



Academic Planning Committee/ Institutional Effectiveness 2013-14

Administration:

Dr. Tammy Robinson
Dr. Beatriz Vasquez
Patrick Walton

Faculty:

Cheryl Aschenbach
Carie Camacho
Robert Schofield
Alison Somerville
Ross Stevenson

Management:

Dave Trussell
Aeron Zentner

Those present indicated in **bold**.

Guests: **Fran Oberg**

Minutes for October 14, 2013
1:30 p.m. – Admin Conference Room

Call to Order: 1:33

- Discussed Action Plan, made changes. See attached draft.
- Needed more time to prioritize staffing needs. Academic staffing proposal will be finalized at the next meeting.
- Next meeting will be October 21, 2013 1:30 p.m. in the Admin Conference Room

LASSEN COMMUNITY COLLEGE

EDUCATIONAL MASTER PLAN



2013-2018

Section IV – Five Master Plans

1. Educational Master Plan and Academic Staffing Plan

I. INTRODUCTION

From its establishment in 1925, Lassen Community College has provided a balance of educational program offerings. Beginning in 1935 with the Forest Technology program, the college has developed and revised a mix of academic and career technical programs appropriate to the mission of California Community Colleges. Originally built as one of the state’s “small but necessary” campuses, the college successfully provides comprehensive educational programs in spite of its small size.

The college is committed to providing quality education offerings that meet the diverse needs of its student population. The college currently offers thirty-six (36) associate degrees, eighteen (18) certificates of achievement, and fourteen (14) certificates of accomplishment within twenty-three (23) credit programs. During 2011-2012 eight (8) new associate degrees for transfer and one career technical associate degree and certificate of achievement were added to the curriculum. An additional two (2) new associate degrees for transfer were added in 2012-2013. Additionally, the college provides basic skills instruction in writing, reading and mathematics. The Curriculum/Academic Standards Committee, a subcommittee of the Academic Senate, is responsible for insuring the integrity and quality of Lassen Community College curriculum and programs.

The college offers Academic Associate Degrees in: Natural Science, Physical Education, Social Science, University Studies Associate Degrees in Agriculture, Allied Health, Biological Science, Humanities, Mathematics/Physical Science, Natural Science, Social Science, and Associate Degrees for Transfer in Administration of Justice, Art History, Business Administration, Early Childhood Education, Geology, History, Sociology and Studio Art. The associate degrees offered in career technical specializations are Accounting, Administration of Justice, Agriculture Science and Technology, Automotive Technology, Childhood Development, Correctional Science, Digital Graphic Design, Drug and Alcohol Paraprofessional, Fire Technology, Firearms Repair, General Gunsmithing, Journalism, Human Services, Office Administrative Assistant, Vocational Nursing, and Welding Technology. In 2011-2012, 152 associate degrees, 105 certificates of achievement and 73 certificates of accomplishment were awarded.

II. ACADEMIC PLANNING COMMITTEE

The Academic Planning Committee, comprised of division chairs, the lead counselor, the vice-president of academic services, the associate dean of instructional services, associate dean of student services, curriculum committee representative, and office of instruction executive assistant 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 2013 -2018 plan is derived from recommendations found in the following instructional program reviews: 2008- Fine Arts- Art; 2009 – Basic Skills; 2009 – Developmental Studies; 2009 – Gunsmithing; 2010 -Natural Science/Mathematics; 2010 -Physical Education; 2010- Administration of Justice/Correctional Science; 2010- Business; 2011- Automotive Technology, 2011 – Fire Technology, 2011 – Welding Technology, 2011-Work Experience, 2011-Licensed Vocational Nursing, and 2012-
Adopted April 29, 2013

Child Development. Additionally information from the 2010-Distance Learning, 2010-Community Services, and 2011-Contract Education Non-instructional Program Reviews are included.

The Educational Master Plan consists of five Annual Action Plans covering each Academic Year from 2013-2014 to 2017-2018. The Annual Action Plans are reviewed and updated annually in the fall term. The five-year plan is presented to Consultation Council by the Academic Planning Committee for approval, prior to informing the development of the Facilities, Institutional Technology, Human Resources and Student Services Master Plans in the subsequent spring term.

ACADEMIC PLANNING COMMITTEE MEMBERSHIP:

The following individuals served as members of the 2012-2013 Academic Planning Committee:

Cheryl Aschenbach - Division Chair, Science/Business
Colleen Baker - Division Chair, Basic Skills/English/ Mathematics
Carie Camacho - Division Chair, Social Science
Sue Mouck – Vice-President of Academic Services
Alison Somerville – Representative from the Curriculum/Academic Standards Committee
Fran Oberg – Executive Assistant of Academic Services
Ross Stevenson – Division Chair, Career/Technical/Health/Physical Education
Patrick Walton – Dean of Student Services
Vacant - Associate Dean of Instructional Services
Vacant – Lead Counselor

III. 2013-2018 ACADEMIC ENCOMPASSING ELEMENTS

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

Element I – Professional Development

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

Element II - Capacity Building

Today's educational environment requires colleges to deliver curriculum in alternative and innovative ways. As a result, the college recognizes the need for relevant technology. Throughout the next five years, the college will build this capacity in classroom technology, increase the number of classroom computer labs, and provide professional development. Since the adoption of AB 1725, faculty have been expected to participate in out-of-class duties to a much greater extent than ever before. Consequently, job descriptions for faculty need to be amended to include interest in participation in responsibilities outside of the classroom.

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. Initial career technical programs identified for enhancement are nursing, automotive and welding. Enhancement of additional programs will be identified through the instructional program review process. The strengthening of transfer programs will occur through the development of additional associate degrees for transfer (SB 1440).

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 three different approaches to meet community needs: contract education, continuing education and community service. In addition to expanding educational opportunities to our immediate community members, Lassen College is also committed to student diversity and would like to increase our international student base.

Element V – Capital Development

The pathway elements provide the foundation for continued institutional development. The first four elements give the College the capacity to examine the feasibility of a proposed vision and bring it to fruition. Prospective visions identified thus far are: infrastructure upgrade (air conditioning, repair, remodel of instructional spaces), allied health institute, expanded agriculture area (indoor arena, safety fencing, pipe corrals, tack rooms, wash rack area, bleachers and landscaping), Herlong farm expansion, public safety academy, expanded gunsmithing facility (including indoor shooting range), upgraded community fitness and athletic facilities (swimming pool, track, soccer and baseball fields) and performing arts center.

ACADEMIC STAFFING PROPOSAL 2013-2014 (recommended staffing positions in priority order)

- ~~1. Replace full-time Director of Institutional Effectiveness (Research/Planning)~~
2. Replace one full-time Reading/Basic Skills English Instructor [Kathy Rhymes' position] – anticipated hiring spring 2013 for fall 2013 start IN PROGRESS
3. Replace one full-time English Instructor [current temporary position] – anticipated hiring spring 2013 for fall 2013 start HUM/PHIL/ENGL combo position flying fall 2013
4. One full-time Foreign Language - Spanish/English as a Second Language Instructor [2009 Basic Skills IPR]
5. Replace full-time Physical/Biological Science Instructor – individual retired Spring 2010– with Biological Science Instructor with preferred ability to teach in at least one physical science area-[2010 Natural Science/Mathematics IPR recommendation]
6. Replace one full-time Librarian [2011 Library NIPR]

7. Hire a part-time Learning Assistance Coordinator [2009 Basic Skills IPR] – 15 hours/week
8. One full-time Administrative Assistant [combination of Community Services/Contract Education/POST/Work Experience] [2011 Work Experience IPR]
9. Part-time equipment manager in Fire Technology [2011 Fire Technology IPR]
10. On-going Online Moodle Support [2011 Distance Education NIPR]
11. Revisit POST Coordinator (PT or FT combination with NRA Coordinator position – dependent on evaluation - Summer 2013)
- ~~12. Revisit Fire Technology Director position [2011 Fire Technology IPR] – using Nursing Director model [40% Director/60% Instructor] – phase in **DONE**~~
13. Add one Administrative Assistant II - Fire Technology (2013 FS IPR Annual Update recommendation)
14. One full-time Fire Technology Instructor [2011 Fire Technology IPR]
15. Transfer funding existing Instructional Support Specialist - Disabled Students from DSPS to general fund (2009 NIPR & 2013 DSPS IPR Annual Update recommendation)
16. Add one Instructional Support Specialist - Developmentally Delayed/Adaptive PE funded from general fund (2013 DSPS IPR Annual Update recommendation)
17. Add one full-time Nursing Instructor (2010 LVN IPR recommendation)
18. Add one full-time Art/Design Instructor (2013 Art IPR Annual Update recommendation)
- ~~19. One full-time Performing Arts Instructor (Music or Theater)~~

ACADEMIC SERVICES ACTION PLAN

Academic Services Action Plan 2013-2014 - 11 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1.l. 3.1.j.	Professional Development - Training: <ul style="list-style-type: none"> • Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) - Welding plus 3 faculty • Classroom Technology Training - 17% of adjunct and FT faculty • Andragogical Training-17% of adjunct and FT faculty • On-Course Training-17% of adjunct and FT faculty 	Increased use of technology in classroom instruction in order to reach the technologically sophisticated modern student.	2013-2014	Human Resource Manager Flex Coordinator Title III Director IT Director	Improved student retention and success
3	3.1.f. 3.1.h.	Professional Development - Dialog about the Assessment of Student Learning Outcomes <ul style="list-style-type: none"> • Hold one assessment methods training based on needs identified in 12/13 • Two meetings per Division per semester • Hold two campus Student Learning Round Table (1 per semester) • Attend Student Learning Institute-1 faculty per division 	Increased understanding of the value of documenting the assessment of student learning outcome through dialog.	2013-2014	Flex Coordinator Division Chairs	Evidence of assessment of student learning outcomes impacting changes in courses and programs as well as enhanced integration into program review and institutional planning
2	2.1.b. 2.1.c.	Capacity Building - Alternative Delivery Training: <ul style="list-style-type: none"> • Faculty training for online instruction • Training for alternative instructional technologies • Evaluate Moodle online platform • Evaluate student success 		2013-2014	Online Site Administrator Online Mentor Flex Coordinator	Training of twenty participants 75% of courses web-enhanced 15% increase in student retention and success in online courses as compared to baseline data in 2011-2012

3	3.4.b. 3.2.d.	Capacity Building – Institutional Technology <ul style="list-style-type: none"> Virtual Library/Open access computing Create a 3-yr Refresh Plan (hardware/software, Smart classrooms, faculty computers & computer labs) 		2013-2014	Librarian Facilities Director VP of Academic Services IT Director	Operational Virtual Library
2	2.3.d.	Program Development – Nursing <ul style="list-style-type: none"> Curriculum Program Expansion Facilities 	Provide for the success of VN students	2013-2014	VN Director Division Chair VP of Academic Services VP of Admin Services	RN Bridge curriculum approved Develop Comprehensive Allied Health Program & continuing educational unit (CEU) framework Remove M & N buildings
2	2.3.b.	Program Development – Automotive <ul style="list-style-type: none"> Equipment 	Provide students opportunity for ASE Certification	2013-2014	Division Chair FT Auto Instr. Facilities Director	Facility and Equipment meet ASE specifications
2	2.3.c.	Program Development – Welding <ul style="list-style-type: none"> Apply for AWS testing site 	Provide students opportunity for AWS Certification	2013-2014	FT Welding Faculty	Approval of AWS testing site
2	2.2.a.	Program Development – Expansion of number of majors with associate degrees for transfer <ul style="list-style-type: none"> Anthropology Biological Science Kinesiology 	Provide students with the opportunity to transfer to a CSU in an increased number of majors	2013-2014	VP of Academic Services Division Chairs Articulation Officer	Increased transfer rate following Chancellor's Office approval
2	2.5.a.	Outreach Implementation – Contract Education/Continuing Education/Community Services <ul style="list-style-type: none"> Evaluate outreach infrastructure Evaluate Contract education performance Evaluate community service offerings Evaluate continuing education offerings 	Modify as appropriate	2013-2014	VP of Academic Services Division Chairs	

4	4.5	Outreach Implementation – International Students <ul style="list-style-type: none"> • Enroll students • Continue Pacific Rim Recruitment • Continue Europe, Australia, and South America recruitment 		2013-2014	International Student Advisor	Twelve students matriculated and integrated into campus community Recruitment of 15-20 students
3	3.4.c.	Vision: Institutional Development <ul style="list-style-type: none"> • Agriculture Area Expansion • Allied Health Institute • Fitness/Athletic Facility Enhancement (swimming pool, track, soccer, and baseball fields) • Gunsmithing Facility Expansion (indoor shooting range) • Herlong Farm Expansion • Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces) • Performing Arts Center 	Write a proposal using Feasibility Study Methodology Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion VP of Academic Services Division Chairs	
Academic Services Action Plan 2014-2015 – 11 Strategies						
Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1.r. 3.1.q.	Professional Development – Training: <ul style="list-style-type: none"> • Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) – 4 faculty • Classroom Technology Training - 25% of adjunct and FT faculty • Andragogical Training-25% of adjunct and FT faculty 	Increased use of technology in classroom instruction	2014-2015	Human Resource Manager Flex Coordinator Title III Director IT Director	
3	3.1.h.	Professional Development – Dialog about the Assessment of Student Learning Outcomes <ul style="list-style-type: none"> • Hold one assessment methods training during fall semester • Two meetings per Division per semester • Hold a Student Learning Round Table at Fall and Spring Convocation • Attend Student Learning Institute-2 faculty 	Increased dialog about student learning outcome assessment	2014-2015	Flex Coordinator Division Chairs Director of Institutional Effectiveness	Evidence of assessment of student learning outcomes. impacting changes in courses and programs as well as Enhanced integration of SLOs into program review and institutional planning.

3	3.1.q.	Capacity Building - Alternative Delivery Training: <ul style="list-style-type: none"> Faculty training for online instruction required for all online instructors Training for alternative instructional technologies 	Increased offerings via online instruction	2014-2015	Academic Senate President Dean of Instructional Services Online Site-Administrator Online Mentor Flex Coordinator	100% of online instructors trained prior to teaching online beginning Fall 2014 Thirty faculty trained. 80% of courses web-enhanced 15% increase in student retention and success as compared to baseline data in 2011-2012
3	3.2.f.	Capacity Building - Institutional Technology Implement Refresh Plan Year one		2014-2015	IT Director	33% of campus technology Refreshed
2	2.3.e.	Program Development - Nursing <ul style="list-style-type: none"> Evaluation and Realignment of Allied Health Program 	Optimize program effectiveness	2014-2015	VN Director Division Chair Dean of Instructional Services	
2	2.3	Program Development - Independent Living Program <ul style="list-style-type: none"> Enroll first class of fifteen students 	Increase dorm enrollments and cafeteria services Increase FTES generation in DS. Increase revenue from outside funding streams	2014-2015	VP of Academic Services DS/ILP Faculty	
2		Program Development - Equipment Replacement <ul style="list-style-type: none"> Establish a program-dependent equipment replacement schedule and budget for automotive, welding, gunsmithing, business, digital graphic design, fire technology and agriculture 	Optimize program effectiveness	2014-2015	Division Chair Dean of Instructional Services Program faculty	

2	2.2.c.	Program Development – Expand promotion of majors with associate degrees for transfer <ul style="list-style-type: none"> • Increase social media presence • Increase degrees for transfer online • Market availability of online degrees for transfer 	Provide and market associate degrees for transfer online in all majors possible	2014-2015	VP of Academic Services Division Chairs Outreach Coordinator Articulation Officer	Increased transfer rate following Chancellor's Office approval
2	2.5.a. 2.5.b.	Outreach Implementation – Contract Education/Continuing Education/Community Services <ul style="list-style-type: none"> • Evaluate outreach infrastructure • Evaluate Contract education performance • Evaluate community service offerings • Evaluate continuing education offerings 	Modify as appropriate	2014-2015	VP of Academic Services Division Chairs	
4	4.5	Outreach Implementation – International Students <ul style="list-style-type: none"> • Enroll students • Continue Pacific Rim Recruitment of students • Continue Europe, Australia, and South America recruitment of student-athletes 	Recruit 15-20 students annually Integration of student athletes into campus community	2014-2015	International Student Advisor Outreach Coordinator	Twelve students matriculated and integrated into campus community
3	3.4.c.	Vision: Institutional Development <ul style="list-style-type: none"> • Agriculture Area Expansion • Allied Health Institute • Fitness/Athletic Facility Enhancement (swimming pool, track, soccer, and baseball fields) • Gunsmithing Facility Expansion (indoor shooting range) • Herlong Farm Expansion Project • Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces) • Performing Arts Center • Public Safety Academy Training Center (permanent) 	Write a proposal using Feasibility Study Methodology Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion VP of Academic Services Division Chairs	New programs and facilities

Academic Services Action Plan 2015-2016 – 6 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1.s.	Professional Development – Training: <ul style="list-style-type: none"> Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) – 4 faculty Classroom Technology Training - 25% of adjunct and FT faculty Andragogical Training-25% of adjunct and FT faculty 	Increased use of technology in classroom instruction	2015-2016	Human Resource Manager Flex Coordinator Title III Director IT Director	
3	3.1.h	Professional Development – Dialog about the Assessment of Student Learning Outcomes <ul style="list-style-type: none"> Hold one assessment methods training during fall semester Two meetings per Division per semester Hold a Student Learning Round Table at Fall and Spring Convocation Attend Student Learning Institute – 2 faculty 	Increased dialog about student learning outcome assessment	2015-2016	Flex Coordinator Division Chairs Director of Institutional Effectiveness	Evidence of assessment of student learning outcomes. impacting changes in courses and programs as well as Enhanced integration into program review and institutional planning.
3	3.1.s.	Capacity Building - Alternative Delivery Training: <ul style="list-style-type: none"> Faculty training for online instruction Training for alternative instructional technologies 		2015-2016	Online Site Administrator Online Mentor Flex Coordinator	Training of fifteen participants Training of twenty participants
3	3.2.g.	Capacity Building – Institutional Technology Implement Refresh Plan Year Two		2015-2016	IT Director	33% of campus technology Refreshed
2		Program Development – Equipment Replacement <ul style="list-style-type: none"> Implement year one of program-dependent equipment replacement schedules for automotive, welding, gunsmithing, business, digital graphic design, fire technology and agriculture 	Optimize program effectiveness	Annually	Division Chair Dean of Instructional Services Program faculty	

3	3.4.c.	Vision: Institutional Development <ul style="list-style-type: none"> • Agriculture Area Expansion • Allied Health Institute • Fitness/Athletic Facility Enhancement (swimming pool, and baseball fields) • Gunsmithing Facility Expansion (indoor shooting range) • Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces) • Performing Arts Center • Public Safety Academy Training Center (permanent) 	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
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Academic Services Action Plan 2016-2017 – 6 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3	3.1.s.	Professional Development – Training: <ul style="list-style-type: none"> • Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) – 4 faculty • Classroom Technology Training - 25% of adjunct and FT faculty • Andragogical Training-25% of adjunct and FT faculty 	Increased use of technology in classroom instruction	2016-2017	Human Resource Manager Flex Coordinator	100% of continuing faculty will have completed classroom technology and andragogical training.
3	3.1.h.	Professional Development – Dialog about the Assessment of Student Learning Outcomes <ul style="list-style-type: none"> • Hold one assessment methods training during fall semester • On-going dialog during division meetings • Hold a Student Learning Round Table at Fall and Spring Convocation • Attend Student Learning Institute – 2 faculty 	Increased dialog about student learning outcome assessment	2016-2017	Director of Institutional Effectiveness Flex Coordinator Division Chairs	Evidence of assessment of student learning outcomes. impacting changes in courses and programs as well as Enhanced integration into program review and institutional planning

3	3.1.s	Capacity Building - Alternative Delivery Training: <ul style="list-style-type: none"> • Faculty training for online instruction • Training for alternative instructional technologies 		2016-2017	Online Site Administrator Flex Coordinator	Training of fifteen participants Training of twenty participants
3	3.2.h.	Capacity Building - Institutional Technology Implement Refresh Plan Year Three		2016-2017	IT Director	33% of campus technology Refreshed
2		Program Development - Equipment Replacement <ul style="list-style-type: none"> • Implement year two of program-dependent equipment replacement schedules for automotive, welding, gunsmithing, business, digital graphic design, fire technology and agriculture 	Optimize program effectiveness	2014-2015	Division Chair Dean of Instructional Services Program faculty	
3	3.4.c.	Vision: Institutional Development <ul style="list-style-type: none"> • Agriculture Area Expansion • Allied Health Institute • Fitness/Athletic Facility Enhancement (swimming pool, and baseball fields) • Gunsmithing Facility Expansion (indoor shooting range) • Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces) • Performing Arts Center • Public Safety Academy Training Center 	Write a proposal using Feasibility Study Methodology Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion VP of Academic Services Division Chairs	New programs and facilities

Academic Services Action Plan 2017-2018 -4 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"> • New faculty Orientation • Assessment method training • Training for alternate instructional technologies • Discipline specific training • Mandated training 	Improved student learning outcomes across the curriculum	2017-2018	Human Resource Manager Flex Coordinator Online Site Administrator	Improved student retention and success in courses taught by faculty following training

3	3.2.i.	Capacity Building – Institutional Technology Re-initiate implementation of Refresh Plan Year One	Provide up-to-date reliable hardware for technology enhanced instruction	2017-2018	IT Director	33% of campus technology Refreshed
2		Program Development – Equipment Replacement <ul style="list-style-type: none"> Implement year three of program-dependent equipment replacement schedules for automotive, welding, gunsmithing, business, digital graphic design, fire technology and agriculture 	Optimize program effectiveness	2014-2015	Division Chair Dean of Instructional Services Program faculty	
3	3.4.c.	Vision: Institutional Development <ul style="list-style-type: none"> Agriculture Area Expansion Allied Health Institute Fitness/Athletic Facility Enhancement (swimming pool and baseball fields) Gunsmithing Facility Expansion (indoor shooting range) Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces) Performing Arts Center Public Safety Academy Training Center (permanent) 	Write a proposal using Feasibility Study Methodology Determine feasibility of impact on Academic Portfolio	Annually	Proposal Champion VP of Academic Services Division Chairs	New programs and facilities

Academic Services Action Plan 2018-2019 –4 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"> New faculty Orientation Assessment method training Training for alternate instructional technologies Discipline specific training Mandated training 	Improved student learning outcomes across the curriculum	2018-2019	Human Resource Manager Flex Coordinator Online Site Administrator	Improved student retention and success in courses taught by faculty following training

3	3.2.i.	Capacity Building – Institutional Technology Re-initiate implementation of Refresh Plan Year Two	Provide up-to-date reliable hardware for technology enhanced instruction	2018-2019	IT Director	33% of campus technology Refreshed
2		Program Development – Equipment Replacement <ul style="list-style-type: none"> Implement year four of program-dependent equipment replacement schedules for automotive, welding, gunsmithing, business, digital graphic design, fire technology and agriculture 	Optimize program effectiveness	2018-2019	Division Chair Dean of Instructional Services Program faculty	
3	3.4.c.	Vision: Institutional Development <ul style="list-style-type: none"> Agriculture Area Expansion Allied Health Institute Fitness/Athletic Facility Enhancement (swimming pool and baseball fields) Gunsmithing Facility Expansion (indoor shooting range) Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces) Performing Arts Center Public Safety Academy Training Center (permanent) 	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