

LASSEN COMMUNITY COLLEGE

EDUCATIONAL MASTER PLAN



2021-2026

1. Educational Master Plan and Academic Staffing Plan

I. 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 forty (40) associate degrees twenty-two (22) certificates of achievement, and seventeen (17) certificates of accomplishment within twenty-five (25) credit programs. Two (2) Certificate of Achievements were added in the areas of Small Business Management (2019-2020) and Geographical Information Systems (2020-2021). In 2019-2020, 266 associate degrees, 125 certificates of achievement and 16 certificates of accomplishment were awarded. A complete list of degrees and certificates can be found in the LCC Catalog.

II. ACADEMIC PLANNING COMMITTEE

The Educational Master 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 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 2021-2022 to 2025-2026. 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 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.

EDUCATIONAL MASTER PLANNING COMMITTEE MEMBERSHIP:

The following individuals served as members of the 2020-2021 Educational Master Planning Committee:

11/23/2020

Carie Camacho – Chief Instructional Officer
Roxanna Haynes – Instructional Dean
Brady Reed – Chief Student Services Officer
Andy Rupley - Division Chair, Science/Business
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
Michael Blaschak, Classified Member
Terry Bartley – Management Member
Michell Williams, Management Member
David Corley, Institutional Effectiveness
Bridget Gowin, Management Member (ALT)

III. 2021-2026 ACADEMIC ENCOMPASSING ELEMENTS

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

Element I – Professional Development

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

Element II - Capacity Building

Today's educational environment requires colleges to deliver curriculum in alternative and innovative ways. As a result, the college recognizes the need for relevant technology. The college continues to build its capacity in classroom technology, increasing the number of classroom computers, and in providing professional development.

Element III --- Program Development

Strengthening and enhancing existing programs, as well as developing new programs, will sustain Lassen Community College's educational leadership in Northern California. The incarcerated student program is growing to include multiple degrees with delivery of face-to-face education on three yards at High Desert and one yard at CCC. Additionally we serve the fire house students who also reside at CCC. The Healthcare programs have expanded to include MA, LVN, EMT, CNA and Phlebotomy. The College is currently examining with individual school districts in Plumas and Modoc counties, new partnerships that will provide for additional concurrent and dual enrollment programs. The College is exploring exciting partnership opportunities with the University of California Merced. Dual Credit, Certificate and pathway programs in short-term vocational disciplines are being developed with Lassen High School. Fire Science has finalized contracts with CalFire and the US Forest Service. A CalFire Academy is continuing to grow as well as our on-campus program. Welding and Auto Technologies have developed curriculum to further advance their programs. The Auto Technology Program has obtained ASE Education Foundation accreditation.

The general education programs are strong and growing in the areas of distance education and asynchronous/synchronous education.

Element IV – Outreach Implementation

Lassen College serves a large geographic region and has a commitment to provide necessary training opportunities to all of its constituents. Currently under consideration, there are two different approaches to meet the community needs: continuing education and community service.

Element V – Capital Development

The pathway elements provide the foundation for continued institutional development. Visions expressed for consideration of growth, but not yet determined feasible include infrastructure upgrades such as: air conditioning, remodeling of instructional spaces, expanded area for Fire Science and Administration of Justice and upgraded fitness and athletic facilities.

ACADEMIC STAFFING PROPOSAL 2021-2026 (recommended staffing positions in priority order) In the case of position vacancies in Academic Services, positions are to remain budgeted until the need for position replacement is evaluated by VP of Academic Services, the Master Planning Committee and recommendations for filling or repurposing the position through the EMP.

(Note: **Estimated Cost is equal to the total annualized Cost of Ownership of the allocation request)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
Math IPR	2,3,4		1 FT Math Instructor	2018-19	\$84,000.00	Both on-campus and prison assignments	1	1	General
EMP	2,3,4		1 FT Geology/Physical Science Instructor	Fall 2018	\$84,000.00	Both on-campus and prison assignments	3	2	General
2014 Athletics IPR	2,3,4		1 Adjunct Cross-Country Coach	2015-16	\$15000 - \$25,000	Increased enrollment, co-ed sport	9	3	General
2017 Welding IPR	1		1 FT faculty	Fall 2019	\$84,000	Offer new courses for advanced manufacturing program/increase FTE's		4	General
2018 Natural Science IPR	2,3,4		Hire an additional Instructional Support specialist II to adjust additional faculty hires and mathematics lab activities	Spring 2019	\$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		5	General
Athletic IPR	1,2,3,4		Paid Assistant Coaches	2018-19	\$40,000.00		10	6	General
EMP	1,2,3,4		1 FT Automotive Technology Instructor	2018-19	\$84,000.00	Anticipate increased enrollment because of NATEF certification	4	7	General
2016 Correspondence NIPR	2,4		Hire part time (20 hr. per wk.) Administrative Assistant I - Correspondence	2018-19	\$19,000.00	Student success	1	8	General
EMP	2,3,4		1 FT English/Speech Instructor	2018-19	\$84,000.00	Both on-campus and prison assignments	1	9	General
AGR IPR	1,2,3,4		1 FT Agriculture Instructor	2018-19	\$84,000.00		6	10	General
Vocational Nursing IPR	1,2,3,4		1 FT Health Occupation Instructor	2018-19	\$84,000.00		1a	11	General
EMP	1,2,3,4		1 FT Foreign Language Instructor	Fall 2018	\$84,000.00	Both on-campus and prison assignments	5	12	General
2020 Business IPR	1		1 FT Faculty	Fall 2020	\$84,000	Higher student completion		13	General
2020 Business IPR	3		1 Instructional Support Specialist 3	Summer 2020	unknown	Increased retention/completion		14	General

ACADEMIC BUDGET REQUESTS 2021-2026 (recommended one-time expenditures in priority order)

(Note: **Estimated Cost is equal to the total annualized Cost of Ownership of the allocation request)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
2019 Work Exp. IPR	3		Railings circling the top of internal stair well in Humanities need to be redesigned to reduce small child fall hazard.					1	General
2017 Welding IPR	1,4		Install ventilation for welding booths in TR102	Someday when convenient	\$80,000	Health/safety and expand student capacity		2	General
2017 Welding IPR	1,4		Improve the current ventilation system in TR103	Someday when convenient	\$40,000	Health and safety		3	General
2019 Work Exp. IPR	3		Assessment and correction of control inadequacies in HU 204, HU 205, and HU 206 is needed for students and staff comfort and health.					4	General
2014 Physical Education IPR	2,3		Budget a minimum of \$5,000 to purchase new equipment (or replace old equipment)	Immediate inclusion in budget process for 2015-2016 budget	\$5,000.00	Better functioning and safer machines; up-to-date equipment and technology	10	5	General
2014 Natural Science/Math IPR	2,3,4		Replace Autoclave	Fall 2018	\$9,600.00	Immediate need to replace aging equipment to provide current technology for instruction in laboratory science classes	2	6	General
2014 Athletics IPR	1,3,4		Purchase game ready control unit w/ ankle, knee & shoulder wraps	2018-19	\$3,600.00	Better healthcare treatment for athletes	2	7	General
2014 Athletics IPR	1,3		Add one Whirlpool to the Athletic Training Center Room w/ installation	2015-16	\$5,379.00	Allow more students to take advantage of the whirlpool therapy	4	8	General
2019 Admin of Justice IPR	4		Acquire driving and/or force option simulators that can be utilized for POST mandated and approved training course.	Fall 2020	\$30,000 - \$50,000	Provide localized POST mandated training for local law enforcement.		9	General
2019 Work Exp. IPR	4		Update Work Experience Marketing Materials	Fall 2020	unknown	Provide potential Work Experience students, and student worksites with professional		10	General

						marketing materials to inform and recruit.			
2017 Welding IPR	1		Add electrical drops for welding booths	Someday when convenient	\$5,000	Expand student capacity and increase graduation rates		11	General
2017 Welding IPR	1,4		Improve lighting TR102/TR103	Someday when convenient	\$5,000	Provide a working environment that enhances productivity		12	General
2014 Athletics IPR	2,4		Purchase an online video system such as HUDL	2018-19	\$3000 (5 or more teams)	This is helpful teaching tool for coaches. Sending more players to four year schools and recruiting future athletes.	9	13	General
2019 Admin of Justice IPR	3		Locate, renovate, or acquire dedicated instructional and /or lab space that can be utilized for multi-day training course and scenarios.	Fall 2020	unknown	Dedicated Educational.Lab space to house AJ program and training equipment		14	General
2020 Business IPR	4		Clean out storage	April 2020	unknown	ADA compliant		15	General
2020 Business IPR	4		Building emergency exit (?)	Summer 2020	unknown	Federal/State compliant		16	General
2020 Business IPR	3		Remove Fixtures	Summer 2020	unknown	Clean, neat, organized		17	General
2018 Natural Science IPR	1,4		Add a second small copier for student use in the central area of Math-Science building	2018-2019	unknown	Avoid FERBA violations and provide backup printer in the Math-Science building		18	General

ACADEMIC BUDGET REQUESTS 2021-2026 (recommended on-going expenditures in priority order)

(Note: **Estimated Cost is equal to the total annualized Cost of Ownership of the allocation request)

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
2014 Athletics IPR	2,3		Repair/replace damaged athletic equipment in the fitness center	2018-19	\$20,000.00	Better functioning and safer machines; longer machine life span which decreases costs overall. Address health & safety concern! More professional and clean facility; safer surfaces; easier to clean and maintain; easier to prevent disease transmission.	8	1	General
2018 Natural Science IPR	4		Hazardous waste disposal (chemical and preserved specimens)	Ongoing/annually	\$2,000	Provide safe and environmentally sound learning and working environment		2	General
2014 Athletics IPR	2,3,4		Add Cross Country program	2018-19	\$48,000.00	Increased enrollment, co-ed sport	9	3	General

2018 Natural Science IPR	1,3		Continue purchase of NETTUTOR	ongoing	Currently in budget	Provide tutoring opportunities leading to improved student success		4	General/categorical
2014 Athletics IPR	2,3,4		Increase funds for recruitment	2018-19	\$10,000.00	Increased enrollment, more competitive teams	4	5	General
2014 Natural Science/Math IPR	2,3,4		Initiate a replacement of equipment budget for the natural science/mathematics program in order to systematically replace out-of-date equipment.	On-going for at least several years	\$10,000.00	Provide current technology for instruction in laboratory science classes	2	6	General
2018 Natural Science IPR	2,4		Add equipment repair budget for biological and physical science	Ongoing	\$2,000	Timely repair of essential science equipment		7	General
2019 Work Exp. IPR	3		Update work Experience laptop and desktop computers and classroom Smart boards based on IT department replacement schedule to maintain currency in effectiveness in serving student needs.	unkown	unknown	Maintenance of instruction to students with current technology.		8	General
2019 Admin of Justice IPR	4		Increase directed advertisement and promotion of the AJ program.	Immediately and on-going	Minimal	Increase enrollment		9	General/grant funded
2020 Business IPR	3		Data accuracy/relevance	2020/2021	unknown	More accurate and informative IPR		10	General
2020 Business IPR	4		Replace four instructor laptops	Beginning cycle Nov. 2020	unknown	Increased efficiency		11	General
2020 Business IPR	3		Clean/maintain rolling laptops	Beginning cycle Nov. 2020	unknown	Extended life		12	General
2020 Business IPR	4		Software updates on laptops	ongoing	unknown	Extended life and efficiency		13	General
2020 Business IPR	4		Projector maintenance (CCC, HDSP & On-campus)	ongoing	unknown	Extended life		14	General
2020 Business IPR	4		Smart board maintenance	ongoing	unknown	Extend life and student engagement		15	General
2020 Business IPR	4		Desk screens and keyboards	ongoing	unknown	Efficiency improvement		16	General

Items completed per October 2020 review

Source	Strategic Goal	Line Item	Planning Agenda Item(s)	Implementation Timeframe	Estimated Cost	Expected Outcome	Unit Priority	Area Priority	Funding Source
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2015 Vocational Nursing IPR	1	1	1 FT Nursing Instructor	2018-19	\$84,000.00	Hire adequate staff according to projected FTW's for 30 students	1	1	General
ARC NIPR	1,2,3,4	6	FT ISS 1 - Library	Fall 2018	\$48,000.00	Allow Library to be opened extended hours. Student success.	7	6	General
2015 Vocational Nursing IPR	3	12	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	2018-19	\$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

Academic Services Action Plan 2021- 2022– 10 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures	Outcome
3	3.1	Professional Development – Training: <ul style="list-style-type: none"> • Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) • Classroom Technology Training • Classroom Instruction Active Learning Training • Online Canvas Training • Continue New Faculty Extended Orientation and Mentorship program 	Increased student success Increased use of technology in classroom instruction	2021-2022	Human Resource Manager Flex Coordinator Instructional Designer	Increase Student Success rates Increase number of non-duplicated participants in discipline-specific training Provide at least one Flex training a semester focused on technology and the classroom Provide New Faculty Orientation regarding technology and the classroom	1. Reword to be SMART 2. Monthly Faculty meetings, Inst. Designer working with faculty one on one, DC working with division onboarding information/training, Training for instructors working in the prisons, Semester orientations for adjunct provided by the Deans 3. Completed 4. Partially completed, YouTube videos, Need to evaluate

3	3.1	Accreditation Training <ul style="list-style-type: none"> • Conduct Accreditation trainings and workshops • Provide appropriate trainings for ALO, Accreditation Chair, and other appropriate personnel • Select and prepare ISER Standard Committees • Prepare draft materials and begin collection of materials in accordance with program schedule 	To provide appropriate for submission of Accreditation Institutional Self-Study	2021-2022	Accreditation Liaison Officer Accreditation committee Chair Sub-Committee Members	Evidence that the college has met, or exceeds all ACCJC Standards in accordance with requirements to demonstrate institutional excellence. Each standard committee needs to meet at least once a semester. Provide ALO-led accreditation training each semester	1. Completed
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3	3.1	Professional Development – Dialog about the Assessment of Student Learning Outcomes <ul style="list-style-type: none"> Conduct meetings with Academic Senate leadership to coordinate the future of effectively utilizing SLO assessment tools to complete regular SLO course and program assessments. Conduct assessment methods training with appropriate faculty and staff 	Increased dialog about student learning outcome assessment	2021-2022	Flex Coordinator or Division Chairs Director of Institutional Effectiveness	100% faculty trained on reporting SLO's. Measurable increase in completion rates of SLO reporting..	<ol style="list-style-type: none"> Training is provided to all faculty with support of the Deans, division chairs, and accreditation chair (s) On going
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Academic Services Action Plan 2022 - 2023 –6 Strategies							
Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures	Outcome
3	3.1	Professional Development – Training: <ul style="list-style-type: none"> Assessment method training Training for alternate instructional technologies 	Improved student learning outcomes across the curriculum	2022-2023	Human Resource Manager Flex Coordinator	Improved student retention and success in courses taught by faculty following training	<ol style="list-style-type: none"> Canvas, POCR FLEX, SLO, IPR training

2	2.7	Program Development <ul style="list-style-type: none"> Determine curricula or programs needing updates Determine the need for additional curricula or programs 	<p>Optimize program effectiveness</p> <p>Grow academic offerings as feasible</p>	2021-2022	VP of Academic Services	Maintain/increase FTES	<ol style="list-style-type: none"> AP 4021 Revitalization / Discontinuan ce, all IPR Updated by end of the ye CVC/OEI (GIS, IT)
2	2.5	Offer face-to-face inmate instruction at local incarceration facilities <ul style="list-style-type: none"> Research the feasibility of expanding general education in the prisons 	Maintain our position as a leader in inmate education	2021-2022	VP of Instructional Services	Sustain or increase operational face-to-face inmate education courses each semester that are fiscally sound and academically identical to on	<ol style="list-style-type: none"> Added speech and lab science hiring of new faculty to teach psychology Added US SS degree option

2	2.3	<p>Program Development – Nursing/Health Occupations</p> <ul style="list-style-type: none"> • Review and update Strategic Planning process for Health Sciences and Medical Technologies • Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS, LVN to RN Bridge, and Certified Nurse Assistant and Home Health Aid programs • Continue partnership with Lassen High School and support development of a health career pathway. • Secure additional space for instruction for future growth • Peruse regional, state, and federal funding 	Optimize program effectiveness	2021-2022	<p>LVN Director</p> <p>Division Chair</p> <p>Dean of Instructional Services</p>	<p>Maintain required accreditation for all programs</p> <p>Increase and sustain enrollment of all Nursing/Health Occupations programs.</p>	<ol style="list-style-type: none"> 1. An update was provided In 2019-2020 2. CA 102 expanded for CNA
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Academic Services Action Plan 2023 - 2024 –5 Strategies							
Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures	Outcome
3	3.1	Professional Development – Training: <ul style="list-style-type: none"> • Assessment method training • Training for alternate instructional technologies • Discipline specific training • Mandated training 	Improved student learning outcomes across the curriculum	2023-2024	Human Resource Manager Flex Coordinator	Increase Student Success rates Increase number of non-duplicated participants in discipline-specific training Provide at least one Flex training a semester focused on technology and the classroom	Beginning NOV 2020, AP/EM committee will be working with IMPI

Beginning NOV 2020, EMP committee will be working with IMPI

3	3.2	Capacity Building – Institutional Technology Implementation of Refresh Plan Year Three	Provide up-to-date reliable hardware for technology enhanced instruction	2023-2024	IT Director	33% of campus technology Refreshed	
2	2.3	Program Development – Nursing/Health Occupations <ul style="list-style-type: none"> • Review and update Strategic Planning process for Health Sciences and Medical Technologies • Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS, LVN to RN Bridge, and Certified Nurse Assistant and Home Health Aid programs and any additional approved programs 	Optimize program effectiveness	2023-2024	LVN Director Division Chair Dean of Instructional Services	Maintain required accreditation for all programs Increase and sustain enrollment of all Nursing/Health Occupations programs.	

2	3.4	Program Development – Equipment Replacement <ul style="list-style-type: none"> • Identify instructional equipment needing replacement or repair • Replace equipment as feasible 	Optimize program effectiveness	2023-2024	VP of Academic Services Program faculty	Safe, effective equipment consistent with equipment in industry	
3	3.3	Vision: Institutional Development Once need for and feasibility of large-scale capital projects is determined, initiate a large scale capital project, which may include but is not limited to: <ul style="list-style-type: none"> • Gunsmithing Facility Expansion (indoor shooting range) • Infrastructure upgrades: air conditioning, remodel of instructional spaces • Remodeling of 	Write a proposal using Feasibility Study Methodology Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion VP of Academic Services Division Chairs	New programs and facilities Follow timeline for projects as identified in the campus facility and design plan	

Academic Services Action Plan 2024-2025–5 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1	Professional Development – Training: <ul style="list-style-type: none"> • Assessment method training • Training for alternate instructional technologies • Discipline specific training • Mandated training 	Improved student learning outcomes across the curriculum	2024-2025	Human Resource Manager Flex Coordinator	Increase Student Success rates Increase number of non-duplicated participants in discipline-specific training Provide at least one Flex training a semester focused on technology and the classroom
3	3.2	Capacity Building – Institutional Technology Re-initiate implementation of Refresh Plan Year Three	Provide up-to-date reliable hardware for technology enhanced instruction	2024-2025	IT Director	33% of campus technology Refreshed

Beginning NOV 2020, EMP committee will be working with IEMPI

2	2.3	Program Development – Nursing/Health Occupations <ul style="list-style-type: none"> • Revisit Strategic Planning process for Health Sciences and Medical Technologies • Sustain and further develop the LVN, Medical Assisting, Phlebotomy, EMS, LVN to RN Bridge, and Certified Nurse Assistant and Home Health Aid programs and any additional approved programs • Continue partnership with Lassen High School and support development of a health career pathway. • Ensure adequate space for all programs • Peruse regional, state, and federal funding opportunities • Gain of approval for Paramedic and Psych-Tech programs if deemed feasible 	Optimize program effectiveness	2024-2025	LVN Director Division Chair Dean of Instructional Services	Maintain LVN and Phlebotomy accreditations Increase and sustain enrollment of all Nursing/Health Occupations programs.
2	3.4	Program Development – Equipment Replacement <ul style="list-style-type: none"> • Identify instructional equipment needing replacement or repair • Replace equipment as feasible 	Optimize program effectiveness	2024-2025	VP of Academic Services Program	Safe, effective equipment consistent with equipment in industry

BEGINNING NOV 2020, EMP committee will be working with IEMPI

3	3.4.c.	<p>Vision: Institutional Development Once need for and feasibility of large-scale capital projects is determined, complete a large scale capital project begun in 2019-2020, which may include but is not limited to:</p> <ul style="list-style-type: none"> • Gunsmithing Facility Expansion (indoor shooting range) • Infrastructure upgrades: air conditioning, remodel of instructional spaces • Agricultural/Rodeo/Therapeutic Riding Expansion 	<p>Write a proposal using Feasibility Study Methodology</p> <p>Determine feasibility of impact on Academic Portfolio</p>	Annually	<p>Proposal Champion</p> <p>VP of Academic Services Division Chairs</p>	<p>New programs and facilities</p> <p>Follow timeline for projects as identified in the campus facility and design plan</p>
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Beginning NOV 2020, EMP committee will be working with IEMPI

Academic Services Action Plan 2025-2026						
Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.4.c.	<p>Vision: Institutional Development Once need for and feasibility of large-scale capital projects is determined, complete a large scale capital project begun in 2019-2020, which may include but is not limited to:</p> <ul style="list-style-type: none"> • Gunsmithing Facility Expansion (indoor shooting range) • Infrastructure upgrades: air conditioning, remodel of instructional spaces • Agricultural/Rodeo/Therapeutic Riding Expansion 	<p>Write a proposal using Feasibility Study Methodology</p> <p>Determine feasibility of impact on Academic Portfolio</p>	Annually	<p>Proposal Champion</p> <p>VP of Academic Services Division Chairs</p>	<p>New programs and facilities</p> <p>Follow timeline for projects as identified in the campus facility and design plan</p>

Beginning NOV 2020, AP/EM committee will be working with IEMPI