

Resource Development/Competitive Grants (Foundation)

2022-2023

LASSEN COMMUNITY COLLEGE

Colleen Baker- Interim Dean of Instruction

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SECTION 1: INSTITUTIONAL EFFECTIVENESS PLANNING

I. Program Overview and Objectives

The Lassen College Foundation (LCF) is committed to building relationships that enhance financial and educational investments, and benefit Lassen Community College and the surrounding community. Incorporated in 1977, the Lassen College Foundation is a public charity under IRC Section 501(c)(3). The Foundation provides financial support to the college for the Choose Lassen scholarship and innovative programs focusing on scholarships, an alumni association, an endowment fund, and more opportunities for community involvement.

The objectives of the Foundation are to continue providing scholarships for students to attend Lassen Community College, develop an alumni association, build an endowment fund, and increase college involvement within the community and community involvement in the college. The Foundation always seeks motivated, visionary people to advance higher education within the district.

Vision: The Foundation envisions a community with a culture of philanthropy that supports higher education for local workforce development, intellectual growth, and civic, cultural, and social leadership.

Mission: The mission of the Lassen College Foundation is to provide financial support to Lassen Community College for scholarships, innovative programs and resources on campus and in the District.

The Foundation makes friends for the college in the community by being ambassadors and advocates for the college, students, faculty, and administration. Listed here are the services administered by the Foundation:

- **Scholarships:** The Foundation offers scholarships to graduating High School seniors within the College's service area which includes Lassen High, Westwood High, Big Valley High, Herlong High, Modoc High, Surprise Valley High and the Charter schools. The Foundation additionally administers several scholarships including the Elliot Dow Memorial Scholarship. Students may inquire with the Financial Aid Office about additional scholarship opportunities.
- **Alumni Association:** The Foundation is focused on enriching the lives of its alumni and offering a way to engage in LCC's future by providing peer networking and communications for alumni through events, press releases, social media, and a newsletter.
- **Endowment Fund:** The Foundation is committed to building a perpetual general endowment fund of \$100,000 that will offer long-term financial stability for student aid, innovative academic programs, and capital improvement projects.

- Community/College Involvement: The Foundation plans, develops on and off-campus events focused on diversity, equity and inclusion that are student, faculty, staff, alumni and community-based.

Listed on the Foundation web page at <http://www.lassencollege.edu/support-lcc/Pages/default.aspx> are a variety of methods that the Foundation offers for donors to donate. These include a physical mail in address for donors to mail in donations, a downloadable form to fill and submit with the donation, and a PayPal web link to donate. The web page also offers information on the Foundation’s tax return, and the 501(c)(3) and/or 170(c)(1) tax deduction applicability of donations.

The Foundation is governed by its Board of Directors, two of which are “ex officio” representatives of the Lassen College Board of Trustees, and is joined by the LCC Superintendent/President as an “ex officio” member. This Board meets monthly on the second Monday of each month. The agendas and more information may be found in BoardDocs at <https://go.boarddocs.com/ca/lcca/Board.nsf/Public#>.

Current Board of Directors (June 2023):

- Sofia Wages, President
- Morgan Nugent, Vice President
- Luis Hamilton, Director
- Trevor Albertson, Director
- Jenna Ducasse, Director
- Carie Camacho, Director and LCC Interim Superintendent / President

Description/Evaluation:

- a. Describe and evaluate the program objectives against the LCC Strategic Plan, specifically the Mission statement and Strategic Goals [available online or in the current catalog].

The LCF supports the Lassen Community College Mission by obtaining and distributing funds that directly support the achievement of higher education goals of those who are or will be attending LCC.

The LCF supports the Lassen Community College Strategic Goals of Resource Management and Student Success by providing direct financial support to students to increase their access to and opportunity for successful completion of LCC academic programs.

- b. Evaluate any changes in the program since last review. Include summary of Annual Updates completed since last review.

In October of 2021, the Lassen College Foundation(LCF) began its annual audit led by an independent firm, CWDL. At the request of Dr. Trevor Albertson, who was at the time Lassen College’s Superintendent/President, a more in-depth audit was ordered.

Dr. Trevor Albertson delivered the draft report of the results of the Lassen College Foundation annual audit and its for-profit subsidiary, Lassen Cougar Enterprises (LCE). The preliminary audit identified nine major issues described by the auditors as substantial or sufficient deficiencies and recognized that the way the LCF was overseeing LCE, opened the door to potential fraudulent practices. During that time, the LCF lost five members of its Board of Directors, including the President, due to removal or resignation. Currently, the LCF board has enough members. The final audit did not identify any additional issues, and at this time the audit has been closed and the Lassen College District has not taken any action against the Foundation. By the beginning of the Spring 2023 semester, the LCF has made concerted efforts to pay all outstanding debts and will be offering a limited number of Choose Lassen Scholarships to graduating high school seniors within the college's service area beginning again in Fall 2023.

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning, Student Services Planning, and/or Academic Planning tables at the end of the section for any recommendations requiring institutional action.

Due to the public nature of the LCF audit and its findings, the Foundation needs to repair its reputation on campus and in the community above all. This involves the LCF Board of Directors creating a 1-2 year strategic plan and then a 3-5 year strategic plan.

II Administrative Unit and/or Student Learning Outcomes Assessment

Student Learning Outcome Assessment

AUO and SLO assessment is important to maintain and improve institutional effectiveness and provide an effective learning experience for LCC students. Departments are expected to measure AUO and/or SLO annually. AUO records are saved on the P-Drive and SLO records are saved through the SLO+ platform.

Description/Evaluation:

1. Identify and evaluate Administrative Unit and/or Student Learning Outcomes including the relationship to strategic goals for AUOs and institutional student learning outcomes for SLOs utilizing the SLO+ platform.
2. Attach an AUO and/or SLO assessment summary as provided by Office of Institutional Effectiveness.

ISLO	Strat Goal	AUO	ASSESSMENT MEASURE /TARGET
3	2, 3, 4	Build, support and grow community awareness and participation in Foundation activities.	<p>Measure: Activity data Target: Establish baseline data. Increase social media presence by 5% annually.</p> <p>Measure: Activity data Target: Establish baseline data. Increase participation at special events by 3% annually.</p>
3	2, 3, 4	Engage alumni to become members of the LCC Alumni Association.	<p>Measure: Count of Alumni Members Target: Increase alumni membership by 5% annually</p>
3	2, 3, 4	Provide additional resources for the college by conducting annual, capital and endowment campaigns.	<p>Measure: Benchmark data Target: Establish baseline data for Resource Development (sources) and increase by 5% annually.</p> <p>Measure: Benchmark data Target: Increase donation income by 2% annually.</p>

3. Provide an analysis of findings of the assessment results may be leveraged to support equipment, facility, staffing, or other budget and planning need and include the justification in your analysis.

During Spring 2022, extensive AUO and NIPR training was conducted by the Academic Services Interim Dean. During this time, it was determined that the current AUOs (listed above) were very difficult to assess. The AUOs presented above have only recently been developed. Baseline data from these AUOs were never defined.

However, some data was captured and can be minimally analyzed. For the Academic Year 2021-2022 the following AUOs were assessed as best as could be:

AUO #1: Awarded more than 75 Choose Lassen Scholarships to local students (Lassen County). Scholarship certificates are presented during the Lassen High School awards night to graduating LHS seniors. Planned and implemented one community outreach project – the 6th Annual Frank Ernaga Memorial Golf Classic that raised \$6,500. The golf tournament included a sponsorship by two local businesses; Banner Lassen Hospital and Cascade Nursery. Represented the LCF at local civic events including Susanville Sunrise Rotary, the Lassen County Fair and the Chamber of Commerce annual Christmas tree lighting. Planned and scheduled a fall concert with Ben Wade of the Susanville Symphony to bring a Symphony Under the Stars to the college’s campus. This concert was cancelled by Dr. Albertson for various reasons due to on-going concerns surrounding Covid.

AUO #2: AUO Results*Since its creation in 1977, the Lassen College Foundation had never formed a formal alumni association. In an effort to create a more formal alumni

association, the Lassen College Foundation looked into systems that could be used to manage such a group. The search for an alumni membership tool began. The platform needed to provide systems to organize alumni relations. These systems needed to offer seamless ways of connecting with and tracking alumni, sending consistent and informative communications, planning and implementing in-person and online reunions, donor development, friend and fundraising, and enhancing the Lassen College brand. Several platforms were considered, but in March of 2022, a contract was signed with Blackbaud's Raiser's Edge NXT. The Director of Development, Alumni and Community Relations completed some of the onboarding process in August of 2022 which included brief tutorials of the system capabilities. In November 2022 an upload of data from Datatel of students totaling 6,043 alumni files was completed. In December 2022 the Director of Development, Alumni and Community Relations resigned. In March of 2023, Blackbaud advised the Acting Director the limit within the system is 2,500 alumni files and the Acting Director was advised files must be removed to drop below the 2,500 limit or the Foundation/College would be charged additional fees for the increased number of files. Upon review of the data dropped into the system, it was ascertained there was a high amount of inaccurate, old or non-usable names and addresses consisting of incarcerated students at various prisons, deceased individuals, old addresses, dorm addresses while enrolled, and no personal email addresses. Upon deletion of just those without emails, the system is now standing at 2,153 records, all of which need to be screened for usability.

AUO #3: Succeeded in securing funding from various corporate giving programs such as PG&E, Les Schwab, Walmart, Banner Lassen Medical Center and Cascade Nursery. Increased charitable donations by 50% from \$25,000 to \$50,000.

As a result of the ambiguity and difficulty of assessing the above AUOs, it has been decided to make some modifications. However, at this time, the Director of Development, Alumni and Community Relations position is vacant. Once this person is hired, the applicant should work with the LCC Researcher, College President, and LCF Board to develop meaningful and measurable AUOs that better relate to the goals of the assignment.

Planning Agenda:

List recommendations and actions by the above evaluation of AUO and/or SLO results. Complete Institutional Effectiveness Planning, Student Services Planning and/or Academic Planning tables at the end of the section for any recommendations requiring institutional

action. For any items needing Human Resources Planning, Institutional Technology Planning, or Facilities Planning action, please make sure to include the information within the appropriate section and table later in the program review document.

Since the old AUOs were difficult to assess, data for this NIPR is insufficient. After the new (2023) AUOs are assessed for the first time in August of 2024, the LCF Director will determine what actions need to take place for improvements.

III. Equipment

Description/Evaluation:

1. List capital outlay equipment, age of equipment and replacement schedule.
2. Identify any existing equipment maintenance/service agreements.
3. Evaluate the condition of capital outlay equipment in light of the replacement schedule and available funds.
4. Evaluate the effectiveness of and need for additional maintenance /service agreements.
5. Justify any proposed modification or additions to equipment available for students and/or faculty/instructional assistants within the program.

LCF does not provide any equipment for employees. All necessary equipment (computer, printer, office supplies, etc.) and resources are provided by LCC instead.

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning, Student Services Planning, and/or Academic Planning table at the end of the section for any recommendations requiring institutional action.

During the next NIPR, the LCF employee(s) should evaluate any missing resources and list needed items.

IV. Outside Compliance Issues (if appropriate for program)

Description:

If appropriate, describe the role of outside compliance issues on the program.

The Foundation has always retained an accountant to oversee and maintain the financial reports of the Foundation and its subsidiary Lassen Cougar Enterprises (LCE). There is an ongoing audit that will help determine where and how LCF must make changes to their accounting practices to ensure they are compliant with 501(c)3 regulatory laws. The sublease for the campground and marina (previously held by LCE)

has been transferred to Vista Recreation and a new fiscal manager has been approved by the Lassen College Foundation Board. The Secretary of State has paperwork to disband the LCE upon finalization of the transfer of the liquor license with ABC and Vista Recreation.

Evaluation:

Assess changes in compliance or identification of compliance-related needs and the impact on the program.

Per the By-laws, the Foundation is required to elect a Chief Financial Officer (CFO). This seat has been vacant for several years and must be appointed to ensure the financial health of the Foundation. As of March 2023, a new Director to the Foundation has been proposed. This individual was voted onto the Board at the April 2023 Regular meeting, and placed in as the CFO of the Foundation.

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning, Facilities Planning, Technology Planning and Human Resource Planning Forms as appropriate for any recommendations requiring institutional action.

N/A – The Foundation has a CFO.

VI. Prioritized Recommendations

A. Prioritized Recommendations for Implementation by Program Staff

List all recommendations made in Section One that do not require institutional action (ie. curriculum development) in order of program priority.

With a goal to move forward from the audit findings and repair community relationships, the Director of Development, Alumni and Community Relations along with the LCF Board of Directors should create a 1-2 year strategic plan and then a 3-5 year strategic plan.

B. Prioritized Recommendations for Inclusion in the Planning Process

List all recommendations made in Section One that should be included in Lassen College's planning and budgeting process, specifically in the Educational Master Plan, Student Services Master Plan, or Institutional Effectiveness Master Plan. Separate recommendations into the

appropriate plan(s). Items to be included in the Human Resource Master Plan, Institutional Technology Master Plan, or Facilities Master Plan should be addressed in Sections Two, Three or Four in lieu of or in addition to inclusion in the Academic Master Plan. See Attachment C for Master Plan Overview to determine where recommendations are best placed.

Prioritized Recommendations for Inclusion in Institutional Effectiveness Master Plan

Resource Development/Competitive Grants (Foundation) - 2023

Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Expected Outcome
	N/A			

Prioritized Recommendation for Inclusion in Student Services Master Plan

Resource Development/Competitive Grants (Foundation) - 2023

Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Expected Outcome
	N/A			

Prioritized Recommendations for Inclusion in Educational Master Plan

Resource Development/Competitive Grants (Foundation) - 2023

Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Expected Outcome
	N/A			

Section Two: Human Resource Planning

I. Program Staffing

Description/Evaluation:

1. List the current staffing for the program include: managers, faculty positions, and classified staff.

Currently there is one 50% employee position that oversees the LCF goals: Director of Development, Alumni and Community Relations. However, this position has been vacant since December 2023. In January 2023 an Acting Director was placed while Lassen College has commenced flying the position. Throughout the Spring 2023, recruitment for this position was unsuccessful. However, in early summer 2023, interviews and a job offer was made for this position. The new Director of Development, Alumni and Community Relations will begin in July, 2023.

2. This section provides an opportunity for analysis and justification of projected staffing needs to support the program. Work-study student needs may be included.

The previous Director of Development, Alumni and Community Relations worked remotely and identified that a temporary work-study would be beneficial for data entry, scanning documents, and event set up/engagement. However, moving forward the Director of Development will be a part-time on-campus position. With this person working on campus, it is anticipated that the Director of Development, Alumni and Community Relations will be able to take care of these clerical tasks on their own. .

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning and Human Resources Planning Forms as appropriate for any recommendations requiring institutional action.

In the next NIPR cycle, it is recommended to revisit the potential need for a work-study individual to assist with clerical tasks.

II. Professional Development

Description/Evaluation:

1. Describe the professional development and professional activities of the program staff relevant to program improvements that has occurred during the period under review. (workshops, conferences, staff development, work experiences, etc.)

In the past five years, there have been years without a Director of Development, Alumni and Community Relations (June 2020-June 2021). When the position was filled, it lacked stability due to the short time of employment for the last two directors only holding the position for 1.5 years each. As a result of this instability, record keeping has been inconsistent. Though an employment search was conducted in Spring 2023, and the new Director of Development, Alumni and Community Relations. Will begin in July 2023. Depending on the candidate's previous experience, professional opportunities should be provided.

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning and Human Resources Planning Forms as appropriate for any recommendations requiring institutional action.

When the Director of Development, Alumni and Community Relations is filled, the person selected should conduct a self-evaluation of their skills. Depending on the results, professional development should be sought.

III. Administrative Unit and/or Student Learning Outcome Assessments

Description/Evaluation:

1. Describe any results from assessment of administrative units and/or student learning outcomes that affect human resource planning

It was very difficult to assess the current AUOs because of lack of resources. For example, AUO #1's goal is to build social media presence by 5% annually. However, according to the Director of Development, Alumni and Community Relations in December 2022, there was no tracking system to determine how many hits or likes there were on any of the social media advertising. So, it was impossible to know what the presence was / is. AUO #2 was measured but after initial data it was determined that the data findings were incorrect. As a result, in order to capture this data correctly, the new employee must seek training and additional information on how the program works. AUO #3 is appropriate but it should be reviewed.

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning and Human Resources Planning Forms as appropriate for any recommendations requiring institutional action.

As a result of the ambiguity and difficulty of assessing the above AUOs, it has been decided to make some modifications. However, at this time, the Director of Development, Alumni and Community Relations position is vacant. Once this person is hired, the applicant should work with the LCC Researcher, College President, and LCF Board to develop meaningful and measurable AUOs that better relate to the goals of the assignment.

IV. Prioritized Recommendation

Prioritized Recommendations for Implementation by Program Staff

List all recommendations made in Section Two that do not require institutional action (ie. curriculum development) in order of program priority.

When the Director of Development, Alumni and Community Relations is filled, the person selected should conduct a self-evaluation of their skills. Depending on the results, professional development should be sought.

Prioritized Recommendations for Inclusion in the Planning Process

List all recommendations made in Section Two that should be included in Lassen College’s planning and budgeting process. See Attachment C for Master Plan Overview to determine where recommendations are best placed.

Prioritized Recommendations for Inclusion in Human Recourse Master Plan

Resource Development/Competitive Grants (Foundation) - 2023

Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Expected Outcome
3	Professional Development	2023-2024	\$3000 initial \$2000 ongoing	Increased donations and alumni participation

Section Three: Facilities Planning

I. Facilities

Description/Evaluation:

1. Describe and evaluate the Lassen Community College facilities available to the program.
The current facilities occupied by the program are adequate.
2. Describe and evaluate additional facilities utilized off-campus by the program (attach any relevant rental agreements)
N/A
3. Describe any facilities needs identified by assessments of administrative unit and/or student learning outcomes
The program has no facilities needs at this time.
4. Justify any proposed modifications or additions to existing facilities that would better serve the program planned for the next five years.
N/A

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness, Facilities Planning, and Technology Planning Forms as appropriate for any recommendations requiring institutional action.

N/A - All of the facilities used by the LCF are sufficient at this time.

II. Prioritized Recommendations

Prioritized Recommendations for Implementation by Program Staff

List all recommendations made in Section Three that do not require institutional action (ie. curriculum -development) in order of program priority.

N/A – All of the facilities used by the LCF are sufficient at this time.

Prioritized Recommendations for Inclusion in the Planning Process

List all recommendations made in Section Three that should be included in Lassen College's planning and budgeting process. See Attachment C for Master Plan Overview to determine where recommendations are best placed.

Prioritized Recommendations for Inclusion in the Facilities Master Plan

Resource Development/Competitive Grants (Foundation) - 2021

Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Expected Outcome
	N/A			

Resource Development/Competitive Grants (Foundation) - 2023

Section Four: Technology Planning

I. Institutional Technology

Description/Evaluation:

1. Describe and evaluate technology and technology support provided for instruction and instructional support.

LCC provides one laptop, computer monitors, copier, and office supplies. These are sufficient for this position.

2. Describe any technology and technology support needs identified by assessment of administrative unit and/or student learning outcomes.

N/A – The technology is sufficient at tis time.

Planning Agenda:

List recommendations and necessary actions necessitated by the above evaluation. Complete Institutional Effectiveness Planning, Facilities Planning, Technology Planning and Human Resource Planning Forms as appropriate for any recommendations requiring institutional action.

N/A – The technology for the LCF is sufficient at this time.

II. Prioritized Recommendations

Prioritized Recommendations for Implementation by Program Staff

List all recommendations made in Section Four that do not require institutional action (ie. curriculum development) in order of program priority.

N/A – The technology for the LCF is sufficient at this time.

Prioritized Recommendation for Inclusion in the Planning Process

List all recommendations made in Section Four that should be included in Lassen Community College’s planning and budgeting process. See Attachment C for Master Plan Overview to determine where recommendations are best placed.

N/A – The technology for the LCF is sufficient at this time.

Prioritized Recommendations Inclusion in Institutional Technology Master Plan

Resource Development/Competitive Grants (Foundation) - 2023

Strategic Goal	Planning Agenda Item	Implementation Time Frame	Estimated Cost (implementation & ongoing)	Expected Outcome
	N/A			

Lassen Community College Master Plan Overview

Six master plans comprise the Comprehensive Institutional Master Plan. Recommendations from program reviews will be input into the selected master plans as determined by faculty in the prioritized recommendation spreadsheets. To better understand which master plan might be most appropriate for each program recommendation, a summary/objective of each plan is included below. More information can be found in the Shared Governance and Consultation Council Handbook and the Comprehensive Institutional Master Plan.

Institutional Effectiveness Master Plan (IEMP): the IEMP addresses college needs not addressed in other plans. These needs include research, governance, outcome assessment, and administrative operations.

Educational Master Plan (EMP): The EMP addresses the instructional planning needs of the college.

Student Services Master Plan (SSMP): The SSMP highlights the services needed to maximize the student experience through a variety of key student support services.

Institutional Technology Master Plan (ITMP): The ITMP addresses the technology needs of the campus.

Facilities Master Plan (FMP): The FMP addresses the physical infrastructure, facility, and maintenance needs of the campus.

Human Resources Master Plan (HRMP): The HRMP identifies and manages the administrative functions of recruitment, selection, evaluation, and professional development needs of the College to ensure a fully-staffed and highly functioning team of employees.