

**LASSEN COMMUNITY COLLEGE**

**COMPREHENSIVE INSTITUTIONAL MASTER PLAN**

**“Serving the Future”**



**2014-2019**

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## **Section I – Introduction**

### **BRIEF HISTORY OF THE COLLEGE:**

Lassen Community College was established May 4, 1925 as the Junior College Department of the Lassen Union High School District. The current era of the college began in July of 1969 with the establishment of the Lassen Community College District, having one college, Lassen Community College.

The college campus is located immediately north of Susanville on Highway 139 and consists of 207 acres, fifteen main buildings, four relocatable buildings and nineteen outbuildings. The current campus was first occupied in February of 1972. In addition to classrooms, laboratories and offices, it has a dormitory with a capacity for 201 students, a library, cafeteria, computer rooms, a large gymnasium, stables, barn, rodeo arena and outdoor recreation facilities including a ski hill.

The District serves the Honey Lake Valley communities of Susanville, Janesville and Herlong, and outreach areas including Alturas, Big Valley and Westwood. Although Lassen Community College serves one of the larger geographic areas of the state, the population is relatively small. Credit Full-time Equivalent Students (FTES) over a ten- year period between 2002 and 2012 have been as high as 2,180 in 2002-2003 and as low as 1,304 in 2007-2008. FTES for 2012-2013 were 1,500.3.

### **ABSTRACT OF PLANNING PROCESS FOR 2014-2019 COMPREHENSIVE INSTITUTIONAL MASTER PLAN:**

The institutional planning process for the 2014-2019 Comprehensive Institutional Master Plan began in 2007-2008.

The established planning cycle was repeated for the 2013-2014 planning update. Using the same four-step process used during previous cycles, the five master planning teams (1) updated the introduction, documented changes in the planning team committee membership, and articulated expectations and standards; (2) documented the achievement/status of the 2013-2014 strategies in the Comprehensive Institutional Master Plan Implementation/Evaluation Matrix; (3) revised 2014-2018 objectives and strategies, and (4) proposed strategies for 2018-2019. Consultation Council accepted master plans for inclusion into the Comprehensive Institutional Master Plan on various dates, the Educational Master Plan on October 21, 2013, the Student Services Master Plan on December 12, 2013, the Institutional Technology Plan on January 16, 2014, the Facilities Master Plan on February 27, 2014, and the Human Resource Master Plan and Professional Development Plan on March 20, 2014. After discussion, Consultation Council adopted the 2014-2019 Comprehensive Institutional Master Plan on **April 24, 2014**.

### **IMPLEMENTATION AND EVALUATION OF INSTITUTIONAL PLANNING:**

The institutional planning and budget allocation process is articulated in the *“Lassen Community College Institutional Planning and Budget Development Process Handbook”* evaluated and updated annually in May of  
Adopted by Strategic Planning Committee May 1, 2014

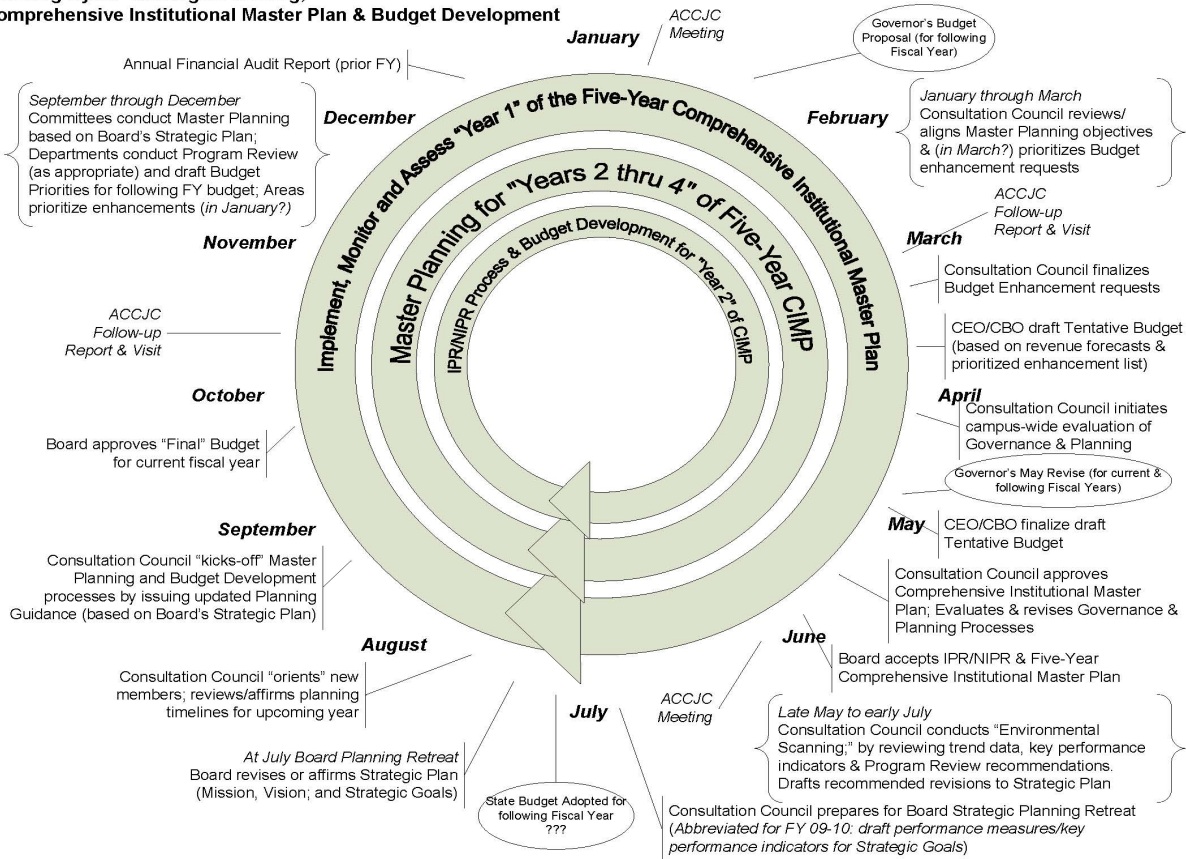
each academic year. The annual institutional planning cycle begins with the Governing Board review and adoption of Strategic Goals during a Retreat conducted in July. During the Fall and early Spring semesters of each year, the master plans (Educational Master Plan, Student Services Master Plan, Institutional Technology Master Plan, Facilities Master Plan, and Human Resources Master Plan) forming sections within the Comprehensive Institutional Master Plan are updated utilizing program review recommendations provided during the program review cycle of the previous year. Consultation Council/Strategic Planning reviews the objectives and strategies proposed by individual planning groups. Recommendations concerning objectives and strategies are returned to the individual planning committees. The revised Comprehensive Institutional Master Plan integrating the master plans from the various planning committees is adopted each Spring. The adopted Comprehensive Institutional Master Plan guides the budget prioritization process occurring each Spring as the culmination of the budget development process initiated in the Fall.

The progress on implementation and evaluation of results on agreed upon institutional objectives and strategies are tracked each year utilizing the Implementation/Evaluation Matrix. The final Evaluation Matrix adopted at the end of each academic year provides a historical record of institutional progress toward obtainment of strategic goals.

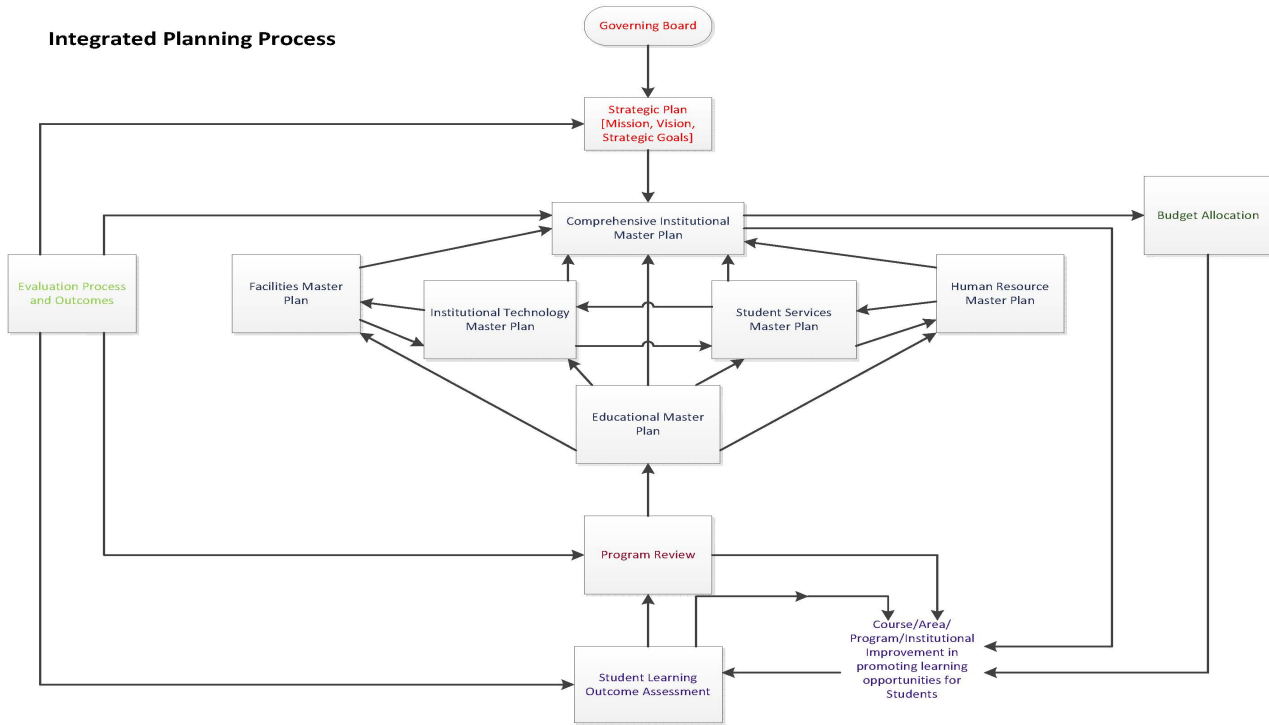
# OVERVIEW OF COMPREHENSIVE INSTITUTIONAL MASTER PLAN DEVELOPMENT:

## Planning Cycle - Strategic Planning;

## Comprehensive Institutional Master Plan & Budget Development



# INSTITUTIONAL INTEGRATED PLANNING MODEL



## **Section II – Institutional Section (Strategic Plan)**

### **LASSEN COMMUNITY COLLEGE MISSION STATEMENT:** (reaffirmed August 13, 2013)

Lassen Community College provides outstanding programs for all pursuing higher education goals. The core programs offer a wide range of educational opportunities including transfer degrees and certificates, economic and workforce development, and basic skills instruction. The college serves students, both on campus and in outreach areas in its effort to build intellectual growth, human perspective and economic potential.

### **LASSEN COMMUNITY COLLEGE VISION STATEMENT** (revised August 14, 2012; reaffirmed August 13, 2013))

The Governing Board's vision for Lassen Community College is to:

- Be the Academic Leader by ensuring quality and student success
- Be the Educational Leader by expanding outreach and student access
- Be a Trusted Steward by providing capable Leadership and Accountability
- Be the Economic and Workforce Development Leader for the community
- Be the Cultural Leader in the community
- Be the Civic and Social Leader in the community
- Be the Model of a highly efficient self-sustaining rural community college

## **LASSEN COMMUNITY COLLEGE VALUES** (revised August 14, 2012; reaffirmed August 13, 2013)

### **Values at the core of Lassen Community College:**

- Who we are
- Where we're going
- What we want to be

Five areas emerged as valued by the College:

### **Educational Excellence – We value:**

- High quality educational delivery
- Highly qualified instructors
- High quality technology and materials
- Well-equipped classrooms
- Student learning as the focal point of every experience

### **Student Focus – We value:**

- Doing what is best for students, not what is easiest or most efficient
- Learning as a priority over teaching
- Student needs; they are paramount in the learning process

### **Honesty/ Integrity – We value:**

- Establishing trust in relationships
- Dependability
- Transparency

### **Student Success – We value:**

- Students reaching their goals
- Students being prepared for transfer to four-year institutions
- Vocational students being prepared for the job market

### **Dignity/Respect – We value:**

- Civility
- Collegiality
- Diversity
- Active listening and communication
- Agreements that are made and kept



## **COMMON PLANNING TERMS AND DEFINITIONS:**

The language of planning is replete with specialized terms. As you read through this document it may help to refer to this set of definitions:

### **Goals**

Purposefully quite broad, goals provide a general sense of some high aspiration that applies to all or a large part of the college community.

### **Objectives**

Good objectives are S.M.A.R.T. – Specific, Measurable, Achievable, Realistic and Time-related (Drucker, 1954). In this document, all objectives have some key performance indicators and/or some type of deliverable by which the attainment of the objective can be determined. An objective can be advanced by one or more strategies.

### **Strategies**

This is where plans become actions. Strategies represent projects or initiatives that are aimed at moving forward a larger objective, direction and/or goal. Strategies usually describe specific college functions, which may involve multiple departments and players. A description of a strategy should include the desired outcome. Strategies also identify any key performance indicators or deliverables that might be reported upon to the Strategic Planning Committee, the Governing Board, and other interested parties.

Planning is about coordinating actions and strategies to achieve forward looking objectives. However, many activities on campus are simply ongoing college business. For instance, keeping the A&R Office open is ongoing college business, while extending the hours at A&R is not. Ongoing activities are not documented in the college master plan, because it is assumed that they were the results of previous planning efforts, which have become part of day-to-day operations. Each master plan rightfully highlights only actions and strategies that are new. They are the most active and exciting part of the master plan.

### **Annual Action Plan**

Strategies are reviewed and revised yearly. Strategies for the upcoming academic year are grouped into the college's annual Action Plan. The annual Action Plan is distributed to all members of the campus community. Reports on the college's achievement/progress on each strategy in the action plan are reviewed quarterly at Consultation Council.

## **LASSEN COMMUNITY COLLEGE INSTITUTIONAL STRATEGIC GOALS:**

Strategic Planning is becoming a continuous process at Lassen Community College. The Governing Board drives strategic change with input from the Strategic Planning Committee. The Strategic Planning Committee meets weekly. This committee evaluates progress on board adopted strategic goals and campus developed objectives and strategies to achieve these goals. The Strategic Goals for 2014-1019 as revised by the Governing Board on August 14, 2012 and reaffirmed August 13, 2013 are listed below:

**Strategic Goal # 1 (Institutional Effectiveness): Provide the governance, leadership, integrated planning and accountability structures, and processes to effectively support the learning environment, while ensuring responsible stewardship of public trust and resources.**

**Strategic Goal #2 (Learning Opportunities): Provide an array of rigorous academic programs delivered via a variety of modalities that promote student learning and meet the needs of the local and global community.**

**Strategic Goal #3 (Resource Management): Manage human, physical, technological and financial resources to sustain fiscal stability and to effectively support the learning environment.**

**Strategic Goal #4 (Student Success): Provide a college environment that reaches-out-to and supports students, minimizes barriers, and increases opportunity and success through access and retention to enable student attainment of educational goals including completion of degrees and certificates, transfer, job placement and advancement, improvement of basic skills, and self development through lifelong learning.**

## **BACKGROUND RESEARCH AND DATA COLLECTION:**

### **EXTERNAL RESOURCES:**

The following external resources were utilized to inform the development of the strategic goals:

- Environmental Data Scan (EDS) Study Project –Spring 2008
  - Labor Market Forecast of Largest Industries for Lassen, Plumas, and Modoc Counties, California and Washoe County, Nevada 2008, 2012, 2014
  - Study Area Economic Base Compare to the State - 2008
  - Study Area Forecast by Industry - 2008, 2012 and 2014
- Alliance for Workforce Development Data
  - Labor Market Forecast of Growth Industries for Lassen, Plumas, and Modoc Counties, California
- Strategic Master Plan for California’s Community College System
  - Statewide Strategic Goals

### **INTERNAL RESOURCES:**

The following internal resources are utilized to inform the development of strategic goals:

- Program Review Documents
  - Total Degrees and Certificates Awarded by Program
  - FTE Generation by Program
  - Revenue/Expenditure by Program
- Human Resource Staffing Data
  - Number of Administrators by Position
  - Number of Full-time Faculty
- Lassen Community College Annual Fact Book
- Noel-Levitz Institutional Priorities Survey (Spring 2012)
- Noel-Levitz Student Satisfaction Inventory Report (Spring 2012)

## **STRATEGIC PLAN PREPARATION:**

The Strategic Planning Committee met during June and July 2008 to compile and analyze external and internal data from a variety of sources, to present during the Governing Board Planning Retreat hosted by the Strategic Planning Committee on July 22, 2008. The board discussion resulted in six refined strategic goals, which were subsequently adopted by the Governing Board on August 12, 2008. In addition at the August 12, 2008 meeting the Governing Board adopted a revised vision statement and at the September 23, 2008 adopted a revised mission statement better reflecting the direction of the institution. The Governing Board discussed targets for the adopted strategic goals at the annual planning retreat July 24, 2009. The Governing Board reaffirmed the mission, vision, value statements and strategic goals at the October 13, 2010 meeting and again at the September 13, 2011. The Governing Board adopted revised strategic goals and August 14, 2012 and reaffirmed the mission, vision, value statements as well as the strategic goals and institutional student learning outcomes on August 13, 2013.

## **STRATEGIC PLANNING COMMITTEE:**

The following individuals served as members of the 2013-2014 Strategic Planning Committee:

Cheryl Aschenbach – Academic Senate President/Division Chair (Faculty)  
Terry Bartley - Management  
Carie Camacho – Division Chair (Faculty)  
Kim Clain– Classified  
Dave Clausen –Vice-President of Administrative Services (Administration)  
Greg Collins - Facilities Planning Committee Chair (Management)  
Dave Corley – Institutional Technology Planning Committee Chair (Management)  
Marlon Hall – President (Administration)  
Jeff Lang - Classified  
Jonathan Herring- President (Associate Student Body)  
Carol Montgomery – Classified  
Sue Mouck – Accreditation Liaison Officer (Faculty)  
Vickie Ramsey – Human Resource Planning Committee Chair (Management)  
Tammy Robinson – Dean of Instructional Services (Administration)  
Robert Schofield – Division Chair (Faculty)  
Alison Somerville – Lead Counselor (Faculty)  
Ross Stevenson – Division Chair (Faculty)  
Patrick Walton – Dean of Student Services (Administration)  
Aeron Zentner – Director of Institutional Effectiveness (Management)

## **Section III – Objectives, Strategies and 2014-2019 Action Plan**

### **STRATEGIC GOALS, OBJECTIVES AND STRATEGIES, FOR PLANNING 2014-2019**

**Color Key:** Academic Planning, Student Services Planning, Human Resources Planning, Facilities Planning, Technology Planning, Financial Resource Development, Institutional Effectiveness

**STRATEGIC GOAL ONE – INSTITUTIONAL EFFECTIVENESS:** Provide the governance, leadership, integrated planning and accountability structures, and processes to effectively support the learning environment, while ensuring responsible stewardship of public trust and resources.

**Objective 1.1.** By Fall 2017, the college will demonstrate institutional effectiveness through the on-going governance and integrated planning structures. [Director of Institutional Effectiveness, Consultation Council]

**Strategy 1.1.a.** By Fall 2015, the college will provide activities and training on effective practices of conflict resolution. [Director of Institutional Effectiveness, Director of Human Resources]

**Strategy 1.1.b.** By Fall 2017, the college will have recognized faculty and staff successes both personally and professionally for three consecutive years. [Director of Institutional Effectiveness, Director of Human Resources]

**Strategy 1.1.c.** By Fall 2017, the college will have provided training opportunities to encourage an understanding of collaboration and shared governance for three consecutive years. [Director of Institutional Effectiveness, Director of Human Resources]

**Objective 1.2.** By Fall 2015, the college will have achieved sustainable continuous quality improvement through the ongoing incorporation of the results derived from the assessment of student learning into institutional planning. [Director of Institutional Effectiveness, Division Chairs]

**Strategy 1.2.a.** By Fall 2015, the college will provide a training program for student learning outcomes/administrative unit outcomes assessment as part of new employee orientation. [Director of Institutional Effectiveness, Director of Human Resources]

**Objective 1.3.** By Fall 2015, the college will improve communication and coordination across the campus. [Dean of Instructional Services, Dean of Student Services, Vice President of Administrative Services]

**Strategy 1.3.a.** By Spring 2015, the college will implement an electronic system to notify candidates of the status of their application. [Human Resource Director, Vice President of Administrative Services]

**Strategy 1.3.b** By Fall 2015, the college will maximize capacity in Datatel (Degree Audit and Communication Management). [Vice President of Academic Services, Vice President of Administrative Services]

**Objective 1.4.** By Fall 2015, the college will have on-demand analytic access to institutional data that guides decision-making while insulating the production transaction environment from contention risk. [Director of Institutional Effectiveness]

**Strategy 1.4.a.** By Summer 2015, the college will have refined and elaborated reports to optimize Key Performance Indicator and Performance Measurement inquiry in support of Program Review and Institutional Effectiveness. [Director of Institutional Effectiveness]

**Objective 1.5.** By Fall 2015, the college will achieve full Disaster Preparedness compliance [Director of Facilities]

**Strategy 1.5.a.** By Fall 2014, the college will secure and implement the Keenan and Associates disaster preparedness online training program & create a District-wide staff-training schedule. [Human Resource Manager, Director of Facilities]

**Strategy 1.5.b.** By Fall 2015, the college will develop a Safety Standards Manual including Disaster Preparedness Plan, Injury, Illness Prevention Program and Chemical Hygiene Plan. [Vice President of Administrative Services, Director of Facilities]

**Strategy 1.5.c.** By Fall 2015, the college will have implemented and ongoing training program consistent with the Disaster Preparedness Plan [Vice President of Administrative Services, Director of Facilities]

**Strategy 1.5.d.** By Fall 2015, the college will develop a Facilities Master Inventory and Life Cycle Schedule and initiate the first cycle of assessment. [Vice President of Administrative Services, Director of Facilities]

**Strategy 1.5.e.** By Fall 2016, the college will review the Disaster Preparedness Plan (DPP) and update as needed. [Vice President of Administrative Services, Director of Facilities]

**Objective 1.6.** By Fall 2015, the college will make the institutional research agenda of excellent decision support services and integrated Scholarship of Learning and Teaching services into one of the statewide models for effective research. [Director of Institutional Effectiveness, Vice President of Academic Services]

**Strategy 1.6.a.** By Fall 2014, the college define an annual data-gathering regimen for student services. [Director of Institutional Effectiveness, Director of Information Technology, Vice President of Academic Services]

**Strategy 1.6.b.** By Spring 2015, the college will create a data warehouse interface that is user friendly, intuitive and capable of fostering interest in the scholarship of learning and teaching. [Director of Institutional Effectiveness, Director of Information Technology Vice President of Academic Services]

**Objective 1.7.** By Summer 2015, the college will complete a comprehensive review of student services processes, administrative procedures and Board policies looking for opportunities to automate those processes. [Dean of Student Services]

**Strategy 1.7.a.** By Summer 2015, the college will complete technology upgrades to support scanning technology for student records, improved communication for FASFA information, document imaging, degree audit, Ecommunications in all Student Services departments. [Dean of Student Services, Vice President of Administrative Services]

**Strategy 1.7.b.** By Summer 2015, the college will expand and update the comprehensive automation projects list for student services to improve student access and success. [Dean of Student Services]

**Objective 1.8.** By Fall 2016, the college will increase capability to perform online services (e.g., application, counseling, registration, payment, financial aid, instruction, research, grades, transcripts, alumni relations, giving). [Vice President of Academic Services, Dean of Student Services, Institutional Technology Team]

**Strategy 1.8.a.** By Summer 2014, the college will improve technology services in Admissions and Records, Financial Aid and Counseling. [Vice President of Academic Services, Dean of Student Services, Institutional Technology Team]

**Strategy 1.8.b.** By Summer 2015, the college will assure a vital web presence. [Dean of Student Services, Director of Information Technology, Institutional Technology Team]

**Objective 1.9.** By Fall 2015, the college will have effectively incorporated non-instructional program review into the integrated planning cycle. [Vice President of Academic Services, Vice President of Administrative Services]

**Strategy 1.9.a.** By Spring 2015, the college will update the non-instructional program review handbook to incorporate annual updates and planning charts leading to the better integration of program review and planning. [Director of Institutional Effectiveness, Cabinet]

**Strategy 1.9.a.** By Summer 2015, two cycles of administrative unit outcomes assessment along with action plans will have been entered into WEAVE and made available to staff completing non-instructional program reviews and annual updates. [Director of Institutional Effectiveness]

**STRATEGIC GOAL TWO – LEARNING OPPORTUNITIES: Provide an array of rigorous academic programs delivered via a variety of modalities that promote student learning and meet the needs of the local and global community.**

**Objective 2.1.** By Fall 2016, the college will provide student access through a variety of offerings in the available distance education modalities. [Dean of Instructional Services, Division Chairs]

**Strategy 2.1.a.** By Fall 2014, the college will evaluate and make a decision on the Moodle online platform. [Dean of Instructional Services, Online Mentor]

**Strategy 2.1.b.** By Spring 2015, the college will implement Moodle online platform updates and improvements. [Dean of Instructional Services, Online Mentor, Director of Information Technology]

**Strategy 2.1.c.** By Summer 2015, the college will evaluate student success progress in online courses towards the goal of 15% increase in retention and success as compared to baseline data in 2011-2012. [Dean of Instructional Services, Division Chairs]

**Strategy 2.1.d.** By Summer 2015, the college will achieve 75% web-enhanced curriculum. [Dean of Instructional Services, Division Chairs, Academic Senate]

**Strategy 2.1.e.** By Summer 2016, the college will achieve 100% web-enhanced curriculum. [Dean of Instructional Services, Division Chairs]

**Objective 2.2.** By Fall 2017, the college will assure basic skills, general education and career and technical education course offerings reflect the needs of students desiring to transfer to a four-year college or enter a career. [Dean of Instructional Services, Division Chairs]

**Strategy 2.2.a.** By Summer 2015, the college will enroll the first class of fifteen students in the independent living program. [Dean of Instructional Services, Division Chairs]

**Strategy 2.2.b.** By Summer 2015, the college will evaluate and modify as appropriate the curriculum to allow for the development of a minimum of fourteen associate degrees for transfer. [Dean of Instructional Services, Division Chairs]

**Strategy 2.2.c.** By Summer 2015, the college will increase the associate degrees for transfer offered online. [Dean of Instructional Services, Division Chairs]

**Strategy 2.2.d.** By Summer 2015, the college will have developed a two-year academic calendar and implemented a two-year course schedule consistent with two-year advising plans, which promotes seamless and timely completion of educational goals. [Dean of Instructional Services]

**Strategy 2.2.e.** By Summer 2017, the college will evaluate and modify as appropriate the curriculum to allow for the development of a minimum of sixteen associate degrees for transfer. [Dean of Instructional Services, Division Chairs]

**Objective 2.3.** By Fall 2017, the college will concentrate on the strengthening and/or expansion of those career and technical programs with demonstrable growth potential. [Dean of Instructional Services, Academic Planning Committee]

**Strategy 2.3.a.** By Fall 2015, the college will submit an AWS application. [Dean of Instructional Services, Welding Instructor]

**Strategy 2.3.b.** By Summer 2015, the college will modify the facility and complete the purchase equipment for the automotive technology to provide an ASE pathway. [Dean of Instructional Services, Director of Facilities, Automotive Instructor]

**Strategy 2.3.c.** By Summer 2015, the college will establish a program dependent equipment replacement budget. [Dean of Instructional Services, Director of Facilities, Automotive Instructor]



**Strategy 2.3.d.** By Fall 2015, the college will modify the facility and apply for approval as an AWS testing site. [Dean of Instructional Services, Director of Facilities, Welding Instructor]

**Strategy 2.3.e.** By Spring 2015, the college will redesign and expand the vocational nursing program to serve thirty students. [Dean of Instructional Services, Director of Nursing]

**Strategy 2.3.f.** By Fall 2016, the college will determine the future of Allied Health programs at the college, including the development of an RN Bridge program in partnership with other colleges. [Dean of Instructional Services, Director of Nursing]

**Strategy 2.3.g.** By Fall 2016, the college will develop a Comprehensive Allied Health Program and continuing education unit (CEU) framework. [Dean of Instructional Services, Director of Nursing]

**Strategy 2.3.h.** By Fall 2017, the college will complete the re-evaluation and re-alignment of the Allied Health Program. [Dean of Instructional Services, Director of Nursing]

**Objective 2.4.** By Fall 2016, the college will have assessed the need and developed new vocational programs in response to market demand. [Academic Planning Committee, Dean of Instructional Services]

**Objective 2.5.** By Fall 2016, the college will be the principal provider of expanded Contract Education, Continuing Education and Community Service in our region. [Vice President of Academic Services, Division Chairs]

**Strategy 2.5.a.** By Summer 2015, the college will complete an evaluation of the community needs and feasibility for offering contract education, continuing education and community services classes. [Vice President of Academic Services, Division Chairs]

**Strategy 2.5.b.** By Fall 2015, the college will implement the plan/develop continuing education and community service schedule. [Dean of Instructional Service, Division Chairs]

**Strategy 2.5.c.** By Summer 2016, the college will create an outreach infrastructure within the college that will oversee contract education, continuing education and community services classes. [Vice President of Academic Services, Division Chairs]

**Strategy 2.5.d.** By Summer 2016, the college will evaluate and modify as appropriate the outreach infrastructure. [Vice President of Academic Services, Division Chairs]

**Strategy 2.5.e.** By Summer 2017, the college will evaluate and modify as appropriate the contract education performance, continuing education and community services offerings. [Vice President of Academic Services, Division Chairs]

**Strategy 2.3.f.** By Summer 2018, the college will evaluate and modify as appropriate the contract education performance, continuing education and community services offerings. [Vice President of Academic Services, Division Chairs]

**STRATEGIC GOAL THREE – RESOURCE DEVELOPMENT: Develop and manage human, physical, technological and financial resources to promote growth and to effectively support the learning environment.**

**Objective 3.1.** By Fall 2016, the college will design, implement, evaluate and modify an on-going professional development program. [Human Resource Manager]

**Strategy 3.1.a.** By Fall 2014, the college will publish an annual professional development calendar including flex activities. [Human Resource Director, TECC Instructional Support Specialist, Flex Coordinator]

**Strategy 3.1.b.** By Spring 2015, the college will hold one assessment method training based on needs identified in 12/13. [Human Resource Director, Institutional Effectiveness Team]

**Strategy 3.1.c.** By Summer 2015, the college will provide a minimum of four annual cultural diversity celebrations. [Human Resource Director]

**Strategy 3.1.d.** By Summer 2015, the college will provide classroom technology and pedagogical training for an additional 25% of adjunct and full-time faculty. [Human Resource Director, Human Resources Planning Committee, Title III Director, Flex Coordinator]

**Strategy 3.1.e.** By Summer 2015, the college will provide discipline specific training for an additional four faculty. [Human Resource Director, Human Resources Planning Committee, Title III Director, Flex Coordinator]

**Strategy 3.1.f.** By Summer 2015, the college will provide instructional methodology training for all online instructors. [Dean of Instructional Services, Dean of Student Services, Human Resource Director]

**Strategy 3.1.g.** By Summer 2015, the college will provide regular opportunities to explore different instructional delivery methods. [Dean of Instructional Services, Dean of Student Services, Human Resource Director]

**Strategy 3.1.h.** By Summer 2015, the college will provide interaction training to enhance community perception and increase persistence. [Dean of Instructional Services, Dean of Student Services, Human Resource Director]

**Strategy 3.1.i.** By Summer 2015, the college will identify grant opportunities to financially support professional development. [Dean of Instructional Services, Dean of Student Services, Director of Institutional Effectiveness]

**Strategy 3.1.j.** By Fall 2015, the college will establish an electronic system to track faculty and staff evaluations as well as on-boarding new employees. [Human Resource Director]

**Strategy 3.1.k.** By Fall 2015, the college will implement with compliance tracking for state and

federal mandated training (child abuse reporting, equal employment opportunity, disaster preparedness, FERPA, etc.). [Human Resource Director, TECC Instructional Support Specialist, Flex Coordinator]

**Strategy 3.1.i.** By Summer 2016, the college will provide classroom technology and pedagogical training for an additional 25% of adjunct and full-time faculty. [Human Resource Director, Human Resources Planning Committee, Title III Director, Flex Coordinator]

**Strategy 3.1.m.** By Summer 2017, the college will provide for on-going online training for new online instructors. [Dean of Instructional Services, Dean of Student Services, Human Resource Director]

**Objective 3.2.** By Fall 2016, the college will provide improved technology capabilities in classrooms and in the workplace. [Director of Information Technology]

**Strategy 3.2.a.** By Summer 2015, the college will establish an intranet for web-based communication. [Director of Information Technology, Institutional Technology Team]

**Strategy 3.2.b.** By Spring 2015, the college will review wireless network coverage inside buildings and outdoor common areas. [Director of Information Technology, Institutional Technology Team]

**Strategy 3.2.b.** By Summer 2015, the college will create and implement the first year of a scheduled routine three-year technology refresh cycle for instructional spaces and offices to assure ongoing state of the art technology. [Director of Information Technology, Institutional Technology Team]

**Strategy 3.2. c.** By Summer 2016, the college will demonstrate capacity building in institutional technology by implementation of the second year of the Refresh plan, providing refresh to 33% of campus technology. [Director of Information Technology, Institutional Technology Team]

**Strategy 3.2.d.** By Summer 2017, the college will demonstrate capacity building in institutional technology by implementation of the third year of the Refresh plan, providing refresh to 33% of campus technology. [Director of Information Technology, Institutional Technology Team]

**Strategy 3.2.e.** By Summer 2018, the college will demonstrate capacity building in institutional technology by implementation of the second cycle of the first year of the Refresh plan, providing refresh to 33% of campus technology. [Director of Information Technology, Institutional Technology Team]

**Objective 3.3.** By Fall 2016, the college will leverage technology to achieve paperless offices and workflows through document imaging and electronic document filing system. [Vice President of Administrative Services, Institutional Technology Planning Committee]

**Strategy 3.3.a.** By Summer 2015, the college will purchase imaging software and scanners. [Vice President of Administrative Services, Institutional Technology Planning Committee]

**Objective 3.4.** By Summer 2016, the college will have leveraged existing infrastructures and facilities to support existing and expanding academic and student support services. [Vice President of Administrative Services, Director of Facilities, Facilities Planning Committee]

**Strategy 3.4.a.** By Summer 2015, the college will provide a permanent location for the allied health and fire technology programs temporarily located at the Public Safety Training Facility. [Vice President of Academic Services, Vice President of Administrative Services, Director of Facilities, Facilities Planning Committee]

**Strategy 3.4.b.** By Fall 2015, the college will create and equip a virtual library. [Vice President of Academic Services, Vice President of Administrative Services, Director of Facilities, Facilities Planning Committee]

**Strategy 3.4.c.** By Fall 2016, the college will locate and prioritize funding to modernize the District's equipment & facilities. [Vice President of Administrative Services, Director of Facilities, Facilities Planning Committee]

**Strategy 3.4.d.** By Fall 2016, the college will determine the feasibility of pursuing some of the visionary institutional development ideas ( Allied Health Institute, Gunsmithing Facility Expansion, Athletic Facility Upgrade, Infrastructure Upgrade, Performing Arts Center) . [Vice President of Academic Services, Vice President of Administrative Services, Director of Facilities, Facilities Planning Committee]

**Objective 3.5.** By Summer 2015, the college will have annually achieved *District Scheduled Maintenance Five-Year Plan* as scheduled. [Director of Facilities]

**Strategy 3.5.a.** By Summer 2015, the college will implement the District's Scheduled Maintenance Five-Year Plan when funded (see Appendix A) [Director of Facilities]

**Objective 3.6.** By Fall 2016, the college will have hired or realigned existing full-time instructors and staff to provide sufficient depth and breadth to meet the institutional scheduling needs of realigned academic programs and delivery modes. [Vice President of Academic Services, Human Resource Director, Academic Planning Committee]

**Strategy 3.6.a.** By Spring 2015, the college will develop a staffing document identifying staffing levels at 1300, 1500, 1700, 1900, and 2100 FTEs. [Human Resource Director, Institutional Effectiveness Team]

**Strategy 3.6.b.** By Spring 2015, the college will as informed by the Educational Master Plan, staff personnel in the Allied Health program. [Dean of Instructional Services, Academic Planning Committee, Human Resource Director]

**STRATEGIC GOAL FOUR - STUDENT SUCCESS: Provide a college environment that reaches-out-to and supports students, minimizes barriers, and increases opportunity and success through access and retention to enable student attainment of educational goals including completion of degrees and**

**certificates, transfer, job placement and advancement, improvement of basic skills, and self development through lifelong learning.**

**Objective 4.1.** . By Fall 2015, the college will increase student success by giving students the tools and knowledge needed to do well in college and the world of work. [Dean of Student Services, Faculty]

**Strategy 4.1.a.** By Summer 2015, the college will complete the development of an early alert system to identify students who are struggling in their classes and to help them succeed. [Dean of Instructional Services, Dean of Student Services]

**Objective 4.2.** By Spring 2016, the college will maximize the student experience. [Vice President of Academic Services, Division Chairs]

**Strategy 4.2.a.** By Summer 2015, the college will improve student affair supervision to coordinate clubs, develop an advisors manual for student organizations, assist in management and supervision of activities and events sponsored by ASB, assist in student leadership development, prepare and work with advisors. [Dean of Student Services]

**Strategy 4.2.b.** By Summer 2015, the college will increase the social media presence of the college. [Dean of Student Services, Outreach Coordinator]

**Strategy 4.2.c.** By Summer 2015, the college will market the availability of associate degrees for transfer. [Dean of Student Services, Outreach Coordinator]

**Strategy 4.2.d.** By Summer 2015, the college will prepare for and serve the needs of increased international students. [Dean of Student Services, International Student Coordinator]

**Strategy 4.2.e.** By Summer 2015, the college will implement a two-year course schedule consistent with the two-year academic calendar, which promotes seamless and timely completion of educational goals. [Dean of Instructional Services, Division Chairs]

**Objective 4.3.** By Spring 2016, the college will have initiated steps to improve access for under-represented students. [Dean of Student Services]

**Strategy 4.3.a.** By Summer 2015, the college will implement steps to increase student access and the actual awarding of financial aid. [Director of Financial Aid]

**Strategy 4.3.a.** By Summer 2015, the college will institute a Student Equity Committee to create and implement plans to improve student equity. [Dean of Student Services]

**Objective 4.4.** By Fall 2015, the college will make progress toward the elimination of physical barriers and provision of assistive technologies in order to provide for ADA compliance. [Vice President of Administrative Services, Dean of Student Services, Facilities Planning Committee]

**Strategy 4.4.a.** By Fall 2014, the college will replace 2.5% of sidewalks that do not meet ADA compliance each year. [Director of Facilities]

**Strategy 4.4.b.** By Fall 2015, the college will replace 2.5% of sidewalks that do not meet ADA compliance each year. [Director of Facilities]

**Objective 4.5.** By Spring 2016, the college will develop a robust International Student Program [Dean of Student Services]

**Strategy 4.5.a.** By Fall 2014, the college will develop an international student program and recruit 15-20 students from the Pacific Rim. [Outreach Coordinator]

**Strategy 4.5.b.** By Fall 2014, the college will develop an international student program and recruit 35-40 students from the Europe and South America. [Outreach Coordinator]

CIMP	<p><b>Improving Institutional Effectiveness:</b></p> <ul style="list-style-type: none"> <li>Refined and elaborated reports to optimize Key Performance Indicator and Performance Measurement inquiry in support of Program Review and Institutional Effectiveness</li> <li>Create a data warehouse interface that is user friendly, intuitive and capable of fostering interest in the scholarship of learning</li> <li>Complete technology upgrades to support scanning technology for student records, improved communication for FASFA information, document imaging, degree audit, E-communications in all Student Services departments</li> <li>Update the non-instructional program review handbook to incorporate annual updates and planning charts leading to the better integration of program review and planning.</li> <li>Two cycles of administrative unit outcomes assessment along with action plans will have been entered into WEAVE</li> </ul>
EMP/SSMP	<p><b>Transfer by Design:</b></p> <ul style="list-style-type: none"> <li>Evaluated and modify as appropriate the curriculum to allow for the development of a minimum of fourteen associate degrees for transfer– SB 1440 and increase associate degrees for transfer offered online</li> <li>Develop a two-year course schedule, which promotes seamless and timely completion of educational goals.</li> </ul>
EMP	<p><b>Program Development - Strengthening/Enhancing Existing Programs:</b></p> <ul style="list-style-type: none"> <li>Redesign and expand the vocational nursing program to serve thirty students.</li> <li>Complete the purchase of equipment to provide an ASE pathway in the Automotive Technology program.</li> <li>Evaluate and make a decision on the Moodle online platform and if appropriate implement updates and improvements in the online platform</li> <li>Achieve 75% web-enhanced curriculum</li> <li>Enroll the first class of fifteen students in the Independent Living Program</li> <li>Establish a program dependent equipment replacement budget</li> <li>Complete an evaluation of the community needs and feasibility for offering contract education, continuing education and community services</li> </ul>
SSMP	<p><b>Student Success Strategies:</b></p> <ul style="list-style-type: none"> <li>Complete the development of an early alert system</li> <li>Evaluate student success progress in online courses towards the goal of 15% increase in retention and success a</li> <li>Market the availability of associate degrees for transfer</li> </ul>
SSMP/ITMP	<p><b>Maximize the Student Experience:</b></p> <ul style="list-style-type: none"> <li>Improve student affair supervision to coordinate clubs, develop an advisors manual for student organizations, assist in management and supervision of activities and events sponsored by ASB, assist in student leadership development, prepare and work with advisors</li> <li>Develop an international student program and recruit 15-20 students from the Pacific Rim and 35-40 students from Europe and South America and prepare for and serve the needs of increased international students</li> </ul>
SSMP	<p><b>Student Access Strategies:</b></p> <ul style="list-style-type: none"> <li>Increase the social media presence of the college</li> <li>Assess and implement steps to increase student access and the actual awarding of financial aid</li> <li>Institute a Student Equity Committee to create and implement plans to improve student equity</li> <li>Expand and update the comprehensive automation projects list for student services to improve student access and success</li> </ul>
ITMP/FMP	<p><b>Instructional Technology Infrastructure</b></p> <ul style="list-style-type: none"> <li>Establish an intranet for web-based communication</li> <li>Review wireless network coverage inside buildings and in outdoor common areas.</li> <li>Implement the first year of a scheduled routine three-year technology refresh cycle for instructional spaces and offices to assure ongoing state of the art technology</li> <li>Purchase imaging software and scanners</li> </ul>
FMP	<p><b>Facilities Maintenance/Modification:</b></p> <ul style="list-style-type: none"> <li>Provide a permanent location for the allied health and fire technology programs temporarily located at the Public Safety Training Facility.</li> <li>Replace 2.5% of sidewalks that do not meet ADA compliance each year</li> <li>Implement the District's Scheduled Maintenance Five-Year Plan</li> </ul>
HRMP	<p><b>Professional Development - Training:</b></p> <ul style="list-style-type: none"> <li>Provide instructional methodology training for all online instructors</li> <li>Secure and implement the Keenan and Associates disaster preparedness online training program &amp; create a District-wide staff-training schedule.</li> <li>Publish an annual professional development calendar including flex activities</li> <li>Discipline specific, instructional technology and instructional pedagogy training for faculty</li> <li>Hold one assessment method training based on needs identified in 12/13</li> <li>Provide regular opportunities to explore different instructional delivery methods.</li> <li>Provide interaction training to enhance community perception and increase persistence</li> <li>Create a training schedule and track completion for mandated trainings, including disaster preparedness training.</li> <li>Provide a minimum four cultural awareness celebrations focusing on Cultural Heritage Months</li> <li>Identify grant opportunities to financially support professional development.</li> </ul>
HRMP	<p><b>Human Resources – Staffing:</b></p> <ul style="list-style-type: none"> <li>Develop a staffing document identifying staffing levels at 1300, 1500, 1700, 1900, and 2100 FTEs</li> <li>Informed by the Educational Master Plan, staff personnel in the Allied Health program</li> <li>Implement an electronic system to notify candidates of the status of their application.</li> <li>Retain Outreach Coordinator</li> <li>Replace one full-time English/Humanities/Philosophy Instructor</li> </ul>

## **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-five (35) associate degrees including ten (10) associate degrees for transfer, seventeen (17) certificates of achievement, and thirteen (13) certificates of accomplishment within eighteen (18) credit programs. Additionally, the college provides basic skills instruction in writing 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, English, Geology, History, Sociology, Studio Art and Psychology. The associate degrees offered in career technical specializations are Accounting, Administration of Justice, Agriculture Science and Technology, Childhood Development, Correctional Science, Digital Graphic Design, Drug and Alcohol Paraprofessional, Fire Technology, Firearms Repair, General Gunsmithing, Human Services, Office Administrative Assistant, Vocational Nursing, and Welding Technology. In 2012-2013, 188 associate degrees, 86 certificates of achievement and 49 certificates of accomplishment were awarded.

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

The Academic Planning Committee, comprised of division chairs, the lead counselor, the dean of instructional services, 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 2014 -2019 plan is derived from recommendations found in the following instructional program reviews: 2011- Administration of Justice/Correctional Science; 2013- Automotive Technology; 2013 – Basic Skills; 2012- Business; 2013- Child Development; 2013 – Developmental Studies; 2012- Fine Arts- Art 2013; 2013 – Fire Technology; 2011– Gunsmithing; 2011- Human Services; 2013-Licensed Vocational Nursing; 2010 -Natural Science/Mathematics; 2010 -Physical Education; 2011 – Welding Technology,



and 2013-Work Experience. Additionally information from the 2010-Community Services; 2011-Contract Education; 2013 – Counseling; 2010 - Distance Learning; 2013– EOPS/CARE; 2013 – ILP; and 2013 – Kinship Non-instructional Program Reviews are included.

The Educational Master Plan consists of five Annual Action Plans covering each Academic Year from 2014-2015 to 2018-2019. 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 2013-2014 Academic Planning Committee:

Cheryl Aschenbach - Division Chair, Science/Business  
Carie Camacho - Division Chair, Social Science  
Fran Oberg – Executive Assistant of Academic Services  
Tammy Robinson- Dean of Instructional Services  
Robert Schofield- Division Chair, Basic Skills/English/ Mathematics  
Alison Somerville – Lead Counselor/Representative from the Curriculum/Academic Standards Committee  
Ross Stevenson – Division Chair, Career/Technical/Health/Physical Education  
Patrick Walton – Dean of Student Services  
Dave Trussell – Management Representative  
Beatriz Vasquez – Executive Vice-President of Academic Services  
Aeron Zentner – Director of Institutional Effectiveness

### **III. 2014-2019 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 Community 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 Community 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 training center, expanded gunsmithing facility (including indoor shooting range), upgraded fitness and athletic facilities (swimming pool, track, soccer and baseball fields) and performing arts center.

### **ACADEMIC STAFFING PROPOSAL 2014-2015 (recommended staffing positions in priority order)**

1. Replace one full-time English/Humanities/Philosophy Instructor – anticipated hiring spring 2014 for fall 2014 start \*expected complete by May 2014; can be removed from 2014 staffing list upon hire
2. Hire full-time POST/NRA Coordinator (2012 Administration of Justice IPR) \*expected complete by Spring 2013; can be removed from 2014 staffing list upon hire
3. Hire a full-time Learning Assistance Coordinator [2009 Basic Skills IPR]  
\*job description needs to be revisited
4. 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]
5. Add full- time Biological Science Instructor – [transition in Biology program]

6. Replace one full-time Librarian [2012 Library NIPR]
7. One full-time Fire Technology Instructor [2013 Fire Technology IPR]
8. Replace a full-time mathematics instructor with qualifications for Physics/Physical Science/Astronomy (vacated Aug 2012 and not replaced) (2006 Mathematics IPR; 2009 Basic Skills IPR)
9. One part-time or full-time Foreign Language Instructor [2009 Basic Skills IPR]
10. Add one Instructional Support Specialist - Developmentally Delayed/Adaptive PE (2013 DSPP IPR Annual Update recommendation)
11. Part-time equipment manager in Fire Technology/Public Safety Training Center [2013 Fire Technology IPR]
12. One full-time Administrative Assistant in Academic Services to serve Community Services/Contract Education/POST/Work Experience [2011 Work Experience IPR]
13. Add one Administrative Assistant II - Fire Technology/Public Safety Training Center (2013 FS IPR Annual Update recommendation)
14. Add one full-time Nursing Instructor (2012 LVN IPR recommendation)
15. Add one full-time Art/Design Instructor (2013 Art IPR Annual Update recommendation)

## **Section IV – Five Master Plans**

### **2. Student Services Master Plan and Student Services Staffing Plan**

#### **I. INTRODUCTION**

The Student Services Master Plan highlights the services needed to maximize the student experience through a variety of key student support services. The Educational Master Plan initiatives in professional development, capacity building, program development, outreach implementation and capitol development have specific handshaking necessities and implications for the Student Services Master Plan. The responsibility for the development of the Student Services Master Plan is reviewed by the Student Services Planning Committee. The plan is then forwarded to the Consultation Council for inclusion in the Comprehensive Institutional Master Plan.

*Student Services Vision:* Lassen Community College will provide comprehensive services leading students to success as whole persons.

*Student Services Emphasis:* Lassen Community College seeks to help students develop as whole persons with a balanced approach to human growth in four areas:

- Mental- Quality and challenging academics leading to academic growth and solid vocational preparation
- Physical- Choosing healthy ways of living, physical health and fitness programming, and active campus student life offering a variety of activities catering to students interests and abilities
- Intrapersonal- Introspective self-assessment and counseling using a variety of themes and non-credit workshops aimed at assisting the student to choose both academic areas of study and career pathways commensurate with their personal strengths, talents, personality traits, values, intelligence types (both emotional and mental), interests, etc.
- Interpersonal- Skills based on healthy ways of interacting with others delivered through non-credit workshops and special speaker seminars, intrusive student life interventions, student discipline based on solid conflict management and peace making strategies.

#### **Key Components for Student Support Services**

- Student Success and Support
  - Registration Support Services
  - Assessment and Advising
  - Orientation
  - Academic Support Services/Supplemental Instruction/Tutoring
  - Early Warning and Retention Alert Systems
- Counseling and Guidance
- Work-study, CalWORKs and Work Experience Referral
- Articulation
- Transfer Readiness
- Programs for Targeted Populations

- Disabled Students Programs and Services
- CalWORKS
- Extended Opportunities Programs and Services/CARE
- Child Development Center
- Independent Living Program (Foster Youth) and Kinship Care
- Veterans
- Admissions and Records
  - Admissions
  - Athletic Eligibility
  - Records and Attendance Accounting
  - System Analysis
  - Transcript Evaluations
- Financial Aid
  - Aid Processing and FAFSA processing
  - Loan Processing
  - VA Benefits
  - Federal Work Study Processing
  - Scholarship Processing
- Student Affairs, Leadership and Governance
  - Associated Student Body
  - Club Leadership
  - Student Leadership Development
  - Student life and Activities
- Residential Services
- Student Recognition Programming
  - Phi Theta Kappa National Honor Society
  - Annual Student Achievement Awards
  - Honors Lists (Deans, VP, Presidents)
- Outreach Services
  - College and Career Fairs
  - Pre K-12 School Relations
  - Advertising for registration
  - Reg-to-Go program Coordination
  - County Fair Coordination
- Probation and Academic Disqualification Advising Services

#### **IV. STUDENT SERVICES PLANNING COMMITTEE**

The Student Services Planning Committee is comprised of employees from a variety of different areas and disciplines on campus. The committee consists of two administrators, four faculty, two confidential/management, two classified, and one student. The chief role of the committee is the discussion of the Student Services Master Plan and making recommendations to address the needs of LCC Student Services operations.

The Student Services Planning Committee uses the mission statement, strategic goals of LCC, and the non-instructional program reviews to guide and direct the creation of the Student Services Master Plan each year. The recommendations are derived from the following non-instructional program reviews: 2009-Student Services Administration; 2013-Kinship Care; 2012-Enrollment Services; 2012-Financial Aid; 2013-EOP&S/CARE;

2013-DSP&S; 2013-Counseling; 2011-Child Services; 2012-ILP; 2012-Student and Residential Life; 2013 CalWORKs/TANF.

The Student Services Master Plan is composed of the five annual action plans that start in academic year 2014-2015 and ends in year 2018-2019. Each year in the fall term, the Student Services Master Plan is reevaluated and updated. The plan is then presented to the LCC Consultation Council for approval.

#### **STUDENT SERVICES PLANNING COMMITTEE MEMBERSHIP:**

The following individuals served as members of the 2013-2014 Student Services Planning Committee:

- Barbara Baston– General Counselor Faculty
- Karen Clancy – Admissions and Records Assistant II
- Noelle Eckley– Mathematics Faculty
- Diann Jackson- Financial Aid Technician III
- Thomas Rogers– EOP&S Director/Counselor Faculty
- Adam Runyan- Outreach Coordinator
- Denise Stevenson- ILP Director/Kinship Care Coordinator
- Dr. Beatriz Vasquez – Executive Vice-President of Academic Services
- Patrick Walton- Dean of Student Services/Basic Skills Director
- Jake Williams- English Faculty

#### **V. 2014-2019 STUDENT SERVICES ENCOMPASSING ELEMENTS**

The Student Services 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**

Providing adequate training for employees is essential to maintaining a high quality institution. Therefore, it is essential that staff and faculty in Student Services be provided with the opportunity to receive professional development both on campus and off campus. This professional development must cover a wide array of topics that are pertinent to Student Services staff and improving services to students.

##### **Element II - Capacity Building**

While the instructional programs engineer the delivery of curriculum using innovative delivery systems, student services must also be engineered to deliver services using innovative and relevant technology. The college will build in both instruction and student services its capacity to maximize the student experience utilizing the power of technology that is both user friendly and current to meet the needs of students.

##### **Element III - Program Development**

Student services will partner with new academic endeavors and programs of study to maximize the services needed for students to get advising, educational planning, orientation, counseling, assessment, registration services and financial aid. Students taking courses in blended delivery programs will need different patterns of access to student services. Impacted academic programs will need different patterns of enrollment advising and wait listing.

#### **Element IV – Outreach Implementation**

The addition of classes offered via contract education, continuing education and community education will require student services to rethink its normal delivery of student services. Expanded opportunities for alternate delivery methods will augment the reach to outlying areas. The increase in on-line courses will extend the geographic reach of the campus while requiring student services to improve our communication with students via an effective electronic interface. The expansion of diversity via more targeted international and out-of-state student recruitment will require student services to become more accommodating to students with strong cultural and language differences as well as providing showcases for the cultural traditions brought by students with more diversity. The recommendation to increase diversity, outreach, and retention is to make the Outreach Coordinator position a permanent position.

#### **Element V – Capital Development**

Capital development is the upkeep, expansion, and creation of facilities and also the utilization of capital already located on campus. Some of the visions for student services regarding capital development include: Infrastructure upgrade (air conditioning and infrastructure repair), relocation of gunsmithing from the Vocational Tech building to a new facility, greater security and privacy for admissions & records, counseling and EOP&S, and the relocation of ILP/Kinship, Outreach, and CalWORKs back to the Student Services building through the creation of more office space.

**Color Key: Academic Planning, Student Services Planning, Human Resources Planning, Facilities Planning, Technology Planning, Financial Resource Development, Institutional Effectiveness**

#### **STUDENT SERVICES PRIORITIZATION PROPOSAL 2014-2015 (recommended staffing positions in priority order)**

1. Outreach Coordinator [\$60,000 SSMP 2012]
2. Hire another counselor to be assigned the incarcerated population and other counseling needs (\$86245.00. [2013- Counseling NIPR Priority #2])
3. Convert Admin II to Dean of Students Services to an Executive Assistant I to the Dean of Student Services or Admin III to the Dean of Student Services. EA I preferred. (\$5000.00) [2012 Student Services Master Plan]
4. Manager/Registrar to direct A&R and ensure effectiveness, efficiency, and compliance (\$100,000). [2013- A&R NIPR Priority #13]
5. Reclassification of current Admissions and Records staff should be reviewed. [2013- A&R NIPR Priority #5]

6. Hiring an A&R Assistant I to assist with phone and web registration will increase student satisfaction, and thus improving student success and retention. (\$50,000.00). [2013- A&R NIPR Priority #6]
7. Review and reclassify the Technician III and Director positions to more accurately reflect the skill sets developed and needed.
8. Assistant Director of Residential Life [2012 Student Services Administration NIPR]
9. An afternoon teacher for Child Care Center (\$10,000) [2012 Child Development NIPR Addendum]
10. Rehire a High Tech Center Technician in DSPS (50% DSPS funded responsibility) [2009 DSPS NIPR]
11. Increase Assistants in Child Development to 100% from 47% [2012 Child Development NIPR Addendum]
12. Increase Lead Teacher to 100% from 47% [2012 Child Development NIPR Addendum]

**STUDENT SERVICES CATEGORICAL PRIORITIZATION PROPOSAL 2014-2015 (recommended expenditures that do not impact district funds in priority order)**

1. After approval by the EOP&S/CARE Advisory – Purchase Kindle Readers for E-Books so the EOP&S/CARE students can loan them out, \$2,000. [2013- EOP&S/CARE NIPR Priority #4]- [Status: new priority](#)
2. Send staff to other conferences/workshops relating to students success and retention. [2013- EOP&S/CARE NIPR Priority #6]- [Status: new priority](#)
3. Minolta Copier, Filing cabinets- locking, new electronically filing system, \$15,000. [2013- EOP&S/CARE NIPR Priority #3]- [Status: new priority](#)
4. Update all computers and software 2013-2014 or 2014-2015, \$15,000. [2013- EOP&S/CARE NIPR Priority #7]- [Status: new priority](#)
5. Part-Time Office Assistance – New position, \$10,000. [2013- EOP&S/CARE NIPR Priority #5]- [Status: new priority](#)
6. Hire part-time assistant if budget allows. [2013- CalWORKs NIPR Priority #5]- [Status: new priority](#)



## **Section IV – Five Master Plans**

### **3. Institutional Technology Master Plan**

#### **I. INTRODUCTION**

Lassen Community College uses technology to achieve institutional goals for student success and provide a modern telecommunication infrastructure for college staff. The college maintains a full spectrum of technology infrastructure and services, including domain servers, switched fiber network, e-mail hosted by LCOE, Voice Over IP telephone system including voice mail, fully-equipped desktops/laptops for all full-time employees as well as student labs, configurable anti-virus and anti-spam services, and public Web pages. An integrated administrative software suite, Datatel Colleague, provides functionality in HR, Finance, and Student applications, and includes a Web self-service interface. A Learning Management System platform (Moodle) is remotely hosted. Twenty-three (23) classrooms have been upgraded with interactive whiteboards, ultra short-throw projectors, document cameras, laptop docking stations and wireless network access designating them as “Smart” Classrooms.

In 2013 the Information Technology (IT) Department consists of four staff: Director of Information Technology and three Information Technology Specialists supporting servers, network, end user devices (phones, fax, desktops, laptops, and printers). Some technology support functions are contracted externally e.g., Datatel customizations.

The college-wide Institutional Technology Committee, comprised of members from each constituent group, is charged with the responsibility of addressing institutional technology needs. The Committee develops the Institutional Technology Master Plan and meets to discuss and make recommendations regarding present and future technology needs. Operational technology decisions are also based on IT Department advice and deliberations. The IT Department is subject to the Non-Instructional Program Review (NIPR) cycle, with the last full review conducted in 2011.

The plan focuses on the alignment of institutional technology with curricular needs as outlined in the Educational Master Plan, the ongoing assessment of current technological requirements, oversight and direction of the WebAdvisor interface, periodic review of the Lassen Community College website in an effort to ensure that student needs are being met, and prioritization of technology initiatives with emphasis given to meeting students’ needs in the classroom and to attracting new students.

#### **II. INSTITUTIONAL TECHNOLOGY PLANNING COMMITTEE**

The following individuals served as members of the 2013-2014 Institutional Technology Planning Committee:

- David Clausen (Administration) – Vice President of Administrative Services
- Lori Collier (Faculty) – Digital Graphic Design
- David Corley (Management) – Director of Information Technology

- Michael Giampaoli (Faculty) – Art
- Mary Hasselwander (Classified) –
- Julie Johnston (Management) – Public Relations Officer
- Deborah Loeffler (Faculty) – Nursing
- Logan Merchant (Classified) – Information Technology Specialist II (Server/Network), IT Dept.
- Jackson Ng (Faculty) – Mathematics (alternate member)
- Tammy Robinson (Administration) – Dean of Instructional Services
- <vacant> – Associated Student Body (ASB)

### **III. 2014-2019 INSTITUTIONAL TECHNOLOGY ENCOMPASSING ELEMENTS**

The Institutional Technology Master Plan articulates a pathway of support for the technological needs of the college through five all- encompassing elements: Professional Development, Capacity Building, Program Development, Outreach Implementation, and Vision: Institutional Development. This pathway coincides with college planning in regards to technological needs 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**

As technology evolves, it is crucial for staff and faculty to develop their knowledge in order to provide the best support and education possible for students. Therefore, training in the available and emerging technology is vital to all personnel.

#### **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 and administrative support.

#### **Element III – Program Development**

Institutional technology will grow and evolve, as instructional and non-instructional programs require it, providing the infrastructure, support and training required by the other programs.

#### **Element IV – Outreach Implementation**

Institutional technology will increase the outreach opportunities of the college over the next five years through its implementation and support of the college online presence, including web services, online classes, online registration, and a portal platform. This new technology will allow the college to support students both inside and beyond its geographic region.

#### **Element V – Capital Development**

The college will review and expand the available wireless network system on campus, enabling access for students and staff to the college resources and Internet resources. The existing fiber optic plant requires testing and review, and may require section replacement and/or rerouting.



**Color Key: Academic Planning, Student Services Planning, Human Resources Planning, Facilities Planning, Technology Planning, Financial Resource Development, Institutional Effectiveness**

**Institutional Technology Staffing Proposal 2014-2015 (recommended staffing positions in priority order)**

1. Convert one Information Technology Specialist II position to an Information Technology Specialist III position – Spring 2014

## **II. Section IV – Five Master Plans**

### **4. Facilities Master Plan**

#### **I. INTRODUCTION**

The main campus consists of 248,195 square feet of space divided among fifteen buildings, four relocatable buildings and nineteen outbuildings located on approximately 207 acres. All programs and services are housed in buildings designed for, or appropriate to their use. In addition to classrooms, laboratories, and offices, the college owns a 130-bed dormitory, library, cafeteria, several computer laboratories, and a large gymnasium. The main campus includes an all-weather running track, softball facility, stables for thirty horses, a rodeo arena, and an agricultural production facility. The College leases the old Credence High School for the Nursing Program, Fire Science and Police Officer Safety Training. Additionally, it maintains a lease to operate the Coppervale Ski Hill located fifteen miles to the West of the main campus. Coppervale is used for public recreation. Lassen Community College also maintains a lease with the City of Susanville Parks and Recreation District for the use of a baseball field.

The Director of Facilities is responsible for the physical plant. The Maintenance and Operations staff consists of four maintenance specialists; one five-month grounds maintenance person, one full-time classified custodial lead person, and three full-time custodians.

#### **II. FACILITIES PLANNING COMMITTEE**

The following individuals served as members of the 2013-2014 Facilities Master Planning Committee:

- Francis Beaujon –(Management)
- Ross Brosius - (Faculty)
- Patrick Clancy – (Classified)
- Dave Clausen - (Administration)
- Greg Collins –(Management, committee chair)
- Nancy Lounsbury – (Classified)
- Dave Trussell - (Management alternate)
- Brian Wolf - (Faculty)
- Dr. Aeron Zentner (Management)

#### **III. 2014-2019 FACILITIES PLANNING COMMITTEE EXPECTATIONS AND STANDARDS**

##### **Standard 1: Provide beautiful, clean well maintained grounds**

- Use water conservation practices
- Create low maintenance zero-scaping
- Provide adequate resources to maintain campus cleanliness
- Reduce the overall carbon footprint of the college
- Promote a healthful college environment

##### **Standard 2: Provide a safe and secure campus**

- Maintain adequate exterior lighting
- Maintain the security of District assets
- Maintain safe walkways and parking access in inclement weather
- Maintain and provide campus security

**Standard 3: Provide barrier free access to campus facilities**

- Ensure all new construction and major remodels include barrier free access
- Assure campus access and navigation

**Standard 4: Institutional Effectiveness and Optimization**

- Integrate planning, utilization and communication
- Maintain facilities for optimal energy and personnel efficiency
- Provide educational environments that are appropriate to the discipline
- Maintain annual list of IPR/NIRP requests
- Implement the districts schedule maintenance

**Lassen Community College Long Range Site Development Plan**

- Expand the Agriculture Complex with additional Fencing, Pipe Corrals, Tack and Wash Rooms, Permanent Bleachers and Landscaping.
- Allied Health Facility
- Baseball Complex
- Second Campus Entrance
- Confidence Athletic Course
- Removal/reuse of the Co-Generation Facility
- Infrastructure Upgrade (air conditioning, repair and remodel of instructional space)
- Second Dormitory
- Public Safety Training Facility (permanent)
- Frisbee Golf Course
- Expand the Gunsmithing Machine shop and Workshop.
- Indoor Horse Riding Arena
- Indoor Shooting Range
- Indoor Swimming Pool Complex
- Long and triple jump, pole vault, shot put, hammer throw, and high jump facilities
- Performing Arts Center
- Recreational Vehicle Park
- Soccer Field Complex
- Student Services Building

**Color Key: Academic Planning, Student Services Planning, Human Resources Planning, Facilities Planning, Technology Planning, Financial Resource Development, Institutional Effectiveness**

**FACILITIES PRIORITIZATION PROPOSAL 2014-2015 (recommended staffing positions in priority order)**

Adopted by Strategic Planning Committee May 1, 2014

1. Custodial Supervisor position [2012 M&O NIPR]
2. Maintenance/Custodian position [2012 M&O NIPR]
3. Maintenance Tech IV position [2012 M&O NIPR]
4. Maintenance Tech I position [2012 M&O NIPR]

**FACILITIES PRIORITIZATION PROPOSAL 2014-2015 (recommended on going expenditures in priority order)**

1. Upgrades for the Dorm [beds, furniture, etc...] [SSMP 2013]
2. Establish a \$30,000.00 match fund account to be used as the District match for the Scheduled Maintenance Program Architectural Barrier Removal Program, Capital Outlay Construction program, and other available grants requiring matching funds. [2008- Maintenance and Operations NIPR Budget Priority #6] -

**FACILITIES PRIORITIZATION PROPOSAL 2014-2015 (recommended one time expenditures in priority order)**

1. Purchase and replace or rebuild the shelving units in order to secure them and comply with earthquake standards. [2012 Library NIPR]
2. Facility additions or improvements –Safety fence for perimeter of agriculture facilities [2008-Agriculture IPR Priority #9; 2010 – Agriculture IPR Priority #8] - Status: ongoing priority
3. Improve/modify shop ventilation and ducting. [Sections 3C & 5A]. [2011 –Welding Technology IPR Priority # 2] - Status: new priority
4. The need for secure storage of student records continues to be a concern. Complete the restructure of the records room for security purposes to include walls to the ceiling and a locked door. Include secure file cabinets. [\$5,700.00]. [2013- A&R NIPR Priority #1]- Status: new priority

## **Section IV – Five Master Plans**

### **5. Human Resources Master Plan**

#### **I. INTRODUCTION**

The Human Resources Master Plan is compiled annually following the completion of the Educational Master Plan, the Student Services Master Plan, the Institutional Technology Master Plan and the Facilities Master Plan. The plan draws the human resource-related needs from each of these plans to include staffing, professional development, performance evaluation, and accountability to external agencies.

The Human Resources Department of Lassen Community College identifies and manages the administrative functions of recruitment, selection, evaluation, and professional development needs of the College to ensure a fully staffed and highly functioning team of employees. Further, it has the responsibility to review and consider job design, technological changes, budgets, diversity plans, and customer service.

The Director of Human Resources reports to the Vice President of Administrative Services, and is composed of two (2) funded full-time positions: one (1) Director of Human Resources, one (1) HR Technician. There may also be one (1) part-time student worker. The Human Resource Department works in partnership with the Human Resources Planning Committee, the Flex Faculty and Staff Development Coordinator, and the Information Technology Specialist II in the Training, Education and Collaboration Center to implement, track, and evaluate professional development needs. The Human Resources Planning Committee is also responsible for the completion of the Professional Development Plan which is available on the College website.

#### **II. HUMAN RESOURCES PLANNING COMMITTEE**

The following individuals served as members of the 2013-2014 Human Resources Planning Committee:

- Dan Anderson – Faculty
- Colleen Baker- Flex Coordinator
- Nancy Bengoa-Beterbide – Faculty
- Mary Hasselwander – Classified (alternate)
- Brenda Hoffman – Classified
- Carrie Nyman – Faculty
- Lori Pearce- Confidential
- Vickie Ramsey – Director of Human Resource
- Elaine Theobald– Classified
- Beatriz Vasquez– Executive Vice President of Academic Services
- Aeron Zentner – Director of Institutional Effectiveness

#### **III. 2014-2019 HUMAN RESOURCES EXPECTATIONS AND STANDARDS**

**Expectation 1:** Provide Timely and Effective Recruitment, Selection, Orientation, and Evaluation for Administrative, Faculty, and Classified Employment Classifications.

Standards:

- As guided by the Educational Master Plan staff personnel in appropriate instructional disciplines
- Diverse candidate pools



- Written selection procedures
- New Employee Orientation
- Follow timelines and accountability for probationary and annual evaluations

**Expectation 2:** Provide Excellent Customer Service to internal / external stakeholders.

Standards:

- Follow electronic protocol system for notifying candidates of the status of their applications
- Appropriate first-contact with all individuals contacting the Human Resources Office
- Timely responses to inquiries from staff and the public

**Expectation 3:** Provide Timely In-Service to Meet the Demands of State and Federal Mandates

Standards:

- Timely sexual harassment training to all new and existing staff
- Currency in the 2-year Sexual Harassment training cycle for Administrators and Managers
- Child abuse reporting training for all staff. Ensure all new staff is provided the training within thirty (30) days of starting work
- Training on Family Education Rights to Privacy Act (FERPA) for all staff
- Disaster Preparedness Training for all staff
- Student Learning Outcome/Administrative Unit Outcome Assessment Training

**Expectation 4:** Provide Professional Development Training to Meet the Needs of Faculty and Staff

Standards:

- Publish a training calendar outlining professional development opportunities
- Training in current Technology to improve performance in the classroom and workplace
- Establish Safety training protocol campus-wide
- Training in innovative instruction methodologies to improve student success

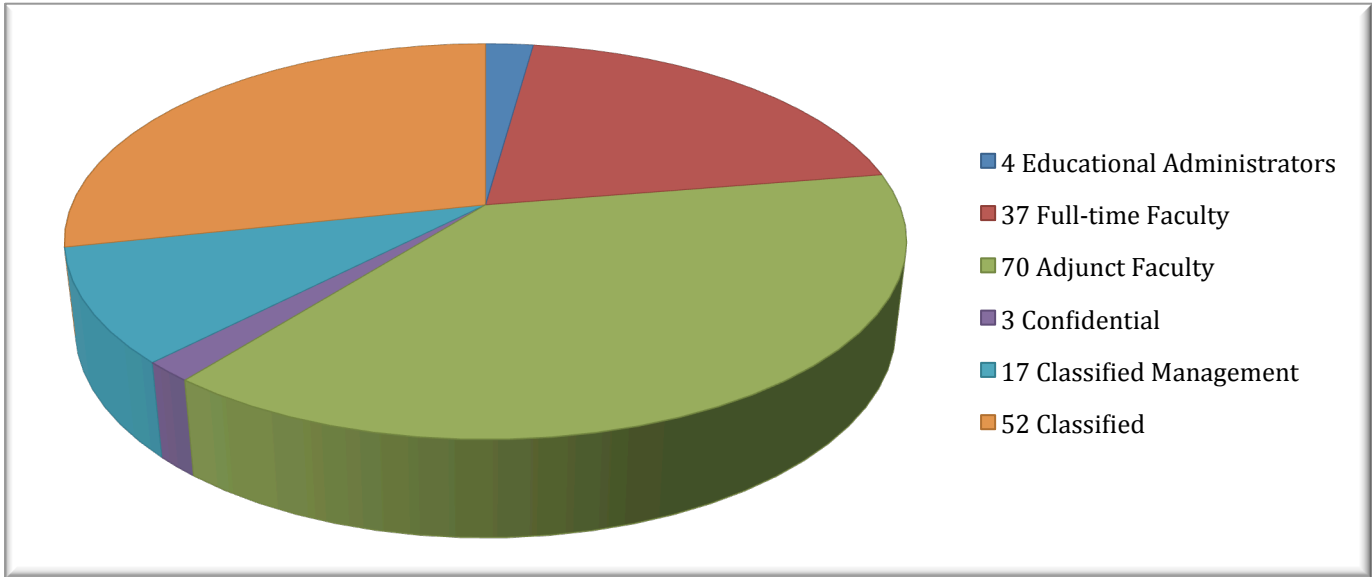
**INSTITUTIONAL STAFFING PROPOSAL 2014-2015**  
**(recommended staffing positions in priority order)**

1. Outreach Coordinator [\$60,000 SSMP 2012]
2. Replace one full-time English/Humanities/Philosophy Instructor – anticipated hiring spring 2014 for fall 2014 start \*expected complete by May 2014; can be removed from 2014 staffing list upon hire
3. Convert one Information Technology Specialist II position to an Information Technology Specialist III position – Spring 2014.
4. An afternoon teacher for Child Care Center (\$10,000) [2012 Child Development NIPR Addendum]
5. Hire full-time POST/NRA Coordinator (2012 Administration of Justice IPR) \*expected complete by Spring 2014; can be removed from 2014 staffing list upon hire
6. 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]
7. Hire another counselor to be assigned the incarcerated population and other counseling needs (\$86245.00). [2013- Counseling NIPR Priority #2]
8. Custodian Supervisor position [2012 M&O NIPR]

**PROPOSED STAFFING STATUS 2014-2015 (1550 - 1630 FTE GENERATING INSTITUTION)**

***Proposed Breakdown of Staff by Category – Fall 2014***

In fall 2014, Lassen Community College will employ four educational administrators, seventeen classified administrators (managers), three confidential employees, thirty-seven faculty, and fifty-two classified employees. Of the thirty-five full-time faculty, thirty-two will serve in the instructional area.



# Professional Development Plan

## INTRODUCTION

### MISSION AND VALUES

The Human Resources Planning Committee members believe that the educational environment for all students is enriched when the college invests in the professional skills, academic knowledge, and cultural proficiency of its employees. Thus, provision for continued professional development opportunities for Lassen Community College employees is essential for college success.

### OPERATIONAL PRINCIPLES

The following principles provide a framework for professional development and serve as criteria for making decisions on professional development activities. Professional Development is defined as an activity that has as its goals the development of skills, competencies, and personal qualities that will provide the potential for better performance and satisfaction on the job. To that end, the Human Resource Planning Committee plans, coordinates, and provides financial support for a variety of activities that engage faculty, staff, and administrators in an active and creative intellectual life.

The committee groups the guiding principles under these headings:

#### **1. Contribution to Employee Collaboration**

Professional development activities serve as a vehicle for enhancing employee interactions, building a cooperative environment, and fostering a healthy working relationship among employees.

#### **2. Contribution to Student Success**

Professional development activities must have either a direct or an indirect student benefit. These benefits to students should increase their success as measured by agreed-upon learning outcomes at the institutional, program, and course levels.

Benefits to students may accrue through:

- improvement of customer service from all staff members
- enhancement of a specific course, program of instruction, or student service
- enhancement of cultural proficiency
- improvement of leadership skills
- enhancement of knowledge of shared governance, collaboration, and relationship building
- improvement of technological skills

#### **3. Meeting Needs**

Professional development activities include those that meet the needs of LCC employees as expressed in needs assessment surveys, workshop evaluation forms, internal documents [such as program reviews, accreditation self-evaluation reports, district and college plans], shared governance committee activities, and faculty, classified, or management initiatives. Moreover, the Human Resource Planning Committee should be proactive in identifying college needs and encouraging employees to explore ideas and competencies that facilitate continuous improvement at the organizational and individual levels.

#### 4. Allocation of Resources

Since resources are limited, the committee believes that professional development activities should be designed to provide the greatest effect on the college, its programs, and students. Consequently, college resources should be allocated to activities that have broad institutional impact. At the same time, the committee recognizes (a) the value of the individual's rejuvenation through individual professional development activities, such as attendance at lunch and learn activities or professional conferences; (b) that professional development may involve activities which are beyond staff's ordinary or current job descriptions but are likely to be integrated into their present or future contribution to the college and (c) the importance of professional development for all college employees, which requires that resources be allocated equitably among disciplines, employee categories, and types of activities.

#### 5. Accountability

The committee supports the evaluation of and resulting modifications to major training activities. The committee recognizes the importance of ensuring appropriate accountability for those who engage in professional development activities. The college abides by state, district, and college policies and regulations as well as by the requirements of funding sources.

#### 6. Responsibilities

Ultimately, the responsibility for professional development at LCC lies with each employee. The College must nurture a climate where continued personal and professional growth is valued and pursued. The Human Resource Planning Committee is responsible for ensuring that adequate opportunities for Professional Development exist. At present, the responsibilities of the Human Resource Planning Committee as they relate to professional development include the following:

- ❖ plans and conducts activities for all employees that lead to enhanced employee collaboration and respect
- ❖ provides a forum for explorative and open discussion of new and innovative procedures and strategies
- ❖ advises and assists in planning, evaluating and improving constituent group interactions
- ❖ supports training and re-training opportunities
- ❖ distributes information on workshops, seminars, and available resources related to faculty and staff improvement
- ❖ provides programs for community awareness
- ❖ develops a comprehensive Professional Development Plan

#### PROFESSIONAL DEVELOPMENT GOALS AND STRATEGIES

The goals of Professional Development are aligned with the Strategic Goals of the District, namely, Institutional Effectiveness, Learning Opportunities, Resource Management, and Student Success. Most directly, professional development supports these strategic goals through the development of skills, knowledge, and attitudes in the following areas:

- **Organizational Competency, Communication, and Morale** – by creating an environment that promotes collaboration and effective constituent interactions
- **Employee Competency** – by building a training program in the development, implementation, and assessment of student learning/administrative unit outcomes that benefit the college community
- **Cultural Proficiency** – by developing a training program and providing opportunities for LCC employees to have cultural experiences that contribute to and broaden the cultural proficiency of the LCC community

- **Technological Competency** – by developing a technologically competent organization

### **OBJECTIVES, ACTIVITIES AND PERFORMANCE OUTCOMES**

Professional development objectives, activities, and performance outcomes identified in this plan reflect college planning directions as known at the time of adoption of the plan by the Human Resource Planning Committee in Spring 2014. As the college updates its plans, new professional development needs may be identified and existing needs may change. The Human Resource Planning Committee will review the plan on a regular basis and update it as needed. The document is living and flexible.

#### **GOAL 1: Organizational Competency, Communication, & Morale**

- 1.1 Create an environment that encourages collaboration and collegial interaction. *(2014-Accreditation Self-Evaluation – Standard IV)*

#### **GOAL 2: Competence in the Workplace**

- 2.1 Train faculty and staff to create and evaluate student-learning/administrative unit outcomes at the course, program, area and institutional levels. *(2014-Accreditation Self-Evaluation – Standard II)*
- 2.2 Provide timely, accurate and effective state and federal mandated trainings and compliance tracking:*(2014-Accreditation Self-Evaluation – Standard III)*
- 2.3 Train faculty on instructional delivery methodologies *(2014-Accreditation Self-Evaluation – Standard II)*
- 2.4 Provide faculty and staff with discipline-specific/job specific professional growth opportunities *(2014-Accreditation Self-Evaluation – Standard III)*
- 2.5 Increase awareness of institutional and individual responsibilities for student success. *(Strategic Goal #4; 2014-Accreditation Self-Evaluation – Standard II)*

#### **GOAL 3: Cultural Proficiency**

- 3.1 Train employees to identify their own biases and use respectful cultural communication practices. *(2014-Accreditation Self-Evaluation – Standard III)*

#### **GOAL 4: Technological Competency**

- 4.1 Promote and provide regular and consistent training on the effective use of technology *(2014-Accreditation Self-Study – Standard III)*

#### Flex Activities

The Governing Board may designate an amount of time during each fiscal year to be used for staff development activities not to exceed fifteen (15) days. The time designated for these activities shall be known as “**flexible**”

**time.”** The activities of all faculty members during the designated flexible days are to be directed toward instructional improvement activities such as:

1. Course instruction and evaluation;
2. Staff development, in-service training, and instructional improvement;
3. Program and course curriculum or learning resource development and evaluation;
4. Related activities, such as student advising, guidance, orientation and matriculation services;
5. Conferences, workshops, and institutional research;
6. Other duties as approved by the District.

## **Flexible Calendar 2014-2015**

The academic calendar for 2014-2015 has seven days (35 hours) designated for “flex” activities for full-time faculty. Flex calendar dates are:

August 14, 2014

August 15, 2014

November 26, 2014

January 7, 2015

February 17, 2015

February 18, 2015

April 2, 2015

In-service Training (Convocation) Days:

September 15, 2014

February 12, 2015



**ACADEMIC SERVICES ACTION PLAN 2014-2019**

**APPENDIX A**

<b>Academic Services Action Plan 2014-2015 – 11 Strategies</b>						
<b>Goal</b>	<b>Objective</b>	<b>Strategy Description</b>	<b>Desired Outcome</b>	<b>Timeline</b>	<b>Responsible Party(s)</b>	<b>Performance Measures</b>
3	3.1.e. 3.1.d.	<b>Professional Development – Training:</b> <ul style="list-style-type: none"> <li>Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) – 4 faculty</li> <li>Classroom Technology Training - 25% of adjunct and FT faculty</li> <li>Andragogical Training-25% of adjunct and FT faculty</li> </ul>	Increased use of technology in classroom instruction	2014-2015	Human Resource Director Flex Coordinator Title III Director IT Director	
3	3.1.b.	<b>Professional Development – Dialog about the Assessment of Student Learning Outcomes</b> <ul style="list-style-type: none"> <li>Hold one assessment methods training during fall semester</li> <li>Two meetings per Division per semester</li> <li>Hold a Student Learning Round Table at Fall and Spring Convocation</li> </ul>	Increased dialog about student learning outcome assessment	2014-2015	Flex Coordinator Division Chairs Director of Institutional Effectiveness	Evidence of assessment of student learning outcomes. Enhanced integration of SLOs into program review and institutional planning.
3	3.1.f.	<b>Capacity Building - Alternative Delivery Training:</b> <ul style="list-style-type: none"> <li>Faculty training for online instruction required for all online instructors</li> <li>Training for alternative instructional technologies</li> </ul>	Increased offerings via online instruction	2014-2015	Academic Senate President Dean of Instructional Services Flex Coordinator	100% of online instructors trained prior to teaching online beginning Fall 2014  80% of courses web-enhanced  15% increase in student retention and success as compared to baseline data in 2011-2012
3	3.2.b.	<b>Capacity Building – Institutional Technology</b> Implement Refresh Plan Year one		2014-2015	IT Director	33% of campus technology Refreshed

2	2.3.e.	<b>Program Development – Nursing</b> <ul style="list-style-type: none"> <li>Evaluation and Realignment of Allied Health Program</li> </ul>	Optimize program effectiveness	2014-2015	VN Director Division Chair Dean of Instructional Services	
2	2.2.a.	<b>Program Development – Independent Living Program</b> <ul style="list-style-type: none"> <li>Enroll first class of fifteen students</li> </ul>	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	2.3.c.	<b>Program Development – Equipment Replacement</b> <ul style="list-style-type: none"> <li>Establish a program-dependent equipment replacement schedule and budget for automotive, welding, gunsmithing, business, digital graphic design, fire technology and agriculture</li> </ul>	Optimize program effectiveness	2014-2015	Division Chair Dean of Instructional Services Program faculty	
2	2.2.b.	<b>Program Development – Expand promotion of majors with associate degrees for transfer</b> <ul style="list-style-type: none"> <li>Increase social media presence</li> <li>Increase degrees for transfer online</li> <li>Market availability of online degrees for transfer</li> </ul>	Provide and market associate degrees for transfer online in all majors possible	2014-2015	VP of Academic Services Division Chairs Outreach Coordinator	Increased transfer rate following Chancellor’s Office approval
2	2.5.c.	<b>Outreach Implementation – Contract Education/Continuing Education/Community Services</b> <ul style="list-style-type: none"> <li>Evaluate outreach infrastructure</li> <li>Evaluate Contract education performance</li> <li>Evaluate community service offerings</li> <li>Evaluate continuing education offerings</li> </ul>	Modify as appropriate	2014-2015	VP of Academic Services Division Chairs	

4	4.5	<b>Outreach Implementation – International Students</b> <ul style="list-style-type: none"> <li>• Enroll students</li> <li>• Continue Pacific Rim Recruitment of students</li> <li>• Continue Europe, Australia, and South America recruitment of student-athletes</li> </ul>	Recruit 15-20 students annually  Integration of student athletes into campus community	2014-2015	Outreach Coordinator	Twelve students matriculated and integrated into campus community
3	3.4.c.	<b>Vision: Institutional Development</b> <ul style="list-style-type: none"> <li>• <b>Agriculture Area Expansion</b></li> <li>• <b>Allied Health Institute</b></li> <li>• <b>Fitness/Athletic Facility Enhancement (swimming pool, track, soccer, and baseball fields)</b></li> <li>• <b>Gunsmithing Facility Expansion (indoor shooting range)</b></li> <li>• <b>Herlong Farm Project</b></li> <li>• <b>Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces)</b></li> <li>• <b>Performing Arts Center</b></li> <li>• <b>Public Safety Training Center (permanent)</b></li> </ul>	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.	<b>Professional Development – Training:</b> <ul style="list-style-type: none"> <li>Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) – 4 faculty</li> <li>Classroom Technology Training - 25% of adjunct and FT faculty</li> <li>Andragogical Training-25% of adjunct and FT faculty</li> </ul>	Increased use of technology in classroom instruction	2015-2016	Human Resource Director Flex Coordinator Title III Director IT Director	
3	3.1.h	<b>Professional Development – Dialog about the Assessment of Student Learning Outcomes</b> <ul style="list-style-type: none"> <li>Hold one assessment methods training during fall semester</li> <li>Two meetings per Division per semester</li> <li>Hold a Student Learning Round Table at Fall and Spring Convocation</li> </ul>	Increased dialog about student learning outcome assessment	2015-2016	Flex Coordinator Division Chairs Director of Institutional Effectiveness	Evidence of assessment of student learning outcomes. Enhanced integration into program review and institutional planning.
3	3.1.s.	<b>Capacity Building - Alternative Delivery Training:</b> <ul style="list-style-type: none"> <li>Training for alternative instructional technologies</li> </ul>		2015-2016	Flex Coordinator	Training of twenty participants
3	3.2.g.	<b>Capacity Building – Institutional Technology</b> Implement Refresh Plan Year Two		2015-2016	IT Director	33% of campus technology Refreshed
2	2.3.g.	<b>Program Development – Equipment Replacement</b> <ul style="list-style-type: none"> <li>Implement year one of program-dependent equipment replacement schedules for automotive, welding, gunsmithing, business, digital graphic design, fire technology and agriculture</li> </ul>	Optimize program effectiveness	2015-2016	Division Chair Dean of Instructional Services Program faculty	

3	3.4.c.	<b>Vision: Institutional Development</b> <ul style="list-style-type: none"> <li>• Agriculture Area Expansion</li> <li>• Allied Health Institute</li> <li>• Fitness/Athletic Facility Enhancement (swimming pool, and baseball fields)</li> <li>• Gunsmithing Facility Expansion (indoor shooting range)</li> <li>• Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces)</li> <li>• Performing Arts Center</li> <li>• Public Safety Training Center (permanent)</li> </ul>	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.	<b>Professional Development – Training:</b> <ul style="list-style-type: none"> <li>• Discipline Specific Training (e.g., Sabbaticals, conferences, webinars, seminars, etc.) – 4 faculty</li> <li>• Classroom Technology Training - 25% of adjunct and FT faculty</li> <li>• Andragogical Training-25% of adjunct and FT faculty</li> </ul>	Increased use of technology in classroom instruction	2016-2017	Human Resource Director Flex Coordinator	100% of continuing faculty will have completed classroom technology and andragogical training.
3	3.1.h.	<b>Professional Development – Dialog about the Assessment of Student Learning Outcomes</b> <ul style="list-style-type: none"> <li>• Hold one assessment methods training during fall semester</li> <li>• On-going dialog during division meetings</li> <li>• Hold a Student Learning Round Table at Fall and Spring Convocation</li> <li>•</li> </ul>	Increased dialog about student learning outcome assessment	2016-2017	Director of Institutional Effectiveness Flex Coordinator Division Chairs	Evidence of assessment of student learning outcomes. Enhanced integration into program review and institutional planning

3	3.1.s	<b>Capacity Building - Alternative Delivery Training:</b> <ul style="list-style-type: none"> <li>Training for alternative instructional technologies</li> </ul>		2016-2017	Online Site Administrator Flex Coordinator	Training of twenty participants
3	3.2.h.	<b>Capacity Building – Institutional Technology</b> Implement Refresh Plan Year Three		2016-2017	IT Director	33% of campus technology Refreshed
2	2.3.g.	<b>Program Development – Equipment Replacement</b> <ul style="list-style-type: none"> <li>Implement year two of program-dependent equipment replacement schedules for automotive, welding, gunsmithing, business, digital graphic design, fire technology and agriculture</li> </ul>	Optimize program effectiveness	2016-2017	Division Chair Dean of Instructional Services Program faculty	
3	3.4.c.	<b>Vision: Institutional Development</b> <ul style="list-style-type: none"> <li><b>Agriculture Area Expansion</b></li> <li><b>Allied Health Institute</b></li> <li><b>Fitness/Athletic Facility Enhancement (swimming pool, and baseball fields)</b></li> <li><b>Gunsmithing Facility Expansion (indoor shooting range)</b></li> <li><b>Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces)</b></li> <li><b>Performing Arts Center</b></li> <li><b>Public Safety Training Center</b></li> </ul>	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.	<b>Professional Development – Training:</b> <ul style="list-style-type: none"> <li>Assessment method training</li> <li>Training for alternate instructional technologies</li> <li>Discipline specific training</li> <li>Mandated training</li> </ul>	Improved student learning outcomes across the curriculum	2017-2018	Human Resource Director Flex Coordinator	Improved student retention and success in courses taught by faculty following training

3	3.2.i.	<b>Capacity Building – Institutional Technology</b> 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	2.3.g.	<b>Program Development – Equipment Replacement</b> <ul style="list-style-type: none"> <li>Implement year three of program-dependent equipment replacement schedules for automotive, welding, gunsmithing, business, digital graphic design, fire technology and agriculture</li> </ul>	Optimize program effectiveness	2017-2018	Division Chair Dean of Instructional Services Program faculty	
3	3.4.c.	<b>Vision: Institutional Development</b> <ul style="list-style-type: none"> <li><b>Agriculture Area Expansion</b></li> <li><b>Allied Health Institute</b></li> <li><b>Fitness/Athletic Facility Enhancement (swimming pool and baseball fields)</b></li> <li><b>Gunsmithing Facility Expansion (indoor shooting range)</b></li> <li><b>Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces)</b></li> <li><b>Performing Arts Center</b></li> <li><b>Public Safety Training Center (permanent)</b></li> </ul>	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.	<b>Professional Development – Training:</b> <ul style="list-style-type: none"> <li>Assessment method training</li> <li>Training for alternate instructional technologies</li> <li>Discipline specific training</li> <li>Mandated training</li> </ul>	Improved student learning outcomes across the curriculum	2018-2019	Human Resource Director Flex Coordinator	Improved student retention and success in courses taught by faculty following training

3	3.2.i.	<b>Capacity Building – Institutional Technology</b> 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	2.3.g.	<b>Program Development – Equipment Replacement</b> <ul style="list-style-type: none"> <li>Implement year four of program-dependent equipment replacement schedules for automotive, welding, gunsmithing, business, digital graphic design, fire technology and agriculture</li> </ul>	Optimize program effectiveness	2018-2019	Division Chair Dean of Instructional Services Program faculty	
3	3.4.c.	<b>Vision: Institutional Development</b> <ul style="list-style-type: none"> <li><b>Agriculture Area Expansion</b></li> <li><b>Allied Health Institute</b></li> <li><b>Fitness/Athletic Facility Enhancement (swimming pool and baseball fields)</b></li> <li><b>Gunsmithing Facility Expansion (indoor shooting range)</b></li> <li><b>Infrastructure upgrade (air conditioning, repair, remodel of instructional spaces)</b></li> <li><b>Performing Arts Center</b></li> <li><b>Public Safety Training Facility (permanent)</b></li> </ul>	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



**STUDENT SERVICES MASTER PLAN ACTION PLAN 2014-2019**  
**B**

**APPENDIX**

<b>Student Services Action Plan 2014-2015 – 7 Strategies</b>						
<b>Goal</b>	<b>Objective</b>	<b>Strategy Description</b>	<b>Desired Outcome</b>	<b>Timeline</b>	<b>Responsible Party(s)</b>	<b>Performance Measures</b>
4		<b>Outreach Implementation- Financial Aid</b> <ul style="list-style-type: none"> <li>Assess and implement steps to increase student access and the actual awarding of financial aid</li> </ul>	Increase the number of students who apply for financial aid. Goal: 90% of eligible LCC students are actually applying	2014-2015	-Director of Financial Aid -V.P. of Administrative Services	Payment of partial Pell before school starts.  More outreach activities for financial aid
3		<b>Program Development-</b> <ul style="list-style-type: none"> <li>Formulate the Student Equity Committee to create and implement plans to improve student equity.</li> </ul>	Increase the access, retention, completion, and transfer rates of all students but particularly of basic skills and minority students.	2014-2015	-Dean of Student Services - Executive V.P. of Academic Services -Dean of Instructional Services -Division Chairs -Student Services Management Group	An increase of students in all areas of the Student Equity Report.
3		<b>Program Development- Program Review</b> <ul style="list-style-type: none"> <li>Review staffing, facility and student service programs making recommendations for departmental changes to improve LCC's service to students</li> </ul>	Have all open positions filled timely and run a fully staffed student services department	2014-2015	-Dean of Student Services -Executive V.P. of Academic Services -Student Services Management Group	Timely completion of all student services NIPR's  Filling of open positions
3/4		<b>Capacity Building- Technology Improvement</b> <ul style="list-style-type: none"> <li>Create the automation projects lists for student services to improve student access and success.</li> </ul>	Based on this annual review, confirm the automation projects student services will seek to implement over the	2014-2015	-Dean of Student Services -Student Services Management Group -Executive V.P. of Academic Services	Carry forward a list of projects from last year for review.  Automated drop for non-payment.

			next 24 months			Enrollment verification.
3/4		<p><b>Capacity Building- Technology Improvement</b>          Improve technology services in Admissions and Records, Financial Aid and Counseling:</p> <ul style="list-style-type: none"> <li>• Scanning technology for student records</li> <li>• Improved communication for FASFA information</li> <li>• Document imaging</li> <li>• Degree Audit</li> <li>• Ecommunications in all Student Services departments</li> </ul>	To improve efficiency and effectiveness	2014-2015	<ul style="list-style-type: none"> <li>-Dean of Student Services</li> <li>-Admissions and Records</li> <li>-Financial Aid</li> <li>-Counseling Department</li> </ul>	Use Title III money to purchase and implement the suggested technology if applicable and if not use district funds.
4		<p><b>Program Development- Intl. Students</b>          Prepare for an increase in international recruitment and address the Student Life NIPR recommendation to more adequately staff and program for student affairs.</p> <p>Utilize existing management in Student Services to improve our student affairs supervision to</p> <ul style="list-style-type: none"> <li>• coordinate clubs (i.e. new international club),</li> <li>• develop an advisors manual for student organizations and clubs</li> <li>• help manage and supervise the activities and events sponsored by ASB including statewide and regional conferences/assemblies</li> <li>• assist in student leadership development,</li> <li>• • prepare and work with club</li> </ul>	To improve the sense of community on campus for students, staff and faculty and to improve the diversity of student experiences on campus	2014-2015	<ul style="list-style-type: none"> <li>-Dean of Student Services</li> <li>-Executive V.P. of Academic Services</li> <li>-Outreach Coordinator</li> </ul>	<p>Resource and equip club advisors.</p> <p>Coordinate an annual calendar of activities, club events, ASB meetings and forums, etc.</p> <p>Have ASB functioning at full capacity and regularly providing events each year.</p>

		advisors,				
1/4		<b>Program Development- Student Success</b> <ul style="list-style-type: none"> <li>The development of an early alert system to identify students who are struggling in their classes and help them to succeed instead.</li> </ul>	A system to identify earlier students who are struggling in their classes.	2014-2015	-Dean of Student Services - Executive V.P. of Academic Services	Dean of Student Services, faculty, counseling staff and admissions & records staff will meet to discuss possibilities.

### Student Services Plan 2015-2016 – 4 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3		<b>Program Development- Program Review</b> <ul style="list-style-type: none"> <li>Review staffing, facility and student service programs making recommendations for departmental changes to improve LCC's service to students</li> </ul>	Review and utilize position openings as opportunities to improve student services over the next 24 months	2015- 2016	-Dean of Student Services -Executive V.P. of Academic Services -Student Services Management Group	
2		<b>Capacity Building- Technology Improvement</b> <ul style="list-style-type: none"> <li>Expand and update the comprehensive automation projects list</li> </ul>	Based on the review, confirm the automation projects student services will seek to implement over the next 24 months	2015- 2016	-Dean of Student Services, -Student Services Management Group -Executive V.P. of Academic Services	
2		<b>Professional Development- Online Services</b> <ul style="list-style-type: none"> <li>Faculty training for online instruction by counseling faculty member</li> </ul>	Integration of online counseling and student services for a growing online student population	2015- 2016	-Dean of Student Services, -Executive V.P. of Academic Services	
1		<b>Professional Development- All Staff Training</b> <ul style="list-style-type: none"> <li>Implementation of a Student Services Professional Development plan</li> </ul>	Managers of the Student Services service areas will prepare a plan for a coordinated professional development curriculum	2015- 2016	-Dean of Student Services -Executive V.P. of Academic Services	

			and schedule the training events prior to the end of the previous year			
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## Student Services Plan 2016-2017 - 4 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3		<b>Program Development- Program Review</b> <ul style="list-style-type: none"> <li>Annually review the staffing, facility and student service programs making recommendations for departmental changes to improve LCC's service to students</li> </ul>	Review and utilize position openings as opportunities to improve student services over the next 24 months	2016-2017	-Dean of Student Services -Executive V.P. of Academic Services -Student Services Management Group	
3		<b>Capacity Building- Technology Improvement</b> <ul style="list-style-type: none"> <li>Expand the comprehensive automation projects list</li> </ul>	Based on the review, confirm the automation projects student services will seek to implement over the next 24 months	2016-2017	-Dean of Student Services, -Student Services Management Group -Executive V.P. of Academic Services	
2		<b>Professional Development- Online Services</b> <ul style="list-style-type: none"> <li>Faculty training for online instruction by counseling faculty member</li> </ul>	Integration of online counseling and student services for a growing online student population	2016-2017	-Dean of Student Services - Executive V.P. of Student Services	
1		<b>Professional Development- All Staff Training</b> <ul style="list-style-type: none"> <li>Implementation of a Student Services Professional Development plan</li> </ul>	Managers of the Student Services service areas will prepare a plan for a coordinated professional development curriculum and schedule the training events prior to the end of the previous year	2016-2017	-Dean of Student Services -Executive V.P. of Academic Services	

### Student Services Plan 2017-2018 - 4 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3		<b>Program Development- Program Review</b> <ul style="list-style-type: none"> <li>Annually review the staffing, facility and student service programs making recommendations for departmental changes to improve LCC's service to students</li> </ul>	Review and utilize position openings as opportunities to improve student services over the next 24 months	2017-2018	-Dean of Student Services -Executive V.P. of Academic Services -Student Services Management Group	
3		<b>Capacity Building- Technology Improvement</b> <ul style="list-style-type: none"> <li>Expand the comprehensive automation projects list</li> </ul>	Based on the review, confirm the automation projects student services will seek to implement over the next 24 months	2017-2018	-Dean of Student Services, -Student Services Management Group -Executive V.P. of Academic Services	
2		<b>Professional Development- Online Services</b> <ul style="list-style-type: none"> <li>Faculty training for online instruction by counseling faculty member</li> </ul>	Integration of online counseling and student services for a growing online student population	2017-2018	-Dean of Student Services -Executive V.P. of Academic Services	
1		<b>Professional Development- All Staff Training</b> <ul style="list-style-type: none"> <li>Implementation of a Student Services Professional Development plan</li> </ul>	Managers of the Student Services service areas will prepare a plan for a coordinated professional development curriculum and schedule the	2017-2018	-Dean of Student Services -Executive V.P. of Academic Services	

			training events prior to the end of the previous year			
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### Student Services Plan 2018-2019- 4 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Performance Measures
3		<b>Program Development- Program Review</b> <ul style="list-style-type: none"> <li>Annually review the staffing, facility and student service programs making recommendations for departmental changes to improve LCC's service to students</li> </ul>	Review and utilize position openings as opportunities to improve student services over the next 24 months	2018-2019	-Dean of Student Services -Executive V.P. of Academic Services -Student Services Management Group	
3		<b>Capacity Building- Technology Improvement</b> <ul style="list-style-type: none"> <li>Expand the comprehensive automation projects list</li> </ul>	Based on the review, confirm the automation projects student services will seek to implement over the next 24 months	2018-2019	-Dean of Student Services, -Student Services Management Group -Executive V.P. of Academic Services	
2		<b>Professional Development- Online Services</b> <ul style="list-style-type: none"> <li>Faculty training for online instruction by counseling faculty member</li> </ul>	Integration of online counseling and student services for a growing online student population	2018-2019	-Dean of Student Services -Executive V.P. of Academic Services	
1		<b>Professional Development- All Staff Training</b> <ul style="list-style-type: none"> <li>Implementation of a Student Services Professional Development plan</li> </ul>	Managers of the Student Services service areas will prepare a plan for a coordinated	2018-2019	-Dean of Student Services -Executive V.P. of Academic Services	

			professional development curriculum and schedule the training events prior to the end of the previous year			
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**INSTITUTIONAL TECHNOLOGY ACTION PLAN 2014-2019**

**APPENDIX C**

<b>Institutional Technology Action Plan 2014-2015 – 7 strategies</b>						
<b>Goal</b>	<b>Objective</b>	<b>Strategy Description</b>	<b>Desired Outcome</b>	<b>Timeline</b>	<b>Responsible Party(s)</b>	<b>Achievement / Target</b>
1	1.7.c.	Equip “Virtual Library” with learning stations (5 computers)	To maximize the use of technology in teaching and learning at the college	Fall 2014	IT, Exec VP of Academic Services, VP of Administrative Services, Director of Facilities	Increase in student computer usage in library
3	3.1.l.	Maximize capacity in Datatel: Degree Audit,  Communication Management,  Student Planning,  Portal,  Retention Alert	Increase capacity to communicate with students, faculty and staff	Fall 2014	IT, VP of Administrative Services, Dean of Student Services	Implement and evaluate
1	1.7.c.	Establish an intranet for web-based communication	Evaluation of current use of SharePoint  Employees will electronically create and submit standard LCC forms using Adobe Acrobat  Implement Image Now	Fall 2014  Fall 2014  Fall 2014	IT  All LCC Campus Personnel  IT, ITPC, VP of Administrative Services	Scan and store all documents electronically. Implement electronic communication across campus personnel.

3	3.1.e.	Assure a vital Web presence	Regular review of content and functionality of LCC Portal/website including mobile	Summer 2015	IT, ITPC	Added online service capability and training for students, faculty and staff
			Survey users for feedback	Fall 2014	IT, ITPC, IE	
			Update website as needed	Fall 2014	IT, Dean of Academic Services, Dean of Student Services	
3	3.2.d.	Create a 5-year Refresh Plan (hardware/software, Smart classrooms, computer labs and faculty, staff and student computers	Assure state-of-the art technology maintained at LCC	Fall 2014	IT, ITPC, Cabinet	Approve Refresh Plan for 2015-2016 implementation
		Moodle Updates & Improvements	Reliable Online Course Management System for Faculty & Students to use	Fall 2014		Implement & evaluate
3	3.2.e.	Review wireless network coverage inside buildings and in outdoor common areas	Reliable signal strength in areas that students, faculty, and staff frequent	Spring 2015	IT	Internal report on wireless network statistics, including number of clients, amount of data transferred, average session length, etc. showing an increase

<b>Institutional Technology Action Plan 2015-2016 – 4 Strategies</b>						
<b>Goal</b>	<b>Objective</b>	<b>Strategy Description</b>	<b>Desired Outcome</b>	<b>Timeline</b>	<b>Responsible Party(s)</b>	<b>Achievement / Target</b>
3	3.1.l.	Maximize capacity in Datatel	Increase capacity to communicate with students, faculty and staff	Fall 2015	IT, VP of Administrative Services, Dean of Student Services	Implement and evaluate
3	3.1.e.	Assure a vital Web presence	Regular review of content and functionality of LCC Portal/website including mobile	Fall 2015	IT, ITPC	Added online service capability and training for students, faculty and staff
			Survey users for feedback	Fall 2015	IT, ITPC, IE	
			Update website as needed	Fall 2015	IT, Dean of Instructional Services, Dean of Student Services	
3	3.2.f.	Implement Refresh Plan Year 1	Assure state-of-the art technology maintained at LCC	Spring 2016	VP of Administrative Services, IT	Phase 1 of Refresh Plan completed
3	3.2.e.	Review wireless network coverage inside buildings and in outdoor common areas	Reliable signal strength in areas that students, faculty, and staff frequent	Spring 2016	IT	Internal report on wireless network statistics, including number of clients, amount of data transferred, average session length, etc. showing an increase

<b>Institutional Technology Action Plan 2016-2017 – 4 Strategies</b>						
<b>Goal</b>	<b>Objective</b>	<b>Strategy Description</b>	<b>Desired Outcome</b>	<b>Timeline</b>	<b>Responsible Party(s)</b>	<b>Achievement / Target</b>
3	3.1.l.	Maximize capacity in Datatel	Increase capacity to communicate with students, faculty and staff	Fall 2016	IT, VP of Administrative Services, Dean of Student Services	Implement and evaluate

3	3.1.e.	Assure a vital Web presence	Regular review of content and functionality of LCC Portal/website including mobile	Fall 2016	IT, ITPC	Added online service capability and training for students, faculty and staff
			Survey users for feedback	Fall 2016	IT, ITPC, IE	
			Update website as needed	Fall 2016	IT, Dean of Instructional Services, Dean of Student Services	
3	3.2.g.	Implement Refresh Plan Year 2	Assure state-of-the-art technology maintained at LCC	Spring 2017	VP of Administrative Services, IT	Phase 2 of Refresh Plan completed
3	3.2.e.	Review wireless network coverage inside buildings and in outdoor common areas	Reliable signal strength in areas that students, faculty, and staff frequent	Spring 2017	IT	Internal report on wireless network statistics, including number of clients, amount of data transferred, average session length, etc. showing an increase

### Institutional Technology Action Plan 2017-2018 – 4 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement / Target
3	3.1.l.	Maximize capacity in Datatel	Increase capacity to communicate with students, faculty and staff	Fall 2017	IT, VP of Administrative Services, Dean of Student Services	Implement and evaluate
3	3.1.e.	Assure a vital Web presence	Regular review of content and functionality of LCC Portal/website including mobile	Fall 2017	IT, ITPC	Added online service capability and training for students, faculty and staff
			Survey users for feedback	Fall 2017	IT, ITPC, IE	

			Update website as needed	Fall 2017	IT, Dean of Instructional Services, Dean of Student Services	
3	3.2.h.	Implement Refresh Plan Year 3	Assure state-of-the art technology maintained at LCC	Spring 2018	VP of Administrative Services, IT	Phase 3 of Refresh Plan completed
3	3.2.e.	Review wireless network coverage inside buildings and in outdoor common areas	Reliable signal strength in areas that students, faculty, and staff frequent	Spring 2018	IT	Internal report on wireless network statistics, including number of clients, amount of data transferred, average session length, etc. showing an increase

### Institutional Technology Action Plan 2018-2019 - 4 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement / Target
3	3.1.l.	Maximize capacity in Datatel <b>PENDING</b>	Increase capacity to communicate with students, faculty and staff	Fall 2018	IT, VP of Administrative Services, Dean of Student Services	Implement and evaluate
3	3.1.e.	Assure a vital Web presence	Regular review of content and functionality of LCC Portal/website including mobile  Survey users for feedback  Update website as needed	Fall 2018  Fall 2018  Fall 2018	IT, ITPC  IT, ITPC, IE  IT, Dean of Instructional Services, Dean of Student Services	Added online service capability and training for students, faculty and staff
3	3.2.i.	Implement Refresh Plan Year 4	Assure state-of-the art technology maintained at LCC	Spring 2019	VP of Administrative Services, IT	Phase 4 of Refresh Plan completed

3	3.2.e.	Review wireless network coverage inside buildings and in outdoor common areas	Reliable signal strength in areas that students, faculty, and staff frequent	Spring 2019	IT	Internal report on wireless network statistics, including number of clients, amount of data transferred, average session length, etc. showing an increase
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**Facilities Master Plan - 2014-2015 - 6 Strategies**

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
	Locate and prioritize funding to modernize The District's equipment & facilities	<ul style="list-style-type: none"> <li>VTEA funds</li> <li>CCCC State Chancellor's grants</li> <li>Other grants</li> <li>Corporate sponsorships</li> <li>Donors</li> </ul>	Secured funding outside District general funds	2014-2015	Vice President Dean of Instructional Services, Director of Facilities	Secure funding to support the FMP
	*Full Disaster Preparedness compliance	<ul style="list-style-type: none"> <li>Implement the Keenan and Associates disaster preparedness online training program &amp; create a District wide staff training schedule</li> </ul>	Complete the required Disaster preparedness training for permanent employees. Campus wide awareness of the Disaster Preparedness Plan	2014-2015	Director of Human Resources, Director of Facilities, Campus Safety Committee	100% of staff are trained for disaster preparedness
	Develop a Safety Standards Manual includes (DPP, IIPP, CHP etc.)	<ul style="list-style-type: none"> <li>Implement the Disaster Preparedness Plan (DPP)</li> <li>Implement Injury and Illness Prevention Program (IIPP) training</li> <li>Implement a Chemical Hygiene Plan (CHP)</li> </ul>		2014-2015	Director of Human Resources, Director of Facilities, Campus Safety Committee	All plans disseminated campus wide and published online
	*Annually review the district's space inventory and utilization report	<ul style="list-style-type: none"> <li>Annually review data, and offer recommendations</li> </ul>	Completed annual review with recommendations	Spring 2015	Facility Planning Committee	Complete on time review and state reporting
	Facilities master inventory and lifecycle schedule	<ul style="list-style-type: none"> <li>Develop a schedule for inventory and lifecycle assessment</li> </ul>		2014-2015	Director of Facilities, Director of Institutional Effectiveness	
	Facilities master inventory and lifecycle assessment	<ul style="list-style-type: none"> <li>Conduct an inventory and lifecycle assessment</li> </ul>		2014-2015	Director of Facilities, Director of Institutional Effectiveness	

\*Standard in 2015-2016

### Facilities Master Plan - 2015-2016 - 6 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
	Locate and prioritize funding to modernize The District's equipment & facilities	<ul style="list-style-type: none"> <li>VTEA funds</li> <li>CCCC State Chancellor's grants</li> <li>Other grants</li> <li>Corporate sponsorships</li> <li>Donors</li> </ul>	Secured funding outside District general funds	2015-2016	Vice President Dean of Instructional Services, Director of Facilities	Secure funding to support the FMP
	*Update the Safety Standards Manual includes (DPP, IIPP, CHP etc.)	<ul style="list-style-type: none"> <li>Update the Disaster Preparedness Plan (DPP)</li> <li>Update Injury and Illness Prevention Program (IIPP) training</li> <li>Update a Chemical Hygiene Plan (CHP)</li> </ul>		2015-2016	Director of Human Resources, Director of Facilities, Campus Safety Committee	All plans disseminated campus wide and published online
	*Update facilities master inventory and lifecycle schedule	<ul style="list-style-type: none"> <li>Update a schedule for inventory and lifecycle assessment</li> </ul>		2015-2016		
	*Update facilities master inventory and lifecycle assessment	<ul style="list-style-type: none"> <li>Conduct an inventory and lifecycle assessment on new facilities, equipment, etc.</li> </ul>		2015-2016		
	Facilities master inventory and lifecycle database	<ul style="list-style-type: none"> <li>Develop a database on inventory and lifecycle assessment</li> </ul>		2015-2016		
	Facilities master inventory and lifecycle plan	<ul style="list-style-type: none"> <li>Develop a campus-wide facilities' lifecycle plan draft</li> </ul>		2015-2016		

\*Standard in 2016-2017



### Facilities Master Plan - 2016-2017 - 3 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
	Locate and prioritize funding to modernize The District's equipment & facilities	<ul style="list-style-type: none"> <li>• VTEA funds</li> <li>• CCCC State Chancellor's grants</li> <li>• Other grants</li> <li>• Corporate sponsorships</li> <li>• Donors</li> </ul>	Secured funding outside District general funds	2016-2017	Vice President Dean of Instructional Services, Director of Facilities	Secure funding to support the FMP
	*Update facilities master inventory and lifecycle database	<ul style="list-style-type: none"> <li>• Update the inventory and lifecycle database</li> </ul>		2016-2017	Director of Facilities, Director of Institutional Effectiveness	
	Facilities master inventory and lifecycle plan	<ul style="list-style-type: none"> <li>• Develop a campus-wide facilities' lifecycle final plan</li> </ul>	Finalize a copy of the plan	2016-2017	Director of Facilities	Present to the board and post online

\*Standard in 2017-2018

### Facilities Master Plan - 2017-2018 - 2 Strategies

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
	Locate and prioritize funding to modernize The District's equipment & facilities	<ul style="list-style-type: none"> <li>• VTEA funds</li> <li>• CCCC State Chancellor's grants</li> <li>• Other grants</li> <li>• Corporate sponsorships</li> <li>• Donors</li> </ul>	Secured funding outside District general funds	2017-2018	Vice President Dean of Instructional Services, Director of Facilities	Secure funding to support the FMP
	* Update facilities master inventory and lifecycle plan	<ul style="list-style-type: none"> <li>• Develop a campus-wide facilities' lifecycle final plan</li> </ul>	Complete an update of the plan	2017-2018		

\*Standard in 2018-2019

### Facilities Master Plan - 2018-2019 - 1 Strategy

Goal	Objective	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
	Locate and prioritize funding to modernize The District's equipment & facilities	<ul style="list-style-type: none"> <li>• VTEA funds</li> <li>• CCCC State Chancellor's grants</li> <li>• Other grants</li> <li>• Corporate sponsorships</li> <li>• Donors</li> </ul>	Secured funding outside District general funds	2018-2019	Vice President Dean of Instructional Services, Director of Facilities	Secure funding to support the FMP

**District Scheduled Maintenance Five-Year Plan**

**APPENDIX E**

The following plans were established in 2012-2013 and will be revisited and modified with the completion of the campus assessment that will be conducted during the 2014-2015 year.

**I. Roof Repairs or Replacement**

<b>Fiscal Year of Funding</b>	<b>Needs</b>	<b>State Funds</b>	<b>Local Funds</b>	<b>Est. Repair/ Replacement Cost</b>
2014	Replace the Maintenance and Receiving metal roof	\$200,000.00	0	\$200,000.00
2015	Replace the Cafeteria metal roof	0	\$119,500.00	\$119,500.00
2015	Replace the Dormitory metal roof	0	\$300,000.00	\$300,000.00
2016	Replace Sports Complex flat roof	\$46,800.00	0	\$46,800.00
2017	Replace Boardroom metal roof	\$36,400.00	0	\$36,400.00

**II. Utility Repairs or Replacement**

<b>Fiscal Year of Funding</b>	<b>Needs</b>	<b>State Funds</b>	<b>Local Funds</b>	<b>Est. Repair/ Replacement Cost</b>
2014	Replace 14 KV electrical transformers with 12KV units	\$192,400.00	0	\$192,400.00
2015	Replace Sports Complex Motor Control Center	\$64,800.00	0	\$64,800.00
2015	Replace Sports Complex Electrical panels	\$32,000.00	0	\$32,000.00
2016	Replace Creative Arts Motor Control Center	\$45,000.00	0	\$45,000.00
2016	Test and Inspect 14KV equipment and remove UPS	\$41,000.00	0	\$41,000.00
2017	Replace underground high voltage cables (14KV)	\$145,000.00	0	\$145,000.00

**III. Mechanical Repairs or Replacement**

<b>Fiscal Year of Funding</b>	<b>Needs</b>	<b>State Funds</b>	<b>Local Funds</b>	<b>Est. Repair/ Replacement Cost</b>
2014	Replace Environmental Control System phase I	\$676,000.00	0	\$676,000.00
2015	Install stand-alone boilers phase II	\$20,800.00	0	\$20,800.00
2015	Replace Elevator Control System	\$12,480.00	0	\$12,480.00
2015	Replace water heaters	\$234,000.00	0	\$234,000.00
2016	Replace campus main heating plant	\$520,000.00	0	\$520,000.00
2017	Install stand-alone boilers phase III	\$312,000.00	0	\$312,000.00

**IV. Exterior Repairs or Replacement**

<b>Fiscal Year of Funding</b>	<b>Needs</b>	<b>State Funds</b>	<b>Local Funds</b>	<b>Est. Repair/ Replacement Cost</b>
2014	Replace cracked and failing walkways Dormitory & Administration	\$34,000.00	0	\$34,000.00
2015	Replace Cracked and Heaving Sidewalks phase II	\$31,200.00	0	\$31,200.00
2016	Repaint Ag, Trades, and Softball out building exteriors	\$12,688.00	0	\$12,688.00
2017	Replace Cracked and Heaving Sidewalks phase III	\$31,000.00		\$31,000.00

**V. Other Repairs or Replacement**

<b>Fiscal Year of Funding</b>	<b>Needs</b>	<b>State Funds</b>	<b>Local Funds</b>	<b>Est. Repair/ Replacement Cost</b>
2014	Repaint the Humanities building interior walls	\$36,400.00	0	\$36,400.00
2014	Remove hazardous waste from the L, M, and N buildings	\$130,000.00	0	\$130,000.00
2015	Replace Math/Science floor coverings	\$58,400.00	0	\$58,400.00
2015	Repaint the Auto Shop interior walls	\$22,880.00	0	\$22,880.00
2015	Replace flooring in the Dormitory	0	36,400.00	\$36,400.00
2016	Remove asbestos from Dormitory piping and ceilings	\$24,000.00	0	\$24,000.00
2016	Repaint Math/Science interior walls	\$24,960.00	0	\$24,960.00
2017	Repaint Sports Complex shower rooms	\$29,150.00	0	\$29,150.00
2017	Replace flooring in Administration and Business buildings	\$13,000.00	0	\$13,000.00

# HUMAN RESOURCES ACTION PLAN 2014-2019

# APPENDIX F

## Human Resources Plan 2014-2015 – 7 strategies

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Develop a staffing document that reflects staffing at 1300, 1500, 1700, 1900, 2100 FTES	Staffing document	Fall 2014	Vice President of Academic Services/ Vice President of Admin. Services/ Department Chairs/ Director Institutional Effectiveness	Board of Trustees Acceptance of the Final Document
3		Provide training on instructional delivery methods in the <i>Training, Education and Collaboration Center</i>	Faculty skilled in alternative instructional delivery leading to higher levels of student success for students enrolled in online, correspondence and hybrid delivery mode courses	2014-2015	Vice President of Academic Services/Director of Human Resources in partnership with Human Resources Committee/ Title III Activity Director/Flex Faculty and Staff Coordinator/ Information Technology Specialist II in TECC	12 additional faculty trained Obtain higher level of student learning, retention, and success as compared to 2011-2012 baseline measures
4		Provide discipline specific training for four (4) faculty	Highly qualified faculty	2014-2015	Vice President of Academic Services/ Title III Activity Director	Four faculty (Automotive Technology plus three other disciplines)
3		Provide online training including instructional and counseling faculty	Instructional and counseling faculty trained in alternative delivery modes	Summer 2014	Vice President of Academic Services/Title III Activity Director/ Flex Faculty and Staff Coordinator	20 participants trained
4		*Timely, accurate and effective state and federal mandated trainings and compliance tracking: <ul style="list-style-type: none"> <li>• Child Abuse Reporting Training</li> <li>• Equal Employment Opportunity</li> <li>• Disaster Preparedness</li> <li>• Family Education Rights to Privacy Acts (FERPA)</li> <li>• Tuberculosis testing</li> <li>• SLO/AUO Assessment Training</li> </ul>	All staff and faculty as appropriate trained and/or in compliance with federal and state mandates	2014-2015	Director of Human Resources in partnership with Human Resources Committee/ Flex Faculty and Staff Coordinator	100% of faculty and staff trained and/or in compliance
2, 3		Establish electronic system to track faculty and staff evaluations as well as on-boarding new employees	Timely evaluations. Move towards to a paperless system to increase cost savings	2014-2015	Director of Human Resources	Identification, purchase and implementation of software solution if needed
1, 4		Host a minimum of 4 cultural diversity activities throughout the academic year*	Improve cultural awareness of student ,staff, community	2014-2015	Varies TBD	Cultural Awareness Improvement Survey

\*Becomes a standard after this year

Professional Development Plan 2014-2015 - 15 strategies						
Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
1	1.1	*Recognize faculty and staff success, both personal and professional.	Increase awareness of employee accomplishments	2014-2015	Employee Recognition at Board Meetings and Convocations	Present achievements handout annual at convocation
1	1.1	*Provide training opportunities each semester to encourage an understanding of collaboration and shared governance.	Increase awareness through handouts within the new higher packet and LCC webpage	2014-2015	Director of Human Resources	100% of new hire will receive the information
1	1.1	Provide activities and training on effective practices and conflict resolution.	All staff and faculty as appropriate trained	2014-2015	Director of Human Resources	100% of all employees trained
2	2.1	*Provide training program for Student Learning Outcomes (SLOs) and Administrative Unit Outcomes (AUOs)	All staff and faculty as appropriate trained regarding SLOs/AUOs	2014-2015	Director of Institutional Effectiveness	100% of all employees trained
2	2.2	*Timely, accurate and effective state and federal mandated trainings and compliance tracking: <ul style="list-style-type: none"> <li>• Child Abuse Reporting Training</li> <li>• Equal Employment Opportunity</li> <li>• Disaster Preparedness</li> <li>• Family Education Rights to Privacy Acts (FERPA)</li> <li>• Tuberculosis testing</li> <li>• SLO/AUO Assessment Training</li> </ul>	All staff and faculty as appropriate trained and/or in compliance with federal and state mandates	2014-2015	Director of Human Resources in partnership with Human Resources Committee/ Flex Faculty and Staff Coordinator	100% of faculty and staff trained and/or in compliance
2	2.3	*Provide faculty with regular opportunities to explore different instructional delivery methods	Provide a diverse set of training annually	2014-2015	Flex Faculty and Staff Coordinator	Host four trainings annually
2	2.4	Provide faculty and staff with discipline-specific/ job specific training opportunities.	Improve teaching strategies	2014-2015	Flex Faculty and Staff Coordinator	Increase faculty participation rate
2	2.5	Provide interaction training to enhance community perception and increase persistence.	Improve awareness on positive communication and interaction practices	2014-2015	Director of Human Resources	Provide annual training
4	2.5	Identify grant opportunities to financially support professional development	Promote a grants culture	2014-2015	Human Resources Committee	Host a training

3	3.1	*Advance awareness of cultural diversity through the provision of training and activities each academic year on cultural diversity and communication practices.	Provide training and activities related to cultural diversity	2014-2015	President's Cabinet	Increase annual activities
3	3.1	Explore and provide events for special student populations.	Improve awareness of special populations	2014-2015	President's Cabinet	Determine four to five populations
3	3.1	Provide student orientations on what students need to know, where campus services are, how to register, what are important dates, cultural differences, etc.	Increased information on culture and expectations at community college	2014-2015	Student Services/ Outreach Coordinator	Develop a new web page and video
4	4.1	Provide workshops each year to promote proficiency in using the report server and identify data needs.	Increase employee awareness of data capabilities	2014-2015	Director of Institutional Effectiveness	Provide 3 trainings
4	4.1	Provide online delivery training including instructional and counseling faculty (New Moodle)	Increased faculty member trained in Moodle	2014-2015	Information Technology Specialist II	Increase instructor trained
4	4.1	Identify specific technical software training needs	Determine training needs of the campus to plan TECC seminars	2014-2015	Information Technology Specialist II	Complete an annual training needs survey

\*Becomes a standard practice in 2015-2016

<b>Human Resources Plan 2015-2016 – 5 strategies</b>						
<b>Goal</b>	<b>Obj.</b>	<b>Strategy Description</b>	<b>Desired Outcome</b>	<b>Timeline</b>	<b>Responsible Party(s)</b>	<b>Achievement Target</b>
3		Update the staffing document that reflects staffing at 1300, 1500, 1700, 1900, 2100, 2400 FTES	Staffing document	Fall 2015	Vice President of Academic Services/ Vice President of Admin. Services/ Department Chairs/ Director Institutional Effectiveness	Updated Staffing Plan
3		Provide training on instructional delivery methods in the <i>Training, Education and Collaboration Center</i>	Faculty skilled in alternative instructional delivery leading to higher levels of student success for students enrolled in online, correspondence and hybrid delivery mode courses	2015-2016	Vice President of Academic Services/Director of Human Resources in partnership with Human Resources Committee/ Title III Activity Director/Flex Faculty and Staff Coordinator/ Information Technology Specialist II in TECC	12 additional faculty trained Obtain higher level of student learning, retention, and success as compared to 2011-2012 baseline measures
4		Provide discipline specific training for four (4) faculty	Highly qualified faculty	2015-2016	Vice President of Academic Services/ Title III Activity Director	Four faculty (Automotive Technology plus three other disciplines)

Adopted by Strategic Planning Committee May 1, 2014

3		Provide online training including instructional and counseling faculty	Instructional and counseling faculty trained in alternative delivery modes	Summer 2015	Vice President of Academic Services/Title III Activity Director/ Flex Faculty and Staff Coordinator	20 participants trained
3		Update employee handbook	Relevant handbook	2015-2016	Director of Human Resources in partnership with Human Resources Committee	Published Update

### Human Resources Plan 2016-2017 – 3 strategies

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		*Update the staffing document that reflects staffing at 1300, 1500, 1700, 1900, 2100, 2400 FTES	Staffing document	Fall 2016	Vice President of Academic Services/ Vice President of Admin. Services/ Department Chairs/ Director Institutional Effectiveness	Updated Staffing Plan
3		*Update employee handbook	Relevant handbook	2016-2017	Director of Human Resources in partnership with Human Resources Committee	Published Update
3		Identify new training regulations	Identify new mandated training and implement new training modules	2016-2017	Director of Human Resources in partnership with Human Resources Committee	Relevant mandated training
2, 3		Explore electronic evaluations	Identify a secure electronic evaluation system	2016-2017	Director of Human Resources in partnership with Human Resources Committee	Determine an electronic evaluation system

### Human Resources Plan 2017-2018 – 2 strategies

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		*Identify new training regulations	Identify new mandated training and implement new training modules	2017-2018	Director of Human Resources in partnership with Human Resources Committee	Relevant mandated training
3		Implement electronic evaluations	Integrate the secure electronic evaluation system	2017-2018	Director of Human Resources in partnership with Human Resources Committee	100% of employees evaluated in the new system

\*Becomes a standard after this year

### Human Resources Plan 2018-2019 – 1 strategy

Goal	Obj.	Strategy Description	Desired Outcome	Timeline	Responsible Party(s)	Achievement Target
3		Assess the evaluation system	Complete evaluation system	2018-2019	Director of Human Resources in partnership with Human Resources Committee	100% of employees evaluated in the new system



