

**LASSEN COMMUNITY COLLEGE**

**EDUCATIONAL MASTER PLAN**



**2016-2021**

## **Section IV – Five Master Plans**

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

#### **I. INTRODUCTION**

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

The college is committed to providing quality education offerings that meet the diverse needs of its student population. The college currently offers thirty-eight (38) associate degrees, seventeen (17) certificates of achievement, and eighteen (18) certificates of accomplishment within twenty-five (25) credit programs. During 2014-2015 five (5) new associate degrees for transfer were added to the curriculum, one of which still is waiting for Chancellor's Office approval. 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, Anthropology, Art History, Biology, Business Administration, Early Childhood Education, Economics, English, Geology, History, Kinesiology, Sociology, and Studio Art. The associate degrees offered in career technical specializations are Accounting, Administration of Justice, Agriculture Science and Technology, Automotive Technology, Childhood Development, Correctional Science, Digital Graphic Design, Drug and Alcohol Paraprofessional, Fire Technology, Firearms Repair, General Gunsmithing, Human Services, Office Administrative Assistant, Vocational Nursing, and Welding Technology. In 2013-2014, 202 associate degrees, 109 certificates of achievement and 43 certificates of accomplishment were awarded.

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

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

Guided by the mission statement and strategic goals approved by the Governing Board, the Academic Planning Committee relies on recommendations from instructional program reviews to inform the development of the Educational Master Plan. The 2016-2021 plan is derived from recommendations found in the following instructional program reviews: 2014 – Administration of Justice/Correctional Science; 2013- Automotive Technology; 2013 – Basic Skills; 2014 - Business; 2014 Child Development; 2013 – Developmental Studies; 2014 – Digital Graphic Design; 2012 - Fine Arts/Humanities; 13 – Fire Technology; 2013 – Gunsmithing; 2013 - Human Services; 2013 - Licensed Vocational Nursing; 2014 - Natural Science/Mathematics; 20; 2014 - Physical Education; and 2013 - Work Experience. Additionally information from the 2013– EOPS/CARE; 2013 – ILP; 2013 – Counseling;

2013 – Kinship; 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 2016-2017 to 2020-2021. 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, Student Services, and Institutional Effectiveness Master Plans in the subsequent spring term.

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

The following individuals served as members of the 2015-2016 Academic Planning Committee:

Dr. Terri Armstrong --- Vice President, Academic Services/Athletic Director

Cheryl Aschenbach --- Division Chair, Science/Business

Carie Camacho --- Division Chair, Social Science

Brian Murphy, Associate Dean, Institutional Effectiveness and Research

Fran Oberg – Management Representative

Robert Schofield--- Division Chair, Basic Skills/English/ Mathematics

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

Ross Stevenson – Division Chair, Career/Technical/Health/Physical Education

Patrick Walton- Dean, Student Services

### **III. 2016-2021 ACADEMIC ENCOMPASSING ELEMENTS**

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

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

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

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

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

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

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

Strengthening and enhancing existing programs as well as developing new programs will sustain Lassen Community College's educational leadership in Northern California. Career technical programs identified for enhancement as nursing, automotive and welding finish updates are gunsmithing, child development, human services. Additionally, the incarcerated student business program will be in year 2 as the 2016-2021 plan is implemented. Certificate and pathway programs in short-term vocational disciplines are to be explored for feasibility and development given the objectives of the Adult Education Block Grant (AEBG). Enhancement of additional programs will be identified through the instructional program review process. The strengthening of transfer programs will occur through the development of additional associate degrees for transfer (SB 1440).

### **Element IV – Outreach Implementation**

Lassen College serves a large geographic region and has a commitment to provide necessary training opportunities to all of its constituents. Currently under consideration, there are three different approaches to meet community needs: contract education, continuing education and community service. In addition to expanding educational opportunities to our immediate community members, a USDA technology outreach grant should be considered to facilitate expansion of instructional offerings to outreach sites.

### **Element V – Capital Development**

The pathway elements provide the foundation for continued institutional development. With the influx of one-time funds during 2015-2016, Lassen College is poised to consider capital development projects. Visions expressed for consideration but not yet determined feasible include infrastructure upgrade (air conditioning, repair, remodel of instructional spaces), allied health institute, expanded agriculture area (indoor arena, safety fencing, pipe corrals, tack rooms, wash rack area, bleachers and landscaping), irrigation education project, expanded gunsmithing facilities (including indoor shooting range), and upgraded fitness and athletic facilities (track, soccer and baseball fields).

### **ACADEMIC STAFFING PROPOSAL 2016-2017 (recommended staffing positions in priority order)**

1. Replace full-time Physical/Biological Science Instructor – individual retired Spring 2010 – with Biological Science Instructor with preferred ability to teach in at least one physical science area [2010 Natural Science/Mathematics IPR recommendation] – [in progress 2015-2016](#)
2. Replace a full-time mathematics instructor with qualifications for Physics/Physical Science/Astronomy (vacated Aug 2012 and not replaced) (2006 Mathematics IPR; 2009 Basic Skills IPR) – [in progress 2015-2016](#)
3. Replace full-time child development instructor with full-time child development instructor/director (vacated May 2015)
4. Hire full time Inmate Education Pilot business instructor
5. Hire a full-time ISS-II Mathematics position or two part-time ISS-II Mathematics positions

(possible Student Equity funding)

6. Increase student tutor rate to \$13/hour (Student Equity Plan - Student Equity funding)
7. Hire Online Education Coordinator faculty position– (needed for Canvas LMS conversion, online improvement)
8. Hire part-time project director for Pathways program (AEBG)
9. Hire full-time Gunsmithing Instructor to facilitate expansion of program
10. Hire full-time Gunsmithing ISS to facilitate expansion of program
11. Hire full-time ISS Welding to support instruction and retention of equipment (Welding IPR) (includes reallocation of existing ISS 53.4% Automotive/46.6% Welding to 100% Automotive)
12. Replace Full-time Business Instructor (vacated May 2015)
13. Hire adjunct Coach – Cross Country – to coach men’s and women’s teams combined.

## ACADEMIC SERVICES ACTION PLAN

Academic Services Action Plan 2016 - 2017 – 9 Strategies						
Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1.r.  3.1.q.	<b>Professional Development – Training:</b> <ul style="list-style-type: none"> <li>Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.)</li> <li>Classroom Technology Training</li> <li>Classroom Instruction Method Training</li> <li>Online Training – <u>to support Fall 2016 conversion to CANVAS</u></li> <li><u>Develop New Faculty Extended Orientation and Mentorship program</u></li> </ul>	<u>Increased student success</u>  Increased use of technology in classroom instruction	<del>2015–2016</del> 2016-2017	Human Resource Manager  Flex Coordinator	<u>Student Success rates</u>  <u>Number of non-duplicated participants in TECC-facilitated trainings</u>  <u>Number of non-duplicated participants in discipline-specific training</u>
3	3.1.h.	<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>Hold a Student Learning Outcome Discussion at Fall <del>and</del> <u>or</u> Spring Convocation</li> </ul>	Increased dialog about student learning outcome assessment	2016-2017	Flex Coordinator Division Chairs Director of Institutional Effectiveness	Evidence of assessment of student learning outcomes.  Enhanced integration of SLOs into program review and institutional planning.
3	3.1.q.	<b>Capacity Building --- Alternative Delivery Training:</b> <ul style="list-style-type: none"> <li>Faculty training for online instruction required for all online instructors</li> <li><u>Faculty training to support CANVAS conversion Fall 2016</u></li> <li>Training for alternative instructional technologies</li> </ul>	Increased offerings via online instruction  Increased success of online students  Online courses compliant with federal, state, and local regulations	2016-2017	<del>Academic Senate</del> <del>President</del> Dean of Instructional Services	100% of online instructors trained  15% increase in student enrollment and success online as compared to baseline data in 2009-2010 (Title III)
3	3.2.f.	<b>Capacity Building – Institutional Technology</b> Implement Refresh Plan Year Two	Provide up-to-date reliable hardware for technology enhanced instruction	2016-2017	IT Director	33% of campus technology Refreshed

2	2.3.e.	<b>Program Development – Gunsmithing</b> <ul style="list-style-type: none"> <li>• <u>Expand facilities – double lab space</u></li> <li>• <u>Update scheduling to accommodate expanded lab space</u></li> <li>• <u>Hire one additional FT faculty member and one additional FT ISS to allow expansion and support of curricular options</u></li> </ul>	Program Growth	2016-2017	VP Academic Services VP Administrative Services	Increased FTES
2	2.3.e.	<b>Program Development – Nursing/Health Occupations</b> <ul style="list-style-type: none"> <li>• Evaluation and Realignment of Allied Health Program</li> <li>• Delivery of a Dental Assisting Program, partnering with a community dental facility</li> </ul>	Optimize program effectiveness	<u>2016-2017</u>	VN Director Division Chair VP of Instructional Services	<u>VN, CNA and Phlebotomy accreditations</u> <u>VN, CNA, Phlebotomy, MA, and DA courses offered</u>
		<b>Program Development – Adult Education and Workforce Development</b> <ul style="list-style-type: none"> <li>• <u>High school equivalency</u></li> <li>• <u>Implement Student Success Pathways (noncredit and credit)</u></li> <li>• <u>Determine feasibility and develop curriculum as warranted for education paraprofessional, janitorial, or other CTE fields with high employment potential</u></li> </ul>	Accomplish AEBG goals (supported by AEBG funds)	2016-2017	VP of Instructional Services	<u>Increased FTES</u>
		<b>Outreach – USDA Grant</b>				
3	3.4.c.	<b>Vision: Institutional Development</b> Determine need for and feasibility of large-scale capital projects, examples of which may include: <ul style="list-style-type: none"> <li>• Gunsmithing Facility Expansion (indoor shootingrange)</li> <li>• Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces)</li> <li>• Fitness/Athletic Facility Enhancement (soccer and baseball fields, Par Course/walking trail)</li> </ul>	<u>Determine</u> Feasibility Study Methodology  Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion  VP of Academic Services  Division Chairs	New programs and facilities

**Academic Services Action Plan 2017 - 2018 – 8 Strategies**

<b>Goal</b>	<b>Objective</b>	<b>Strategy Description</b>	<b>Desired Outcome</b>	<b>Timeline</b>	<b>Responsible Party(s)</b>	<b>Performance Measures</b>
3	3.1.s.	<b>Professional Development – Training:</b> <ul style="list-style-type: none"> <li>Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.)</li> <li>Classroom Technology Training</li> <li>Classroom Instruction Methods Training</li> </ul>	Increased student success  Increased use of technology in classroom instruction	2017 - 2018	Human Resource Manager  Flex Coordinator	Student Success rates  Number of non-duplicated participants in TECC-facilitated trainings  Number of non-duplicated participants in discipline-specific training
3	3.1.h.	<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>Ongoing dialog during division meetings</li> <li>Hold a Student Learning Outcome Discussion at Fall <u>or</u> Spring Convocation, or on a Flex Day</li> </ul>	Increased dialog about student learning outcome assessment	2017 - 2018	Director of Institutional Effectiveness Flex Coordinator Division Chairs	Evidence of assessment of student learning outcomes.  Enhanced integration into program review and institutional planning
3	3.1.s	<b>Capacity Building --- Alternative Delivery Training:</b> <ul style="list-style-type: none"> <li>Training for effective online instruction</li> <li>Canvas training</li> </ul>	Effect and compliant online education	2017 - 2018	Associate Librarian/Online Education Coordinator  Flex Coordinator	Online course compliance  Increased student success in online courses
3	3.2.h.	<b>Capacity Building – Institutional Technology</b> <ul style="list-style-type: none"> <li>Implement Refresh Plan Year Three</li> </ul>	Provide up-to-date reliable hardware for technology enhanced instruction	2017 - 2018	IT Director	33% of campus technology Refreshed
		<b>Program Development – Human Services</b> <ul style="list-style-type: none"> <li>Update curriculum to align transfer</li> </ul>	Optimize program effectiveness Increase FTES	2017-2018	VP Academic Services	Curriculum articulated for transfer Increase FTES by 10% from 2015-2016
		<b>Program Development – Adult Education and Workforce Development</b> <ul style="list-style-type: none"> <li>Expand to outreach sites as feasible</li> <li>Expand curricular offerings to meet community and employer need</li> <li>Sustain AEBG grant-funded positions and activities</li> </ul>	Accomplish AEBG Goals of aligning and increasing services to underserved populations	2017-2018	VP Academic Services	



2	2.5.a. 2.5.b.	<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	2017-2018	VP of Academic Services	
3	3.4.c.	<b>Vision: Institutional Development</b> Once need for and feasibility of large-scale capital projects is determined, consider initiating one large scale project, which may include but is not limited to: <ul style="list-style-type: none"> <li>Gunsmithing Facility Expansion (indoor shooting range)</li> <li>Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces)</li> <li>Fitness/Athletic Facility Enhancement (soccer and baseball fields, Par Course/walking trail)</li> </ul>	Write a proposal using Feasibility Study Methodology  Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion  VP of Academic Services Division Chairs	New programs and facilities

**Academic Services Action Plan 2018 - 2019 –4 Strategies**

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1.	<b>Professional Development – Training:</b> <ul style="list-style-type: none"> <li>Assessment method training</li> <li>Training for alternate instructional technologies</li> <li>Discipline specific training</li> <li>Mandated training</li> </ul>	Improved student learning outcomes across the curriculum	2018 - 2019	Human Resource Manager Flex Coordinator	Improved student retention and success in courses taught by faculty following training
2	2.3.e	<b>Program Development</b> <ul style="list-style-type: none"> <li>Determine curricula or programs needing updates</li> <li>Determine the need for additional curricula or programs</li> </ul>	Optimize program effectiveness  Grow academic offerings as feasible	2018-2019	VP of Academic Services	Maintain/increase FTES

3	3.2.i.	<b>Capacity Building – Institutional Technology</b> Re---initiate implementation of Refresh Plan Year One	Provide up-to-date reliable hardware for technology enhanced instruction	2018 - 2019	IT Director	33% of campus technology Refreshed
3	3.4.c.	<b>Vision: Institutional Development</b> Once need for and feasibility of large-scale capital projects is determined, complete one large scale project begun in 2017-2018, which may include but is not limited to: <ul style="list-style-type: none"> <li>• Gunsmithing Facility Expansion (indoor shootingrange)</li> <li>• Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces)</li> <li>• Fitness/Athletic Facility Enhancement (soccer and baseball fields, Par Course/walking trail)</li> </ul>	Write a proposal using Feasibility Study Methodology  Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion  VP of Academic Services Division Chairs	New programs and facilities

**Academic Services Action Plan 2019 - 2020 –4 Strategies**

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1.	<b>Professional Development – Training:</b> <ul style="list-style-type: none"> <li>• Assessment method training</li> <li>• Training for alternate instructional technologies</li> <li>• Discipline specific training</li> <li>• Mandated training</li> </ul>	Improved student learning outcomes across the curriculum	2019 - 2020	Human Resource Manager Flex Coordinator	Improved student retention and success in courses taught by faculty following training

3	3.2.i.	<b>Capacity Building – Institutional Technology</b> Re---initiate implementation of Refresh Plan Year Two	Provide up-to-date reliable hardware for technology enhanced instruction	2019 - 2020	IT Director	33% of campus technology Refreshed
2	2.3.g.	<b>Program Development – Equipment Replacement</b> <ul style="list-style-type: none"> <li>Identify instructional equipment needing replacement or repair</li> <li>Replace equipment as feasible</li> </ul>	Optimize program effectiveness	2019 - 2020	VP of Academic Services  Program faculty	Safe, effective equipment consistent with equipment in industry
3	3.4.c.	<b>Vision: Institutional Development</b> Once need for and feasibility of large-scale capital projects is determined, initiate a large scale capital project, which may include but is not limited to: <ul style="list-style-type: none"> <li>Gunsmithing Facility Expansion (indoor shootingrange)</li> <li>Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces)</li> <li>Fitness/Athletic Facility Enhancement (soccer and baseball fields, Par Course/walking trail)</li> </ul>	Write a proposal using Feasibility Study Methodology  Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion  VP of Academic Services Division Chairs	New programs and facilities

**Academic Services Action Plan 2020-2021 –4 Strategies**

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1.	<b>Professional Development – Training:</b> <ul style="list-style-type: none"> <li>Assessment method training</li> <li>Training for alternate instructional technologies</li> <li>Discipline specific training</li> <li>Mandated training</li> </ul>	Improved student learning outcomes across the curriculum	2019 - 2020	Human Resource Manager FlexCoordinator	Improved student retention and success in courses taught by faculty following training
3	3.2.i.	<b>Capacity Building – Institutional Technology</b> Re-initiate implementation of Refresh Plan Year Three	Provide up-to-date reliable hardware for technology enhanced instruction	2019 - 2020	IT Director	33% of campus technology Refreshed

2	2.3.g.	<b>Program Development – Equipment Replacement</b> <ul style="list-style-type: none"> <li>• Identify instructional equipment needing replacement or repair</li> <li>• Replace equipment as feasible</li> </ul>	Optimize program effectiveness	2019 - 2020	VP of Academic Services  Program faculty	Safe, effective equipment consistent with equipment in industry
3	3.4.c.	<b>Vision: Institutional Development</b> Once need for and feasibility of large-scale capital projects is determined, complete a large scale capital project begun in 2019-2020, which may include but is not limited to: <ul style="list-style-type: none"> <li>• Gunsmithing Facility Expansion (indoor shooting range)</li> <li>• Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces)</li> <li>• Fitness/Athletic Facility Enhancement (soccer and baseball fields, Par Course/walking trail)</li> </ul>	Write a proposal using Feasibility Study Methodology  Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion  VP of Academic Services Division Chairs	New programs and facilities