-20 students annually  Integration of student athletes into campus community	2013-2014	International Student Advisor	Twelve students matriculated and integrated into campus community

**Academic Services Action Plan 2015-2016 – 5 Strategies**

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
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4		<b>Professional Development – Training:</b> <ul style="list-style-type: none"> <li>• Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) – 4 faculty</li> <li>• Classroom Technology Training - 25% of adjunct and FT faculty</li> <li>• Andragogical Training-25% of adjunct and FT faculty</li> </ul>	Increased use of technology in classroom instruction	2015-2016	Flex Coordinator Title III Director/IT Director Title III Director Title III Director	
1		<b>Professional Development – Dialog about the Assessment of Student Learning Outcomes</b> <ul style="list-style-type: none"> <li>• Hold one assessment methods training during fall semester</li> <li>• Two meetings per Division per semester</li> <li>• Hold two campus Student Learning Round Table (1 per semester)</li> <li>• Attend Student Learning Institute-1 faculty per division</li> </ul>	Increased dialog about student learning outcome assessment	2015-2016	Flex Coordinator Division Chairs	Evidence of assessment of student learning outcomes impacting changes in courses and programs as well as enhanced integration into program review and institutional planning
3		<b>Capacity Building - Alternative Delivery Training:</b> <ul style="list-style-type: none"> <li>• Faculty training for online instruction</li> <li>• Training for alternative instructional technologies</li> </ul>		2015-2016	Online site Administrator Online Mentor Flex Coordinator	Training of fifteen participants  Training of twenty participants
4		<b>Capacity Building – Institutional Technology</b> Implement Refresh Plan Year Two		2015-2016	IT Director	33% of campus technology Refreshed
2		<b>Program Development – IPR Recommendations</b> <ul style="list-style-type: none"> <li>• Monitor feasibility of recommendations from program IPRs</li> <li>• Staffing</li> <li>• Facilities renovations</li> </ul>		2015-2016	Division Chairs	Program Improvements

**Academic Services Action Plan 2016-2017 – 5 Strategies**

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
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4		<b>Professional Development – Training:</b> <ul style="list-style-type: none"> <li>• Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) – 4 faculty</li> <li>• Classroom Technology Training - 25% of adjunct and FT faculty</li> <li>• Andragogical Training-25% of adjunct and FT faculty</li> </ul>	Increased use of technology in classroom instruction	2016-2017	Flex Coordinator Title III Director/IT Director Title III Director Title III Director	
1		<b>Professional Development – Dialog about the Assessment of Student Learning Outcomes</b> <ul style="list-style-type: none"> <li>• Hold one assessment methods training during fall semester</li> <li>• Two meetings per Division per semester</li> <li>• Hold two campus Student Learning Round Table (1 per semester)</li> <li>• Attend Student Learning Institute-2 faculty</li> </ul>	Increased dialog about student learning outcome assessment	2016-2017	Flex Coordinator Division Chairs	Evidence of assessment of student learning outcomes impacting changes in courses and programs as well as enhanced integration into program review and institutional planning
3		<b>Capacity Building - Alternative Delivery Training:</b> <ul style="list-style-type: none"> <li>• Faculty training for online instruction</li> <li>• Training for alternative instructional technologies</li> </ul>		2016-2017	Online site Administrator Online Mentor Flex Coordinator	Training of fifteen participants  Training of twenty participants
4		<b>Capacity Building – Institutional Technology</b> Implement Refresh Plan Year Three		2016-2017	IT Director	33% of campus technology Refreshed
2		<b>Program Development – IPR Recommendations</b> <ul style="list-style-type: none"> <li>• Monitor feasibility of recommendations from program IPRs</li> <li>• Staffing</li> <li>• Facilities renovations</li> </ul>		2016-2017	Division Chairs	Program Improvements

Student Services Plan 2012-2013 – 8 strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.2.a.	Assess and implement steps to increase student access and the actual awarding of financial aid	Review all students who do not apply for financial aid and develop departmental strategies to increase the number of students who apply for financial aid. Goal: 90% of eligible LCC students are actually applying.	Spring 2013	Director of Financial Aid	
3	3.2.b.	Update the Student Equity Plan	Complete a comprehensive data review of student access to Lassen College updating the last plan with current data and making appropriate changes if any group is found to have their access to a LCC college education being limited/restricted	Summer 2013	Dean of Student Services Dean of Academic Services	
5	5.5.a.	Annually review the staffing, facility and student service programs making recommendations for departmental changes to improve LCC’s service to students	Annually review and utilize position openings as opportunities to improve student services over the next 24 months	Spring 2013	Dean of Student Services	
5	5.5.b.	Review the comprehensive automation projects list annually.	Based on this annual review confirm the automation projects student services will seek to implement over the next 24	Summer 2013	Dean of Student Services, Student Services Management Group	

			months.			
3	3.6.b.	<p>Improve technology services in Admissions and Records, Financial Aid and Counseling:</p> <ul style="list-style-type: none"> <li>• Scanning technology for student records</li> <li>• Improved communication for FASFA information</li> <li>• Document imaging</li> <li>• Degree Audit</li> <li>• Ecommunications in all Student Services departments</li> </ul>	To improve efficiency and effectiveness	Summer 2013	<p>Dean of Student Services Admissions and Records Financial Aid Counseling Department</p>	
3	3.1.b.	<p>Prepare for increase in international recruitment and address the Student Life NIPR recommendation to more adequately staff and program for student affairs.</p> <p>Utilize existing management in Student Services to improve our student affairs supervision to</p> <ul style="list-style-type: none"> <li>• coordinate clubs (inc. new international club),</li> <li>• develop an advisors manual for student organizations and clubs</li> <li>• help manage and supervise the activities and events sponsored by ASB including statewide and regional conferences/assemblies</li> <li>• assist in student leadership development,</li> <li>• prepare and work with club advisors,</li> <li>• monitor ASB ambassadors and</li> <li>• coordinate with campus outreach initiatives with Lassen Peaks and others.</li> </ul>	To improve the sense of community on campus for students, staff and faculty and to improve the diversity of student experiences on campus.	Summer 2013	Dean of Student Services	

1	1.2.b.	The development of an early alert system of follow-up to student success must be built.	Students who are struggling to be successful would be identified and interventions suggested and provided to the student.	Summer 2013	Dean of Student Services, Dean of Academic Services	
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**Student Services Plan 2013-2014 – 4 strategies**

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
5	5.5.a.	Annually review the staffing, facility and service components making recommendations for departmental changes to improve LCC's service to students	Annually review and utilize position openings as opportunities to improve student services over the next 24 months	Summer 2014	Dean of Student Services	
5	5.5.b	Review the comprehensive automation projects list annually.	Based on this annual review confirm the automation projects student services will seek to implement over the next 24 months.	Summer 2014	Dean of Student Services, Student Services Management Group	
3	3.3.f.	Faculty training for online instruction by counseling faculty member	Integration of online counseling and student services for growing online student population.	Summer 2014	Dean of Student Services, Dean of Academic Services	
4	4.1.i.	Implementation of an annual Student Services Professional Development plan.	Annually the managers of the Student Services service areas will prepare an annual plan for a coordinated professional development curriculum and schedule the training events prior to the end of the previous year.	Summer 2014	Dean of Student Services	

**Student Services Plan 2014-2015 - 4 strategies**

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
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5	5.5.a.	Annually review the staffing, facility and service components making recommendations for departmental changes to improve LCC's service to students	Annually review and utilize position openings as opportunities to improve student services over the next 24 months	Summer 2016	Dean of Student Services	
5	5.5.b.	Review the comprehensive automation projects list annually.	Based on this annual review confirm the automation projects student services will seek to implement over the next 24 months.	Summer 2016	Dean of Student Services, Student Services Management Group	
3	3.3.g.	Faculty training for online instruction by counseling faculty member	Integration of online counseling and student services for growing online student population.	Summer 2016	Dean of Student Services, Dean of Academic Services	
4	4.1.i.	Implementation of an annual Student Services Professional Development plan.	Annually the managers of the Student Services service areas will prepare an annual plan for a coordinated professional development curriculum and schedule the training events prior to the end of the previous year.	Summer 2016	Dean of Student Services	

### Student Services Plan 2015-2016

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
5	5.5.a.	Annually review the staffing, facility and service components making recommendations for departmental changes to improve LCC's service to students	Annually review and utilize position openings as opportunities to improve student services over the next 24 months	Summer 2016	Dean of Student Services	
5	5.5.b.	Review the comprehensive automation projects list annually.	Based on this annual review confirm the automation projects student services will seek to implement over the next 24 months.	Summer 2016	Dean of Student Services, Student Services Management Group	
3	3.3.g.	Faculty training for online instruction by counseling faculty member	Integration of online counseling and student services for growing online student population.	Summer 2016	Dean of Student Services, Dean of Academic Services	
4	4.1.i.	Implementation of an annual Student Services Professional Development plan.	Annually the managers of the Student Services service areas will prepare an annual plan for a coordinated professional development curriculum and schedule the training events prior to the end of the previous year.	Summer 2016	Dean of Student Services	

### Student Services Plan 2016-2017

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance
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						Measures
5	5.5.a.	Annually review the staffing, facility and service components making recommendations for departmental changes to improve LCC's service to students	Annually review and utilize position openings as opportunities to improve student services over the next 24 months	Summer 2017	Dean of Student Services	
5	5.5.b.	Review the comprehensive automation projects list annually.	Based on this annual review confirm the automation projects student services will seek to implement over the next 24 months.	Summer 2017	Dean of Student Services, Student Services Management Group	
3	3.3.g.	Faculty training for online instruction by counseling faculty member	Integration of online counseling and student services for growing online student population.	Summer 2017	Dean of Student Services, Dean of Academic Services	
4	4.1.i.	Implementation of an annual Student Services Professional Development plan.	Annually the managers of the Student Services service areas will prepare an annual plan for a coordinated professional development curriculum and schedule the training events prior to the end of the previous year.	Summer 2017	Dean of Student Services	

Institutional Technology Plan 2012-2013 – 7 Strategies						
Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
4	4.2.a.	Equip Teaching Center in HU 102	Teaching Center established for faculty professional development on instructional technology and alternative delivery modalities	Summer 2012	Dean of Academic Services, RPIS, ITPC, Director of Facilities	Added professional development capability and training for faculty and staff
4	4.2.c.	Equip a Business Computer Lecture/Lab in CA123A	Establish a lab for planned expansion of the Business Program and establishment of appropriate external partnerships	Summer 2012	Dean of Academic Services, Division Chair, Business program faculty, RPIS, Director of Facilities	Business Program development and added to capacity to build an entrepreneurial business center
4	4.2.b.	Equip instructional spaces with state-of-the-art technology (i.e., Smart Classrooms)	To maximize the use of technology in teaching and learning at the college	5 - Fall 2012 6 - Spring 2013	RPIS, Academic Senate, Dean of Academic Services, Dean of Administrative Services, Director of Facilities	Phased implementation including eleven classrooms equipped
3	3.6.a.	Expand WebAdvisor functionality	Assure increasing accessibility and federal compliance	Fall 2012	RPIS, Dean of Student Services	Added online service capability and training for students, faculty and staff
1	1.3.a.	Implement and pilot WEAVE Online	To maximize the integration of planning and assessment	Fall 2012	RPIS, Title III Activity Director, Consultation Council, Academic Senate, Cabinet	Installation and implementation of web-hosted solution. LCC campus personnel training and pilot areas established
6	6.1.d.	Assure a vital Web presence	Regular review of content and functionality of LCC Portal/website  Survey users for feedback  Update website as needed	Summer 2012  Summer 2012  Fall 2012	RPIS, ITPC  RPIS, ITPC  RPIS, Dean of Academic Services, Dean of Student Services	Added online service capability and training for students, faculty and staff
3	3.1.a.	Offer LCC assigned student email addresses for all current students	Promote more reliable communication with students, staff and faculty	Fall 2012	RPIS, ITPC	Automatic assignment of college email to students

**Institutional Technology Plan 2013-2014 -6 strategies**

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1.c.	Equip "Virtual Library" with learning stations (18 computers)	To maximize the use of technology in teaching and learning at the college	Fall 2013	RPIS, Dean of Academic Services, Dean of Administrative Services, Director of Facilities	Reduced square footage dedicated to stacks, student study carols and group learning spaces created, 50% increase in student computer usage in library
1	1.3.e.	Institutionalize the use of WEAVEOnline	To maximize the integration of planning and assessment	Spring 2014	RPIS, Consultation Council, Academic Senate, Cabinet	Ongoing LCC campus personnel training and routine usage of results and reports in data-informed decision making
5	5.1.b.	Maximize capacity in Datatel (Degree Audit and Communication Management)	Increased capacity to communicate with students, faculty and staff	Fall 2013	RPIS, Dean of Administrative Services, Dean of Student Services	Implemented and evaluated
5	5.1.c.	Establish an intranet for web-based communication	Evaluation of current use of SharePoint document management system	Fall 2013	RPIS	Scan and store all documents electronically. Implement electronic communication across campus personnel
			Employees will electronically create and submit standard LCC forms	Fall 2013	All LCC Campus Personnel	
			Implement Image Now	Fall 2013	RPIS, ITPC, Dean of Administrative Services	
4	4.2.g	Create a 3-year Refresh Plan (hardware/software, Smart classrooms, computer labs and faculty, staff and student computers)	Assure state-of-the art technology maintained at LCC	Fall 2013	RPIS, ITPC, Cabinet	Approved Refresh Plan for 2014-2015 implementation
6	6.1.d.	Assure a vital Web presence	Regular review of content and functionality of LCC Portal/website	Spring 2014	RPIS, ITPC	Added online service capability and training for students, faculty and staff
			Survey users for feedback	Spring 2014	RPIS, ITPC	
			Update website as needed	Spring 2014	RPIS, Dean of Academic Services, Dean of Student Services	

### Institutional Technology Plan 2014-2015 - 3 strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
4	4.3	4.3.x. Equip instructional spaces with state-of-the-art technology (i.e., Smart Classrooms)	To maximize the use of technology in teaching and learning at the college	Fall 2014	RPIS, Academic Senate, Dean of Academic Services, Dean of Administrative Services	Implementation of refreshes for all Smart classrooms
6		Assure a vital Web presence	Regular review of content and functionality of LCC website  Update website as needed	Fall 2014  Fall 2014	RPIS, ITPC  RPIS, ITPC, Dean of Academic Services, Dean of Student Services	Added online service capability and training for students, faculty and staff
4	4.2.i.	Implement Refresh Plan Year 1	Assure state-of-the art technology maintained at LCC	Spring 2015	Dean of Administrative Services, RPIS	Phase 1 of Refresh Plan completed

### Institutional Technology Plan 2015-2016 - 2 strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
6	6.1.d.	Assure a vital Web presence	Regular review of content and functionality of LCC website  Update website as needed	Fall 2015  Fall 2015	RPIS, ITPC  RPIS, ITPC, Dean of Academic Services, Dean of Student Services	Added online service capability and training for students, faculty and staff
4	4.2.j.	Implement Refresh Plan Year 2	Assure state-of-the art technology maintained at LCC	Spring 2016	Dean of Administrative Services, RPIS	Phase 2 of Refresh Plan completed

### Institutional Technology Plan 2016-2017 - 2 strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
6	6.1.d.	Assure a vital Web presence	Regular review of content and functionality of LCC website  Update website as needed	Fall 2016  Fall 2016	RPIS, ITPC  RPIS, ITPC, Dean of Academic Services, Dean of Student Services	Added online service capability and training for students, faculty and staff
4	4.2.k.	Implement Refresh Plan Year 3	Assure state-of-the art technology maintained at LCC	Spring 2017	Dean of Administrative Services, RPIS	Phase 3 of Refresh Plan completed

**Facilities Plan 2012-2013 – 6 strategies**

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
4	4.2.b.	Equip classrooms with current technology <ul style="list-style-type: none"> <li>Equip smart classrooms phase II</li> <li>Create and equip Business Computer Lab.</li> </ul>	To maximize the integration of technology into every Lassen College classroom	Fall 2012	Director of Facilities Institutional Technology Group	Equip smart classrooms phase II  Create and equip Business Computer Lab.
4	4.3.a.	Locate and prioritize funding to modernize The District’s equipment & facilities <ul style="list-style-type: none"> <li>VETA Funds</li> <li>CCCC State Chancellor’s Grants</li> <li>Other Grants</li> </ul>	Secured funding outside District general funds	Fall 2012	Dean of Academic Services, Director of Facility	
4	5.3.b.	Full Disaster Preparedness compliance <ul style="list-style-type: none"> <li>Secure and implement the Keenan and Associates disaster preparedness online training program &amp; create a District wide staff training schedule</li> <li>Create the Disaster Preparedness Plan (DPP)</li> </ul>	Begin the required Disaster preparedness employee training Completion of the Disaster Preparedness Plan	Fall 2012	Human Resources Disaster preparedness Adhoc Committee, Director of Facilities	
4	4.6.	Annually review the District’s Space Inventory and Utilization Report <ul style="list-style-type: none"> <li>Annually review data, and offer recommendations</li> </ul>	Completed annual review with recommendations	Spring 2013	Facility Planning Committee	
4	4.5.a.	Maintain an annual list of facility IPR/NIPR requests. <ul style="list-style-type: none"> <li>Categorize and maintain a list of</li> </ul>	Complete request list	Spring 2013	Office of Instruction Director of	

		IPR/NIPR facility requests			Facilities	
4	4.6.a.	<p>Implement the District's Scheduled Maintenance Five-Year Plan when funded (see Appendix A)</p> <ul style="list-style-type: none"> <li>Annually submit projects for funding and complete funded projects</li> </ul>	Completion of funded projects as scheduled	Spring 2013	Director of Facilities	

### Facilities Plan 2013-2014 – 6 strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
4	4.3.a.	<p>Locate and prioritize funding to modernize The District's equipment &amp; facilities</p> <ul style="list-style-type: none"> <li>VETA Funds</li> <li>CCCC State Chancellor's Grants</li> <li>Other Grants</li> </ul>	Secured funding outside District general funds	Fall 2013	Dean of Academic Services, Director of Facility	
5	5.3.b.	<p>Full Disaster Preparedness compliance</p> <ul style="list-style-type: none"> <li>Complete the implementation of required employee disaster preparedness training using the Keenan and Associates disaster preparedness online training program</li> </ul>	Complete the required Disaster preparedness employee training	Fall 2013	Human Resources Disaster preparedness Adhoc Committee, Director of Facilities	
4	4.6.	<p>Annually review the District's Space Inventory and Utilization Report</p> <ul style="list-style-type: none"> <li>Annually review data, and offer recommendations</li> </ul>	Completed annual review with recommendations	Spring 2014	Facility Planning Committee	
4	4.5.a.	<p>Maintain an annual list of facility IPR/NIPR requests</p> <ul style="list-style-type: none"> <li>Categorize and maintain a list of IPR/NIPR facility requests</li> </ul>	Complete request list	Spring 2014	Office of Instruction Facility Planning Committee	

4	4.6.a.	Implement the District's Scheduled Maintenance Five-Year Plan when funded (see Appendix A) <ul style="list-style-type: none"> <li>Annually submit projects for funding and complete funded projects</li> </ul>	Completion of funded projects as scheduled	Spring 2014	Director of Facilities	
3	3.1.d.	Convert the traditional print library to a virtual, paperless, digital library <ul style="list-style-type: none"> <li>Create and equip a virtual library facility including climate control</li> </ul>	Provide instructional resources to all students through modern technology	Spring 2014	Director of Facilities Institutional Technology Group	Create and equip a virtual library

### Facilities Plan 2014-2015 - 6 strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.4.a.	Continue the elimination of physical barriers and address ADA compliance issues <ul style="list-style-type: none"> <li>Replace 2.5% of sidewalks that don't meet ADA compliance</li> </ul>	2.5% sidewalks replaced	Fall 2014	Director of Facilities	
4	4.3.a.	Locate and prioritize funding to modernize The District's equipment & facilities <ul style="list-style-type: none"> <li>VETA Funds</li> <li>CCCC State Chancellor's Grants</li> <li>Other Grants</li> </ul>	Secured funding outside District general funds	Fall 2014	Dean of Academic Services Director of Facility	
5	5.3.c.	Full Disaster Preparedness compliance <ul style="list-style-type: none"> <li>Review the Disaster Preparedness document making updates and changes as needed</li> </ul>	Maintain an up-to-date Disaster Planning document	Fall 2014	Disaster Preparedness Adhoc Committee, Consultation Council, Cabinet, Governing board	
4	4.5.a.	Maintain an annual list of facility IPR/NIPR requests. <ul style="list-style-type: none"> <li>Categorize and maintain a list of IPR/NIPR facility requests</li> </ul>	Complete request list	Spring 2015	Office of Instruction Director of Facilities	
4	4.6.a.	Implement the District's Scheduled Maintenance Five-Year Plan when funded (see Appendix A) <ul style="list-style-type: none"> <li>Annually submit projects for funding</li> </ul>	Completion of funded projects as scheduled	Spring 2015	Director of Facilities	

		and complete funded projects				
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### Facilities Plan 2015-2016 - 6 strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.4.a.	Continue the elimination of physical barriers and address ADA compliance issues <ul style="list-style-type: none"> <li>Replace 2.5% of sidewalks that don't meet ADA compliance</li> </ul>	2.5% sidewalks replaced	Fall 2015	Director of Facilities	
4	4.3.a.	Locate and prioritize funding to modernize The District's equipment & facilities <ul style="list-style-type: none"> <li>VETA Funds</li> <li>CCCC State Chancellor's Grants</li> <li>Other Grants</li> </ul>	Secured funding outside District general funds	Fall 2015	Dean of Academic Services Director of Facility	
5	5.3.c.	Full Disaster Preparedness compliance <ul style="list-style-type: none"> <li>Review the Disaster Preparedness document making updates and changes as needed</li> </ul>	Maintain an up-to-date Disaster Planning document	Fall 2015	Disaster Preparedness Adhoc Committee, Consultation Council, Cabinet, Governing board	
4	4.6.	Annually review the District's Space Inventory and Utilization Report <ul style="list-style-type: none"> <li>Annually review data, and offer recommendations</li> </ul>	Completed annual review with recommendations	Spring 2016	Facility Planning Committee	
4	4.5.a.	Maintain an annual list of facility IPR/NIPR requests. <ul style="list-style-type: none"> <li>Categorize and maintain a list of IPR/NIPR facility requests</li> </ul>	Complete request list	Spring 2016	Office of Instruction Director of Facilities	

4	4.6.a.	Implement the District's Scheduled Maintenance Five-Year Plan when funded (see Appendix A) <ul style="list-style-type: none"> <li>Annually submit projects for funding and complete funded projects</li> </ul>	Completion of funded projects as scheduled	Spring 2016	Director of Facilities	
<b>Facilities Plan 2016-2017 - 6 strategies</b>						
Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.4.a.	Continue the elimination of physical barriers and address ADA compliance issues <ul style="list-style-type: none"> <li>Replace 2.5% of sidewalks that don't meet ADA compliance</li> </ul>	2.5% sidewalks replaced	Fall 2016	Director of Facilities	
4	4.3.a.	Locate and prioritize funding to modernize The District's equipment & facilities <ul style="list-style-type: none"> <li>VETA Funds</li> <li>CCCC State Chancellor's Grants</li> <li>Other Grants</li> </ul>	Secured funding outside District general funds	Fall 2016	Dean of Academic Services Director of Facility	
5	5.3.c.	Full Disaster Preparedness compliance <ul style="list-style-type: none"> <li>Review the Disaster Preparedness document making updates and changes as needed</li> </ul>	Maintain an up-to-date Disaster Planning document	Fall 2016	Disaster Preparedness Adhoc Committee, Consultation Council, Cabinet, Governing board	
4	4.6.	Annually review the District's Space Inventory and Utilization Report <ul style="list-style-type: none"> <li>Annually review data, and offer recommendations</li> </ul>	Completed annual review with recommendations	Spring 2017	Facility Planning Committee	

4	4.5.a.	Maintain an annual list of facility IPR/NIPR requests. <ul style="list-style-type: none"> <li>• Categorize and maintain a list of IPR/NIPR facility requests</li> </ul>	Complete request list	Spring 2017	Office of Instruction Director of Facilities	
4	4.6.a.	Implement the District's Scheduled Maintenance Five-Year Plan when funded (see Appendix A) <ul style="list-style-type: none"> <li>• Annually submit projects for funding and complete funded projects</li> </ul>	Completion of funded projects as scheduled	Spring 2017	Director of Facilities	

Human Resources Plan 2012-2013 - 9 strategies

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
4	4.1.c.	Develop and implement training program for WEAVEOnline for Student Learning Outcomes (SLOs) and Administrative Unit Outcomes (AUOs)	Creation of a centralized institutional repository of Student Learning Outcome Plans and Administrative Unit Outcome Plans and Assessment Results utilized in the continuous improvement of the college's programs and services	Fall 2012 (on-going)	Human Resources Manager in partnership with Human Resources Committee/ Title III Activity Director/Flex Faculty and Staff Development Coordinator/ IT staff and Dean of Academic Services	100% of faculty and staff, as appropriate, participate in WEAVEOnline training
3	3.3.a.	Provide training on delivery methods in the <i>Center for Excellence in Learning and Teaching</i>	Faculty skilled in alternative instructional delivery leading to higher levels of student success for students enrolled in online, correspondence and hybrid delivery mode courses	Fall 2012	Dean of Academic Services/Human Resources Manager in partnership with Human Resources Committee/ Title III Activity Director/Flex Faculty and Staff Coordinator	12 faculty trained And higher level of student learning, retention and success as compared to 2011-2012 baseline measures
4	4.1.c.	Provide timely and effective recruitment, selection, orientation and evaluation of all staff	Timely placement and retention of highly qualified staff	Fall 2012 (on-going)	Human Resources Manager	100% of new faculty and staff
4	4.1.d. & e.	Provide timely and effective recruitment, selection, orientation and evaluation of all staff <ul style="list-style-type: none"> <li>• New Employee Orientation</li> <li>• Administrator and Manager Training on Evaluation Process</li> </ul>	Highly qualified staff	Fall 2012 (on-going)	Human Resources Manager in partnership with Human Resources Committee/ Flex Faculty and Staff Coordinator	100% of faculty and staff impacted as appropriate
4	4.1.a.	Publish a training calendar outlining professional development opportunities	Improved campus-wide resources and communication with regard to professional development	Fall 2012	Human resources Manager, Human Resources Planning Committee	Professional Development calendar published on college website
4	4.1.f.	Timely, accurate and effective state and federal mandated trainings and compliance tracking: <ul style="list-style-type: none"> <li>• Child Abuse Report Training</li> <li>• Equal Employment Opportunity</li> <li>• Disaster Preparedness</li> <li>• Family Education Rights to Privacy Acts (FERPA)</li> </ul>	All staff and faculty as appropriate trained and/or in compliance with federal and state mandates	Fall 2012 (on-going)	Human Resources Manager in partnership with Human Resources Committee/ Flex Faculty and Staff Coordinator	100% of faculty and staff trained and/or in compliance

		<ul style="list-style-type: none"> <li>Tuberculosis testing</li> </ul>				
4	4.7.a.	Address feasibility of staffing recommendations from Instructional Program Reviews and Non-Instructional Program Reviews	Adequate staffing as supported by program review process, integrated planning and budget development	Fall 2012 (on-going)	President's Cabinet, Dean of Administrative Services, Human Resources Manager	Adequate staffing to achieve college's comprehensive institutional master plan objectives
4	4.1.g.	Implement college-wide customer service training	Improved service to students and campus constituencies	Spring 2013	Human Resources Manager in partnership with Human Resources Committee/ Flex Faculty and Staff Coordinator	100% of staff
1	1.3.c	Improved campus-wide resources concerning student learning assessment through the establishment of ongoing schedule of attendance by faculty at the state Student Learning Institute	Improved campus-wide resources concerning student learning assessment	Spring 2013 (on-going)	Dean of Academic Services	Two faculty per year

### Human Resources Plan 2013-2014 – 8 strategies

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
4	4.7.a.	Address feasibility of staffing recommendations from Instructional Program Reviews and Non-Instructional Program Reviews to inform budget development	Adequate staffing as supported by program review process, integrated planning and budget development	Fall 2013 (on-going)	President's Cabinet, Consultation Council, Dean of Administrative Services, Human Resources Manager	Adequate staffing to achieve college's comprehensive institutional master plan objectives
4	4.7.b	As directed by the Educational Master Plan, staff personnel in Art, Automotive Technology, Business, Psychology, Performing Arts and Foreign Language	Program capacity supported by appropriate staffing level	Summer 2013	Dean of Academic Services/Human Resources Manager	Adequate staffing as supported by program data and state board requirements
4	4.1.h	Provide discipline specific training for four (4) faculty	Highly qualified faculty	Fall 2013	Dean of Academic Services	Four faculty (Automotive Technology plus three other disciplines)
4	4.1.i	Provide classroom technology, andragogical and on-course training for faculty	Enhanced faculty skill level in supporting student learning through teaching techniques, familiarity with and application of adult learning	Fall 2013	Dean of Academic Services/Human Resources Manager	17% adjunct and full-time faculty Higher level of student learning, retention and success as compared to 2011-2012

			theory and best practice in community college teaching.			baseline measures
4	4.7.c	As directed by the Educational Master Plan, staff personnel in Construction Technology, Agriculture and Vet-Tech programs	Increased program capacity supported by appropriate staffing level	Spring 2014	Dean of Academic Services/Human Resources Manager	Adequate staffing as supported by program data
4	4.1.k	Staff professional development to support Construction Technology, Agriculture and Vet-Tech	Trained staff	Spring 2014	Dean of Academic Services	Four faculty (Welding plus three other disciplines)
5	5.1.d.	Electronic protocol system to notify candidates of status of application	Timely and respectful communication/notification of applicant status	Spring 2014	Human Resources Manager	Identification, purchase and implementation of software solution
4	4.1.g	Implement a Student Services Professional Development plan	Highly qualified staff in student support functions	Summer 2014	Human Resources Manager in partnership with Human Resources Committee/ Flex Faculty and Staff Coordinator/Student Services Management Team	Development of the Plan and % participating as indicated

### Human Resources Plan 2014-2015 – 4 strategies

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
4	4.7.a.	Address feasibility of staffing recommendations from Instructional Program Reviews and Non-Instructional Program Reviews to inform budget development	Adequate staffing as supported by program review process, integrated planning and budget development	Fall 2014 (on-going)	President's Cabinet, Consultation Council, Dean of Administrative Services, Human Resources Manager	Adequate staffing to achieve college's comprehensive institutional master plan objectives
4	4.7.d.	As directed by the Educational Master Plan, staff personnel in Allied Health programs	Program capacity supported by appropriate staffing level	Spring 2015	Dean of Academic Services/Human Resources Manager	Adequate staffing as supported by program data and state board requirements
4	4.1.l.	Staff professional development to support health programs	Trained staff	Spring 2015	Human Resources Manager	100% of Allied Health staff trained

3	3.3.f.	Provide online training including instructional and counseling faculty	Instructional and counseling faculty trained in alternative delivery modes	Summer 2014	Dean of Academic Services/Title III Activity Director/ Flex Faculty and Staff Coordinator	20 participants trained
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### Human Resources Plan 2015-2016 – 3 strategies

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
4	4.7.a.	Address feasibility of staffing recommendations from Instructional Program Reviews and Non-Instructional Program Reviews to inform budget development	Adequate staffing as supported by program review process, integrated planning and budget development	Fall 2015 (on-going)	President's Cabinet, Consultation Council, Dean of Administrative Services, Human Resources Manager	Adequate staffing to achieve college's comprehensive institutional master plan objectives
4	4.7.d.	As directed by the Educational Master Plan staff personnel in Allied Health programs	Program capacity supported by appropriate staffing level	Spring 2016	Dean of Academic Services/Human Resources Manager	Adequate staffing as supported by program data and state board requirements
3	3.3.g.	Provide online training including instructional and counseling faculty	Instructional and counseling faculty trained in alternative delivery modes	Summer 2015	Dean of Academic Services/Title III Activity Director/ Flex Faculty and Staff Coordinator	30 participants trained

### Human Resources Plan 2016-2017 – 1 strategy

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
4	4.7.a.	Address feasibility of staffing recommendations from Instructional Program Reviews and Non-Instructional Program Reviews to inform budget development	Adequate staffing as supported by program review process, integrated planning and budget development	Fall 2016 (on-going)	President's Cabinet, Consultation Council, Dean of Administrative Services, Human Resources Manager	Adequate staffing to achieve college's comprehensive institutional master plan objectives

