LASSEN COMMUNITY COLLEGE EDUCATIONAL MASTER PLAN

2022-2027

Section IV – Five Master Plans

Educational Master Plan and Academic Staffing Plan

INTRODUCTION

From its establishment in 1925, Lassen Community College has provided comprehensive 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 a California Community College. Originally built as one of the state's "small but necessary" campuses, the college continues to provide 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:

- 32 Associate Degrees
- 15 Associate Degrees for Transfer (SB 1440)
- 6 University Studies Associate Degrees
- 2 General Studies Associate Degrees
- 9 Career Technical Education Associate Degrees
- 2 General Education Certificates of Achievement (CSU and IGETC)
- 14 Career Technical Education Certificates of Achievement
- 10 Career Technical Education Certificates of Accomplishment
- 2 Career Technical Education Certificate of Completion (non-credit)

A complete list of degrees and certificates can be found in the LCC Catalog.

ACADEMIC PLANNING COMMITTEE

The Educational Master Plan/Academic Planning Committee, comprised of two division chairs, Lead Counselor, Chief Instructional Officer, Dean of Instruction, Chief Student Services Officer, a curriculum committee representative, Academic Senate President, two classified representatives, and two management representatives, 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 Educational Master Plan/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 2022-2023 to 2026-2027. The Annual Action Plans are reviewed and updated annually in the fall term. The five-year plan is presented to Consultation Council by the Educational Master Plan/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.

LCC is in the process of improving its planning and budgeting process. Through an Institutional Effectiveness Partnership Initiative grant, a consultant and thorough campus wide evaluations, work has been done to improve our planning and budgeting process. Last year, 2021-2022, was the last year utilizing the planning/budgeting process that has been in place for approximately the last ten years. This year will be a full of year of utilizing the more efficient model. Comprehensive assessment of the revised planning process will occur at the end of each academic year to allow for any necessary revisions.

EDUCATIONAL MASTER PLANNING COMMITTEE MEMBERSHIP:

The following individuals served as members of the 2022-2023 Educational Master Plan/Academic Planning Committee:

Colleen Baker – Chief Instructional Officer, Interim
Roxanna Haynes – Chief Student Services Officer
Michell Williams, Dean of Instruction
Yuting Lin - Division Chair, Science/Chemistry
Lisa Gardiner - Division Chair, Humanities /Social Science
Chad Lewis – Representative from the Curriculum/Academic Standards Committee
Adam Runyan – Academic Senate President
Alison Somerville – Lead Counselor

Motare Ngiratmab – Classified Member
Christina Madrid, Classified Member
Carol Growdon, Management Member
Bridget Gowin, Management Member

2022-2027 LONG RANGE EDUCATIONAL MASTER PLAN

Strategic Initiatives:
1. Increase and retain enrollment
   a. Grow the nursing program
   b. Expand athletic programs
   c. Increase enrollment in current programs
   d. Explore other opportunities
2. Improve and expand student housing
3. Continue to meet accreditation standards.

Strategic Goals:
1. Institutional Effectiveness: Provide the governance, leadership, integrated planning and accountability structures, and processes to effectively support an inclusive learning environment, while ensuring responsible stewardship of public trust and resources.
2. Learning Opportunities: Provide an array of rigorous academic programs delivered via a variety of modalities that promote student equity and learning while meeting the needs of the local and global community.
3. Resource Management: Manage human, physical, technological and financial resources to sustain fiscal stability and to effectively support the learning environment.
4. Student Success: Provide a college environment that reaches-out-to and supports students, minimizes barriers, and increases opportunity and success through access and retention to enable student attainment of educational goals including completion of degrees and certificates, transfer, job placement and advancement, improvement of basic skills, and self-development through lifelong learning.

EMP Long Range Plan #1: Increase face-to-face instruction at HDSP by expanding to other available yards in HDSP, Yard D and C. Expand adult education workshops for personal development and recruitment for classes. (Incarcerated Education NIPR 2021) *Due to changes with Office of Correctional Education, hybrid or online modalities are not an option at this time, therefore the goals needed revision.*

Goal 2, Objective 2.5, Strategic Initiative 1

2022-2023

Strategy Description: Continue to develop relationships between HDSP staffing programs and Lassen College. Explore initial contacts for ADT transfers to a university for transfer. Begin development of any needed curriculum for additional ADT. Begin offerings of non-credit education workshops to new students at HDSP to help recruit new face to face students. Increase recruitment for faculty for face to face instruction.

Expected Outcome: Strategic scheduling to maximize enrollment, increase FTES and improve graduation rates

Responsible Party(s): V.P. of Academic Services/CIO, Dean of Humanities and Social Sciences, Incarcerated Education Coordinator, Human Resources (for recruitment)

Performance Measures Outcome: Draft schedule developed for use in 2023/2024. Increase new headcount at HDSP for non-credit education offerings.

2023-2024

Strategy Description: Continue to assess our educational opportunities at HDSP. Continue to strengthen the relationships between HDSP staffing programs and Lassen College. Research methods to expand ADT offerings at all institutions. Increase number of correspondence science lab course offerings. Continue efforts to work with a university to offer transfer degrees that lead to a Bachelor's degree. Send curriculum for approval to fulfill missing courses for ADT offerings at all institutions. Increase recruitment for faculty for face to face instruction.

Expected Outcome: Strategic scheduling to maximize enrollment, increase FTES and improve graduation rates

Responsible Party(s): V.P. of Academic Services/CIO, Dean of Humanities and Social Sciences, Subject Matter Faculty, Director of Incarcerated Education

Performance Measures Outcome: Maintain face to face course offerings at High Desert State Prison. Increased number of correspondence lab science courses. Write and submit new curriculum.

2024-2025

Strategy Description: Maintain face to face course offerings at High Desert State Prison. Maintain number of correspondence lab science course offerings. Increase number of correspondence communication's courses. As CDCR expands technology deliverance to students, explore offering courses in different modalities (online or hybrid). Review staffing needs – instructors, ISS's and staffing in the Correspondence Office

Expected Outcome: Strategic scheduling to maximize enrollment, increase FTES and improve graduation rates

Responsible Party(s): V.P. of Academic Services/CIO, Dean of Humanities and Social Sciences, Director of Incarcerated Education

Performance Measures Outcome: Maintain Number of face to face course offerings at High Desert State Prison. Increased number of correspondence lab science courses. Increased number of correspondence communication's courses.

2025-2026

Strategy Description: Continue providing similar number and modality of classes from previous year. Review data on graduation rates since this Long Range Plan was initiated. As CDCR expands technology deliverance to students, explore offering courses in different modalities (online or hybrid).
Expected Outcome: Strategic scheduling to maximize enrollment, increase FTES and improve graduation rates
Responsible Party(s): V.P. of Academic Services/CIO, Dean of Humanities and Social Sciences, Director of Incarcerate Education
Performance Measures Outcome: Increased incarcerated student graduation rates (certificates and ADTs).

2026-2027

Strategy Description: Continue to offer similar number of courses face-to-face, hybrid and/or synchronous zoom to incarcerated students at HDSP. Review data on graduation rates (certificates and ADTs) since this Long Range Plan was initiated, review rotation of classes as they relate to the ADT's offered at HDSP - decide if any ADT's need to be removed from the program or others added
Expected Outcome: Strategic scheduling to maximize enrollment, increase FTES and improve graduation rates
Responsible Party(s): V.P. of Academic Services/CIO, Dean of Humanities and Social Sciences, Director of Incarcerated Education
Performance Measures Outcome: Increased incarcerated student graduation rates (certificates and ADTs).

EMP Long Range Plan #2: Increase Adult Education offerings (Adult Education NIPR 2020)

Goal 2, Objective 2.4, Strategic Initiative 1

2022-2023

Strategy Description: Expand Adult Education curricular offerings to meet community and employer needs. Expand outreach sites utilizing the Transitions Counselor position.
Expected Outcome: Increase enrollment in Adult Education offerings and develop additional course or certificate offerings.
Responsible Party(s): V.P. of Academic Services/CIO, Dean of CTE Instruction, Director of Continuing Education
Performance Measures Outcome: Submit new curriculum for Adult Education offerings. Transitions Counselor visits at least two new outreach sites.

2023-2024

Strategy Description: Expand Adult Education curricular offerings to meet community and employer needs. Expand outreach sites utilizing the Transitions Counselor position.
Expected Outcome: Increase enrollment in Adult Education offerings and develop additional course or certificate offerings.

Responsible Party(s): V.P. of Academic Services/CIO, Dean of CTE Instruction, Director of Continuing Education
Performance Measures Outcome: Increased enrollment in adult education.

2024-2025

Strategy Description: Expand Adult Education curricular offerings to meet community and employer needs. Continue Expand outreach sites utilizing the Transitions Counselor position.
Expected Outcome: Increase enrollment in Adult Education offerings and develop additional course or certificate offerings.
Responsible Party(s): V.P. of Academic Services/CIO, Dean of CTE Instruction, Director of Continuing Education
Performance Measures Outcome: Increased enrollment in adult education.

2025-2026

Strategy Description: Assess current adult education offerings and employer needs. Assess outreach sites and ensure counselor is providing adequate service. Assess the transfer rate of students moving from non-credit to credit courses.
Expected Outcome: Increase transfer rate of students moving from non-credit to credit courses.
Responsible Party(s): V.P. of Academic Services/CIO, Dean of CTE Instruction, Director of Continuing Education
Performance Measures Outcome: Increased enrollment in adult education and credit offerings.

EMP Long Range Plan #3: Grow Nursing Program (Nursing IPR 2020)

Goal 2, Objective 2.3, Strategic Initiative 2

2022-2023

Strategy Description: Receive approval from State for the RN program and begin curriculum development. Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS and CNA programs. Investigate other healthcare areas for expansion of program. Recruit faculty for needed areas of instruction.
Expected Outcome: Increase FTES and provide programs to fill a much needed education gap in the community.
Responsible Party(s): V.P. of Academic Services/CIO, LVN Director, Dean of CTE Instruction
Performance Measures Outcome: Curriculum developed and submitted to curriculum committee and all state nursing board requirements submitted.

2023-2024

Strategy Description: Offer new RN program courses approved in 2022-2023. Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS and CNA programs. Assess facility capabilities to hold all required courses and labs. Begin development of other emerging healthcare programs. Recruit faculty for needed areas of instruction.
Expected Outcome: Increase FTES and provide programs to fill a much needed education gap in the community.
Responsible Party(s): V.P. of Academic Services/CIO, LVN Director, Dean of CTE Instruction
Performance Measures Outcome: Increase FTES and successful completion of LVN and RN programs.

2024-2025
Strategy Description: Continue to offer RN program courses approved in 2022-2023. Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS, CNA, and other new healthcare programs. Review staffing needs – instructors, ISS's and staffing in all program areas in the Healthcare program. Continue to recruit faculty for needed areas of instruction.
Expected Outcome: Increase FTES and provide programs to fill a much needed education gap in the community.
Responsible Party(s): V.P. of Academic Services/CIO, LVN Director, Dean of CTE Instruction
Performance Measures Outcome: Increase FTES and successful completion of LVN and RN programs.

2025-2026
Strategy Description: Continue to offer RN program courses approved in 2022-2023. Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS, CNA, and other new healthcare programs. Review data on completion rates and enrollment data since this Long Range Plan was initiated.
Expected Outcome: Increase FTES and provide programs to fill a much needed education gap in the community.
Responsible Party(s): V.P. of Academic Services/CIO, LVN Director, Dean of CTE Instruction
Performance Measures Outcome: Increase FTES and successful completion of LVN and RN programs.

2026-2027
Strategy Description: Continue to offer RN program courses approved in 2022-2023. Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS, CNA, and other new healthcare programs. Review data on completion rates and enrollment data since this Long Range Plan was initiated. Review programs for viability and need for further expansion in nursing related fields.
Expected Outcome: Increase FTES and provide programs to fill a much needed education gap in the community.
Responsible Party(s): V.P. of Academic Services/CIO, LVN Director, Dean of CTE Instruction
Performance Measures Outcome: Increase FTES and successful completion of LVN and RN programs.

EMP Long Range Plan #4: Develop Veterinarian Technician Certificate (Agriculture 2020 IPR)

Goal 2, Objective 2.1.c, Strategic Initiative 1

2022-2023
Strategy Description: Assess facilities requirements for classroom and lab instruction of new certificate. Begin development of curriculum for certificate. Assess feasibility of developing new certificate and analyze LMI data. Hire faculty for development of curriculum and instruction of new certificate. Assess outside certification requirements for offering program.
Expected Outcome: Increase classroom space for instruction of new certificate and approval of curriculum.
Responsible Party(s): V.P. of Academic Services/CIO, Dean of CTE Instruction
Performance Measures Outcome: Identified classroom space for instruction and curriculum approval for certificate.

2023-2024
Strategy Description: Develop curriculum, receive approvals from outside agencies, begin purchasing equipment and supplies, and establish facilities for instruction. Hire all personal needed for instruction of new certificate.
Expected Outcome: Prepare certificate for proper instruction in Fall 2024. Receive approval from outside regulating agencies.
Responsible Party(s): V.P. of Academic Services/CIO, Dean of CTE Instruction
Performance Measures Outcome: Receive curriculum approval and accreditation from AVMA.

2024-2025
Strategy Description: Begin offering new Veterinarian Technician Certificate.
Expected Outcome: Increase FTES.
Responsible Party(s): V.P. of Academic Services/CIO, Dean of CTE Instruction
Performance Measures Outcome: Increase FTES and begin instruction to fill employer needs.

2025-2026
Strategy Description: Continue to offer new Veterinarian Technician certificate and courses. Assess completion rates and state exam success rates.
Expected Outcome: Graduate first cohort of students to fill employment gaps.
Responsible Party(s): V.P. of Academic Services/CIO, Dean of CTE Instruction
Performance Measures Outcome: Increase FTES and completion rates.

2026-2027
Strategy Description: Continue to offer new Veterinarian Technician certificate and courses. Assess completion rates and state exam success rates. Assess facilities and staffing for program.

Expected Outcome: Increase FTES and completion rates for CTE.
Responsible Party(s): V.P. of Academic Services/CIO, Dean of CTE Instruction
Performance Measures Outcome: Increase FTES and completion rates.

EMP Long Range Plan #5: ~~Develop Lineman School (Grant Vetting Process)~~

This long range goal was found not sustainable and no longer matched employer needs. The goal was therefore pulled from the EMP.

EMP Long Range Plan #5: Expand Community Education Offerings (Community Services NIPR 2021)

Goal 2, Objective 4.9, Strategic Initiative 1

2022-2023
Strategy Description: Assess community education needs and facilitate class development.
Expected Outcome: Fill needed education gap in the community and increase community relations.
Responsible Party(s): V.P. of Academic Services/CIO, Dean of CTE Instruction, Director of Continuing Education
Performance Measures Outcome: Create additional community education offerings.

2023-2024
Strategy Description: Assess community education needs and facilitate class development.
Expected Outcome: Fill needed education gap in the community and increase community relations.
Responsible Party(s): V.P. of Academic Services/CIO, Dean of CTE Instruction, Director of Continuing Education
Performance Measures Outcome: Create additional community education offerings.

2024-2025
Strategy Description: Develop a robust community education program that meets the needs for community education.
Expected Outcome: Fill needed education gap in the community and increase community relations.
Responsible Party(s): V.P. of Academic Services/CIO, Dean of CTE Instruction, Director of Continuing Education
Performance Measures Outcome: Create additional and maintain current community education offerings.

EMP Long Range Plan #6: Create new student teams: Sand Volley ball (emerging sport), Trap or Sports Shooting Teams, and Track and Field (Athletic NIPR 2021 and IPR 2021)

Goal 4, Objective 4.1, Strategic Initiative 1

2022-2023
Strategy Description: Investigate feasibility of creating new teams.
Expected Outcome: Increase FTES and provide additional student team opportunities.
Responsible Party(s): V.P. of Academic Services/CIO, Director of Athletics, V.P of Student Services
Performance Measures Outcome: Complete feasibility student and begin development of new teams.

2023-2024
Strategy Description: Hire coaches and create a new teams.
Expected Outcome: Increase FTES, provide for higher student retention by providing additional student team opportunities.
Responsible Party(s): V.P. of Academic Services/CIO, Director of Athletics, V.P of Student Services
Performance Measures Outcome: Develop new teams and recruit students.

2024-2025
Strategy Description: Continue to support new teams and assess facility needs.
Expected Outcome: Increase FTES, provide for higher student retention by providing additional student team opportunities.
Responsible Party(s): V.P. of Academic Services/CIO, Director of Athletics, V.P of Student Services
Performance Measures Outcome: Continue new teams and recruit students

EMP Long Range Plan #7: Improve student learning outcome assessments (Accreditation)

Goal 1, Objective 1.1, Strategic Initiative 4
2022-2023
Strategy Description: Outcome assessment for improved IPR's
Expected Outcome: Robust assessments integrated into IPR's
Responsible Party(s): V.P. of Academic Services/CIO, Institutional Researcher, Academic Senate
Performance Measures Outcome: Improve accreditation status

2023-2024
Strategy Description: Revisit integration of outcomes assessment into Canvas
Expected Outcome: Expand assessment data

Responsible Party(s): V.P. of Academic Services/CIO, Institutional Researcher, Instructional Designer
Performance Measures Outcome: Enhanced student learning outcomes

2024-2025
Strategy Description: Expand collection of disaggregated data
Expected Outcome: Enhanced DEI focus of instruction
Responsible Party(s): V.P. of Academic Services/CIO, Institutional Researcher, Academic Senate
Performance Measures Outcome: Improved campus cultural awareness and inclusiveness

EMP Long Range Plan #8: Develop a Bachelors program offering.

Goal 1, Objective 1.1, Strategic Initiative 4
2022-2023
Strategy Description: Begin researching program opportunities for a Bachelors program on campus.
Expected Outcome: Identify at least one area that could be a viable Bachelors program on campus.
Responsible Party(s): V.P. of Academic Services/CIO, Deans of Instruction, Institutional Researcher, Academic Senate, Financial Aid, Subject Matter Faculty, Articulation Officer.
Performance Measures Outcome: Increase students on campus.

2023-2024
Strategy Description: Writing curriculum for identified Bachelor's program and submitting for approval.
Expected Outcome: Curriculum approved for program.
Responsible Party(s): V.P. of Academic Services/CIO, Deans of Instruction, Institutional Researcher, Academic Senate, Financial Aid, Subject Matter Faculty, Articulation Officer.
Performance Measures Outcome: Increase students on campus

2024-2025
Strategy Description: Recruiting faculty and advertising program. Continue to submit curriculum and program for approval. Ensure communication with all areas of campus affected.
Expected Outcome: Fully approved curriculum and bachelor's program.
Responsible Party(s): V.P. of Academic Services/CIO, Deans of Instruction, Financial Aid, Subject Matter Faculty, Articulation Officer.

Performance Measures Outcome: Increase students on campus

2025-2026
Strategy Description: Begin offering courses for Bachelor's program.
Expected Outcome: Increase student enrollment
Responsible Party(s): V.P. of Academic Services/CIO, Deans of Instruction, subject matter faculty
Performance Measures Outcome: Increase students on campus

2026-2027
Strategy Description: Continue offering courses for Bachelor's program.
Expected Outcome: Increase student enrollment
Responsible Party(s): V.P. of Academic Services/CIO, Deans of Instruction, subject matter faculty
Performance Measures Outcome: Increase students on campus