LASSEN COMMUNITY COLLEGE

HUMAN RESOURCES
&
PROFESSIONAL DEVELOPMENT MASTER PLAN
2019 / 2024

CABINET APPROVED DATE: __3/19/2019__
CONSULTATION COUNCIL APPROVED DATE: __3/25/2019__

Human Resources Master Plan

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 Community College identifies and manages the administrative functions of recruitment, selection, evaluation, and professional development needs of the institution to ensure a fully staffed and highly functioning team of employees. Further, it has the responsibility to review and consider job design, technological changes, budgets, diversity plans, and customer service.

The Director of Human Resources reports to the Vice President of Administrative Services, and is composed of three (3) funded full-time positions: one (1) Director of Human Resources, one (1) HR Technician and one (1) HR Generalist. There may also be one (1) part-time student worker. The Human Resources Department works in partnership with the Human Resources Planning Committee, the Flex Faculty and Staff Development Coordinator, and TECC Center faculty and staff to implement, track, and evaluate professional development needs. The Human Resources Planning Committee is also responsible for the completion of the Professional Development Plan which is available on the Lassen Community College website and My Lassen Portal.

HUMAN RESOURCES PLANNING COMMITTEE

The following individuals were appointed as members of the 2018-2019 Human Resources Planning Committee:
- Colleen Baker – Faculty
- Hasib Azhand – Faculty
- Crystal Tobola – Faculty
- Sue Kelley – Classified
- Brenda Hoffman – Classified
- Melissa Hill – Confidential
- Vickie Ramsey – Human Resources Director
- Dave Clausen – Vice President, Administrative Services
- Dr. Greg South – Vice President, Academic Services
- Karissa Morehouse – Dean of Instructional Services

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

Standards:
- As guided by the Educational Master Plan, staff personnel in appropriate instructional disciplines
- Diverse candidate pools
- Written selection and hiring procedures
- New Employee Orientation
- Written employee handbook
- Follow timelines and accountability for probationary and annual evaluations
- EEO Training

Expectation 2: Provide Excellent Customer Service to internal and external stakeholders.

Standards:
- Follow 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 Training to Meet the Demands of State and Federal Mandates

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
- SLO/AUO Assessment Training (began in Dec. 2012)
- Title IX Training

***Expectation 4***: Provide Training to Meet the Needs of Faculty and Staff

Standards:
- Publish a training calendar
- Training in current technology to improve performance in the classroom and workplace
- Establish safety training protocol campus-wide
- Training in innovative instruction methodologies to improve student success
- HR101 Training for Managers and Administration
- FRISK Training for Managers and Administration

- EEO Training

PROPOSED STAFFING STATUS 2017-2018 (1650 FTE GENERATING INSTITUTION)

Proposed Breakdown of Staff by Category – Fall 2018

In Fall 2018, Lassen Community College will employ five educational administrators, sixteen classified administrators (managers), four confidential employees, forty-two full-time faculty, sixty-six adjunct faculty, and sixty-one classified employees. Of the forty-three full-time faculty, thirty-seven will serve in the instructional area.
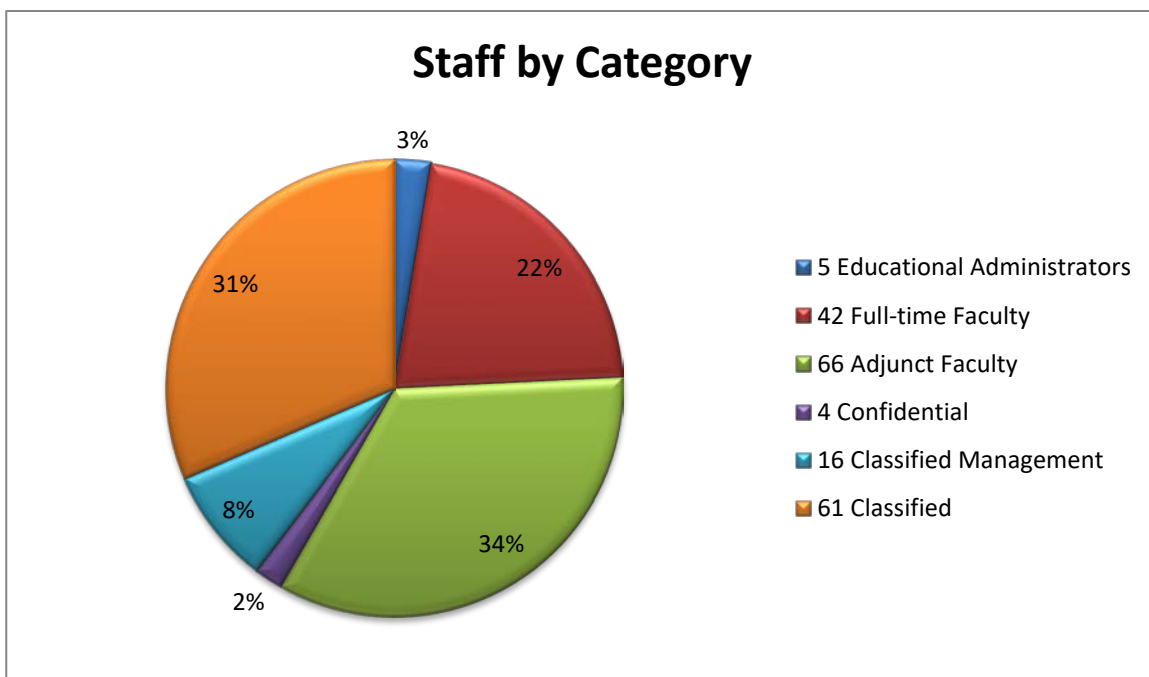
INSTITUTIONAL STAFFING PROPOSAL 2019-2020

Recommended staffing positions

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
2015 Vocational Nursing IPR	1	1	1 FT Nursing Instructor *Active recruitment underway to make permanent the prior temporary position (3rd nursing faculty)*	2019-20	$125,000 (Currently in Budget)	Hire adequate staff according to projected FTW's for 30 students	1	1	General	
Math IPR	2,3,4	2	1 FT Math Instructor *Replace Ross Stevenson(retirement)for on-campus instruction*	2019-20	$125,000	on-campus instruction	1	2	General	
2018 Humanities IPR	2,3,4	3	Hire 1 additional faculty member in English	2019-20	$125,000	More ENGL sections overall. More ENGL sections taught live at prisons.				
Vocational Nursing IPR	1,2,3,4	4	1 FT Health Occupation Instructor	2019-20	$125,000		1a	13	General	
2016 Correspondence NIPR	2,4	5	Hire part time (20 hr. per wk.) Administrative Assistant I - Correspondence	2019-20	$19,000	Student success	1	4	General	
2015 & 2018 Natural Science / Mathematics IPR		6	Physical Science Instructor	2019-20	$125,000	Increase physical science offerings (Astronomy, Physics, Geology, Physical Geography, Physical Science), increasing number of degrees and GE certificates awarded. Incarcerated Instruction – ADTs				
2014 Athletics IPR	2,3,4	7	1 Adjunct Cross-Country Coach	2019-20	$25,000	Increased enrollment, co-ed sport	9	11	General	
2015 Vocational Nursing IPR	3	8	Make a Director of Allied Health position either full-time director to oversee all VN and all HO programs or allow Director 50% release time for director duties	2019-20	$7000 (addition to present $25000 director stipend)	If one Director is over all Health Occupations programs, there will be better coordination and less duplication of supplies	4	12	General	
2018 Natural Science / Mathematics		9	Replace Biological Science Instructor retired Spring 2018	2019-20	$125,000	Sustain growth biological science offerings (Human Anatomy &				

IPR			(2nd Instructor)			Physiology, Microbiology, extra sections), increasing number of degrees and GE certificates awarded			
2018 Humanities IPR		10	Hire 1 additional faculty member in Communication Studies	2019-20	$125,000	. Teach SPCH1 at prisons Teach additional sections of SPCH1 at LCC when waitlists demand additional sections . Teach SPCH1 at LCC if current instructor is not available. 4. Teach other COMM sections needed to have a COMM AA- T			
EMP	1,2,3,4	11	1 FT Foreign Language Instructor Perhaps American Sign Language instead	2019-20	$125,000	Both on-campus and prison assignments	5	7	General
2018 Natural Science / Mathematics IPR		12	Hire an additional Instructional Support Specialist II to adjust additional faculty hires and mathematics lab activities	2019-20	$40,000	Provide support for more student-centered opportunities in the classroom. Increased student success. Mitigation of student success issues arising from AB 705 problems.			
ARC NIPR	1,2,3,4	13	FT ISS 1 – Learning Center	2019-20	$48,000	Allow Library to be opened extended hours. Student success.	7	6	General
EMP	1,2,3,4	14	1 FT Automotive Technology Instructor	2019-20	$125,000	Anticipate increased enrollment because of NATEF certification	4	8	General
Athletic IPR	1,2,3,4	15	Paid Assistant Coaches	2019-20	$40,000		10	>99	General
EMP	1, 2, 3, 4		CTE/Kinesiology Faculty	2019-20	$125,000	To support program development and growth.			
EMP	1, 2, 3, 4		CTE/Kinesiology Faculty	2019-20	$125,000	To support program development and growth.			

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
EMP	1, 3, 4		Career and Transfer Center Director	2019-20	$125,000	To increase program retention and guided pathway effectiveness with career and transfer outcomes				
EMP	3, 4		Counselor, Faculty, for Incarcerated	2019-20	$125,000	To support Incarcerated program development and growth				
2016 Library / ARC NIPR	3, 4		Library Tech II, Full Time	2019-20	$60,000	To increase student success by providing an appropriate level of service to Library patrons				
2016 Library / ARC NIPR	3, 4		Library Tech II, Part Time	2019-20	$30,000	To increase student success by providing an appropriate level of service to Library patrons				
EMP	1, 3, 4		Dual Enrollment Coordinator	2019-20	$60,000	To increase Dual / Concurrent Enrollment through program development and growth.				
DSPS	1, 3, 4		DSPS ISS III	2019-20	$75,000	To improve service to disabled students by providing an appropriate level of staffing to meet campus needs.				
EMP + 2018 Humanities IPR	1, 3	9	Professional Development for Faculty	2019-20	$30,000 (ongoing)	To more appropriately support professional growth of faculty.				
EMP + 2018	1, 3	10	Professional Development for Staff	2019-20	$30,000 (ongoing)	To more appropriately support professional growth of staff.				

Student Services Planning

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
Counseling	4		Counselor (Behavioral Health)	2018-2019	$115,000.00 (salary and benefits) or MOU	Was able to find funds to pay for a part time/temporary position and but need to make this a full time/permanent position	2		Categorical/ General	

Counseling	4		Counselor (additional incarcerated counselor)	2018-2019	$125,000 (salary and benefits)	Serve our growing incarcerated program	3		
OSS/Outreach			Student Success Coordinator	2019-2020	$95,000	Outreach/OSS Support: Salary $85,000; Supplies/Travel $10,000	1		
CDC	1		Extend Meal Coordinator to full time.	2018-1019	$42,116.68 (ongoing)	Ensure all CACFP paperwork and State paperwork is completed on time and is accurate. Time to shop and create menus.	3		
CDC	1,2,3		Full Time Associate Teacher	2018-2019	$42,116.68 (ongoing)	Run at full capacity, provide professional development opportunities for staff, higher quality of care, lower teacher:child ratio, planning time for teachers, increased continuity of care. Compliance with title 22.	2		
EMP			Dual Enrollment Coordinator	2018-2019	$100,000	Increase enrollments out of K-12		General	
Counseling	4		Full time General Counselor (veteran/general)	2018-2019	$125,000 (salary and benefits)	To increase the number of students we can serve	4		
Counseling	4		Part time temporary assessment staff/testing/career staff	Continue for 2017-2018	$8,000 (approx.), no benefits at part time	Provides support to Assessment Technician and allows office to remain open when Assessment Technician needs to provide services to outlying areas	7		
Counseling	4		Student Success Support Administrative Assistant	2018-2019	$46,863.26 (salary and benefits)	Approved, in progress	5		
Counseling	4		Evaluator	2018-2019	$55,937.60 (salary and benefits)	Approved, in progress	1		
Residence Hall	3		Nighttime Security Officer	Aug 2019	$61,440.92	Increased safety and security	2		

| Counseling | 4 | | Increase Travel and Professional Development Funds | 2017-2021 | $8,000 per year | Increase funds to provide additional professional development opportunities (including veteran auditing process) | 6 | | | |
| Outreach | | | Professional Development Events | 2018-2019 | ($3,000 ($1,500 for current Coordinator and $1,500 for additional Outreach Coordinator) | Outreach Coordinators who are more aware of the ever changing incoming student populations and their challenges and who are better able to assist potential students | 2 | | | |

Human Resources Planning

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
Human Resources NIPR	1,2	1	Human Resources Generalist	2019-2020	$98,046.38	Increased service quality	1	1		

Facilities Planning

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
2018-2023 Facilities NIPR	1,3,4	1	Maintenance Specialist II – Ag/Athletics	2019-2020	$69,196.25	Increased basic health and safety services		1		
2018-2023 Facilities NIPR	1,3,4	2	Maintenance Custodian	2019-2020	$60,776.32	Increased basic health and safety services		2		
2018-2023 Facilities NIPR	1,3,4	3	Maintenance Specialist IV – Multi-Trade	2019-2020	$82,573.74	Increased basic health and safety services		3		
2018-2023 Facilities NIPR	1,3,4	4	Maintenance Specialist II	2020-2021	$69,196.25	Increased basic health and safety services		4		
	1, 3, 4	5	Maintenance Specialist VI – Operations	2020-2021	$94,546.09	Increased basic health and safety services		5		

Technology Planning

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
	1,3		Web Master Position	2018-19	$90,000	One person dedicated to the web needs of the college	1			
	1,3		Convert 1 Information Technology Specialist II position to an Information Technology Specialist III	2018-19	$1,500		2			

Institutional Effectiveness

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
IE NIPR 2016	1, 3, 4		Research Analyst	2019-20	$95,000	Full Time Research Analyst	1	Essential due to new Student Centered Funding Formula		
2014 Marketing & Public Information NIPR	1,3		Web Master Position	2019-20	$95,000	One person dedicated to the web needs of the college	2			
2014 Marketing & Public Information NIPR	1		Marketing and Public Information Officer	2019-20	$115,000.00	Increased awareness and new student enrollment and strengthen the department capabilities	3			
2014 Governance Annual Update			Review the need to add or restructure administrative assistant support for governance	2019-20	$75,000	Improved Governance process	4	If restructure administrative assistant support then budget item is not needed		

Prioritized Recommendations for Inclusion in Human Resource Master Plan

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source	Notes
	1, 2, 3, 4	2	Training for Staff on Title IX and other required diversity and safety trainings	2018-2019	$10,000.00	Provide a safe learning environment, minimizes barriers, supports students, and promotes leadership		2		
	1	3	Employee IDs	2018-2019	$5,000.00	Helps provide a safe learning environment.		3		
	3	4	Professional Development	2018-2019	$2,000.00	Increased knowledge and best human resources practices		4		
	2, 4	5	ALEX Health Insurance Software	2018-2019	$10,000.00 first year, less each year after	Better understanding of benefit options for new hires, allowing them to make a more informed choice of health insurance plans		5		
	1, 3	6	Student Assistance Program	2018-2019	$7,620.00	Helps ensure the mental health of students		6		

Human Resources Plan 2018-2019 – 9 strategies						
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Update employee handbook	Relevant handbook	2018-2019	Director of Human Resources in partnership with Human Resources Committee	Published Update
3		Update Selection & Hiring Manual	Relevant handbook	2018-2019	Director of Human Resources in partnership with Human Resources Committee	Published Update
2, 3		Implement electronic On-Boarding and evaluations	Integrate the secure electronic personnel information system	2018-2019	Director of Human Resources	100% of employees recruited, hired and evaluated in the new system
3		Develop a mentoring program to introduce new employees to campus services and personnel.	To comfortably and professionally integrate new employees into the campus community	2018-2019	Director of Human Resources in partnership with Human Resources Committee	80% of new employees surveyed will be satisfied with this experience.
3		Assess electronic on-boarding and evaluation system	Integrate the secure electronic evaluation system	2018-2019	Director of Human Resources	100% of employees evaluated in the new system
3		Evaluate the mentoring program for new employees.	Maintain or improve the Mentoring Program.	2018-2019	Director of Human Resources in partnership with Human Resources Committee	80% of new employees surveyed will be satisfied with the program.
4		HR101 Training for Managers / Administration	To help managers and administration provide better support for employees.	2018-2019	Director of Human Resources in partnership with Human Resources Committee	80% of employees surveyed will be satisfied with the trainings
4		Phase II FRISK Training for Managers / Administration	To help managers and administration provide better support for employees	2018-2019	Director of Human Resources in partnership with Human Resources Committee	80% of employees surveyed will be satisfied with the trainings
1, 4		EEO Training	To better train staff in recruitment process	2018-2019	Director of Human Resources in partnership with Human Resources Committee	80% of employees surveyed will be satisfied with the trainings
2		Directory Boards in Buildings and Telephone Lists With Building Locations	Easier travel and communication across campus	2018-2019	Director of Human Resources in partnership with Human Resources Committee	80% of employees surveyed will be satisfied with the new signage

*Becomes a standard after this year

| Human Resources Plan 2019-2020 – 2 strategies |

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Assess electronic on-boarding and evaluation system	Integrate the secure electronic evaluation system	2019-2020	Director of Human Resources	100% of employees evaluated in the new system
3		Evaluate the mentoring program for new employees.	Maintain or improve the Mentoring Program.	2019-2020	Director of Human Resources in partnership with Human Resources Committee	80% of new employees surveyed will be satisfied with the program.

Human Resources Plan 2020-2021 – 2 strategies

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Comprehensive review of the employee handbook	Relevant handbook	2020-2021	Director of Human Resources in partnership with Human Resources Committee	Published Update
3		Comprehensive review of the Selection & Hiring Manual	Relevant handbook	2020-2021	Director of Human Resources in partnership with Human Resources Committee	Published Update

Human Resources Plan 2021-2022 – 2 strategies

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Comprehensive review of the employee handbook	Relevant handbook	2021-2022	Director of Human Resources in partnership with Human Resources Committee	Published Update
3		Comprehensive review of the Selection & Hiring Manual	Relevant handbook	2021-2022	Director of Human Resources in partnership with Human Resources Committee	Published Update

Human Resources Plan 2022-2023 – 2 strategies

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Comprehensive review of the employee handbook	Relevant handbook	2022-2023	Director of Human Resources in partnership with Human Resources Committee	Published Update
3		Comprehensive review of the Selection & Hiring Manual	Relevant handbook	2022-2023	Director of Human Resources in partnership with Human Resources Committee	Published Update

			Human Resources Plan 2023-2024 – 2 strategies				
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Comprehensive review of the employee handbook	Relevant handbook	2023-2024	Director of Human Resources in partnership with Human Resources Committee	Published Update
3		Comprehensive review of the Selection & Hiring Manual	Relevant handbook	2023-2024	Director of Human Resources in partnership with Human Resources Committee	Published Update

			Human Resources Plan - Strategies that have been met and are Ongoing				
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Timely and accurate compliance tracking: Tuberculosis testing	All staff in compliance with Education Code mandates.	2015-2016	Director of Human Resources	All employees are current with Tuberculosis testing.
3		*Identify new training regulations	Identify new mandated training and implement new training modules	2015-2016	Director of Human Resources in partnership with Human Resources Committee	Relevant mandated training

Professional Development Plan

MISSION AND VALUES
The Human Resources Planning Committee believes that the educational environment for all students is enriched when the college invests in the professional skills, academic knowledge, and cultural proficiency of its employees. Thus, provision for continued professional development opportunities for Lassen Community College employees is essential for college success.

OPERATIONAL PRINCIPLES
The following principles provide a framework for professional development and serve as criteria for making decisions on professional development activities. The goals of the Professional Development Plan are to develop knowledge, skills and abilities that will provide the potential for better performance and increased job satisfaction. The Human Resources Planning Committee plans, coordinates, and recommends financial support for a variety of activities that engage faculty, staff, and administrators.

The committee groups the guiding principles under these headings:

Contribution to Employee Collaboration
Professional development activities serve as a vehicle for enhancing employee interactions, building a cooperative environment, and fostering a healthy working relationship among employees.

Contribution to Student Success
Student success should guide professional development activities. Student success may be measured through:
- Improvement of customer service from all staff members
- Enhancement of a specific course, program of instruction, or student service
- Enhancement of cultural awareness
- Improvement of leadership skills
- Enhancement of knowledge of shared governance, collaboration, and relationship building
- Improvement of technological skills

Meeting Needs
Professional development activities include those that meet the needs of LCC employees as expressed in needs assessment surveys, workshop evaluation forms, internal documents [such as program reviews, accreditation self-evaluation reports, district and college plans], shared governance committee activities, and faculty, classified, or institutional initiatives.

Allocation of Resources
Since resources are limited, the committee believes that professional development activities should be designed to provide the greatest effect on the institution, its programs, and students. College resources should be allocated to activities that have broad institutional impact. At the same time, the committee recognizes (a) the value of the rejuvenation through professional development activities; (b) that professional development may involve activities which are beyond staff's ordinary or current job descriptions but, are likely to be integrated into their present or future contribution to the institution

and (c) the importance of professional development for all college employees. Resources should be allocated equitably among, institutional groupings, and types of activities.

Accountability
The committee supports the evaluation of and resulting modifications to training activities. The committee recognizes the importance of ensuring appropriate accountability for those who engage in professional development activities. The college abides by state, district, and institutional policies and regulations as well as by the requirements of funding sources.

Responsibilities
The responsibility for professional development at LCC lies with each employee. The institution must nurture a climate where continued personal and professional growth is valued and pursued. The Human Resources Planning Committee is responsible for ensuring that adequate opportunities for Professional Development exist. The responsibilities of the Human Resources Planning Committee as they relate to professional development include the following:

- Plans and conducts activities for employees that lead to enhanced collaboration and respect
- Provides a forum for explorative and open discussion of new and innovative procedures and strategies
- Advises and assists in planning, evaluating and improving constituent group interactions
- Supports training and re-training opportunities
- Distributes information on workshops, seminars, and available resources related to faculty and staff improvement
- Develops a comprehensive Professional Development Plan

PROFESSIONAL DEVELOPMENT GOALS AND STRATEGIES

The goals of Professional Development are aligned with the Strategic Goals of the District, Institutional Effectiveness, Learning Opportunities, Resource Management, and Student Success. Professional development supports these strategic goals through the development of knowledge, skills and abilities in the following areas:

1. ***Organizational Competency, Communication, and Morale*** – by creating an environment that promotes collaboration and effective constituent interactions

2. ***Employee Competency*** – by building a training program in the development, implementation, and assessment of student learning/administrative unit outcomes that benefit the college community

3. ***Cultural Awareness*** – by supporting a training program and providing opportunities for LCC employees to have cultural experiences that contribute to and broaden the cultural awareness of the LCC community

4. ***Technological Competency*** – by providing essential skills for students' appropriate and responsible use of existing and emerging technology tools for communication, productivity, management, research, problem solving and decision making

OBJECTIVES, ACTIVITIES AND PERFORMANCE OUTCOMES

New professional development needs may be identified and current standards may change. The Human Resources Planning Committee will review the plan and update as necessary.

GOAL 1: Organizational Competency, Communication, & Morale

1.1   Create an environment that encourages collaboration and collegial interaction. (2014-Accreditation Self-Evaluation – Standard IV)

GOAL 2: Competence in the Workplace
2.1   Train faculty and staff to create and evaluate student-learning/administrative unit outcomes at the course, program, area and institutional levels. (*2014-Accreditation Self-Evaluation – Standard II)*
2.2   Provide timely, accurate and effective state and federal mandated trainings and compliance tracking: (2014-Accreditation Self-Evaluation – Standard III)
2.3   Train faculty on instructional delivery methodologies (2014-Accreditation Self-Evaluation Standard II)
2.4   Provide faculty and staff with discipline-specific/job specific professional growth opportunities *(2014-Accreditation Self-Evaluation – Standard III)*
2.5   Increase awareness of institutional and individual responsibilities for student success. (*Strategic Goal #4; 2014-Accreditation Self-Evaluation – Standard II)*

GOAL 3: Cultural Proficiency
3.1   Train employees to identify their own biases and use respectful cultural communication practices. (*2014-Accreditation Self-Evaluation – Standard III*)

GOAL 4: Technological Competency
4.1   Promote and provide regular and consistent training on the effective use of technology (2014-Accreditation Self-Study – Standard III)

FLEX ACTIVITIES

Per BP 4010/AP 4010, the Governing Board may designate an amount of time during each fiscal year to be used for staff development activities not to exceed fifteen (15) days. The time designated for these activities shall be known as "flexible time." The activities of all faculty members during the designated flexible days are to be directed toward instructional improvement activities such as:

1. Course instruction and evaluation;
2. Staff development, in-service training, and instructional improvement;
3. Program and course curriculum or learning resource development and evaluation;
4. Related activities, such as student advising, guidance, orientation and matriculation services;
5. Conferences, workshops, and institutional research;
6. Other duties as approved by the District.

Flexible Calendar 2018-2019

The academic calendar for 2018-2019 has seven days (35 hours) designated for "flex" activities for full-time faculty. Flex calendar dates are:

Activities Day	Fall 2018	Spring 2019
Flex	August 16, 2018	January 10, 2019
Flex	August 17, 2018	January 11, 2019
Flex		February 13, 2019
Flex	November 21, 2018	February 14, 2019
Convocation	September 11, 2018	February 5, 2019

Professional Development Plan 2018-2019 – 7 strategies						
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
1	1.1	Provide activities and training on effective practices of conflict resolution.	All staff and faculty as appropriate trained	Ongoing	Director of Human Resources	All groups will participate
2	2.4	Provide faculty and staff with discipline-specific/ job specific training opportunities.	Highly qualified faculty and staff.	Ongoing	Vice President of Academic Services Flex Faculty and Staff Coordinator	Increased knowledge, skills and abilities for targeted employees.
2	2.4	Provide customer service training	Improved customer relations	Ongoing	Human Resources Committee/ Flex Faculty and Staff Coordinator	Fewer complaints
2	2.5	Include at least one training during flex each year focused on enhancing awareness about institutional and individual responsibilities and roles for student success.	Identify barriers to student persistence	Ongoing	Vice President of Academic Services/ Director of Institutional Effectiveness/ Flex Faculty and Staff Coordinator	Increased enrollment, persistence and retention
4	4.1	Provide workshops to promote proficiency in using the Datatel management information system	Improved ability to use Datatel	Ongoing as needed.	Dept. Managers	Reinstate Datatel Users Group
4	4.1	Provide online delivery training to employees (Canvas)	Increased customer service to students.	Ongoing	Vice President of Academic Services	Fewer student complaints
4	4.1	Provide software training to support changing technology	Increased competency	Ongoing		Increase in competency per workshop evaluation

Professional Development Plan 2019-2020 – 7 strategies						
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
1	1.1	Provide activities and training on effective practices of conflict resolution.	All staff and faculty as appropriate trained	Ongoing	Director of Human Resources	All groups will participate
2	2.4	Provide faculty and staff with discipline-specific/ job specific training opportunities.	Highly qualified faculty and staff.	Ongoing	Vice President of Academic Services Flex Faculty and Staff Coordinator	Increased knowledge, skills and abilities for targeted employees.
2	2.4	Provide customer service training	Improved customer relations	Ongoing	Human Resources Committee/ Flex Faculty and Staff Coordinator	Fewer complaints
2	2.5	Include at least one training during flex each year focused on enhancing awareness about institutional and individual responsibilities and roles for student success.	Identify barriers to student persistence	Ongoing	Vice President of Academic Services/ Director of Institutional Effectiveness/ Flex Faculty and Staff Coordinator	Increased enrollment, persistence and retention
4	4.1	Provide workshops to promote proficiency in using the Datatel management information system	Improved ability to use Datatel	Ongoing as needed.	Dept. Managers	Reinstate Datatel Users Group
4	4.1	Provide online delivery training to employees (Canvas)	Increased customer service to students.	Ongoing	Vice President of Academic Services	Fewer student complaints
4	4.1	Provide software training to support changing technology	Increased competency	Ongoing		Increase in competency per workshop eval

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
**Professional Development Plan 2020-2021 – 7 strategies**					
1	1.1	Provide activities and training on effective practices of conflict resolution.	All staff and faculty as appropriate trained	Ongoing	Director of Human Resources	All groups will participate
2	2.4	Provide faculty and staff with discipline-specific/ job specific training opportunities.	Highly qualified faculty and staff.	Ongoing	Vice President of Academic Services Flex Faculty and Staff Coordinator	Increased knowledge, skills and abilities for targeted employees.
2	2.4	Provide customer service training	Improved customer relations	Ongoing	Human Resources Committee/ Flex Faculty and Staff Coordinator	Fewer complaints
2	2.5	Include at least one training during flex each year focused on enhancing awareness about institutional and individual responsibilities and roles for student success.	Identify barriers to student persistence	Ongoing	Vice President of Academic Services/ Director of Institutional Effectiveness/ Flex Faculty and Staff Coordinator	Increased enrollment, persistence and retention
4	4.1	Provide workshops to promote proficiency in using the Datatel management information system	Improved ability to use Datatel	Ongoing as needed.	Dept. Managers	Reinstate Datatel Users Group
4	4.1	Provide online delivery training to employees (Canvas)	Increased customer service to students.	Ongoing	Vice President of Academic Services	Fewer student complaints
4	4.1	Provide software training to support changing technology	Increased competency	Ongoing		Increase in competency per workshop evaluation

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
**Professional Development Plan 2021-2022 – 7 strategies**					
1	1.1	Provide activities and training on effective practices of conflict resolution.	All staff and faculty as appropriate trained	Ongoing	Director of Human Resources	All groups will participate
2	2.4	Provide faculty and staff with discipline-specific/ job specific training opportunities.	Highly qualified faculty and staff.	Ongoing	Vice President of Academic Services Flex Faculty and Staff Coordinator	Increased knowledge, skills and abilities for targeted employees.
2	2.4	Provide customer service training	Improved customer relations	Ongoing	Human Resources Committee/ Flex Faculty and Staff Coordinator	Fewer complaints
2	2.5	Include at least one training during flex each year focused on enhancing awareness about institutional and individual responsibilities and roles for student success.	Identify barriers to student persistence	Ongoing	Vice President of Academic Services/ Director of Institutional Effectiveness/ Flex Faculty and Staff Coordinator	Increased enrollment, persistence and retention

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
4	4.1	Provide workshops to promote proficiency in using the Datatel management information system	Improved ability to use Datatel	Ongoing as needed.	Dept. Managers	Reinstate Datatel Users Group
4	4.1	Provide online delivery training to employees (Canvas)	Increased customer service to students.	Ongoing	Vice President of Academic Services	Fewer student complaints
4	4.1	Provide software training to support changing technology	Increased competency	Ongoing		Increase in competency per workshop evaluation

Professional Development Plan 2022-2023 – 7 strategies						
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
1	1.1	Provide activities and training on effective practices of conflict resolution.	All staff and faculty as appropriate trained	Ongoing	Director of Human Resources	All groups will participate
2	2.4	Provide faculty and staff with discipline-specific/ job specific training opportunities.	Highly qualified faculty and staff.	Ongoing	Vice President of Academic Services Flex Faculty and Staff Coordinator	Increased knowledge, skills and abilities for targeted employees.
2	2.4	Provide customer service training	Improved customer relations	Ongoing	Human Resources Committee/ Flex Faculty and Staff Coordinator	Fewer complaints
2	2.5	Include at least one training during flex each year focused on enhancing awareness about institutional and individual responsibilities and roles for student success.	Identify barriers to student persistence	Ongoing	Vice President of Academic Services/ Director of Institutional Effectiveness/ Flex Faculty and Staff Coordinator	Increased enrollment, persistence and retention
4	4.1	Provide workshops to promote proficiency in using the Datatel management information system	Improved ability to use Datatel	Ongoing as needed.	Dept. Managers	Reinstate Datatel Users Group
4	4.1	Provide online delivery training to employees (Canvas)	Increased customer service to students.	Ongoing	Vice President of Academic Services	Fewer student complaints
4	4.1	Provide software training to support changing technology	Increased competency	Ongoing		Increase in competency per workshop evaluation

		Professional Development Plan - Strategies that have been met and are ongoing				
Goal	**Obj.**	**Strategy Description**	**Desired Outcome**	**Timeline**	**Responsible Party(s)**	**Achievement Target**
1	1.1	*Recognize faculty and staff success, both personal and professional.	Improved morale and interpersonal relationships	Ongoing	LCC Website & Convocations	
1	1.1	*Provide training opportunities to encourage an understanding of collaboration and shared governance.	Consultation Council Members trained and disseminate information to constituency groups.	Ongoing	Director of Human Resources/Associate Dean of Institutional Effectiveness	All appropriate faculty and staff are trained
2	2.1	*Continue training program for Student Learning Outcomes (SLOs) and Administrative Unit Outcomes (AUOs).	All staff and faculty (targeting new employees) as appropriate trained regarding SLOs/AUOs	Ongoing	Director of Institutional Effectiveness	All appropriate faculty and staff are trained
2	2.2	*Timely, accurate and effective state and federal mandated trainings and compliance tracking: • Child Abuse Reporting Training • Equal Employment Opportunity • Disaster Preparedness • Family Education Rights to Privacy Acts (FERPA) •Title IX	All staff and faculty trained and/or in compliance with federal and state mandates	Ongoing	Director of Human Resources in partnership with Human Resources Committee/ Flex Faculty and Staff Coordinator	100% of faculty and staff trained and/or in compliance
2	2.3	*Provide faculty with regular opportunities to explore different instructional delivery methods	Faculty skilled in alternative instructional delivery leading to higher levels of student success for students enrolled in online, correspondence and hybrid delivery mode courses	Ongoing	Flex Faculty and Staff Coordinator	Obtain higher level of student learning, retention, and success as compared to 2011-2012 baseline measures
3	3.1	*Provide training and activities each academic year on cultural diversity and communication practices.	Broaden the cultural awareness of LCC community	Ongoing	Director of Human Resources in partnership with Human Resources Committee/ Flex Faculty and Staff Coordinator	A minimum of 4 events