

**LASSEN COMMUNITY COLLEGE EDUCATIONAL MASTER PLAN**



**2017-2022**

## **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 forty (40) associate degrees, seventeen (17) certificates of achievement, and twenty (20) certificates of accomplishment within twenty-five (25) credit programs. During the academic 2015-2016 year, two new associate degrees for transfer and two new certificates of accomplishment were added to the curriculum. In 2015-2016, 234 associate degrees, 119 certificates of achievement and 93 certificates of accomplishment were awarded. A complete list of degrees and certificates can be found in the LCC Catalog.

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

The Academic Planning Committee, comprised of division chairs, the Vice-President of Academic Services, the 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 Educational Master Plan consists of five Annual Action Plans covering each Academic Year from 2016-2017 to 2021-2022. The Annual Action Plans are reviewed and updated annually in the fall term. The five-year plan is presented to Consultation Council by the Academic Planning Committee for approval prior to its presentation to the Facilities, Institutional Technology, Human Resources, Student Services, and Institutional Effectiveness Master Plans for incorporation into their respective plans.

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

The following individuals served as members of the 2016-2017 Academic Planning Committee:

Dr. Terri Armstrong - Vice President, Academic Services

Patrick Walton- Dean, Student Services

Brian Murphy - Associate Dean, Institutional Effectiveness and Research

Colleen Baker - Division Chair, Science/Business

Carie Camacho - Division Chair, Social Science

Ross Stevenson- Division Chair, Basic Skills/English/Mathematics

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

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

Fran Oberg – Curriculum Committee Representative

Paige Broglio – Coordinator of Special Grant Programs

### **III. 2017-2022 ACADEMIC ENCOMPASSING ELEMENTS**

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

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

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

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

Today's educational environment requires colleges to deliver curriculum in alternative and innovative ways. As a result, the college recognizes the need for relevant technology. 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. The incarcerated student business program is currently in year two and growing. Growing not only in facilities, but also in the courses and programs being offered at the different locations. The healthcare programs are expanding to include CNA, MA, LVN, EMT, Phlebotomy, Home Health, Dental Assisting, and possibly Paramedic. A remote location partnership in Adin, CA is being negotiated with the Sierra Medical Services Alliance (SEMSA). The USDA grant locations are being finalized for course delivery in the Spring of 2017. Dual Credit, Certificate and pathway programs in short-term vocational disciplines are being explored with Lassen High School for feasibility and development. Fire Science is finalizing contracts with CalFire and the National Forest Service. A CalFire Academy will commence at the beginning of the 2017 year. The Agricultural department is working with Shasta College to develop a grant wherein the Agricultural department will partner with the University of Nevada Reno. Digital Graphic Design is working with community members and looking to expand their course offerings in the areas of digital automation. Gunsmithing continues to have a strong enrollment. Welding and Auto Technologies are both creating curriculum to further advance their programs. Human Services and Child Development are both looking forward to new opportunities in the upcoming year. The general education programs are strong and growing in the areas of distance education and possibly synchronous education.

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

Lassen College serves a large geographic region and has a commitment to provide necessary training opportunities to all of its constituents. Currently under consideration, there are two different approaches to meet the community needs: continuing education and community service. This year LCC was able to obtain a USDA technology outreach grant 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, beginning in 2017 Lassen College is poised to consider capital development

projects. Visions expressed for consideration, but not yet determined feasible include infrastructure upgrades such as: air conditioning, remodeling of instructional spaces, expanded Agriculture area, expanded Gunsmithing facilities, improved area for Fire Science, and upgraded fitness and athletic facilities.

**ACADEMIC STAFFING PROPOSAL 2017-2018 (recommended staffing positions in priority order)**

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

Strategic Goal	Needs	Implementati on Time Frame for Hiring Process	Estimated Cost (implementation & ongoing)	Source
1,2,4	CD Instructor/Director	Funded – In Process	\$66K	EMP
1,2,4	Instructional Designer	Funded – In Process	\$78K	EMP
1,2,4	FT ISS in Welding	Funded – In Process	\$21K	Welding IPR
1,2,4	FT Temp Business Instructor	Funded – In Process	\$66K	Business IPR
1,2,4	FT ISS position for prisons	Funded – In Process	\$21K	EMP
1,2,4	FT Math Instructor (Prisons)	Funded – In Process	\$66K	Math IPR
1,2,4	Librarian/Basic Skills	Funded – In Process	\$66K	ARC NIPR

Academic Staffing Proposal 2017-2018				
1,2,3,4	Inmate Coordinator	Fall 2017	\$66K	EMP
1,2,3,4	FT English Instructor (Prisons)	Fall 2017	\$66K	Fine Arts /Humanities
1,2,3,4	FT Fire Science Instructor	Fall 2017	\$66K	Fire Science IPR
1,2,3,4	FT Health Occ Instructor	Fall 2017	\$66K	Nursing IPR
1,2,3,4	FT Instructor (.5 Welding/.5 Auto)	Fall 2017	\$66K	EMP
1,2,3,4	FT Foreign Language Instructor (Prisons)	Fall 2017	\$66K	Fine Arts /Humanities
1,2,3,4	FT Human Services Instructor (Prisons)	Fall 2017	\$66K	HUS IPR
1,2,3,4	ISS 1 - Library	Fall 2017	\$48K	ARC NIPR
1,2,3,4	FT Ag Instructor	Spring 2017	\$66K	AG IPR
1,2,3,4	Cross Country Coach	Fall 2017	\$15 - \$25K	Athletic IPR

1,2,3,4	Paid Assistant Coaches	Fall 2017	\$40K	Athletic IPR
1,2,3,4	Beach Volleyball Coach	Spring 2017	\$15 - \$25K	Athletic IPR

**ACADEMIC BUDGET REQUESTS 2017-2018 (recommended one-time expenditures in priority order)**

Strategic Goal	Needs	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Source
3	Replace the fleet vehicles	July 1, 2017	\$40K	EMP
1,2,3,4	Replace outdated equipment in Physics, Biology, and Chemistry	July 1, 2017	\$80K - \$150K – Not eligible for VTEA funds	Math/Science IPR
1,3,4	Rodeo - One ton pick-up	July 1, 2017	\$54,577	Athletic IPR
1,2,3,4	Take advantage of tractor replacement grant	July 1, 2017	\$20,000	AG IPR
1	Seek NATEF Accreditation	Fall 2017	\$8K	Auto IPR
2,3,4	Replace remainder of the GSS outdated equipment (2 lathes & 1 Mill)	Fall 2017	We're over the 3-year VTEA rule - \$75K	GSS IPR
1,3,4	Rodeo – Horse trailer	July 1, 2017	\$35K	Athletic IPR
3	Bleachers for softball and soccer	Fall 2017	\$40K	Athletic IPR
3	Athletic Bus	Fall 2017	\$60K	Athletic IPR
1,2,4	Replace wrestling mats in Sports Complex -	Fall 2017	Not eligible for VTEA funds	Athletic IPR
1	Seek AWS Accreditation	Fall 2017	\$8K	Welding IPR

The area highlighted in yellow is because it is a safety issue.

**ACADEMIC BUDGET REQUESTS 2017-2018 (recommended on-going expenditures in priority order)**

Strategic Goal	Needs	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Source
1,3	Create a professional development budget for all faculty	July 1, 2017	\$20K/faculty	Distance Ed NIPR, EMP
1,3	Create a classroom furniture budget for 3 rooms per year	July 1, 2017	\$60K/annually	EMP
2,3,4	Create a budget for textbooks used in the prison lending libraries	July 1, 2017	\$300K/annually	Correspondence NIPR
1,3	Increase athletic recruiting budget to \$1,000, not to rollover, nor can the excess be used at end of year.	July 1, 2017	\$1,000 GVC/Big 8 Rodeo \$1,500	Athletic IPR

2,4	Tutors needed in prisons	July 1, 2017	\$8K	EMP
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**ACADEMIC SERVICES FACILITIES REQUESTS 2017-2018 (expenditures in priority order)**

Strategic Goal	Needs	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Source
2,3,4	Complete electrical needs in Welding – Grounding rod, and equipment hook-ups.	Immediate	Grant funded	Welding IPR
2,3,4	Ag update	Immediate	Grant Funded	AG IPR
1,3	Improve parking areas for DSPS students/employees	July 1, 2017		DSPS NIPR
1,2,3,4	Contact architect to create a master plan showing expansion and stabilization of all academic programs.	Within next 6 months		EMP
1,3	Hire FT Ag Maintenance employee	July 1, 2017	\$48K	AG/Athletic IPR
1,3	Create dry place or cover for horse hay	July 1, 2017		Athletic IPR
1,2,3,4	Replace the AI lab in AG	July 1, 2017		AG IPR
1,3	GSS – Full-size cargo Container for storage	July 1, 2017		GSS IPR
3,4	Replace existing rodeo chutes	July 1, 2017		Athletic IPR
1,2,3,4	Update Middleton Hall	July 1, 2017		EMP
1,2,3,4	Remodel the Middle portable building for Fire Science per the specs attached.	July 1, 2017		EMP
1,2,3,4	Build a new Agricultural / Rodeo facility, Drawing will be provided.	July 1, 2017		EMP, AG/ Athletic IPR
1,3	Provide air conditioning in all classrooms and faculty offices.	July 1, 2017		
1,2,4	Soccer field renovation to meet post season specs.	July 1, 2017		Athletic IPR
1,3	Completion of pipe corrals around arena and surrounding area	July 1, 2017		Athletic IPR
1	Relocation of Correspondence	July 1, 2017		

The area highlighted in yellow is because it is a safety issue.

**ACADEMIC SERVICES STUDENT SERVICES REQUESTS 2017-2018 (expenditures in priority order)**

<b>Strategic Goal</b>	<b>Needs</b>	<b>Implementation Time Frame</b>	<b>Estimated Cost (implementation &amp; ongoing)</b>	<b>Source</b>
1,4	Convert existing testing center into one that can be used for all testing (HiSet, Microsoft Office, Student make-up, Online proctoring, etc.) Could be revenue generating.	2018		EMP
1,2,4	Online Student Orientation	July 1, 2017		Distance Ed NIPR

**ACADEMIC SERVICES TECHNOLOGY REQUESTS 2017-2018 (expenditures in priority order)**

<b>Strategic Goal</b>	<b>Needs</b>	<b>Implementation Time Frame</b>	<b>Estimated Cost (implementation &amp; ongoing)</b>	<b>Source</b>
1,2,4	Upload the free software, TeLeX, on the math laptops, along with the packages and ALEKS software	Immediate	\$0	EMP
1,3	Provide administrative access to all program leads for updating of new website	Immediate	\$0	EMP
1,3	4 year rotation on all faculty computers	July 1, 2017	\$70K	EMP
1,2,3,4	Install the infrastructure for synchronous learning sites, including the Adin Center	July 1, 2017		EMP
1,2,4	Method to verify online students enrolled in course	July 1, 2017		Distance Ed NIPR

## ACADEMIC SERVICES ACTION PLAN

Academic Services Action Plan 2017 - 2018 – 9 Strategies						
Goal	Objective	Strategy Description	Desired Outcomes	Timeline	Responsible Party(s)	Performance Measures
3	3.1 3.1	<b>Professional Development – Training:</b> <ul style="list-style-type: none"> <li>• Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.)</li> <li>• Classroom Technology Training</li> <li>• Classroom Instruction Active Learning Training</li> <li>• Online Canvas Training</li> <li>• Develop New Faculty Extended Orientation and Mentorship program</li> </ul>	<p>Increased student success</p> <p>Increased use of technology in classroom instruction</p>	2017-2018	Human Resource Manager  Flex Coordinator  Instructional Designer	Student Success rates  Number of non-duplicated participants in TECC-facilitated trainings  Number of non-duplicated participants in discipline-specific training
3	3.1	<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>• Hold a Student Learning Outcome Discussion at Fall or Spring Convocation</li> </ul>	<p>Increased dialog about student learning outcome assessment</p>	2017-2018	Flex Coordinator Division Chairs Director of Institutional Effectiveness	<p>Evidence of assessment of student learning outcomes.</p> <p>Enhanced integration of SLOs into program review and institutional planning.</p>



3	3.1	<b>Capacity Building --- Alternative Delivery Training:</b> <ul style="list-style-type: none"> <li>• Faculty training for Canvas online instruction; required for all online instructors</li> <li>• Training for alternative instructional technologies</li> </ul>	<p>Increased offerings via online instruction</p> <p>Increased success of online students</p> <p>Online courses compliant with federal, state,</p>	2017-2018	VP of Instructional Services	<p>100% of online instructors trained</p> <p>15% increase in student enrollment and success online as compared to baseline data in 2014-2015</p>
3	3.2	<b>Capacity Building – Institutional Technology</b> <ul style="list-style-type: none"> <li>• Implement Refresh Plan Year Two</li> <li>• Implement the synchronous course delivery system.</li> </ul>	Provide up-to-date reliable hardware for technology enhanced instruction	2017-2018	IT Director	<p>33% of campus technology Refreshed</p> <p>Improve access to rural areas</p>
2	2.2	<b>Program Development – Gunsmithing</b> <ul style="list-style-type: none"> <li>• Expand facilities – double lab space</li> <li>• Update scheduling to accommodate expanded lab space</li> <li>• Hire one additional FT faculty member to allow expansion and support of curricular options</li> <li>• Improve entry attrition rates</li> </ul>	Program Growth	2017-2018	<p>VP Academic Services</p> <p>VP Administrative Services</p>	Increased FTES

2	2.3	<b>Program Development – Nursing/Health Occupations</b> <ul style="list-style-type: none"> <li>• Reestablish the LVN program</li> <li>• Reestablish the CNA program</li> <li>• Seek phlebotomy program approval</li> <li>• Delivery of a Dental Assisting Program, partnering with a community dental facility</li> <li>• Reorganize the EMS programs</li> <li>• Investigate the feasibility of a Home Health nursing program</li> </ul>	Optimize program effectiveness	2017-2018	LVN Director Division Chair VP of Instructional Services	LVN, CNA and Phlebotomy accreditations  LVN, CNA, Phlebotomy, MA, and DA courses offered
2	2.4	<b>Program Development – Adult Education and Workforce Development</b> <ul style="list-style-type: none"> <li>• High school equivalency</li> <li>• Implement Student Success Pathways (noncredit and credit)</li> <li>• Determine feasibility and develop curriculum as warranted for education paraprofessional, janitorial, or other CTE fields with high employment potential</li> </ul>	Accomplish AEBG goals (supported by AEBG funds)	2017-2018	President  VP of Instructional Services	Increased FTES Improved matriculation  Increased graduation and employment rates
2	2.5	<b>Offer face-to-face inmate instruction at local incarceration facilities</b> <ul style="list-style-type: none"> <li>• Research the feasibility of offering general education in the prisons</li> <li>• Research the feasibility of offering courses at FCI</li> </ul>	Maintain our position as a leader in inmate education	2017-2018	VP of Instructional Services	Operational face-to-face inmate education programs that are fiscally sound academically identical to on campus programs.

3	3.3	<p><b>Vision: Institutional Development</b> Determine need for and feasibility of large-scale capital projects, examples of which may include:</p> <ul style="list-style-type: none"> <li>• Gunsmithing Facility Expansion (indoor shooting range)</li> <li>• Infrastructure upgrades: air conditioning, remodel of instructional spaces</li> <li>• Remodeling of Modular M for Fire Science Technology</li> <li>• Agricultural/Rodeo/Therapeutic Riding Expansion</li> <li>• Fitness/Athletic Facility Enhancement</li> </ul>	<p>Determine Feasibility Study Methodology</p> <p>Determine feasibility of impact on Academic Portfolio</p>	Annually	<p>Proposal Champion</p> <p>VP of Academic Services</p> <p>Division Chairs</p>	<p>New programs and facilities</p> <p>VP of Academic Services</p> <p>Division Chairs</p>
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Academic Services Action Plan 2018- 2019– 8 Strategies						
Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1	<p><b>Professional Development – Training:</b></p> <ul style="list-style-type: none"> <li>• Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.)</li> <li>• Classroom Technology Training</li> <li>• Classroom Instruction Methods Training</li> </ul>	<p>Increased student success</p> <p>Increased use of technology in classroom instruction</p>	2018 - 2019	<p>Human Resource Manager</p> <p>Flex Coordinator</p> <p>Instructional Designer</p>	<p>Student Success rates</p> <p>Number of non-duplicated participants in TECC-facilitated trainings</p>

3	3.1	<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>• Ongoing dialog during division meetings</li> <li>• Hold a Student Learning Outcome Discussion at Fall or Spring Convocation, or on a Flex Day</li> </ul>	Increased dialog about student learning outcome assessment	2018 - 2019	Director of Institutional Effectiveness Flex Coordinator Division Chairs	Evidence of assessment of student learning outcomes.  Enhanced integration into program review and institutional planning
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3	3.1	<b>Capacity Building --- Alternative Delivery Training:</b> <ul style="list-style-type: none"> <li>• Training for effective online instruction</li> </ul>	Effect and compliant online education	2018 - 2019	Instructional Designer  Flex Coordinator	Online course compliance  Increased student success in online courses
3	3.2	<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	2018 - 2019	IT Director	33% of campus technology Refreshed
2	2.7	<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	2018 - 2019	VP Academic Services	Curriculum articulated for transfer
2	2.4	<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	2018 - 2019	VP Academic Services	
4	4.2	<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	2018 - 2019	VP of Academic Services	

3	3.3	<p><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:</p> <ul style="list-style-type: none"> <li>• Gunsmithing Facility Expansion (indoor shooting range)</li> <li>• Infrastructure upgrades: air conditioning, remodel of instructional spaces</li> <li>• Remodeling of Modular M for Fire Science Technology</li> <li>• Agricultural/Rodeo/ Therapeutic Riding Expansion</li> <li>• Fitness/Athletic Facility Enhancement</li> </ul>	<p>Write a proposal using Feasibility Study Methodology</p> <p>Determine feasibility of impact on Academic Portfolio</p>	Annually	<p>Proposal Champion</p> <p>VP of Academic Services Division Chairs</p>	<p>New programs and facilities</p> <p>VP of Academic Services</p> <p>Division Chairs</p>
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**Academic Services Action Plan 2019 - 2020 –4 Strategies**

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1	<p><b>Professional Development – Training:</b></p> <ul style="list-style-type: none"> <li>• Assessment method training</li> <li>• Training for alternate instructional technologies</li> <li>• Discipline specific training</li> <li>• Mandated training</li> </ul>	Improved student learning outcomes across the curriculum	2019 - 2020	Human Resource Manager Flex Coordinator	Improved student retention and success in courses taught by faculty following training
2	2.7	<p><b>Program Development</b></p> <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>	<p>Optimize program effectiveness</p> <p>Grow academic</p>	2018-2019	VP of Academic Services	Maintain/increase FTES

3	3.2	<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	3.3	<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 shooting range)</li> <li>• Infrastructure upgrades: air conditioning, remodel of instructional spaces</li> <li>• Remodeling of Modular M for Fire Science Technology</li> <li>• Agricultural/Rodeo/ Therapeutic Riding Expansion</li> <li>• Fitness/Athletic Facility Enhancement</li> </ul>	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  VP of Academic Services  Division Chairs

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	2020 - 2021	Human Resource Manager Flex Coordinator	Improved student retention and success in courses taught by faculty following training

3	3.2	<b>Capacity Building – Institutional Technology</b> Re--initiate implementation of Refresh Plan Year Two	Provide up-to-date reliable hardware for technology enhanced	2020 - 2021	IT Director	33% of campus technology Refreshed
2	3.4	<b>Program Development – Equipment Replacement</b> <ul style="list-style-type: none"> <li>Identify instructional equipment needing replacement or repair</li> <li>Replace equipment as feasible</li> </ul>	Optimize program effectiveness	2020 - 2021	VP of Academic Services  Program faculty	Safe, effective equipment consistent with equipment in industry
3	3.3	<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 shooting range)</li> <li>Infrastructure upgrades: air conditioning, remodel of instructional spaces</li> <li>Remodeling of Modular M for Fire Science Technology</li> <li>Agricultural/Rodeo/ Therapeutic Riding Expansion</li> <li>Fitness/Athletic Facility Enhancement</li> </ul>	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 2021-2022–4 Strategies**

<b>Goal</b>	<b>Objective</b>	<b>Strategy Description</b>	<b>Desired Outcome</b>	<b>Timeline</b>	<b>Responsible Party(s)</b>	<b>Performance Measures</b>
3	3.1	<b>Professional Development – Training:</b> <ul style="list-style-type: none"> <li>• Assessment method training</li> <li>• Training for alternate instructional technologies</li> <li>• Discipline specific training</li> <li>• Mandated training</li> </ul>	Improved student learning outcomes across the curriculum	2019 - 2020	Human Resource Manager Flex Coordinator	Improved student retention and success in courses taught by faculty following training
3	3.2	<b>Capacity Building – Institutional Technology</b> Re-initiate implementation of Refresh Plan Year Three	Provide up-to-date reliable hardware for technology enhanced	2019 - 2020	IT Director	33% of campus technology Refreshed
2	3.4	<b>Program Development – Equipment Replacement</b> <ul style="list-style-type: none"> <li>• Identify instructional equipment needing replacement or repair</li> <li>• Replace equipment as feasible</li> </ul>	Optimize program effectiveness	2019 - 2020	VP of Academic Services  Program	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 upgrades: air conditioning, remodel of instructional spaces</li> <li>• Remodeling of Modular M for Fire Science Technology</li> <li>• Agricultural/Rodeo/ Therapeutic Riding Expansion</li> <li>• Fitness/Athletic Facility</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



