

Consultation Council/Strategic Planning Committee Minutes  
April 26, 2011

Present

Cheryl Aschenbach (AS-faculty)	Noelle Eckley (Div Chair -faculty)
Terry Bartley (management)	Toni Gomez (ASB)
Sandy Beckwith (Lead Counselor – faculty)	Phil Horner (classified)
Shelly Baxter (management)	Dr. Doug Houston (President)
Dr. Irving Berkowitz (Dean of Instruction)	Carol Montgomery (classified)
David Burriss (Exec Director-HR)	Sue Mouck (Accreditation Liaison -faculty)
Carie Camacho (Div Chair -faculty)	Eric Rulofson (Chair/ Facilities Planning)
Kayleigh Carabajal (Exec Director-IR)	Cary Templeton (Dean of Student Services)
Dave Clausen (Exec Director –Fiscal Services)	Brian Wolf (Div Chair –faculty)
Marshel Couso (management)	

Absent

Monica Cochran (Public Relations)	Jeff Lang (classified)
	Logan Merchant (Chair/IT Planning)

Guest

Katelyn Johnston (ASB)	Janna Sandahl (classified)
Matt Levine (management)	Tami Wattenburg (classified)

With a quorum present, the meeting began at 9:34 am.

**Consultation Council:**

**1. Initial Review of May 10, 2011 Governing Board Agenda (Information)**

Dr. Houston presented the preliminary agenda for review. The Governing Board will consider the second reading for both BP and AP 6620- Naming of Facilities and Landmarks. The institution has not had consistent criteria for naming facilities in the past. The focus in this AP is the community recognition of the accomplishments of the individual as compare to campus recognition of the individual's contributions to the college. The board will also review the COM.P.ACT with an expected action on the recommendation not to offer on-campus residence facilities next academic year. An update on Key Performance Indicators (KPI's) will also be provided to the board.

**2. Update from Joint CEO and CCCT Board Meeting (Information)**

Dr. Houston identified that he has been appointed as the Region 1 representative to the Chief Executive Officer's (CEO) Board. He reported on the first joint meeting of the CEO and California Community College Trustee's (CCCT) Board meeting. Initially, it was believed that the two groups would find little common ground, but that proved not to be the case. The discussions focused on pending legislation and potential actions of the community college system in light of the state budget situation. The joint boards drafted a set of principles, which Dr. Houston plans to share on campus after the next CEO Board Meeting. He identified that the Legislature Analyst Office (LAO) has presented several proposals, which would impact community colleges and our students. Examples of the proposals include reduction or elimination of funding for intercollegiate athletics and a cap on the funding of units for all students (ranging from 90-100 total units). Dr. Houston identified that frequently suggestions from the LAO do not result in adoption by the legislature. However, he is more concerned about the "Little Hoover Commission" spotlighting community colleges. The commission tends to get the attention of the legislature. The next agenda includes the topic: "Thoughts on Regional Governance". Presentations will include: "A Student's Perspective" by two students, "Administrative Viewpoints" by several state recognized administrators and Academic Senate (faculty) perspective by Jane Patton. Dr. Houston hopes to be in attendance at the meeting and report back first hand information.

**Strategic Planning:**

**1. Updated Draft 2011-2016 Educational Master Plan (Consultation)**

Dr. Berkowitz presented the 2011-2016 Educational Master Plan (attached). He reminded the group that the plan had been previously presented prior to the development of the COMPACT. This final version integrates the previous plan with the strategies included in the COMPACT. Dr. Berkowitz acknowledged and commended the Academic Planning Committee for their hard work on the plan. He emphasized that instructional excellence

remains the core of the plan. The plan will return with the other master plans for adoption into the Comprehensive Institutional Master Plan some time next month.

**2. Budget Enhancement/Reduction Forms (Information (Information))**

Dave Clausen presented a packet of information relating to the development of the 2011-2012 Tentative Budget. The Tentative Budget is being developed with two scenarios in mind. The first scenario based on 1,549 FTEs targets a 14.3% (\$1,75,681) reduction in revenues for next year (worst case). The other scenario based on 1,643 FTEs targets a 9.1% (\$1,113,472) reduction in revenues for next year. The problem with development of the tentative budget is the number of unknowns and variables that need to be considered. Information may not be known until late this year or even into early 2012. The budget packet included sheets outlining budget reductions and enhancements for each major administrative area. The current proposal shows only an 11.7% reduction, which is one reason why the presentation of the “staffing plan” was delayed until next week’s meeting. The final page indicated the various items currently competing for one-time expenditures next year. The list includes \$109,500 worth of one-time funds already committed for 2010. These items include;

Data Center Refresh	\$40,000
Campus Portal	\$29,500
Emergency Notification System	\$15,000
Tom Henry – Administrative Transition 2010-2011	\$25,000

The entire list of items competing for one-time funds totals \$971,574, more money than is expected to be available. The remaining items on the list need to be prioritized. Consultation Council will consider the prioritization of the list after the staffing plan is presented next week.

**3. Prioritized Budget Requests from Administrative Areas (Information) -- Dave Clausen**

Tabled to a future meeting.

**Consultation Council:**

**1. Personnel Update (Information) – Administration**

Finalists for the Bookstore Manager position have been identified.

**Other:**

Dr. Houston reported that he has a second interview at Sierra College next week and initial interviews at two other colleges. He identified that during the discussion between the board, Tom Henry and himself it was decided that in the event of his accepting another position the board would not seek find a permanent replacement immediately. The current intention is to hire a retired CEO to serve as an interim for a year. This action would have two definite advantages: 1) participating in the normal hiring cycle for CEOs would provide the board with stronger applicant pool from which to make their selection and 2) under the leadership of an interim president, the campus would be able to move forward on the implementation of the COM.P.ACT.

Cary Templeton identified that Dr. Berkowitz will be the reader and the Crocodilians will perform this Friday for the Lassen County Arts Council.

The meeting adjourned at 10:25 am

**Future Agendas:**

1. Final Review of May 10, 2011 Governing Board Agenda (Information) –May 3, 2011- Dr. Houston
2. Timeline and Instruments for the Annual Evaluation of the Shared Governance and Planning Structure and Procedures (Governance) – May 3, 2011- Dr. Kayleigh Carabajal
3. Review of First Draft of the 2012-2016 CIMP (Consultation) – May 3, 2011- Dr. Kayleigh Carabajal
4. Plan for Work Study Allocation for 2011-2012 (Information)– Cary Templeton
5. Human Resource NIPR (Information)- May 3, 2011 - David Burris

## Educational Master 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 vocational 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 (30) associate degrees, eighteen (18) certificates of achievement, and eleven (11) certificates of accomplishment within sixteen (16) credit programs. 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 and University Studies (Administration of Justice, Agriculture, Allied Health, Art, Biological Science, Business, Child Development, Humanities, Mathematics/Physical Science, Natural Science and Social Science). The associate degrees offered in vocational specializations are Accounting, Administration of Justice, Agriculture Science and Technology, Automotive Technology, Childhood Development, Correctional Science, Drug and Alcohol Paraprofessional, Fire Technology, Firearms Repair, General Gunsmithing, Journalism, Human Services, Office Administrative Assistant, Vocational Nursing, and Welding Technology. In 2009-2010, 153 associate degrees, 104 certificates of achievement and 31 certificates of accomplishment were awarded.*

### **II. ACADEMIC PLANNING COMMITTEE**

The Academic Planning Committee comprised of division chairs, the lead counselor, the instructional dean and associate dean, the dean of student services and the 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 Educational Master Plan drives and informs all other institutional planning and budgeting processes and priorities. The Academic Planning Committee relies on recommendations from instructional program reviews to inform the development of the Educational Master Plan. Instructional program review is the principal

mechanism by which academic program planning and budget priorities are integrated into the Educational Master Plan. The 2011 -2016 plan is derived from recommendations found in the following instructional program reviews: 2004 –Human Services, 2004-Fine Arts- Music; 2007- Work Experience; 2007– Liberal Arts; 2008-Fine Arts- Art; 2008-Automotive Technology; 2009 –Basic Skills; 2009-Developmental Studies; 2009-Fire Technology, 2009-Gunsmithing, 2009-Journalism, 2009-Welding Technology; 2010 –Natural Science/Mathematics; 2010- Physical Education; 2010- Administration of Justice/Correctional Science; 2010-Agriculture, 2010-Business; 2010-Child Development and 2010- Licensed Vocational Nursing. Additionally information from the 2002 Library/Learning Resources Non-instructional Program Review is included.

The Educational Master Plan consists of five Annual Action Plans covering each Academic Year from 2011-2012 to 2015-2016. The Annual Action Plans are reviewed and updated annually in the fall term. The five-year plan is presented by the Academic Planning Committee to Consultation Council 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 2011-2016 Academic Planning Committee:

- Sandy Beckwith - Lead Counselor (effective Spring 2011)
- Irving Berkowitz - Vice-President/Dean of Instructional Services
- Tina Bishop - Lead Counselor
- Carie Camacho - Division Chair, Liberal Arts
- Kayleigh Carabajal - Associate Dean of Instructional Services
- Brian Wolf - Division Chair, Career/Technical/Health/Physical Education
- Cary Templeton - Dean of Student Services
- Marshel Couso - Office of Instruction Executive Assistant I (management)
- Brian Gosney – Representative from the Curriculum/Academic Standards Committee (Counselor)
- Noelle Eckley - Division Chair, Mathematics/Science/Business I (effective Spring 2011)

### **III. 2011-2016 ACADEMIC EXPECTATIONS AND STANDARDS**

#### **Expectation 1: Student Success**

Standards:

- Student Learning Outcome Assessment at the level of courses, certificates, degrees, general education areas and institution
- Student Attainment of Educational Goal

#### **Expectation 2: Academic Excellence**

Standards:

- Up-to-Date Curricular Content
- Highly Qualified Faculty
- Full-time/Part-time Faculty Ratio 75/25
- Innovative Technology-Enhanced Instruction

#### **Expectation 3: Enrollment Stability**

Standards:

- Enrollment Target – CAP plus funded growth plus 2% (1807 FTEs) – to be determined for subsequent years
- Future FTES targets to be tied to clear, consensually valid criteria (e.g. student success, transfer by design, etc.) institutional vision, and a diverse, efficient, sustainable and mission-centric portfolio of classes

#### **Expectation 4: Mixture of Delivery Modalities**

Standards:

- Expanded Variety of Distance Education (hybrid, online, Podcasts, etc.)
- Reduction of Correspondence Delivery
- Expand on campus learning opportunities for students
- Transitioning of selected apportionment supported enrichment classes to self-sustaining community service offerings

#### IV. EDUCATIONAL ACTION PLANS:

The Educational Action Plan for 2011-2012 consists of seven major emphases or foci:

2011-2012 – 7 Strategies						
Goal	Objective TBD	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures/ Evidence
4		<b>Instructional Technology:</b> <ul style="list-style-type: none"> <li>Equip instructional spaces with state of the art technology, to include additional computer labs and converting classrooms as appropriate into “smart” technology rich classrooms and building upon campus-wide wireless capability</li> <li>Equip a <i>Center for Excellence in Learning and Teaching</i> that will support ongoing faculty training in the use of instructional technology aimed at optimizing the student learning experience</li> </ul>	To maximize the integration of technology into every seam and stitch of the curriculum fabric, pedagogy and classrooms at Lassen College	2012SU	Vice-President/Dean of Instructional Services, Associate Dean, Faculty Flex Coordinator, Director of Facilities	<ul style="list-style-type: none"> <li>Equipped <i>Center for Excellence in Learning and Teaching</i></li> <li>Equipped student computer lab/ classroom</li> <li>One half equipped “Smart” classrooms</li> <li>50% of faculty will participate in professional development activities related to instructional technology</li> </ul>
1,2		<b>Transfer by Design:</b> <ul style="list-style-type: none"> <li>Assure Basic Skills, general education and CTE course offerings reflect the needs of students desiring to transfer to a four-year college or career</li> <li>Strengthen the Basic Skills program by expanding the number of qualified Basic Skills instructors as well as enhancing faculty skills in teaching developmental students</li> <li>Assure effective and data-informed course scheduling that builds upon articulation agreements and promotes seamless and timely completion of educational goals</li> <li>Market “Transfer by Design” internally and in outreach efforts to the community</li> </ul>	To become the college of choice in the far north of California for those students intending to complete their developmental, general education and CTE courses for transfer to a four-year college or career	2011FA (English)  2012SP (Math/History/Physical Science)  2012SU	Vice-President/Dean of Instructional Services, Associate Dean, Faculty Flex Coordinator, Basic Skills Coordinator, Lead Counselor, Division Chairs	<ul style="list-style-type: none"> <li>Hiring of full time faculty in the disciplines of English, Math, History/Humanities and the Physical Sciences</li> <li>Expanded pool of qualified Basic Skills instructors</li> <li>50% of faculty participate in professional development activities related to teaching skills aimed at Transfer by Design</li> <li>Established Basic Skills Collaboratory</li> <li>Expanded pool of qualified part time faculty in a variety of disciplines</li> </ul>
		<b>Strengthening Instructional Support:</b> <ul style="list-style-type: none"> <li>Lassen College will increase its cadre of Instructional Support Specialists to provide supplemental instruction to and academic support of students to enable them to achieve their educational goals.</li> </ul>	To increase successful student attainment of their educational goals	2011FA	Vice-President/Dean of Instructional Services, Associate Dean, HR	<ul style="list-style-type: none"> <li>Expanding the ISS Support in the following area: Basic Skills, Instructional Labs, Correspondence, Gunsmithing</li> </ul>

1		<p><b>Assessment of Student Learning:</b></p> <ul style="list-style-type: none"> <li>Faculty who have implemented course changes as a consequence of assessment results will have evaluated the impact of those changes</li> </ul>	<p>To achieve proficiency of Student Learning Outcomes at the course, program and institutional levels.</p>	2012SP	Vice-President/Dean of Instructional Services, Associate Dean	<ul style="list-style-type: none"> <li>Report showing assessment results of changes implemented due to previous assessment results</li> <li>50% of faculty participate in professional development activities aimed at using results of SLO assessments to improve teaching and learning and using WEAVEOnline and Classroom Performance Systems</li> </ul>
		<p><b>Maximizing the Student Experience:</b></p> <ul style="list-style-type: none"> <li>To encourage and support increased faculty/student, student/student interactions outside of the classroom</li> <li>To employ communication strategies in order to inform and to engage students in the life of the college</li> <li>Lassen College will convert its “traditional/print library” to a virtual, paperless, digital library that better meets students’ needs for information, bibliographic instruction and access to thousands of online journals, magazines, newspapers, books, images, music, videos, etc.</li> </ul>	<p>Strengthen student engagement in the life of the college recognizing that “A strong college community makes for a strong community college”</p> <p>To support student mastery of technology that enhances learning through greatly expanded access to digital resources</p>	2012SP	Cabinet,  Vice-President/Dean of Instructional Services, Associate Dean	<ul style="list-style-type: none"> <li>Creation of a student center/union</li> <li>Creation of individual and group study spaces</li> <li>Creation of a campus virtual Library</li> <li>Hire hourly part time faculty member</li> </ul>
2		<p><b>Lassen Educational Collaborative:</b></p> <ul style="list-style-type: none"> <li>Development of Lassen Pathways that enables high school students to concurrently complete their high school diploma and transferable general education coursework</li> <li>Sponsorship of an annual College and Career Day</li> <li>Complete IGETC by the summer after the student graduates from high school.</li> <li>Complete the English, communication and math transfer requirements (English 1, English 9, Speech 1, and Math 7/8/40) by the summer after the student graduates from high school.</li> </ul> <p>Students are prepared for transfer level and English and math their first year at a college or university.</p>	<p>To strengthen local/regional collaborative relationship between Lassen College and secondary schools in scheduling, planning, program and resource development and curriculum alignment</p>	2011SU  2012SP	Vice-President/Dean of Instructional Services, Associate Dean, Lead Counselor, Curriculum Committee Chair, Assessment Coordinator	<ul style="list-style-type: none"> <li>Course schedule that supports Lassen Pathways</li> <li>10% increase in concurrent enrollment over Fall 2010</li> <li>Successful implementation of College and Career Day (2012SP)</li> </ul>

2		<p><b>Strengthening/Enhancing Existing Programs:</b></p> <ul style="list-style-type: none"> <li>• Conduct a study to determine the future of Allied Health programs at the college , including the development of an RN Bridge program in partnership with other colleges</li> <li>• Focus on the expansion of the Graphic Design Program and facility</li> <li>• Based upon IPRs, feasibility analyses and/or regional interest and support, prioritize the viability of strengthening the following programs : <ul style="list-style-type: none"> <li>○ Agri Business</li> <li>○ Automotive Technology</li> <li>○ Human Services</li> <li>○ Logistics and Materials Handling</li> <li>○ Small Business Management</li> </ul> </li> </ul>	To concentrate on the strengthening and/or expansion of those career and technical programs with demonstrable growth potential	2011FA 2012SP 2012SU	Vice-President/Dean of Instructional Services, Division Chairs, Associate Dean of Instructional Services	<ul style="list-style-type: none"> <li>• Complete and analyze study with recommendations</li> <li>• Complete and analyze study with recommendations</li> <li>• Increase Instructional Support Services, Library, Basic Skills/DSPS Lab, Correspondence, Gunsmithing, Instructional labs</li> <li>• Chancellor’s Office approval of degree program (Graphic Design)</li> </ul>
1		<p><b>Community Service Programs:</b> Analyze enrollment patterns that justify the transition of existing credit-bearing, apportionment supported courses to community service offerings and begin to implement the transition in 2011-2012 course schedule</p> <ul style="list-style-type: none"> <li>• Create a structure within the college that will oversee the development of a robust community service plan</li> <li>• Implement the plan/develop community service schedule</li> </ul>	To develop a robust menu of opportunities and services aimed at meeting the educational needs of life-long learners	2012SU  2011SU (Schedule)	Vice-President/Dean of Instructional Services, Associate Dean of Instructional Services, Division Chairs	<ul style="list-style-type: none"> <li>• Completed enrollment pattern analysis</li> <li>• 2011-2012 one-year schedule that reflects recommendations from analysis</li> </ul>
3		<p><b>Distance Education Plan:</b> Develop a Distance Education Plan to include:</p> <ul style="list-style-type: none"> <li>• Development and implementation of consistent standards and practices for faculty engaging in alternate modes of delivery instruction</li> <li>• Provisions for training on delivery methods in the Center for Excellence in Learning and Teaching</li> <li>• Strategies for improving student success</li> </ul>	To create a Distance Education Plan that increases student access to educational opportunities and to improve student success	2013SP  2012FA (Faculty Training)	Vice-President/Dean of Instructional Services, Division Chairs, Associate Dean	<ul style="list-style-type: none"> <li>• Vetted and approved Distance Education Plan</li> <li>• 100% of faculty involved in alternate modes of delivery participate in professional development activities aimed at enhancing “teaching at a distance” skills</li> <li>• Instructional Services Specialist</li> </ul>



**2012-2013 - 7 Strategies**

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
1		<b>Assessment of Student Learning:</b> <ul style="list-style-type: none"> <li>Faculty who have implemented course changes as a consequence of assessment results will have evaluated the impact of those changes</li> </ul>	To demonstrate proficiency of Student Learning Outcomes at the course, program and institutional levels	2012FA	Vice-President/Dean of Instructional Services, Associate Dean	<ul style="list-style-type: none"> <li>Demonstrated proficiency achievement</li> <li>50% of faculty participate in training on WEAVEOnline and</li> </ul>
1		<b>Instructional Technology:</b> <ul style="list-style-type: none"> <li>Equip instructional spaces with state of the art technology, converting them as appropriate into “smart” technology rich classrooms and building upon campus-wide wireless capability</li> <li>Provide ongoing faculty training in the use of instructional technology aimed at optimizing the student learning experience</li> </ul>	To maximize the integration of technology into every seam and stitch of the fabric, pedagogy and classrooms at Lassen College	2013SU	Vice-President/Dean of Instructional Services, Associate Dean, Faculty Flex Coordinator, Director of	<ul style="list-style-type: none"> <li>Ten equipped “Smart” classrooms</li> <li>25% of faculty participate in professional development activities related to instructional</li> </ul>
2		<b>Strengthening/Enhancing Existing Programs:</b> <ul style="list-style-type: none"> <li>Based upon IPRs, feasibility analyses and/or regional interest and support, strengthen the program(s) prioritized in 2012SP. Program(s) may include: <ul style="list-style-type: none"> <li>Agriculture Business (2013-2014)</li> <li>Automotive Technology (2012-2013)</li> <li>Human Services (2012–2013)</li> <li>Small Business Management (2013-2014)</li> </ul> </li> </ul>	To concentrate on the strengthening and/or expansion of those career and technical programs with demonstrable growth potential	2012FA 2013SP 2013SU	Vice-President/Dean of Instructional Services, Division Chairs, Associate Dean of Instructional Services	<ul style="list-style-type: none"> <li>Implemented existing program enhancements</li> </ul>
2		<b>New Program Development:</b> <ul style="list-style-type: none"> <li>In partnership with BLM/USFS/CalFire conduct a feasibility study for a Resource Management program</li> <li>Conduct a feasibility study for a Logistics and Materials Handling program</li> </ul>	To develop and implement curricula that is responsive to changing student learning needs and to changing economic workforce development needs	2013SP	Vice-President/Dean of Instructional Services, Division Chairs, Director of Fire Technology, Exec. Director of Research,	<ul style="list-style-type: none"> <li>Feasibility Study completed for Resource Management/Logistics &amp; Material Handling</li> <li>If feasible, new program development protocol</li> </ul>
1		<b>Contract Education Programs:</b> <ul style="list-style-type: none"> <li>Conduct workforce development surveys that form the basis of an annual contract education/professional development schedule</li> <li>Complete Contract Education IPR</li> </ul>	To develop a robust menu of opportunities and services aimed at meeting the	2013SU	Vice-President/Dean of Instructional Services, Associate Dean	<ul style="list-style-type: none"> <li>Completed regional workforce development surveys</li> <li>2013-2014 schedule that reflects</li> </ul>

4		<p><b>Community Service Programs:</b> Determine the feasibility of developing community service curriculum with consideration to recommendations from the Non-Instructional Program Review:</p> <ul style="list-style-type: none"> <li>with particular attention to Fine Arts</li> <li>and considering an expanded menu of community service classes in the areas of taxation, business, creative and technical writing, grant-writing, and resource development, first-aid, art and fitness</li> </ul>	To develop a robust menu of opportunities and services aimed at meeting the educational needs of life-long learners	2013SU	Vice-President/Dean of Instructional Services, Associate Dean of Instructional Services,	<ul style="list-style-type: none"> <li>Community service needs assessment completed</li> <li>Survey of “regional expertise”</li> <li>Comprehensive infrastructure to</li> </ul>
<b>2013-2014 – 6 Strategies</b>						
Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3		<p><b>Outreach Areas:</b></p> <ul style="list-style-type: none"> <li>If feasible, offer educational offerings in outreach areas (Alturas, Bieber, Herlong, Westwood, etc.)</li> </ul>	To reach out to and support the educational needs of students in outreach	2013FA	Vice-President/Dean of Instructional Services, Division Chairs, Exec. Director of Research, Planning and Information Services	<ul style="list-style-type: none"> <li>Outreach area offerings included in course schedules</li> </ul>
4		<p><b>Community Service Programs:</b></p> <ul style="list-style-type: none"> <li>Initiate a Community Lecture Series</li> </ul>	To develop a robust menu of opportunities and services aimed at	2013FA	Vice-President/Dean of Instructional Services, Associate Dean of Instructional Services, Division Chairs	<ul style="list-style-type: none"> <li>Survey of “regional lecturers”</li> <li>Production of a Lecture Series Publication</li> </ul>
2		<p><b>Contract Education Programs:</b></p> <ul style="list-style-type: none"> <li>Complete an assessment of the training needs of government workers at the city and county level for inclusion in the Contract Education Plan</li> <li>Complete Contract Education Plan</li> </ul>	To develop and implement curricula that is responsive to changing student learning needs and to	2013FA	Vice-President/Dean of Instructional Services, Director of Institutional Research	<ul style="list-style-type: none"> <li>Completed needs assessment</li> <li>Completed, vetted and approved Contract Education Plan</li> <li>Infrastructure in place to support expanded Contract</li> </ul>
1		<p><b>Instructional Technology:</b></p> <ul style="list-style-type: none"> <li>Equip instructional spaces with state of the art technology, converting them as appropriate into “smart” technology rich classrooms and building upon campus-wide wireless capability</li> <li>Provide ongoing faculty training in the use of instructional technology aimed at optimizing the student learning experience</li> </ul>	To maximize the integration of technology into every seam and stitch of the fabric, pedagogy	2014SU	Vice-President/Dean of Instructional Services, Associate Dean, Faculty Flex Coordinator, Director of Facilities	<ul style="list-style-type: none"> <li>Ten equipped “Smart” classrooms</li> <li>25% of faculty participate in professional development activities related to instructional technology</li> </ul>
2		<p><b>Strengthening/Enhancing Existing Programs:</b></p> <ul style="list-style-type: none"> <li>Based upon current IPRs, feasibility analyses and/or regional interest and support, strengthen the program(s) prioritized in 2013SP.</li> </ul>	To concentrate on the strengthening and/or expansion of	2014SU	Vice-President/Dean of Instructional Services, Division Chairs, Associate Dean of Instructional Services	<ul style="list-style-type: none"> <li>Implemented existing program enhancements</li> </ul>

2		<b>New Program Development:</b> Conduct a feasibility study: <ul style="list-style-type: none"> <li>to reinstate Construction Technology program</li> <li>for an expanded Agriculture program to include Vet-Tech and Plant Science</li> </ul>	To develop and implement curricula that is responsive to changing student	2014SP	Vice-President/Dean of Instructional Services, Division Chairs, Agriculture Division Chair, Exec. Director of Research, Planning, and Information Services	<ul style="list-style-type: none"> <li>Feasibility studies completed for expanded Agriculture program and Construction Technology</li> <li>If feasible, new</li> </ul>
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### 2014-2015 – 2 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
2		<b>Strengthening/Enhancing Existing Programs:</b> <ul style="list-style-type: none"> <li>Based upon current IPRs, feasibility analyses and/or regional interest and support, strengthen the program(s) prioritized in 2014SP.</li> </ul>	To concentrate on the strengthening and/or expansion of those career and technical programs with demonstrable growth potential	2015SU	Vice-President/Dean of Instructional Services, Division Chairs, Associate Dean of Instructional Services	<ul style="list-style-type: none"> <li>Implemented existing program enhancements</li> </ul>
2		<b>New Program Development:</b> <ul style="list-style-type: none"> <li>Conduct a feasibility study for an expanded Allied Health program to include Dental Hygiene,</li> <li>Conduct a feasibility study for Alternative Energy and renewable energy programs</li> </ul>	To develop and implement curricula that is responsive to changing student learning needs and to changing economic workforce development needs	2015SP	Vice-President/Dean of Instructional Services, Division Chairs, Health Division Chair, Exec. Director of Research, Planning, and Information Services	<ul style="list-style-type: none"> <li>Feasibility study completed for expanded Allied Health program</li> <li>If feasible, new program development protocol implemented</li> </ul>

### 2015-2016 – 2 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
2		<b>Strengthening/Enhancing Existing Programs:</b> <ul style="list-style-type: none"> <li>Based upon current IPRs, feasibility analyses and/or regional interest and support, strengthen the program(s) prioritized in 2015SP.</li> </ul>	To concentrate on the strengthening and/or expansion of those career and technical programs with demonstrable growth potential	2016SU	Vice-President/Dean of Instructional Services, Division Chairs, Associate Dean of Instructional Services	<ul style="list-style-type: none"> <li>Implemented existing program enhancements</li> </ul>
2		<b>New Program Development:</b> <ul style="list-style-type: none"> <li>Conduct a feasibility study for an expanded Allied Health program to include Pharmacy Tech</li> </ul>	To develop and implement curricula that is responsive to changing student learning needs and to changing economic workforce development needs	2016SP	Vice-President/Dean of Instructional Services, Division Chairs, Health Division Chair, Exec. Director of Research, Planning, and Information Services	<ul style="list-style-type: none"> <li>Feasibility study completed for expanded Allied Health program</li> <li>If feasible, new program development protocol implemented</li> </ul>

